

ADOPTED OPERATING BUDGET

FISCAL YEAR 2024

H HAYWARD



FRONT COVER

The City of Hayward's Downtown is an ideal destination for residents, visitors, and businesses alike. The Economic Development Division is developing the Downtown Activation Program; scheduled to begin in Spring 2023, the program will invite musicians and artists to perform throughout downtown and reinvigorate our walk-able streets. The division's other programs, including the Restore and Reopen Facade Improvement Program and Restaurant Relaunch Recovery Program have also stimulated many of our downtown businesses. Lincoln Landing is now leasing living and commercial space and boasts an excellent central location for residents and businesses. The front cover's photo of a blooming and thriving garden is a perfect representation of the City's goal for the entire downtown area.

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ADOPTED FY 2024 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 FY2024-2033 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.

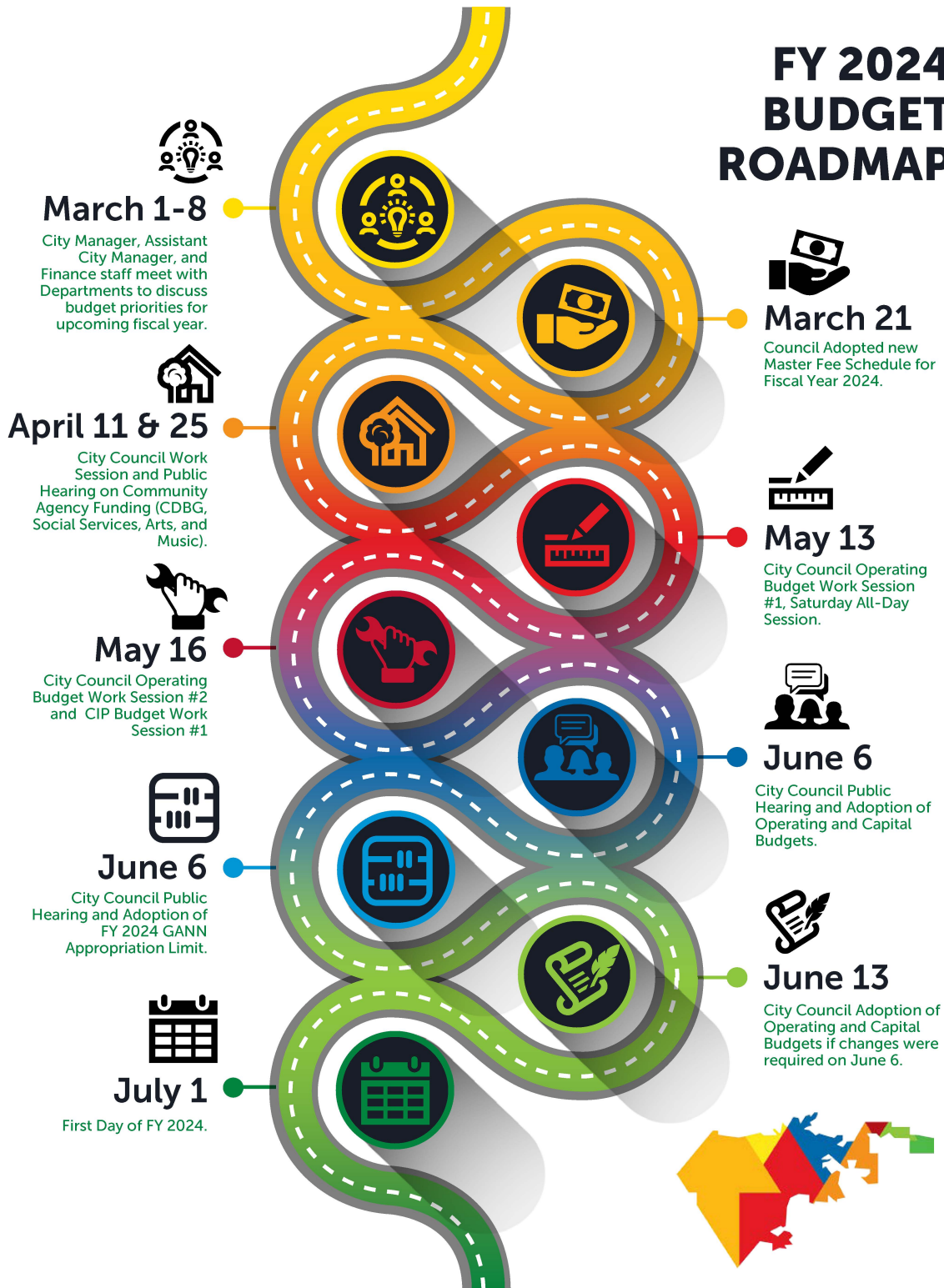
Any changes as approved by City Council through the budget process are incorporated into the budget before formal adoption. Multi-year forecasts for the General Fund and key revenue funds are included as part of this process to assist with decision-making - allowing Council to consider resources as part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

FY 2024 Budget Development Calendar

Key Dates	Actions
FY 2024 Annual Operating Budget	
March 2023	
1-8	Operating budget review meetings with City Manager, Assistant City Manager, Finance and Departments.
April 2023	
11 and 25	City Council Work Session and Public Hearing/Adoption Community Agency Funding
May 2023	
13	City Council Operating Budget Work Session #1
16	City Council Operating Budget Work Session #2, if needed
16	City Council CIP Budget Work Session #1 FY 2024-2033
June 2023	
6	City Council Public Hearing and Adoption - FY 2024 Operating and Capital Budgets
6	City Council Public Hearing and Adoption - FY 2024 GANN Appropriations Limit
13	City Council Adopt FY 2024 Operating and Capital Budgets (if not approved on 6/6)
July 2023	
1	Fiscal Year 2024 Begins

BUDGET PROCESS & CALENDAR

FY 2024 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

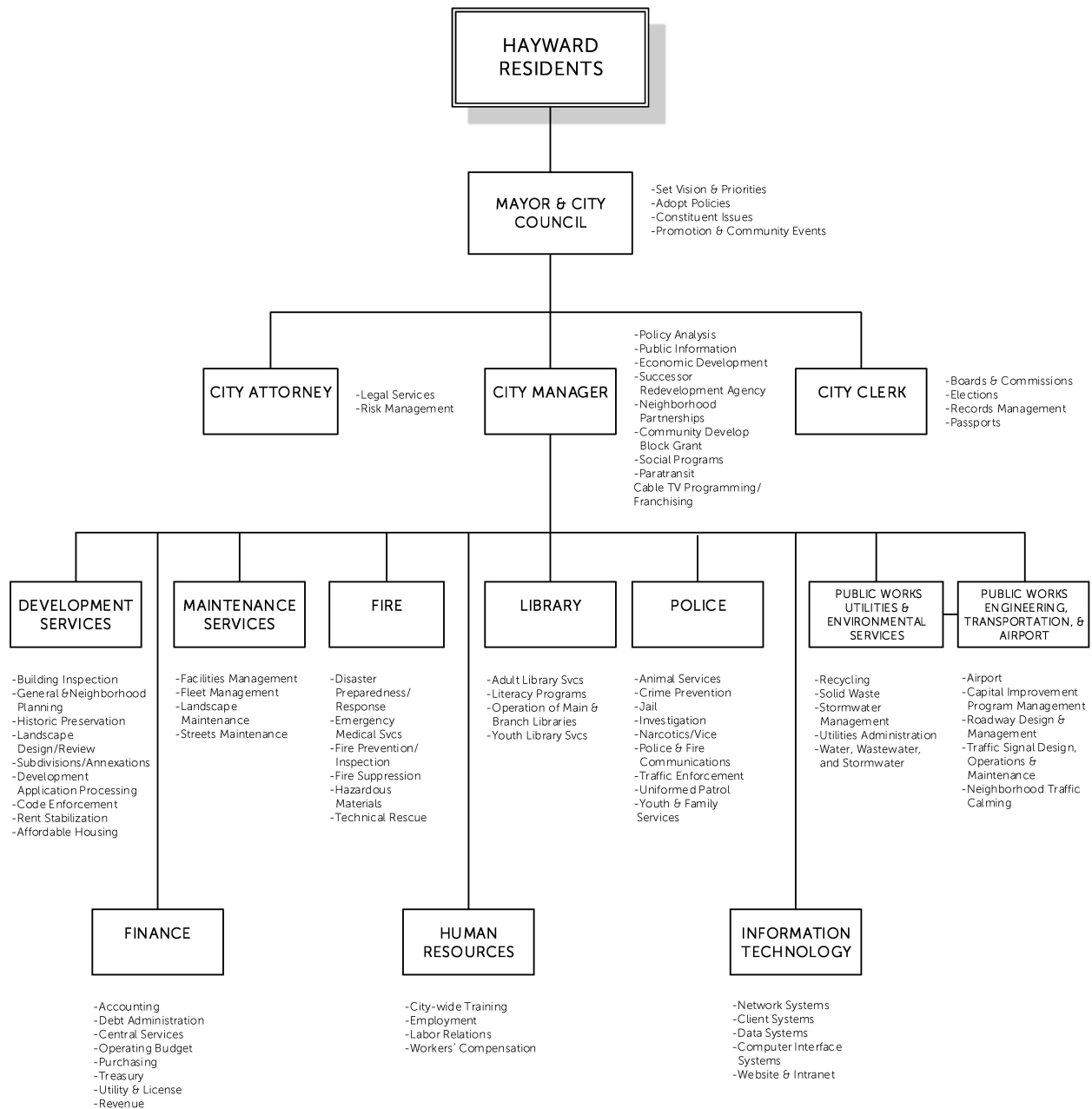
Term Expires 2026



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 Toney Chaplin
Public Works & Utilities	Alex Ameri

BUDGET AWARD

The Government Finance Officers Association of the United States and Canada (GFOA) presented the City of Hayward with a *Distinguished Budget Presentation Award* for its annual budget for the fiscal year beginning July 1, 2022. 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, 2022

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 a strategically positioned at the epicenter of a metropolitan area synonymous with innovation, bold thinking and entrepreneurship. The city is served by three major freeways, two Bay Area Rapid Transit (BART) stations, Amtrak Capitol Corridor trains, local and commuter buses routes operated by multiple transit agencies, Union Pacific freight rail and Port of Oakland facilities. The city boasts its own thriving executive airport and enjoys easy access to three international airports, Oakland, San Francisco and San Jose. Hayward is the Bay Area's sixth largest municipality, and ranks among the most diverse in the entire state of California.



It is home to a California State University, a community college, and technical, trade and business colleges. 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.

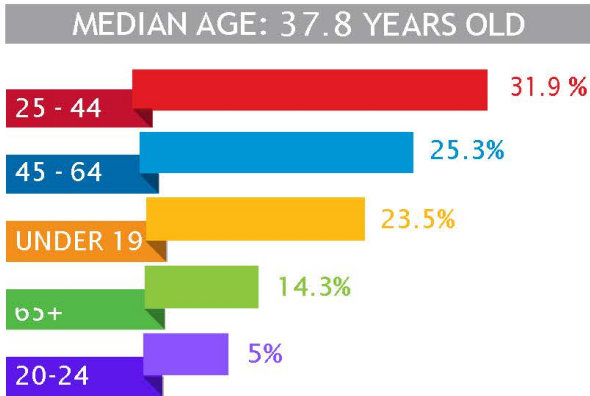


The city adopted a new Downtown Specific Plan to create a more pedestrian friendly central core and healthy balance of housing, retail, offices and restaurants and updated its industrial zoning to support an existing manufacturing base while meeting the needs of new information, technology and advanced-manufacturing 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.

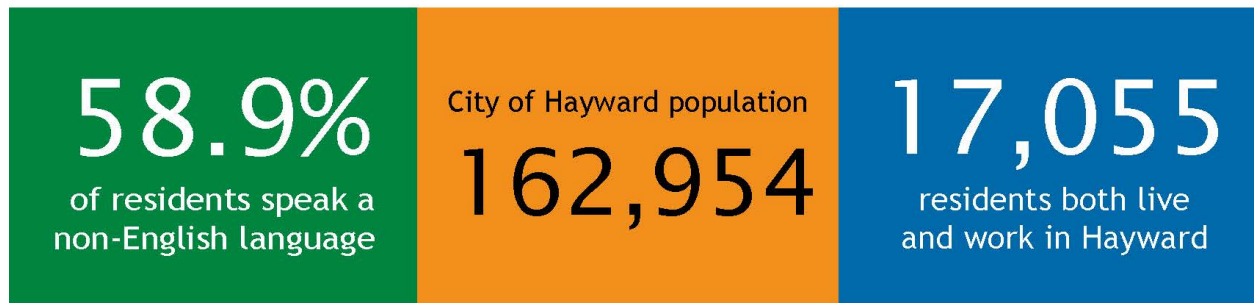
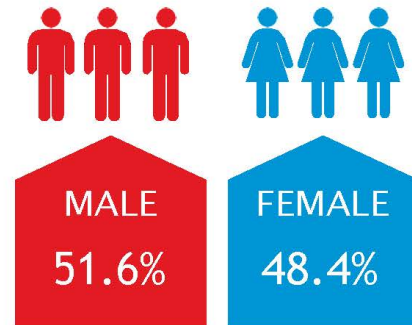
COMMUNITY PROFILE

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

AGE DISTRIBUTION



SEX



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 in separate questions.

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



EAST BAY



EdenAreaROP

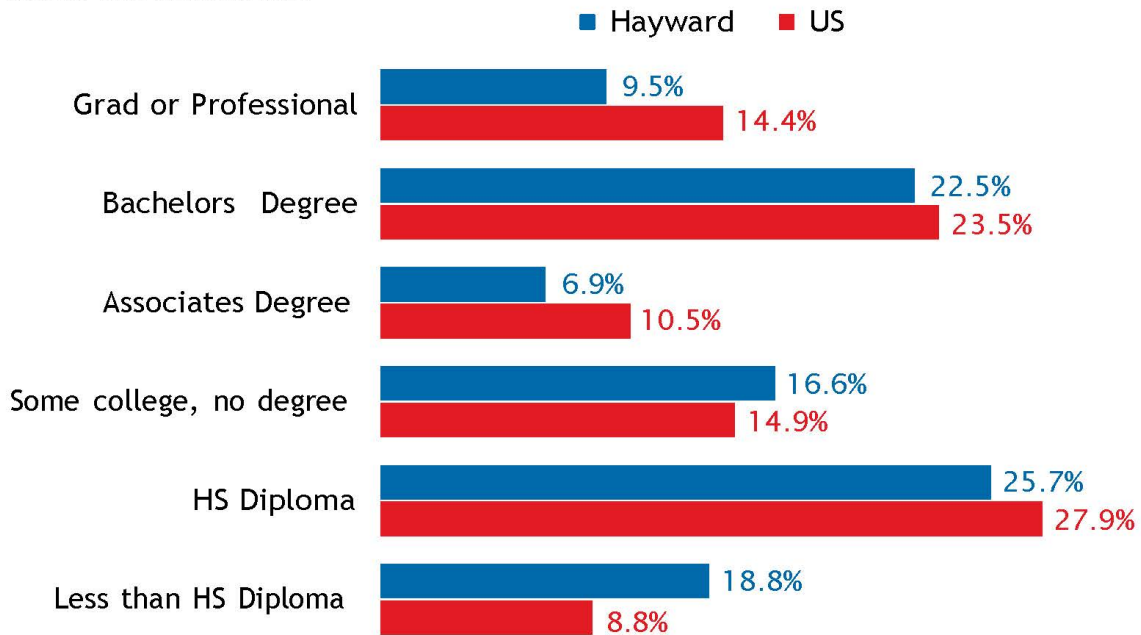
California State University East Bay
Chabot Community College
Technical & Business Colleges

11,064+

students pursue higher education
in Hayward every day

EDUCATIONAL ATTAINMENT OF POPULATION OVER 25 YEARS OLD

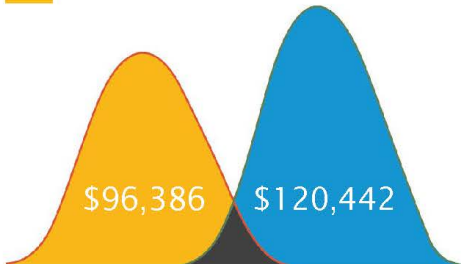
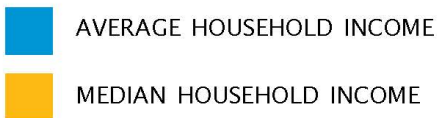
Source: U.S. CENSUS 2020



COMMUNITY PROFILE

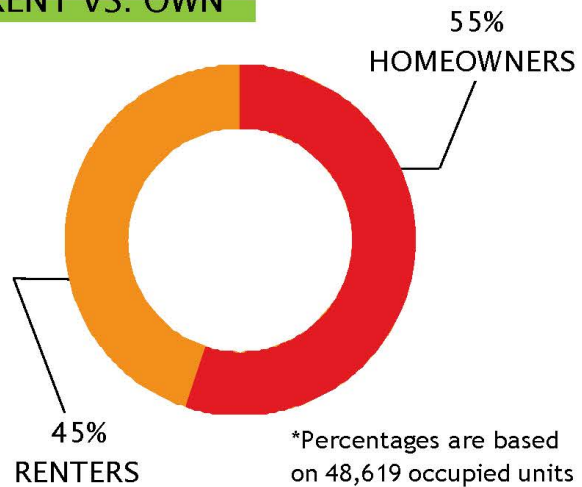
HOUSEHOLD INCOME

Source: U.S. CENSUS 2020



MEDIAN RENT: \$2,596

RENT VS. OWN*



\$877,500

MEDIAN SALE PRICE OF
DETACHED, SINGLE FAMILY
HOMES IN HAYWARD



\$622,000

MEDIAN SALE PRICE OF
CONDOMINIUMS AND
TOWNHOUSES IN HAYWARD

Source: Bay East Association of Realtors, February 2023

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 2021

COMMUNITY PROFILE

5

sister cities: Funabashi,
Japan; Ghazni, Afghanistan;
Yixing, China; Faro,
Portugal; and San Felipe,
Mexico

79,445

Registered
Hayward voters

3,000+

acres of open
space and parks

Source: Alameda County
Registrar of Voters

CONNECTED THROUGH TRANSIT



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

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

The numbers reflected are mainly based on Bay East Association of Realtors (2022) 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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Strategic Roadmap

Fiscal Years 2024 to 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, and an inviting downtown. Its diverse and inclusive community is well supported with robust city services, and is kept healthy and safe through innovative programs. It continues to be 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 six 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.



S Strategic Priorities



Enhance Community Safety & Quality of Life

- Invest in community-based crime response and enforcement models
- Strengthen Emergency preparedness
- Invest in cleanliness and blight reduction
- Implement Community Enrichment
- Activate Public Spaces
- Invest in community-wide internet access
- Strengthen justice and belonging



Confront Climate Crisis & Champion Environmental Justice

- Reduce greenhouse gases and dependency on fossil fuels
- Promote a circular economy
- Mitigate climate impacts through resilient design, emphasizing frontline communities



Preserve, Produce, & Protect Housing for All

- House and support people experiencing homelessness
- Incentivize housing production for all
- Protect the affordability of existing housing



Invest in Infrastructure

- Invest in multi-modal transportation
- Invest in City-owned facilities & property
- Invest in water supplies, sanitation, & sewers



Grow the Economy

- Invest in business support services
- Create thriving commercial corridors
- Grow workforce development pipelines
- Strategically dispose of City property



Strengthen Organizational Health

- Strengthen fiscal sustainability
- Streamline customer service & access
- Strengthen retention & recruitment
- Invest in a safe work environment
- Optimize workforce technology

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.

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 City' lens.

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?

P Projects

Creating the Roadmap Projects

The initial project list for this Roadmap was created by surveying each City Council Member and key staff whose work tasks closely align with the six Strategic Priorities. Council then prioritized the projects through a dot voting exercise. The following pages detail the projects by priority area. Below is a key to the organization of information.

**Strategic Roadmap
FY2024 to FY2025+ Project List**

Enhance Community Safety and Quality of Life

+ = Racial Equity Focus Project = Education Focus Project

Projects		Y1	Y2+	Departments
Invest in Cleanliness and Blight Reduction				
Q10	Roll out a permanent illegal dumping prevention program +			MS
Q11	Engage owners of vacant building properties to encourage activation, starting in the downtown, and enforce against owners of empty storefronts			CM, DS
Q12	Finalize community preservation ordinance to combat blight and enhance neighborhood livability +			DS

The timeline shows if staff will work on this project in Year 1 (FY24) or start work in Year 2+ (FY25+). It also shows if staff anticipates completing work in FY24 or continuing to future years.

Shows which departments have primary responsibility for project implementation

Departments Legend

CM City Manager

DS Development Services

FR Fire

FN Finance

HR Human Resources

IT Information Technology

MS Maintenance Services

LB Library

PD Police

PW Public Works

Strategic Roadmap FY2024 to FY2025+ Project List



Enhance Community Safety and Quality of Life

✦ = Racial Equity Focus Project 📖 = Education Focus Project

Projects		Y1	Y2+	Departments
Support Safe and Clean Neighborhoods				
Invest in Community-Centered Crime Response and Enforcement Models				
Q1	Continue to implement and measure the HEART Pilot Program ✦			CM, FD, PD
Q2	Implement the recommendations from the Dispatch Assessment ✦			CM, FD, PD
Q3	Conduct an assessment of the Jail and other Community Services Officer functions. Convene quarterly meetings with residents and the Police Department to foster better communications.			PD
Q4	Seek and implement CALEA accreditation for the Police Department			PD
Q5	Conduct an analysis of the Community Advisory Panel for the Police Department			CM, PD
Q6	Enhance background checks for gun ownership and gun storage rules			PD
Q7	Provide a report on coordination around human trafficking, truancy, and child abuse			PD
Strengthen Emergency Preparedness, Planning, and Response				
Q8	Update comprehensive Emergency Management Plan			FD
Q9	Reestablish the Hazardous Materials Response Team and research funding options for equipment			FD
Q10	Explore solutions for ambulance transfer			FD
Invest in Cleanliness and Blight Reduction				
Q11	Roll out a permanent illegal dumping prevention program ✦			MS
Q12	Engage owners of vacant building properties to encourage activation, starting in the downtown, and enforce against owners of empty storefronts			CM, DS
Q13	Finalize community preservation ordinance to combat blight and enhance neighborhood livability ✦			DS
Q14	Create an analysis of the staffing and funding needs to create a public art program			CM
Q15	Expand litter collection services (like the Downtown Streets Team) to pick up litter through the City			PW, MS
Support Vibrant Communities				
Implement Community Enrichment and Social Support Programming				
Q16	Continue to provide educational, cultural, and social support programs at the Hayward Library ✦📖			LB
Q17	Continue to provide family support programs through the Youth and Family Services Bureau ✦📖			PD

Strategic Roadmap FY2024 to FY2025+ Project List



Enhance Community Safety and Quality of Life

✦ = Racial Equity Focus Project 📖 = Education Focus Project

Projects		Y1	Y2+	Departments
Q18	Continue to implement Hayward's People's Budget projects			CM
Q19	Continue to work with HARD on understanding recreational programs through the Master Lease ✦			CM
Activate Public Spaces				
Q20	Design and Install Heritage Plaza Art Pieces to Honor Indigenous and Russell City Heritage ✦			CM, LB
Q21	Work with partners to design programming for the future Stack Center Community Event Plaza 📖			CM, LB
Q22	Increase the access to community meeting rooms and facilities across the city by collaborating with HUSD and HARD to have 2-3 campuses open for public use			LB
Invest in Community-Wide Internet Infrastructure and Access				
Q23	Continue to provide internet connected devices and hotspots through the Library 📖			LB
Q24	Work with partners to identify funding for a strategic plan for Broadband			CM, IT, PW
Strengthen Justice and Belonging				
Q25	Continue to implement an internal racial equity training program ✦			CM
Q26	Use the Racial Equity Toolkit to implement pilots across departments, and assess and pilot inclusive recruitment, retention, and promotion practices ✦			CM
Q27	Work with the survivors and descendants of Russell City to determine appropriate restitution ✦			CM

Strategic Roadmap FY2024 to FY2025+ Project List



Preserve, Protect, and Produce Housing for All

✦ = Racial Equity Focus Project 📖 = Education Focus Project

Projects		Y1	Y2+	Departments
Invest in Programs to House and Support People Experiencing Homelessness				
H1	Support development of St. Regis Behavioral Health Campus to provide health and housing services to people experiencing homelessness and mental health crises ✦			CM
H2	Continue to oversee operations of the Navigation Center Annex ✦			CM
H3	Piloting a flexible funding pool for preventing homelessness, including a shallow subsidy program ✦			CM
H4	Continue to explore safe parking options along with encampment management ✦			CM
H5	Leverage partnerships to support acquisition and rehabilitation projects through State Homekey funding ✦			CM
Incentivize Housing Production for All				
H6	Create objective residential development standards & update zoning regulations to align with the General Plan			DS
H7	Explore Social Impact Bond Program to convert tax-defaulted or vacant and blighted properties into wealth building ownership opportunities ✦			DS
H8	Continue to create marketing materials to incentive housing production			DS
H9	Continue work on updating the Affordable Housing Ordinance ✦			DS
H10	Amend the Municipal Code to address Housing Element Actions related to housing for a variety of income levels and housing types			DS
HC11	Work with BART to encourage Transit Oriented Development at the two Hayward stations			CM
Protect the Affordability of Existing Housing				
H12	Continue to pilot Tenant Relocation Emergency Fund ✦			DS
H13	Continue to implement the Foreclosure Prevention Program inclusive of loan restructuring, modification, and financial assistance ✦			DS
H14	Evaluate available funding to issue a Notice of Funding Availability (NOFA)			DS
H15	Amend the Municipal Code to establish residential replacement requirements pursuant to State Law (AB 1397)			DS
H16	Provide creative financing like down payment assistance to help more buyers get unrestricted deed properties			DS

Strategic Roadmap FY2024 to FY2025+ Project List



Confront Climate Crisis & Champion Environmental Justice

✦ = Racial Equity Focus Project 📖 = Education Focus Project

Projects		Y1	Y2+	Departments
Reduce Greenhouse Gases and Dependency on Fossil Fuels				
C1	Implement Year 1 Programs from the adopted GHG Roadmap (Climate Action Plan)			PW
C2	Continue to collaborate with EBCE to provide public EV charging facilities			PW
C3	Present a plan on EV charging for city facilities to CIC (for fleet and employee commuters)			MS
C4	Continue to transition City facilities from natural gas to electric, with a focus on HVAC systems			MS
C5	Explore a partnership with EBCE to offer incentives to purchase electric appliances to encourage community members make the transition from gas to electric			PW
C6	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			PW
Reduce waste by promoting a circular economy				
C7	Continue to identify opportunities for compost hubs and other distribution mechanisms for compost in Hayward			PW
C8	Continue to partner with Alameda County All In Eats to encourage food recovery			CM
Mitigate climate crisis impacts through resilient design and community engagement				
C9	Prepare an ordinance to create smoke-free multifamily housing			DS
C10	Plant 1,500 trees annually, directly and in partnership with community groups ✦			MS
C11	Update Tree Preservation Ordinance			DS, MS
C12	Implement Year 1 Programs from the adopted General Plan Environmental Justice Element, with a focus on mitigating the impact on frontline communities ✦			PW
C13	Work with HASPA partners to seek grant funding to implement the Shoreline Master Plan and provide an update to Council			DS
C14	Continue to pursue water conservation measures like increasing recycled water supplies			PW

Strategic Roadmap FY2024 to FY2025+ Project List



Invest in Infrastructure

✦ = Racial Equity Focus Project 📖 = Education Focus Project

Projects		Y1	Y2+	Departments
Invest in Multi-Modal Transportation				
N1	Continue to implement major corridor traffic calming initiatives			PW
N2	Develop a micro-mobility policy (eBikes, eScooters)			PW
N3	Complete construction of Mission Boulevard phase 3			PW
N4	Implement Safe Routes for School, with a focus on Cesar Chavez and Palma Ceia ✦ 📖			PW
N5	Implement six intersections for Safe Route for Seniors in the downtown area			PW
N6	Continue to add approximate 10 miles of bike lanes annually, with a focus on protected bike lanes and intersections that have high traffic/incidents			PW
N7	Work with AC Transit to beautify bus shelters and construct more seating at bus stops to improve the ridership experience			PW
N8	Evaluate the alternatives to the Downtown Loop			PW
Invest in City Facilities & Property				
N9	Break ground on the Stack Center and continue fundraising for project needs 📖			PW, LB
N10	Construct La Vista Park			PW
N11	Complete Jackson Corridor landscape beautification. Replace and relocate the existing monument gateway sign located on Jackson Street and Silva Avenue			MS, PW
N12	Continue City parking lot upgrades, with a focus on parking lots 7, 8, and 11			PW
N13	Continue Corporation Yard safety upgrades (ARPA project)			MS, PW
N14	Continue upgrades to Fleet facilities (ARPA project)			MS
N15	Continue upgrades to Animal Control facilities (ARPA project)			MS, PD, PW
N16	Provide CIC a needs assessment/preliminary feasibility report on a new Corporation Yard			MS, PW
N17	Provide CIC a needs assessment/preliminary feasibility report on a new Police Building, including a funding mechanism			CM, MS, PW, PD
N18	Create a preliminary concept plan for the Weekes Library to be eligible for potential grants ✦ 📖			LB, MS, PW
Invest in Water Supplies, Sanitation Infrastructure & Storm Sewers				
N19	Replace an average of 2.5 miles of water pipelines annually			PW
N20	Replace an average of 2.5 miles of sewer lines annually			PW
N21	Design Water Pollution Control Facility Phase II upgrade			PW
N22	Develop a Recycled Water Master Plan			PW
N23	Implement Sustainable Groundwater Plan			PW

Strategic Roadmap FY2024 to FY2025+ Project List



Grow the Economy

+ = Racial Equity Focus Project 📖 = Education Focus Project

Projects		Y1	Y2+	Departments
Invest in Programs that Support Hayward Business and Workers				
E1	Work with the CEDC to identify priority sites and review concept plans, including downtown sites and Southland Mall			CM
E2	Complete remaining “Restaurant Relaunch” and façade program projects			CM
E3	Continue to partner with DSAL to build and launch the commercial kitchen incubator program at the Stack Center			CM
Invest in Plans and Programs that Create Thriving Commercial Corridors				
E4	Continue to roll out the Downtown District Activation pilot program which includes performance art			CM
E5	Finalize Sidewalk Vendor Ordinance and provide a training on how to apply for a business license +			DS
E6	Provide an informational report to Council on older ordinances that may have an adverse impact on our local economy (such as the Cabaret Ordinance, the Alcohol ration, and Happy Hour), and offer recommendations to update them			CM, DS
Grow Educational Pathways and Workforce Development Pipelines				
E7	Provide cradle to career educational programs for all ages through cross-agency pathways, in partnership with the Hayward Promise Neighborhoods + 📖			LB
E8	Design and implement the ARPA Tuition Assistance program and job fair series with CSUEB, Chabot, EAROP and Hayward employers + 📖			CM
E9	Continue the Fire Career Pathway Program with ROP and Chabot, and host 17 student fire fighters annually 📖			FD
E10	Continue the IT Department’s internship program 📖			IT
E11	Collaborate with Hayward’s educational institutions to streamline and amplify partner communications and achievements 📖			CM
E12	Develop recommendations for encouraging development of worker-cooperatives in Hayward 📖			CM, FN
Strategically Dispose of City Property				
E13	Continue to work on Route 238 Corridor lands dispositions and development			CM
E14	Release solicitation for City Center disposition and development			CM
E15	Study the options for disposing of Successor Agency parcels on Mission Blvd			CM

Strategic Roadmap FY2024 to FY2025+ Project List



Strengthen Organizational Health

✦ = Racial Equity Focus Project 📖 = Education Focus Project

Projects		Y1	Y2+	Departments
Strengthen Fiscal Sustainability and Transparency				
R1	Hold a work session with the Council to provide an overview of the updated General Fund Long Range Financial model			FN
R2	Expand financial transparency and data sharing through platforms like OpenGov			FN
R3	Prioritize Hayward's involvement in the creation of a Public Bank			FN
Strengthen and Streamline Customer Service and Access				
R4	Conduct a language access assessment ✦			CM
R5	Conduct a post-COVID assessment of on-line and in-person customer service needs, including Access Hayward			CM
R6	Assess hybrid meeting model for Board and Commissions and explore options to add additional meeting locations with hybrid capacity			CM, IT
R7	Develop systems for tracking and responding to constituent requests for Council, such as using a ticketing system and having more informational updates online			CM
Strengthen Employee Engagement, Professional Development, and Retention				
R8	Develop talent acquisition plan for citywide and critical positions ✦			HR
R9	Audit existing policies and HR processes for compliance including areas for revision and general enhancement			HR
R10	Develop a citywide compensation philosophy with internal benchmarks in alignment with the comparator marketplace			HR
R11	Implement 360 evaluations for all department heads and simultaneously implement executive coaching			HR, CM
Invest in a Safe Work Environment				
R12	Conduct a workplace safety assessment for all workplace locations and implement phased improvements			HR, PD, FR, MS
R13	Develop the Police Department's Wellness program			PD
Optimize Access to Workforce Technology				
R14	Ensure up to date technologies and processes including the City's procurement system by optimizing ERP solution through use of different modules			FN, IT
R15	Implement an IT Governance workgroup to ensure business alignment with technology solutions			IT

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June 2023

Honorable Mayor and Members of the City Council:

Over the last year, as the City has continued to make efforts to recover from the impacts of the pandemic, 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 2024 adopted budget reflects the City's commitment to balancing the emerging needs of the community and striving for long-term fiscal sustainability.

We began FY 2023 with an estimated beginning fund balance of \$39.4 million, projecting an increase to the General Fund reserve of \$4.5 million, thus ending the year with \$43.8 million in the reserve, which represents approximately 22.5% 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.

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. Staff now projects that the City will end the FY 2023 fiscal year with a fund balance of \$43.4 million, which represents approximately 21.5% of budgeted expenditures.

While the City is projected to end the fiscal year by building the General Fund Reserve, much of that is attributed to the one-time ARPA funding. It should not go unsaid that throughout FY 2023, the U.S. economy has struggled with high inflationary rates and several increases in federal interest rates not seen since the Great Recession, both of which have had impacts on national and local economies. However, while recent economic projections indicate the economy continues to experience lingering inflation, inflationary rates are expected to slowly stabilize. Federal interest rates are expected to remain elevated through FY 2024 with minimal projected reduction in rates. 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.

With the use of the ARPA funds, the City has worked to support those segments of the community most impacted, which includes our business community and our most vulnerable populations. By leveraging federal stimulus resources, the City has implemented various programs to assist local businesses in efforts to recover from the pandemic, as well as programs to attract new businesses to help stimulate and strengthen the Hayward business community. Additionally, the City has also developed programs to support those experiencing homelessness and to prevent more members of the community from falling into homelessness. While the City continues to face challenges in building long-term fiscal stability, we will continue to meet the demands and needs of the Hayward community.

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. Released in June 2023, the national unemployment rate was 3.6%, representing 5.8 million unemployed persons. The rate is down considerably from its highest point during the pandemic in April 2020, when unemployment rates hovered between 14% and 15%. As of June 2023, California has a current unemployment rate of 4.6%, representing approximately 885 thousand unemployed persons, a slight elevation over the prior year's unemployment rate of 4.2% in June 2022. Alameda County's unemployment was at 4.2% in June 2023, which is elevated over the prior year period of June 2022, where the unemployment rate was 3.0%.

While there are few remaining visible signs of the Great Recession of 2008-2011, the City still struggles with a structural budget gap, given rising pension contributions and other factors. Closing this gap has been challenging year after year as the City works to reduce its unfunded liabilities, meet ongoing service demands, address its capital needs, and appropriately address emerging needs. While slowing a bit, Hayward continues to see stability in many of its key General Fund revenues, such as Property Tax and Sales Tax, but we continue to experience considerable growth in employee benefit costs, particularly pension and post-employment healthcare costs. The 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; further changes based on the recent negative performance of the CalPERS investment fund are anticipated in coming fiscal years. The City is also working to address emerging needs that were not previously a significant part of our operations such as the increasing demands on the organization and community to serve and support our unhoused population and to address the 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 benefit costs, particularly pension and retiree healthcare (OPEB) costs. As we continue to work to address and resolve the City's ongoing structural deficit, we must also strategically address staffing needs throughout the organization to manage increasing workloads and emerging needs in our community. Our deferred infrastructure and capital needs, along with our unfunded liabilities like CalPERS and OPEB, must also be accommodated in both our short- and long-range financial planning.

A continuing challenge to balance...

The adopted FY 2024 General Fund budget is balanced with the reluctant projected use of \$5.1 million in General Fund reserves. The change in projected use of General Fund reserves over the proposed budget reflects the addition of \$0.4 million in allocated funding to support strategic roadmap projects. While the adopted 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 2024 budget. The adopted FY 2024 contribution includes funding the pay-as-you-go portion of \$3.8 million as well as an additional \$3.6 million toward the ARC (\$7.4 million in total OPEB payments). The FY 2024 adopted budget is the third time the City has fully funded the ARC, meeting the Council's commitment to fully funding 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.

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 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 \$17.5 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. Projections prior to the COVID-19 pandemic estimated additional General Fund revenues of up to \$3.0 million annually. Council has yet to act on their ability to increase the tax rate as local hoteliers continue to recover from the COVID recession, given that the travel industry was hit harder than most other industries during this crisis.

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

Staffing resources in the General Fund are authorized at 686 positions for FY 2024, down from a high in FY 2003 of 773 General Fund positions. Total citywide staffing, inclusive of all operating funds, reflects 937.8 authorized positions in the adopted 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 in our 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. During FY 2018, 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: successful labor negotiations with all labor groups to achieve annual savings over projected amounts; going to the voters to ask for an increase in the City's Real Property Tax Rate from \$4.50/\$1,000 of valuation to \$8.50/\$1,000 of valuation as well as an increase to the Transit Occupancy Tax from 8.5% to 14.5% (which will be implemented upon further recovery of the hotel sector); and an update to the City's cost allocation plan. The addition of federal stimulus dollars during FY 2022 and FY 2023 provided important one-time revenue to support the City's and the community's economic recovery but we will still need to continue our work implementing additional balancing strategies and work towards long-term fiscal sustainability. City staff has recently embarked on an effort to again comprehensively update the ten-year financial model to further assist in our strategic financial planning.

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.

I look to a bright future for all of us as we work our way back toward fiscal stability in FY 2024, as well as continue to provide the core services we deliver to Hayward residents and businesses. We must always be mindful of the future and the long-term consequences of our actions today. We will work towards solutions that have meaningful impact together. Hayward is a wonderful community that understands and truly honors the value of diversity in every facet of life. Our municipal organization is committed to the value of being a "family" despite our immediate differences; one that has shown its grit and mettle through the tough years and one that looks to the future with maturity, strength, and a strong commitment to service. Thank you for the honor and the privilege of being your City Manager and the opportunity to lead such a fantastic organization in service to our community.

Sincerely,

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

Kelly McAdoo
City Manager

Attachment: FY 2024 Budget Overview

CITYWIDE BUDGET OVERVIEW

CITYWIDE FINANCIALS

The City's operating budget is comprised of a number of different funding sources.¹ The General Fund is the largest single fund and represents the resources over which the City Council has the most discretion. The total adopted City expenditure budget for the FY 2024 is \$401.8 million, with a General Fund budget of \$205.0 million.

Table 1: City Expenditure Budget Summary - All Funds

Expenditures

<i>in 1,000's</i>	FY 2022 Adopted	FY 2023 Adopted	FY 2024 Adopted	\$ Change	% Change
General Fund	184,787	194,688	204,978	10,290	5.3 %
All Other Funds	164,689	206,617	196,783	(9,834)	(4.8)%
Total City Budget	349,476	401,305	401,762	457	0.1 %

The FY 2024 adopted budget reflects a General Fund expenditure increase over the FY 2023 adopted budget of 5.3%. The increase in the General Fund is primarily due to rising personnel and benefit expenses.

The FY 2024 adopted budget also shows an decrease to All Other Funds of (4.8)%, which is primarily due to the reduction in American Rescue Plan Act (ARPA) funds in Year 3 of the Council approved Federal Stimulus Expenditure Plan. In FY 2023, ARPA fund appropriations totaled approximately \$16 million, and FY 2024 reflects a total of \$3 million in fund appropriations.

The adopted FY 2024 Operating Budget reflects an overall increase of 0.1% for all funds combined over FY 2023.

CITYWIDE STAFFING

The FY 2024 adopted budget reflects recommended staffing changes over what was approved at the time of adoption of the FY 2023 Budget, resulting in a net increase of 7.9 budgeted Full Time Equivalents (FTE) to the General Fund and 13.6 budgeted FTE net increase in other funds. Staffing changes result in a 2.3% increase (or 21.5 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 2021 Adopted	FY 2022 Adopted	FY 2023 Adopted	FY 2024 Adopted	# Change	% Change
General Fund	671.1	671.8	678.2	686.1	7.9	1.2%
All Other Funds ¹	236.2	238.0	238.1	251.8	13.6	5.7%
Total City Budget	907.3	909.8	916.3	937.8	21.5	2.3%

GENERAL FUND DISCUSSION

The General Fund represents over fifty percent of the City's total operating costs (when excluding one-time ARPA funding), 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. The City has recently embarked on an effort to again comprehensively update the ten-year financial model to further assist in our strategic financial planning.

Over the last couple of years, the City has remained diligently focused on providing appropriate service levels to the Hayward Community while balancing the financial constraints brought on by the COVID-19 crisis. During this time, the City implemented several cost reduction strategies. In FY 2022, the City received \$38 million in ARPA funding to assist City in efforts to support the community and recover from the impacts of the pandemic. As part of the Federal Stimulus Expenditure Plan approved by Council in July 2022, a one-time appropriations of \$14.5 million was approved to be allocated to the General Fund to replace lost revenue and replenish General Fund reserves used to support response efforts made to assist the community most impacted by the pandemic. The General Fund allocations from ARPA were received in FY 2022 and FY 2023.

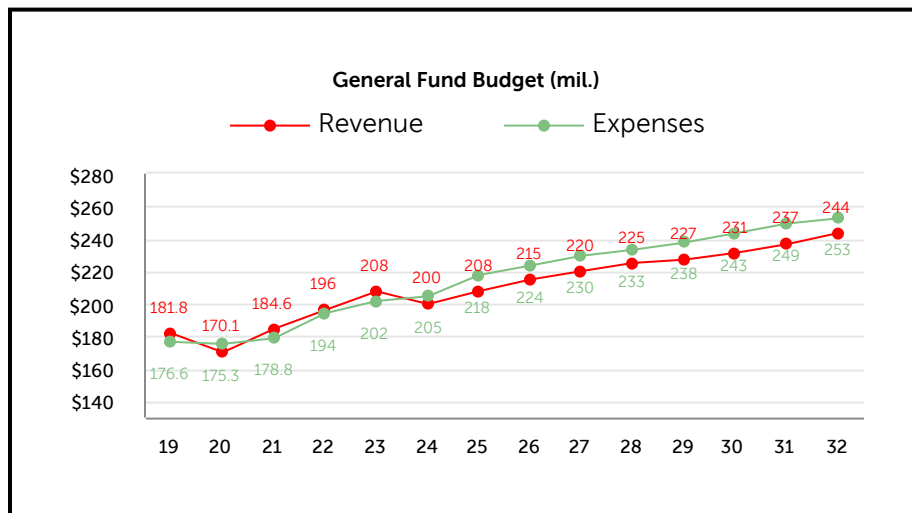
As we move into FY 2024, the City continues to balance the challenges related to continued rising operational expenses, and emerging community needs. The adopted FY 2024 budget shows a \$5.1 million use of General Fund Reserves. The City continues to forecast structural budget gaps in future years, as 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 2024 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. The City has recently embarked on an effort to again comprehensively update the ten-year financial model to further assist in our strategic financial planning.

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 adopted FY 2024 Operating Budget forecasts that the City will end the fiscal year with a projected use of \$5.1 million in General Fund Reserves. The estimated FY 2024 ending General Fund Reserve \$39.1 million, resulting in a projected Reserve level of 19.1 percent.

Council has been wise in past uses of reserves, and staff has made every effort to maintain reserve levels at or above Council policy. It is because of this prudent and very minimal use of

CITYWIDE BUDGET OVERVIEW

reserves to fund operations that the City has been able to make it through this period in ways that many other agencies have not.

KEY FY 2024 BUDGET CHANGES

The following General Fund analysis provides a comparison of the adopted FY 2024 Operating Budget to the immediate previous years. FY 2023 "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 2024 over the amounts adopted during the FY 2023 mid-year budget process for General Fund revenues of approximately \$5.2 million or a increase of 2.7 percent. General Fund revenue projections year over year comparison represents an increase \$7.8 million of 4.1 percent over the FY 2023 adopted budget. The significant change is related to the one-time ARPA funding transferred to the General Fund to restore lost revenue and replenish reserves used to provided community resources during the COVID-19 crisis. Each revenue category varies in its change over the prior year, with some revenues seeing declines and others experiencing increases.

Table 4: FY 2024 Adopted General Fund Revenues

		A	B	C	D	E	F
	(in the 1,000's)	FY 2022 Actual	FY 2023 Adopted	FY 2023 Projected	FY 2024 Adopted	Change \$ (D-B)	Change % (D/B-1)
Revenue							
1	Annual Property Tax - Recurring	\$ 59,130	\$ 59,342	\$ 60,942	\$ 63,298	\$ 3,956	6.7%
2	RPTTF Pass- Thru & Annual	4,394	3,328	3,328	4,200	872	26.2%
3	Property Tax Total	\$ 63,524	\$ 62,670	\$ 64,270	\$ 67,498	\$ 4,828	7.7%
4	Sales Tax (incl Prop 172)	44,028	45,534	45,534	46,439	905	2.0%
5	Utility Users Tax	17,308	18,000	19,000	18,000	—	—%
6	Franchise Fees	10,516	11,360	11,360	12,179	819	7.2%
7	Real Property Transfer Tax	21,226	17,600	17,600	17,600	—	—%
8	Business License Tax	3,273	2,906	2,906	2,800	(106)	-3.6%
9	Transient Occupancy Tax	1,979	1,500	1,500	2,000	500	33.3%
10	Cannabis Tax	843	1,100	1,100	1,100	—	—%
11	Emergency Facilities Tax	1,829	2,075	2,075	2,075	—	—%
12	Charges for Services	12,629	13,639	13,639	14,004	365	2.7%
13	Intergovernmental	6,294	7,969	7,969	7,969	—	—%
14	Fines and Forfeitures	2,688	2,385	2,385	2,740	355	14.9%
15	Interest and Rents	(736)	650	650	650	—	—%
16	Other Revenue	(346)	532	532	638	106	19.9%
17	Total Revenue	\$ 185,055	\$ 187,920	\$ 190,520	\$ 195,691	\$ 7,772	4.1%
18	Transfers In-Other Funds	11,571	11,221	17,123	4,192	(7,029)	-62.6%
19	Total Revenue/Resources	\$ 196,625	\$ 199,141	\$ 207,643	\$ 199,883	\$ 743	0.4%

A summary of key revenue assumptions for FY 2024 follows. Please note that the General Fund section of the budget document contains further discussion and analysis of key General Fund revenue categories.

CITYWIDE BUDGET OVERVIEW

Property Tax - In FY 2024, Property Tax revenue is projected to increase 7.7 percent over the amount adopted in FY 2023 revenues. The projection for Property Tax revenue is primarily based on the annual County Assessor's Office estimate of assessed values, with projections for the adopted budget based on information provided by the Assessor in 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 2024 reflect an increase of 2 percent from the amount adopted in FY 2023, 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 several months. Beginning in FY 2025, annual growth begins to "normalize" to average annual growth between 3 percent and 4 percent.

Real Property Transfer Tax (RPTT) - FY 2024 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 2024 projects no growth in this revenue source over FY 2023 adopted due to impacts of several federal interest rate increases to 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.

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 7.2 percent for FY 2024 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 2024 projects a 2.7 percent increase over FY 2023 Adopted.

CITYWIDE BUDGET OVERVIEW

General Fund Expenditures

Overall, the adopted FY 2024 expenditures have increased over the FY 2023 Adopted Budget by \$10.3 million or 5.29 percent. There are several factors driving the expenditure growth, including employee-related costs, fully funding the OPEB ARC, and internal service fund restoration due to reduction in allocations from the General Fund during the pandemic.

Table 5: FY 2024 Adopted General Fund Expenditures

	A	B	C	D	E	F
(in the 1,000's)	FY 2022 Actual	FY 2023 Adopted	FY 2023 Projected	FY 2024 Adopted	Change \$ (D-B)	Change % (D/B-1)
1 Expenditures						
2 Salary	\$ 79,369	\$ 87,375	\$ 89,740	\$ 98,654	\$ 11,280	12.91%
3 Overtime	13,783	3,370	3,370	3,370	—	0.00%
4 Wages Subtotal	\$ 93,152	\$ 90,744	\$ 93,110	\$ 102,024	\$ 11,280	12.43%
5 Medical/Dental/Other Benefits	12,912	16,422	16,469	17,347	925	5.63%
6 Retiree Medical (pay-go)	3,248	3,241	3,241	3,465	224	6.91%
7 Worker's Compensation	8,495	9,132	9,429	5,268	(3,864)	-42.31%
8 Retirement (CalPERS)	36,742	40,275	41,524	42,846	2,570	6.38%
9 Benefits Subtotal	\$ 61,398	\$ 69,071	\$ 70,663	\$ 68,926	\$ (145)	-0.21%
10 Assumed Vacancy Savings	—	(3,913)	(3,913)	(5,881)	(1,967)	50.27%
11 Interdepartmental (ID) Charges	(4,168)	(4,722)	(4,722)	(6,371)	(1,648)	34.91%
12 OPEB Liability Contribution	3,585	2,689	2,625	2,670	(19)	-0.69%
13 Net Staffing Expense	\$ 153,967	\$ 153,868	\$ 157,762	\$ 161,369	\$ 7,500	4.87%
14 Supplies & Services	11,350	12,031	13,627	12,588	557	4.63%
15 Internal Service Fees	14,890	16,791	16,791	19,951	3,161	18.82%
16 Debt Service	2,544	2,850	2,850	2,708	(142)	-4.99%
17 Liability Insurance	4,282	4,888	5,517	5,452	565	11.55%
18 Economic Dev. Fund	350	350	414	350	—	0.00%
19 Capital Projects/Other Funding	6,436	3,910	4,769	2,560	(1,350)	-34.53%
20 Non-Personnel Expenses Subtotal	\$ 39,851	\$ 40,820	\$ 43,968	\$ 43,609	\$ 2,790	6.83%
22 Total Expenditures	\$ 193,818	\$ 194,688	\$ 201,730	\$ 204,978	\$ 10,290	5.29%

Salary - FY 2024 include the contracted Cost of Living Adjustment (COLA) for all applicable bargaining groups, and represents an increase of 12.9 percent over adopted FY 2023 budget.

Overtime - FY 2024 Non-Mutual Aid overtime is \$3.3 million - which is congruent with the adopted FY 2023 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 2024 - with total costs increasing 6.4 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 2022 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.

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.

CITYWIDE BUDGET OVERVIEW

Table 6 - CalPERS Rates

<i>(in the \$1,000s)</i>	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
Miscellaneous							
Normal Cost %	9.770 %	10.960 %	10.700 %	10.500 %	10.300 %	10.100 %	9.900 %
UAL Payment	\$ 14,293	\$ 14,300	\$ 14,363	\$ 14,084	\$ 13,781	\$ 13,302	\$ 13,773
Employer Contribution Rate %	36.93 %	37.29 %	36.40 %	35.00 %	33.60 %	32.00 %	32.00 %
Change over Prior Year	1.00 %	0.36 %	(0.89)%	(1.40)%	(1.40)%	(1.60)%	— %
Police							
Normal Cost %	21.690 %	23.920 %	23.400 %	22.800 %	22.200 %	21.400 %	20.600 %
UAL Payment	\$ 13,914	\$ 13,793	\$ 13,959	\$ 13,812	\$ 13,646	\$ 13,341	\$ 13,769
Employer Contribution Rate %	74.62 %	76.88 %	75.50 %	73.00 %	70.40 %	67.30 %	66.60 %
Change over Prior Year	7.82 %	2.26 %	(1.38)%	(2.50)%	(2.60)%	(3.10)%	(0.70)%
Fire							
Normal Cost %	18.490 %	21.200 %	20.800 %	20.300 %	19.800 %	19.400 %	19.000 %
UAL Payment	\$ 9,806	\$ 9,141	\$ 9,191	\$ 9,065	\$ 8,924	\$ 8,675	\$ 8,991
Employer Contribution Rate %	64.61 %	65.75 %	64.40 %	62.10 %	59.90 %	57.20 %	57.10 %
Change over Prior Year	3.61 %	1.14 %	(1.35)%	(2.30)%	(2.20)%	(2.70)%	(0.10)%

Vacancy Savings - FY 2024 vacancy savings are assumed based on normal attrition and known staffing vacancies as of March 31, 2023. Over the last year, the City has experience significantly high vacancy rates in the Police Department. Projected FY 2024 vacancy savings are \$5.8 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 2024 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 \$2.7 million.

Internal Service Fees - The Internal Service Funds (ISF) for FY 2024 shows an increase of \$3.2 million over the adopted FY 2023 budget. This is primarily attributed to the restoration of services and reduction in allocations from the General Fund during the pandemic.

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 2024, staff projects that the City will receive \$21.9 million in Measure C sales tax revenues.

CITYWIDE BUDGET OVERVIEW

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 \$21.9 million in projected revenue, staff estimates annual debt service payments for the above defined projects will total approximately \$5.4 million annually. The remaining funds are to be allocated among police services, maintenance services, and street repairs.

Staff presented recommendations for the use of the Measure C funds to both the Council Budget & Finance Committee and the City Council in November and December 2014. Consistent with those discussions, staff is including assumed revenues and expenditures for Measure C as part of the FY 2024 budget.

- Revenue: The City began receiving allocations of the Measure C Transaction and Use (sales) Tax effective January 1, 2015. Staff anticipates receiving approximately \$21.9 million in revenues from Measure C for FY 2024. As previously approved by Council, staff established a new fund within the General Fund to allow for easy tracking of the revenues and expenses associated with Measure C (Fund 101).
- Expenditures: FY 2024 estimates expenses of \$11.9 million for operating costs, including debt service and staff in the police and maintenance services departments.

UNFUNDED NEEDS & LIABILITIES

While the FY 2024 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 2024 Capital Improvement Program reflects "Identified Capital Needs" totaling approximately \$500 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

CITYWIDE BUDGET OVERVIEW

Annual Required Contribution (ARC) an agency should make toward the funding of the benefit. This is essentially the minimum funding amount that should be responsibly made by any organization. The ARC is generally comprised of two elements: a portion of funding for current costs (sometimes referred to as “pay go”) and a portion of funding for future liability costs (the Unfunded Actuarial Liability or UAL).

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

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

Table 7: Summary of Benefit Liabilities

(in millions)	Actuarial Valuation Date	Accrued Liability	Value of Assets	Funded Ratio	Unfunded Liability	Unfunded Ratio
CalPERS Police Safety Plan	6/30/2021	\$ 469.15	\$ 316.09	67.4 %	\$ 153.06	32.6 %
CalPERS Fire Safety Plan	6/30/2021	\$ 338.68	\$ 237.29	70.1 %	\$ 101.40	29.9 %
CalPERS Miscellaneous Plan	6/30/2021	\$ 533.61	\$ 390.63	73.2 %	\$ 142.98	26.8 %
Total Cal PERS		\$ 1,341.44	\$ 944.00	70.4 %	\$ 397.44	29.6 %
OPEB - Retiree Medical Police Officers	6/30/2021	\$ 42.56	\$ 9.47	22.3 %	\$ 33.09	77.7 %
OPEB - Retiree Medical Firefighters	6/30/2021	\$ 19.37	\$ 6.11	31.6 %	\$ 13.26	68.4 %
OPEB - Retiree Medical Miscellaneous	6/30/2021	\$ 27.67	\$ 7.49	27.1 %	\$ 20.17	72.9 %
Total OPEB-Retiree Medical		\$ 89.59	\$ 23.07	25.8 %	\$ 66.52	74.2 %
Workers' Compensation	6/30/2022	\$ 13.79	\$ 32.88	238.4 %	\$ (19.09)	(138.4)%
Accrued Leave Payouts	6/30/2022	11.20	0.00	0.0 %	\$ 11.20	100.0 %
TOTAL		\$ 1,456.03	\$ 999.96	68.7 %	\$ 456.07	31.3 %

Retirement Annual cost (annual cost: \$51.3 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: \$6.4 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 2024 budget reflects a reduction in the Workers' Compensation rates to stabilize the funding levels to the recommended 80 percent.

CITYWIDE BUDGET OVERVIEW

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 2024. 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 2024, the City continues to meet fully funding the ARC.

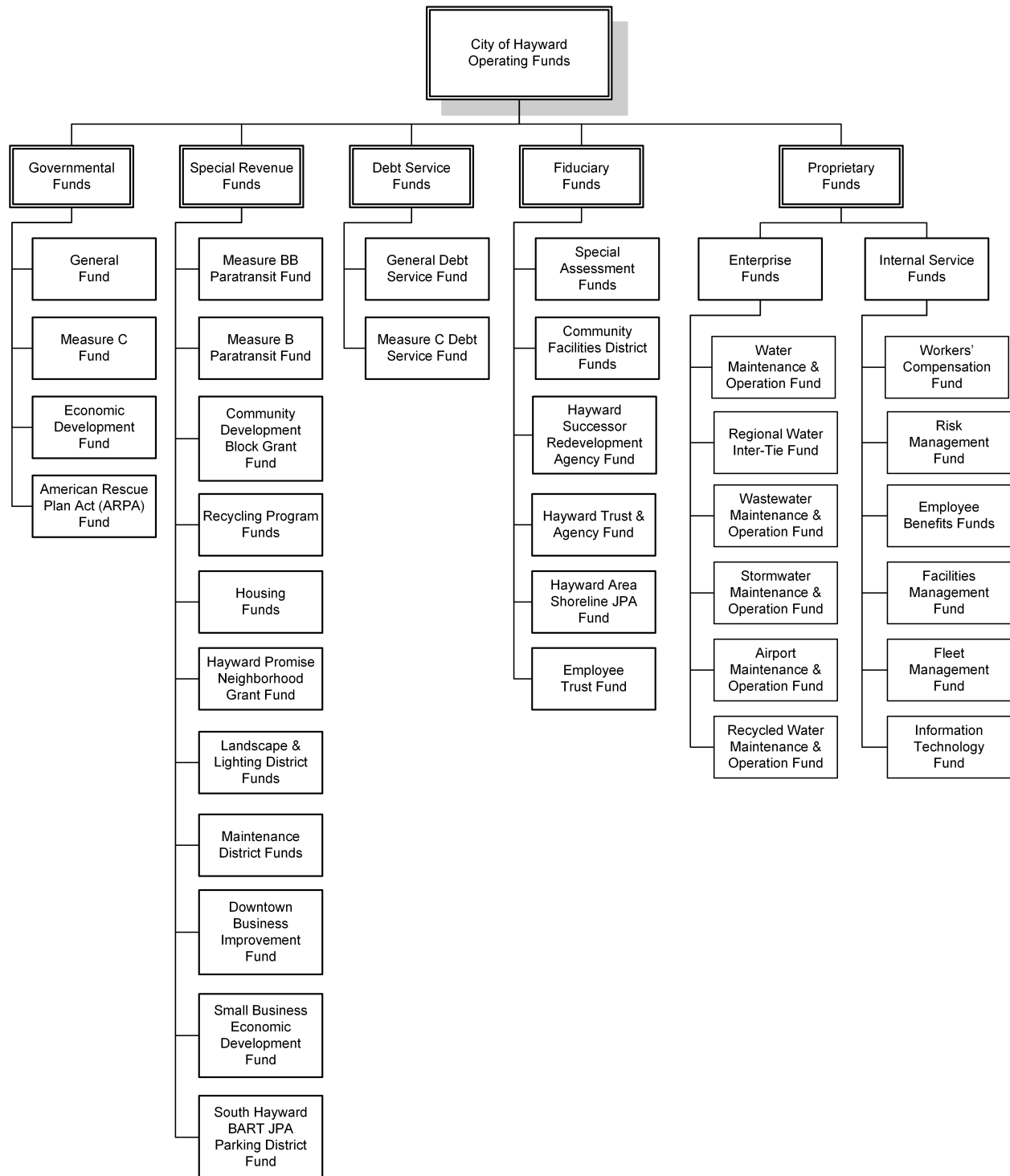
Accrued Leave Payouts (annual cost: varies) - Staff has taken strong action to lower this liability during the past two years by managing employees to approved vacation caps. This has helped to prevent large accrued leave payouts to retiring or terminating employees. The total liability balance as of the close of FY 2022 is \$11.2 million, a decrease of \$0.5 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

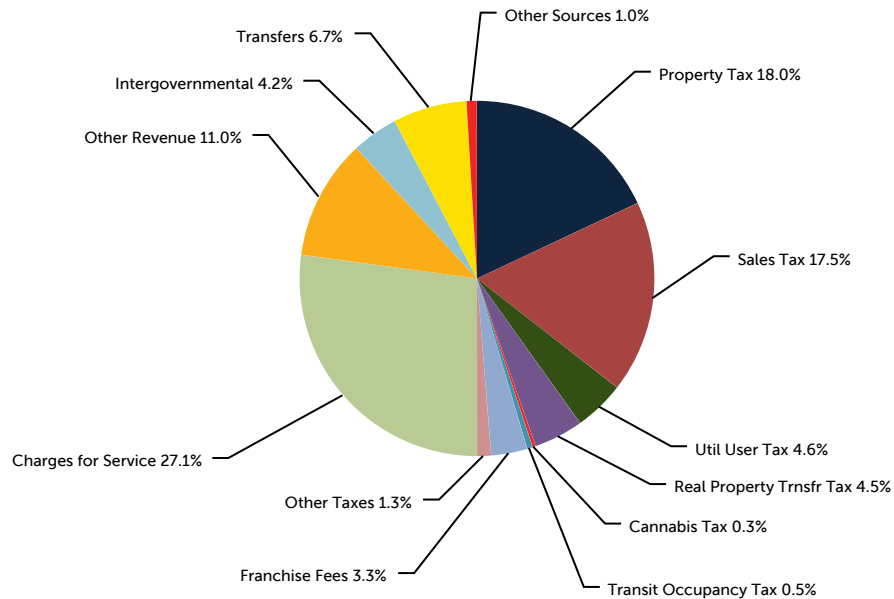
ALL OPERATING FUNDS - SUMMARY

	General	Measure C	ARPA	Special Revenue	Debt Service	Enterprise	Internal Service	Successor RDA	TOTAL
Revenues									
Property Tax	\$ 67,498	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	2,884	\$ 70,382
Sales Tax	46,439	21,850	—	—	—	—	—	—	68,290
Util User Tax	18,000	—	—	—	—	—	—	—	18,000
Real Property Trnsfr Tax	17,600	—	—	—	—	—	—	—	17,600
Transit Occupancy Tax	2,000	—	—	—	—	—	—	—	2,000
Cannabis Tax	1,100	—	—	—	—	—	—	—	1,100
Franchise Fees	12,179	—	—	693	—	—	—	—	12,872
Other Taxes	4,981	—	—	—	—	—	—	—	4,981
Charges for Service	14,004	—	—	—	—	91,932	—	—	105,936
Other Revenue	1,182	—	—	3,031	—	4,873	33,647	50	42,783
Intergovernmental	7,969	—	—	7,943	—	—	—	577	16,489
From All Other Sources	2,740	—	—	—	966	—	—	—	3,705
Subtotal Revenues	\$ 195,691	\$ 21,850	\$ —	\$ 11,667	\$ 966	\$ 96,806	\$ 33,647	\$ 3,511	\$ 364,138
Transfer from other funds*	4,192	—	—	580	8,131	2,485	10,884	—	26,271
Total Revenues	\$ 199,883	\$ 21,850	\$ —	\$ 12,247	\$ 9,097	\$ 99,291	\$ 44,531	\$ 3,511	\$ 390,409
Expenditures									
Salary									
Regular	98,850	3,448	123	2,086	—	17,260	6,781	196	128,744
Overtime	3,370	10	23	—	—	392	225	—	4,019
Vacancy Savings	(5,881)	—	—	—	—	—	—	—	(5,881)
Benefits									
Fringe Benefits	22,419	1,016	11	349	—	4,413	1,354	43	29,604
Retiree Medical	3,465	73	—	19	—	238	85	2	3,883
PERS	42,846	1,171	34	564	—	4,736	1,905	57	51,312
Chrgs (to)/fr other prog	(6,371)	—	—	43	—	(300)	—	(89)	(6,716)
Net Staffing Expense	\$ 158,699	\$ 5,718	\$ 190	\$ 3,061	\$ —	\$ 26,738	\$ 10,350	\$ 209	\$ 204,965
Maintenance & Utilities	1,687	64	—	28	—	4,338	3,737	8	9,862
Supplies & Services	10,901	224	2,841	4,943	45	8,671	9,513	110	37,248
Internal Service Fee	19,951	315	—	144	—	2,810	690	17	23,927
Capital	—	—	—	282	—	—	—	—	282
Debt Service	—	—	—	—	8,539	4,020	244	3,230	16,032
All Other Uses	—	—	—	—	—	38,900	15,253	—	54,153
Subtotal Expenditures	\$ 191,238	\$ 6,321	\$ 3,031	\$ 8,458	\$ 8,584	\$ 85,477	\$ 39,787	\$ 3,574	\$ 346,469
Transfers to other funds*	13,740	16,633	—	1,408	473	20,868	1,327	844	55,293
Total Expenditures	\$ 204,978	\$ 22,953	\$ 3,031	\$ 9,865	\$ 9,057	\$ 106,345	\$ 41,114	\$ 4,418	\$ 401,762
(Use)/Add to fund bal	(5,095)	(1,103)	(3,031)	2,382	40	(7,054)	3,416	(907)	(11,354)

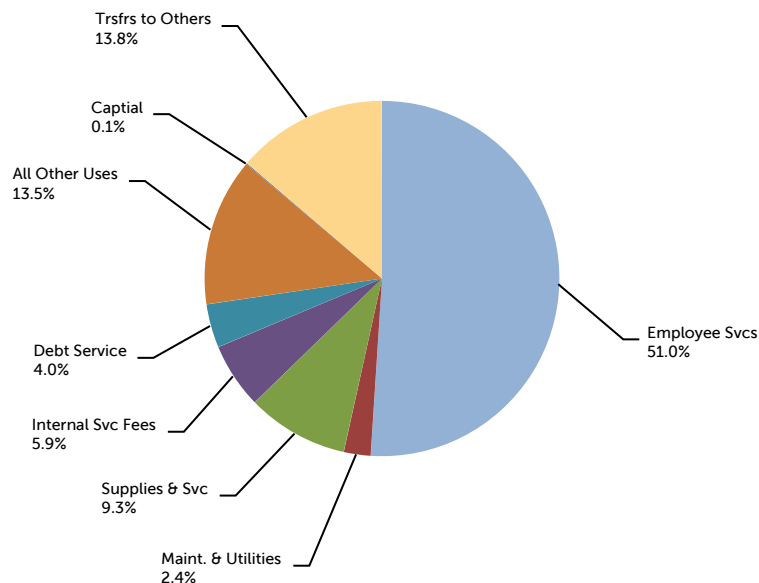
Note: General Fund column represents fund 100 only.

Summary of Revenues and Expenditures - All Operating Funds

FY 2024 All Operating Funds Revenues - By Type \$390.4 Million



FY 2024 All Operating Funds Expenditures - By Category \$401.8 Million



ALL OPERATING FUNDS - DEPARTMENT SUMMARY

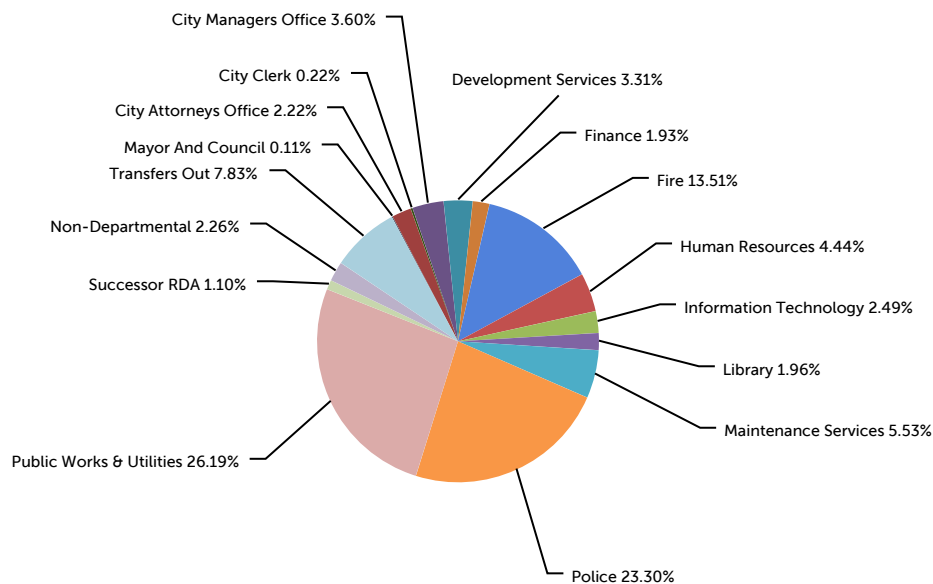
	General	Measure C	ARPA	Special Revenue	Debt Service	Enterprise	Internal Service	Successor RDA	TOTAL
Revenues									
Mayor/City Council	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
City Attorney	—	—	—	—	—	—	7,319	—	7,319
City Clerk	20	—	—	—	—	—	—	—	20
City Manager	62	—	—	4,428	—	—	—	3,511	8,000
Development Services	7,744	—	—	6,028	—	—	—	—	13,772
Finance	1,283	—	—	—	—	—	—	—	1,283
Fire	8,585	—	—	—	—	—	—	—	8,585
Human Resources	31	—	—	—	—	—	13,749	—	13,780
Information Technology	—	—	—	—	—	—	9,840	—	9,840
Library	—	—	—	421	—	—	—	—	421
Maintenance Services	2,007	—	—	—	—	—	10,058	—	12,065
Police	3,763	—	—	—	—	—	—	—	3,763
Public Works & Utilities	416	—	—	1,273	—	92,652	—	—	94,340
Non-dept/Transfers In	175,973	21,850	—	97	9,097	6,639	3,564	—	217,220
Total Revenues	\$ 199,883	\$ 21,850	\$ —	\$ 12,247	\$ 9,097	\$ 99,291	\$ 44,531	\$ 3,511	\$ 390,409
Expenditures									
Mayor/City Council	428	—	—	—	—	—	—	—	428
City Attorney	1,569	—	—	—	—	—	7,350	—	8,919
City Clerk	898	—	—	—	—	—	—	—	898
City Manager	6,592	—	1,500	5,915	—	—	462	4,418	18,887
Development Services	11,073	—	—	2,222	—	—	—	—	13,296
Finance	5,681	—	—	—	—	2,068	—	—	7,748
Fire	54,267	—	—	—	—	—	—	—	54,267
Human Resources	3,545	—	—	—	—	—	14,296	—	17,841
Information Technology	—	—	431	—	—	—	9,594	—	10,025
Library	7,459	—	—	421	—	—	—	—	7,881
Maintenance Services	6,922	1,902	910	—	—	3,058	9,412	—	22,204
Police	89,187	4,418	—	—	—	—	—	—	93,606
Public Works & Utilities	3,448	—	190	1,237	—	100,355	—	—	105,230
Non-dept/Transfers Out	13,908	16,633	—	69	9,057	865	—	—	40,531
Total Expenditures	\$ 204,978	\$ 22,953	\$ 3,031	\$ 9,865	\$ 9,057	\$ 106,345	\$ 41,114	\$ 4,418	\$ 401,762
(Use)/Add to fund bal	(5,095)	(1,103)	(3,031)	2,381	40	(7,054)	3,416	(907)	(11,352)

Note: General Fund column represents fund 100 only.

SUMMARY OF EXPENDITURES BY DEPARTMENT-ALL FUNDS

	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted
Mayor & City Council	\$ 386,120	\$ 488,022	\$ 403,619	\$ 427,975
City Attorney	8,130,400	8,450,784	7,602,658	8,918,947
City Clerk	1,106,759	854,354	897,995	898,329
City Manager	14,954,523	16,284,202	21,937,236	14,469,574
Development Services	9,580,057	10,317,602	13,068,606	13,295,876
Finance	6,419,732	6,817,859	7,349,970	7,748,211
Fire	48,873,971	53,241,668	48,837,915	54,267,359
Human Resources	11,732,624	15,104,597	17,210,994	17,841,044
Information Technology	5,027,551	8,316,497	9,736,764	10,025,128
Library	5,902,033	6,406,508	8,240,804	7,880,585
Maintenance Services	17,709,496	19,998,708	20,501,692	22,204,026
Police	80,846,637	84,478,195	88,839,074	93,605,512
Public Works & Utilities	90,880,581	88,711,047	105,345,459	105,229,758
Successor RDA	4,144,238	4,103,225	4,377,064	4,417,893
Non-Dept./Debt Service	9,273,938	9,186,147	9,319,704	9,068,799
Transfers Out	31,568,097	54,500,070	37,634,985	31,462,591
	\$ 346,536,757	\$ 387,259,485	\$ 401,304,539	\$ 401,761,603

FY 2024 All Funds Expenditures by Service Area



GENERAL FUND SUMMARY & CASH BALANCE

<i>\$ in 1,000s</i>	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2023 Projected	FY 2024 Adopted
Beginning Cash Fund Balance	\$ 30,847	\$ 36,130	\$ 38,325	\$ 38,325	\$ 44,238
Revenues					
Property Tax	\$ 61,196	\$ 63,524	\$ 62,670	\$ 64,270	\$ 67,498
Sales Tax	40,075	44,028	45,534	45,534	46,439
Utility Users Tax	17,268	17,308	18,000	19,000	18,000
Franchise Fees	10,624	10,516	11,360	11,360	12,179
Real Property Transfer Tax	17,120	21,226	17,600	17,600	17,600
Transit Occupancy Tax	1,552	1,979	1,500	1,500	2,000
Cannabis Tax	442	843	1,100	1,100	1,100
Other Taxes	4,600	5,102	4,981	4,981	4,981
Charges for Services	13,213	12,629	13,639	13,639	14,004
Inter-Governmental	10,882	6,294	7,969	7,969	7,969
Fines & Forfeitures	2,195	2,688	2,385	2,385	2,740
Other Revenues	1,514	(346)	532	532	532
Interest & Rents	(8)	(736)	650	650	650
Transfers In	3,967	11,571	11,221	17,123	4,192
Total Operating Revenues:	\$ 184,641	\$ 196,625	\$ 199,141	\$ 207,643	\$ 199,883
Expenditures					
Salaries & Benefits	\$ 140,546	\$ 150,382	\$ 151,179	\$ 155,137	\$ 158,699
Maintenance & Utilities	804	1,210	1,302	1,302	1,687
Supplies & Services	11,880	10,141	10,729	12,326	10,901
Internal Service Fees	14,048	14,890	16,791	16,791	19,951
Capital	257	126	—	—	—
Transfers Out	11,362	17,070	14,687	16,175	13,740
Total Operating Expenditures:	\$ 178,897	\$ 193,818	\$ 194,688	\$ 201,731	\$ 204,978
Annual Surplus/(Shortfall)	\$ 5,743	\$ 2,807	\$ 4,453	\$ 5,912	\$ (5,095)
Adjustments to Fund Balance	\$ (461)	\$ (612)	\$ —	\$ —	\$ —
Ending Fund Cash Balance (ACFR)	\$ 36,130	\$ 38,325	\$ 42,774	\$ 44,238	\$ 39,143
Cash Fund Balance Designations					
Unassigned	\$ 36,130	\$ 38,325	\$ 42,774	\$ 44,238	\$ 39,143
Contingencies	-	-	—	-	-
Economic Uncertainty	-	-	—	-	-
Liquidity	-	-	—	-	-
Emergencies	-	-	—	-	-
Total Designated Fund Balance	\$ 36,130	\$ 38,325	\$ 42,774	\$ 44,238	\$ 39,143

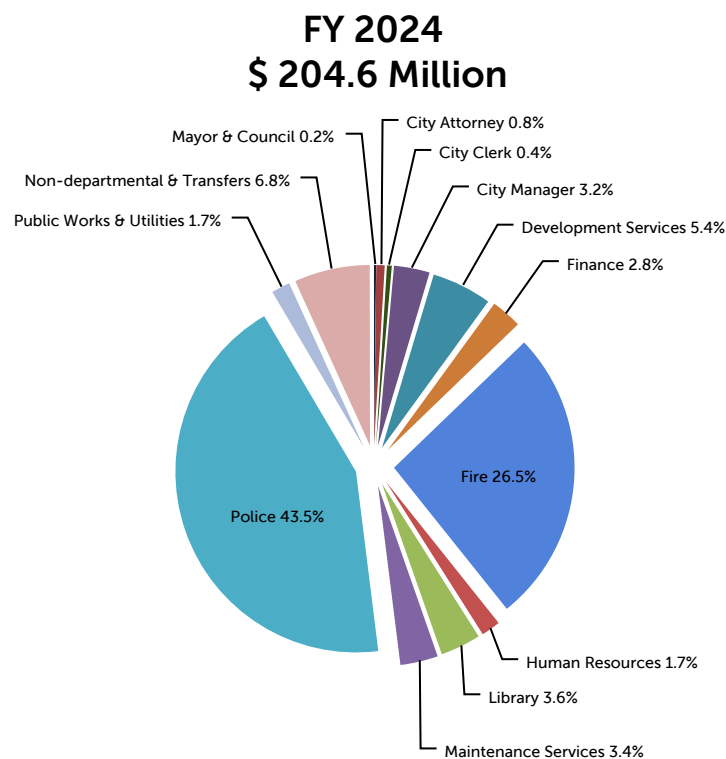
GENERAL FUND - FUND TRANSFER SUMMARY

Fund Transfers (FY 2020-23)

	FY 2021 Adopted	FY 2022 Adopted	FY 2023 Adopted	FY 2024 Adopted
<i>'\$'s in 1,000's</i>				
Transfers into the General Fund				
Transfer for Cost Allocation	\$ 2,458	\$ 2,458	\$ 2,458	\$ 2,458
Transfer from Successor RDA Loan Repayment	800	800	800	800
Transfer from So. Hwd B.A.R.T. JPA	—	—	—	—
Transfer from Special Gas Tax	236	238	240	242
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	\$ 3,967	\$ 11,219	\$ 11,221	\$ 4,192
Transfers out of the General Fund				
Transfer to Debt Service	2,931	2,851	2,850	2,708
Transfer for Risk Management Premium	3,902	4,282	4,888	5,452
Transfer to Economic Development Fund	350	350	350	350
Transfer to Trans Sys Improvement Fund	400	650	500	500
Transfer to Cannabis Community Fund	—	—	—	64
Transfer to Information Technology Operating Fund	—	—	—	
Transfer to Capital Projects	450	3,354	3,410	2,060
Transfer to Water Fund	—	—	—	—
Transfer to Retiree Medical Fund	1,000	3,160	2,625	2,607
Transfers out of the General Fund	\$ 9,034	\$ 14,647	\$ 14,687	\$ 13,740

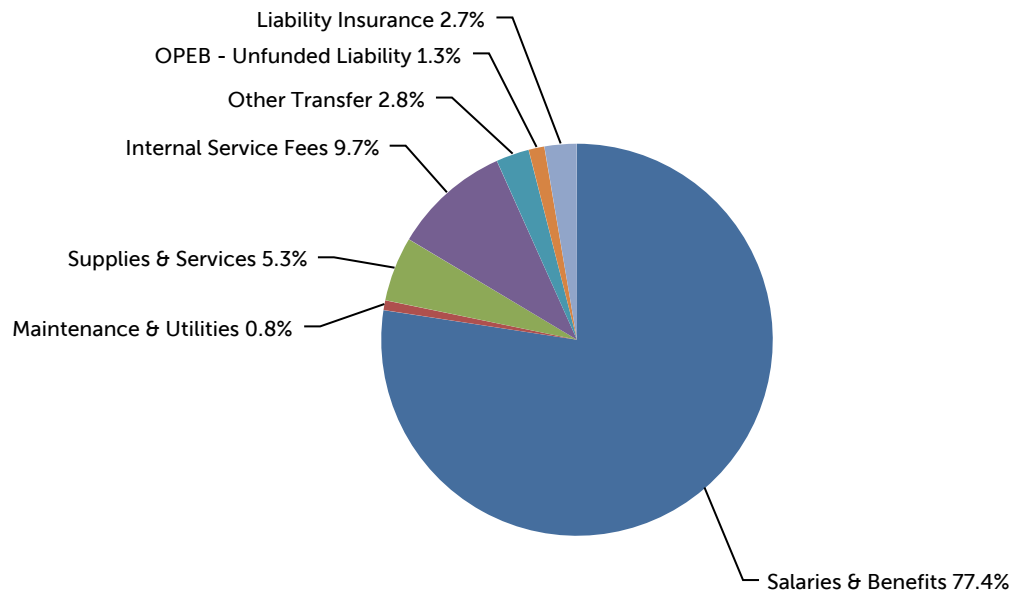
Summary of Expenditures by Department - General Fund

Summary of Expenditures by Department - General Fund				
	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted
Mayor & Council	\$ 386,120	\$ 488,022	\$ 403,619	\$ 427,975
City Attorney	1,297,755	1,307,590	1,466,838	1,568,982
City Clerk	1,106,759	854,354	897,995	898,329
City Manager	4,969,191	5,074,933	6,315,035	6,592,353
Development Services	9,377,169	10,262,394	10,313,457	11,073,414
Finance	4,785,099	5,106,302	5,327,978	5,680,563
Fire	48,873,971	53,241,668	48,837,915	54,267,359
Human Resources	2,142,844	2,695,870	3,262,855	3,545,161
Library	5,722,349	6,406,508	7,259,804	7,459,094
Maintenance Services	4,566,754	5,567,310	6,106,726	6,921,532
Police	77,556,437	81,156,615	85,592,433	89,187,174
Public Works & Utilities	4,073,189	4,256,230	4,048,702	3,447,778
Non-departmental & Transfers	13,979,868	17,400,342	14,854,675	13,908,424
	\$ 178,837,505	\$ 193,818,138	\$ 194,688,032	\$ 204,978,138

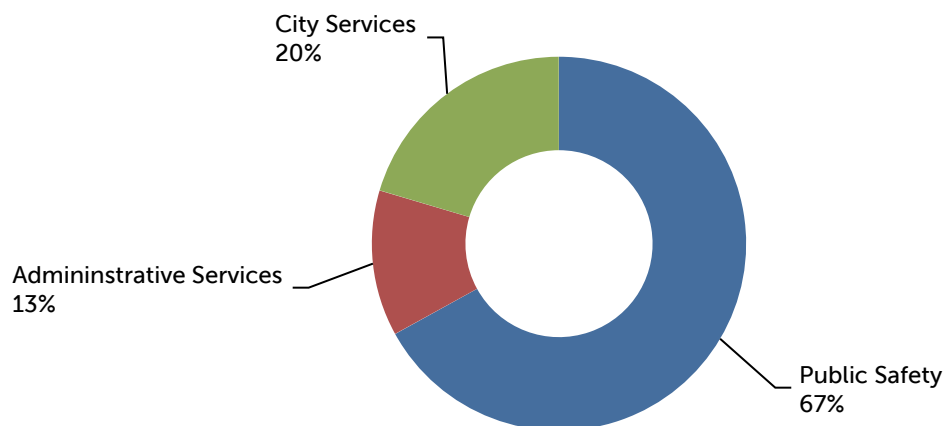


GENERAL FUND EXPENDITURES & STAFFING

FY 2024
General Fund Expenditures by Category



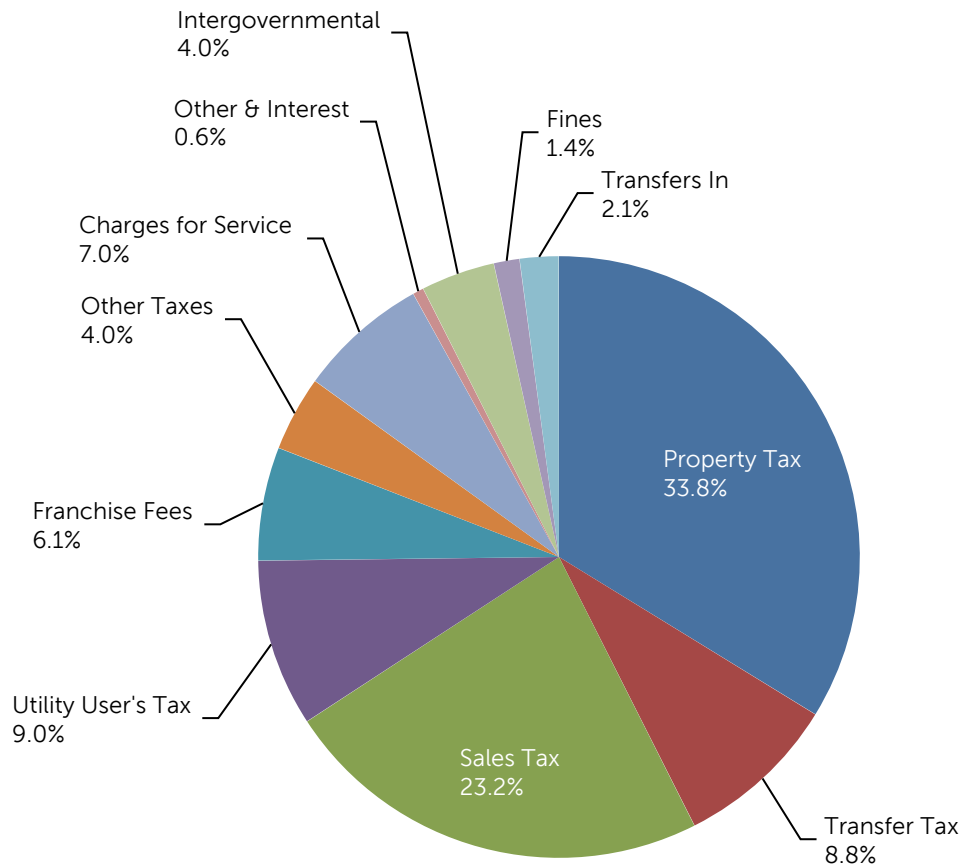
FY 2024
General Fund Staffing by Service Area



GENERAL FUND REVENUES BY SOURCE

FY 2024 General Fund Proposed Revenues/Resources

\$ 199.9 Million



GENERAL FUND REVENUES

<i>Revenues by Category in 1,000's</i>	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted
Property Taxes				
Property Tax Secured	\$ 37,795	\$ 39,096	\$ 38,457	\$ 41,025
Property Tax Unsecured	2,000	2,015	1,918	2,034
RPTTF (Redistribution & Pass-Thru)	4,019	4,394	3,328	4,200
Property Tax - VLF Swap	17,382	18,019	18,967	20,238
Total Property Taxes	\$ 61,196	\$ 63,524	\$ 62,670	\$ 67,498
Sales & Use Tax				
Sales and Use Taxes	\$ 39,035	\$ 42,841	\$ 44,258	\$ 45,174
Sales Tax/Public Safety	1,039	1,187	1,276	1,265
Total Sales & Use Tax	\$ 40,075	\$ 44,028	\$ 45,534	\$ 46,439
Utility Users Tax	\$ 17,268	\$ 17,308	\$ 18,000	\$ 18,000
Franchise Fee Tax				
Franchise - Refuse	\$ 7,549	\$ 7,524	\$ 7,500	\$ 8,319
Franchise - Water	—	—	—	—
Franchise - Sewer	—	—	—	—
Franchise - Gas & Electric	1,798	1,763	2,230	2,230
Franchise - Cable TV	1,277	1,230	1,630	1,630
Total Franchise Fee Tax	\$ 10,624	\$ 10,516	\$ 11,360	\$ 12,179
Real Property Transfer Tax	\$ 17,120	\$ 21,226	\$ 17,600	\$ 17,600
Other Taxes				
Business License Tax	\$ 2,663	\$ 3,134	\$ 2,800	\$ 2,800
Cannibas Tax	442	843	1100	1100
Emergency Facilities Tax	1,831	1,829	2,075	2,075
Business Tax State Fee	107	139	106	106
Transient Occupancy Tax	1,552	1,979	1,500	2,000
Total Other Taxes	\$ 6,594	\$ 7,924	\$ 7,581	\$ 8,081
<i>Charges for Services (comprised of Licenses & Permits, Fees & Service Charges, Construction Related Fees)</i>				
Licenses and Permits				
Fire Licenses & Permits	\$ 1,092	\$ 1,055	\$ 1,621	\$ 1,621
Police Licenses & Permits	1	1	436	449
Other Licenses & Permits	37	154	199	199
Total Licenses and Permits	\$ 1,454	\$ 1,519	\$ 2,270	\$ 2,270
Fees and Service Charges				
Fire Fees & Svc Charges	\$ 1,707	\$ 1,451	\$ 1,701	\$ 1,701
Police Fees & Svc Charges	710	772	938	1,070
Residential Rental Inspections	2,367	1260	1,700	1,700
Vehicle Maintenance & Operations	0	0	0	0
Other Fees & Svc Charges	478	2814	2330	2,352
Total Fees and Service Charges	\$ 5,278	\$ 6,296	\$ 6,669	\$ 6,824

GENERAL FUND REVENUES

<i>Revenues by Category in 1,000's</i>	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted
Construction Related Fees				
Construction Permits	\$ 2,963	\$ 634	\$ 700	\$ 785
Plan Checking & New Constr. Insp.	2,488	2,755	2,900	3,025
Supplemental Improvement Tax	1031	1,426	1,100	1,100
Total Construction Related Fees	\$ 6,482	\$ 4,814	\$ 4,700	\$ 4,910
Total Charges for Services	\$ 13,213	\$ 12,629	\$ 13,639	\$ 14,004
Inter-Governmental				
Grants / Reimbursement	\$ 1,582	\$ 1,573	\$ 2,151	\$ 2,151
Federal Reimbursement (COVID-19) - FEMA	1,979	—	—	—
Local Reimbursement	—	1,544	—	—
Fairview Fire Protection District	3,207	3,329	3,462	3,462
Vehicle License Fee (VLF)	118	183	150	150
Fire Federal Grant Reimbursement	161	—	—	—
Fire Mutual Aid Reimb	2,079	1,117	1,800	1,800
Miscellaneous	211	92	406	406
Total From Other Agencies	\$ 10,882	\$ 6,294	\$ 7,969	\$ 7,969
Fines and Forfeitures				
Vehicle Fines	\$ 327	\$ 360	\$ 340	\$ 340
Parking Citations - In House	1,805	2,285	1,971	2,326
Photo Red Light	58	38	73	73
Criminal Fines	2	2	1	1
Administrative Citations	—	—	—	—
Library Fines	3	3	—	—
Total Fines and Forfeitures	\$ 2,195	\$ 2,688	\$ 2,385	\$ 2,740
Other Revenues				
Other	1,514	(346)	532	532
Total Other Revenues	\$ 1,514	\$ (346)	\$ 532	\$ 532
Interest & Rents				
Interest Earned	\$ (9)	\$ (735)	\$ 300	\$ 300
Miscellaneous Interest Income	—	—	—	—
Building & Parking Rental	2	—	350	350
Total Interest & Rents	\$ (8)	\$ (736)	\$ 650	\$ 650
Total General Fund Revenues	\$ 180,674	\$ 185,055	\$ 187,920	\$ 195,691
Transfers In	\$ 3967	\$ 11571	\$ 11221	\$ 4192
Total Revenues Including Transfers	\$ 184,641	\$ 196,625	\$ 199,141	\$ 199,883

KEY GENERAL FUND REVENUES

PROPERTY TAXES

Property Tax revenues are the City's largest General Fund revenue source, comprising approximately one-third of adopted FY 2024 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.

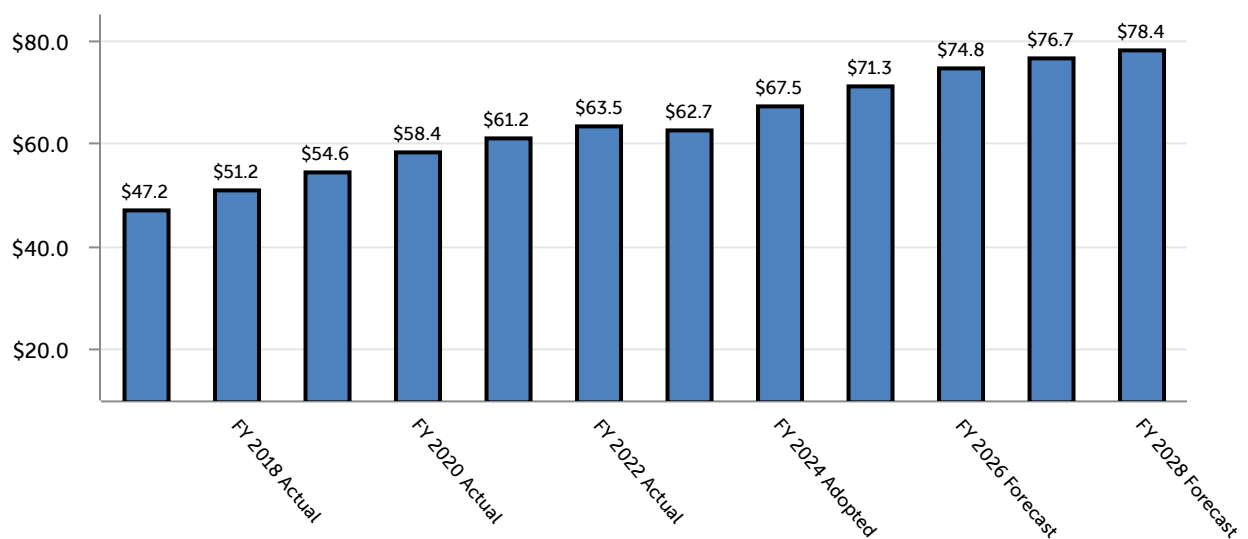
Real Property Tax revenue is comprised of three distinct categories: Secured & Unsecured Property Tax, Vehicle License Fees (VLF), and the Redevelopment Property Tax Trust Fund (RPTTF). The chart below summarizes the net projections for all three sources.

PROPERTY TAXES (All)	Actual			Adopted	Adopted	Projected Revenue			
	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
Total Collections	\$ 58,432	\$ 61,196	\$ 63,524	\$ 62,670	\$ 67,498	\$ 71,265	\$ 74,859	\$ 76,699	\$ 78,414
\$ Change	\$ 3,964	\$ 2,764	\$ 2,328	\$ (854)	\$ 4,828	\$ 3,767	\$ 3,594	\$ 1,840	\$ 1,715
% Change	7.28%	4.73%	3.80%	-1.35%	7.70%	5.58%	5.04%	2.46%	2.24%

KEY GENERAL FUND REVENUES

PROPERTY TAXES, continued

Overall Property Tax revenues are projected to increase by a total of 7.7 percent in FY 2024 over FY 2023 Adopted. The FY 2023 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 is projected to increase 5.58 percent in FY 2025 and 5.04 percent in FY 2026. Property Tax revenues are projected to continue to steadily increase through FY 2027. The change in revenue projections from FY 2023 Adopted to FY 2024 Adopted is primarily attributed to the continuation of economic recovery surrounding the fiscal implications of the COVID-19 crisis.



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 23.2 percent of total FY 2024 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

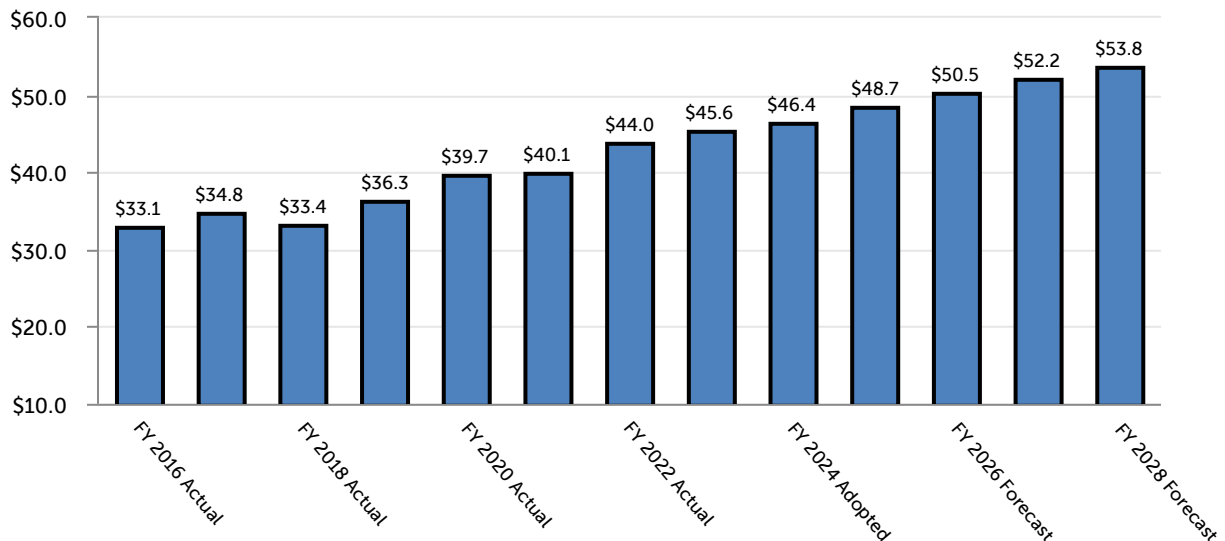
During the June 3, 2014 municipal election, the voters of the City of Hayward passed a ballot measure (Measure C) to increase the City's Transaction and Use (Sales) Tax by half a percent for twenty years. This half cent increase became effective October 1, 2014, bringing Hayward's Sales and Use Tax rate 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 2024 adopted budget reflects a minor increase over the FY 2023 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 several months. Beginning in FY 2025, annual growth begins to "normalize" to average annual growth between 3 percent and 4 percent.

TOTAL SALES & USE TAX (in 1,000s)	Actual			Adopted	Adopted	Projected Revenue			
	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
Total Collections	\$ 39,680	\$ 40,075	\$ 44,028	\$ 45,534	\$ 46,439	\$ 48,660	\$ 50,489	\$ 52,209	\$ 53,823
\$ Change	\$ 3,648	\$ 395	\$ 3,953	\$ 1,506	\$ 905	\$ 2,221	\$ 1,829	\$ 1,720	\$ 1,614
% Change	10.12%	1.00%	9.86%	3.42%	1.99%	4.78%	3.76%	3.41%	3.09%

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	Adopted	Projected Revenue			
	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
Total Collections	\$16,066	\$17,268	\$17,308	\$18,000	\$18,000	\$18,428	\$18,796	\$19,172	\$19,555
\$ Change	\$ (869)	\$ 1,202	\$ 40	\$ 692	\$ —	\$ 428	\$ 368	\$ 376	\$ 383
% Change	(5.13)%	7.48 %	0.23 %	4.00 %	— %	2.38 %	2.00 %	2.00 %	2.00 %

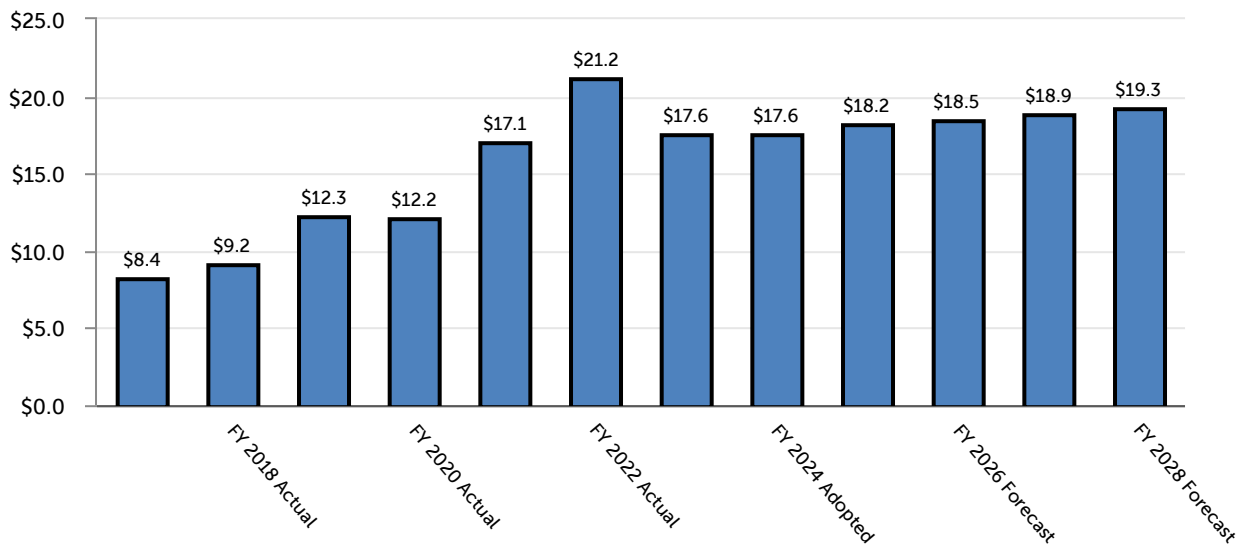
Passage of AB1717 is intended to address the loss of revenues the City has experienced from wireless services. While slow to materialize from the Board of Equalization, the City has observed growth in revenue for pre-paid wireless UUT. In FY 2018, the City received a UUT back payment from a major UUT contributor, which attributed to the negative change shown in FY 2019 over the prior year.

In FY 2024, UUT is projected to remain at similar revenue levels observed in FY 2022 and 2023. Future year projections include an annual growth factor of 2 percent -3 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 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	Adopted	Projected Revenue			
	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
Total Collections	\$ 12,150	\$ 17,120	\$ 21,226	\$ 17,600	\$ 17,600	\$ 18,216	\$ 18,580	\$ 18,952	\$ 19,331
\$ Change	\$ (106)	\$ 4,970	\$ 4,106	\$ (3,626)	\$ —	\$ 616	\$ 364	\$ 372	\$ 379
% Change	-0.86%	40.91%	23.99%	-17.08%	—%	3.50%	2.00%	2.00%	2.00%

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 as the City observed significant positive growth in this revenue source when pandemic restrictions were lifted. In FY 2022, revenues received was \$21.2 million. While the City ended FY 2022 significantly higher, the FY 2023 adopted budget remained a projected revenue levels consistent with FY 2021.

The FY 2024 adopted budget projects \$17.6 million, which projects no growth in FY 2024. As federal interest rates have increased several times over the last year, property sales have slowed. Federal interest rates are expected to remain elevated through FY 2024 with minimal projected reduction in rates. Future years project less volatility with an average annual growth of 2 percent - 3.5 percent.

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 2024 forecasts no growth over the FY 2023 Adopted. A mid-year review of this revenue source will be completed to ensure assumptions are trending accurately. As the City continues to recover from the impacts of the pandemic, the forecast reflects an assumed growth of 2 percent - 3.5 percent in future years.

BUSINESS LICENSE TAX	Actual			Adopted	Adopted	Projected Revenue			
	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
Collections	\$ 2,755	\$ 2,663	\$ 3,134	\$ 2,800	\$ 2,800	\$ 2,909	\$ 2,968	\$ 3,027	\$ 3,087
\$ Change	\$ 164	\$ (92)	\$ 471	\$ (334)	\$ —	\$ 109	\$ 59	\$ 59	\$ 60
% Change	6.21%	-3.35%	17.71%	(10.66)%	—%	3.89%	2.03%	1.99%	1.98%

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 \$21.9 million in FY 2024 will be used to fund debt service of approximately \$5.4 million annually. Funds remaining are to be allocated as determined by Council for police services, maintenance services, and street repairs.

Analysis

Because the Measure C District Sales Tax is included as part of Hayward's 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. The adopted FY 2024 Measure C revenues is projected to increase by approximately 6 percent over FY 2022 actual.

MEASURE C - DISTRICT SALES TAX

	FY 2022 Actual	FY 2023 Estimated	FY 2024 Adopted	FY 2025 Projected	FY 2026 Projected
Revenues					
Measure C District Sales Tax	\$ 20,373	\$ 21,649	\$ 21,850	\$ 22,336	\$ 22,924
Other Revenues (Interest)	—	—	—	—	—
Other Partnering Contributors	9,207	2,829	—	—	—
Total Revenues	\$ 29,580	\$ 24,477	\$ 21,850	\$ 22,336	\$ 22,924
Expenditures					
Capital					
Library / Learning Center	577	250		—	—
Fire Facilities Design	—	150		—	—
Fire Station 1	2		—	—	—
Fire Station 2	2		—	—	—
Fire Station 3	2		—	—	—
Fire Station 4	2		—	—	—
Fire Station 5	2		—	—	—
Fire Station 6	2,475	5,395		—	—
Fire Training Academy	28,732	16,451		—	—
Street Rehabilitation			2,000		—
EBRCS Radios			571	—	—
HPD Locker Rooms			7,300		
Debt Service	5,423	5,415	5,419	5,425	5,419
Other Projects	173	100	300		
Operating					
Police Services	3,115	3,247	4,418	3,474	3,717
Maintenance Services	1,410	1,622	1,902	1,735	1,857
Other Department Services	224	222	214	—	—
Total Expenditures	\$ 42,138	\$ 32,852	\$ 22,124	\$ 10,634	\$ 10,992
Beginning Working Capital					
	21,343	8,785	411	137	11,839
Annual Surplus/Shortfall	(12,558)	(8,374)	(274)	11,702	11,932
Ending Working Capital*					
	\$ 8,785	\$ 411	\$ 137	\$ 11,839	\$ 23,770

*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 FY 2024 adopted does reflect an increase of 8.0 FTE, which include 2.0 FTE in the Maintenance Services Department, and 6.0 FTE in Police with the expansion of dispatch services.

ENTERPRISE FUNDS - OVERVIEW & FORECASTS

WATER MAINTENANCE & OPERATIONS FUND (Water Fund)

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

Analysis

The high cost of purchasing wholesale water is the most significant issue impacting the Water Fund. SFPUC's wholesale water rates have increased by 15.9% in FY 2023 and are proposed to increase by 9.7% in FY 2024. A substantial amount of the Fund's working capital reserve has been spent down in FY 2023 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 over a two-year period. The Water Fund has also been impacted by reduced water consumption in recent years, which can be partially attributed to the extraordinarily dry conditions experienced during the most recent drought 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.

So far in FY 2023, 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. However, based on recent reduced consumption patterns and actual revenues received to date, the City has projected a \$2.6 million reduction in SFPUC water purchases, and a \$2 million reduction in water sale revenue in FY 2023 even with the 3% water rate increase that went into effect October 1, 2022. Between the use of reserves and SFPUC's wholesale rate increases, the City aims to recoup some of the revenue losses by proposing water rate increases of 10% in FYs 2024 and 2025. After the rate increases, the Water Fund is projecting an increase of \$4.4 million in water sales revenue and a \$1 million in water service charge revenue in FY 2024. Projected consumption for the planning period in its entirety assumes modest increases to reflect population and job growth.

The FY 2024 budget includes the addition of one FTE Water Resources Planner, fully supported by the Water Fund, the addition of one FTE Development Review Specialist, 80% supported by the Water Fund, and lastly, the addition of an FTE Principal Utilities Engineer and an FTE Assistant/Associate Civil Engineer, each evenly split between Water and Wastewater Operating Funds. These positions will support the implementation of critical Utilities CIP projects for two major utilities and will assist in the review of the City's growing volume of development and improvement plans submissions, in addition to providing assistance on water resources planning projects to ensure water supply reliability.

ENTERPRISE FUNDS - OVERVIEW & FORECASTS

Forecast

Water Maintenance & Operations Fund 605

	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimated	FY 2024 Adopted	FY 2025 Projected	FY 2026 Projected	FY 2027 Projected	FY 2028 Projected
Beginning Working Capital*	\$43,295,312	\$49,372,113	\$52,292,426	\$45,791,944	\$40,096,169	\$39,879,080	\$42,805,245	\$47,865,118
Program Revenues								
Water Sales	46,218,779	43,982,238	44,000,000	48,400,000	53,240,000	55,900,000	58,700,000	58,700,000
Service Charges	10,365,431	10,589,833	10,000,000	11,000,000	12,100,000	12,700,000	13,300,000	13,300,000
Installation Fees	420,302	791,842	613,278	300,000	300,000	300,000	300,000	300,000
Other Revenues	334,172	360,437	1,047,140	260,000	200,000	200,000	200,000	200,000
Interest	182,377	(921,383)	242,000	231,000	194,000	194,000	209,000	235,000
Transfers In	736,985	1,185,472	1,200,516	(137,741)	137,741	137,741	137,741	137,741
Total Revenues	\$58,258,046	\$55,988,439	\$57,102,934	\$60,053,259	\$66,171,741	\$69,431,741	\$72,846,741	\$72,872,741
Expenditures								
Personnel	8,238,731	9,120,226	9,418,900	10,278,304	10,740,800	10,971,956	11,262,958	11,506,207
Non-Personnel	5,117,721	5,501,687	7,880,188	7,009,383	7,137,730	7,268,620	7,401,910	7,537,400
Water Purchases	32,130,463	30,880,083	36,000,000	38,900,000	38,900,000	38,900,000	39,700,000	42,100,000
Transfers Out	6,694,330	7,566,130	10,304,328	9,561,347	9,610,300	9,365,000	9,422,000	9,480,400
Total Expenditures	\$52,181,245	\$53,068,126	\$63,603,416	\$65,749,034	\$66,388,830	\$66,505,576	\$67,786,868	\$70,624,007
Annual Surplus/(Shortfall)	6,076,801	2,920,313	(6,500,482)	(5,695,775)	(217,089)	2,926,165	5,059,873	2,248,734
Ending Working Capital*	\$49,372,113	\$52,292,426	\$45,791,944	\$40,096,169	\$39,879,080	\$42,805,245	\$47,865,118	\$50,113,852

*projected ending working capital on budget basis.

Forecast Assumptions

- The Water Sales revenue for FY 2024 reflects a 10% water rate increase over FY 2023 in response to SFPUC's 9.7% wholesale rate increase and the use of approximately \$5.7 million in reserves in FY 2024. Going forward, the projected Water Sales revenue assumes an anticipated 10% increase in FY 2025 and 5% increases in FY 2026 and 2027, 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 projections from SFPUC's 9.7% increase in July 2023 and recent trend of water consumption.
- The budget assumes a \$7 million transfer to the Water System Capital Replacement Fund in FY 2024 and 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 2024 and FY 2025.

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" 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 will offset some of these costs.

The City initiated recycled water deliveries to Phase 1 Recycled Water customers in March 2022. FY 2023 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*	\$ 135,890	\$ (72,825)	\$ (305,528)	\$ 31,592	\$ 377,908	\$ 786,310	\$ 951,988	\$ 1,127,947
Program Revenues								
Recycled Water Sales	53,096	53,096	806,400	806,400	887,040	931,392	977,962	977,962
Service Charges	50,931	50,931	64,241	64,241	70,665	74,198	77,908	77,908
Installation Fees	—	—	—	—	—	—	—	—
Other Revenues	—	—	—	—	—	—	—	—
Interest	365	(10,442)	—	—	—	—	—	—
Transfers In	600,000	600,000	600,000	600,000	600,000	300,000	300,000	300,000
Total Revenues	\$ 693,585	\$ 693,585	\$ 1,470,641	\$ 1,470,641	\$ 1,557,705	\$ 1,305,590	\$ 1,355,870	\$ 1,355,870
Expenditures								
Personnel	107,751	107,751	148,743	139,800	146,800	153,400	160,300	164,300
Non-Personnel	3,249	627,149	782,639	781,107	798,983	782,886	805,877	794,607
Water Purchases	—	—	—	—	—	—	—	—
Transfers Out	802,995	191,388	202,139	203,418	203,520	203,626	213,734	213,846
Total Expenditures	\$ 913,995	\$ 926,288	\$ 1,133,521	\$ 1,124,325	\$ 1,149,303	\$ 1,139,912	\$ 1,179,911	\$ 1,172,753
Annual Surplus/(Shortfall)	(208,715)	(232,703)	337,120	346,316	408,402	165,678	175,959	183,117
Ending Working Capital	\$ (72,825)	\$ (305,528)	\$ 31,592	\$ 377,908	\$ 786,310	\$ 951,988	\$ 1,127,947	\$ 1,311,064

*projected ending working capital on budget basis.

ENTERPRISE FUNDS - OVERVIEW & FORECASTS

Forecast Assumptions

- Recycled Water Sales revenue for FY 2024 is anticipated to increase by \$209,000 in anticipation of proposed rate increase and increased recycled water consumption as the remaining Phase 1 customers officially began receiving recycled water deliveries in FY 2023. Projected Recycled Water Sales revenue assumes a 35% increase in FY 2024, a 10% increase in FY 2025, and assumes 5% increases for FY 2026 and 2027.
- The FY 2024 budget includes a \$20,000 increase in transfer to the Sewer System Capital Replacement Fund to allow the City to replace the recycled water treatment membrane system in the out years as the system expands deliveries to customers.
- The debt service obligation of the Recycled Water Fund is approximately \$612,000 in FY 2024 and for the duration of the planning period.

ENTERPRISE FUNDS - OVERVIEW & FORECASTS

WASTEWATER MAINTENANCE & OPERATIONS FUND (Sewer Fund)

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

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

Analysis

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

For sewer service charges, increases of 7% in FY 2024 and 7% in FY 2025, and an average of 7% for the duration of the planning period, are assumed. As staff evaluates the costs of implementing WPCF and sewer collection system projects identified in the recently updated Master Plans and the WPCF Facilities Plan, which 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, including chemicals for wastewater treatment, have escalated significantly in FY 2023. Based on the latest cost estimates received, costs for chemicals are anticipated to further increase by as much as 100% for FY 2024.

Similar to the Water Fund, the FY 2024 budget includes the elimination of one FTE WPCF Operations and Maintenance Manager, the addition of one FTE Development Review Specialist, for which 20% of the cost to be supported by Wastewater Fund, and the addition of two FTEs of Principal Utilities Engineer and Assistant/Associate Civil Engineer, evenly split between Water and Wastewater Operating Funds. These positions will support the implementation of critical Utilities CIP projects for two major utilities and the growing volume of development plan review needs.

ENTERPRISE FUNDS - OVERVIEW & FORECASTS

Forecast

Wastewater Operating Fund 610

	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimated	FY 2024 Adopted	FY 2025 Projected	FY 2026 Projected	FY 2027 Projected	FY 2028 Projected
Beginning Working Capital*	\$48,049,392	\$47,896,875	\$49,194,043	\$48,706,580	\$48,526,372	\$49,165,521	\$51,502,647	\$55,026,635
Program Revenues								
Sewer Service Charges	25,450,330	25,474,776	26,280,000	28,119,600	30,087,972	32,194,130	34,447,719	36,859,059
Sewer Connection Fees	—	—	—	—	—	—	—	—
EBDA Maintenance	78,326	104,480	128,737	80,000	80,000	80,000	80,000	80,000
Other Revenues	585,737	622,485	150,000	246,000	150,000	150,000	150,000	150,000
Interest	196,460	(892,635)	239,000	243,000	241,000	244,000	255,000	272,000
Transfers In	2,334,720	2,358,921	1,747,314	1,747,314	1,747,300	1,529,500	1,529,500	1,530,600
Fixed Assets Gains & Loss	(965,799)	—	—	—	—	—	—	—
Total Revenues	\$27,679,774	\$27,668,027	\$28,545,051	\$30,435,914	\$32,306,272	\$34,197,630	\$36,462,219	\$38,891,659
Expenditures								
Personnel	9,121,574	9,899,665	11,633,321	12,141,028	12,451,500	12,766,600	13,089,600	13,420,500
Non-Personnel	7,769,515	8,196,603	9,267,778	10,272,995	10,468,918	10,301,318	10,508,928	10,565,245
Transfers Out	10,941,202	8,274,591	8,131,415	8,202,099	8,746,705	8,792,586	9,339,703	9,388,064
Total Expenditures	\$27,832,291	\$26,370,859	\$29,032,514	\$30,616,122	\$31,667,123	\$31,860,504	\$32,938,231	\$33,373,809
Annual Surplus/(Shortfall)	(152,517)	1,297,168	(487,463)	(180,208)	639,149	2,337,126	3,523,988	5,517,850
Ending Working Capital	\$47,896,875	\$49,194,043	\$48,706,580	\$48,526,372	\$49,165,521	\$51,502,647	\$55,026,635	\$60,544,485

*projected ending working capital on budget basis.

Assumptions

- For sewer service charges, increases of 7% in FY 2024 and FY 2025, and an average of 7% for the duration of the planning period, are assumed.
- \$80,000 in East Bay Discharger Authority (EBDA) Maintenance revenue is assumed in FY 2024 for anticipated partial reimbursement for the purchase of sodium hypochlorite.
- A cost escalation of 11% in overall supplies and services is assumed in FY 2024 in anticipation of the increased cost of chemicals for wastewater treatment.
- The current debt service obligation of the Sewer Fund is about \$3.4 million for FY 2024, of which approximately 50% is paid from Capital Improvement and Replacement Funds.
- Transfers out assumes \$6.5 million to the Water System Capital Replacement Fund in FY 2024, \$7 million in FY 2025 to FY 2026, \$7.5 million in FY 2027 to FY 2028, and \$8 million in the out years. This 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 2/3 voter approval, regardless of expense levels. A second source of revenue, Street Cleaning Fees, are assessed to recover costs associated with debris clean-up related to Waste Management activities in the City and are paid through garbage billings. It assumed a reduction to \$600,000 in FY 2023 due to a corresponding increase of Street Impact Fee revenue in Street System Capital Improvement Fund 450 in order to enable the City to more effectively mitigate the impact of garbage, organics, and recycling collection trucks on City streets. .

Forecast

Stormwater Maintenance & Operations Funds 615

	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimated	FY 2024 Adopted	FY 2025 Projected	FY 2026 Projected	FY 2027 Projected	FY 2028 Projected
Beginning Working Capital*	\$ 8,221,826	\$ 6,552,064	\$ 8,804,133	\$ 8,106,250	\$ 7,638,314	\$ 7,011,652	\$ 6,315,341	\$ 5,532,749
Program Revenues								
Stormwater Fees	2,196,891	2,179,452	2,200,000	2,244,000	2,289,000	2,335,000	2,370,000	2,406,000
Street Cleaning Fees	1,397,889	1,393,243	600,000	600,000	618,000	636,540	655,636	694,974
Inspection Fees	2,420	8,700	—	17,000	—	—	—	—
Other Revenues	(39,000)	37,500	17,000	—	17,000	17,000	17,000	17,000
Interest	23,580	(143,762)	40,000	41,000	41,000	41,000	41,000	41,000
Transfers In	—	1,841,000	—	—	—	—	—	—
Total Revenues	\$ 3,581,780	\$ 5,316,133	\$ 2,857,000	\$ 2,902,000	\$ 2,965,000	\$ 3,029,540	\$ 3,083,636	\$ 3,158,974
Expenditures								
Personnel	1,952,859	2,087,314	2,141,535	2,087,718	2,361,100	2,479,200	2,603,100	2,733,300
Non-Personnel	770,015	727,952	987,760	1,012,255	987,700	997,400	1,007,240	1,017,080
Transfers Out	2,528,668	248,798	425,588	269,963	242,862	249,251	255,888	262,673
Total Expenditures	\$ 5,251,542	\$ 3,064,064	\$ 3,554,883	\$ 3,369,936	\$ 3,591,662	\$ 3,725,851	\$ 3,866,228	\$ 4,013,053
Annual Surplus/(Shortfall)	(1,669,762)	2,252,069	(697,883)	(467,936)	(626,662)	(696,311)	(782,592)	(854,079)
Ending Working Capital*	\$ 6,552,064	\$ 8,804,133	\$ 8,106,250	\$ 7,638,314	\$ 7,011,652	\$ 6,315,341	\$ 5,532,749	\$ 4,678,670

*projected ending working capital on budget basis.

Assumptions

- Street Cleaning Fee revenue is projected to be \$600,000, which is 1% of the estimated \$60M Waste Management Franchise Fee revenue after a 13.175% increase effective March 1, 2023, per the new Franchise Agreement with Waste Management of Alameda County approved in June 2022.

ENTERPRISE FUNDS - OVERVIEW & FORECASTS

- Stormwater Fee revenue is anticipated to be \$2,244,000, reflecting a 2% increase over FY 2023, an average of 2% increase in FY 2025 to FY 2028, and 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 FY 2022, there were 447 based aircraft and 134,312 annual aircraft operations, exceeding the number of operations in FY 2021 due to a resurgence in business travel after coronavirus restrictions were relaxed. Further growth is anticipated in the next 12 months.

Forecast

Revenues are expected to increase in the next 12 months due to increased activity at the airport, boosting fuel sales and commissions received from fuel flowage fees. In addition, a new hotel has opened for business in 2022 and construction is scheduled to begin on a second hotel. When both are operational, annual revenue will be increased by \$420,000.

Airport Operating Fund - Fund 620								
	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimated	FY 2024 Adopted	FY 2025 Projected	FY 2026 Projected	FY 2027 Projected	FY 2028 Projected
Beginning Working Capital*	\$ 6,952,234	\$ 6,534,076	\$ 5,867,669	\$ 4,753,972	\$ 3,430,978	\$ 2,659,232	\$ 2,216,310	\$ 2,284,858
Program Revenues								
Interest & Tower Rent	150,351	(3,538)	86,000	168,864	125,689	125,689	125,689	125,689
Land Rent	1,862,258	1,997,476	2,133,000	2,177,728	2,619,514	2,964,572	3,481,739	3,481,739
Hangar Rent	1,233,153	1,308,764	1,307,000	1,452,625	1,496,204	1,541,090	1,587,323	1,634,942
Fees & Service Charges	1,411	(1,069)	48,000	1,000	50,000	50,000	50,000	50,000
Other Revenues	392,343	454,831	344,000	353,265	350,914	354,424	357,968	361,547
Total Revenues	\$ 3,639,516	\$ 3,756,464	\$ 3,918,000	\$ 4,153,482	\$ 4,642,321	\$ 5,035,775	\$ 5,602,719	\$ 5,653,917
Expenditures								
Personnel	1,663,245	1,997,938	1,975,455	2,082,202	2,154,332	2,218,962	2,274,436	2,331,297
Non-Personnel	806,593	782,337	909,395	761,893	498,608	498,608	498,608	498,608
Transfers Out	1,587,836	1,642,596	2,146,847	2,632,381	2,761,127	2,761,127	2,761,127	2,761,127
Total Expenditures	\$ 4,057,674	\$ 4,422,871	\$ 5,031,697	\$ 5,476,476	\$ 5,414,067	\$ 5,478,697	\$ 5,534,171	\$ 5,591,032
Annual Surplus/(Shortfall)	(418,158)	(666,407)	(1,113,697)	(1,322,994)	(771,746)	(442,922)	68,548	62,885
Ending Working Capital*	\$ 6,534,076	\$ 5,867,669	\$ 4,753,972	\$ 3,430,978	\$ 2,659,232	\$ 2,216,310	\$ 2,284,858	\$ 2,347,743

*projected ending working capital on budget basis.

Assumptions

- Annual rate adjustments for Airport-owned hangars have been predetermined and previously set by the City Council through FY 2022. Additional rent increases are proposed for FY 2023 and FY 2024.
- 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

ENTERPRISE FUNDS - OVERVIEW & FORECASTS

(CPI) and Fair Market Value (FMV) (e.g. CPI Adjustment: January in the years 2023, 2033, 2043, 2053 and Market Analysis: January in the years 2028, 2038, 2048).

- 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 in 2021 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 FY 2027, with an executed ground lease anticipated in FY 2024.

SPECIAL REVENUE FUND - OVERVIEW & FORECAST

RECYCLING FUND

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

Analysis

The major issue impacting the Recycling Funds are that the primary revenue source is Measure D, which decreases with more recycling diversion activities and increases when economic activities pick up. Measure D funds are directly tied to the amount of solid waste deposited in landfills; to the extent that the City's waste diversion and recycling programs are successfully diverting solid waste from landfills, a correlating amount of Measure D revenue decreases. The increase in Measure D revenues in FY 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 \$60 million, and 1% of this revenue, or \$600,000, will contribute to Measure D Augmentation in FY 2024. An approximately 3% annual increase is reflected 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 Recycling 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 2021 Actual	FY 2022 Actual	FY 2023 Estimated	FY 2024 Adopted	FY 2025 Projected	FY 2026 Projected	FY 2027 Projected	FY 2028 Projected
Beginning Working Capital*	\$3,676,596	\$4,350,991	\$5,469,839	\$5,367,694	\$5,319,930	\$5,264,599	\$5,202,335	\$5,112,366
Program Revenues								
Measure D Funds	587,202	473,384	450,000	425,000	420,000	420,000	400,000	400,000
CalRecycle	481,435	1,064,422	40,207	40,000	40,000	40,000	40,000	40,000
Used Oil Grant	17,570	21,130	24,385	27,555	31,137	35,185	39,759	39,759
Interest	16,996	87,113	4,000	4,000	4,040	4,060	4,081	4,101
Donations (student contest)	—	—	—	—	—	—	—	—
Measure D Augmentation	551,479	555,984	506,270	600,000	618,000	636,540	655,636	694,974
WMAC Special Assessment Delinq	13,019	14,507	10,000	93,069	10,000	10,000	10,000	10,000
Street Impact Fee	—	—	—	—	—	—	—	—
Total Revenues	1,667,701	2,216,540	1,034,862	1,189,624	1,123,177	1,145,785	1,149,476	1,188,834
Expenditures								
Personnel	430,051	462,112	426,787	540,461	466,000	479,000	493,000	507,000
Non-Personnel	512,213	572,863	648,340	329,186	333,955	339,337	345,185	351,559
Transfers Out	51,042	62,717	61,880	367,741	378,553	389,712	401,260	413,207
Total Expenditures	993,306	1,097,692	1,137,007	1,237,388	1,178,508	1,208,049	1,239,445	1,271,766
Annual Surplus/(Shortfall)	674,395	1,118,848	(102,145)	(47,764)	(55,331)	(62,264)	(89,969)	(82,932)
Ending Working Capital*	4,350,991	5,469,839	5,367,694	5,319,930	5,264,599	5,202,335	5,112,366	5,029,434

*projected ending working capital on budget basis.

Assumptions

- Integrated Waste Management (Measure D Augmentation) revenue assumed to be approximately \$600,000 in FY 2024 with a projected annual 3% increase reflected in the out years. This increase is due to the new solid waste and recycling services franchise agreement executed in June 2022, with a 13.175% increase effective March 1, 2023, and a potential 3% to 6% increase on March 1, 2024.
- Used Oil Grant revenue is anticipated to be \$27,555 in FY 2024, reflecting a 15% increase over FY 2023.

INTERNAL SERVICE FUNDS - OVERVIEW & FORECAST

FACILITY MANAGEMENT OPERATION FUND

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

Analysis

Similar to FY 2022, Facilities operations in FY 2023 continue to focus on overall deferred maintenance and facility improvement projects. Continuing work that began in FY 2022, the Facilities Division continued 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 that resulted in a negative working capital position at year end, Facilities rates will be increased in FY 2024 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 2021 Actual	FY 2022 Actual	FY 2023 Estimated	FY 2024 Adopted	FY 2025 Projected	FY 2026 Projected	FY 2027 Projected	FY 2028 Projected
Beginning Working Capital*	\$ 54,661	\$ 217,649	\$ 185,510	\$ (36,782)	\$ 446,544	\$ 684,910	\$ 823,941	\$ 784,587
Revenue								
Operational Service Rate*	4,045,688	4,086,156	4,477,633	5,283,607	5,607,559	5,719,710	5,891,302	6,068,041
Rental Fees	18,435	30,674	36,104	36,104	34,684	35,725	36,796	37,900
Other Revenue	177,547	167,416	184,321	179,438	226,527	233,322	240,322	247,532
GF Transfer In	—	424,863	223,961	—	—	—	—	—
Total Revenues	\$4,241,670	\$4,709,109	\$4,922,019	\$5,499,149	\$5,868,770	\$5,988,757	\$6,168,420	\$6,353,473
Expenditures								
Staffing	1,616,933	1,886,164	1,929,157	1,977,611	2,152,538	2,238,640	2,458,185	2,556,513
Maintenance	206,223	224,889	246,937	212,745	274,815	285,807	297,240	309,129
Utilities	887,989	822,851	1,171,462	932,256	1,040,000	1,081,600	1,124,864	1,169,859
Janitorial, Security, and Alarm Services	681,268	760,683	1,067,354	730,680	1,362,130	1,416,615	1,473,279	1,532,211
Supplies and Services	440,753	845,781	514,266	923,921	553,198	575,326	598,339	622,272
ISF: Fleet and Tech Services	101,954	99,352	118,483	138,095	125,699	129,470	133,354	137,354
Debt Service	95,353	—	—	—	—	—	—	—
Capital Expenditures	—	—	—	—	—	—	—	—
Transfer to Facilities CIP	—	—	—	—	—	—	—	—
Transfers Out	48,209	101,528	96,652	100,515	122,024	122,268	122,513	122,758
Total Expenditures	\$4,078,682	\$4,741,248	\$5,144,311	\$5,015,823	\$5,630,404	\$5,849,726	\$6,207,774	\$6,450,096
Annual Surplus/(Shortfall)	162,988	(32,139)	(222,292)	483,326	238,366	139,031	(39,354)	(96,623)
Ending Working Capital*	\$ 217,649	\$ 185,510	\$ (36,782)	\$ 446,544	\$ 684,910	\$ 823,941	\$ 784,587	\$ 687,964

*projected ending working capital on budget basis.

Assumptions

- Revenue growth rate -
 - Service Rates – This fund’s account balance was drawn down in FY 2020 through FY 2023 to fund operations effectively depleting existing the reserve balance. In order to resume traditional maintenance operations and preventative maintenance schedules to the pre-pandemic level and end the fiscal year with a meager positive working capital balance, an 18% percent growth rate is applied to the FY 2024 operational service rate – the rate charged to other City departments is based on the costs for operation, maintenance, repair and replacement of City facilities and their components. Rate increases of 2% are projected for FY 2025 and FY 2026; 3% is projected for FY 2027 and FY 2028.
- Expense growth rate -
 - Staffing – A 4% annual growth rate is applied to forecasted budgets for staffing.
 - General Expenses - A 3% growth rate is applied to forecasted budgets for maintenance, supplies, services, and self-insurance charges.
 - Security Services- New RFP and enhanced scope of services at City Hall and Cinema Place- Increase to 24-hour shifts for the Watkins Parking Garage. \$50,144
 - Security Services at the Downtown Library & Weekes Branch – Executed a new contract with expanded hours. The previously adopted budget of \$214,000 for Library security contract has been reallocated from Library to Facilities. Facilities Internal Service Rates will reflect a direct charge back to the Library for these services.

INTERNAL SERVICE FUNDS - OVERVIEW & FORECAST

- Citywide Generator Services – A more intensive generator maintenance – includes complete fuel polishing and load-bank testing \$51,500.

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 450 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 and Champion Environmental Justice" Priority Project No. 7 to transition 15% of total City fleet to Electric Vehicle (EV)/Hybrid models.

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, ten hybrid patrol vehicles were ordered in FY 2022 and nine hybrid patrol vehicles were ordered in FY 2023. Hybrid vehicles are expected to reduce fuel consumption and maintenance costs in the future.

Analysis

Unlike the previous two fiscal years where state and regional Stay-at-Home Orders were issued in an effort to reduce and minimize the spread of Covid-19, FY 2023 saw available staff work hours and service levels return to pre-pandemic levels. From a fiscal standpoint, FY 2023 saw roughly 3-5% increase in utility costs, 10-20% increase in supply/material costs, and overall inflation rates of roughly 10%. Staff continues to focus on new vehicle procurement to replace aging, high maintenance vehicles who have reached their end of useful life. While new vehicle acquisition costs have escalated substantially over the past 24-36 months, staff continues to work diligently to complete preventative maintenance on existing fleet vehicles to minimize unexpected and costly repairs.

After a substantial draw down on the fund balance in the previous two fiscal years to support economic uncertainty brought on by the pandemic, which resulted in a negative working capital position at year end, Fleet rates will be increased in FY 2024 to support a return to traditional operations and preventative maintenance schedules. Financial best practices require maintaining a prudent Fleet 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.

INTERNAL SERVICE FUNDS - OVERVIEW & FORECAST

Forecast

Fleet Management Operating Fund - Fund 735

	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimated	FY 2024 Adopted	FY 2025 Projected	FY 2026 Projected	FY 2027 Projected	FY 2028 Projected
Beginning Working Capital*	\$ 923,506	\$ 728,462	\$ 80,148	\$ (197,768)	\$ (35,439)	\$ 79,527	\$ 208,648	\$ 192,104
Program Revenue								
Operational Service Rate	3,530,105	3,530,105	4,030,000	4,553,903	4,644,978	4,737,878	4,832,635	4,929,288
Other Revenues	31,651	74,910	605,000	5,000	1,000	1,000	1,000	1,000
Transfers In	—	—	—	—	—	—	—	—
Gain and Loss	—	—	—	—	—	—	—	—
Total Revenue/Resources	3,561,756	3,605,015	4,635,000	4,558,903	4,645,978	4,738,878	4,833,635	4,930,288
Expenditures								
Staffing/Temp Staffing	1,651,782	1,775,356	1,800,262	1,856,694	1,890,995	1,966,635	2,045,300	2,127,112
Fuel	727,109	1,137,615	1,525,000	1,025,000	1,207,500	1,267,875	1,331,269	1,397,832
Maintenance, Repair, and Other Op Costs	662,741	706,767	834,124	734,124	745,606	820,167	902,184	992,402
Debt Service (GF Vehicle Loan Purchase)	358,974	242,259	243,819	243,819	147,549	—	—	—
Accidents	137,799	113,922	149,080	149,080	164,361	172,579	181,208	190,268
ISF Facilities & Tech Svcs	129,276	142,595	227,203	254,922	241,040	248,271	255,719	263,391
Capital Expenditures	11,080	—	—	—	—	—	—	—
Trsfr: GF Cost Allocation, Self-Insur; Other Funds	78,039	85,323	133,428	132,935	133,962	134,230	134,499	134,768
Total Expenditures	\$ 3,756,800	\$ 4,253,329	\$ 4,912,916	\$ 4,396,574	\$ 4,531,012	\$ 4,609,757	\$ 4,850,179	\$ 5,105,773
Annual Surplus/(Shortfall)	(195,044)	(648,314)	(277,916)	162,329	114,966	129,121	(16,544)	(175,485)
Ending Working Capital*	\$ 728,462	\$ 80,148	\$ (197,768)	\$ (35,439)	\$ 79,527	\$ 208,648	\$ 192,104	\$ 16,619

*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 the 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 needed to be restored and were applied to the FY 2024 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 projected 2% increase is built in for FY 2025 – FY 2028.
- Expense growth rate –
 - Staffing – A 4% annual growth rate is applied to forecasted budgets FY 2024 – FY 2028 for staffing
 - General Expenses - A 5% growth rate is applied to forecasted budgets FY 2024 - FY 2028 for maintenance, supplies, services, and self-insurance charges.

INTERNAL SERVICE FUNDS - OVERVIEW & FORECAST

- Fuel – A 5% growth rate is applied to forecasted budgets FY 2025 – 2028 due to global market insecurity in the energy sector. This assumption will be revised as the market stabilizes.
- Accidents – A change in the City’s risk liability insurance deductible of \$50,000

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 6/30/2023	FY 2024 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 2024, information technology maintenance and operations charges to departments were increased by 5%.

Information Technology Fund 730

	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimated	FY 2024 Adopted	FY 2025 Projected	FY 2026 Projected	FY 2027 Projected	FY 2028 Projected
Beginning Working Capital*	\$3,230,368	\$6,323,931	\$5,996,758	\$5,189,958	\$4,973,820	\$5,110,325	\$5,260,902	\$5,630,046
Program Revenues								
Information Technology Fee	\$7,452,481	\$7,200,341	\$7,410,838	\$8,771,798	\$9,210,388	\$9,486,700	\$9,771,301	\$10,064,440
Technology Capital Fee	760,536	850,989	851,000	810,000	600,000	600,000	600,000	600,000
PEG Revenue	256,196	246,632	220,000	220,000	200,000	200,000	200,000	200,000
Other Revenue	29,206	39,405	31,853	32,000	18,000	18,000	180,000	18,000
Fund Interest	21,180	100,077	23,520	6,000	6,000	6,000	6,000	6,000
Transfers In	—	—	—	—	—	—	—	—
Total Revenues	\$8,519,599	\$8,437,444	\$8,537,211	\$9,839,798	\$10,034,388	\$10,310,700	\$10,757,301	\$10,888,440
Expenditures								
Personnel	1,291,585	4,294,480	3,973,020	4,734,015	4,364,660	4,451,953	4,540,992	4,631,812
Non-Personnel	3,274,439	3,400,462	4,005,962	4,290,894	4,498,223	4,633,170	4,772,165	4,915,330
Transfers Out	860,012	1,069,675	1,365,029	1,031,027	1,035,000	1,075,000	1,075,000	1,075,000
Total Expenditures	\$5,426,036	\$8,764,617	\$9,344,011	\$10,055,936	\$9,897,883	\$10,160,123	\$10,388,157	\$10,622,142
Annual Surplus/(Shortfall)	3,093,563	(327,173)	(806,800)	(216,138)	136,505	150,577	369,144	266,298
Ending Working Capital*	\$6,323,931	\$5,996,758	\$5,189,958	\$4,973,820	\$5,110,325	\$5,260,902	\$5,630,046	\$5,896,344

*projected ending working capital on budget basis.

INTERNAL SERVICE FUNDS - OVERVIEW & FORECAST

Assumptions

In FY 2024 \$800,000 of the fund balance will be used to cover the increase cost of software maintenance, cloud subscription costs and new software. 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 2024 and FY 2025 and leveling out at 3% for FY 2026 through FY 2029.

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 2024 the projected total charges are \$8,771,798 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
- a. Procurement and payment system for goods and services for departments
- a. Billing system for services provided by departments to residents, businesses and customers.
- a. Email and office productivity applications for City staff
- a. Network infrastructure that connects staff to servers, printers and the internet
- a. Network server file storage, backup and security of data and documents
- a. Maps and geographic data for department staff and the public (GIS)
- a. Direct IT support for City staff
- a. Mobile computing (mounted in-vehicle, laptop, tablet, smartphone, chromebook)
- a. City website and departmental web pages
- a. Telephones
- a. All other citywide applications such as Munis ERP, New World CAD/RMS, Laserfiche, Granicus, GovQA
- a. Audio visual equipment in council chamber and city conference rooms

What is NOT included?

INTERNAL SERVICE FUNDS - OVERVIEW & FORECAST

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 \$1.37M 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?

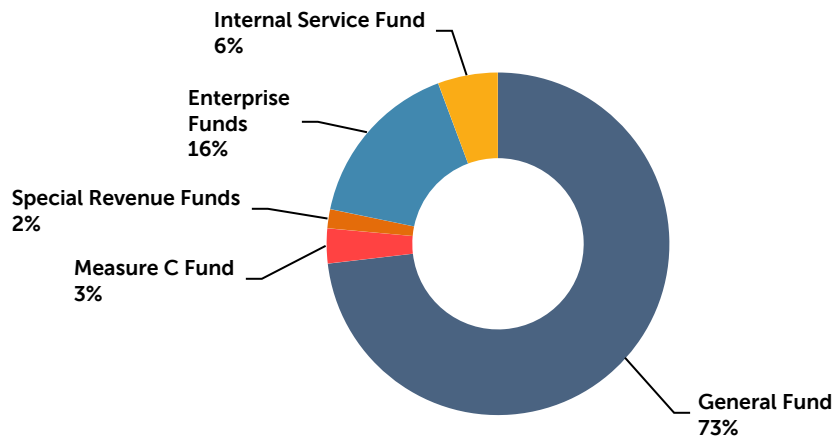
The cost of providing these services to each department is based on the number of employees in each department. Due to the specialized software requirements of the City's Public Safety Departments, ISF charges to the Police and Fire Departments have been further broken out from the core ISF charge. This 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 adopted FY 2024 budget includes a total of 937.8 full time equivalent (FTE) positions. The majority of City staffing (73% or 686.1 FTE) is funded in the General Fund, with the remaining 27% spread out in the Measure C Fund, Special Revenue Funds, Enterprise Fund, and Internal Service Funds.



Compared to adopted FY 2024 budget, total staff has increased by 7.9 budgeted FTE positions over the adopted FY 2023 Operating Budget. The increase is the result of positions added in the General Fund, Measure C Fund, Special Revenue Funds, and changes in the Enterprise 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 2023 Adopted	FY 2024 Adopted	change
General Fund	678.2	686.1	7.9
Measure C Fund	23.0	31.0	8.0
Special Revenue Funds	13.37	16.8	3.4
Enterprise Funds	148.6	150.8	2.2
Internal Service Funds	53.2	53.2	0.0
Citywide Total	916.3	937.8	21.5

CITYWIDE STAFFING SUMMARY BY DEPARTMENT - GENERAL FUND

	FY 2021 Adopted	FY 2022 Adopted	FY 2023 Adopted	FY 2024 Adopted
Mayor & City Council Department	7.00	7.00	7.00	7.00
City Attorney Department	6.00	6.00	6.00	6.00
City Clerk Department	4.50	4.50	4.50	4.50
City Manager Department	16.53	16.28	17.38	17.46
Development Services Department	50.00	50.00	50.00	51.00
Finance Department	23.20	23.20	24.20	24.20
Fire Department	146.50	146.50	146.50	146.50
Human Resources Department	8.80	8.80	11.80	11.80
Library Department	36.80	37.80	38.30	38.30
Maintenance Services Department	23.89	23.89	24.39	26.19
Police Department	312.50	312.50	312.50	313.50
Public Works & Utilities	35.35	35.35	35.60	39.60
	671.07	671.82	678.17	686.05

CITYWIDE STAFFING SUMMARY - BY FUND

	FY 2021 Adopted	FY 2022 Adopted	FY 2023 Adopted	FY 2024 Adopted
General Fund				
100 General Fund ¹	671.07	671.82	678.17	686.05
101 Measure C Fund ²	23.00	23.00	23.00	31.00
Special Revenue Funds				
217 Measure B - Paratransit Fund ³	2.61	2.61	1.85	2.05
220 Federal Grant Fund ⁴	0.25	0.25	0.25	2.50
225 Community Dev Block Grant Fund	1.58	1.58	2.22	2.22
230 Recycling Fund ⁵	0.00	0.00	0.00	0.45
232 Measure D Fund	2.25	2.25	2.15	2.15
245 Housing Authority Fund	0.46	0.45	0.45	0.45
246 Affordable Housing Fund ⁶	1.60	0.55	0.55	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	1.44	1.70	1.70	1.70
286 Rental Housing Program Fund ⁷	2.03	2.78	2.78	3.50
288 Local Housing Trust Program ⁸	0.00	0.00	0.00	0.15
295 South Hayward BART JPA Fund	0.00	0.00	0.00	0.00
815 Redevelopment Successor Agency	2.50	1.40	1.42	1.42
	14.72	13.57	13.37	16.79
Enterprise Funds				
605 Water Operating Fund ⁹	60.71	61.61	57.61	59.91
610 Wastewater Operating Fund ¹⁰	60.05	61.85	65.65	66.35
615 Stormwater Operating Fund ¹¹	13.29	13.39	12.79	11.99
620 Airport Operating Fund	11.50	11.60	11.70	11.70
630 Recycled Water Fund	0.00	0.00	0.80	0.80
	146.35	149.25	148.60	150.80
Internal Service Funds				
705 Workers' Compensation Fund	4.20	4.20	5.20	5.20
710 General Liability Insurance Fund	4.00	4.00	4.00	4.00
725 Facilities Management Fund	10.43	10.43	10.43	10.43
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	52.16	53.16	53.16
	907.30	909.80	916.30	937.80

CITYWIDE STAFFING SUMMARY - BY FUND

Staffing Changes:

1. Addition of 7.88 FTE in General Fund
2. Addition of 8.0 FTE in Measure C
3. Addition 0.20 FTE in Measure B Paratransit Fund
4. Addition of 2.25 FTE in Federal Grant Fund
5. Addition of 0.45 FTE in Recycled Fund
6. Deletion of 0.35 FTE in Affordable Housing Fund
7. Addition of 0.72 FTE in Rent Review Program
8. Addition of 0.15 FTE in Local Housing Trust Program
9. Addition of 2.30 FTE in Water Operating Fund
10. Addition of 0.70 FTE in Waste Water Operating Fund
11. Deletion of 0.8 FTE in Stormwater Operating Fund

CITYWIDE STAFFING SUMMARY - BY DEPARTMENT - ALL FUNDS

	FY 2021 Adopted	FY 2022 Adopted	FY 2023 Adopted	FY 2024 Adopted
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	4.50	4.50	4.50	4.50
City Manager's Office ¹	32.00	31.00	32.00	27.00
Development Services Department ²	50.00	50.00	50.00	57.00
Finance Department ²	33.50	33.50	34.50	34.50
Fire Department	146.50	146.50	146.50	146.50
Human Resources Department	13.00	13.00	17.00	17.00
Information Technology Department	20.00	20.00	20.00	20.00
Library Department ³	36.80	37.80	38.30	40.80
Maintenance Services Department ⁴	69.00	69.00	69.00	72.00
Police Department	326.50	326.50	326.50	333.50
Public Works & Utilities Department	158.50	161.00	161.00	168.00
	907.30	909.80	916.30	937.80
Change from previous fiscal year	36.00	2.50	6.50	21.50

Staffing Changes From FY 2023 to FY 2024:

1. Reduction of 5.0 FTE in City Manager's Office - primarily attributed to the Housing Division relocation to Development Services Department.
2. Addition of 7.0 FTE in Development Services Department -primarily attributed to the Housing Division relocation from City Manager's Office.
3. Addition of 2.5 FTE in Library Department
4. Addition of 3.0 FTE In Maintenance Services Department
5. Additional of 7.0 FTE in Police Department
6. Additional of 7.0 FTE in Public Works & Utilities Department

	FY 2021 Adopted	FY 2022 Adopted	FY 2023 Adopted	FY 2024 Adopted
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	0.5
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	4.5

	FY 2021 Adopted	FY 2022 Adopted	FY 2023 Adopted	FY 2024 Adopted
CITY MANAGER'S OFFICE				
Administrative Clerk I/II	3	1	0	0
Administrative Secretary	0	1	1	1
Assistant City Manager	1	2	2	2
Assistant to the City Manager	0	0	0	1
Audio Video Specialist	1	1	2	2
Chief Economic Development Officer	0	0	0	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	1	0	0	0
Digital Applications Designer	1	1	1	1
Economic Development Manager	1	1	1	0
Economic Development Specialist	2	2	2	2
Equity & Inclusion Officer	0	0	0	1
Executive Assistant	2	2	2	2
Graphics & Media Relations Technician	1	1	1	1
Housing Development Specialist	1	1	1	0
Housing Manager	1	1	1	0
Management Analyst I/II	6	6	7	4
Management Fellow	1	1	1	1
Real Property Asset Manager	0	1	1	1
Secretary	0	0	0	0
Senior Secretary	3	2	3	1
Video Assistant	1	1	0	0
	32	31	32	27

	FY 2021 Adopted	FY 2022 Adopted	FY 2023 Adopted	FY 2024 Adopted
DEVELOPMENT SERVICES DEPARTMENT				
Administrative Clerk I/II	4	4	3	3
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	3	4
City Building Official	1	1	1	1
Code Enforcement Inspector I/II	7	7	7	7
Code Enforcement Manager	1	1	1	1
Community Programs Specialist	0	0	0	1
Deputy Director of Development Services	0	1	1	1
Development Review Engineer	0	0	0	0
Development Review Specialist	0	0	0	0
Director of Development Services	1	0	0	1
Housing Development Specialist	0	0	0	1
Landscape Architect	1	1	1	2
Management Analyst I/II	2	2	2	3
Management Fellow	0	0	0	0
Permit Technician	3	3	3	3
Plan Checker	1	1	1	1
Plan Checking Engineer	1	1	1	1
Planning Manager	1	1	1	1
Principal Planner	1	1	1	1
Secretary	2	2	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	2	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	50	57

	FY 2021 Adopted	FY 2022 Adopted	FY 2023 Adopted	FY 2024 Adopted
FINANCE DEPARTMENT				
Account Clerk	0.5	0.5	0.5	0.5
Accountant	2	2	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	0	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	1	0	0
	33.5	33.5	34.5	34.5

	FY 2021 Adopted	FY 2022 Adopted	FY 2023 Adopted	FY 2024 Adopted
FIRE DEPARTMENT				
Administrative Analyst III	0	0	0	0
Administrative Clerk I/II	1	1	1	1
Apparatus Operator (56 Hr)	33	33	33	33
Battalion Chief (56 Hr)	6	6	6	6
Deputy Fire Chief (40 Hr)	2	2	2	2
Emergency Medical Services Coordinator	1	1	1	1
Environmental Specialist	1	1	1	1
Fire Captain (56 Hr)	33	33	33	33
Fire Chief	1	1	1	1
Fire Marshal (40 Hr)	1	1	1	1
Fire Prevention Inspector	2	2	2	2
Fire Protection Engineer	1	1	1	1
Fire Services Supervisor	1	1	1	1
Fire Services Technician I/II	1	1	1	1
Fire Training Officer	1	1	1	1
Firefighter (56 Hr)	49	49	49	49
Hazardous Materials Investigator	3	3	3	3
Hazardous Materials Program Coordinator	1	1	1	1
Mail Clerk	0.5	0.5	0.5	0.5
Management Analyst I/II	1	1	1	1
Secretary	1	1	1	1
Senior Permit Technician	1	1	1	1
Senior Secretary	1	1	1	1
Staff Fire Captain	4	4	4	4
	146.5	146.5	146.5	146.5
HUMAN RESOURCES DEPARTMENT				
Administrative Intern	1	1	1	1
Deputy Director of Human Resources	0	0	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	5
Human Resources Manager	0	0	2	2
Human Resources Technician	4	4	4	4
Senior Human Resources Analyst	1	1	2	2
	13	13	17	17

	FY 2021 Adopted	FY 2022 Adopted	FY 2023 Adopted	FY 2024 Adopted
INFORMATION TECHNOLOGY DEPARTMENT				
Administrative Secretary	1	1	1	0
Audio Video Specialist	0	0	0	0
Data & Systems Coordinator	0	0	0	0
Data Systems Operator	0	0	0	0
Deputy Director of Information Technology	0	1	1	1
Director of Information Technology	1	1	1	1
Geographic Info Systems Coordinator	1	1	1	1
GIS Analyst	0	0	0	0
GIS Technician I/II	1	1	1	1
Information Systems Manager	0	0	0	0
Information Systems Support Tech	1	1	1	1
Information Technology Manager	3	3	3	3
IT Analyst I/II	2	2	2	2
IT Technician I/II	4	4	4	4
Management Analyst I/II	0	0	0	1
Network Systems Specialist	1	0	0	0
Network/Microsystem Specialist	0	0	0	0
Programmer Analyst	4	4	4	4
Senior Information Systems Support Tech	0	0	0	0
Technical Assistant	0	0	0	0
Technology Solutions Analyst I/II	1	1	1	1
Video Assistant	0	0	0	0
Web Specialist	0	0	0	0

	FY 2021 Adopted	FY 2022 Adopted	FY 2023 Adopted	FY 2024 Adopted
	20	20	20	20
LIBRARY DEPARTMENT				
Administrative Secretary	1	1	1	1
Director of Library	1	1	1	1
Deputy Director of Library	0	0	0	1
Educational Services Manager	1	1	1	1
Lead Library Assistant	3	4	4	4.5
Lead Program Assistant	1	1	1	1
Librarian I	7.5	7.5	7.5	7.5
Librarian II	1	1	1	2
Library Assistant	8	8	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	3	3	3	2
Program Assistant	1	1	1	2
	36.8	37.8	38.3	40.8
MAINTENANCE SERVICES DEPARTMENT				
Administrative Supervisor	1	1	1	1
Deputy Director of Maintenance Services	0	0	0	1
Director of Maintenance Services	1	1	1	1
Electrician I/II	1	1	1	1
Equipment Mechanic I/II	5	5	5	5
Equipment Parts Storekeeper	1	1	1	1
Equipment Service Attendant	1	1	1	1
Facilities & Building Manager	1	1	1	1
Facilities Carpenter I	1	1	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	0	1	1
Fleet Maintenance Manager	1	1	1	1
Fleet Management Supervisor	0	0	0	0
Groundskeeper I/Laborer	15	15	15	16
Groundskeeper II	3	3	3	3

	FY 2021 Adopted	FY 2022 Adopted	FY 2023 Adopted	FY 2024 Adopted
Groundskeeper III	1	1	0	0
HVAC Mechanic	1	1	1	1
Landscape Maintenance Manager	1	1	1	1
Landscape Maintenance Supervisor	0	0	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	2	1	1
Senior Secretary	3	3	3	3
Streets Maintenance Manager	1	1	1	1
Streets Maintenance Supervisor	0	0	1	1
Sweeper Equipment Operator	6	6	6	6
Tree Trimmer	3	3	3	4
	69	69	69	72

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	19	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	1	0	0
Crime Prevention Specialist	2	2	2	2
Crime Scene Analyst	0	0	1	1
Crime Scene Technician	4	4	3	3
Deputy Police Chief	0	0	1	1
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	1	2	2

	FY 2021 Adopted	FY 2022 Adopted	FY 2023 Adopted	FY 2024 Adopted
Operations Support Services Manager	1	1	1	0
Personnel Operations Specialist	1	1	1	1
Police Captain	3	3	2	3
Police Lieutenant	12	12	12	12
Police Officer	155	155	155	155
Police Programs Analyst I/II	1	1	1	1
Police Records Clerk II	15	15	15	15
Police Sergeant	27	27	27	27
Property & Evidence Supervisor	0	0	0	1
Property Technician	4	4	4	4
Property/Evidence Administrator	1	1	1	0
Records & Property Administrator	0	0	0	1
Records Administrator	1	1	1	0
Records Supervisor	3	3	3	3
Reserve Officer Coordinator	0.5	0.5	0.5	0.5
Secretary	2	2	1	1
Senior Management Analyst	1	1	1	1
Senior Crime & Intelligence Analyst	0	0	1	1
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	0	1
	326.5	326.5	326.5	333.5
PUBLIC WORKS - UTILITIES DEPARTMENT				
Administrative Intern	0.5	0.5	0.5	0.5
Administrative Secretary	2	2	1	1
Administrative Supervisor	0	0	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	3	4
Assoc Transportation Planner	1	1	1	1
Assoc/Assist Civil Engineer	8	8	8	8
Assoc/Assist Transportation Engineer	1	1	1	1
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	0	2	2

	FY 2021 Adopted	FY 2022 Adopted	FY 2023 Adopted	FY 2024 Adopted
Deputy Director of Public Works & Utilities	1	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	2	3	3
Principal Transportation Engineer	0	0	0	1
Principal Utilities Engineer	0	0	0	1
Secretary	3	3	3	3
Senior Airport Maintenance Worker	1	1	1	1
Senior Civil Engineer	2	2	2	3
Senior Construction Inspector	2	2	2	2
Senior Development Review Specialist	0	0	0	1
Senior Management Analyst	2	2	2	2
Senior Secretary	6	6	6	6
Senior Transportation Engineer	2	2	2	2
Senior Transportation Planner	0	0	0	1
Senior Utilities Engineer	2	3	3	3
Senior Utility Customer Service Leader	1	1	1	1
Senior Utility Leader	1	2	1	1
Senior Utility Leader - Sewer	1	1	1	1
Senior Utility Field Services Leader	0	0	1	1
Senior Water Pollution Source Control Inspector	1	1	1	1
Senior Water Resources Engineer	0	1	1	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	1
Technical Intern	0.5	0.5	0.5	0.5
Traffic Signal Technician	1	1	1	2
Transportation Manager	1	0	0	0
Utilities Engineering Manager	1	1	1	1
Utilities Field Services Supervisor	1	1	1	1
Utilities Maintenance Mechanic	10	10	10	10

	FY 2021 Adopted	FY 2022 Adopted	FY 2023 Adopted	FY 2024 Adopted
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	2	3	3	3
Utility Worker - Sewer/Laborer	6	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	2.5	2	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
Water Resource Planner	0	0	0	1
WPCF Lead Operator	6	6	6	6
WPCF Maintenance Supervisor	1	1	1	1
WPCF Operations & Maintenance Manager	1	1	1	0
WPCF Operations Supervisor	1	1	1	1
WPCF Operator	6	6	5	5
	158.5	161	161	168

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**FY 2024 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 2023 KEY ACTIVITIES AND ACCOMPLISHMENTS

1. Oversaw the swearing in of a new Mayor and two new Council Members in December of 2022, and the selection and appointment of a third new Council Member in January of 2023 and fourth new Council Member in April of 2023.
2. Continued to provide crucial community and organization leadership and stability during the COVID-19 pandemic emergency and end of the emergency declaration, including the transition to hybrid City Council meetings.
3. Provided leadership and direction during the City's response to the winter floods and the State declaration of emergency for Alameda County.
4. Continued to implement programs funded through Hayward's \$38 million allotment of American Rescue Plan Act (ARPA) funds, including year one programs to support homeless reduction, rental assistance, and economic recovery initiatives.
5. Provided legislative and policy direction for the City Manager in support of the community's priorities and Strategic Roadmap projects.
6. Accepted and appropriated funding from the State for the Mission Paradise Project to Develop 76 Units of Affordable Senior Housing and to acquire and rehabilitate a minimum of three single-family homes for the City's Scattered Site Housing Program.
7. Provided leadership and appropriated funding to support Bay Area Community Services' acquisition of the St. Regis Retirement Center.
8. Accepted and appropriated over \$10 Million in State and Federal grant funds for the Stack Center project.
9. Received a report and provided direction on the Dispatch Need Assessment and Capacity Improvement Plan.
10. Approved the negotiation and execution of a lease agreement with the Alameda County Deputy Sheriffs' Activities League to Expand the Commercial Kitchen at the Matt Jimenez Community Center and Operate the Commercial Kitchen Incubator Program.
11. Adopted updated Building and Fire Codes in alignment with the California 2022 Edition, including Reach Codes for the City of Hayward.
12. Received the results from the 2022 Homelessness Point-in-Time Count and adopted resolutions to fund the FY2023 Homelessness reduction services programs.
13. Approved the Solid Waste and Recycling Franchise Agreement with Waste Management of Alameda County.

MAYOR & CITY COUNCIL DEPARTMENT

14. Approved the Hayward Housing Element and provided direction on the measures and actions for Hayward's Climate Action Plan.
15. Awarded construction contracts for key public projects, including Mission Blvd Phase 3 and La Vista Park.
16. Approved key development projects throughout Hayward, including a 219K square foot industrial building on Enterprise Avenue and the redevelopment of the former Oliver Salt Company site, which also features the realignment of the Bay Trail and provisions to create gateway signage.
17. Adopted resolutions amending the City's Density Bonus Ordinance and Alcoholic Beverage Outlet regulations.
18. Provided direction on the Residential Design Study options.
19. Held a joint work session with the Hayward Area Recreation and Park District to discuss shared vision and priority projects.
20. Celebrated the grand opening of the Hayward Fire Training Center.
21. Approved construction for the approximately one-mile stretch of Linear Park along the eastern side of Mission Boulevard
22. Approved the funding of twelve community-led projects through the Hayward People's Budget.
23. Celebrated the installation of an art piece at Heritage Plaza paying tribute to the 606 Japanese American residents who were removed in 1942.
24. Approved the formation of the Russell City Steering Committee to convene former residents and descendants.
25. Completed annual performance evaluations for Council-appointed officers.
26. 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.

SIGNIFICANT RESOURCE CHANGES PLANNED FOR FY 2024

None.

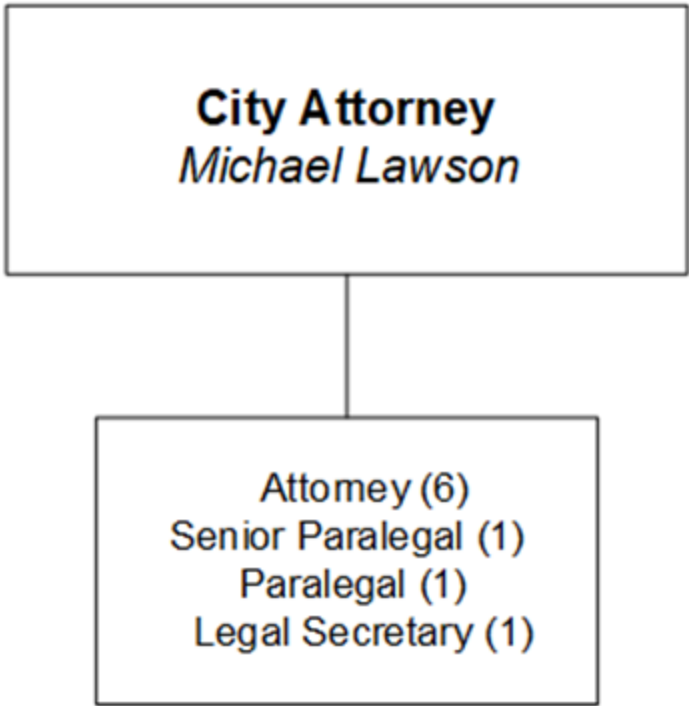
Mayor & City Council Department

General Fund

	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted
REVENUES				
None	\$ —	\$ —	\$ —	\$ —
Total Revenues	\$ —	\$ —	\$ —	\$ —
EXPENDITURES				
Salary				
Regular	189,170	253,500	195,334	199,301
Overtime	—	—	—	—
Benefits				
Fringe Benefits	49,542	47,930	41,319	37,787
Retiree Medical	10,858	10,780	11,081	11,214
PERS	26,884	63,818	23,232	33,080
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 276,454	\$ 376,028	\$ 270,966	\$ 281,382
Supplies & Services	37,984	41,691	52,867	52,867
Internal Service Fees	71,682	70,303	79,786	93,726
<i>Net Operating Expenses</i>	\$ 109,666	\$ 111,994	\$ 132,653	\$ 146,593
Total Expenditures	\$ 386,120	\$ 488,022	\$ 403,619	\$ 427,975
General Fund Subsidy	386,120	488,022	403,619	427,975

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 2023 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 2024 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. Track and advise on emergency and pandemic moratoria on rent increase, evictions, and foreclosures.
3. Close all claims that do not convert to litigation within 36 months from fiscal year filing. 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. Support the Hayward Police Department' goals of streamlining the independent investigative process for high profile critical incidents
6. Resume the student internship program, during the summer and around the academic year.
7. Monitor and appraise Council and City staff on legal issues related to the Strategic Roadmap projects and priorities.

SIGNIFICANT RESOURCE CHANGES PLANNED FOR FY 2024

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

City Attorney Department

All Funds Summary - By Category

	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted
REVENUES				
Revenue and Transfers in from Other Funds				
General Fund Revenue	\$ 204,562	\$ —	\$ —	\$ —
Risk Management Fund	5,304,551	5,839,112	6,573,122	7,319,319
Risk Management Fund Balance	1,528,094	1,322,883	421,689	30,646
	\$ 7,037,207	\$ 7,161,995	\$ 6,994,811	\$ 7,349,965
Fund Subsidy				
General Fund Subsidy	1,093,193	1,307,590	1,466,838	1,568,982
Total Revenues \$8,130,400 \$8,469,585 \$8,461,649 \$8,918,947				
EXPENDITURES				
Expenditures				
Salary				
Regular	1,438,430	1,501,094	1,566,219	1,653,925
Overtime	370	—	—	—
Targeted Savings	—	—	(29,272)	—
Benefits				
Fringe Benefits	184,154	207,513	260,849	220,957
Retiree Medical	15,512	15,400	15,830	16,020
PERS	393,501	474,446	452,235	464,168
Furlough / COLA Deferral	—	—	—	—
Chrgs (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 2,031,967	\$ 2,198,453	\$ 2,265,861	\$ 2,355,070
Maintenance & Utilities	—	—	1,000	1,000
Supplies & Services	2,972,578	2,678,727	1,471,769	1,471,769
Internal Service Fees	133,502	130,947	124,028	145,549
Insurance Premium	2,992,353	3,442,657	3,740,000	4,930,000
<i>Net Operating Expense</i>	\$6,098,433	\$ 6,252,331	\$ 5,336,797	\$ 6,548,318
Transfers out to other funds	—	18,801	15,613	15,559
Total Expenditures \$8,130,400 \$8,450,784 \$7,602,658 \$8,918,947				

City Attorney Department

All Funds Summary - By Program

	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted
REVENUES				
Revenue and Transfers in from Other Funds				
General Fund Revenue	\$ 204,562	\$ —	\$ —	\$ —
Risk Management Fund	5,304,551	5,839,112	6,573,122	7,319,319
Risk Management Fund Balance	1,528,094	1,322,883	(421,689)	30,646
	\$ 7,037,207	\$ 7,161,995	\$ 6,151,433	\$ 7,349,965
Fund Subsidy				
General Fund Subsidy	1,093,193	1,307,590	1,466,838	1,568,982
Total Revenues	\$8,130,400	\$8,469,585	\$ 7,618,271	\$8,918,947
EXPENDITURES				
Expenditures and Transfer Out to Other Funds By Program				
General Fund	1,297,755	1,307,590	1,466,838	1,568,982
Risk Management Fund	6,832,645	7,161,995	6,151,433	7,349,965
Total Expenditures	\$8,130,400	\$8,469,585	\$ 7,618,271	\$8,918,947
Net Change	—	—	—	—

City Attorney Department

General Fund

	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted
REVENUES				
Other Revenue	\$ 204,562	\$ —	\$ —	\$ —
Rental Review Fees	—	—	—	—
Total Revenues	\$ 204,562	\$ —	\$ —	\$ —
EXPENDITURES				
Salary				
Regular	828,198	828,773	927,843	999,228
Overtime	370	—	—	—
Targeted Savings	—	—	(29,272)	—
Benefits				
Fringe Benefits	127,815	140,539	197,322	171,920
Retiree Medical	9,307	9,240	9,498	9,612
PERS	231,028	252,890	265,893	279,304
Furlough / COLA Deferral	—	—	—	—
Chrgs (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 1,196,718	\$ 1,231,442	\$ 1,371,284	\$ 1,460,064
Maintenance & Utilities	—	—	200	200
Supplies & Services	9,631	440	18,125	18,125
Internal Service Fees	91,406	75,708	77,229	90,593
Capital Outlay	—	—	—	—
<i>Net Operating Expense</i>	\$ 101,037	\$ 76,148	\$ 95,554	\$ 108,918
Total Expenditures	\$ 1,297,755	\$ 1,307,590	\$ 1,466,838	\$ 1,568,982
General Fund Subsidy	1,093,193	1,307,590	1,466,838	1,568,982

City Attorney Department

Risk Management - Internal Service Fund

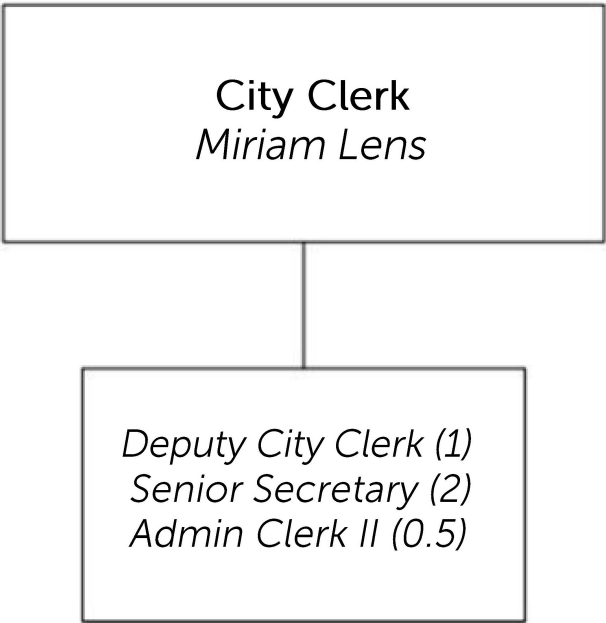
	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted
Beginning Working Capital Balance	\$4,265,985	\$ 2,737,891	\$ 1,415,008	\$ 1,836,697
REVENUES				
Revenue				
Interest	20,064	99,974	—	—
Other Revenue	—	—	—	—
	<u>\$ 20,064</u>	<u>\$ 99,974</u>	<u>\$ —</u>	<u>\$ —</u>
Transfer In				
Liability Insurance Premium	5,284,487	5,739,138	6,573,122	7,319,319
From General Fund	—	—	—	—
	<u>\$ 5,284,487</u>	<u>\$ 5,739,138</u>	<u>\$ 6,573,122</u>	<u>\$ 7,319,319</u>
Total Revenues	\$ 5,304,551	\$ 5,839,112	\$ 6,573,122	\$ 7,319,319
EXPENDITURES				
Expenditures				
Salary				
Regular	610,232	672,321	638,376	654,697
Overtime	—	—	—	—
Benefits				
Fringe Benefits	56,339	66,974	63,527	49,037
Retiree Medical	6,205	6,160	6,332	6,408
PERS	162,473	221,556	186,342	184,864
Furlough / COLA Deferral	—	—	—	—
Chrgs (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	<u>\$ 835,249</u>	<u>\$ 967,011</u>	<u>\$ 894,577</u>	<u>\$ 895,006</u>
Maintenance & Utilities	—	—	800	800
Supplies & Services	2,962,947	2,678,287	1,453,644	1,453,644
Internal Service Fees	42,096	55,239	46,799	54,956
Insurance	2,992,353	3,442,657	3,740,000	4,930,000
<i>Net Operating Expense</i>	<u>\$5,997,396</u>	<u>\$ 6,176,183</u>	<u>\$ 5,241,243</u>	<u>\$6,439,400</u>
Transfers out to other funds				
Transfer Out to Other	—	18,801	15,613	15,559
Transfer to General Fund - Cost Allocation	—	—	—	—
<i>Total Transfers Out</i>	<u>\$ —</u>	<u>\$ 18,801</u>	<u>\$ 15,613</u>	<u>\$ 15,559</u>
Total Expenditures	\$6,832,645	\$ 7,161,995	\$ 6,151,433	\$7,349,965
Net Change	(1,528,094)	(1,322,883)	421,689	(30,646)
Ending Working Capital Balance	2,737,891	1,415,008	1,836,697	1,806,051

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FY 2024 STAFFING
4.5 FTE

Office of the City Clerk



CITY CLERK'S OFFICE

MISSION STATEMENT

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

DEPARTMENT OVERVIEW

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

DIVISION/PROGRAM SUMMARIES

Records Management

The City Clerk's Office is responsible for: 1) Maintaining permanent records; 2) Administering the paperless imaging system for permanent records; 3) Certifying City documents; 4) Performing required legal noticing for City Council meetings, including public hearings; 5) 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.

FY 2023 ACCOMPLISHMENTS

1. Assisted routing 309 agreements electronically via DocuSign to increase efficiency and processed 43 hard copy agreements.
2. Managed and responded to public request for records in accordance with the Public Records Act, fulfilling 528 requests via the City's Public Records platform.
3. Assisted with processing the filing of 106 claims against the City of Hayward.
4. Increased transparency by adding 2,516 digital records (including and not limited to: Council agenda packets, minutes, resolutions, ordinances, contracts, recorded documents, and FPPC documents) to the City's database, LaserFiche Cloud. Most of these records are available on the City's website via the Hayward Document Center portal at [Welcome to City of Hayward Document Center](#)
5. Provided virtual trainings for new employees on the use of Granicus solutions to prepare, route and publish agendas, staff reports, attachments, and meeting minutes.
6. Managed the recruitment for the Hayward Youth Commission, which resulted in 49 applications received from every Hayward school. Seventeen students were appointed voting and alternate members.
7. Conducted a demographic audit of the Community Services Commission, Library Commission, Personnel Commission, Planning Commission and Keep Hayward Clean and Green Task Force members.
8. Managed the recruitment for City Commissions and Keep Hayward Clean and Green Task Force targeting areas with low representation based on results of audit.
9. Managed 20 virtual interviews for service on City Commissions and the Keep Hayward Clean and Green Task Force via the Zoom platform using breakout rooms.
10. Continued to conduct hybrid Council meetings that allowed for in-person as well as virtual participation by Council, City staff and members of the public.
11. Guided return to in-person meetings following the lifting of the State of Emergency by developing procedures related to AB 2449 teleconferencing requirements and notifications, provided trainings to 70 staff members, and assisted staff with facilitating meetings per Brown Act modifications.
12. Created 91 Zoom Webinars for City Council, Planning Commission, Hayward Youth Commission, and other meetings as needed; and managed 2,723 participants; and created 31 MS Teams meetings.

CITY CLERK'S OFFICE

13. Facilitated review of the City Records Management Program to ensure public records were maintained in accordance with legal requirements guaranteeing accessibility and continuity; and led review of eligible records for destruction during the annual file clean-up week in August.
14. Increased transparency by uploading videos of public meetings to Meeting and Agenda Center webpage on behalf of staff liaisons to Commissions, Committees and Task Forces.
15. Hosted one intern from the Raising Leaders Workshops and Internships program for three consecutive cohorts from June through December 2022 to add capacity to the office and provide work experience.
16. Ensured that members of Council appointed bodies comply with state and local regulations by following standard procedures, identify individuals required to file required forms and trainings, notify members of responsibilities, notify those in noncompliance, and monitor and report noncompliance cases.
17. Managed the November 2022 Municipal Election from pre-planning to certification of election results, including processing campaign disclosure documents and nomination forms.
18. Managed all the steps required for a Council Member appointment process and processed forty-five qualifying applications.
19. Managed a special Planning Commission recruitment to fill two vacancies and selection of one alternate member.
20. Filled the vacancy of a Senior Secretary and a part-time Administrative Clerk II.
21. Continued to build department office procedures and conducted cross-training on existing systems to help develop new team members without interruption to service delivery.
22. Contracted vendor for transcription services to help produce draft Planning Commission minutes.
23. Reinstated the Passport Acceptance Program through the U.S. Department of State to resume passport operations including recertification of passport agents.

CITY CLERK'S OFFICE

FY 2024 PERFORMANCE GOALS AND METRICS

Performance Indicators	FY 2024 Target
% of California Public Records Act Requests closed within timeline of 10 days	90%
% of positions filled on Council's appointed bodies of 21 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 Objective	FY 2024 Target
Continue to implement and assess hybrid meeting options for Commissions, Committees and Task Forces.	ongoing
Improve technology efficiency by utilizing modules of existing systems to streamline processes within the department and to assist with the collection of data.	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
Increase accessibility to City government by continuing to provide hybrid meeting opportunities to community members to foster civic engagement.	ongoing
Continue to promote transparency by adding more publicly disclosable and permanent records to City website through the City's Online Document Center.	ongoing

SIGNIFICANT RESOURCE CHANGES PLANNED FOR FY 2024

1. None

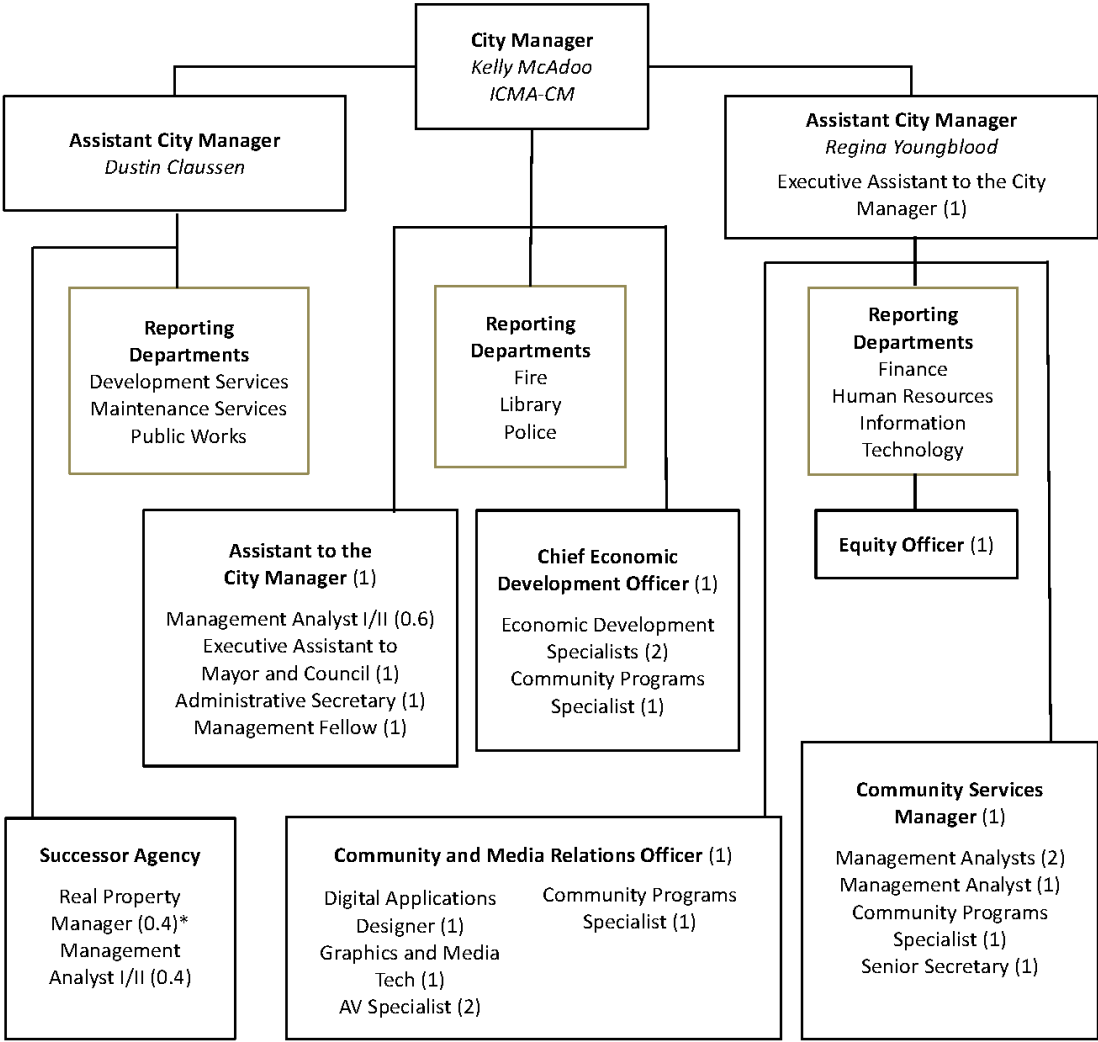
City Clerk Department

General Fund

	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted
REVENUES				
Revenue				
Sale of Documents - Passports	\$ —	\$ —	\$ 20,000	\$ 20,000
Other Revenue	32,494	—	—	—
Sale of Documents - General	—	—	3,000	—
Total Revenues	\$ 32,494	\$ —	\$ 23,000	\$ 20,000
EXPENDITURES				
Expenditures				
Salary				
Regular	433,011	445,677	502,709	491,874
Overtime	309	87	—	—
Targeted Savings	—	—	(61,374)	(59,859)
Benefits				
Fringe Benefits	44,999	72,938	129,138	133,807
Retiree Medical	6,980	6,930	7,124	7,209
PERS	113,787	123,140	138,789	133,253
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 599,086	\$ 648,772	\$ 716,386	\$ 706,284
Maintenance & Utilities	—	—	—	—
Supplies & Services	102,461	74,831	91,466	91,466
Election Expense	272,306	—	—	—
Internal Service Fees	132,906	130,751	90,143	100,579
<i>Net Operating Expense</i>	\$ 507,673	\$ 205,582	\$ 181,609	\$ 192,045
Total Expenditures	\$ 1,106,759	\$ 854,354	\$ 897,995	\$ 898,329
General Fund Subsidy	1,074,265	854,354	874,995	878,329

FY 2024 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

Equity Office

The Equity Office administers the City's Justice and Belonging programs, which includes the racial equity work with the Government Alliance for Race and Equity (GARE). The Office oversees citywide equity training, application of the racial equity toolkit, 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.

FY 2024 PERFORMANCE GOALS AND METRICS

Performance Indicators	FY 2024 Target
% of Council requests addressed within a target response time	95% within 72 hours
Number of successful business concept plans and business openings for identified priority sites	4 concept plans, 4 openings
Number of referrals of people experiencing homelessness that result in successful outcomes through various approaches	100%
Number of staff engaged in equity trainings or projects	100%
Performance Objective	FY 2024 Target
Break ground on the Stack Center and work with partners to design programming for the future Community Event Plaza	Groundbreaking by Sep
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
Continue to explore safe parking options along with encampment management	Council update Spring 2024
Complete remaining "Restaurant Relaunch" and façade program projects	Complete by Spring 2024
Continue to roll out Downtown District Activation pilot program that includes performance art	Report on pilot in Spring 2024
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
Continue to implement Hayward People's Budget projects	Complete projects by Dec 2023
Work cooperatively with Hayward's educational institutions to streamline and amplify partner communications and achievements	Report to Council Winter 2024
Conduct a language access assessment	Complete by Spring 2024
Use the Racial Equity Toolkit to implement pilots in several departments	Complete by Spring 2024

CITY MANAGER'S OFFICE

SIGNIFICANT RESOURCE CHANGES PLANNED FOR FY 2024

1. Relocation of the Housing Division to the Development Services Department.
2. Delete 1.0 FTE - Senior Secretary
3. Add 1.0 FTE - Community Programs Specialist to increase capacity to work on high-profile Council priorities in the focus area "Grow the Economy"
4. Increase in annual supplies and services for the Equity Office, which does not currently have a budget. These funds will be used for citywide trainings, needs assessments and technical support, and regional memberships.
5. Add 1.0 FTE Management Analyst for Community Services Division.

City Manager Department

All Funds Summary - By Category

	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted
REVENUES				
Revenue and Transfers In From Other Funds				
General Fund Revenue	\$ —	\$ 67,028	\$ 411,500	\$ 61,500
Economic Development Fund	353,922	325,246	350,000	350,000
Downtown Business Improve Prog	(274)	—	—	—
South Hayward B.A.R.T. JPA	4,055	(18,371)	421,280	421,280
Successor Agency RDA	4,020,794	3,747,429	3,510,542	3,510,542
Community Development Block Grant	4,673,293	1,159,453	1,541,746	1,527,801
Housing Authority Fund	271,144	78,615	200,000	50,000
Affordable Housing Monitoring Fund	247,735	293,456	155,500	—
HOME Investment Prtnrshp Block Grant Prog	189,703	530,352	410,000	—
Paratransit Program Measure B	1,037,806	850,581	—	—
Paratransit Program Measure BB	898,232	1,210,251	1,720,100	2,079,130
Inclusionary Housing Fund	2,239,842	1,794,285	1,024,000	—
Rent Review Program Fund	520,497	633,672	550,000	—
	\$ 14,456,749	\$ 10,671,997	\$ 10,294,668	\$ 8,000,253
(Contribution to)/ Use of Fund Balance				
Economic Development Fund	(338,922)	(200,246)	—	—
Downtown Business Improve Prog	274	—	—	—
South Hayward B.A.R.T. JPA	2,812	68,961	144,940	144,940
Successor Agency RDA	123,444	355,796	866,522	907,351
Community Development Block Grant	(553,512)	532,113	544,563	380,559
Housing Authority Fund	(159,644)	3,860,442	(20,630)	(50,000)
Affordable Housing Monitoring Fund	78,356	(83,045)	36,872	—
HOME Investment Prtnrshp Block Grant Prog	385,637	(369,256)	19,384	—
Paratransit Program Measure B	(33,686)	276,429	1,436,558	1,488,677
Paratransit Program Measure BB	1,801,768	(210,251)	(205,100)	(564,130)
Inclusionary Housing Fund	(1,945,025)	27,690	(607,374)	—
Rent Review Program Fund	87,424	8,102	92,072	—
	\$ (551,074)	\$ 4,266,735	\$ 2,307,807	\$ 2,307,397
Fund Subsidy				
General Fund Subsidy	4,969,191	5,007,905	5,903,535	6,530,853
Information Tech Fund Subsidy	398,485	448,120	453,290	461,808
	\$ 5,367,676	\$ 5,456,025	\$ 6,356,825	\$ 6,992,661
Total Revenues	\$ 19,273,351	\$ 20,394,757	\$ 18,959,300	\$ 17,300,311

City Manager Department

All Funds Summary - By Category

	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted
EXPENDITURES				
Expenditures				
Salary				
Regular	\$ 3,516,585	\$ 3,855,792	\$ 4,135,691	\$ 3,629,957
Overtime	31,009	34,809	—	—
Targeted Savings	—	—	(68,248)	(97,401)
Benefits				
Fringe Benefits	548,757	572,500	693,463	650,181
Retiree Medical	48,862	49,437	47,089	40,964
PERS	956,889	1,148,864	1,180,604	1,017,404
Program Reduction Savings	—	—	—	—
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	(88,555)	(88,555)
<i>Net Staffing Expense</i>	\$ 5,102,102	\$ 5,661,402	\$ 5,900,044	\$ 5,152,550
Supplies & Services	1,798,062	3,319,286	4,112,297	3,569,249
Grants & Loans	4,909,435	5,919,772	3,490,836	2,959,744
Community Promotions	18,645	22,762	(150,000)	50,000
Hayward Clean and Green	—	—	—	—
Maintenance & Utilities	17,699	23,590	41,157	41,157
Principal Retirement	1,880,000	1,975,000	2,070,000	2,180,000
Loan Interest	1,132,495	1,037,504	1,154,375	1,049,625
Project Expenditures				
Capital	248,150	—	281,500	281,500
Internal Service Fees	369,460	410,653	328,359	331,961
<i>Net Operating Expense</i>	\$ 10,373,946	\$ 12,708,567	\$ 11,328,524	\$ 10,463,236
Other Department Operating Costs	(2,174)	—	—	—
(Maintenance Services Department)				
Transfers to Other Funds	3,622,713	2,017,458	1,730,732	1,684,525
Total Expenditures	\$ 19,098,761	\$ 20,387,427	\$ 18,959,300	\$ 17,300,311
Net Change	—	—	—	—

City Manager Department

All Funds Summary - By Program

	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted
REVENUES				
Revenue and Transfers In From Other Funds				
General Fund Revenue	\$ —	\$ 67,028	\$ 411,500	\$ 61,500
Economic Development Fund	353,922	325,246	350,000	350,000
Downtown Business Improvement	(274)	—	—	—
South Hayward B.A.R.T. JPA	4,055	(18,371)	421,280	421,280
Successor Agency RDA	4,020,794	3,747,429	3,510,542	3,510,542
Community Development Block Grant	4,673,293	1,159,453	1,541,746	1,527,801
Housing Authority Fund	271,144	78,615	200,000	50,000
Affordable Housing Monitoring Fund	247,735	293,456	155,500	—
HOME Investment Prtnrshp Block Grant Prog	189,703	530,352	410,000	—
Paratransit Program Measure B	1,037,806	850,581	—	—
Paratransit Program Measure BB	898,232	1,210,251	1,720,100	2,079,130
Inclusionary Housing Fund	2,239,842	1,794,285	1,024,000	—
Rent Review Program Fund	520,497	633,672	550,000	—
	\$ 14,456,749	\$ 10,671,997	\$ 10,294,668	\$ 8,000,253
(Contribution)/ Use of Fund Balance				
Economic Development Fund	(338,922)	(200,246)	—	—
Downtown Business Improvement	274	—	—	—
South Hayward B.A.R.T. JPA	2,812	68,961	144,940	144,940
Successor Agency RDA	123,444	355,796	866,522	907,351
Community Development Block Grant	(553,512)	532,113	544,563	380,559
Housing Authority Fund	(159,644)	3,860,442	(20,630)	(50,000)
Affordable Housing Monitoring Fund	78,356	(83,045)	36,872	—
HOME Investment Prtnrshp Block Grant Prog	385,637	(369,256)	19,384	—
Paratransit Program Measure B	(33,686)	276,429	1,436,558	1,488,677
Paratransit Program Measure BB	1,801,768	(210,251)	(205,100)	(564,130)
Inclusionary Housing Fund	(1,945,025)	27,690	(607,374)	—
Rent Review Program Fund	87,424	8,102	92,072	—
	\$ (551,074)	\$ 4,266,735	\$ 2,307,807	\$ 2,307,397
Fund Subsidy				
General Fund Subsidy	4,969,191	5,007,905	5,903,535	6,530,853
Information Technology Fund Subsidy	398,485	448,120	453,290	461,808
	\$ 5,367,676	\$ 5,456,025	\$ 6,356,825	\$ 6,992,661
Total Revenues	\$ 19,273,351	\$ 20,394,757	\$ 18,959,300	\$ 17,300,311

City Manager Department

All Funds Summary - By Program

	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted
EXPENDITURES				
Expenditures and Transfer Out to Other Funds				
Office of the City Manager	4,969,191	5,074,933	6,315,035	6,592,353
Information Technology	398,485	448,120	453,290	461,808
Economic Development Fund	15,000	125,000	350,000	350,000
Downtown Business Improvement	—	—	—	—
South Hayward B.A.R.T. JPA	6,867	50,590	566,220	566,220
Successor Agency RDA	4,144,238	4,103,225	4,377,064	4,417,893
Community Development Block Grant	4,120,039	1,691,662	2,086,309	1,908,360
Housing Authority Fund	111,500	3,939,057	179,370	—
Affordable Housing Monitoring Fund	326,091	210,411	192,372	—
HOME Investment Prtnrshp Block Grant Prog	575,340	161,096	429,384	—
Paratransit Program Measure B	1,004,120	1,127,010	1,436,558	1,488,677
Paratransit Program Measure BB	2,700,000	1,000,000	1,515,000	1,515,000
Inclusionary Housing Fund	294,817	1,821,975	416,626	—
Rent Review Program Fund	433,073	641,774	642,072	—
	\$ 19,098,761	\$ 20,394,853	\$ 18,959,300	\$ 17,300,311
Other Department Operating Costs	(2,174)	—	—	—
Total Expenditures	\$ 19,098,761	\$ 20,394,853	\$ 18,959,300	\$ 17,300,311
Net Change	—	—	—	—

City Manager Department

General Fund Summary

	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted
REVENUES				
Revenue				
Grants	\$ —	\$ —	\$ —	\$ —
Code Enforcement Fees	—	—	—	—
Rental Inspection Fees	—	—	—	—
Miscellaneous Fees	—	—	—	—
Fines and Forfeitures	—	—	—	—
Other Revenue	—	67,028	411,500	61,500
Total Revenues	\$ —	\$ 67,028	\$ 411,500	\$ 61,500
EXPENDITURES				
Expenditures				
Salary				
Regular	1,938,087	2,144,590	2,449,890	2,557,312
Overtime	13,901	21,079	—	—
Targeted Savings	—	—	(68,248)	(97,401)
Benefits				
Fringe Benefits	266,698	291,758	393,852	460,222
Retiree Medical	24,865	25,456	25,455	27,363
PERS	515,646	663,392	692,831	711,525
Program Reduction Savings	—	—	—	—
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 2,759,197	\$ 3,146,275	\$ 3,493,780	\$ 3,659,021
Maintenance & Utilities	16,371	22,352	5,457	5,457
Supplies & Services	874,469	777,642	1,094,141	904,141
Community Promotions	18,645	22,762	(150,000)	50,000
Hayward Clean and Green	—	—	—	—
Internal Service Fees	246,927	235,268	207,446	259,523
Grants	966,632	870,634	1,664,211	1,714,211
Capital	86,950	—	—	—
<i>Net Operating Expense</i>	\$ 2,209,994	\$ 1,928,658	\$ 2,821,255	\$ 2,933,332
Total Expenditures	\$ 4,969,191	\$ 5,074,933	\$ 6,315,035	\$ 6,592,353
General Fund Subsidy	4,969,191	5,007,905	5,903,535	6,530,853

City Manager Department

Administration-General Fund

	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted
REVENUES				
Revenue				
Miscellaneous Revenue	\$ —	\$ 61,782	\$ 61,500	\$ 61,500
Total Revenues	\$ —	\$ 61,782	\$ 61,500	\$ 61,500
EXPENDITURES				
Expenditures				
Salary				
Regular	1,181,738	1,150,590	1,449,869	1,509,723
Overtime	12,920	17,379	—	—
Benefits				
Fringe Benefits	149,455	145,577	217,640	270,622
Retiree Medical	12,766	13,444	13,107	14,867
PERS	306,333	356,134	406,096	413,854
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 1,663,212	\$ 1,683,124	\$ 2,056,257	\$ 2,165,316
Maintenance & Utilities	16,371	19,876	5,457	5,457
Supplies & Services	526,731	476,678	381,476	471,476
Internal Service Fees	111,158	116,733	114,340	150,213
Capital	—	—	—	—
<i>Net Operating Expense</i>	\$ 654,260	\$ 613,287	\$ 501,273	\$ 627,146
Total Expenditures	\$ 2,317,472	\$ 2,296,411	\$ 2,557,530	\$ 2,792,462
General Fund Subsidy	2,317,472	2,234,629	2,496,030	2,730,962

City Manager Department

Communications & Media Relations - General Fund

	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted
REVENUES				
Revenue				
Other	\$ —	\$ —	\$ —	\$ —
Total Revenues	\$ —	\$ —	\$ —	\$ —
EXPENDITURES				
Expenditures				
Salary				
Regular	203,811	316,593	311,866	340,749
Overtime	54	2,103	—	—
Targeted Savings	—	—	—	—
Benefits				
Fringe Benefit	35,472	54,929	56,915	57,151
Retiree Medical	3,878	3,850	3,958	4,005
PERS	54,343	91,028	87,702	94,750
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 297,558	\$ 468,503	\$ 460,441	\$ 496,655
Maintenance & Utilities	—	—	—	—
Supplies & Services	114,549	195,939	173,075	173,075
Internal Service Fees	42,096	41,331	34,523	40,466
Capital	—	—	—	—
<i>Net Operating Expense</i>	\$ 156,645	\$ 237,270	\$ 207,598	\$ 213,541
Total Expenditures	\$ 454,203	\$ 705,773	\$ 668,039	\$ 710,196
General Fund Subsidy	454,203	705,773	668,039	710,196

City Manager Department

Economic Development - General Fund

	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted
REVENUES				
Revenue				
Other Revenue	\$ —	\$ —	\$ —	\$ —
Total Revenues	\$ —	\$ —	\$ —	\$ —
EXPENDITURES				
Expenditures				
Salary				
Regular	373,522	405,409	508,509	524,912
Overtime	927	1,597	—	—
Targeted Savings	—	—	(37,793)	(53,651)
Benefits				
Fringe Benefits	62,132	58,734	96,879	106,214
Retiree Medical	6,205	6,160	6,332	6,408
PERS	102,879	113,829	146,594	150,703
Program Reduction	—	—	—	—
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 545,665	\$ 585,729	\$ 720,521	\$ 734,586
Maintenance & Utilities	—	—	—	—
Supplies & Services	178,808	74,124	511,265	131,265
Community Promotions	18,645	22,762	(150,000)	50,000
Internal Service Fees	43,506	42,360	40,632	47,801
<i>Net Operating Expense</i>	\$ 240,959	\$ 139,246	\$ 401,897	\$ 229,066
Total Expenditures	\$ 786,624	\$ 724,975	\$ 1,122,418	\$ 963,652
General Fund Subsidy	786,624	724,975	1,122,418	963,652

City Manager Department

Community Services - General Fund

	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted
REVENUES				
Revenue				
Other Revenue	\$ —	\$ 5,246	\$ —	\$ —
Total Revenues	\$ —	\$ 5,246	\$ —	\$ —
EXPENDITURES				
Expenditures				
Salary				
Regular	179,016	271,998	179,646	181,928
Overtime	—	—	—	—
Benefits				
Fringe Benefits	19,639	32,518	19,453	26,235
Retiree Medical	2,016	2,002	2,058	2,083
PERS	52,091	102,401	52,439	52,218
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 252,762	\$ 408,919	\$ 253,596	\$ 262,464
Maintenance & Utilities	—	2,476	—	—
Supplies & Services	54,381	30,901	28,325	128,325
Internal Service Fees	50,167	34,844	17,951	21,043
Capital Expenses	86,950	—	—	—
Grants	966,632	870,634	1,664,211	1,714,211
<i>Net Operating Expense</i>	\$ 1,158,130	\$ 938,855	\$ 1,710,487	\$ 1,863,579
Total Expenditures	\$ 1,410,892	\$ 1,347,774	\$ 1,964,083	\$ 2,126,043
General Fund Subsidy	1,410,892	1,342,528	1,964,083	2,126,043

City Manager Department

Housing - General Fund

	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted
REVENUES				
Revenue				
Rental Income	\$ —	\$ —	\$ 350,000	\$ —
				—
Total Revenues	\$ —	\$ —	\$ 350,000	\$ —
EXPENDITURES				
Expenditures				
Salary				
Regular	—	—	—	—
Overtime	—	—	—	—
Benefits				
Fringe Benefits	—	—	2,965	—
Retiree Medical	—	—	—	—
PERS	—	—	—	—
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ —	\$ —	\$ 2,965	\$ —
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	\$ —	\$ —	\$ 2,965	\$ —
General Fund Subsidy	\$ —	\$ —	\$ (347,035)	\$ —

City Manager Department

Community Development Block Grant - By Category - Special Revenue Fund

	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted
Beginning Working Capital Balance	\$ 5,341,493	\$ 5,894,747	\$ 5,369,964	\$ 4,825,401
REVENUES				
Revenue				
Grants	3,880,545	466,091	1,541,746	1,527,801
Delayed Loan Payments	312,748	292,521	—	—
Principal Payments	—	—	—	—
Interest Earned	480,000	400,841	—	—
Other Revenue	—	—	—	—
	\$ 4,673,293	\$ 1,159,453	\$ 1,541,746	\$ 1,527,801
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	\$ 4,673,293	\$ 1,159,453	\$ 1,541,746	\$ 1,527,801
EXPENDITURES				
Expenditures				
Salary				
Regular	232,632	293,061	278,312	290,773
Overtime	—	—	—	—
Benefits				
Fringe Benefits	31,090	35,325	44,993	47,929
Retiree Medical	2,405	2,590	1,466	3,556
PERS	63,038	76,158	80,062	82,842
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 329,165	\$ 407,134	\$ 404,833	\$ 425,100
Maintenance & Utilities	—	—	—	—
Supplies & Services	241,199	163,019	194,475	194,475
Internal Service Fees	2,881	2,939	21,860	26,530
Grants	3,385,594	1,111,144	1,453,897	1,245,533
Capital Expenses	161,200	—	—	—
<i>Net Operating Expense</i>	\$ 3,790,874	\$ 1,277,102	\$ 1,670,232	\$ 1,466,538

City Manager Department

Community Development Block Grant - By Category - Special Revenue Fund

	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted
Fund Transfers Out to				
Cost Allocation to General Fund	—	—	—	—
Transfer Out to Other	—	—	6,167	11,086
Liability Insurance Premium	—	—	5,077	5,636
<i>Total Transfers Out</i>	<i>\$ —</i>	<i>\$ —</i>	<i>\$ 11,244</i>	<i>\$ 16,722</i>
Total Expenditures	\$ 4,120,039	\$ 1,684,236	\$ 2,086,309	\$ 1,908,360
Net Difference Gain (Use) of Fund Bal	553,254	(524,783)	(544,563)	(380,559)
Ending Working Capital Balance	5,894,747	5,369,964	4,825,401	4,444,842

City Manager Department

Community Development Block Grant - By Program - Special Revenue Fund

	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted
Beginning Working Capital Balance	\$ 5,277,003	\$ 5,830,515	\$ 5,298,402	\$ 4,753,839
REVENUES				
Revenue				
Community Development Block Grant	4,673,551	1,159,549	1,541,746	1,527,801
Revolving Loan Program			—	—
Small Business Revolving Loan		30	—	—
Total Revenues	\$ 4,673,551	\$ 1,159,549	\$ 1,541,746	\$ 1,527,801
EXPENDITURES				
Expenditures				
Community Development Block Grant	4,120,039	1,691,662	2,086,309	1,908,360
Revolving Loan Program	—	—	—	—
Small Business Revolving Loan	—	—	—	—
Total Expenditures	\$ 4,120,039	\$ 1,691,662	\$ 2,086,309	\$ 1,908,360
Net Difference Gain (Use) of Fund Bal	553,512	(532,113)	(544,563)	(380,559)
Ending Working Capital Balance	5,830,515	5,298,402	4,753,839	4,373,280

City Manager Department

Measure B - Paratransit Program - Special Revenue Fund

	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted
Beginning Working Capital Balance	\$ 1,466,532	\$ 1,500,218	\$ 1,223,789	\$ (212,769)
REVENUES				
Revenue				
Interest	5,742	(27,841)	—	—
Measure B	1,032,064	878,422	—	—
Measure BB	—	—	—	—
Other Revenue	—	—	—	—
Total Revenues	\$ 1,037,806	\$ 850,581	\$ —	\$ —
EXPENDITURES				
Expenditures				
Salary				
Regular	272,797	284,742	243,290	274,694
Overtime	—	—	—	—
Benefits				
Fringe Benefits	47,791	47,577	39,601	48,239
Retiree Medical	4,840	4,020	4,132	2,964
PERS	79,100	76,200	70,575	78,578
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 404,528	\$ 412,539	\$ 357,598	\$ 404,475
Maintenance & Utilities	—	—	3,500	3,500
Supplies & Services	479,714	548,048	984,945	984,945
Internal Service Fees	63,512	96,324	20,701	22,108
Capital	—	—	—	—
<i>Net Operating Expense</i>	\$ 543,226	\$ 644,372	\$ 1,009,146	\$ 1,010,553
Fund Transfers Out				
Cost Allocation to General Fund	39,319	39,319	39,319	39,319
Transfer Out to Other	—	12,267	10,187	11,786
Liability Insurance Premium	17,047	18,513	20,308	22,544
<i>Total Transfers Out</i>	\$ 56,366	\$ 70,099	\$ 69,814	\$ 73,649
Total Expenditures	\$ 1,004,120	\$ 1,127,010	\$ 1,436,558	\$ 1,488,677
Net Difference Gain (Use) of Fund Balance	33,686	(276,429)	(1,436,558)	(1,488,677)
Ending Working Capital Balance	1,500,218	1,223,789	(212,769)	(1,701,446)

City Manager Department

Measure BB - Paratransit Program - Special Revenue Fund

	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted
Beginning Working Capital Balance	\$ 1,964,111	\$ 162,343	\$ 372,594	\$ 577,694
REVENUES				
Revenue				
Interest	—	—	—	—
Measure BB	880,095	1,244,086	1,720,100	2,079,130
Other Revenue	18,137	(33,835)	—	—
Total Revenues	\$ 898,232	\$ 1,210,251	\$ 1,720,100	\$ 2,079,130
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	—	—	765,000	765,000
Internal Service Fees	—	—	—	—
Capital	—	—	—	—
<i>Net Operating Expense</i>	\$ —	\$ —	\$ 765,000	\$ 765,000
Fund Transfers Out				
Cost Allocation to General Fund	—	—	—	—
Liability Insurance Premium	—	—	—	—
Capital Improvement Fund	2,700,000	1,000,000	750,000	750,000
<i>Total Transfers Out</i>	\$2,700,000	\$1,000,000	\$ 750,000	\$ 750,000
Total Expenditures	\$2,700,000	\$1,000,000	\$ 1,515,000	\$ 1,515,000
Net Difference Gain (Use) of Fund Balance	(1,801,768)	210,251	205,100	564,130
Ending Working Capital Balance	162,343	372,594	577,694	1,141,824

City Manager Department

Housing Authority Fund

	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted
Beg Working Capital Balance	\$17,797,417	\$17,957,061	\$14,096,619	\$14,117,249
REVENUES				
Revenue				
Contribution In	—	—	—	—
Fund Interest	38,725	(99,550)	40,000	
Interest Income	35,107	24,272	40,000	25,000
Principal Income	194,344	152,671	120,000	25,000
Other Revenue	2,968	1,222	—	—
	\$ 271,144	\$ 78,615	\$ 200,000	\$ 50,000
Total Revenues	\$ 271,144	\$ 78,615	\$ 200,000	\$ 50,000
EXPENDITURES				
Expenditures				
Salary				
Regular	64,739	57,396	54,754	—
Overtime	—	—	—	—
Benefits				
Fringe Benefits	11,304	7,032	7,320	—
Retiree Medical	791	708	712	—
PERS	18,723	16,058	15,983	—
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 95,557	\$ 81,194	\$ 78,769	\$ —
Supplies & Services	6,837	1,452	85,300	—
Grants & Loans	—	3,844,756	—	—
Internal Service Fees	947	967	4,571	—
<i>Net Operating Expense</i>	\$ 7,784	\$ 3,847,175	\$ 89,871	\$ —
Fund Transfers Out				
General Fund-Cost Allocation	3,897	3,897	3,897	—
Liability Insurance Premium	4,262	4,629	5,077	—
Transfer Out to Other	—	2,162	1,756	—
<i>Total Transfers Out</i>	\$ 8,159	\$ 10,688	\$ 10,730	\$ —
Total Expenditures	\$ 111,500	\$ 3,939,057	\$ 179,370	\$ —
Net Difference Gain (Use) of Fund Bal	159,644	(3,860,442)	20,630	50,000
Ending Working Capital Balance*	17,957,061	14,096,619	14,117,249	14,167,249

*Includes future funding commitments authorized by Council

City Manager Department

Affordable Housing Monitoring Fund

	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted
Beg Working Capital Balance	\$ 789,121	\$ 710,765	\$ 793,810	\$ 756,938
REVENUES				
Revenue				
Interest Income	982	(5,972)	5,500	
Mortgage Bonds Admin Fee	246,753	299,428	150,000	—
Total Revenues	\$ 247,735	\$ 293,456	\$ 155,500	\$ —
EXPENDITURES				
Expenditures				
Salary				
Regular	158,747	82,601	69,181	—
Overtime	143	—	—	—
Benefits				
Fringe Benefits	31,740	14,210	13,833	—
Retiree Medical	2,714	2,464	871	—
PERS	45,806	21,249	19,825	—
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 239,150	\$ 120,524	\$ 103,710	\$ —
Supplies & Services	47,262	21,545	57,300	—
Internal Service Fees	17,682	38,091	5,587	—
<i>Net Operating Expense</i>	\$ 64,944	\$ 59,636	\$ 62,887	\$ —
Fund Transfers Out				
General Fund-Cost Allocation	13,474	13,474	13,474	—
Liability Insurance Premium	8,523	9,257	10,154	—
Transfer Out to Other	—	7,520	2,147	—
<i>Total Transfers Out</i>	\$ 21,997	\$ 30,251	\$ 25,775	\$ —
Total Expenditures	\$ 326,091	\$ 210,411	\$ 192,372	\$ —
Net Difference Gain (Use) of Fund Bal	(78,356)	83,045	(36,872)	—
Ending Working Capital Balance*	710,765	793,810	756,938	756,938

*Includes future funding commitments authorized by Council

City Manager Department

HOME Investment Partnerships Block Grant Program

	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted
REVENUES				
Revenue				
Grants	\$ 189,703	\$ 530,203	\$ 410,000	\$ —
Program Income	—	149	—	—
Interest Income	—	—	—	—
Total Fund Revenue	\$ 189,703	\$ 530,352	\$ 410,000	\$ —
EXPENDITURES				
Expenditures				
Salary				
Regular	12,754	14,864	30,537	—
Overtime	—	110	—	—
Benefits				
Fringe Benefits	1,699	1,907	3,970	—
Retiree Medical	—	385	396	—
PERS	3,678	10,592	8,913	—
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 18,131	\$ 27,858	\$ 43,816	\$ —
Supplies & Services	—	—	10,300	—
Internal Service Fees	—	—	2,540	—
Grants & Loans	557,209	93,238	372,728	—
Transfer Out	—	40,000	—	—
<i>Net Operating Expense</i>	\$ 557,209	\$ 133,238	\$ 385,568	\$ —
Total Expenditures	\$ 575,340	\$ 161,096	\$ 429,384	\$ —
Net Change	(385,637)	369,256	(19,384)	—

City Manager Department

Inclusionary Housing - Special Revenue Fund

	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted
Beginning Working Capital Balance	\$ 7,979,617	\$ 9,924,642	\$ 9,896,952	\$10,504,326
REVENUES				
Revenue				
Interest Income	46,310	(219,485)	24,000	—
Other Income	2,193,532	2,013,770	1,000,000	—
Total Revenues	\$2,239,842	\$ 1,794,285	\$1,024,000	\$ —
EXPENDITURES				
Expenditures				
Salary				
Regular	192,929	243,497	234,817	—
Overtime	311	623	—	—
Benefits				
Fringe Benefits	32,831	36,612	36,672	—
Retiree Medical	1,148	2,218	2,691	—
PERS	54,329	64,336	68,543	—
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 281,548	\$ 347,286	\$ 342,723	\$ —
Maintenance & Utilities	—	—	—	—
Supplies & Services	11,894	1,466,517	50,000	—
Internal Service Fees	1,375	1,404	17,268	—
Capital	—	—	—	—
<i>Net Operating Expense</i>	\$ 13,269	\$ 1,467,921	\$ 67,268	\$ —
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	\$ 294,817	\$ 1,821,975	\$ 416,626	\$ —
Net Difference Gain (Use) of Fund Balance	1,945,025	(27,690)	607,374	—
Ending Working Capital Balance*	9,924,642	9,896,952	10,504,326	10,504,326

*Includes future funding commitments authorized by Council

City Manager Department

Rental Review Program - Special Revenue Fund

	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted
Beginning Working Capital Balance	\$ 555,143	\$ 642,567	\$ 634,465	\$ 542,393
REVENUES				
Revenue				
Interest Income	520,497	633,572	—	—
Other Income	—	—	550,000	—
Administrative Fee	—	100	—	—
Total Revenues	\$ 520,497	\$ 633,672	\$ 550,000	\$ —
EXPENDITURES				
Expenditures				
Salary				
Regular	218,063	319,577	304,206	—
Overtime	3,590	2,955	—	—
Benefits				
Fringe Benefits	39,144	58,040	52,575	—
Retiree Medical	3,568	3,126	4,401	—
PERS	62,307	97,617	86,575	—
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 326,672	\$ 481,315	\$ 447,757	\$ —
Maintenance & Utilities	—	—	—	—
Supplies & Services	97,865	141,927	150,148	—
Internal Service Fees	4,274	4,363	28,239	—
Capital	—	—	—	—
<i>Net Operating Expense</i>	\$ 102,139	\$ 146,290	\$ 178,387	\$ —
Fund Transfers Out				
Cost Allocation to General Fund	—	—	—	—
Transfer Out to Other	—	9,541	10,851	—
Liability Insurance Premium	4,262	4,628	5,077	—
<i>Total Transfers Out</i>	\$ 4,262	\$ 14,169	\$ 15,928	\$ —
Total Expenditures	\$ 433,073	\$ 641,774	\$ 642,072	\$ —
Net Difference Gain (Use) of Fund Balance	87,424	(8,102)	(92,072)	—
Ending Working Capital Balance	642,567	634,465	542,393	542,393

City Manager Department

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

	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted
Beg Working Capital Balance	\$1,246,400	\$ 1,243,588	\$ 1,174,627	\$ 1,029,687
REVENUES				
Revenue				
In-House Parking Collection	—	—	—	—
Interest Income	—	—	—	—
Other Revenue	4,055	(18,371)	421,280	421,280
Total Revenues	\$ 4,055	\$ (18,371)	\$ 421,280	\$ 421,280
EXPENDITURES				
Expenditures				
Salary				
Regular	—	—	—	—
Overtime	—	—	—	—
Benefits				
Fringe Benefits	—	—	—	—
Retiree Medical	—	—	—	—
PERS	—	—	—	—
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	<i>\$ —</i>	<i>\$ —</i>	<i>\$ —</i>	<i>\$ —</i>
Maintenance & Utilities	—	—	24,000	24,000
Supplies & Services	6,867	50,590	260,720	260,720
Capital Outlay	—	—	281,500	281,500
<i>Net Operating Expense</i>	<i>\$ 6,867</i>	<i>\$ 50,590</i>	<i>\$ 566,220</i>	<i>\$ 566,220</i>
Fund Transfers Out to				
General Fund	—	—	—	—
Total Expenditures	\$ 6,867	\$ 50,590	\$ 566,220	\$ 566,220
Other Department Operating Costs (Maintenance Services Department)	(2,174)	—	—	—
Net City Manager Dept Expenditures	\$ 4,693	\$ 50,590	\$ 566,220	\$ 566,220
Net Change	(2,812)	(68,961)	(144,940)	(144,940)
Ending Working Capital Balance	1,243,588	1,174,627	1,029,687	884,747

City Manager Department

Downtown Business Improvement Program-Special Revenue Fund

	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted
Beg Working Capital Balance	\$ —	\$ (274)	\$ (274)	\$ (274)
REVENUES				
Fund Revenue				
Business License Surcharge	(274)	—	—	—
Interest Income	—	—	—	—
Other Revenue	—	—	—	—
	<u>\$ (274)</u>	<u>\$ —</u>	<u>\$ —</u>	<u>\$ —</u>
Fund Transfers In From				
Redevelop Agency Operating Fund	—	—	—	—
	<u>\$ —</u>	<u>\$ —</u>	<u>\$ —</u>	<u>\$ —</u>
Total Revenues	<u>\$ (274)</u>	<u>\$ —</u>	<u>\$ —</u>	<u>\$ —</u>
EXPENDITURES				
Expenditures				
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
Supplies & Services	—	—	—	—
<i>Net Operating Expense</i>	<u>\$ —</u>	<u>\$ —</u>	<u>\$ —</u>	<u>\$ —</u>
Total Expenditures	<u>\$ —</u>	<u>\$ —</u>	<u>\$ —</u>	<u>\$ —</u>
Net Change	(274)	—	—	—
Ending Working Capital Balance	(274)	(274)	(274)	(274)

City Manager Department

Information Technology - Internal Service Fund

	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted
REVENUES				
Revenue				
Other Revenue	\$ —	\$ —	\$ —	\$ —
Total Revenues	\$ —	\$ —	\$ —	\$ —
EXPENDITURES				
Expenditures				
Salary				
Regular	262,216	287,171	295,806	309,943
Overtime	10,485	10,042	—	—
Benefits				
Fringe Benefits	48,820	54,784	60,465	52,303
Retiree Medical	4,653	4,620	4,749	4,806
PERS	66,736	85,812	86,347	87,884
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 392,910	\$ 442,429	\$ 447,367	\$ 454,936
Maintenance & Utilities	—	—	—	—
Supplies & Services	—	—	—	—
Internal Service Fees	5,575	5,691	5,923	6,872
Capital	—	—	—	—
<i>Net Operating Expense</i>	\$ 5,575	\$ 5,691	\$ 5,923	\$ 6,872
Total Expenditures	\$ 398,485	\$ 448,120	\$ 453,290	\$ 461,808
Information Tech Fund Subsidy	398,485	448,120	453,290	461,808

City Manager Department

Successor Agency RDA Operating Fund

	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted
Beg Working Capital Balance	\$2,728,640	\$2,605,196	\$ 2,249,400	\$ 1,382,878
REVENUES				
Fund Revenue				
Property Tax (80% Tax Increment)	4,020,771	3,701,590	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	50,000	50,000
Other Revenue	23	6	—	—
	\$4,020,794	\$3,747,429	\$ 3,510,542	\$ 3,510,542
Fund Transfers In from				
Transf to Successor Agency RDA	—	—	—	—
Capital Transfer From General Fund	—	—	—	—
	\$ —	\$ —	\$ —	\$ —
Total Revenues	\$4,020,794	\$3,747,429	\$ 3,510,542	\$ 3,510,542
Fund Expenditures				
Salary				
Regular	163,621	128,293	174,898	197,235
Overtime	2,579	—	—	—
Benefits				
Fringe Benefits	37,640	25,255	40,182	41,488
Retiree Medical	3,878	3,850	2,216	2,275
PERS	47,526	37,450	50,950	56,575
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	(88,555)	(88,555)
<i>Net Staffing Expense</i>	\$ 255,244	\$ 194,848	\$ 179,691	\$ 209,018
Supplies & Services	16,955	23,546	109,968	109,968
Maintenance & Utilities	1,328	1,238	8,200	8,200
Loan Interest	1,132,495	1,037,504	1,154,375	1,049,625
Principal Retirement	1,880,000	1,975,000	2,070,000	2,180,000
Bond Issuance and Refunding Cost	—	—	—	—
Internal Service Fees	26,287	25,606	14,224	16,928
<i>Net Operating Expense</i>	\$3,057,065	\$3,062,894	\$ 3,356,767	\$ 3,364,721

City Manager Department

Successor Agency RDA Operating Fund

	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted
Fund Transfers Out to				
Liability Insurance Premium	31,929	33,733	35,142	39,097
Transfer Out to Other	—	—	—	—
Transfer per Cooperative Agreement	800,000	811,750	805,464	805,057
	\$ 831,929	\$ 845,483	\$ 840,606	\$ 844,154
Total Expenditures	\$4,144,238	\$4,103,225	\$ 4,377,064	\$ 4,417,893
Net Change	(123,444)	(355,796)	(866,522)	(907,351)
Ending Working Capital Balance	2,605,196	2,249,400	1,382,878	475,527

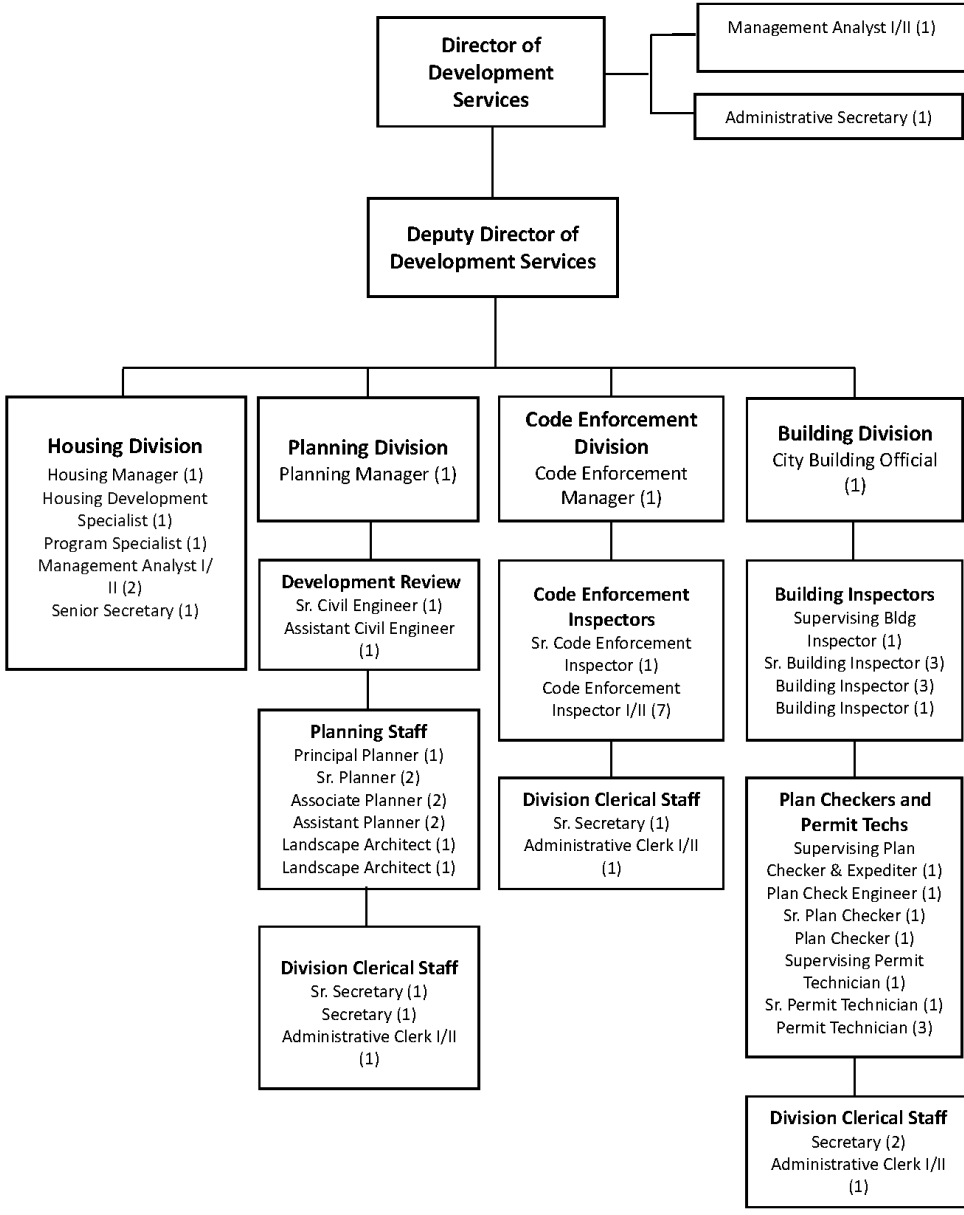
City Manager Department

Economic Development-Economic Development Fund

	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted
Beginning Working Capital Balance	\$ 1,071,002	\$ 1,409,924	\$ 1,610,170	\$ 1,610,170
REVENUES				
Revenue				
Transfers In	350,000	350,000	350,000	350,000
Interest Income	3,922	(24,754)	—	—
Total Revenues	\$ 353,922	\$ 325,246	\$ 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	15,000	125,000	350,000	350,000
Internal Service Fees	—	—	—	—
Capital Outlay	—	—	—	—
<i>Net Operating Expense</i>	\$ 15,000	\$ 125,000	\$ 350,000	\$ 350,000
Transfers Out	—	—	—	—
Total Expenditures	\$ 15,000	\$ 125,000	\$ 350,000	\$ 350,000
Net Change	338,922	200,246	—	—
Ending Working Capital Balance	1,409,924	1,610,170	1,610,170	1,610,170

FY 2024 STAFFING 57.0 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 Mural Art Program, the Development Services Department Employee Engagement & Development Program, and implementation of the new EnerGov permitting software.

Building Division

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

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, 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

This 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. The division was previously under the City Manager's Office but is moving under the Development Services Department in FY 2024 to consolidate divisions that work on projects and programs related to housing and development under one department in order to streamline customer care and delivery of services to the Hayward community.

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

FY 2024 PERFORMANCE GOALS AND METRICS

Performance Indicators	FY 2024 Target
% of building inspections that are completed next day	85%
% of Planning (and Engineering) projects that are being invoiced quarterly	95%
% of Planning (and Engineering) projects that are operating with adequate positive deposit balance	80%
% of code enforcement complaints that are inspected within a target response time	60%
Number of affordable housing units constructed through various approaches	125 units
Performance Objective	FY 2024 Target
Finalize Sidewalk Vendor Ordinance	Fall 2023
Prepare an ordinance to create smoke-free multifamily housing	Spring 2024
Update the Tree Preservation Ordinance	Summer 2024
Amend the Municipal Code to address Housing Element Actions related to housing for a variety of income levels and housing types	Summer 2024
Implement Downpayment Assistance Program	Winter 2024

SIGNIFICANT RESOURCE CHANGES PLANNED FOR FY 2024

1. Delete 1.0 FTE Management Analyst
2. Add 1.0 FTE - Landscape Architect
3. Add 1.0 FTE - Building Inspector
4. Add 1.0 FTE Director of Development Services
5. Decrease in consultant services budget due to the addition of a Landscape Architect
6. Increase in permit revenue
7. Relocation of Housing Division - Transferring 5.0 FTE from City Manager's Office to Development Services Department

Development Services Department

All Funds Summary - By Category

	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted
REVENUES				
Revenue				
General Fund Revenue	\$ 8,322,725	\$ 7,485,389	\$ 7,509,045	\$ 7,744,045
Park Districts	464,987	2,676,576	2,235,906	2,235,906
Hayward Shoreline JPA	327,142	59,799	208,000	208,000
	\$ 9,114,854	\$ 10,221,764	\$ 9,952,951	\$ 13,771,866
(Contribution)/Use of Fund Balance				
Hayward Shoreline JPA	(124,254)	(4,591)	(91,667)	(196,000)
Housing Special Rev Funds	—	—	—	(1,373,453)
Park District Funds	(464,987)	(2,676,576)	402,910	(2,235,906)
	\$ (589,241)	\$ (2,681,167)	\$ 311,243	\$ (3,805,359)
Fund Subsidy				
General Fund Subsidy	1,054,444	2,777,005	2,804,412	3,329,369
Total Revenues	\$ 9,580,057	\$ 10,317,602	\$ 13,068,606	\$ 13,295,876
EXPENDITURES				
Expenditures				
Salary				
Regular	4,774,387	5,175,891	5,750,906	7,103,351
Overtime	17,377	35,220	2,700	2,700
Target Savings	—	—	(260,097)	(195,609)
Benefits				
Fringe Benefits	959,665	991,237	1,280,071	1,398,819
Retiree Medical	77,170	76,615	78,755	88,880
PERS	1,315,462	1,552,544	1,657,611	2,021,730
Program Reduction Savings	—	—	—	—
Furlough/COLA Deferral	—	—	—	—
Charges (to)/from other programs	(2,443)	(255,255)	(494,800)	(454,862)
<i>Net Staffing Expense</i>	\$ 7,141,618	\$ 7,576,252	\$ 8,015,146	\$ 9,965,009
Maintenance & Utilities	39,959	44,045	50,800	50,800
Supplies & Services	1,449,473	1,731,893	4,099,147	1,713,148
Internal Service Fees	949,007	965,412	903,513	1,117,694
Grants & Loans	—	—	—	405,429
Projects	—	—	—	—
<i>Net Operating Expense</i>	\$ 2,438,439	\$ 2,741,350	\$ 5,053,460	\$ 3,287,071
<i>Transfers Out to Other Funds</i>	—	—	—	43,796
Total Expenditures	\$ 9,580,057	\$ 10,317,602	\$ 13,068,606	\$ 13,295,876

Development Services Department

All Funds Summary - By Program

	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted
REVENUES				
Revenue				
Administration	\$ 1,732	\$ 200	\$ —	\$ —
Building	4,914,659	5,128,906	4,811,000	4,896,000
Planning	1,000,809	1,053,860	896,000	1,046,000
Code Enforcement	2,405,525	1,302,423	1,802,045	1,802,045
Hayward Shoreline JPA	327,142	59,799	208,000	208,000
Park Districts	464,987	2,676,576	2,235,906	2,235,906
Housing Authority Fund	—	—	—	90,000
Affordable Housing Fund	—	—	—	5,500
HOME Inv Pship Block Grant	—	—	—	430,035
Rental Review Program Fund	—	—	—	—
Inclusionary Housing Fund	—	—	—	274,000
Local Housing Trust Program Fund	—	—	—	2,784,380
	\$ 9,114,854	\$ 10,221,764	\$ 9,952,951	\$ 13,771,866
(Contribution)/Use of Fund Balance				
Housing Authority Fund	—	—	—	88,880
Affordable Housing Fund	—	—	—	91,662
HOME Inv Pship Block Grant	—	—	—	78,029
Rental Review Program Fund	—	—	—	929,942
Inclusionary Housing Fund	—	—	—	194,545
Local Housing Trust Program Fund	—	—	—	(2,756,511)
Hayward Shoreline JPA	(124,254)	(4,591)	(91,667)	(196,000)
Park District Funds	(464,987)	(2,676,576)	402,910	(2,235,906)
	\$ (589,241)	\$ (2,681,167)	\$ 311,243	\$ (3,805,359)
Fund Subsidy				
General Fund Subsidy	1,054,444	2,777,005	2,804,412	3,329,369
Total Revenues	\$ 9,580,057	\$ 10,317,602	\$ 13,068,606	\$ 13,295,876
EXPENDITURES				
Expenditures				
Administration	664,462	685,980	842,109	779,310
Building	4,424,918	5,220,033	4,692,896	4,982,618
Planning	2,537,887	2,613,619	2,636,760	3,027,072
Code Enforcement	1,749,902	1,742,762	2,141,692	2,284,414
Hayward Shoreline JPA	202,888	55,208	116,333	12,000
Park Districts	—	—	2,638,816	—
Housing Authority Fund	—	—	—	178,880

Development Services Department

Affordable Housing Fund	—	—	—	97,162
HOME Inv Pship Block Grant	—	—	—	508,064
Rental Review Program Fund	—	—	—	929,942
Inclusionary Housing Fund	—	—	—	468,545
Local Housing Trust Program Fund	—	—	—	27,869
Total Expenditures	\$ 9,580,057	\$ 10,317,602	\$ 13,068,606	\$ 13,295,876

Development Services Department

General Fund Summary

	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted
REVENUES				
Revenue				
Licenses & Permits	\$ 2,979,261	\$ 670,473	\$ 700,000	\$ 785,000
Fees & Service Charges	2,969,789	5,554,967	5,109,045	5,259,045
Code Enforcement Fees	657,446	396,759	500,000	500,000
Rental Inspection Fees	1,709,497	862,874	1,200,000	1,200,000
Other Revenue	6,732	316	—	—
Total Revenues	\$ 8,322,725	\$ 7,485,389	\$ 7,509,045	\$ 7,744,045
EXPENDITURES				
Expenditures				
Salary				
Regular	4,774,387	5,175,891	5,750,906	6,265,633
Overtime	17,377	35,220	2,700	2,700
Target Savings	—	—	(260,097)	(195,609)
Benefits				
Fringe Benefits	959,665	991,237	1,280,071	1,261,615
Retiree Medical	77,170	76,615	78,755	79,700
PERS	1,315,462	1,552,544	1,657,611	1,781,474
Program Reduction Savings	—	—	—	—
Furlough/COLA Deferral	—	—	—	—
Charges (to)/from other programs	(2,443)	(255,255)	(500,000)	(500,000)
<i>Net Staffing Expense</i>	\$ 7,141,618	\$ 7,576,252	\$ 8,009,946	\$ 8,695,513
Maintenance & Utilities	39,959	44,045	50,800	50,800
Supplies & Services	1,246,585	1,676,685	1,349,198	1,279,198
Internal Service Fees	949,007	965,412	903,513	1,047,903
Capital	—	—	—	—
Transfer Out	—	—	—	—
<i>Net Operating Expense</i>	\$ 2,235,551	\$ 2,686,142	\$ 2,303,511	\$ 2,377,901
Total Expenditures	\$ 9,377,169	\$ 10,262,394	\$ 10,313,457	\$ 11,073,414
General Fund Subsidy	1,054,444	2,777,005	2,804,412	3,329,369

Development Services Department

Administration - General Fund

	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted
REVENUES				
Revenue				
Other Revenue	\$ 1,732	\$ 200	\$ —	\$ —
Total Revenues	\$ 1,732	\$ 200	\$ —	\$ —
EXPENDITURES				
Expenditures				
Salary				
Regular	423,159	368,081	503,145	446,081
Overtime	—	—	—	—
Benefits				
Fringe Benefits	81,010	76,762	116,975	87,117
Retiree Medical	6,205	6,160	6,332	6,408
PERS	106,069	149,634	144,849	126,518
Furlough/COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 616,443	\$ 600,637	\$ 737,952	\$ 666,124
Maintenance & Utilities	—	—	—	—
Supplies & Services	8,020	24,880	51,922	51,922
Internal Service Fees	39,999	60,463	52,235	61,264
Capital	—	—	—	—
<i>Net Operating Expense</i>	\$ 48,019	\$ 85,343	\$ 104,157	\$ 113,186
Total Expenditures	\$ 664,462	\$ 685,980	\$ 842,109	\$ 779,310
General Fund Subsidy	666,194	686,180	842,109	779,310

Development Services Department

Building - General Fund

	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted
REVENUES				
Revenue				
Licenses & Permits	\$ 2,979,261	\$ 670,473	\$ 700,000	\$ 785,000
Fees & Service Charges	1,930,398	4,458,317	4,111,000	4,111,000
Other Revenue	5,000	116	—	—
Total Revenues	\$ 4,914,659	\$ 5,128,906	\$ 4,811,000	\$4,896,000
EXPENDITURES				
Expenditures				
Salary				
Regular	1,948,945	2,295,494	2,324,798	2,524,246
Overtime	13,288	22,859	2,200	2,200
Target Savings	—	—	(57,484)	(108,760)
Benefits				
Fringe Benefits	448,825	475,129	542,245	571,149
Retiree Medical	30,247	30,030	30,869	31,239
PERS	542,098	623,429	667,568	718,425
Program Reduction Savings				—
Furlough/COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	(12,201)	—	—
<i>Net Staffing Expense</i>	\$2,983,403	\$3,434,740	\$ 3,510,196	\$3,738,499
Maintenance & Utilities	5,954	5,465	6,000	6,000
Supplies & Services	975,371	1,326,386	814,161	814,161
Internal Service Fees	460,190	453,442	362,539	423,958
Capital	—	—	—	—
<i>Net Operating Expense</i>	\$ 1,441,515	\$ 1,785,293	\$ 1,182,700	\$ 1,244,119
Total Expenditures	\$ 4,424,918	\$ 5,220,033	\$ 4,692,896	\$ 4,982,618
General Fund Subsidy	(489,741)	91,127	(118,104)	86,618

Development Services Department

Planning - General Fund

	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted
REVENUES				
Revenue				
Fees & Service Charges	\$ 1,000,809	\$ 1,053,860	\$ 896,000	\$ 1,046,000
Other Revenue	—	—	—	—
Total Revenues	\$1,000,809	\$ 1,053,860	\$ 896,000	\$1,046,000
EXPENDITURES				
Expenditures				
Salary				
Regular	1,425,418	1,526,521	1,733,095	2,020,457
Overtime	391	—	500	500
Target Savings	—	—	(49,751)	—
Benefits				
Fringe Benefits	255,286	273,415	338,008	343,418
Retiree Medical	23,655	21,945	22,558	22,829
PERS	391,722	525,166	500,766	576,308
Program Reduction Savings	—	—	—	—
Furlough/COLA Deferral	—	—	—	—
Charges (to)/from other programs	(2,443)	(243,054)	(500,000)	(500,000)
<i>Net Staffing Expense</i>	\$2,094,029	\$ 2,103,993	\$ 2,045,176	\$ 2,463,512
Maintenance & Utilities	534	792	600	600
Supplies & Services	194,400	254,408	341,970	271,970
Internal Service Fees	248,924	254,426	249,014	290,990
Capital	—	—	—	—
Transfer Out	—	—	—	—
<i>Net Operating Expense</i>	\$ 443,858	\$ 509,626	\$ 591,584	\$ 563,560
Total Expenditures	\$ 2,537,887	\$ 2,613,619	\$ 2,636,760	\$ 3,027,072
General Fund Subsidy	1,537,078	1,559,759	1,740,760	1,981,072

Development Services Department

Park Districts - Special Revenue Fund

	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted
Beginning Working Capital Balance	\$ 7,351,168	\$ 7,816,155	\$10,492,731	\$10,089,821
REVENUES				
Revenue				
Interest and Rents	59,099	271,249	—	—
Other Revenue	405,888	2,405,327	2,235,906	2,235,906
Total Revenues	\$ 464,987	\$ 2,676,576	\$ 2,235,906	\$ 2,235,906
EXPENDITURES				
Expenditures				
Salary				
Regular	—	—	—	—
Overtime	—	—	—	—
Benefits				
Fringe Benefits	—	—	—	—
Retiree Medical	—	—	—	—
PERS	—	—	—	—
Furlough/COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	5,200	—
<i>Net Staffing Expense</i>	\$ —	\$ —	\$ 5,200	\$ —
Supplies & Services	—	—	2,633,616	—
<i>Net Operating Expense</i>	\$ —	\$ —	\$ 2,633,616	\$ —
Fund Transfers Out to Other Funds	—	—	—	—
Total Expenditures	\$ —	\$ —	\$ 2,638,816	\$ —
Net Change	464,987	2,676,576	(402,910)	2,235,906
Ending Fund Balance	7,816,155	10,492,731	10,089,821	12,325,727

Development Services Department

Code Enforcement - General Fund

	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted
REVENUES				
Revenue				
Code Enforcement Fees	\$ 657,446	\$ 396,759	\$ 500,000	\$ 500,000
Miscellaneous Fees	38,582	42,790	102,045	102,045
Rental Inspection Fees	1,709,497	862,874	1,200,000	1,200,000
Total Revenues	\$ 2,405,525	\$ 1,302,423	\$ 1,802,045	\$ 1,802,045
EXPENDITURES				
Expenditures				
Salary				
Regular	976,865	985,795	1,189,868	1,274,849
Overtime	3,698	12,361	—	—
Target Savings	—	—	(119,513)	(86,849)
Benefits				
Fringe Benefits	174,544	165,931	282,843	259,931
Retiree Medical	17,063	18,480	18,996	19,224
PERS	275,573	254,315	344,428	360,223
Program Reduction Savings	—	—	—	—
Furlough/COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 1,447,743	\$ 1,436,882	\$ 1,716,622	\$ 1,827,378
Maintenance & Utilities	33,471	37,788	44,200	44,200
Supplies & Services	68,794	71,011	141,145	141,145
Internal Service Fees	199,894	197,081	239,725	271,691
Capital	—	—	—	—
<i>Net Operating Expense</i>	\$ 302,159	\$ 305,880	\$ 425,070	\$ 457,036
Total Expenditures	\$ 1,749,902	\$ 1,742,762	\$ 2,141,692	\$ 2,284,414
General Fund Subsidy	(655,623)	440,339	339,647	482,369

Development Services Department

Hayward Shoreline JPA - Special Revenue Fund

	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted
Beginning Working Capital Balance	12,987	137,241	141,832	233,499
REVENUES				
Revenue				
Interest and Rents	—	—	—	—
Other Revenue	327,142	59,799	208,000	208,000
Total Revenues	\$ 327,142	\$ 59,799	\$ 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	202,888	55,208	116,333	12,000
<i>Net Operating Expense</i>	<i>202,888</i>	<i>55,208</i>	<i>116,333</i>	<i>12,000</i>
Total Expenditures	\$ 202,888	\$ 55,208	\$ 116,333	\$ 12,000
Net Change	124,254	4,591	91,667	196,000
Ending Fund Balance	137,241	141,832	233,499	429,499

Development Services Department

Housing Authority Fund

	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted
Beg Working Capital Balance		\$ —	\$ —	\$14,117,249
REVENUES				
Revenue				
Contribution In	—	—	—	
Fund Interest				40,000
Interest Income	—	—	—	25,000
Principal Income				25,000
Other Revenue				—
	\$ —	\$ —	\$ —	\$ 90,000
Total Revenues	\$ —	\$ —	\$ —	\$ 90,000
EXPENDITURES				
Expenditures				
Salary				
Regular				59,219
Overtime				—
Benefits				
Fringe Benefits				7,265
Retiree Medical				721
PERS				17,123
Furlough / COLA Deferral				—
Charges (to)/from other programs				—
<i>Net Staffing Expense</i>				\$ 84,328
Supplies & Services				85,300
Grants & Loans				—
Internal Service Fees				6,559
<i>Net Operating Expense</i>	\$ —	\$ —	\$ —	\$ 91,859
Fund Transfers Out				
General Fund-Cost Allocation				—
Liability Insurance Premium				559
Transfer Out to Other				2,134
<i>Total Transfers Out</i>	\$ —	\$ —	\$ —	\$ 2,693
Total Expenditures	\$ —	\$ —	\$ —	\$ 178,880
Net Difference Gain (Use) of Fund Bal	—	—	—	(88,880)
Ending Working Capital Balance*				14,028,369

*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		\$ —	\$ —	\$ 756,938
REVENUES				
Revenue				
Interest Income				5,500
Mortgage Bonds Admin Fee				—
Total Revenues	\$ —	\$ —	\$ —	\$ 5,500
EXPENDITURES				
Expenditures				
Salary				
Regular				26,319
Overtime				—
Benefits				
Fringe Benefits				3,229
Retiree Medical				881
PERS				7,610
Furlough / COLA Deferral				—
Charges (to)/from other programs		—	—	—
<i>Net Staffing Expense</i>	\$ —	\$ —	\$ —	\$ 38,039
Supplies & Services				43,350
Internal Service Fees				5,469
<i>Net Operating Expense</i>	\$ —	\$ —	\$ —	\$ 48,819
Fund Transfers Out				
General Fund-Cost Allocation				—
Liability Insurance Premium				5,636
Transfer Out to Other				4,668
<i>Total Transfers Out</i>	\$ —	\$ —	\$ —	\$ 10,304
Total Expenditures	\$ —	\$ —	\$ —	\$ 97,162
Net Difference Gain (Use) of Fund Bal	—	—	—	(91,662)
Ending Working Capital Balance*				665,276

*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
Interest Income				—
Total Fund Revenue	\$ —	\$ —	\$ —	\$ 430,035
EXPENDITURES				
Expenditures				
Salary				
Regular				32,800
Overtime				—
Benefits				
Fringe Benefits				3,939
Retiree Medical				401
PERS				9,484
Furlough / COLA Deferral				—
Charges (to)/from other programs				45,138
<i>Net Staffing Expense</i>	<i>\$ —</i>	<i>\$ —</i>	<i>\$ —</i>	<i>\$ 91,762</i>
Supplies & Services				10,300
Internal Service Fees				573
Grants & Loans				405,429
Transfer Out				—
<i>Net Operating Expense</i>	<i>\$ —</i>	<i>\$ —</i>	<i>\$ —</i>	<i>\$ 416,302</i>
Total Expenditures	\$ —	\$ —	\$ —	\$ 508,064
Net Change	—	—	—	(78,029)

Development Services Department

Inclusionary Housing - Special Revenue Fund

	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted
Beginning Working Capital Balance				\$10,504,326
REVENUES				
Revenue				
Interest Income				24,000
Other Income				250,000
Total Revenues	\$ —	\$ —	\$ —	\$ 274,000
EXPENDITURES				
Expenditures				
Salary				
Regular				254,887
Overtime				—
Benefits				
Fringe Benefits				36,849
Retiree Medical				2,723
PERS				73,701
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ —	\$ —	\$ —	\$ 368,160
Maintenance & Utilities	—	—	—	—
Supplies & Services				70,000
Internal Service Fees				23,967
Capital				—
<i>Net Operating Expense</i>	\$ —	\$ —	\$ —	\$ 93,967
Fund Transfers Out				
Cost Allocation to General Fund				—
Transfer Out to Other				6,418
Liability Insurance Premium				—
<i>Total Transfers Out</i>	\$ —	\$ —	\$ —	\$ 6,418
Total Expenditures	\$ —	\$ —	\$ —	\$ 468,545
Net Difference Gain (Use) of Fund Balance	—	—	—	(194,545)
Ending Working Capital Balance*				10,309,781

**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				—
Other Income				—
Administrative Fee	—	—	—	—
Total Revenues	\$ —	\$ —	\$ —	\$ —
EXPENDITURES				
Expenditures				
Salary				
Regular				444,753
Overtime				—
Benefits				
Fringe Benefits				83,500
Retiree Medical				4,454
PERS				126,631
Furlough / COLA Deferral				—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ —	\$ —	\$ —	\$ 659,338
Maintenance & Utilities				—
Supplies & Services				213,000
Internal Service Fees				33,223
Capital	—	—	—	—
<i>Net Operating Expense</i>	\$ —	\$ —	\$ —	\$ 246,223
Fund Transfers Out				
Cost Allocation to General Fund				—
Transfer Out to Other				13,109
Liability Insurance Premium				11,272
<i>Total Transfers Out</i>	\$ —	\$ —	\$ —	\$ 24,381
Total Expenditures	\$ —	\$ —	\$ —	\$ 929,942
Net Difference Gain (Use) of Fund Balance	—	—	—	(929,942)
Ending Working Capital Balance		—	—	(387,549)

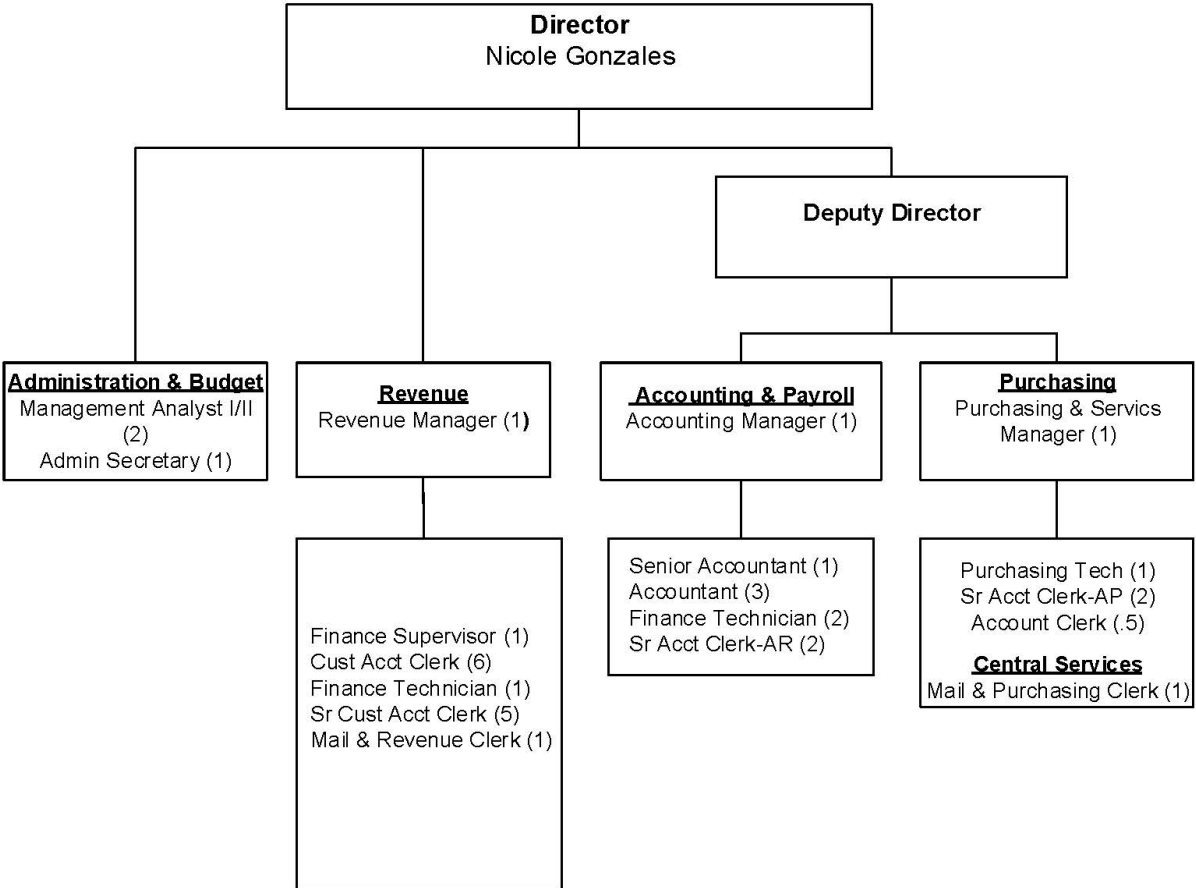
Development Services Department

Local Housing Trust Fund - Special Revenue Fund

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

FY 2024 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.

FY 2024 PERFORMANCE GOALS AND METRICS

Performance Indicators	FY 2024 Target
% of federal, state and local financial reporting deadlines met	100%
% of electronic invoice payments processed	50%
Number of purchase orders and requisitions processed	5,200
Performance Objective	FY 2024 Target
Hold a work session with the Council to provide an overview of the updated General Fund Long Range Financial model	Fall 2023
Expand financial transparency and data sharing through platforms like OpenGov	Spring 2024

SIGNIFICANT RESOURCE CHANGES PLANNED FOR FY 2024

1. None

Finance Department

All Funds Summary - By Category

	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted
REVENUES				
Revenue and Transfers In From Other Funds				
General Fund Revenue	\$ 624,632	\$ 725,068	\$ 1,283,404	\$ 1,283,404
	\$ 624,632	\$ 725,068	\$ 1,283,404	\$ 1,283,404
Fund Subsidy				
General Fund Subsidy	4,160,467	4,381,234	4,044,574	4,397,159
Water Fund Subsidy	\$ 1,634,596	\$ 1,711,318	\$ 2,021,992	\$ 2,067,648
	\$ 5,795,063	\$ 6,092,552	\$ 6,066,566	\$ 6,464,807
Total Revenues	\$ 6,419,695	\$ 6,817,620	\$ 7,349,970	\$ 7,748,211
EXPENDITURES				
Expenditures By Category				
Salary				
Regular	2,951,303	3,226,427	3,500,200	3,694,568
Overtime	61,386	63,950	(6,000)	(6,000)
Targeted Savings	—	—	(79,040)	—
Benefits				
Fringe Benefits	504,173	509,253	644,044	644,575
Retiree Medical	54,599	51,282	52,714	55,109
PERS	795,196	902,706	980,411	1,010,741
Program Reduction Savings	—	—	—	—
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	(6,520)	—	—
<i>Net Staffing Expense</i>	\$ 4,366,657	\$ 4,747,098	\$ 5,092,329	\$ 5,398,993
Maintenance & Utilities	9,357	10,988	4,308	4,308
Supplies & Services	1,509,465	1,518,134	1,740,325	1,740,325
Internal Service Fees	534,253	541,639	513,008	604,585
Capital	—	—	—	—
<i>Net Operating Expense</i>	\$ 2,053,075	\$ 2,070,761	\$ 2,257,641	\$ 2,349,218
Total Expenditures	\$ 6,419,732	\$ 6,817,859	\$ 7,349,970	\$ 7,748,211
Net Change	37	239	—	—

Finance Department

All Funds Summary - By Program

	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted
REVENUES				
Revenue				
General Fund	\$ 624,632	\$ 725,068	\$ 1,283,404	\$ 1,283,404
	\$ 624,632	\$ 725,068	\$ 1,283,404	\$ 1,283,404
Fund Subsidy				
General Fund Subsidy	4,160,467	4,381,234	4,044,574	4,397,159
Water Fund Subsidy	1,634,596	1,711,318	2,021,992	2,067,648
	\$ 5,795,063	\$ 6,092,552	\$ 6,066,566	\$ 6,464,807
Total Revenues	\$ 6,419,695	\$ 6,817,620	\$ 7,349,970	\$ 7,748,211
EXPENDITURES				
Expenditures By Program				
Administration	1,686,978	1,812,130	1,758,200	1,849,081
Accounting	1,428,463	1,663,550	1,775,635	1,886,443
Purchasing	763,798	868,625	879,175	963,541
Revenue	905,860	761,997	914,968	981,498
Utility Billing	1,634,633	1,711,557	2,021,992	2,067,648
Total Expenditures	\$ 6,419,732	\$ 6,817,859	\$ 7,349,970	\$ 7,748,211
Net Change	37	239	—	—

Finance Department

Finance - General Fund Summary

	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted
REVENUES				
Revenue				
Fees & Charges for Service	\$ 928	\$ 437	\$ 170,096	\$ 170,096
Intergovernmental	328,468	274,954	525,000	525,000
Bus Tax Technology Fee	92,052	102,682	95,000	95,000
Fines & Forfeitures	133,772	165,591	320,000	320,000
Licenses & Permits	(973)	114,817	138,308	138,308
Other Revenue	70,385	66,587	35,000	35,000
Total Revenues	\$ 624,632	\$ 725,068	\$1,283,404	\$1,283,404
EXPENDITURES				
Expenditures				
Salary				
Regular	2,206,342	2,449,348	2,642,726	2,841,422
Overtime	44,514	55,705	(12,000)	(12,000)
Targeted Savings	—	—	(79,040)	—
Benefits				
Fringe Benefits	349,041	356,139	451,979	415,041
Retiree Medical	37,614	35,728	36,726	38,769
PERS	590,993	681,052	744,985	780,283
Program Reduction	—	—	—	—
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$3,228,504	\$ 3,577,972	\$ 3,785,376	\$ 4,063,515
Maintenance & Utilities	8,777	10,398	2,250	2,250
Supplies & Services	1,127,909	1,094,638	1,130,232	1,130,232
Internal Service Fees	419,909	423,294	410,120	484,566
Capital	—	—	—	—
<i>Net Operating Expense</i>	\$ 1,556,595	\$ 1,528,330	\$ 1,542,602	\$ 1,617,048
Total Expenditures	\$4,785,099	\$ 5,106,302	\$ 5,327,978	\$5,680,563
General Fund Subsidy	4,160,467	4,381,234	4,044,574	4,397,159

Finance Department

Administration - General Fund

	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted
REVENUES				
Revenue				
Fees & Charges for Service	\$ —	\$ —	\$ 150,000	\$ 150,000
Intergovernmental	117,578	182,633	150,000	150,000
Licenses & Permits	24	110,920	127,308	127,308
Other Revenue	2,503	5,675	3,000	3,000
Total Revenues	\$ 120,105	\$ 299,228	\$ 430,308	\$ 430,308
EXPENDITURES				
Expenditures				
Salary				
Regular	638,218	707,539	697,220	756,870
Overtime	—	—	—	—
Targets Savings	—	—	—	—
Benefits				
Fringe Benefits	68,027	73,971	78,073	87,966
Retiree Medical	7,445	7,392	7,598	7,690
PERS	169,791	193,019	196,959	208,606
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 883,481	\$ 981,921	\$ 979,850	\$ 1,061,132
Maintenance & Utilities	770	912	500	500
Supplies & Services	744,675	772,499	722,882	722,882
Internal Service Fees	58,052	56,798	54,968	64,567
Capital	—	—	—	—
<i>Net Operating Expense</i>	\$ 803,497	\$ 830,209	\$ 778,350	\$ 787,949
Total Expenditures	\$ 1,686,978	\$ 1,812,130	\$ 1,758,200	\$ 1,849,081
General Fund Subsidy	1,566,873	1,512,902	1,327,892	1,418,773

Finance Department

Accounting - General Fund

	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted
REVENUES				
Revenue				
Other Revenue	\$ 4,686	\$ 3,556	\$ 2,000	\$ 2,000
Total Revenues	\$ 4,686	\$ 3,556	\$ 2,000	\$ 2,000
EXPENDITURES				
Expenditures				
Salary				
Regular	770,048	896,341	988,286	1,065,585
Overtime	34,953	52,230	2,000	2,000
Benefits				
Fringe Benefits	145,191	170,859	209,452	194,204
Retiree Medical	12,409	12,320	12,664	14,418
PERS	207,868	255,540	281,562	297,564
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 1,170,469	\$ 1,387,290	\$ 1,493,964	\$ 1,573,771
Maintenance & Utilities	—	2,011	500	500
Supplies & Services	129,841	147,532	156,200	156,200
Internal Service Fees	128,153	126,717	124,971	155,972
<i>Net Operating Expense</i>	\$ 257,994	\$ 276,260	\$ 281,671	\$ 312,672
Total Expenditures	\$ 1,428,463	\$ 1,663,550	\$ 1,775,635	\$ 1,886,443
General Fund Subsidy	1,423,777	1,659,994	1,773,635	1,884,443

Finance Department

Purchasing and Central Services - General Fund

	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted
REVENUES				
Revenue				
Other Revenue	\$ —	\$ —	\$ —	\$ —
Total Revenues	\$ —	\$ —	\$ —	\$ —
EXPENDITURES				
Expenditures				
Salary				
Regular	416,746	484,246	502,263	546,856
Overtime	8,480	1,478	—	—
Targeted Savings	—	—	(25,175)	—
Benefits				
Fringe Benefits	42,494	46,497	61,736	47,058
Retiree Medical	8,531	8,470	8,707	8,811
PERS	110,222	143,927	139,402	145,461
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 586,473	\$ 684,618	\$ 686,933	\$ 748,186
Maintenance & Utilities	8,007	7,475	1,250	1,250
Supplies & Services	13,886	20,327	22,750	22,750
Internal Service Fees	155,432	156,205	168,242	191,355
<i>Net Operating Expense</i>	\$ 177,325	\$ 184,007	\$ 192,242	\$ 215,355
Total Expenditures	\$ 763,798	\$ 868,625	\$ 879,175	\$ 963,541
General Fund Subsidy	763,798	868,625	879,175	963,541

Finance Department

Revenue - General Fund

	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted
REVENUES				
Revenue				
Licenses & Permits	\$ (997)	\$ 3,897	\$ 11,000	\$ 11,000
Fees & Charges for Service	928	437	20,096	20,096
Intergovernmental	210,890	92,321	375,000	375,000
Bus Tax Technology Fee	—	102,682	95,000	95,000
Fines & Forfeiture	133,772	165,591	320,000	320,000
Other Revenue	63,196	57,356	30,000	30,000
Total Revenues	\$ 499,841	\$ 422,284	\$ 851,096	\$ 851,096
EXPENDITURES				
Expenditures				
Salary				
Regular	381,330	361,222	454,957	472,111
Overtime	1,081	1,997	(14,000)	(14,000)
Targeted Savings	—	—	(53,865)	—
Benefits				
Fringe Benefits	93,329	64,812	102,718	85,813
Retiree Medical	9,229	7,546	7,757	7,850
PERS	103,112	88,566	127,062	128,652
Program Reduction Savings	—	—	—	—
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 588,081	\$ 524,143	\$ 624,629	\$ 680,426
Maintenance & Utilities	—	—	—	—
Supplies & Services	239,507	154,280	228,400	228,400
Internal Service Fees	78,272	83,574	61,939	72,672
Capital	—	—	—	—
<i>Net Operating Expense</i>	\$ 317,779	\$ 237,854	\$ 290,339	\$ 301,072
Total Expenditures	\$ 905,860	\$ 761,997	\$ 914,968	\$ 981,498
General Fund Subsidy	406,019	339,713	63,872	130,402

Finance Department

Utility Billing - Enterprise Fund

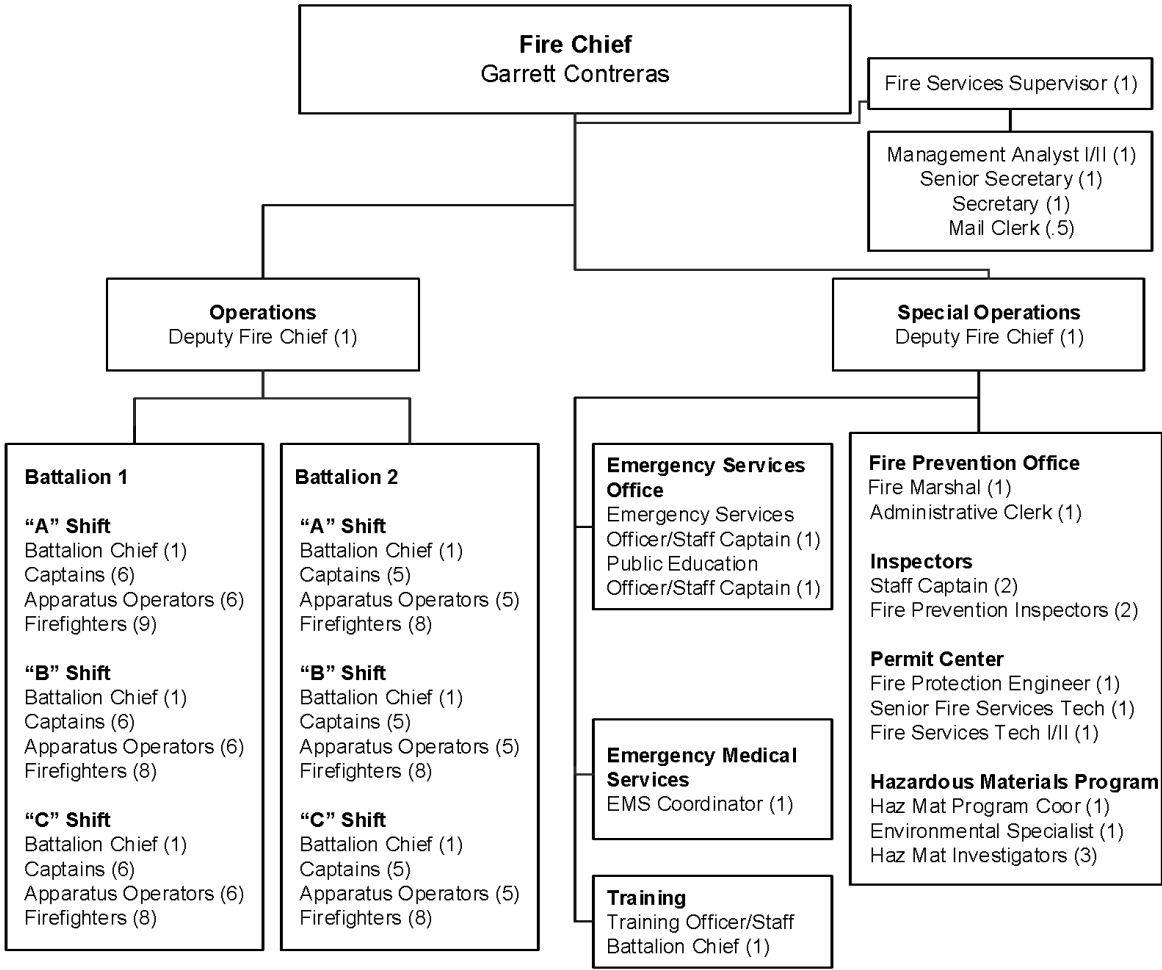
	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted
REVENUES				
Revenue				
Deposits and Other Revenue	\$ 37	\$ 239	\$ —	\$ —
Total Revenues	\$ 37	\$ 239	\$ —	\$ —
EXPENDITURES				
Expenditures				
Salary				
Regular	744,961	777,079	857,474	853,146
Overtime	16,872	8,245	6,000	6,000
Benefits				
Fringe Benefits	155,132	153,114	192,065	229,534
Retiree Medical	16,985	15,554	15,988	16,340
PERS	204,203	221,654	235,426	230,458
Program Reduction Savings	—	—	—	—
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	(6,520)	—	—
<i>Net Staffing Expense</i>	\$ 1,138,153	\$ 1,169,126	\$ 1,306,953	\$ 1,335,478
Maintenance & Utilities	580	590	2,058	2,058
Supplies & Services	381,556	423,496	610,093	610,093
Internal Service Fees	114,344	118,345	102,888	120,019
<i>Net Operating Expense</i>	\$ 496,480	\$ 542,431	\$ 715,039	\$ 732,170
Total Expenditures	\$ 1,634,633	\$ 1,711,557	\$ 2,021,992	\$ 2,067,648
Water Fund Subsidy	1,634,596	1,711,318	2,021,992	2,067,648

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FY 2024 STAFFING
146.5 FTE

Fire Department



HAYWARD FIRE DEPARTMENT

MISSION STATEMENT

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

DEPARTMENT OVERVIEW

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

DIVISION/PROGRAM SUMMARIES

Fire Administration Division

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

FY 2024 PERFORMANCE GOALS AND METRICS

Performance Indicators
% of emergency responses that arrive within a targeted response time
% of fire prevention and hazardous material inspections that are completed within a target response time
% of employees up to date in emergency management and incident command trainings
Performance Objective
Update comprehensive Emergency Management Plan
Fully move into and operate the Fire Training Center
Continue Fire career pathway program with ROP and Chabot

SIGNIFICANT RESOURCE CHANGES PLANNED FOR FY 2024

- 1. None

Fire Department

Fire - General Fund Summary

	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted
REVENUES				
Revenue				
Licenses & Permits	\$ 1,091,858	\$ 1,055,075	\$ 1,621,413	\$ 1,621,413
Fees & Service Charges	1,707,202	1,450,706	1,701,401	1,701,401
Fairview FPD Reimbursement	3,206,992	3,328,858	3,462,015	3,462,015
EMS Reimbursement	—	—	—	—
Mutual Aid Reimbursement	2,079,190	1,117,013	1,800,000	1,800,000
Mt Eden Fire Services	—	—	—	—
Other Revenue	703,650	17,816	—	—
Total Revenues	\$ 8,788,892	\$ 6,969,468	\$ 8,584,829	\$ 8,584,829
EXPENDITURES				
Expenditures				
Salary				
Regular	20,870,080	22,548,244	23,687,782	27,675,939
Overtime	6,820,206	7,439,117	96,075	96,075
Targeted Savings	—	—	(669,605)	(297,701)
Benefits				
Other Benefits	5,668,547	5,872,816	6,188,851	5,329,380
Retiree Medical	836,342	882,310	864,718	858,922
PERS	10,311,298	11,685,484	12,709,420	13,173,671
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	(37,874)	—	—
<i>Net Staffing Expense</i>	\$ 44,506,473	\$ 48,390,097	\$ 42,877,241	\$ 46,836,286
Maintenance & Utilities	81,243	81,616	92,400	92,400
Supplies & Services	1,298,017	1,069,515	1,103,168	1,103,168
Internal Service Fees	2,963,360	3,635,867	4,765,106	6,235,505
Capital	24,878	64,573	—	—
<i>Net Operating Expense</i>	\$ 4,367,498	\$ 4,851,571	\$ 5,960,674	\$ 7,431,073
Total Expenditures	\$ 48,873,971	\$ 53,241,668	\$ 48,837,915	\$ 54,267,359
General Fund Subsidy	40,085,079	46,272,200	40,253,086	45,682,530

Fire Department

General Fund - Summary By Program

	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted
REVENUES				
Revenue				
Administration	\$ —	\$ —	\$ —	\$ —
Special Operations	2,799,720	2,506,276	3,322,814	3,322,814
Operations	5,989,172	4,463,192	5,262,015	5,262,015
Total Revenues	\$ 8,788,892	\$ 6,969,468	\$ 8,584,829	\$ 8,584,829
EXPENDITURES				
Expenditures				
Administration	1,046,387	1,166,842	1,174,916	1,324,723
Special Operations	4,913,937	5,482,408	5,123,942	5,563,161
Operations	42,913,647	46,592,418	42,539,057	47,379,475
Total Expenditures	\$ 48,873,971	\$ 53,241,668	\$ 48,837,915	\$ 54,267,359
General Fund Subsidy	40,085,079	46,272,200	40,253,086	45,682,530

Fire Department

Administration - General Fund

	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted
REVENUES				
Revenue				
Other Revenue	\$ —	\$ —	\$ —	\$ —
Total Revenues	\$ —	\$ —	\$ —	\$ —
EXPENDITURES				
Expenditures				
Salary				
Regular	600,188	684,209	684,183	761,388
Overtime	4,925	—	—	—
Targeted Savings	—	—	(17,742)	(33,086)
Benefits				
Other Benefits	85,148	92,741	106,355	162,001
Retiree Medical	12,581	12,675	12,709	12,739
PERS	227,849	257,672	264,842	286,375
Furlough / COLA Deferral	—	—	—	—
<i>Net Staffing Expense</i>	\$ 930,691	\$ 1,047,297	\$ 1,050,347	\$ 1,189,417
Maintenance & Utilities	—	—	—	—
Supplies & Services	18,404	22,933	44,500	44,500
Internal Service Fees	97,292	96,612	80,069	90,806
Capital	—	—	—	—
<i>Net Operating Expense</i>	\$ 115,696	\$ 119,545	\$ 124,569	\$ 135,306
Total Expenditures	\$ 1,046,387	\$ 1,166,842	\$ 1,174,916	\$ 1,324,723
General Fund Subsidy	1,046,387	1,166,842	1,174,916	1,324,723

Fire Department

Special Operations General Fund

	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted
REVENUES				
Revenue				
Licenses & Permits	\$ 1,091,858	\$ 1,055,075	\$ 1,621,413	\$ 1,621,413
Fees & Service Charges	1,707,202	1,450,706	1,701,401	1,701,401
Other Revenue	660	495	—	—
Total Revenues	\$ 2,799,720	\$ 2,506,276	\$ 3,322,814	\$ 3,322,814
EXPENDITURES				
Expenditures				
Salary				
Regular	2,323,615	2,640,941	2,671,225	3,024,705
Overtime	315,061	268,317	35,000	35,000
Targeted Savings	—	—	(44,592)	—
Benefits				
Other Benefits	613,237	650,038	670,814	594,455
Retiree Medical	66,139	66,365	65,659	65,467
PERS	1,038,110	1,224,102	1,177,548	1,260,113
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	(37,874)	—	—
<i>Net Staffing Expense</i>	\$ 4,356,162	\$ 4,811,889	\$ 4,575,654	\$ 4,979,740
Maintenance & Utilities	—	—	—	—
Supplies & Services	165,272	282,005	282,296	282,296
Capital Expenses	—	—	—	—
Internal Service Fees	392,503	388,514	265,992	301,125
<i>Net Operating Expense</i>	\$ 557,775	\$ 670,519	\$ 548,288	\$ 583,421
Total Expenditures	\$ 4,913,937	\$ 5,482,408	\$ 5,123,942	\$ 5,563,161
General Fund Subsidy	2,114,217	2,976,132	1,801,128	2,240,347

Fire Department

Operations - General Fund

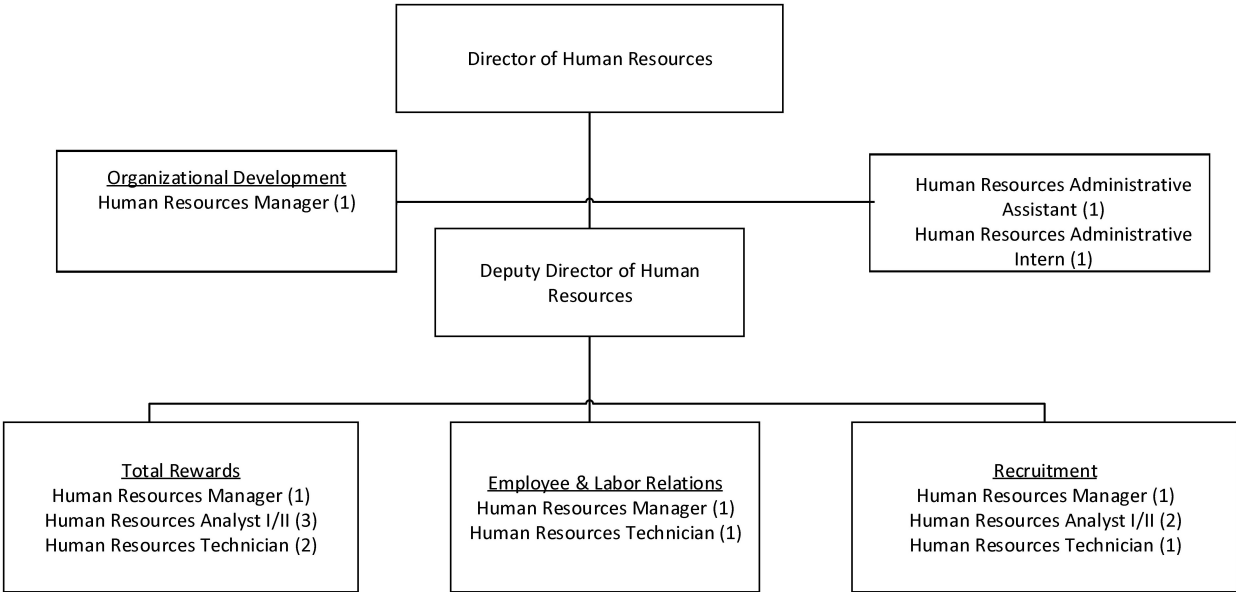
	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted
REVENUES				
Revenue				
Local Agency Reimbursement	\$ 3,206,992	\$ 3,328,858	\$ 3,462,015	\$ 3,462,015
EMS Reimbursement	—	—	—	—
Mutual Aid Reimbursement	2,079,190	1,117,013	1,800,000	1,800,000
Other Revenue	702,990	17,321	—	—
Permits	—	—	—	—
Total Revenues	\$ 5,989,172	\$ 4,463,192	\$ 5,262,015	\$ 5,262,015
EXPENDITURES				
Expenditures				
Salary				
Regular	17,946,277	19,223,094	20,332,374	23,889,846
Overtime	6,500,220	7,170,800	61,075	61,075
Targeted Savings	—	—	(607,271)	(264,615)
Benefits				
Other Benefits	4,970,162	5,130,037	5,411,682	4,572,924
Retiree Medical	757,622	803,270	786,350	780,716
PERS	9,045,339	10,203,710	11,267,030	11,627,183
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	<i>\$ 39,219,620</i>	<i>\$ 42,530,911</i>	<i>\$ 37,251,240</i>	<i>\$ 40,667,129</i>
Maintenance & Utilities	81,243	81,616	92,400	92,400
Supplies & Services	1,114,341	764,577	776,372	776,372
Internal Service Fees	2,473,565	3,150,741	4,419,045	5,843,574
Capital	24,878	64,573	—	—
<i>Net Operating Expense</i>	<i>\$ 3,694,027</i>	<i>\$ 4,061,507</i>	<i>\$ 5,287,817</i>	<i>\$ 6,712,346</i>
Total Expenditures	\$42,913,647	\$46,592,418	\$ 42,539,057	\$ 47,379,475
General Fund Subsidy	36,924,475	42,129,226	37,277,042	42,117,460

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FY 2024 STAFFING
17.0 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

FY 2024 PERFORMANCE GOALS AND METRICS

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

SIGNIFICANT RESOURCE CHANGES PLANNED FOR FY 2024

1. Increase in Contract Services for annual employee engagement survey and onboarding programs
2. Increase in training budget for Human Resources staff
3. Increase in Legal Services for ERMA and partnerships with legal services to maintain limited liability for the City

Human Resources Department

All Funds Summary - By Category

	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted
REVENUES				
Revenue and Transfers In from Other Funds				
General Fund Revenue	\$ 19,121	\$ —	\$ 31,212	\$ 31,212
Worker's Compensation Fund	9,677,897	9,578,434	9,866,339	9,866,339
Employee Benefits Fund	5,476,487	8,018,594	7,191,807	7,447,061
	\$ 15,173,505	\$ 17,597,028	\$ 17,089,358	\$ 17,344,612
(Contributions)/Use of Fund Balance				
Worker's Compensation	(5,392,402)	(4,795,550)	(3,110,007)	(3,017,517)
Employee Benefits	(172,202)	(392,751)	—	—
	\$ (5,564,604)	\$ (5,188,301)	\$ (3,110,007)	\$ (3,017,517)
Fund Subsidy				
General Fund Subsidy	2,123,723	2,695,870	3,231,643	3,513,949
Total Revenues	\$ 11,732,624	\$ 15,104,597	\$ 17,210,994	\$ 17,841,044
EXPENDITURES				
Expenditures By Expense Category				
Salary				
Regular	1,252,242	1,609,444	2,067,606	2,315,377
Overtime	2,711	24,786	—	—
Vacancy Savings	—	—	(88,615)	(213,973)
Benefits				
Fringe Benefits	337,897	265,270	546,812	514,414
Retiree Medical	21,716	20,020	20,579	27,234
PERS	337,316	454,056	590,227	647,208
Program Reduction Savings	—	—	—	—
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 1,951,882	\$ 2,373,576	\$ 3,136,609	\$ 3,290,260
Worker's Compensation Expense	3,110,790	3,451,903	5,121,723	5,121,723
Retiree Medical Benefits	5,304,285	7,625,843	7,191,807	7,447,061
Maintenance & Utilities	912	836	1,000	1,000
Supplies & Services	1,111,326	1,340,312	1,546,448	1,654,448
Internal Service Fees	232,121	269,244	176,706	279,701
<i>Net Operating Expense</i>	\$ 9,759,434	\$ 12,688,138	\$ 14,037,684	\$ 14,503,933
Transfers Out To Other Funds	21,308	42,883	36,701	46,851
Total Expenditures	\$ 11,732,624	\$ 15,104,597	\$ 17,210,994	\$ 17,841,044
Net Change	—	—	—	—

Human Resources Department

All Funds Summary - By Program

	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted
REVENUES				
Revenue and Transfers In from Other Funds				
General Fund	\$ 19,121	\$ —	\$ 31,212	\$ 31,212
Worker's Compensation Fund	9,677,897	9,578,434	9,866,339	9,866,339
Employee Benefits Fund	5,476,487	8,018,594	7,191,807	7,447,061
	\$ 15,173,505	\$ 17,597,028	\$ 17,089,358	\$ 17,344,612
(Contributions)/Use of Fund Balance				
Worker's Compensation	(5,392,402)	(4,795,550)	(3,110,007)	(3,017,517)
Employee Benefits	(172,202)	(392,751)	—	—
	\$ (5,564,604)	\$ (5,188,301)	\$ (3,110,007)	\$ (3,017,517)
Fund Subsidy				
General Fund Subsidy	2,123,723	2,695,870	3,231,643	3,513,949
Total Revenues	\$ 11,732,624	\$ 15,104,597	\$ 17,210,994	\$ 17,841,044
EXPENDITURES				
Expenditures and Transfer Out to Other Funds By Program				
HR - General Fund	2,142,844	2,695,870	3,262,855	3,545,161
Worker's Compensation	4,285,495	4,782,884	6,756,332	6,848,822
Employee Benefits	5,304,285	7,625,843	7,191,807	7,447,061
Total Expenditures	\$ 11,732,624	\$ 15,104,597	\$ 17,210,994	\$ 17,841,044
Net Change				

Human Resources Department

Human Resources - General Fund

	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted
REVENUES				
Revenue				
Medicare Part D Subsidy	\$ —	\$ —	\$ 31,212	\$ 31,212
Other Revenue	\$ 19,121	\$ —	\$ —	\$ —
Total Revenues	\$ 19,121	\$ —	\$ 31,212	\$ 31,212
EXPENDITURES				
Expenditures				
Salary				
Regular	869,202	1,146,546	1,516,571	1,692,912
Overtime	2,421	19,701	—	—
Vacancy Savings	—	—	(88,615)	(213,973)
Benefits				
Fringe Benefits	258,733	175,405	440,899	433,823
Retiree Medical	14,038	13,552	13,930	18,904
PERS	233,638	326,389	430,367	471,473
Program Reduction Savings	—	—	—	—
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 1,378,032	\$ 1,681,593	\$ 2,313,152	\$ 2,403,139
Maintenance & Utilities	912	836	1,000	1,000
Supplies & Services	569,970	816,724	823,948	931,948
Internal Service Fees	193,930	196,717	124,755	209,074
Capital Outlay	—	—	—	—
<i>Net Operating Expense</i>	\$ 764,812	\$ 1,014,277	\$ 949,703	\$ 1,142,022
Total Expenditures	\$ 2,142,844	\$ 2,695,870	\$ 3,262,855	\$ 3,545,161
General Fund Subsidy	2,123,723	2,695,870	3,231,643	3,513,949

Human Resources Department

Workers' Compensation - Internal Service Fund

	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted
Beginning Working Capital Balance	\$ 1,145,644	\$ 6,538,046	\$11,333,596	\$14,443,603
REVENUES				
Revenue				
Worker's Compensation Premium	9,562,611	10,257,168	9,866,339	9,866,339
Other Revenue	115,286	(678,734)	—	—
	\$ 9,677,897	\$ 9,578,434	\$ 9,866,339	\$ 9,866,339
Fund Transfers In from				
General Fund / Enterprise Funds	—	—	—	—
<i>Total Transfers In</i>	\$ —	\$ —	\$ —	\$ —
Total Revenues	\$ 9,677,897	\$ 9,578,434	\$ 9,866,339	\$ 9,866,339
EXPENDITURES				
Fund Expenditures				
Salary				
Regular	383,040	462,898	551,035	622,465
Overtime	290	5,085	—	—
Benefits				
Fringe Benefits	79,164	89,865	105,913	80,591
Retiree Medical	7,678	6,468	6,649	8,330
PERS	103,678	127,667	159,860	175,735
Program Reduction Savings	—	—	—	—
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 573,850	\$ 691,983	\$ 823,457	\$ 887,121
Worker's Compensation Expense	3,110,790	3,451,903	5,121,723	5,121,723
Maintenance & Utilities	—	—	—	—
Supplies & Services	541,356	523,588	722,500	722,500
Internal Service Fees	38,191	72,527	51,951	70,627
<i>Net Operating Expense</i>	\$ 3,690,337	\$ 4,048,018	\$ 5,896,174	\$ 5,914,850
Fund Transfers Out to				
General Fund - Cost Allocation	—	—	—	—
Transfer Out to Other	—	19,741	16,393	18,671
Liability Insurance Premium	21,308	23,142	20,308	28,180
<i>Total Transfers Out</i>	\$ 21,308	\$ 42,883	\$ 36,701	\$ 46,851
Total Expenditures	\$ 4,285,495	\$ 4,782,884	\$ 6,756,332	\$ 6,848,822
Net Change	5,392,402	4,795,550	3,110,007	3,017,517
Ending Working Capital Balance*	6,538,046	11,333,596	14,443,603	17,461,120

*Unfunded actuarial liability is included in balance

Human Resources Department

Employee Benefits - Internal Service Fund

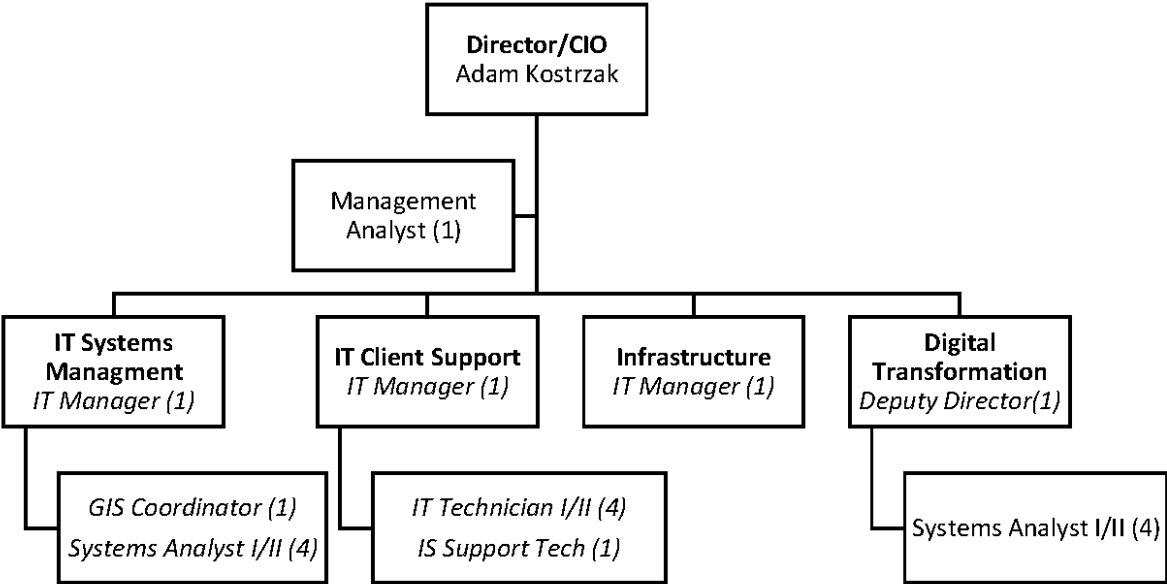
	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted
Beginning Working Capital Balance	\$ 4,568,231	\$ 4,740,433	\$ 5,133,184	\$ 5,133,184
REVENUES				
Revenue				
Interest	17,830	77,805	—	—
Other Revenue	—	—	—	—
Retiree Medical Premium	3,458,657	3,650,510	3,640,684	3,882,853
	\$ 3,476,487	\$ 3,728,315	\$ 3,640,684	\$ 3,882,853
Fund Transfers In				
Transfer from General Fund	2,000,000	4,290,279	3,551,123	3,564,208
Total Revenues	\$ 5,476,487	\$ 8,018,594	\$ 7,191,807	\$ 7,447,061
EXPENDITURES				
Expenditures				
Police	1,784,158	1,808,735	1,879,498	2,107,908
Fire	736,244	768,715	919,441	939,253
Misc	783,883	758,114	841,745	835,692
Unfunded Liability Expense	2,000,000	4,290,279	3,551,123	3,564,208
Retiree Medical Expense	\$ 5,304,285	\$ 7,625,843	\$ 7,191,807	\$ 7,447,061
Total Expenditures	\$ 5,304,285	\$ 7,625,843	\$ 7,191,807	\$ 7,447,061
Net Change	172,202	392,751	—	—
Ending Working Capital Balance	4,740,433	5,133,184	5,133,184	5,133,184

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FY 2024 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.

FY 2024 PERFORMANCE GOALS AND METRICS

Performance Indicators	FY 2024 Target
# of digital transformation initiatives completed	5
# of technology projects completed	13
% of employees up to date on cybersecurity training	90%
% of tech team tickets closed within 5 days	90%
Performance Objective	
Optimize ERP solution	
Implement IT Governance	
Expand the IT Department's internship program	
Build Digital Transformation Roadmap	
Expand Security and Support Program	

SIGNIFICANT RESOURCE CHANGES PLANNED FOR FY 2024

1. Deletion of 1.0 FTE Administrative Secretary
2. Addition of 1.0 FTE Management Analyst I
3. Increase in annual renewal of SaaS applications and maintenance costs of software

Information Technology Department

Information Technology - Internal Service Fund

	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted
REVENUES				
Revenue				
Information Technology Internal Srv Fee	\$ 8,213,017	\$ 8,051,330	\$ 8,265,838	\$ 9,581,798
Fund Interest	21,180	100,077	6,000	6,000
PEG Revenue	256,196	246,632	220,000	220,000
Other Revenue	29,206	39,405	32,000	32,000
<i>Total Revenue</i>	\$ 8,519,599	\$ 8,437,444	\$ 8,523,838	\$ 9,839,798
Fund Transfers In from				
General Fund	—	—	—	—
<i>Total Transfers In</i>	\$ —	\$ —	\$ —	\$ —
Total Revenues	\$ 8,519,599	\$ 8,437,444	\$ 8,523,838	\$ 9,839,798
EXPENDITURES				
Expenditures				
Salary				
Regular		2,882,044	3,047,012	3,175,882
Overtime	109,719	38,349	90,000	90,000
Benefits				
Fringe Benefits	456,223	495,312	568,563	527,010
Retiree Medical	35,676	35,420	36,409	36,846
PERS	689,967	843,355	882,636	904,277
Program Reduction Savings	—	—	—	—
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Salary & Benefits</i>	\$ 1,291,585	\$ 4,294,480	\$ 4,624,620	\$ 4,734,015
Maintenance & Utilities	1,886,775	1,714,302	1,575,719	1,416,762
Supplies & Services	1,246,869	1,542,620	2,476,705	2,702,872
Internal Service Fees	138,838	141,583	147,981	171,260
Debt Service CAD/RMS/ERP/Cisco	—	—	—	—
Capital	1,957	1,957	—	—
<i>Net Operating Expense</i>	\$ 3,274,439	\$ 3,400,462	\$ 4,200,405	\$ 4,290,894
Transfers Out to				
Transfer Out to Other	—	108,103	89,773	87,520
Information Tech Capital Fund	756,000	851,000	1,155,000	810,000
Liability Insurance Premium	104,012	110,572	120,256	133,507
<i>Net Transfers Out</i>	\$ 860,012	\$ 1,069,675	\$ 1,365,029	\$ 1,031,027
Total Expenditures	\$ 5,426,036	\$ 8,764,617	\$ 10,190,054	\$ 10,055,936

Information Technology Department

Information Technology - Internal Service Fund

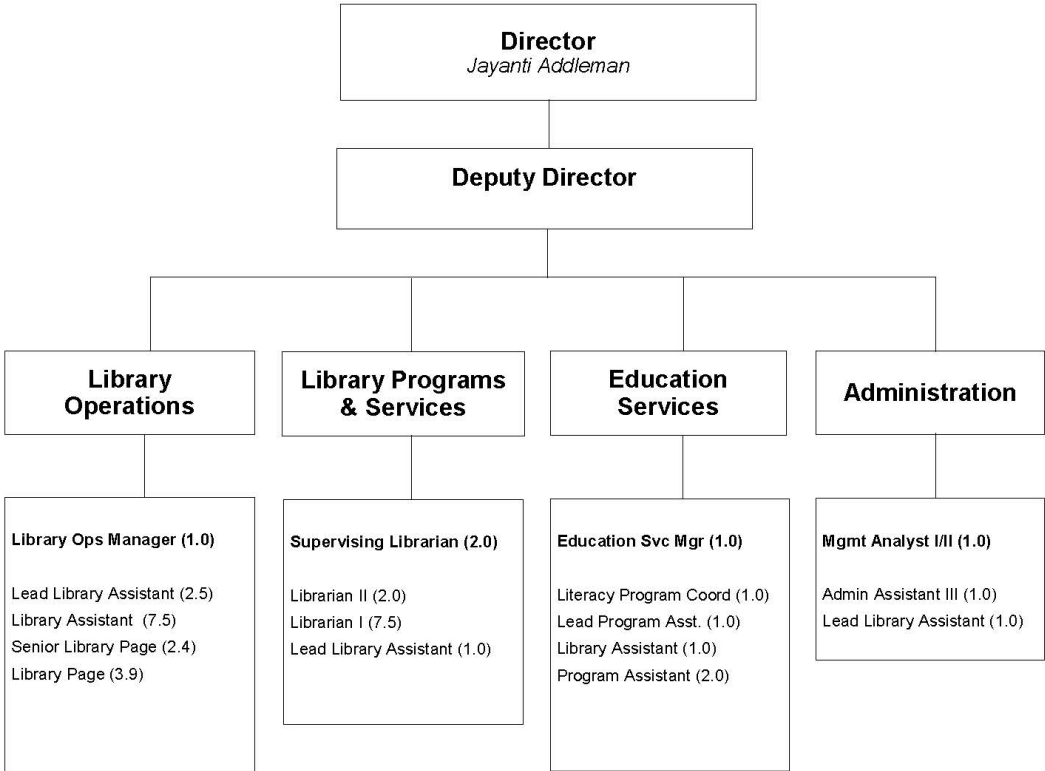
	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted
Net Change	3,093,563	(327,173)	(1,666,216)	(216,138)
Other Dept Operating Costs (City Manager's Department)	(398,485)	(448,120)	(453,290)	(461,808)
Net IT Department Expenditures	\$ 5,027,551	\$ 8,316,497	\$ 9,736,764	\$ 9,594,128

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FY 2024 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.

FY 2024 PERFORMANCE GOALS AND METRICS

Performance Indicators	FY 2024 Target
# Program Participants/Visits	Increase by 5%
# Physical Materials borrowed	Increase by 3%
# Electronic Materials/Resources/Programs used	Increase by 8%
# Tech Lending Devices borrowed	Increase by 3%
# Visits to all Locations (Branches + Bookmobile)	Increase by 3%
Performance Objective	FY 2024 Target
Provide cradle to career educational programs for all ages with an emphasis on 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 reflecting the diversity of Hayward's population	ongoing
Select and place an order for a TechMobile to help improve Digital Literacy and close the Digital Divide	Spring 2024

LIBRARY DEPARTMENT

SIGNIFICANT RESOURCE CHANGES PLANNED FOR FY 2024

1. Addition of 1.0 FTE Deputy Director to help support all divisions
2. Addition of four (4) new positions (2.5 FTE) funded by the Hayward Promise Neighborhood (HPN) grant through end of calendar year 2027: 1.0 FTE Librarian II (T795), 0.5 FTE Lead Library Assistant (C520), and two (2) 0.5 FTE Program Assistants (C506)
3. Increase security allotment from \$116,480 to \$214,000 for security services at the Downtown Library and Branch per the new contract (increase of \$97,520). \$204,000 total for Library locations with \$10,000 contingency amount
4. Increase Library Operations Computers and Software Maintenance budget by \$283,023 to pay for service renewal charges previously paid out of ISF
5. Increase in Library Collection Development purchases by \$62,260

Library Department

All Funds Summary - By Category

	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted
REVENUES				
Revenue and Transfers In From Other Funds				
General Fund Revenue	\$ 2,638	\$ 2,521	\$ —	\$ —
	\$ 2,638	\$ 2,521	\$ —	\$ 421,491
	\$ —	\$ —	\$ —	\$ —
Fund Subsidy				
General Fund Subsidy	5,719,711	6,403,987	7,259,804	7,459,094
Total Revenues	\$5,542,665	\$ 6,151,339	\$ 7,259,804	\$7,880,585
EXPENDITURES				
Expenditures				
Salary				
Regular	2,665,165	3,106,427	3,450,676	3,613,818
Overtime	—	1,995	—	—
Targeted Savings	—	—	(107,628)	(86,284)
Benefits				
Fringe Benefits	448,636	466,131	644,493	611,955
Retiree Medical	57,083	56,672	59,838	61,357
PERS	704,475	863,635	934,182	960,142
Program Reduction Savings	—	—	—	—
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	(92,489)	(92,489)
<i>Net Staffing Expense</i>	\$ 3,875,359	\$ 4,494,860	\$ 4,889,072	\$5,068,499
Maintenance & Utilities	7,050	5,621	81,500	319,523
Supplies & Services	615,651	478,383	768,338	714,118
Grants	—	—	—	—
Internal Service Fees	1,403,973	1,427,644	1,520,894	1,778,445
Capital	—	—	—	—
<i>Net Operating Expense</i>	\$2,026,674	\$ 1,911,648	\$ 2,370,732	\$2,812,086
Transfers to Other Funds	—	—	—	—
Total Expenditures	\$5,902,033	\$6,406,508	\$ 7,259,804	\$7,880,585
Net Change	(359,368)	(255,169)	—	—

Library Department

All Funds Summary - By Program

	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted
REVENUES				
Revenue and Transfers in from Other Funds				
General Fund Revenue	\$ 2,638	\$ 2,521	\$ —	\$ —
	\$ 2,638	\$ 2,521	\$ —	\$ 421,491
(Contributions)/Use of Fund Balance				
Hayward Promise Neighborhood Grant	(179,684)	(255,169)	—	—
Fund Subsidy				
General Fund Subsidy	5,719,711	6,403,987	7,259,804	7,459,094
Total Revenues	\$ 5,722,349	\$ 6,406,508	\$ 7,259,804	\$ 7,880,585
EXPENDITURES				
Expenditures and Transfers Out to Other Funds				
Administration	870,497	967,006	1,005,992	1,333,222
Library Services	4,315,833	4,751,606	5,525,560	5,369,720
Community Services	—	—	—	—
Education Services	536,019	687,896	728,252	756,152
Total Expenditures	\$ 5,902,033	\$ 6,661,677	\$ 7,259,804	\$ 7,880,585
Net Change	(179,684)	(255,169)	—	—

Library Department

Library - General Fund Summary

	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted
REVENUES				
Revenue				
Library Fines	\$ 2,638	\$ 2,521	\$ —	\$ —
Grants	—	—	—	—
Other Revenue	—	—	—	—
Total Revenues	\$ 2,638	\$ 2,521	\$ —	\$ —
EXPENDITURES				
Expenditures				
Salary				
Regular	2,665,165	3,106,427	3,450,676	3,322,232
Overtime	—	1,995	—	—
Targeted Savings	—	—	(107,628)	(86,284)
Benefits				
Fringe Benefits	448,636	466,131	644,493	539,716
Retiree Medical	57,083	56,672	59,838	61,357
PERS	704,475	863,635	934,182	902,476
Program Reduction Savings	—	—	—	—
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	(92,489)	(92,489)
<i>Net Staffing Expense</i>	\$ 3,875,359	\$ 4,494,860	\$ 4,889,072	\$ 4,647,008
Maintenance & Utilities	7,050	5,621	81,500	319,523
Supplies & Services	435,967	478,383	768,338	714,118
Grants	—	—	—	—
Internal Service Fees	1,403,973	1,427,644	1,520,894	1,778,445
Capital				
<i>Net Operating Expense</i>	\$ 1,846,990	\$ 1,911,648	\$ 2,370,732	\$ 2,812,086
Total Expenditures	\$ 5,722,349	\$ 6,406,508	\$ 7,259,804	\$ 7,459,094
General Fund Subsidy	5,719,711	6,403,987	7,259,804	7,459,094

Library Department

Administration - General Fund

	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted
REVENUES				
Revenue				
Grants	\$ —	\$ —	\$ —	\$ —
Total Revenues	\$ —	\$ —	\$ —	\$ —
EXPENDITURES				
Expenditures				
Salary				
Regular	494,427	541,523	535,037	748,785
Overtime	—	—	—	—
Benefits				
Fringe Benefits	112,095	118,603	124,737	163,841
Retiree Medical	6,205	6,160	6,332	6,408
PERS	133,684	150,459	147,910	207,866
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	(92,489)	(92,489)
<i>Net Staffing Expense</i>	\$ 746,411	\$ 816,745	\$ 721,527	\$ 1,034,411
Maintenance & Utilities	1,428	1,569	1,500	1,500
Supplies & Services	65,135	91,612	197,533	197,533
Internal Service Fees	57,523	57,080	85,432	99,778
<i>Net Operating Expense</i>	\$ 124,086	\$ 150,261	\$ 284,465	\$ 298,811
Total Expenditures	\$ 870,497	\$ 967,006	\$ 1,005,992	\$ 1,333,222
General Fund Subsidy	870,497	967,006	1,005,992	1,333,222

Library Department

Library Services - General Fund

	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted
REVENUES				
Revenue				
Library Fines	\$ 2,638	\$ 2,521	\$ —	\$ —
Grants	—	—	—	—
Other Revenue	—	—	—	—
Total Revenues	\$ 2,638	\$ 2,521	\$ —	\$ —
EXPENDITURES				
Expenditures				
Salary				
Regular	1,840,540	2,158,673	2,484,978	2,112,664
Overtime	4,628	4,751	—	—
Targeted Savings	—	—	(107,628)	(46,461)
Benefits				
Fringe Benefits	281,354	274,765	443,858	284,763
Retiree Medical	43,122	42,812	45,590	46,939
PERS	477,844	588,319	664,979	566,666
Program Reduction Savings	—	—	—	—
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$2,642,860	\$3,066,564	\$ 3,531,777	\$ 2,964,571
Maintenance & Utilities	5,622	4,052	80,000	318,023
Supplies & Services	75,989	55,685	233,065	116,585
Books & Materials	296,138	319,301	337,740	400,000
Internal Service Fees	1,295,224	1,306,004	1,342,978	1,570,541
<i>Net Operating Expense</i>	\$ 1,672,973	\$ 1,685,042	\$ 1,993,783	\$ 2,405,149
Total Expenditures	\$ 4,315,833	\$ 4,751,606	\$ 5,525,560	\$ 5,369,720
General Fund Subsidy	4,313,195	4,749,085	5,525,560	5,369,720

Library Department

Education Services - General Fund

	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted
REVENUES				
Revenue				
None	\$ —	\$ —	\$ —	\$ —
Total Revenues	\$ —	\$ —	\$ —	\$ —
EXPENDITURES				
Expenditures				
Salary				
Regular	330,198	406,231	430,661	460,783
Overtime			—	—
Targeted Savings	—	—	—	(39,823)
Benefits				
Fringe Benefits	55,187	72,763	75,898	91,112
Retiree Medical	7,756	7,700	7,916	8,010
PERS	92,947	124,857	121,293	127,944
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 486,088	\$ 611,551	\$ 635,768	\$ 648,026
Maintenance & Utilities	—	—	—	—
Supplies & Services	(1,295)	11,785	—	—
Internal Service Fees	51,226	64,560	92,484	108,126
<i>Net Operating Expense</i>	\$ 49,931	\$ 76,345	\$ 92,484	\$ 108,126
Total Expenditures	\$ 536,019	\$ 687,896	\$ 728,252	\$ 756,152
General Fund Subsidy	536,019	687,896	728,252	756,152

Library Department

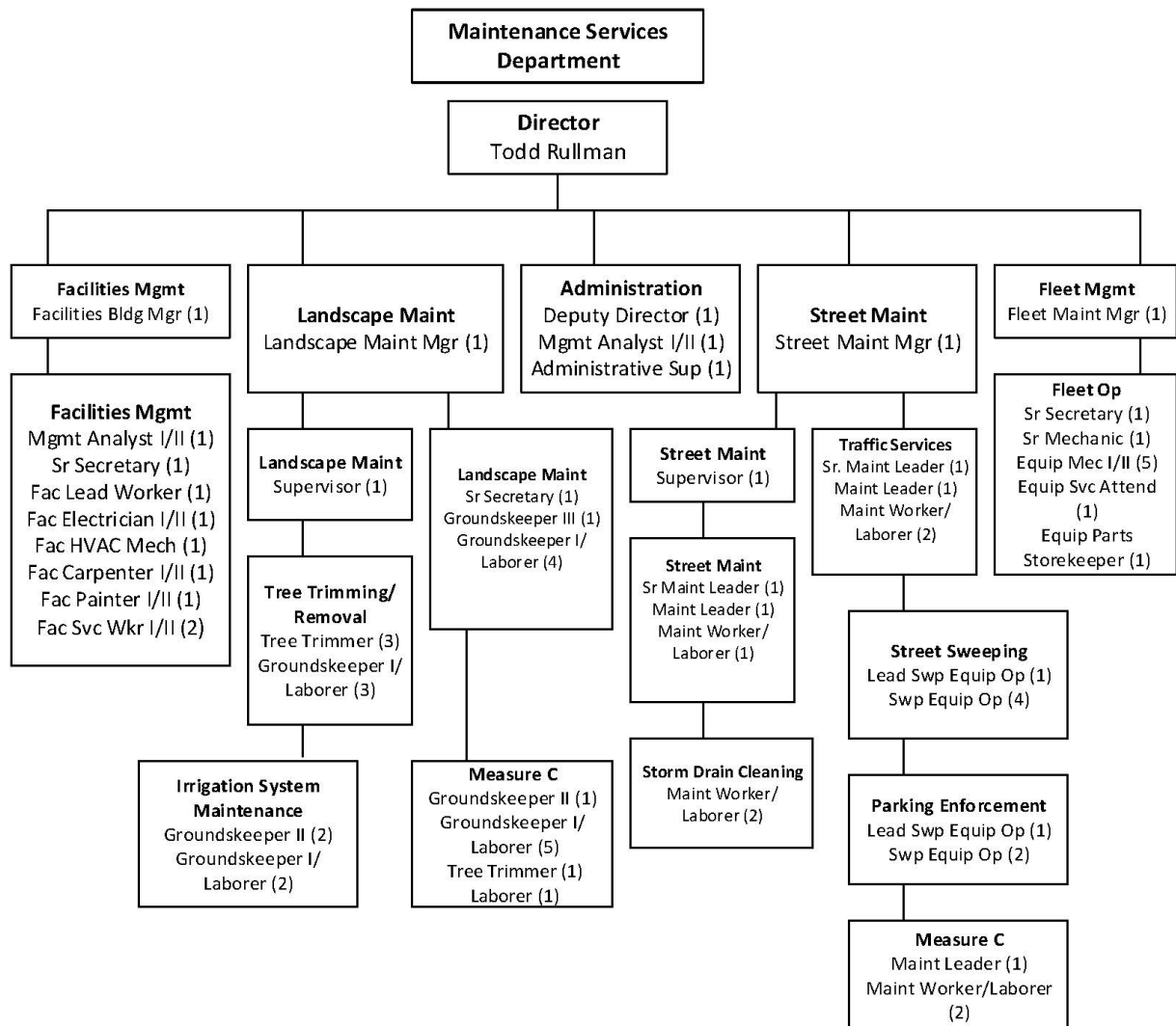
Hayward Promise Neighborhood Grant

	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted
REVENUES				
Revenue				
Grants				\$ 421,491
Total Revenues	\$ —	\$ —	\$ —	\$ 421,491
EXPENDITURES				
Expenditures				
Salary				
Regular	—			291,586
Overtime	0			—
Benefits				
Fringe Benefits	—			72,239
Retiree Medical	—			—
PERS	—			57,666
<i>Net Staffing Expense</i>	\$ —	\$ —	\$ —	\$ 421,491
Maintenance & Utilities	—	—		—
Supplies & Services	179,684	255,169		—
Internal Service Fees	—			—
<i>Net Operating Expense</i>	\$ 179,684	\$ 255,169	\$ —	\$ —
Total Expenditures	\$ 179,684	\$ 255,169	\$ —	\$ 421,491

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**FY 2024 STAFFING
72.0 FTE**



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.

MAINTENANCE SERVICES DEPARTMENT

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

Landscape Maintenance Program - Staff maintains landscape areas in street medians, along the side of streets, downtown, and around public buildings. Examples of areas maintained by Landscape Maintenance include the 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.

MAINTENANCE SERVICES DEPARTMENT

- 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 EBECE-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.

MAINTENANCE SERVICES DEPARTMENT

- 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.

FY 2024 PERFORMANCE GOALS AND METRICS

Performance Indicators	FY 2024 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 1,000 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 2024 Target
Expand Disposal Day Program via two targeted "in-neighborhood" events	(8) total events
Complete Phase 2 of Jackson Corridor Landscape Beautification Project	Soto to Amador
Present an EV charging plan (at City facilities for fleet vehicles and employees) to CIC	By 6/30/2024
Complete Phase 1 & 2 of Corpyard Restroom Renovation (ARPA)	By 12/23/2023

SIGNIFICANT RESOURCE CHANGES PLANNED FOR FY 2024

1. Addition of 1.0 FTE - Deputy Director
2. Addition of 1.0 FTE - Tree Trimmer
3. Addition of 1.0 FTE - Groundskeeper/Laborer I
4. Increase Landscape's contract maintenance budget due to the addition of accepted Public Works projects that require annual maintenance

Maintenance Services Department

All Funds Summary - By Category

	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted
REVENUES				
Revenue				
General Fund Revenue	\$ 1,682,431	\$ 2,120,249	\$ 1,651,661	\$ 2,006,661
Stormwater Revenue	—	—	—	—
Facilities Revenue	4,241,670	4,709,109	4,693,175	5,499,149
Fleet Revenue	3,561,756	3,605,015	4,030,000	4,558,903
S. Hayward B.A.R.T. JPA Rev	657	—	—	—
LLD/MD	1,423,976	1,508,571	—	—
	\$10,910,490	\$11,942,944	\$10,374,836	\$12,064,713
(Contribution)/Use of Fund Balance				
Facilities	(162,988)	32,139	18,945	(483,326)
Fleet Management	183,964	648,314	282,917	(162,329)
LLD/MD	(331,905)	(300,551)	—	—
	\$ (310,929)	\$ 379,902	\$ 301,862	\$ (645,655)
Fund Subsidy				
Gen Fund Subsidy - Maint Svc	2,884,323	3,447,061	4,455,065	4,914,871
Gen Fund Subsidy - Facilities				
Measure C Fund Subsidy	1,468,930	1,428,136	1,621,964	1,902,221
S. Hayward B.A.R.T. JPA Sub	1,517	—	—	—
Stormwater Fund Sub - Streets	1,700,560	1,778,466	1,877,450	1,838,260
Water Fund Sub - Landscape	1,054,606	1,022,199	1,210,515	1,219,616
	\$ 7,109,936	\$ 7,675,862	\$ 9,164,994	\$ 9,874,968
Transfers In From Other Funds				
Total Revenues	\$17,709,496	\$19,998,708	\$19,841,692	\$21,294,026
EXPENDITURES				
Expenditures				
Salary				
Regular	5,737,679	6,729,648	6,604,375	7,351,411
Overtime	676,099	558,220	499,778	499,778
Targeted Savings	—	—	(73,243)	(30,976)
Benefits				
Fringe Benefits	1,987,013	2,122,994	2,338,101	2,170,200
Retiree Medical	105,476	106,259	107,644	108,935
PERS	1,572,392	1,876,500	1,819,769	2,009,364
Program Reduction Savings	—	—	—	—
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	(177,235)	(342,299)	(269,090)	(269,090)
<i>Net Staffing Expense</i>	\$ 9,901,424	\$ 11,051,322	\$ 11,027,334	\$ 11,839,622

Maintenance Services Department

All Funds Summary - By Category

	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted
Maintenance & Utilities	3,318,262	4,148,282	3,287,548	3,462,548
Supplies & Services	2,548,187	3,022,452	2,860,845	3,074,845
Internal Service Fees	1,349,968	1,290,305	2,185,514	2,439,742
Debt Service	454,327	242,259	243,819	243,819
Capital Outlay	11,080	7,745	—	—
<i>Net Operating Expense</i>	\$ 7,681,824	\$ 8,711,043	\$ 8,577,726	\$ 9,220,954
Transfers Out to Other Funds	126,248	236,343	236,632	233,450
Total Expenditures	\$17,709,496	\$19,998,708	\$19,841,692	\$21,294,026
Net Change	—	—	—	—

Maintenance Services Department

All Funds Summary - By Program

	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted
REVENUES				
Revenue				
Administration - General Fund	\$ —	\$ —	\$ —	\$ —
Landscape - General Fund	—	—	—	—
Streets - General Fund	1,682,431	2,120,249	1,651,661	2,006,661
Streets - Stormwater	—	—	—	—
Facilities - Internal Svc Fund	4,241,670	4,709,109	4,693,175	5,499,149
Fleet Management - Internal Svc Fund	3,561,756	3,605,015	4,030,000	4,558,903
S. Hayward B.A.R.T. JPA Fund	657	—	—	—
LLD/MD - Special Revenue Fund	1,423,976	1,508,571	—	—
	\$10,910,490	\$11,942,944	\$10,374,836	\$12,064,713
(Contribution)/Use of Fund Balance				
Facilities	(162,988)	32,139	18,945	(483,326)
Fleet Management	183,964	648,314	282,917	(162,329)
LLD/MD	(331,905)	(300,551)	—	—
	\$ (310,929)	\$ 379,902	\$ 301,862	\$ (645,655)
Fund Subsidy				
Gen Fund Subsidy - Maint Svc	2,884,323	3,447,061	4,455,065	4,914,871
Gen Fund Subsidy - Facilities				
Measure C Fund Subsidy	1,468,930	1,428,136	1,621,964	1,902,221
S. Hayward B.A.R.T. JPA Sub	1,517	—	—	—
Transfers In - Fleet Management				
Water Fund Sub - Landscape	1,054,606	1,022,199	1,210,515	1,219,616
Stormwater Subsidy - Streets	1,700,560	1,778,466	1,877,450	1,838,260
	\$ 7,109,936	\$ 7,675,862	\$ 9,164,994	\$ 9,874,968
Total Revenues	\$17,709,496	\$19,998,708	\$19,841,692	\$21,294,026
EXPENDITURES				
Expenditures				
Administration - Gen Fund	132,791	179,290	111,990	385,184
Landscape - Gen Fund	2,390,981	3,139,780	3,288,181	3,458,032
Landscape - Water Fund	1,054,606	1,022,199	1,210,515	1,219,616
Streets - Gen Fund	2,042,982	2,248,240	2,706,555	3,078,316
Streets - Stormwater Fund	1,700,560	1,778,466	1,877,450	1,838,260
Measure C Programs	1,468,930	1,428,136	1,621,964	1,902,221
S. Hayward B.A.R.T. JPA Sub	2,174	—	—	—
Facilities	4,078,682	4,741,248	4,712,120	5,015,823
Fleet	3,745,720	4,253,329	4,312,917	4,396,574
LLD/MD	1,092,071	1,208,020	—	—
Total Expenditures	\$17,709,496	\$19,998,708	\$19,841,692	\$21,294,026
Net Change	—	—	—	—

Maintenance Services Department

Maintenance Services - General Fund Summary

	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted
REVENUES				
Revenue				
Interest & Rents	\$ —	\$ —	\$ —	\$ —
Fines & Forfeitures	1,671,202	2,119,283	1,651,661	2,006,661
Fees & Service Charges	—	—	—	—
Other Revenue	11,229	966	—	—
Total Revenues	\$ 1,682,431	\$ 2,120,249	\$ 1,651,661	\$ 2,006,661
EXPENDITURES				
Expenditures				
Salary				
Regular	1,831,113	2,437,223	2,369,721	2,784,610
Overtime	299,459	345,953	315,778	315,778
Targeted Savings	—	—	(73,243)	(30,976)
Benefits				
Fringe Benefits	676,514	749,496	798,803	734,397
Retiree Medical	37,057	38,330	38,609	39,072
PERS	553,724	684,900	655,060	764,155
Program Reduction Savings	—	—	—	—
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	(228,535)	(388,957)	(269,090)	(269,090)
<i>Net Staffing Expense</i>	\$ 3,169,332	\$ 3,866,945	\$ 3,835,638	\$ 4,337,946
Maintenance & Utilities	270,081	669,744	601,000	776,000
Supplies & Services	376,326	344,038	391,420	391,420
Internal Service Fees	751,015	678,838	1,278,668	1,416,166
Capital Outlay	—	7,745	—	—
<i>Net Operating Expense</i>	\$ 1,397,422	\$ 1,700,365	\$ 2,271,088	\$ 2,583,586
Total Expenditures	\$ 4,566,754	\$ 5,567,310	\$ 6,106,726	\$ 6,921,532
General Fund Subsidy	2,884,323	3,447,061	4,455,065	4,914,871

Maintenance Services Department

Administration - General Fund

	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted
REVENUES				
Revenue				
None	\$ —	\$ —	\$ —	\$ —
Total Revenues	\$ —	\$ —	\$ —	\$ —
EXPENDITURES				
Expenditures				
Salary				
Regular	87,727	135,395	85,706	269,289
Overtime	—	1,485	—	—
Benefits				
Fringe Benefits	12,088	11,352	9,331	44,475
Retiree Medical	822	816	839	849
PERS	21,316	18,995	24,118	76,707
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	(27,043)	(25,767)	(27,045)	(27,045)
<i>Net Staffing Expense</i>	\$ 94,910	\$ 142,276	\$ 92,949	\$ 364,275
Maintenance & Utilities	—	—	—	—
Supplies & Services	2,647	2,686	7,929	7,929
Internal Service Fees	35,234	34,328	11,112	12,980
<i>Net Operating Expense</i>	\$ 37,881	\$ 37,014	\$ 19,041	\$ 20,909
Total Expenditures	\$ 132,791	\$ 179,290	\$ 111,990	\$ 385,184
General Fund Subsidy	132,791	179,290	111,990	385,184

Maintenance Services Department

Street Maintenance - General Fund

	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted
REVENUES				
Revenue				
Fines & Forfeitures	\$ 1,671,202	\$ 2,119,283	\$ 1,651,661	\$ 2,006,661
Fees & Service Charges	—	—	—	—
Other Revenue	11,229	966	—	—
Total Revenues	\$ 1,682,431	\$ 2,120,249	\$ 1,651,661	\$ 2,006,661
EXPENDITURES				
Expenditures				
Salary				
Regular	778,778	1,040,431	1,003,778	1,215,807
Overtime	222,457	282,610	254,778	254,778
Benefits				
Fringe Benefits	299,098	338,918	352,238	315,671
Retiree Medical	15,294	16,724	16,400	16,596
PERS	238,411	306,805	277,416	332,078
Program Reduction Savings	—	—	—	—
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	(54,443)	(237,221)	—	—
<i>Net Staffing Expense</i>	\$ 1,499,595	\$ 1,748,267	\$ 1,831,367	\$ 2,134,930
Maintenance & Utilities	9,880	10,196	22,000	22,000
Supplies & Services	269,643	219,645	269,800	269,800
Internal Service Fees	263,864	262,387	583,388	651,586
Capital Outlay	—	7,745	—	—
<i>Net Operating Expense</i>	\$ 543,387	\$ 499,973	\$ 875,188	\$ 943,386
Total Expenditures	\$ 2,042,982	\$ 2,248,240	\$ 2,706,555	\$ 3,078,316
General Fund Subsidy	360,551	127,991	1,054,894	1,071,655

Maintenance Services Department

Landscape Maintenance - General Fund

	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted
REVENUES				
Revenue				
Fees & Service Charges	\$ —	\$ —	\$ —	\$ —
Other Revenue	—	—	—	—
Total Revenues	\$ —	\$ —	\$ —	\$ —
EXPENDITURES				
Expenditures				
Salary				
Regular	964,608	1,261,397	1,280,237	1,299,514
Overtime	77,002	61,858	61,000	61,000
Targeted Savings	—	—	—	(30,976)
Benefits				
Fringe Benefits	365,328	399,226	437,234	374,251
Retiree Medical	20,941	20,790	21,370	21,627
PERS	293,997	359,100	353,526	355,370
Program Reduction Savings	—	—	—	—
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	(147,049)	(125,969)	(242,045)	(242,045)
<i>Net Staffing Expense</i>	\$ 1,574,827	\$ 1,976,402	\$ 1,911,322	\$ 1,838,741
Maintenance & Utilities	260,201	659,548	579,000	754,000
Supplies & Services	104,036	121,707	113,691	113,691
Internal Service Fees	451,917	382,123	684,168	751,600
Capital Outlay	—	—	—	—
<i>Net Operating Expense</i>	\$ 816,154	\$ 1,163,378	\$ 1,376,859	\$ 1,619,291
Total Expenditures	\$ 2,390,981	\$ 3,139,780	\$ 3,288,181	\$ 3,458,032
General Fund Subsidy	2,390,981	3,139,780	3,288,181	3,458,032

Maintenance Services Department

Landscape Maintenance (Water Fund) - Enterprise Fund

	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted
REVENUES				
Revenue				
None	\$ —	\$ —	\$ —	\$ —
Total Revenues	\$ —	\$ —	\$ —	\$ —
EXPENDITURES				
Expenditures				
Salary				
Regular	382,777	407,635	419,434	442,139
Overtime	19,821	14,819	6,000	6,000
Benefits				
Fringe Benefits	158,331	146,107	181,897	142,845
Retiree Medical	7,228	7,176	7,377	7,465
PERS	104,947	118,308	115,030	120,012
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 673,104	\$ 694,045	\$ 729,738	\$ 718,461
Maintenance & Utilities	293,082	238,614	354,100	354,100
Supplies & Services	11,347	11,915	20,200	20,200
Internal Service Fees	77,073	77,625	106,477	126,855
Capital Outlay	—	—	—	—
<i>Net Operating Expense</i>	\$ 381,502	\$ 328,154	\$ 480,777	\$ 501,155
Total Expenditures	\$ 1,054,606	\$ 1,022,199	\$ 1,210,515	\$ 1,219,616
Water Fund Subsidy	1,054,606	1,022,199	1,210,515	1,219,616

Maintenance Services Department

Street Maintenance (Stormwater Fund) - Enterprise Fund

	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted
REVENUES				
Revenue				
Other Revenue	\$ —	\$ —	\$ —	\$ —
Interest and Rents	—	—	—	—
Total Revenues	\$ —	\$ —	\$ —	\$ —
EXPENDITURES				
Expenditures				
Salary				
Regular	812,014	858,719	834,225	818,036
Overtime	33,919	41,240	33,000	33,000
Benefits				
Fringe Benefits	259,719	262,771	290,809	245,540
Retiree Medical	14,720	14,615	14,231	14,402
PERS	215,604	243,516	229,560	222,855
Program Reduction Savings				—
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 1,335,976	\$ 1,420,861	\$ 1,401,825	\$ 1,333,833
Maintenance & Utilities	10,041	7,345	11,867	11,867
Supplies & Services	104,627	99,947	126,000	126,000
Internal Service Fees	249,916	250,313	337,758	366,560
Capital Outlay	—	—	—	—
<i>Net Operating Expense</i>	\$ 364,584	\$ 357,605	\$ 475,625	\$ 504,427
Total Expenditures	\$ 1,700,560	\$ 1,778,466	\$ 1,877,450	\$ 1,838,260
Stormwater Fund Subsidy	1,700,560	1,778,466	1,877,450	1,838,260

Maintenance Services Department

Facilities Management - Internal Service Fund

	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted
REVENUES				
Revenue				
Facilities Service Fee	\$ 4,045,688	\$ 4,086,156	\$ 4,477,633	\$ 5,283,607
Interest & Rents	18,435	30,674	36,104	36,104
Other Revenue	177,547	167,416	179,438	179,438
General Fund Subsidy	—	424,863	—	—
Total Revenues	\$ 4,241,670	\$ 4,709,109	\$ 4,693,175	\$ 5,499,149
EXPENDITURES				
Expenditures				
Salary				
Regular	963,764	1,171,928	1,145,982	1,227,324
Overtime	88,788	61,020	45,000	45,000
Benefits				
Fringe Benefits	293,266	325,901	380,070	351,571
Retiree Medical	16,178	16,062	16,511	16,709
PERS	257,722	316,129	317,268	337,007
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	(2,785)	(4,876)	—	—
<i>Net Staffing Expense</i>	\$ 1,616,933	\$ 1,886,164	\$ 1,904,831	\$ 1,977,611
Maintenance	206,223	224,889	212,745	212,745
Utilities	887,989	822,851	932,256	932,256
Supplies & Services	1,122,021	1,606,464	1,440,601	1,654,601
Internal Service Fees	101,954	99,352	118,483	138,095
Capital	—	—	—	—
Debt Service Payments	95,353	—	—	—
<i>Net Operating Expense</i>	\$ 2,413,540	\$ 2,753,556	\$ 2,704,085	\$ 2,937,697
Fund Transfers Out to				
General Fund - Cost Allocation	—	—	—	—
Liability Insurance Premium	48,209	52,506	62,494	69,397
Transfer Out to Other	—	49,022	40,710	31,118
Transfer to Capital	—	—	—	—
<i>Net Transfers Out</i>	\$ 48,209	\$ 101,528	\$ 103,204	\$ 100,515
Total Expenditures	\$ 4,078,682	\$ 4,741,248	\$ 4,712,120	\$ 5,015,823
Net Change	162,988	(32,139)	(18,945)	483,326

Maintenance Services Department

Fleet Management - Internal Service Fund

	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted
REVENUES				
Revenue				
Vehicle Maint/Operating Rate	\$ 3,530,105	\$ 3,530,105	\$ 4,025,000	\$ 4,553,903
Interest	4,188	(12,300)	5,000	5,000
Other Revenue	27,463	87,210	—	—
Total Revenues	\$ 3,561,756	\$ 3,605,015	\$ 4,030,000	\$ 4,558,903
EXPENDITURES				
Expenditures				
Salary				
Regular	974,304	1,068,980	1,047,650	1,112,513
Overtime	94,390	64,688	90,000	90,000
Benefits				
Fringe Benefits	311,725	334,448	357,176	333,800
Retiree Medical	16,333	16,216	16,669	16,869
PERS	255,030	291,024	288,768	303,512
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 1,651,782	\$ 1,775,356	\$ 1,800,263	\$ 1,856,694
Maintenance & Utilities	113,922	139,642	149,080	149,080
Supplies & Services	130,257	149,750	159,124	159,124
Fuel	727,109	1,137,615	1,025,000	1,025,000
Auto Parts	545,281	531,297	575,000	575,000
Internal Service Fees	129,276	142,595	227,203	254,922
Debt Service Payments	358,974	242,259	243,819	243,819
Capital	11,080	—	—	—
<i>Net Operating Expense</i>	\$ 2,015,899	\$ 2,343,158	\$ 2,379,226	\$ 2,406,945
Fund Transfers Out to				
Liability Insurance Premium	78,039	85,323	92,327	102,634
Transfer Out to Other	—	49,492	41,101	30,301
General Fund - Cost Allocation	—	—	—	—
<i>Net Transfers Out</i>	\$ 78,039	\$ 134,815	\$ 133,428	\$ 132,935
Total Expenditures	\$ 3,745,720	\$ 4,253,329	\$ 4,312,917	\$ 4,396,574
Net Change	(183,964)	(648,314)	(282,917)	162,329

Maintenance Services Department

Landscape & Lighting and Maint. Districts Summary-Special Rev

	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted
Beginning Working Capital Balance	\$ 3,104,656	\$ 3,436,561	\$ 3,737,112	\$ 3,737,112
Fund Revenue				
Special Assessments	1,408,903	1,427,107	—	—
Interest and Rents	15,073	81,464	—	—
Total Revenues	\$ 1,423,976	\$ 1,508,571	\$ —	\$ —
Fund Expenditures				
Salary				
Regular	3,247	—	—	—
Overtime	1,709	2,583	—	—
Benefits				
Fringe Benefits	518	635	—	—
Retiree Medical	—	—	—	—
PERS	—	—	—	—
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	54,085	51,534	—	—
<i>Net Staffing Expense</i>	\$ 59,559	\$ 54,752	\$ —	\$ —
Maintenance & Utilities	808,931	906,822	—	—
Supplies & Services	223,581	246,446	—	—
<i>Net Operating Expense</i>	\$ 1,032,512	\$ 1,153,268	\$ —	\$ —
Total Expenditures	\$ 1,092,071	\$ 1,208,020	\$ —	\$ —
Net Change	331,905	300,551	—	—
Ending Working Capital Balance	3,436,561	3,737,112	3,737,112	3,737,112

Maintenance Services Department

Measure C Programs - Measure C Fund

	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted
REVENUES				
Revenue				
None	\$ —	\$ —	\$ —	\$ —
Total Revenues	\$ —	\$ —	\$ —	\$ —
EXPENDITURES				
Expenditures				
Salary				
Regular	769,749	785,163	787,363	966,789
Overtime	137,085	27,917	10,000	10,000
Benefits				
Fringe Benefits	286,625	303,636	329,346	362,047
Retiree Medical	13,960	13,860	14,247	14,418
PERS	185,145	222,623	214,083	261,823
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 1,392,564	\$ 1,353,199	\$ 1,355,039	\$ 1,615,077
Maintenance & Utilities	884	760	1,500	1,500
Supplies & Services	34,747	32,595	148,500	148,500
Internal Service Fees	40,734	41,582	116,925	137,144
Capital Outlay	—	—	—	—
<i>Net Operating Expense</i>	\$ 76,365	\$ 74,937	\$ 266,925	\$ 287,144
Total Expenditures	\$ 1,468,930	\$ 1,428,136	\$ 1,621,964	\$ 1,902,221
Measure C Fund Subsidy	1,468,930	1,428,136	1,621,964	1,902,221

Maintenance Services Department

South Hayward B.A.R.T. JPA

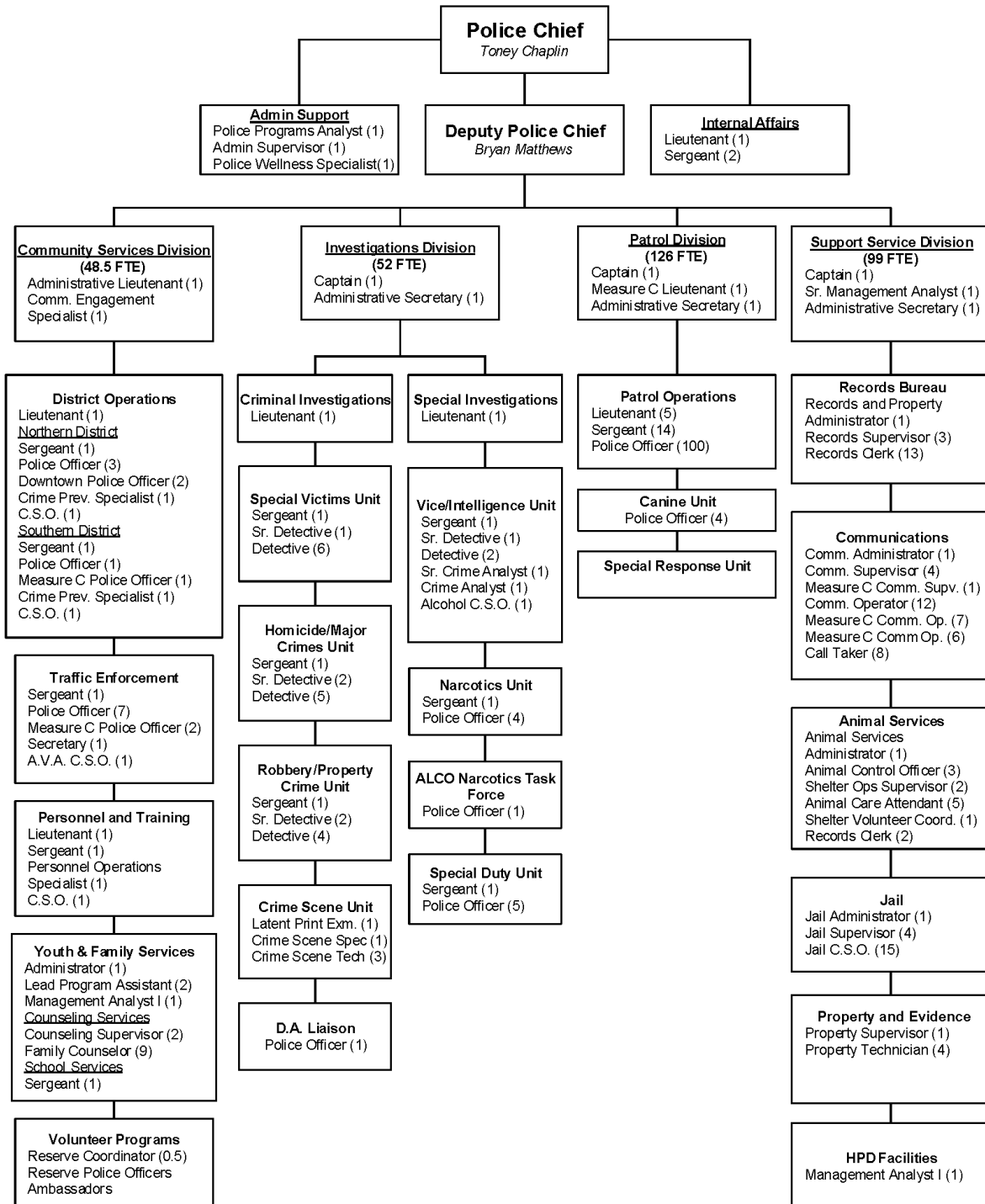
	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted
REVENUES				
Revenue				
Fines and Forfeiture	\$ 657	\$ —	\$ —	\$ —
Total Revenues	\$ 657	\$ —	\$ —	\$ —
EXPENDITURES				
Expenditures				
Salary				
Regular	711	—	—	—
Overtime	928	—	—	—
Benefits				
Fringe Benefits	315	—	—	—
Retiree Medical	—	—	—	—
PERS	220	—	—	—
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 2,174	\$ —	\$ —	\$ —
Maintenance & Utilities	—	—	—	—
Supplies & Services	—	—	—	—
Internal Service Fees	—	—	—	—
Capital Outlay	—	—	—	—
<i>Net Operating Expense</i>	\$ —	\$ —	\$ —	\$ —
Total Expenditures	\$ 2,174	\$ —	\$ —	\$ —
S. Hwrd B.A.R.T. JPA Fund Subsidy	(1,517)	—	—	—

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FY 2024 STAFFING
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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.

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- 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.

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- 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.

FY 2024 PERFORMANCE GOALS AND METRICS

Performance Indicators	FY 2024 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	5,000
Performance Objective	FY 2024 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

1. Add 1.0 FTE Wellness Specialist
2. Delete 1.0 FTE Operations Support Services Manager
3. Add 1.0 FTE Police Captain
4. Delete 1.0 FTE Records Administrator
5. Add 1.0 FTE Records & Property Administrator
6. Delete 1.0 FTE Property & Evidence Administrator
7. Add 1.0 FTE Property & Evidence Supervisor
8. Measure C - Add 6.0 Communication Operators
9. Measure C - South Hayward Resource Center Facility Expenses

Police Department

All Funds Summary - By Category

	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted
REVENUES				
Revenue and Trans in from Other Funds				
General Fund Revenue	\$ 2,676,686	\$ 2,737,933	\$ 3,630,352	\$ 3,763,052
Narc Asset Seizure-Spec Rev Fund	83,001	220,655	—	—
	\$ 2,759,687	\$ 2,958,588	\$ 3,630,352	\$ 3,763,052
(Contribution)/Use of Fund Balance				
Narcotic Asset Seizure	(83,001)	(220,655)	—	—
	\$ (83,001)	\$ (220,655)	\$ —	\$ —
Fund Subsidy				
General Fund Subsidy	74,879,751	78,418,682	81,962,081	85,424,122
Measure C Fund Subsidy	3,290,200	3,321,580	3,246,641	4,418,338
	\$ 78,169,951	\$ 81,740,262	\$ 85,208,722	\$ 89,842,460
Total Revenues	\$80,846,637	\$ 84,478,195	\$88,839,074	\$ 93,605,512
EXPENDITURES				
Expenditures By Expense Category				
Salary				
Regular	37,287,287	37,767,308	40,831,858	46,866,388
Overtime	3,844,981	4,457,082	2,961,000	2,961,000
Vacancy Savings	—	—	(2,193,794)	(4,470,781)
Benefits				
Fringe Benefits	11,528,372	11,904,766	14,493,546	12,647,539
Retiree Medical	1,945,164	2,091,155	2,092,930	2,314,166
PERS	17,741,389	19,216,213	21,356,872	23,163,082
Program Reduction Savings	—	—	—	—
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 72,347,193	\$ 75,436,524	\$ 79,542,412	\$ 83,481,394
Maintenance & Utilities	379,289	370,270	509,298	490,188
Supplies & Services	1,728,715	2,113,489	1,920,065	1,975,175
Internal Service Fees	6,268,324	6,498,367	6,867,299	7,658,755
Capital	123,116	59,545	—	—
<i>Net Operating Expense</i>	\$ 8,499,444	\$ 9,041,671	\$ 9,296,662	\$ 10,124,118
Total Expenditures	\$80,846,637	\$ 84,478,195	\$88,839,074	\$ 93,605,512
Net Change	—	—	—	—

Police Department

All Funds Summary - By Program

	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted
REVENUES				
Revenue and Transfers in from Other Funds				
Office of the Chief	\$ —	\$ —	\$ —	\$ —
Community Services / Special Operations	405,751	362,780	334,355	467,055
Patrol Division	21,946	35,629	141,400	141,400
Investigations	1,531,707	1,394,483	2,046,105	2,046,105
Support Services	547,630	606,375	821,672	821,672
Special Programs	169,652	338,666	286,820	286,820
Narcotic Asset Seizure	83,001	220,655	—	—
	\$ 2,759,687	\$ 2,958,588	\$ 3,630,352	\$ 3,763,052
(Contribution)/Use of Fund Balance				
Narcotic Asset Seizure	(83,001)	(220,655)	—	—
	\$ (83,001)	\$ (220,655)	\$ —	\$ —
Fund Subsidy				
General Fund Subsidy	74,879,751	78,418,682	81,962,081	85,424,122
Measure C Fund Subsidy	3,290,200	3,321,580	3,246,641	4,418,338
	\$78,169,951	\$81,740,262	\$85,208,722	\$89,842,460
Total Revenues	\$80,846,637	\$84,478,195	\$88,839,074	\$93,605,512
EXPENDITURES				
Expenditures and Transfer Out to Other Funds				
Office of the Chief - General Fund	1,975,337	1,933,758	1,740,781	2,109,545
Community Services / Special Operations	7,867,259	8,729,715	9,095,764	10,036,105
Patrol Division	34,287,455	35,957,626	36,818,282	37,868,302
Investigations	15,901,387	16,018,578	19,690,141	20,647,148
Support Services - General Services	14,297,828	15,437,176	14,856,996	15,143,846
Special Programs (Grants) - General Fund	3,227,171	3,079,762	3,390,469	3,382,228
Measure C Programs	3,290,200	3,321,580	3,246,641	4,418,338
Narc Asset Seizure-Spec Rev Fund	—	—	—	—
Total Expenditures	\$80,846,637	\$84,478,195	\$88,839,074	\$93,605,512
Net Change	—	—	—	—

Police Department

Police - General Fund Summary

	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted
REVENUES				
Revenue				
Licenses & Permits	\$ 344,296	\$ 322,445	\$ 449,017	\$ 449,017
Photo Red Light	57,866	38,325	72,828	72,828
Fines & Forfeitures	57,690	76,937	41,820	41,820
Intergovernmental	1,582,387	1,573,386	2,150,727	2,150,727
Fees & Service Charges	632,247	682,057	895,960	1,028,660
Other Revenue	2,200	44,783	20,000	20,000
Total Revenues	\$ 2,676,686	\$ 2,737,933	\$ 3,630,352	\$ 3,763,052
EXPENDITURES				
Expenditures				
Salary				
Regular	35,599,272	36,044,722	39,103,593	44,388,667
Overtime	3,583,142	4,216,209	2,961,000	2,961,000
Vacancy Savings	—	—	(2,193,794)	(4,470,781)
Benefits				
Fringe Benefits	11,106,309	11,484,191	14,011,682	11,990,342
Retiree Medical	1,893,080	2,037,515	2,038,936	2,255,562
PERS	17,081,393	18,529,261	20,656,439	22,254,148
Program Reduction Savings	—	—	—	—
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$69,263,196	\$ 72,311,898	\$ 76,577,856	\$79,378,938
Maintenance & Utilities	372,428	362,844	456,260	427,800
Supplies & Services	1,676,325	2,064,504	1,870,835	1,899,295
Internal Service Fees	6,129,594	6,363,301	6,687,482	7,481,141
Capital	114,894	54,068	—	—
<i>Net Operating Expense</i>	\$ 8,293,241	\$ 8,844,717	\$ 9,014,577	\$ 9,808,236
Total Expenditures	\$ 77,556,437	\$ 81,156,615	\$ 85,592,433	\$ 89,187,174
General Fund Subsidy	74,879,751	78,418,682	81,962,081	85,424,122

Police Department

Office of the Chief - General Fund

	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted
REVENUES				
Revenue				
Intergovernmental	\$ —	\$ —	\$ —	\$ —
Other Revenue	—	—	—	—
Total Revenues	\$ —	\$ —	\$ —	\$ —
EXPENDITURES				
Expenditures				
Salary				
Regular	863,215	906,676	861,876	1,114,742
Overtime	231,452	20,978	16,500	16,500
Vacancy Savings	—	—	—	—
Benefits				
Fringe Benefits	265,773	217,262	228,344	251,355
Retiree Medical	30,533	31,760	31,789	35,142
PERS	419,492	462,644	462,500	538,095
Program Reduction Savings	—	—	—	—
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 1,810,465	\$ 1,639,320	\$ 1,601,009	\$ 1,955,834
Maintenance & Utilities	9,909	10,543	9,000	11,000
Supplies & Services	31,494	163,027	36,051	34,051
Internal Service Fees	123,469	120,868	94,721	108,660
<i>Net Operating Expense</i>	\$ 164,872	\$ 294,438	\$ 139,772	\$ 153,711
Total Expenditures	\$ 1,975,337	\$ 1,933,758	\$ 1,740,781	\$ 2,109,545
General Fund Subsidy	1,975,337	1,933,758	1,740,781	2,109,545

Police Department

Community Services / Special Operations - General Fund

	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted
REVENUES				
Revenue				
Grants-Citizens' Option for Public Safety	\$ —	\$ —	\$ —	\$ —
Licenses and Permits	21,751	17,073	31,827	31,827
Photo Red Light	57,866	38,325	72,828	72,828
Intergovernmental	28,887	37,445	21,000	21,000
Fees & Service Charges	297,247	239,937	188,700	321,400
Other Revenue	—	30,000	20,000	20,000
Total Revenues	\$ 405,751	\$ 362,780	\$ 334,355	\$ 467,055
EXPENDITURES				
Expenditures				
Salary				
Regular	3,083,855	3,280,504	3,916,966	4,554,246
Overtime	599,006	846,158	243,500	243,500
Targeted Savings	—	—	(216,131)	(87,248)
Benefits				
Fringe Benefits	993,035	1,161,215	1,384,925	1,219,812
Retiree Medical	177,228	204,290	204,276	226,537
PERS	1,527,986	1,787,907	2,174,265	2,402,411
Program Reduction Savings	—	—	—	—
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 6,381,110	\$ 7,280,074	\$ 7,707,801	\$ 8,559,258
Maintenance & Utilities	28,094	13,265	30,000	24,500
Supplies & Services	726,728	719,037	744,766	750,266
Internal Service Fees	721,121	705,865	613,197	702,081
Capital	10,206	11,474	—	—
<i>Net Operating Expense</i>	\$ 1,486,149	\$ 1,449,641	\$ 1,387,963	\$ 1,476,847
Total Expenditures	\$ 7,867,259	\$ 8,729,715	\$ 9,095,764	\$10,036,105
General Fund Subsidy	7,461,508	8,366,935	8,761,409	9,569,050

Police Department

Patrol Division - General Fund

	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted
REVENUES				
Revenue				
Licenses and Permits	\$ —	\$ —	\$ —	\$ —
Intergovernmental	—	—	—	—
Fees & Service Charges	21,946	35,629	141,400	141,400
Other Revenue	—	—	—	—
Total Revenues	\$ 21,946	\$ 35,629	\$ 141,400	\$ 141,400
EXPENDITURES				
Expenditures				
Salary				
Regular	15,544,572	15,360,477	15,616,461	18,038,896
Overtime	1,018,784	1,535,390	1,215,000	1,215,000
Targeted Savings	—	—	(236,445)	(1,484,313)
Benefits				
Fringe Benefits	5,209,734	5,409,125	6,199,365	4,992,986
Retiree Medical	986,244	1,053,140	1,051,093	1,172,662
PERS	8,655,505	9,423,054	9,806,272	10,488,400
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$31,414,839	\$ 32,781,186	\$ 33,651,746	\$ 34,423,631
Maintenance & Utilities	6,000	—	—	—
Supplies & Services	24,645	19,559	28,506	28,506
Internal Service Fees	2,841,971	3,156,881	3,138,030	3,416,165
Capital	—	—	—	—
<i>Net Operating Expense</i>	\$ 2,872,616	\$ 3,176,440	\$ 3,166,536	\$ 3,444,671
Total Expenditures	\$34,287,455	\$ 35,957,626	\$ 36,818,282	\$37,868,302
General Fund Subsidy	34,265,509	35,921,997	36,676,882	37,726,902

Police Department

Investigations - General Fund

	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted
REVENUES				
Revenue				
Licenses & Permits	\$ 110,254	\$ 133,276	\$ 148,526	\$ 148,526
Intergovernmental	1,421,453	1,246,502	1,863,919	1,863,919
Fees & Service Charges	—	14,705	33,660	33,660
Other Revenue	—	—	—	—
Total Revenues	\$ 1,531,707	\$ 1,394,483	\$ 2,046,105	\$ 2,046,105
EXPENDITURES				
Expenditures				
Salary				
Regular	7,617,454	7,557,290	9,395,723	10,615,598
Overtime	296,417	269,059	1,100,000	1,100,000
Targeted Savings	—	—	(1,578,343)	(1,832,441)
Benefits				
Fringe Benefits	2,195,612	2,147,120	3,408,051	2,822,670
Retiree Medical	474,394	505,720	511,876	567,544
PERS	3,801,414	3,898,789	5,117,756	5,471,564
Program Reduction Savings	—	—	—	—
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$14,385,291	\$ 14,377,978	\$ 17,955,063	\$18,744,935
Maintenance & Utilities	58,117	67,415	77,800	91,800
Supplies & Services	309,476	473,900	437,750	423,750
Internal Service Fees	1,126,528	1,081,130	1,219,528	1,386,663
Capital	21,975	18,155	—	—
<i>Net Operating Expense</i>	\$ 1,516,096	\$ 1,640,600	\$ 1,735,078	\$ 1,902,213
Total Expenditures	\$15,901,387	\$ 16,018,578	\$ 19,690,141	\$20,647,148
General Fund Subsidy	14,369,680	14,624,095	17,644,036	18,601,043

Police Department

Support Services - General Services

	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted
REVENUES				
Revenue				
Licenses & Permits	\$ 212,291	\$ 172,096	\$ 268,664	\$ 268,664
Intergovernmental	21,298	28,186	20,808	20,808
Fees & Service Charges	313,054	391,786	532,200	532,200
Other Revenue	987	14,307	—	—
Total Revenues	\$ 547,630	\$ 606,375	\$ 821,672	\$ 821,672
EXPENDITURES				
Expenditures				
Salary				
Regular	7,038,476	7,609,162	7,803,416	8,295,517
Overtime	1,269,260	1,372,761	386,000	386,000
Targeted Savings	—	—	(162,875)	(860,062)
Benefits				
Fringe Benefits	1,879,916	2,001,870	2,129,506	2,193,099
Retiree Medical	138,439	137,445	134,951	136,571
PERS	1,876,222	2,125,771	2,144,277	2,319,569
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$12,202,313	\$13,247,009	\$12,435,275	\$12,470,694
Maintenance & Utilities	270,308	271,621	339,460	300,500
Supplies & Services	511,449	598,353	575,762	614,722
Internal Service Fees	1,313,758	1,295,754	1,506,499	1,757,930
Capital	—	24,439	—	—
<i>Net Operating Expense</i>	\$ 2,095,515	\$ 2,190,167	\$ 2,421,721	\$ 2,673,152
Total Expenditures	\$14,297,828	\$15,437,176	\$14,856,996	\$15,143,846
General Fund Subsidy	13,750,198	14,830,801	14,035,324	14,322,174

Police Department

Special Programs (Grants) - General Fund

	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted
REVENUES				
Revenue				
Fines and Forfeitures	\$ 57,690	\$ 76,937	\$ 41,820	\$ 41,820
Grant Revenue	110,749	261,253	245,000	245,000
Rental Income	1,213	476	—	—
Total Revenues	\$ 169,652	\$ 338,666	\$ 286,820	\$ 286,820
EXPENDITURES				
Expenditures				
Salary				
Regular	1,451,700	1,330,613	1,509,151	1,769,668
Overtime	168,223	171,863	—	—
Targeted Savings	—	—	—	(206,717)
Benefits				
Fringe Benefits	562,239	547,599	661,491	510,420
Retiree Medical	86,242	105,160	104,951	117,106
PERS	800,774	831,096	951,369	1,034,109
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 3,069,178	\$ 2,986,331	\$ 3,226,962	\$ 3,224,586
Maintenance & Utilities	—	—	—	—
Supplies & Services	72,533	90,628	48,000	48,000
Internal Service Fees	2,747	2,803	115,507	109,642
Capital	82,713	—	—	—
<i>Net Operating Expense</i>	\$ 157,993	\$ 93,431	\$ 163,507	\$ 157,642
Total Expenditures	\$ 3,227,171	\$ 3,079,762	\$ 3,390,469	\$ 3,382,228
General Fund Subsidy	3,057,519	2,741,096	3,103,649	3,095,408

Police Department

Narcotic Asset Seizure - Special Revenue Fund

	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted
Beginning Working Capital Balance	\$ 488,428	\$ 571,429	\$ 792,084	\$ 792,084
REVENUES				
Revenue				
Fines & Forfeitures	83,001	220,655	—	—
Interest			—	—
Total Revenues	\$ 83,001	\$ 220,655	\$ —	\$ —
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	83,001	220,655	—	—
Ending Working Capital Balance	571,429	792,084	792,084	792,084

Police Department

Measure C Program - Measure C Fund

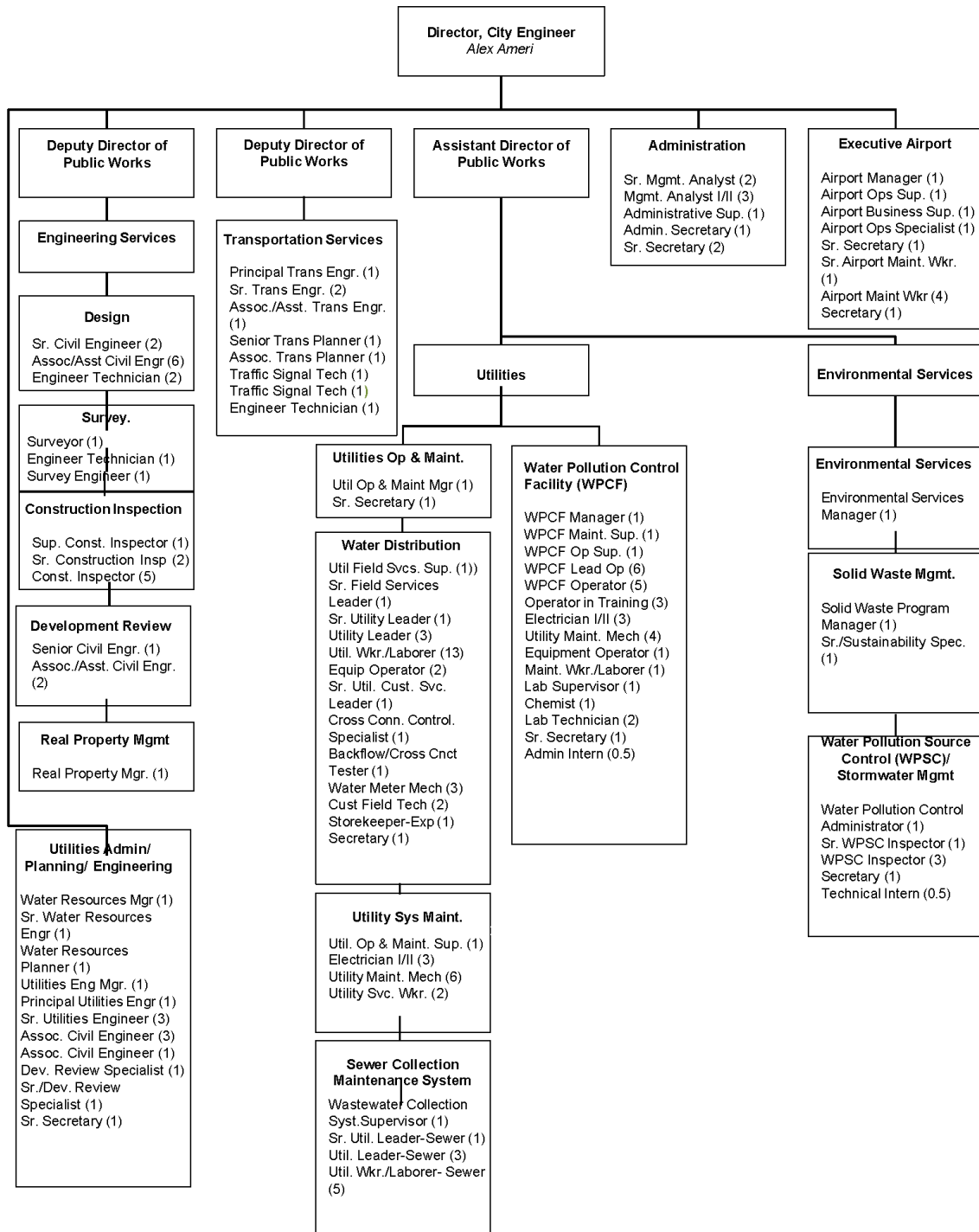
	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted
REVENUES				
Revenue				
Other Revenue	\$ —	\$ —	\$ —	\$ —
Total Revenues	\$ —	\$ —	\$ —	\$ —
EXPENDITURES				
Expenditures				
Salary				
Regular	1,688,015	1,722,586	1,728,265	2,477,721
Overtime	261,839	240,873	—	—
Benefits				
Fringe Benefits	422,063	420,575	481,864	657,197
Retiree Medical	52,084	53,640	53,994	58,604
PERS	659,996	686,952	700,433	908,934
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 3,083,997	\$ 3,124,626	\$ 2,964,556	\$ 4,102,456
Maintenance & Utilities	6,861	7,426	53,038	62,388
Supplies & Services	52,390	48,985	49,230	75,880
Internal Service Fees	138,730	135,066	179,817	177,614
Capital	8,222	5,477	—	—
<i>Net Operating Expense</i>	\$ 206,203	\$ 196,954	\$ 282,085	\$ 315,882
Total Expenditures	\$ 3,290,200	\$ 3,321,580	\$ 3,246,641	\$ 4,418,338
Measure C Fund Subsidy	3,290,200	3,321,580	3,246,641	4,418,338

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FY 2024 STAFFING
168 FTE

Public Works & Utilities Department



PUBLIC WORKS & UTILITIES DEPARTMENT

MISSION STATEMENT

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

DEPARTMENT OVERVIEW

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

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

DIVISION/PROGRAM SUMMARIES

Administration, Planning, and Engineering (AP&E)

Administration, Planning, and Engineering is responsible for the procurement of potable water supply, as well as long-range water resource planning and design of needed rehabilitation, replacement, and capital improvement projects to ensure sufficient, reliable, and safe water supplies to current and future customers. This entity oversees the financial management of Utilities and Environmental Services, including Water, Wastewater, and Stormwater Enterprise Funds and Recycling Special Fund, water conservation programs, and the administration of new utility service connections. The program staff works closely with the City's wholesale water supplier, the San Francisco Public Utilities Commission. It also

PUBLIC WORKS & UTILITIES DEPARTMENT

works in coordination with the Bay Area Water Supply and Conservation Agency, which represents certain interests of cities and agencies that purchase water on a wholesale basis from San Francisco Public Utilities Commission.

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

Water Pollution Control Facility (WPCF)

The Water Pollution Control Facility (WPCF) is responsible for treatment and disposal, or beneficial reuse, of wastewater from residential, commercial, and industrial customers. In addition to normal operations and maintenance functions, the WPCF staff plans, designs, and constructs needed rehabilitation, replacement, and capital improvement projects. The Division develops and expands the use of clean and renewable energy sources, such as solar photovoltaic and cogeneration of electric power and heat using biogas, to eliminate or reduce the facility's reliance on purchased power and to export surplus power through PG&E transmission system for the use at other City municipal facilities.

Recycled Water

The Recycled Water Program is responsible for the treatment and distribution of recycled water to customers for irrigation and industrial uses. The initial phase of the project is currently under construction and includes a treatment facility, storage tank, pump station, distribution pipelines, and customer connections to the new recycled water system. Recycled water deliveries to customers are anticipated to begin by Spring 2022. Staff will be responsible for permitting new recycled water customers and operating and maintaining recycled water facilities. In addition, the Recycled Water Program develops and plans for future expansions of the recycled water system.

Environmental Services (ES)

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

PUBLIC WORKS & UTILITIES DEPARTMENT

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

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

Executive Airport Division

The Hayward Executive Airport is a self-supporting, general aviation reliever airport encompassing 521 acres. The primary function of the Airport is to relieve air carrier airports of general aviation traffic in the San Francisco Bay Area. Airport staff members interact with the community and airport users through various forums, including the Council's Airport Committee, the Noise Committee, the annual Open House event, Airport tours, and public speaking engagements. In addition, Airport staff work to promote aviation safety, provide courteous and efficient service to the flying public, attract businesses that provide a full range of aviation services, physically develop the Airport to reach its ultimate operational capacity, and maintain an open and positive relationship with the surrounding community.

PUBLIC WORKS & UTILITIES DEPARTMENT

FY 2024 PERFORMANCE GOALS AND METRICS

Performance Indicators	FY 2024 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	72%
Performance Objective	FY 2024 Target
Complete construction of Mission Boulevard phase 3	70%
Implement six intersections for Safe Route for Seniors in the downtown area	100%
Implement Safe Routes for School, with a focus on Cesar Chavez and Palma Ceia	100%
Present a needs assessment/preliminary feasibility report for a new Police Building and Corporation Yard	50%
Complete construction of La Vista Park	75%
Continue City parking lot upgrades, with a focus on parking lots 7, 8, and 11	100%
Install EV Charging in Cinema P1 parking structure in collaboration with EBCE to provide public EV charging facilities	Multi-Site License Agreement and Design for Cinema Garage charging hub
Design Water Pollution Control Facility Phase II upgrade	50%
Develop a Recycled Water Master Plan	75%

PUBLIC WORKS & UTILITIES DEPARTMENT

SIGNIFICANT RESOURCE CHANGES PLANNED FOR FY 2024

1. Add 1.0 FTE Senior Civil Engineer
2. Add 1.0 FTE Senior Transportation Planner
3. Add 1.0 FTE Principal Transportation Engineer
4. Add 1.0 FTE Traffic Signal Technical
5. Increase in salary and benefits charged out to CIP projects/funds (reducing General Fund expense)
6. Measure D Fund – Decrease of Supplies and services to align with historical spending trends
7. Measure D Fund – Increase in Revenue in Measure D revenue and WMAC Delinquent Assessment revenue
8. Used Oil Fund – Minimal increase to align with projected grant funding
9. Cal Recycle Grant Fund – Minimal increase to align with projected grant funding
10. Delete 1.0 FTE WPCM – O&M Manager
11. Add 1.0 FTE Associate Civil Engineer
12. Add 1.0 FTE Water Resource Planner
13. Add 1.0 FTE Principal Utilities Engineer
14. Add 1.0 FTE Senior Development Review Specialist
15. Water Fund Supplies & Services – Increase due to inflation and supply chain issues
16. Water Fund Revenue Increases due to anticipated rate increase
17. Wastewater Fund Supplies & Services – Increase due to inflation and supply chain issues
18. Stormwater Fund – net reduction in supplies and services; increase in stormwater fee and street cleaning fee revenue
19. Recycled Water Fund – Minimal increase in supplies and services related to dues, certifications, and subscriptions
20. Recycled Water Fund Revenue Increases due to anticipated rate increase
21. Airport Fund – Increase related to staff training, and supplies and services
22. Airport Fund Revenue Increase related to increase in hanger rent based on anticipated rent and CIP increases

Public Works & Utilities Department

All Funds Summary - By Category

	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted
REVENUES				
Revenue and Transfers In from Other Funds				
General Fund Revenue	\$ 464,249	\$ 517,202	\$ 415,500	\$ 415,500
Airport Maintenance & Operations	3,639,516	3,756,464	3,512,054	4,153,482
Recycling Program - Special Revenue Fund	1,680,472	2,047,214	986,647	1,272,693
Stormwater Maint & Operation	3,581,780	5,316,133	2,857,000	2,902,000
Waste Water Maint & Operation	28,567,247	26,597,748	28,512,314	30,435,914
Water Maint & Operation	58,258,046	55,988,439	57,702,516	60,053,259
Recycled Water Maint & Operation	642,911	693,585	1,255,701	1,470,641
Regional Water Inter-Tie - Enterprise Fund	41,797	66	—	—
	\$ 96,876,018	\$ 94,916,851	\$ 95,241,732	\$100,703,489
(Contribution)/Use of Fund Balance				
Airport Maintenance & Operations	418,158	666,407	1,512,794	1,322,993
Recycling Program	(687,166)	(949,522)	(25,452)	(35,305)
Stormwater Maint & Operation	1,669,762	(2,252,069)	629,521	467,935
Waste Water Maint & Operation	(734,956)	(226,889)	520,205	180,207
Water Maint & Operation	(6,076,801)	(2,920,313)	8,770,758	5,695,774
Recycled Water Maint & Operation	208,716	220,410	(164,290)	(337,120)
Regional Water Inter-Tie	12,129	44,514	—	(1)
	\$ (5,190,158)	\$ (5,417,462)	\$ 11,243,536	\$ 7,294,483
Fund Subsidy				
General Fund Subsidy	(3,608,940)	(3,739,028)	(3,633,202)	(3,032,278)
Total Revenues	\$ 88,076,920	\$ 85,760,361	\$102,852,066	\$104,965,694
EXPENDITURES				
Expenditures By Expense Category				
Salary				
Regular	17,500,844	18,740,203	20,907,088	23,087,690
Overtime	928,430	1,188,647	398,050	398,050
Targeted Savings	—	—	(282,572)	(428,380)
Benefits				
Fringe Benefits	4,453,900	4,696,537	5,783,876	5,559,466
Retiree Medical	285,565	288,963	293,964	299,012
PERS	4,678,000	5,333,393	5,808,712	6,401,098
Program Reduction Savings	—	—	—	—
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	(3,400,941)	(3,642,800)	(4,160,608)	(5,809,047)
<i>Net Staffing Expense</i>	\$ 24,445,798	\$ 26,604,943	\$ 28,748,510	\$ 29,507,889
Maintenance & Utilities	2,319,574	2,737,061	3,515,282	4,350,440
Supplies & Services	5,779,621	6,536,155	8,344,883	9,426,635
Internal Service Fees	3,145,576	3,114,090	3,575,175	3,589,925
Water Purchases	32,130,463	30,880,083	38,900,000	38,900,000
Debt Service	4,688,510	4,565,867	5,615,109	4,019,696
<i>Net Operating Expense</i>	\$ 48,226,393	\$ 47,999,170	\$ 60,410,236	\$ 60,286,696
Transfers Out to Other Funds	22,598,189	18,619,156	20,958,378	21,235,670
Other Department Operating Costs	(4,389,799)	(4,512,222)	(5,109,957)	(5,990,497)
Total Expenditures	\$ 90,880,581	\$ 88,711,047	\$105,007,167	\$105,039,758
Net Change	(2,803,661)	(2,950,686)	(2,155,101)	(74,064)

Public Works & Utilities Department

All Funds Summary - By Program

	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted
REVENUES				
Revenue and Transfers in from Other Funds				
General Fund Revenue	\$ 464,249	\$ 517,202	\$ 415,500	\$ 415,500
Hayward Executive Airport	3,639,516	3,756,464	3,512,054	4,153,482
Recycling Program	1,680,472	2,047,214	986,647	1,272,693
Stormwater	3,581,780	5,316,133	2,857,000	2,902,000
Wastewater	28,567,247	26,597,748	28,512,314	30,435,914
Water	58,258,046	55,988,439	57,702,516	60,053,259
Recycled Water	642,911	693,585	1,255,701	1,470,641
Regional Water Inter-Tie	41,797	66	—	—
	\$96,876,018	\$94,916,851	\$ 95,241,732	\$ 100,703,489
(Contribution)/Use of Fund Balance				
Hayward Executive Airport	418,158	666,407	1,512,794	1,322,993
Recycling Program	(687,166)	(949,522)	(25,452)	(35,305)
Stormwater	1,669,762	(2,252,069)	629,521	467,935
Wastewater	(734,956)	(226,889)	520,205	180,207
Water	(6,076,801)	(2,920,313)	8,770,758	5,695,774
Recycled Water	208,716	220,410	(164,290)	(337,120)
Regional Water Inter-Tie	12,129	44,514	—	(1)
	\$ (5,190,158)	\$ (5,417,462)	\$ 11,243,536	\$ 7,294,483
Fund Subsidy				
General Fund Subsidy	(3,608,940)	(3,739,028)	(3,633,202)	(3,032,278)
Total Revenues	\$88,076,920	\$85,760,361	\$102,852,066	\$ 104,965,694
EXPENDITURES				
Expenditures and Transfer Out to Other Funds By Program				
General Fund	4,073,189	4,256,230	4,048,702	3,447,778
Hayward Executive Airport	4,057,674	4,422,871	5,024,848	5,476,476
Recycling	993,306	1,097,692	961,195	1,237,388
Stormwater	3,550,982	1,285,598	1,609,071	1,531,676
Wastewater	27,832,291	26,370,859	29,032,519	29,751,149
Water	49,492,006	50,334,370	63,240,767	62,461,770
Recycled Water	851,627	913,995	1,091,411	1,133,521
Regional Water Inter-Tie	53,926	44,580	—	—
Total Expenditures	\$90,905,001	\$ 88,726,195	\$105,008,513	\$ 105,039,758
Net Change	(2,828,081)	(2,965,834)	(2,156,447)	(74,064)

Public Works & Utilities Department

Engineering & Transportation - General Fund

	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted
REVENUES				
Revenue				
Sales and Other Taxes	\$ —	\$ —	\$ —	\$ —
Interest and Rents	62,442	77,313	65,500	65,500
Fees & Service Charges	385,582	417,859	350,000	350,000
Other Revenue	995	3,200	—	—
Total Revenues	\$ 449,019	\$ 498,372	\$ 415,500	\$ 415,500
EXPENDITURES				
Expenditures				
Salary				
Regular	4,123,593	4,289,707	4,737,764	5,393,471
Overtime	66,756	108,157	6,400	6,400
Targeted Savings	—	—	(282,572)	(428,380)
Benefits				
Fringe Benefits	767,421	754,624	971,041	1,102,766
Retiree Medical	54,446	54,042	56,275	57,112
PERS	1,179,152	1,155,212	1,355,151	1,548,918
Program Reduction Savings	—	—	—	—
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other prog	(3,269,444)	(3,485,613)	(3,860,608)	(5,509,047)
<i>Net Staffing Expense</i>	\$ 2,921,924	\$ 2,876,129	\$ 2,983,451	\$ 2,171,240
Maintenance & Utilities	6,846	12,224	11,525	11,525
Supplies & Services	403,663	627,046	352,613	352,613
Internal Service Fees	693,726	686,377	643,225	751,219
Capital	—	—	—	—
<i>Net Operating Expense</i>	\$ 1,104,235	\$ 1,325,647	\$ 1,007,363	\$ 1,115,357
Total Expenditures	\$ 4,026,159	\$ 4,201,776	\$ 3,990,814	\$ 3,286,597
General Fund Subsidy	\$ 3,577,140	\$ 3,703,404	\$ 3,575,314	\$ 2,871,097

Public Works & Utilities Department

Solid Waste Program - General Fund

	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted
REVENUES				
Revenue				
Fees & Service Charges	\$ 15,230	\$ 18,830	\$ —	\$ —
Total Revenues	\$ 15,230	\$ 18,830	\$ —	\$ —
EXPENDITURES				
Expenditures				
Salary				
Regular	32,552	38,161	39,007	41,576
Overtime	—	—	—	—
Targeted Savings	—	—	—	—
Benefits				
Fringe Benefits	3,956	4,283	4,559	4,454
Retiree Medical	388	385	396	401
PERS	9,096	11,120	11,386	11,762
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 45,992	\$ 53,949	\$ 55,348	\$ 58,193
Maintenance & Utilities	—	—	—	—
Supplies & Services	573	31	—	100,000
Internal Service Fees	465	474	2,540	2,988
Capital	—	—	—	—
<i>Net Operating Expense</i>	\$ 1,038	\$ 505	\$ 2,540	\$ 102,988
Total Expenditures	\$ 47,030	\$ 54,454	\$ 57,888	\$ 161,181
General Fund Subsidy	31,800	35,624	57,888	161,181

Public Works & Utilities Department

Hayward Executive Airport - Enterprise Fund

	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted
REVENUES				
Revenue				
Interest & Rents	\$ 150,351	\$ (3,538)	\$ 168,864	\$ 168,864
Land Rent	1,862,258	1,997,476	1,753,903	2,177,728
Hangar Rent	1,233,153	1,308,764	1,253,376	1,452,625
Fees & Service Charges	1,411	(1,069)	8,000	1,000
Other Revenue	392,343	454,831	327,911	353,265
Total Revenues	\$ 3,639,516	\$ 3,756,464	\$ 3,512,054	\$ 4,153,482
EXPENDITURES				
Expenditures				
Salary				
Regular	1,007,435	1,223,117	1,247,697	1,349,424
Overtime	70,460	53,622	26,750	26,750
Benefits				
Fringe Benefits	291,924	309,192	331,519	312,872
Retiree Medical	17,838	17,710	18,521	18,743
PERS	275,588	394,115	350,968	374,413
Program Reduction Savings	—	—	—	—
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other prog	—	—	—	—
<i>Net Staffing Expense</i>	\$ 1,663,245	\$ 1,997,938	\$ 1,975,455	\$ 2,082,202
Maintenance & Utilities	230,634	239,759	223,505	223,505
Supplies & Services	216,767	182,448	219,254	285,254
Internal Service Fees	196,543	194,216	227,999	253,134
Capital - Debt Service	162,649	165,914	459,787	—
<i>Net Operating Expense</i>	\$ 806,593	\$ 782,337	\$ 1,130,545	\$ 761,893
Fund Transfers Out to				
Cost Allocation to General Fund	185,168	185,168	185,168	185,168
Liability Insurance Premium	77,668	53,377	88,013	97,813
Transfer Out to Other	—	54,051	45,667	49,400
Tech Services ERP	—	—	—	—
Airport Capital Fund	1,325,000	1,350,000	1,600,000	2,300,000
<i>Total Transfers Out</i>	\$ 1,587,836	\$ 1,642,596	\$ 1,918,848	\$ 2,632,381
Total Expenditures	\$ 4,057,674	\$ 4,422,871	\$ 5,024,848	\$ 5,476,476
Net Change	(418,158)	(666,407)	(1,512,794)	(1,322,993)

Public Works & Utilities Department

Recycling Program - Special Revenue Fund

	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted
REVENUES				
Revenue				
Special Assessment-Deliq Bills	\$ 13,019	\$ 14,507	\$ 10,000	\$ 93,069
Waste Management Impact Fee	551,479	555,984	506,270	600,000
Interest & Rents	16,996	(87,113)	4,000	4,000
Intergovernmental	1,098,978	1,563,836	463,877	492,555
Fees and Service Charges	—	—	—	—
Other Revenue	—	—	2,500	—
<i>Total Revenue</i>	\$ 1,680,472	\$ 2,047,214	\$ 986,647	\$ 1,189,624
Fund Transfers In	—	—	—	83,069
Total Revenues	\$ 1,680,472	\$ 2,047,214	\$ 986,647	\$ 1,272,693
EXPENDITURES				
Expenditures				
Salary				
Regular	304,304	317,566	284,801	390,947
Overtime	152	13,788	—	—
Targeted Savings	—	—	—	—
Benefits				
Fringe Benefits	35,995	43,103	36,285	41,162
Retiree Medical	4,266	3,465	3,403	3,444
PERS	85,334	90,642	82,298	104,908
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	(6,452)	—	—
<i>Net Staffing Expense</i>	\$ 430,051	\$ 462,112	\$ 406,787	\$ 540,461
Maintenance & Utilities	—	668	600	600
Supplies & Services	463,816	525,252	470,088	302,892
Internal Service Fees	48,397	46,943	21,840	25,694
Capital	—	—	—	—
<i>Net Operating Expense</i>	\$ 512,213	\$ 572,863	\$ 492,528	\$ 329,186
Fund Transfers Out to				
Cost Allocation to General Fund	38,257	38,257	38,257	38,257
Liability Insurance Premium	12,785	13,885	15,231	16,908
Transfer Out to Other	\$ —	\$ 10,575	\$ 8,392	\$ 312,576
<i>Total Transfers Out</i>	\$ 51,042	\$ 62,717	\$ 61,880	\$ 367,741
Total Expenditures	\$ 993,306	\$ 1,097,692	\$ 961,195	\$ 1,237,388
Net Change	687,166	949,522	25,452	35,305

Public Works & Utilities Department

Water - Enterprise Fund

	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted
Revenue				
Water Sales	\$ 46,218,779	\$ 43,982,238	\$46,000,000	\$48,400,000
Water Service Charges	10,365,431	10,589,833	10,000,000	11,000,000
Installation Fees	420,302	791,842	250,000	300,000
Other Fees and Charges	287,791	289,260	200,000	200,000
Interest & Rents	182,377	(921,383)	242,000	231,000
Other Revenue	44,265	71,177	60,000	60,000
Property Damage & Capital Contrib.	2,116	—	—	—
<i>Total Revenue</i>	\$ 57,521,061	\$54,802,967	\$56,752,000	\$60,191,000
Fund Transfers In from				
Other Funds	—	819,970	—	—
Capital Funds	265,000	265,000	—	—
Debt Service Funds	471,985	100,502	950,516	(137,741)
<i>Total Transfers In</i>	\$ 736,985	\$ 1,185,472	\$ 950,516	\$ (137,741)
Total Revenues	\$58,258,046	\$55,988,439	\$ 57,702,516	\$60,053,259
Expenditures				
Salary				
Regular	5,031,171	5,498,601	5,796,239	6,539,289
Overtime	436,068	468,201	213,100	213,100
Targeted Savings	—	—	—	—
Benefits				
Fringe Benefits	1,487,383	1,605,929	1,853,106	1,793,996
Retiree Medical	95,023	95,492	99,033	92,290
PERS	1,297,859	1,565,697	1,607,420	1,789,629
Program Reduction Savings	—	—	—	—
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	(108,773)	(113,694)	(150,000)	(150,000)
<i>Net Staffing Expense</i>	\$ 8,238,731	\$ 9,120,226	\$ 9,418,898	\$10,278,304
Water Purchases	32,130,463	30,880,083	38,900,000	38,900,000
Maintenance & Utilities	1,241,969	1,220,190	1,601,229	2,066,297
Supplies & Services	2,166,539	2,581,527	3,434,823	3,815,102
Internal Service Fees	1,155,761	1,151,826	1,218,583	1,127,984
Capital	—	—	—	—
Debt Service	553,452	548,144	1,595,413	—
<i>Net Operating Expense</i>	\$37,248,184	\$ 36,381,770	\$46,750,048	\$45,909,383
Fund Transfers Out to				
Cost Allocation to General Fund	1,207,770	1,207,770	1,207,770	1,207,770

Public Works & Utilities Department

Water - Enterprise Fund

	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted
Liability Insurance Premium	386,560	416,905	457,374	508,093
Water Capital Replacement	4,500,000	5,050,000	7,795,000	7,000,000
Cap Proj Transfer to Tech Replacement	—	—	—	—
Transfer Out to Other	600,000	891,455	844,184	845,484
<i>Net Transfers Out</i>	\$ 6,694,330	\$ 7,566,130	\$10,304,328	\$ 9,561,347
Total Fund Expenditures	\$ 52,181,245	\$53,068,126	\$66,473,274	\$65,749,034
Other Department Operating Costs (Finance Dept - Utility Billing) (Maintenance Services - Landscape Division)	(2,689,239)	(2,733,756)	(3,232,507)	(3,287,264)
Total Department Expenditures	\$49,492,006	\$50,334,370	\$63,240,767	\$ 62,461,770
Net Change	6,076,801	2,920,313	(8,770,758)	(5,695,774)

Public Works & Utilities Department

Regional Water Inter-Tie - Enterprise Fund

	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted
Beginning Working Capital Balance	\$ 101,443	\$ 89,314	\$ 44,800	\$ 44,800
REVENUES				
Revenue				
SFPUC/EBMUD Reimbursement	41,535	—	—	—
Interest	262	66	—	—
<i>Net Revenue</i>	\$ 41,797	\$ 66	\$ —	\$ —
Total Revenues	\$ 41,797	\$ 66	\$ —	\$ —
EXPENDITURES				
Expenditures				
Salary				
Regular	2,986	862	—	—
Overtime	—	—	—	—
Targeted Savings	—	—	—	—
Benefits				
Fringe Benefits	598	179	—	—
Retiree Medical	—	—	—	—
PERS	855	50	—	—
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 4,439	\$ 1,091	\$ —	\$ —
Maintenance & Utilities	26,258	20,496	—	—
Supplies & Services	1,900	1,664	—	—
Internal Service Fees	—	—	—	—
<i>Net Operating Expense</i>	\$ 28,158	\$ 22,160	\$ —	\$ —
Fund Transfers Out to				
Cost Allocation to General Fund	21,329	21,329	—	—
Total Fund Expenditures	\$ 53,926	\$ 44,580	\$ —	\$ —
Net Change	(12,129)	(44,514)	—	1
Ending Working Capital Balance	89,314	44,800	44,800	44,801

Public Works & Utilities Department

Wastewater - Enterprise Fund

	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted
REVENUES				
Sewer Service Charge	\$ 25,450,330	\$ 25,474,776	\$ 26,280,000	\$ 28,119,600
Sewer Connection Charge	—	—	—	—
EBDA Maint. By City	78,326	104,480	—	80,000
Other Fees	99,284	121,045	96,000	96,000
Interest	196,460	(892,635)	239,000	243,000
Other Revenue	408,127	396,960	150,000	150,000
Fixed Assets Gains and Loss	—	(965,799)	—	—
<i>Total Revenue</i>	\$ 26,232,527	\$ 24,238,827	\$ 26,765,000	\$ 28,688,600
Fund Transfers In from				
DS CA SWRCB Loan/Sewer	2,334,720	2,358,921	1,747,314	1,747,314
<i>Total Transfers In</i>	\$ 2,334,720	\$ 2,358,921	\$ 1,747,314	\$ 1,747,314
Total Revenues	\$ 28,567,247	\$ 26,597,748	\$ 28,512,314	\$ 30,435,914
EXPENDITURES				
Salary				
Regular	5,741,183	6,021,573	7,413,061	7,964,736
Overtime	315,476	496,826	117,800	117,800
Targeted Savings	—	—	—	—
Benefits				
Fringe Benefits	1,498,122	1,594,038	2,143,240	1,921,999
Retiree Medical	92,990	97,402	96,089	105,171
PERS	1,496,527	1,727,049	2,013,135	2,181,322
Program Reduction Savings	—	—	—	—
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	(22,724)	(37,223)	(150,000)	(150,000)
<i>Net Staffing Expense</i>	\$ 9,121,574	\$ 9,899,665	\$ 11,633,325	\$ 12,141,028
Maintenance & Utilities	795,021	1,229,342	1,468,217	1,858,807
Supplies & Services	2,078,173	2,206,762	3,333,297	4,018,297
Internal Service Fees	738,084	728,860	1,058,176	987,802
Debt Service	4,135,058	4,017,723	3,408,089	3,408,089
<i>Net Operating Expense</i>	\$ 7,769,515	\$ 8,196,603	\$ 9,267,779	\$ 10,272,995
Fund Transfers Out to				
Cost Allocation to General Fund	823,783	823,783	823,783	823,783
Liability Insurance Premium	433,977	464,350	570,708	623,263
Cap Proj Transf to Tech Replacement				
Transfer Out to Other	—	1,936,458	236,924	255,053

Public Works & Utilities Department

Wastewater - Enterprise Fund

	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted
Sewer Capital Replacement	9,683,442	5,050,000	6,500,000	6,500,000
Connection Fee to Sewer Imprvmnt			—	—
<i>Net Transfers Out</i>	10,941,202	8,274,591	8,131,415	8,202,099
Total Expenditures	\$ 27,832,291	\$ 26,370,859	\$ 29,032,519	\$ 30,616,122
Net Change	734,956	226,889	(520,205)	(180,207)

Public Works & Utilities Department

Stormwater - Enterprise Fund

	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted
REVENUES				
Revenue				
Stormwater Revenue	\$ 2,196,891	\$ 2,179,452	\$ 2,200,000	\$ 2,244,000
Street Cleaning Fees	1,397,889	1,393,243	600,000	600,000
Interest	23,580	(143,762)	40,000	41,000
Fees and Service Charges	2,420	8,700	17,000	17,000
Other Revenue	(39,000)	37,500	—	—
<i>Total Revenue</i>	\$ 3,581,780	\$ 3,475,133	\$ 2,857,000	\$ 2,902,000
Fund Transfers In from				
ISF Fleet	—	—	—	—
Capital	—	1,841,000	—	—
	\$ —	\$ 1,841,000	\$ —	\$ —
Total Revenues	\$ 3,581,780	\$ 5,316,133	\$ 2,857,000	\$ 2,902,000
EXPENDITURES				
Expenditures				
Salary				
Regular	1,209,814	1,279,144	1,301,051	1,307,574
Overtime	39,518	48,053	34,000	34,000
Targeted Savings	—	—	—	—
Benefits				
Fringe Benefits	361,762	371,149	422,131	363,100
Retiree Medical	20,614	20,467	20,247	20,489
PERS	321,151	368,501	364,106	362,555
Program Reduction Savings	—	—	—	—
Furlough/COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 1,952,859	\$ 2,087,314	\$ 2,141,535	\$ 2,087,718
Maintenance & Utilities	18,846	13,909	102,906	82,406
Supplies & Services	448,190	411,106	492,808	499,477
Internal Service Fees	302,979	302,937	393,683	430,372
<i>Net Operating Expense</i>	\$ 770,015	\$ 727,952	\$ 989,397	\$ 1,012,255
Fund Transfers Out to				
Cost Allocation to General Fund	125,049	125,049	125,049	125,049
Liability Insurance Premium	42,619	46,284	40,618	61,998
Capital Trsfr for Stormwater Sys Imp.	2,361,000	15,000	140,000	15,000
Transfer Out to Other	—	62,465	49,922	67,916
<i>Net Transfers Out</i>	\$ 2,528,668	\$ 248,798	\$ 355,589	\$ 269,963
Total Expenditures	\$ 5,251,542	\$ 3,064,064	\$ 3,486,521	\$ 3,369,936
Other Department Operating Costs (Maintenance Services - Street Maintenance)	(1,700,560)	(1,778,466)	(1,877,450)	(1,838,260)
Total Department Expenditures	\$ 3,550,982	\$ 1,285,598	\$ 1,609,071	\$ 1,531,676
Net Change	(1,669,762)	2,252,069	(629,521)	(467,935)

Public Works & Utilities Department

Recycled Water - Enterprise Fund

	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted
REVENUES				
Revenue				
Recycled Water Sales	\$ —	\$ 53,096	\$ 597,300	\$ 806,400
Recycled Water Service Fee	42,546	50,931	58,401	64,241
Interest	365	(10,442)	—	—
Transfer in From Other	600,000	600,000	600,000	600,000
<i>Total Revenue</i>	\$ 642,911	\$ 693,585	\$ 1,255,701	\$ 1,470,641
Total Revenues	\$ 642,911	\$ 693,585	\$ 1,255,701	\$ 1,470,641
EXPENDITURES				
Expenditures				
Salary				
Regular	47,806	71,472	87,468	100,673
Overtime	—	—	—	—
Targeted Savings	—	—	—	—
Benefits				
Fringe Benefits	6,739	14,040	21,995	19,117
Retiree Medical	1,241	1,232	1,346	1,362
PERS	12,438	21,007	24,248	27,591
Furlough / COLA Deferral	—	—	—	—
<i>Net Staffing Expense</i>	\$ 68,224	\$ 107,751	\$ 135,057	\$ 148,743
Maintenance & Utilities	\$ —	\$ 473	\$ 107,300	107,300
Supplies & Services	—	319	42,000	53,000
Internal Service Fees	9,621	2,457	9,129	10,732
Debt Service	—	—	611,607	611,607
<i>Net Operating Expense</i>	\$ 9,621	\$ 3,249	\$ 770,036	\$ 782,639
Transfer Out to Other Funds				
Transfer Out to Other	—	3,760	3,318	2,139
Liability Insurance Premium	4,262	4,628	—	—
Capital Fund	182,800	183,000	183,000	200,000
<i>Total Transfer Out</i>	\$ 773,782	\$ 802,995	\$ 186,318	\$ 202,139
Total Expenditures	\$ 851,627	\$ 913,995	\$ 1,091,411	\$ 1,133,521
Net Change	(208,716)	(220,410)	164,290	337,120

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CITY OF HAYWARD DEBT

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

Debt Limit Computation (projected June 30, 2023) – 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 2023 projected assessed valuation (less exemptions)	\$ 22,385,452,432
Debt limit (15% of assessed value)	\$ 3,357,817,865
Amount of legal debt applicable to the debt limit	\$ 80,280,030
Legal debt margin (if Hayward were a general law city)	\$ 3,357,817,865
Amount above or (below) Legal Debt Margin	\$ (3,277,537,835)

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 September 2021, 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, Fitch Rating upheld the current credit rating.

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 6/30/2023	Total Debt as of 6/30/2023	Annual Principal (FY 2024)	Annual Interest (FY 2024)
General Fund						\$ 13,192,011		
16Refunding COP	FY2016	FY2027	2.60%-2.76%	\$ 19,813,775	\$ 9,284,301		\$ 1,806,787	\$ 172,152
15Fire Station #7/Firehouse/Clinic	FY2015	FY2025	2.84%	\$ 5,500,000	\$ 3,039,736		\$ 379,685	\$ 73,169
15Fire Station #7 Loan from Water	FY2016	FY2035	2.00%	\$ 3,421,000	\$ 2,938,681		\$ 80,958	\$ 56,784
15Streetlight Conversion #05188	FY2015	FY2024	1.00%	\$ 2,488,880	\$ 410,279		\$ 137,442	\$ 689
Measure C Fund						\$ 52,245,000		
15Library/Fire Stations/Streets	FY 2016	FY2034	3.00%-5.00%	\$ 67,535,000	\$55,610,000		\$ 3,530,000	\$ 1,877,938
Internal Service Fund - Fleet						\$ 378,788		
14Equip Lease-Fire Truck	FY2014	FY2024	3.05%	\$ 824,000	\$ 185,332		\$ 94,068	\$ 2,157
15 TDA Fire Truck Loan	FY2015	FY2024	2.92%	\$ 1,272,000	\$ 421,007		\$ 140,296	\$ 7,297
Water						\$ 1,350,000		
13Water Refunding Bonds	FY2014	FY2025	2.76%	\$ 7,245,000	\$ 1,350,000		\$ 670,000	\$ 37,260
Sewer						\$ 18,832,145		
SWRCB Loan	FY2006	FY2029	—%	\$ 54,550,018	\$19,092,506		\$ 2,727,501	\$ 331,506
CEC Solar Energy Loan #7505	FY2011	FY2025	3.00%	\$ 2,450,000	\$ 620,416		\$ 206,727	\$ 11,083
CEC Solar Energy Loan-Phase II	FY2020	FY2038	1.00%	\$ 2,150,955	\$ 1,936,338		\$ 113,263	\$ 18,008
Recycled Water						\$ 14,409,231		
SWRCB Loan-Recycled Water	FY2017	FY2049	1.00%	\$ 27,058,436	\$ 14,872,117		\$ 467,515	\$ 144,092
Total Governmental and Business Activity Debt						\$ 100,407,175		
Fiduciary						\$ 4,216,302		
13Community Facility District #1	FY2014	FY2033	4.13%	\$ 7,076,294	\$ 4,568,014		\$ 366,238	\$ 167,396
Successor Agency of the Hayward Redevelopment Agency						\$ 27,311,791		
RDA Repayment Agreement with GF	FY2016	FY2024	LAIF	\$ 11,156,841	\$ 3,636,442		\$ 800,000	
16 RDA TABS	FY2017	FY2036	2.00%-5.00%	\$ 35,270,000	\$24,155,000		\$ 2,180,000	\$ 1,049,625
Special Assessment Districts						\$ 55,000		
LID 17	FY2000	FY2024	4.20%-6.13%	\$ 396,014	\$ 80,000		\$ 25,000	\$ 2,603

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, 2023	FY 2024 Principal	FY 2024 Interest
2016 COP Refunding	6/27/2016	11/1/2026	2.60%	\$ 19,813,775	\$ 7,524,643	\$ 1,806,787	\$ 172,152
Total				\$19,813,775	\$ 7,524,643	\$ 1,806,787	\$ 172,152

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, 2023	FY 2024 Principal	FY 2024 Interest
2015 Fire Station #7/Clinic	8/1/2014	8/1/2029	2.84%	\$ 5,500,000	\$ 2,670,608	\$ 379,685	\$ 73,169
2015 Fire Station Loan from Water	3/24/2016	12/1/2034	2.00%	\$ 3,421,000	\$ 2,859,318	\$ 80,958	\$ 56,784
Total				\$ 8,921,000	\$ 5,529,926	\$ 460,643	\$ 129,953

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, 2023	FY 2024 Principal	FY 2024 Interest
2015 Streetlight Conversion #05188	6/22/2014	12/22/2023	1.00%	\$ 2,488,880	\$ 137,442	\$ 137,442	\$ 689
Total				\$ 2,488,880	\$ 137,442	\$ 137,442	\$ 689

MEASURE C DEBT SERVICE

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

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

Measure C Debt Service							
Types of Obligations	Date of Issue	Date of Maturity	Interest Rates	Authorized and Issued	Outstanding at June 30, 2023	FY 2024 Principal	FY 2024 Interest
2015 Library/Fire Stations/Streets	10/1/2015	12/31/2034	3.00%- 5.00%	\$67,535,000	\$ 52,245,000	\$3,530,000	\$ 1,877,938
Total				\$67,535,000	\$ 52,245,000	\$3,530,000	\$ 1,877,938

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, 2023	FY 2024 Principal	FY 2024 Interest
2014 Equipment Lease - Fire	1/17/2014	1/17/2024	3.05%	\$ 824,000	\$ 185,332	\$ 94,068	\$ 2,157
2015 Equipment Lease - Fire	6/15/2015	6/15/2025	2.92%	\$ 1,272,000	\$ 421,007	\$ 140,296	\$ 7,297
Total				\$ 2,096,000	\$ 606,339	\$ 234,364	\$ 9,454

WATER FUND DEBT SERVICE

2013 Water Revenue Refunding Bonds

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

Water Revenue Refunding Bonds							
Types of Obligations	Date of Issue	Date of Maturity	Interest Rates	Authorized and Issued	Outstanding at June 30, 2023	FY 2024 Principal	FY 2024 Interest
2013 Water Revenue Refunding Bonds	8/1/2013	6/30/2025	2.76%	\$ 7,245,000	\$ 1,350,000	\$ 670,000	\$ 37,260
Total				\$ 7,245,000	\$ 1,350,000	\$ 670,000	\$ 37,260

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, 2023	FY 2024 Principal	FY 2024 Interest
SWRCB Loan	8/1/2006	6/30/2028	0.00%	\$ 54,550,018	\$ 16,365,005	\$ 2,727,501	\$ 331,506
SWRCB Loan-Recycled Water	2/16/2017	3/31/2049	1.00%	\$ 27,058,436	\$ 14,409,231	\$ 611,607	\$ 144,092
WPCF Solar Energy Loan #7505	2/18/2011	6/22/2025	3.00%	\$ 2,450,000	\$ 419,728	\$ 206,727	\$ 11,083
WPCF Solar Energy Loan Phase II	4/15/2020	6/22/2038	1.00%	\$ 2,150,955	\$ 2,047,411	\$ 113,263	\$ 18,008
Total				\$ 86,209,409	\$ 33,241,375	\$3,659,098	\$ 504,689

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, 2023	FY 2024 Principal	FY 2024 Interest
1999 - LID 17	8/5/1999	9/2/2024	4.20%-6.13%	\$ 396,014	\$ 55,000	\$ 25,000	\$ 2,603
2013 - CFD 1	10/17/2013	9/1/2032	4.13%	\$ 7,076,294	\$ 4,216,302	\$ 533,634	\$ 167,396
Total				\$ 7,472,308	\$ 4,271,302	\$ 558,634	\$ 169,999

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, 2023	FY 2024 Principal	FY 2024 Interest
2016 RDA TABS	12/1/2016	3/1/2036	LAIF	\$ 35,270,000	\$ 22,085,000	\$ 2,180,000	\$ 1,049,625
2008 RDA Repayment Agreement (GF)	6/1/2008	6/30/2022	2.00%-5.00%	\$ 11,156,841	\$ 5,226,791	\$ 800,000	\$ —
Total				\$ 46,426,841	\$ 27,311,791	\$2,980,000	\$ 1,049,625

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CAPITAL IMPROVEMENT PROGRAM FY 2024 - FY 2033

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 Committee for review and input, as well as the Planning Commission for the determination of conformance with the General Plan. The Recommended Ten-Year CIP is then reviewed by Council at a work session. The public has the opportunity to provide comments at each of these meetings, as well as at the final public hearing in 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 2024 CAPITAL IMPROVEMENT BUDGET

The City of Hayward's FY 2024 capital budget totals approximately \$115 million and includes projected total programming of \$905 million for the period FY 2024 through FY 2033.

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 2024 - FY 2033

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:

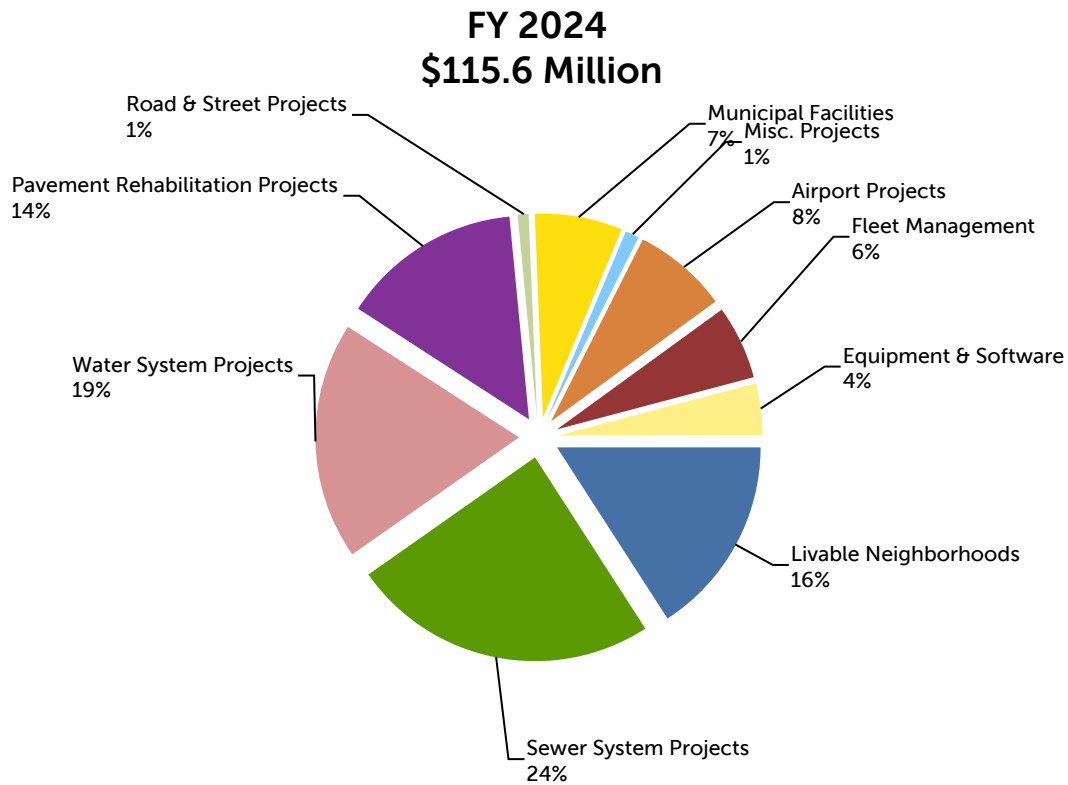
	<i>Lifetime Budget</i>
South Hayward Youth and Family Center (405)	\$ 31,305,000
La Vista Park (405)	\$ 23,583,000
New Fire Station No. 6 & Fire Training Center (406)	\$ 76,499,000
HPD Locker Rooms Design + Construction (405, 406)	\$ 7,701,000
Mission Blvd. Improvement Phase 3 Final Design + Construction (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 2024 CIP EXPENDITURES BY CATEGORY - ALL FUNDS



Project Category	FY 2023 Adopted	FY 2024 Adopted	Change (+/-)
Livable Neighborhoods	37,307,000	18,527,000	(18,780,000)
Sewer System Projects	21,124,000	28,135,390	7,011,390
Water System Projects	19,500,000	21,789,265	2,289,265
Pavement Rehabilitation Projects	10,888,000	16,539,000	5,651,000
Road & Street Projects	6,455,000	1,015,000	(5,440,000)
Municipal Facilities	6,000,000	8,040,000	2,040,000
Misc. Projects	912,000	1,286,000	374,000
Airport Projects	5,900,000	8,727,000	2,827,000
Fleet Management	5,380,000	6,789,000	1,409,000
Equipment & Software	4,656,302	4,742,000	85,698
Total Capital Improvement Projects	\$ 118,122,302	\$ 115,589,655	\$ (2,532,647)

GENERAL FUND TRANSFERS & ISF FIVE-YEAR CIP COSTS

Program Areas	FY 2023 Adopted	FY 2024 Adopted	FY 2025 Projected	FY 2026 Projected	FY 2027 Projected	FY 2028 Projected
Capital Projects (General)	2,120,630	1,400,000	3,100,000	2,800,000	2,000,000	1,900,000
Transfer to Fund 405						
Transportation System Improvement	500,000	500,000	500,000	550,000	600,000	600,000
Transfer to Fund 460						
Facilities Management Capital	757,000	360,000	360,000	360,000	180,000	160,000
Transfer to Fund 726						
Information Technology Capital	1,125,000	300,000	300,000	156,000	144,000	232,000
Transfer to Fund 731						
Fleet Capital	161,000	—	—	400,000	—	—
Transfer to Fund 736						
Transfer from General Fund	4,663,630	2,560,000	4,260,000	4,266,000	2,924,000	2,892,000
Facilities Management ISF Charges						
Transfer to Fund 726	350,000	350,000	425,000	425,000	420,000	420,000
Information Technology ISF Charges						
Transfer to Fund 731	855,000	810,000	810,000	850,000	850,000	850,000
General Fund Fleet ISF Charges						
Transfer to Fund 736	3,000,000	4,000,000	3,100,000	3,200,000	3,300,000	3,300,000
Enterprise Funds Fleet ISF Charges						
Transfer to Fund 736	606,000	156,000	156,000	506,000	506,000	506,000
Total ISF	4,811,000	5,316,000	4,491,000	4,981,000	5,076,000	5,076,000
Total	9,474,630	7,876,000	8,751,000	9,247,000	8,000,000	7,968,000

FY 2024-FY 2033 CAPITAL IMPROVEMENT PROGRAM

Gas Tax Fund - Fund 210														
PROJ. NO	PROJECT DESCRIPTION	PROJ. TOTAL	PRIOR YEARS	EST FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33
PAVEMENT REHABILITATION PROJECTS														
05110	Pavement Management Program	841	423	38	38	38	38	38	38	38	38	38	38	38
05239	Pavement Rehabilitation - Gas Tax - FY22	2,100	0	2,100										
05240	Pavement Rehabilitation - Gas Tax - FY23	1,850	0	50	1,800									
05242	Pavement Rehabilitation - Gas Tax - FY24				50									
05320	Pavement Rehabilitation - Gas Tax - (TBD - Future Years)	8,100				900	900	900	900	900	900	900	900	900
	<i>Fund 209 OHHA revenue</i>			183	183	183	183	183	183	183	183	183	183	183
LIVABLE NEIGHBORHOODS - PEDESTRIAN & BICYCLE IMPROVEMENTS														
05307	Patrick/Gading Complete Street Project	585	158	427										
	<i>TDA Article 3 Grant</i>	585		585										
LIVABLE NEIGHBORHOODS - TRAFFIC SIGNALS & STREETLIGHTS														
05186	Traffic Signal Energy	6,105	3,016	113	270	284	298	313	328	345	362	380	399	419
05187	Traffic Signal Maintenance	8,084	2,924	492	478	488	498	508	518	528	539	550	561	589
05188	Streetlight Energy	15,303	5,715	795	917	932	947	962	977	992	1,007	1,022	1,037	1,089
05189	Streetlight Maintenance	5,333	1,747	314	324	334	344	354	364	374	384	394	404	424
05325	Clawiter and Highway 92 Traffic Signal	275					275							
	<i>Private Developer Fee (04200)</i>	275					275							
05326	Clawiter and West Winton Traffic Signal	5					5							
	<i>Private Developer Fee (04200)</i>	5					5							
05327	Clawiter and Eden Landing Traffic Signal	205					205							
	<i>Private Developer Fee (04200)</i>	205					205							
LIVABLE NEIGHBORHOODS - TRAFFIC CALMING														
05116	Congestion Management Program	2,574	999	100	155	155	160	160	165	165	170	170	175	175
LIVABLE NEIGHBORHOODS - SIDEWALKS & WHEELCHAIR RAMPS														
05229	Wheelchair Ramps - FY21	155	155	5										
ROAD & STREET - OTHER TRANSPORTATION IMPROVEMENTS														
05106	Project Predesign	824	355	69	40	40	40	40	40	40	40	40	40	40
05140	Miscellaneous Curb and Gutter Repair	692	357	35	30	30	30	30	30	30	30	30	30	30
05228	Street Repairs and Equipment Repl - Maint Svcs	1,284	294	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
	TOTAL PROJECT COSTS			4,627	4,192	3,290	3,829	3,394	3,450	3,501	3,559	3,613	3,673	3,794
	Transfer to General Fund for Street & Signal Maintenance	11,709	8,933	240	242	245	247	250	252	255	257	260	262	265
	Transfer to Fund 450 (Gas Tax "Swap" portion)	13,611	4,761	750	750	750	750	750	850	850	850	850	850	850
	TOTAL EXPENDITURES			5,617	5,184	4,285	4,827	4,394	4,552	4,606	4,667	4,723	4,786	4,909
REVENUES:														
	Interest			26	1	2	3	4	3	3	2	2	1	0
	Highway Users Tax		3,674	4,000	4,060	4,121	4,183	4,245	4,309	4,374	4,439	4,506	4,574	4,642
	TDA Article 3 Grant	585		585										
	Private Developer Fee	0		0	0	0	485	0	0	0	0	0	0	0
	REVENUE SUBTOTAL			4,611	4,061	4,123	4,671	4,249	4,312	4,377	4,441	4,508	4,575	4,642
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	183	183	183	183	183	183	183	183	183
	TRANSFERS SUBTOTAL			198	196	198	198	198	198	198	198	198	198	198
	TOTAL REVENUES			4,809	4,257	4,321	4,869	4,447	4,510	4,575	4,639	4,706	4,773	4,840
	BEGINNING FUND BALANCE			1,804	996	70	106	148	201	159	128	101	84	70
	ENDING FUND BALANCE			996	70	106	148	201	159	128	101	84	70	2

FY 2024-FY 2033 CAPITAL IMPROVEMENT PROGRAM

Gas Tax-RRAA (SB1) - Fund 211

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 - RRAA - FY22	2,900	1,759	1,141										
05240	Pavement Rehabilitation - RRAA - FY23	3,350	0	3,350										
05242	Pavement Rehabilitation - RRAA - FY24 (NEW)	4,000			4,000									
05320	Pavement Rehabilitation - RRAA - (TBD - Future Years)	34,500				3,900	3,700	3,700	3,700	3,900	3,900	3,900	3,900	3,900
	TOTAL PROJECT COSTS			4,491	4,000	3,900	3,700	3,700	3,700	3,900	3,900	3,900	3,900	3,900
	TOTAL EXPENDITURES			4,491	4,000	3,900	3,700	3,700	3,700	3,900	3,900	3,900	3,900	3,900
	REVENUES:													
	Interest			52	6	2	2	2	4	2	1	0	1	2
	RMRA (SB 1)		3,193	3,584	3,620	3,656	3,693	3,730	3,767	3,804	3,843	3,881	3,920	3,959
	REVENUE SUBTOTAL			3,636	3,626	3,658	3,695	3,732	3,771	3,806	3,844	3,881	3,921	3,961
	TRANSFERS FROM:													
	TRANSFERS SUBTOTAL													
	TOTAL REVENUES			3,636	3,626	3,658	3,695	3,732	3,771	3,806	3,844	3,881	3,921	3,961
	BEGINNING FUND BALANCE			1,558	703	329	87	82	113	184	91	34	15	36
	ENDING FUND BALANCE			703	329	87	82	113	184	91	34	15	36	97

FY 2024-FY 2033 CAPITAL IMPROVEMENT PROGRAM

Measure BB (Local Transportation) - Fund 212

PROJ. NO	PROJECT DESCRIPTION	PROJ. TOTAL	PRIOR YEARS	EST FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33
	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 <i>ACTC Grant Funding</i>	461	43	418 <i>162</i>										
05333	Safe Routes to School	270	0	135	135									
	PAVEMENT REHABILITATION PROJECTS													
05227	Pavement Rehabilitation - Measure BB - FY21	1,557	1,546	11										
05239	Pavement Rehabilitation - Measure BB - FY22	2,330	86	2,244										
05240	Pavement Rehabilitation - Measure BB - FY23	3,918	0	3,918										
05242	Pavement Rehabilitation - Measure BB - FY24 (NEW)	6,198		198	6,000									
05320	Pavement Rehabilitation - Measure BB - Future Years (TBD)	46,800				5,000	5,000	5,000	5,300	5,300	5,300	5,300	5,300	5,300
	LIVABLE NEIGHBORHOODS - TRAFFIC CALMING PROJECTS													
05217	Hayward Blvd. Safety Improvement Feasibility Study	195	127	68										
05225	D Street Traffic Calming & Implementation	320	22	298										
05233	Traffic Management	3,070	58	432	290	290	250	250	250	250	250	250	250	250
05310	Hayward Boulevard Safety Improvements <i>Potential ACTC Grant Funding</i>	2,000 <i>800</i>	0	100 <i>0</i>		950 <i>800</i>	950							
05332	Campus Drive Improvements	150	0	150										
	ROAD & STREET - OTHER TRANSPORTATION PROJECTS													
05208	Project Predesign Services	356	14	42	30	30	30	30	30	30	30	30	30	30
05334	SR-92/Whitesell Interchange - Project Initiation Document (PID) <i>ACTC Grant Funding</i>	800 <i>440</i>	0	800 <i>440</i>	0									
05388	Hesperian Blvd and W A Street Protected Intersection	110		110										
	TOTAL PROJECT COSTS			9,271	6,455	6,270	6,230	5,280	5,580	5,580	5,580	5,580	5,580	5,580
	TOTAL EXPENDITURES			9,271	6,455	6,270	6,230	5,280	5,580	5,580	5,580	5,580	5,580	5,580
	REVENUES:													
	Interest		78	35	27	26	10	14	14	14	15	18	22	27
	Measure BB (Increases to 1% tax April 1, 2022)		3,616	5,260	6,021	5,366	5,419	5,474	5,528	5,584	5,639	5,696	5,753	5,810
	Potential ACTC Grant Funding			602	0	800								
	REVENUE SUBTOTAL			5,897	6,048	6,192	5,429	5,488	5,542	5,598	5,654	5,714	5,775	5,837
	TRANSFERS FROM:													
	TRANSFERS SUBTOTAL			0	0	0	0	0	0	0	0	0	0	0
	TOTAL REVENUES			5,897	6,048	6,192	5,429	5,488	5,542	5,598	5,654	5,714	5,775	5,837
	BEGINNING FUND BALANCE			5,179	1,805	1,398	1,320	519	727	689	707	781	915	1,110
	ENDING FUND BALANCE			1,805	1,398	1,320	519	727	689	707	781	915	1,110	1,367

FY 2024-FY 2033 CAPITAL IMPROVEMENT PROGRAM

Measure BB (Pedestrian and Bicycle) - Fund 213

PROJ. NO	PROJECT DESCRIPTION	PROJ. TOTAL	PRIOR YEARS	EST FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33
	LIVABLE NEIGHBORHOODS - PEDESTRIAN & BICYCLE IMPROVEMENTS													
05235	Pedestrian Safety Improvements	335	0	85	25	25	25	25	25	25	25	25	25	25
05308	Rectangular Rapid Flashing Beacons/HAWK Pedestrian Signal Installation	200	0	200										
	LIVABLE NEIGHBORHOODS - TRAFFIC CALMING PROJECTS													
05312	Orchard Avenue Traffic Calming	500	0	200	300									
	<i>05312 Potential grant funding (source TBD)</i>	200		200										
05313	Santa Clara Street Traffic Calming Study and Implementation	180	0	180										
	<i>05313 Potential grant funding (ACTC)</i>	180		180										
	LIVABLE NEIGHBORHOODS - SIDEWALKS & WHEELCHAIR RAMPS													
05314	New Sidewalks - FY22	186	86	100										
05305	New Sidewalks - FY23	800	0	800										
05331	New Sidewalks - FY24 (NEW)	1,500			1,500									
05321	New Sidewalks - (TBD - Future Years)	9,400				1,400	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
	ROAD & STREET - COMPLETE STREET PROJECTS													
05328	A St, Silva, and Tennyson Complete Streets (NEW)	174			174									
	ROAD & STREET - OTHER TRANSPORTATION PROJECTS													
05278	Project Predesign Services	221	1	20	20	20	20	20	20	20	20	20	20	20
	TOTAL PROJECT COSTS			1,585	2,019	1,445	1,045	1,045	1,045	1,045	1,045	1,045	1,045	1,045
	TOTAL EXPENDITURES			1,585	2,019	1,445	1,045	1,045	1,045	1,045	1,045	1,045	1,045	1,045
	REVENUES:													
	Interest		30	23	11	2	1	1	1	1	1	1	2	2
	Measure BB (Increases to 1% tax April 1, 2022)		658	981	991	1,001	1,011	1,021	1,031	1,041	1,052	1,062	1,073	1,084
	05312 Potential grant funding (source TBD)			200	-									
	05313 Potential grant funding (ACTC)			180	-									
	REVENUE SUBTOTAL			1,384	1,002	1,003	1,012	1,022	1,032	1,042	1,053	1,063	1,075	1,086
	TRANSFERS FROM:													
	TRANSFERS SUBTOTAL			0	0	0	0	0	0	0	0	0	0	0
	TOTAL REVENUES			1,384	1,002	1,003	1,012	1,022	1,032	1,042	1,053	1,063	1,075	1,086
	BEGINNING FUND BALANCE			1,762	1,561	544	102	68	45	32	30	37	56	86
	ENDING FUND BALANCE			1,561	544	102	68	45	32	30	37	56	86	126

FY 2024-FY 2033 CAPITAL IMPROVEMENT PROGRAM

Measure B (Local Transportation) - Fund 215

PROJ. NO	PROJECT DESCRIPTION	PROJ. TOTAL	PRIOR YEARS	EST FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33
	PAVEMENT REHABILITATION PROJECTS													
05236	Pavement Rehabilitation - Measure B - FY21	283	280	3										
05239	Pavement Rehabilitation - Measure B - FY22	3,558	0	3,558										
05240	Pavement Rehabilitation - Measure B - FY23	484	0	384	100									
	LIVABLE NEIGHBORHOODS - TRAFFIC CALMING PROJECTS													
05166	Speed Monitoring Devices	650	374	276										
05336	Traffic Signal System Improvement	150	0	150										
	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 (NEW)	126			126									
	ROAD & STREET - OTHER TRANSPORTATION IMPROVEMENTS													
05199	Project Predesign Services	312	271	41										
05388	Hesperian Blvd and W A Street Protected Intersection	925		925										
	TOTAL PROJECT COSTS			5,817	226									
	TOTAL EXPENDITURES			5,817	226									
	REVENUES:													
	Interest		124											
	Reauthorized Measure B (Ends March 30, 2022)		2,400											
	REVENUE SUBTOTAL			0										
	TRANSFERS FROM:													
	TRANSFERS SUBTOTAL													
	TOTAL REVENUES			0										
	BEGINNING FUND BALANCE			6,043	226									
	ENDING FUND BALANCE			226	0									

FY 2024-FY 2033 CAPITAL IMPROVEMENT PROGRAM

Measure B (Pedestrian and Bicycle) - Fund 216

PROJ. NO	PROJECT DESCRIPTION	PROJ. TOTAL	PRIOR YEARS	EST FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33
	LIVABLE NEIGHBORHOODS - PEDESTRIAN & BICYCLE IMPROVEMENTS													
05175	Pedestrian Traffic Signal Modifications and Improvements	232	207	25										
	LIVABLE NEIGHBORHOODS - SIDEWALKS & WHEELCHAIR RAMPS													
05314	New Sidewalks FY22	901	750	151										
05303	Sidewalk Rehabilitation + Wheelchair Ramps FY23	900	0	900										
	ROAD & STREET - OTHER TRANSPORTATION IMPROVEMENTS													
05260	Project Predesign Services	60	32	13	15									
	TOTAL PROJECT COSTS			1,090	15									
	TOTAL EXPENDITURES			1,090	15									
	REVENUES:													
	Interest		36											
	Reauthorized Measure B (Ends March 30, 2022)		480											
	REVENUE SUBTOTAL			0										
	TRANSFERS FROM:													
	TRANSFERS SUBTOTAL													
	TOTAL REVENUES			0										
	BEGINNING FUND BALANCE			1,105	15									
	ENDING FUND BALANCE			15	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 BB (Paratransit - Capital) - Fund 219

PROJ. NO	PROJECT DESCRIPTION	PROJ. TOTAL	PRIOR YEARS	EST FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33
	LIVABLE NEIGHBORHOODS - TRANSPORTATION EQUITY													
05309	Safe Routes for Seniors - Downtown	3,100	344	2,756										
05323	Safe Routes for Seniors - Tennyson (NEW)	1,100		350	750									
05322	Safe Routes for Seniors - (TBD - Future Years)	6,750				750	750	750	750	750	750	750	750	750
	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	0	1,000										
	TOTAL PROJECT COSTS			4,106	750	750	750	750	750	750	750	750	750	750
	TOTAL EXPENDITURES			4,106	750	750	750	750	750	750	750	750	750	750
	REVENUES:													
	REVENUE SUBTOTAL:			-	-	-	-	-	-	-	-	-	-	-
	TRANSFERS FROM:													
	Fund 214 Measure BB Paratransit Operations		1,000	750	750	750	750	750	750	750	750	750	750	750
	TRANSFERS SUBTOTAL			750	750	750	750	750	750	750	750	750	750	750
	TOTAL REVENUES			750	750	750	750	750	750	750	750	750	750	750
	BEGINNING FUND BALANCE			3,356	0	0	0	0	0	0	0	0	0	0
	ENDING FUND BALANCE			0	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 FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33
LIVABLE NEIGHBORHOODS - PARKS														
06914	La Vista Park	23,583	1,150	22,433										
	<i>Fees for La Vista Development</i>	<i>2,140</i>		<i>2,140</i>										
	<i>2017 HARD Bond</i>	<i>2,000</i>		<i>2,000</i>										
	<i>2018 HARD Bond</i>	<i>13,400</i>		<i>13,400</i>										
	<i>Park-in-Lieu</i>	<i>5,730</i>		<i>5,730</i>										
	<i>Offsite Tree Mitigation</i>	<i>313</i>		<i>313</i>										
05102	Landscape Material/Median Tree/Shrub Replacements	1,950	533	207	185	185	105	105	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			200									
LIVABLE NEIGHBORHOODS - PUBLIC ART & ENGAGEMENT														
06922	Russell City Engagement & Art	200		170	30									
	<i>Russell City Citywide Funds</i>	<i>20</i>		<i>20</i>										
06925	Mural Art for Underpasses - MSD (NEW)	300			50	50	50	50	50	50				
LIVABLE NEIGHBORHOODS - TRANSPORTATION EQUITY														
06950	Neighborhood Partnership Program Project	823	4	319	50	50	50	50	50	50	50	50	50	50
06952	Neighborhood Improvement Grant Program	105	30	60	15									
LIVABLE NEIGHBORHOODS - BUILDINGS														
06955	Hayward Housing Navigation Center	926	918	8										
	<i>Sale Proceeds</i>	<i>916</i>		<i>916</i>										
06960	South Hayward Youth and Family Center (STACK)	31,305	3,048	500	8,403	19,354								
	<i>County Reimbursement</i>	<i>14,000</i>	<i>3,373</i>	<i>0</i>	<i>500</i>	<i>10,127</i>								
	<i>Mutual Aid, Project 05002</i>	<i>100</i>	<i>100</i>											
	<i>State General Fund Grant</i>	<i>1,000</i>		<i>0</i>	<i>1,000</i>									
	<i>Federal Appropriation</i>	<i>1,500</i>		<i>0</i>	<i>1,500</i>									
	<i>Clean CA Grant</i>	<i>2,647</i>		<i>0</i>	<i>2,647</i>									
	<i>La Vista Contribution - FY19 Transfer from Fund 256</i>	<i>1,500</i>	<i>1,500</i>											
	<i>City ARPA Contribution</i>	<i>2,000</i>			<i>2,000</i>									
	<i>State Library Grant</i>	<i>8,558</i>				<i>8,558</i>								
EQUIPMENT & SOFTWARE - POLICE														
07419	Rapid Turnaround DNA Testing (RADS)	1,900		100	180	180	180	180	180	180	180	180	180	180
07418	Integrated Cameras and Equipment	8,930		310	800	800	805	825	845	865	885	910	930	955
07402	Supporting Services Equipment	1,103	289	358	48	25	38	40	60	20	140	25	20	40
07409	Police Officer Equipment	2,197	487	485	200	150	65	165	90	150	80	65	185	75
07411	Field Operations Equipment	4,025	231	439	220	265	245	285	315	345	350	420	480	430
07412	Criminal Investigations Equipment	633	75	93	40	40	60	40	45	45	60	45	45	45
MUNICIPAL FACILITY IMPROVEMENTS - POLICE														
07420	HPD Locker Rooms Design	416	15	401										
07203	Roof Repair/Replacement	1,161		1,161										
EQUIPMENT & SOFTWARE - FIRE														
07451	Cardiac Monitor Replacement (Defibrillators)	1,345	593	277	92	92	92	92		106				
07484	Emergency Management System	127	1	127										
07486	Emergency Vehicle Preemption	2,040	808	480	188	188	188	188						
07466	Breathing Apparatus Replacement	3,163	1,063	152	372	175	175	175	175	175	175	175	175	175
07450	Lucas Device Replacement	310	28	140	60	58	24							
07456	Fire Radio Replacement	1,963	182	1,182	200	200	200							
07487	Fire Equipment Updates	272	162	110										
	<i>Mutual Aid, Project 05002</i>	<i>227</i>	<i>227</i>											
07489	Emergency Food & Water Replacement for Disaster Service Workers	18	14	4	0									
07491	Disaster Service Worker's Response Coordination & Communication: Plum Cases	58	27	31										

FY 2024-FY 2033 CAPITAL IMPROVEMENT PROGRAM

Capital Projects (Governmental) - Fund 405														
PROJ. NO	PROJECT DESCRIPTION	PROJ. TOTAL	PRIOR YEARS	EST FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33
07492	Solar-Powered Generators 220kW for Baseline Residents & Public Safety Operations During Power Outages	66	22	22	22									
07493	Emergency Communication: Satellite Phones for City Staff Coordination	26	10	4	4	4	4							
07500	Turnout Gear & PPE Replacement	1,868	0	268	160	160	160	160	160	160	160	160	160	160
07494	Turnout Dryer	59	0	59										
07495	Firefighter Exercise Equipment	44	0	44										
	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
	ROAD & STREET - FIRE ROAD IMPROVEMENTS													
07497	Emergency Access at Highland Blvd (NEW)	120			120									
	EQUIPMENT & SOFTWARE - MAINTENANCE													
07475	Replacement Equipment for Maintenance Services	272	58	64	35	35	10	10	10	10	10	10	10	10
	FLEET MANAGEMENT - ELECTRIC VEHICLE INFRASTRUCTURE													
06923	Citywide EV Charging Strategy Upgrade	1,467		0	489	489	489							
	<i>Infrastructure Investment Act</i>	1,467		0	489	489	489							
06924	Publicly Accessible Fast Chargers	500		0	500									
	<i>Infrastructure Investment Act</i>	500		0	500									
	MISCELLANEOUS - OTHER													
06911	Property Acquisition Management	5,530	3,951	579	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)	253		153	100									
	<i>Planning Fee Revenue</i>		204	100	100	100	100	100	100	100	100	100	100	100
06921	Community Planning	255		155	100									
	<i>Planning Fee Revenue</i>		154	100	100	100	100	100	100	100	100	100	100	100
06904	Community Satisfaction Survey	486	111	0	75	0	75	0	75	0	75	0	75	
06953	Employee Engagement Survey (now in HR Op budget)	64	29	35	0		0		0		0		0	
05160	Surplus Property Maintenance	657	107	50	50	50	50	50	50	50	50	50	50	50
06121	Property Taxes on Excess Right-of-Way	77	15	12	5	5	5	5	5	5	5	5	5	5
06907	Project Predisign Services	411	26	35	35	35	35	35	35	35	35	35	35	35
06913	Downtown Parking Program	194	153	41										
06900	150th Hayward Anniversary Events	100					100							
07794	Drainage Improvement Project at Alves St/Leighton St and 4th St (NEW)	250			250									
	<i>Potential Hazard Mitigation Grant Program</i>				250									
07795	MSD Stormdrain Infrastructure Repair (NEW)	50			50									
	TOTAL PROJECT COSTS			31,069	13,428	22,690	3,305	2,555	2,350	2,451	2,460	2,335	2,605	2,415
	TOTAL EXPENDITURES			31,069	13,428	22,690	3,305	2,555	2,350	2,451	2,460	2,335	2,605	2,415
	REVENUES:													
	Interest		31	44	3	1	1	1	2	2	1	1	2	2
	Construction Tax (41450)		177	177	250	250	250	250	250	250	250	250	250	250
	Planning Fee Charges (Project 06920) Comprehensive	1,304	204	100	100	100	100	100	100	100	100	100	100	100
	Planning Fee Charges (Project 06921) Community Plan	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)	313		313										
	Sale Proceeds (Project 06955)	916		916										
	County Reimbursement (STACK)	14,000	3,373	0	500	10,127								
	Mutual Aid, Project 05002 (STACK)	100	100	0										

FY 2024-FY 2033 CAPITAL IMPROVEMENT PROGRAM

Capital Projects (Governmental) - Fund 405														
PROJ. NO	PROJECT DESCRIPTION	PROJ. TOTAL	PRIOR YEARS	EST FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33
	State General Fund Grant (STACK)	1,000		0	1,000	0								
	Federal Appropriation (STACK)	1,500		0	1,500	0								
	Clean CA Grant (STACK)	2,647		0	2,647	0								
	City ARPA Contribution (STACK)	2,000	0	0	2,000	0								
	State Library Grant (STACK)	8,558	0	0	0	8,558								
	TVHC Lease Payment (FD010)	379	93	26	26	26	26	26	26	26	26	26	26	26
	Federal Aid - Infrastructure Investment and Jobs Act (N	1,967		0	1,967									
	Russell City Citywide Funds (06922)			20										
	Potential Hazard Mitigation Grant Program (07794)				250									
	REVENUE SUBTOTAL			24,280	10,443	19,212	527	527	528	528	527	527	528	528
	TRANSFERS FROM:													
	General Fund			1,250	1,400	3,100	2,800	2,000	1,900	1,900	1,900	1,800	2,100	1,900
	General Fund for Project 07456 Fire Radio Replacement			582										
	General Fund for Project 07420 - PD Locker Rooms Design		416											
	PG&E Tree Removal Fee (from DS001 to 05102)		0	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										
	TRANSFERS SUBTOTAL			3,282	1,400	3,100	2,800	2,000	1,900	1,900	1,900	1,800	2,100	1,900
	TOTAL REVENUES			27,562	11,843	22,312	3,327	2,527	2,428	2,428	2,427	2,327	2,628	2,428
	BEGINNING FUND BALANCE			5,519	2,011	426	48	70	42	120	97	64	56	79
	ENDING FUND BALANCE			2,011	426	48	70	42	120	97	64	56	79	92

FY 2024-FY 2033 CAPITAL IMPROVEMENT PROGRAM

Measure C Capital - Fund 406														
PROJ. NO	PROJECT DESCRIPTION	PROJ. TOTAL	PRIOR YEARS	EST FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33
	MUNICIPAL FACILITY IMPROVEMENTS - FIRE													
07474	Fire Station Nos. 1-6 Improvements - Design	2,946	2,737	208										
07481	New Fire Station No. 6	15,260	8,865	6,395										
07482	New Fire Training Center	61,239	45,788	15,451										
	<i>Contributions from Partnering Agencies</i>	20,000	15,046	4,954										
06988	21st Century Library & Community Learning Center - Construction	63,206	62,300	906										
	<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													
TC001	Tennyson Corridor Median Improvement	1,093	1,044	49										
07488	Jackson Corridor Median Improvement	750		300	300	150								
	[An additional \$200k in Fund 405 funding is supporting this project, which has a total budget of \$950k. More details in Fund 405.]													
	PAVEMENT REHABILITATION PROJECTS													
05242	Pavement Rehabilitation - Measure C - FY24	2,000			2,000									
05320	Pavement Rehabilitation - Measure C - FY32	2,000											2,000	
	MUNICIPAL FACILITY IMPROVEMENTS - POLICE													
06926	HPD Locker Rooms Construction (NEW)	7,300			6,100	1,200								
	EQUIPMENT & SOFTWARE - FIRE													
07277	EBRCS Subscription	6,250			571	582	594	606	618	630	643	656	669	682
	TOTAL PROJECT COSTS			23,308	8,971	1,932	594	606	618	630	643	656	2,669	682
	TOTAL EXPENDITURES			23,308	8,971	1,932	594	606	618	630	643	656	2,669	682
	REVENUES:													
	Interest		31	0	0	10	11	11	11	10	10	9	7	6
	Revenue Contributions from Partnering Agencies (07482)	20,000	15,046	4,954										
	Housing Related Parks Program Grant		399											
	Alameda County Waste Management Authority		10											
	PG&E			7										
	Calpine Donation (Project 06988)		6,384											
	Bond Proceeds		73,224											
	REVENUE SUBTOTAL			4,961	0	10	11	11	11	10	10	9	7	6
	TRANSFERS FROM:													
	Fund 101 - Measure C		46,537	15,597	11,000	2,400	600	600	600	600	600	600	2,600	600
	TRANSFERS SUBTOTAL:			15,597	11,000	2,400	600	600	600	600	600	600	2,600	600
	TOTAL REVENUE			20,558	11,000	2,410	611	611	611	610	610	609	2,607	606
	BEGINNING FUND BALANCE			766	(1,984)	45	523	540	545	538	518	485	439	377
	ENDING FUND BALANCE			(1,984)	45	523	540	545	538	518	485	439	377	301

FY 2024-FY 2033 CAPITAL IMPROVEMENT PROGRAM

Route 238 Corridor Improvement - Fund 410

PROJ. NO	PROJECT DESCRIPTION	PROJ. TOTAL	PRIOR YEARS	EST FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33
	LIVABLE NEIGHBORHOODS - PARKS													
05288	Linear Park Landscape	2,813	1,280	1,533										
05839	Mission Blvd Southend Frontage Island Improvement	1,110	0	150	960									
	ROAD & STREET - COMPLETE STREET PROJECTS													
05270	Route 238 Corridor Improvement Project - Phase 2 Construction(Mission from Industrial to South City Limit)	31,943	29,351	2,592										
	<i>LATIP</i>	19,900	19,369	0	531									
	<i>ACTC</i>	9,776	9,776											
	<i>PG&E Rule 20A/B</i>	1,330	1,330											
	<i>Comcast</i>	209	105	0	104									
	<i>Private Developer Contribution</i>	240	240											
05287	Route 238 Corridor Improvement Project - Phase 3 Final Design and Construction	23,205	2,958	20,247										
	<i>ACTC</i>	13,387		13,387										
	ROAD & STREET - OTHER TRANSPORTATION PROJECTS													
05114	Administration and Predesign	154	55	99										
	MISCELLANEOUS - ROUTE 238 PROPERTY PROJECTS													
05276	238 Bypass Property Disposition	1,896	1,696	50	50	50	50							
	<i>238 OPHP (Fund 411)</i>	1,000	1,000											
	TOTAL PROJECT COSTS			24,671	1,010	50	50							
	Transfer to Street System Improvements Fund (Fund 450)		129											
	Transfer to Route 238 Settlement Admin (Fund 411)		3,460											
	TOTAL EXPENDITURES			24,671	1,010	50	50							
	REVENUES:													
	Interest		45	0										
	Lease/Rent Payments from Acquired Properties (44130)	441	441											
	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	19,900	19,369	0	531									
	Comcast Rule 20A	209	105	0	104									
	Private Developer Contribution	240	240	0										
	County RDA Reimb. For City's Contrib. for Mt. Eden Proj	5,839	312	5,527										
	REVENUE SUBTOTAL			21,314	5,935									
	TRANSFERS IN FROM:													
	General Fund Transfer		185											
	TRANSFERS SUBTOTAL													
	TOTAL REVENUES			21,314	5,935	0	0							
	BEGINNING FUND BALANCE			(8,599)	(11,956)	(7,031)	(7,081)							
	ENDING FUND BALANCE			(11,956)	(7,031)	(7,081)	(7,131)							

FY 2024-FY 2033 CAPITAL IMPROVEMENT PROGRAM

Route 238 Settlement Admin - Fund 411

PROJ. NO	PROJECT DESCRIPTION	PROJ. TOTAL	PRIOR YEARS	EST FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33
	MISCELLANEOUS - PARCEL GROUP PROJECTS													
07721	PG 3 & 4	174	87	72	15									
07722	PG 5	602	251	150	201									
07723	PG 6	105	25	40	40									
07725	PG 8	1,260	925	150	185									
07726	PG 9	23	3	10	10									
	MISCELLANEOUS - ROUTE 238 PROPERTY PROJECTS													
05014	Route 238 Administrative Expenses	2,751	1,299	492	320	320	320							
05276	Route 238 Bypass Property Disposition	1,800	1,667	133										
	TOTAL PROJECT COSTS			1,046	771	320	320							
	TOTAL EXPENDITURES			1,046	771	320	320							
	REVENUES:													
	Project Revenues	15,847	10,697	1,250	3,900									
	Interest	210	176	17	17									
	REVENUE SUBTOTAL	16,057	10,873	1,267	3,917									
	TRANSFERS FROM:													
	Route 238 Corridor Improvement Fund		3,390											
	410 PG7 Sale Revenue													
	TRANSFERS SUBTOTAL			0										
	TOTAL REVENUES			1,267	3,917									
	BEGINNING FUND BALANCE			6,596	6,817	9,963	9,643	9,323	9,323	9,323	9,323	9,323	9,323	9,323
	ENDING FUND BALANCE			6,817	9,963	9,643	9,323	9,323	9,323	9,323	9,323	9,323	9,323	9,323

FY 2024-FY 2033 CAPITAL IMPROVEMENT PROGRAM

Street System Improvements - Fund 450														
PROJ. NO	PROJECT DESCRIPTION	PROJ. TOTAL	PRIOR YEARS	EST FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33
PAVEMENT REHABILITATION PROJECTS														
05282	Pavement Rehabilitation Winton Ave West - Hesperian Blvd to Santa Clara Design	72	51	21										
	<i>OBAG (05282 Pavement Rehabilitation)</i>	72		72										
05239	Pavement Rehabilitation FY22	400	0	400										
05240	Pavement Rehabilitation FY23	1,201	0	1,050	151									
	<i>Transfer from Fund 230 - 2016 WM Street Impact Revenue</i>				151									
05242	Pavement Rehabilitation FY24 (NEW)				1,500									
05320	Pavement Rehabilitation (TBD - Future Years)	13,800				1,500	1,500	1,500	1,500	1,500	1,500	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>	75	75											
05318	Sidewalk Rehabilitation + Wheelchair Ramps FY22	1,050	30	1,020										
	<i>Resident Participation</i>	90		90										
05303	Sidewalk Rehabilitation + Wheelchair Ramps FY23	1,000	0	1,000										
	<i>Resident Participation</i>	90		90										
05324	Sidewalk Rehabilitation + Wheelchair Ramps FY24 (NEW)	1,100			1,100									
	<i>Resident Participation</i>	90			90									
05330	Sidewalk Rehabilitation + Wheelchair Ramps (TBD - Future Years)	10,700				1,100	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200
	<i>Resident Participation</i>	720				90	90	90	90	90	90	90	90	
LIVABLE NEIGHBORHOODS - PARKS														
05255	Median Landscaping Improvement Project FY20 - Hesperian - Chabot Ct. to La Playa Dr	513	510	3										
05281	Median Landscaping Improvement Project FY23 - Hesperian - West A St. to Winton	2,571	233	1,463	875									
05243	Median Landscaping Improvement Project FY24 - Industrial Blvd. - Hwy 92 to Arf Ave	1,550	0	50		1,500								
05315	Median Landscaping Improvement Project FY22 - Hesperian Blvd - La Playa to Winton Ave	907	833	74										
05742	Hesperian Frontage Road Improvement - Sueirio St to Phillips Way (NEW)	750			750									
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	62					62							
	<i>Private Developer Fee (04000)</i>	62					62							
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	291	1,934										
	<i>OBAG (05283 Main Street Complete St)</i>	1,675	31	644	1,000									

FY 2024-FY 2033 CAPITAL IMPROVEMENT PROGRAM

Street System Improvements - Fund 450														
PROJ. NO	PROJECT DESCRIPTION	PROJ. TOTAL	PRIOR YEARS	EST FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33
	ROAD & STREET - OTHER TRANSPORTATION IMPROVEMENTS													
05148	Project Predesign Services	355		55	30	30	30	30	30	30	30	30	30	30
05257	Bridge Structures Maintenance	1,687	884	203	200	200	200							
	<i>Potential Hazard Mitigation Grant Program</i>				200									
05739	Bridge Pavement Abutment Repair	250		250										
05292	Innovative Deployments to Enhance Arterials (IDEA) - Tennyson Corridor and Second Street	708	510	197										
	<i>IDEA Grant</i>		317											
	<i>ACTC Local Match (Project 05292)</i>	60		60										
05334	SR-92/Whitesell Interchange - Project Initiation Document (PID) (NEW)	200	0	200										
	MUNICIPAL FACILITY IMPROVEMENTS - MUNICIPAL PARKING LOTS													
05286	City Municipal Parking Lot #1	760	627	133										
05248	City Municipal Parking Lot #2	694	639	55										
05296	City Municipal Parking Lot #7, D-1 and D-2	445	2	443										
05740	City Municipal Parking Lot #8	750	0	750										
05741	City Municipal Parking Lot #11 (NEW)	750			750									
	MISCELLANEOUS - OTHER													
05153	Alameda County Aerial Photography	150		50			50			50				
	TOTAL PROJECT COSTS			9,382	5,356	4,330	4,508	2,730	2,730	2,780	2,730	2,830	2,830	2,830
	TOTAL EXPENDITURES			9,382	5,356	4,330	4,508	2,730	2,730	2,780	2,730	2,830	2,830	2,830
	REVENUES:													
	Interest		33	75	53	20	9	6	5	4	6	6	7	8
	Sidewalk Rehabilitation Reimbursement	1,005	105	90	90	90	90	90	90	90	90	90	90	0
	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	10,388	8,882	806	700									
	Project 05143 (repayment term - 20 years)													
	Streets Impact Fee (Waste Management)	19,120	557	1,049	1,500	1,545	1,591	1,639	1,737	1,790	1,843	1,899	1,955	2,014
	IDEA Grant (Project 05292)	317	317											
	ACTC Local Match (Project 05292)	60		60										
	Private Developer Fee			0	0	0	1,528	0	0	0	0	0	0	0
	Potential Hazard Mitigation Grant Program (05257)				200									
	REVENUE SUBTOTAL:			2,796	3,543	1,655	3,218	1,735	1,832	1,884	1,939	1,995	2,052	2,022
	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			750	901	750	750	850	850	850	850	850	850	850
	TOTAL REVENUES			3,546	4,444	2,405	3,968	2,585	2,682	2,734	2,789	2,845	2,902	2,872
	BEGINNING FUND BALANCE			9,674	3,838	2,926	1,001	461	317	269	223	282	296	369
	ENDING FUND BALANCE			3,838	2,926	1,001	461	317	269	223	282	296	369	411

FY 2024-FY 2033 CAPITAL IMPROVEMENT PROGRAM

Transportation System Improvement - Fund 460														
PROJ. NO	PROJECT DESCRIPTION	PROJ. TOTAL	PRIOR YEARS	EST FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33
	LIVABLE NEIGHBORHOODS - TRAFFIC SIGNALS & STREETLIGHTS													
05709	Traffic Control Device Repair/Replacement - MSD	1,142	471	72	60	60	60	60	60	60	60	60	60	60
05856	Controller Cabinet Replacement and Battery Back Up Program	1,708	390	118	120	120	120	120	120	120	120	120	120	120
	LIVABLE NEIGHBORHOODS - PEDESTRIAN & BICYCLE IMPROVEMENTS													
05737	Signal Modification At Huntwood/Industrial & Huntwood/Sandoval	965	94	871										
	<i>HSIP</i>	775		775										
	LIVABLE NEIGHBORHOODS - TRANSPORTATION EQUITY													
05738	Local Roadway Safety Plan (LRSP)	103	30	73										
	<i>CalTrans Grant</i>	90		90										
	LIVABLE NEIGHBORHOODS - TRAFFIC CALMING PROJECTS													
05734	Traffic Calming Implementation Program	2,207	839	118	150	150	150	150	150	100	100	100	100	100
05893	Quick Response Traffic Safety Projects	1,340	240	100	100	100	100	100	100	100	100	100	100	100
	EQUIPMENT & SOFTWARE - UTILITIES													
05714	Transportation Software Improvements	140	0	40	10	10	10	10	10	10	10	10	10	10
	ROAD & STREET - OTHER TRANSPORTATION IMPROVEMENTS													
05712	Intersection Improvement Project	1,730	174	306	125	125	125	125	125	125	125	125	125	125
05877	Transportation System Management Projects	1,025	366	159	50	50	50	50	50	50	50	50	50	50
	<i>Development Fees (05877)</i>	20	20											
05388	Hesperian Blvd and W A Street Protected Intersection	250		250										
	TOTAL PROJECT COSTS			2,107	615	615	615	615	615	565	565	565	565	565
	TOTAL EXPENDITURES			2,107	615	615	615	615	615	565	565	565	565	565
	REVENUES:													
	Interest		20	7	5	2	1	1	1	1	2	3	4	4
	HSIP			775										
	CalTrans Grant			90										
	REVENUE SUBTOTAL:			872	5	2	1	1	1	1	2	3	4	4
	TRANSFERS IN FROM:													
	Fund 100 (General Fund)			500	500	500	550	600	600	600	600	600	600	600
	TRANSFERS SUBTOTAL:			500	500	500	550	600	600	600	600	600	600	600
	REVENUE TOTALS:			1,372	505	502	551	601	601	601	602	603	604	604
	BEGINNING FUND BALANCE:			1,085	350	240	127	63	49	35	71	108	146	185
	ENDING FUND BALANCE:			350	240	127	63	49	35	71	108	146	185	224

FY 2024-FY 2033 CAPITAL IMPROVEMENT PROGRAM

Water Replacement - Fund 603														
PROJ. NO	PROJECT DESCRIPTION	PROJ. TOTAL	PRIOR YEARS	EST FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33
	WATER CONSERVATION													
07013	Water Efficiency Program	428	398	30	0	0	0	0	0	0	0	0	0	0
07026	Water System Leak Detection Survey and Repair	247	97	0		0	150							
07047	Water Efficient Landscape Surveys and Incentives	500	352	149										
07069	Water Conservation Database (NEW)				180									
	WATER DISTRIBUTION SYSTEM													
07006	Emergency Mechanical/Electric Replacement Program	2,177	186	491	150	150	150	150	150	150	150	150	150	150
07009	Easement Protection & Landscape Clearing at Various Locations	267	34	233										
07010	Air Release with Blow Off Access and Rehabilitation	320	0	320										
07057	Restore Water Mains Crossing at I-880	550	0	550										
07059	Reservoir Coating Inspection/Recoating at Various Reservoirs	2,400	0	50	2,350									
07110	750' Reservoir Replacement Project	4,533	48	485		4,000								
07130	Pressure Reducing Station Regulator Replacement	450	229	221										
07146	12" CI Replacement from Sleepy Hollow to Industrial on Hesperian	2,046	0	2,046										
07149	1000 PZ Tank Roof Concrete Spalling Repair	200	78	122										
07019	250' P/S Motor Starter Replacements	150	0	150										
07061	Hesperian P/S Main Braker Replacement	100	0	100										
07062	Hesperian P/S VFD and Motor Drive Replacements	250	0	250										
07070	Hesperian Pump Station Underground Diesel Fuel Tank Replacement (NEW)				400									
	<i>Potential funding from SFPUC/EBMUD</i>				400									
07004	Distribution System Pressure Reducing Strategy	161	131	30										
07063	Water System RRA Mitigation Measures	100	0	100										
07150	Water System RRA & ERP Update	363	163	0	200									
07197	Skywest & Hesperian Pump Station Generator Fuel Replacement and Line Repairs	128	0	128										
07071	Skywest Pump Station Underground Diesel Fuel Tank Replacement (NEW)				400									
	<i>Potential funding from SFPUC/EBMUD</i>				400									
07093	Water Line Improvement FY21	9,338	806	8,532										
07200	Annual Line Replacements FY22	3,500	44	3,456										
07067	Annual Line Replacements FY23	5,500	0	5,500										
07072	Annual Line Replacements FY24 (NEW)				5,500									
07028	Annual Line Replacements - FY25 - FY33	53,000	0	0		5,500	5,500	6,000	6,000	6,000	6,000	6,000	6,000	6,000
07134	Cast Iron Water Pipeline Replacement - Local Streets	6,496	505	992	500	500	500	500	500	500	500	500	500	500
07068	Emergency Annual Line Repairs FY23	250	0	250										
07073	Emergency Annual Line Repairs FY24 (NEW)				400									
07032	Emergency Line/Leak Repairs FY25-33	4,500	0	0		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
	OTHER													
07001	Prefabricated Storage Structure Skin Replacement	302	26	0	276									
07003	Miscellaneous Hydrant Replacement Program	817	432	35	35	35	35	35	35	35	35	35	35	35
07025	Conversion to Advanced Metering Infrastructure (AMI)	14,123	13,861	262										
	<i>Transfer from 605 (Water Operating)</i>	10,000	10,000											
07125	AMI Customer Portal	455	212	243	0	0	0	0	0	0	0	0	0	0
07030	Project Predesign Services	462	187	25	25	25	25	25	25	25	25	25	25	25
07035	MSD Irrigation System Backflow Replacements	283	152	31	10	10	10	10	10	10	10	10	10	10
07043	Asset Management Plan	103	3	0	100									
07144	Fittings Upgrade for Fire Department - Various Reservoirs	101	31	70										
	TOTAL PROJECT COSTS			24,874	10,551	10,745	6,895	7,245	7,245	7,245	7,245	7,245	7,245	7,245

FY 2024-FY 2033 CAPITAL IMPROVEMENT PROGRAM

Water Replacement - Fund 603

PROJ. NO	PROJECT DESCRIPTION	PROJ. TOTAL	PRIOR YEARS	EST FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33
	Transfer to Fund 605			250										
	TOTAL EXPENDITURES			25,124	10,551	10,745	6,895	7,245	7,245	7,245	7,245	7,245	7,245	7,245
	REVENUES:													
	Interest			338	152	44	48	42	36	30	24	17	10	3
	Potential funding from SFPUC/EBMUD				440									
	REVENUE SUBTOTAL:			338	592	44	48	42	36	30	24	17	10	3
	TRANSFERS FROM:													
	Replacement Transfer from Fund 605			7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000
	Replacement Transfer from Fund 605 (Conversion to AMI)		10,000											
	TRANSFERS SUBTOTAL			7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000
	TOTAL REVENUES			7,338	7,592	7,044	7,048	7,042	7,036	7,030	7,024	7,017	7,010	7,003
	BEGINNING FUND BALANCE			25,951	8,165	5,206	1,505	1,658	1,455	1,246	1,031	810	582	347
	ENDING FUND BALANCE			8,165	5,206	1,505	1,658	1,455	1,246	1,031	810	582	347	105

FY 2024-FY 2033 CAPITAL IMPROVEMENT PROGRAM

Water Improvement - Fund 604

PROJ. NO	PROJECT DESCRIPTION	PROJ. TOTAL	PRIOR YEARS	EST FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33
UTILITIES O&M FACILITIES														
07103	Corporation Yard Needs Assessment	200	5	195										
07176	Utility Center Renovation/Training Center Addition (2nd Floor)	8,000	11	7,989										
	<i>Fund 612</i>	1,400	1,400											
07139	Water Office Improvements	200	12	188										
UTILITIES EQUIPMENT														
07177	GIS Data Development and Conversion	793	134	159	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					
07108	D Street, Treeview, Maitland Reservoir Water Quality Pump Upgrade	450	38	412										
07074	250' Zone for Pressure Reducing Strategy at Decoto (NEW)	1,600			200	1,400								
07136	System Seismic Upgrades	400	38	362										
07160	Seismic Retrofit Maitland Reservoir and Appurtenances	2,627	27	0			2,600							
07172	New 3 MG Reservoir at High School Reservoir Site	6,902	2	0					900	6,000				
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	4,112	4,010	102										
	<i>Developer Reimbursement</i>	4,249	4,249											
07187	New University Pressure Reducing Station	200	0	0	200									
07115	New Emergency Well B2	4,500	0	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										
RECYCLED WATER														
07066	Recycled Water Phase II	12,500	0	0		500	3,000	3,000	3,000	3,000	0			
WATER RESOURCES PROJECTS														
07017	Weather Based Irrigation Controllers at Various Locations	357	90	67	20	20	20	20	20	20	20	20	20	20
07021	Groundwater Sustainability Agency Coordination	301	176	125										
07102	Reservoir Water Quality Improvement Project	303	210	94										
07191	Groundwater Sustainability Plan Implementation Activities	1,071	471	300	300	0	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
OTHER														
07029	Project Predesign Services	356	81	25	25	25	25	25	25	25	25	25	25	25
07058	Green Hayward PAYS Program	221	193	7	7	7	7							
07101	Cross Connection Improvement Project	201	7	194										
07105	Solar Power at Various Water Facilities	6,000	0	0	6,000									
07186	Solar Photovoltaic at Hesperian Pump Station	1,000	0	0	1,000									
	TOTAL PROJECT COSTS			16,614	9,902	7,752	11,212	15,845	5,245	10,295	1,295	1,295	1,295	1,295
	Transfer to Fund 605 - 2013 Bond Repayment (including Hesperian Pump Station) (to 2023)	4,817	4,004	813										
	Transfer to Fund 603 - 50% of Cast Iron Pipe Replacement		2,000											
	Transfer to Fund 612 - Loan to Sewer System Improvement Fund 612 for Solar Project Phase IIA (Project 07530 in Fund 612)		3,500											
	TOTAL EXPENDITURES			17,427	9,902	7,752	11,212	15,845	5,245	10,295	1,295	1,295	1,295	1,295

FY 2024-FY 2033 CAPITAL IMPROVEMENT PROGRAM

Water Improvement - Fund 604														
PROJ. NO	PROJECT DESCRIPTION	PROJ. TOTAL	PRIOR YEARS	EST FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33
	REVENUES:													
	Interest			735	620	546	402	161	138	13	57	102	148	195
	Facilities Fee (43563)			3,500	3,000	3,000	3,000	3,000	3,500	3,500	3,500	3,500	3,500	3,500
	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)		85	21	21	21	21							
	REVENUE SUBTOTAL			4,256	3,641	3,567	3,423	3,161	3,638	3,513	3,557	3,602	3,648	3,695
	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	1,230	410	410	410	410	410	410	410				
	Correction - Transfer from 605 for duplicated Hesperian Pump Station Bond Retirement of Debt Service (FY19-FY21)			795										
	TRANSFERS SUBTOTAL			1,205	410	410	410	410	410	410	0	0	0	0
	TOTAL REVENUES			5,461	4,051	3,977	3,833	3,571	4,048	3,923	3,557	3,602	3,648	3,695
	BEGINNING FUND BALANCE			49,456	37,490	31,639	27,864	20,485	8,211	7,014	642	2,904	5,211	7,564
	ENDING FUND BALANCE			37,490	31,639	27,864	20,485	8,211	7,014	642	2,904	5,211	7,564	9,964

FY 2024-FY 2033 CAPITAL IMPROVEMENT PROGRAM

Sewer Replacement - Fund 611

PROJ. NO	PROJECT DESCRIPTION	PROJ. TOTAL	PRIOR YEARS	EST FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33
SEWER COLLECTION SYSTEM														
07018	Lift Station Valve Upgrade at Various Stations	121	21	100										
07546	Valle Vista Sewer Force Main Reliability Implementation	200	27	0	173									
07616	Tennyson Lift Station Rehabilitation	250	0	0	250									
	<i>Developer-Sewer Impact Fee</i>	<i>209</i>	<i>209</i>											
07788	Tennyson Lift Station Emergency Standby Generator Replacement (NEW)				200									
07622	Ward Creek/Tiegen Drive Sewer Replacement	500	0	0	0	500								
07624	Harder Road Sewer System Improvement	1,700	0	0	300	1,400								
	<i>Developer-Sewer Impact Fee</i>	<i>424</i>	<i>424</i>											
07626	Valle Vista Submersible Pump Repl and Wet Well Rehabilitation	605	55	550										
07678	Air Release with Blowoff Access and Rehab	80	0	0	80									
07693	Sewer Manhole Rehabilitation - Various Locations	121	21	100										
07672	Soto Road Sewer Improvement	400	0	0			400							
07739	Valle Vista VFD Replacement	250	15	235										
07781	Sanitary Sewer Main Replacement at Alameda County Transit Maintenance Facility	630	619	11										
07762	Airport Lift Station Improvements	200	0	0	200									
07763	Daisy Ct Access Road Erosion Mitigation Project	45	0	45										
07764	Marathon Lift Station Pump Replacement Project	70	0	70										
07745	Marathon Lift Station Motor Control Center Replacement	250	0	250										
07765	Annual Emergency/Spot Line Repairs	2,972	222	250	250	250	250	250	250	250	250	250	250	250
07776	Hydro Vactor Replacement	412	0	412										
07784	Root Foaming	1,100	0	100	100	100	100	100	100	100	100	100	100	100
07761	Sewer Line Improvement FY21	14,185	983	13,202										
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 (NEW)				6,000									
07787	Annual Line Replacements Future Years	54,000	0	0		6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000
UTILITIES EQUIPMENT														
07575	Miscellaneous Lift Station Equipment Replacement	707	557	150	0	0	0	0	0	0	0	0	0	0
STORMWATER														
07675	Trash Capture Device and Litter Reduction Education Project	995	589	406										
	<i>US EPA Grant</i>	<i>554</i>	<i>554</i>											
	<i>Settlement Revenue (Transfer in from Fund 615)</i>	<i>0</i>												
	<i>Other Transfer from 615</i>	<i>0</i>												
07727	Jackson Street Underpass Stormwater Pump Station Upgrades	250	175	75										
	<i>Transfer from Fund 615 (Stormwater)</i>	<i>250</i>	<i>250</i>											

FY 2024-FY 2033 CAPITAL IMPROVEMENT PROGRAM

Sewer Replacement - Fund 611

PROJ. NO	PROJECT DESCRIPTION	PROJ. TOTAL	PRIOR YEARS	EST FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33
	WATER POLLUTION CONTROL FACILITY (WPCF)													
07618	WPCF Gas Conditioning System Skid Media Replacement	2,026	211	165	165	165	165	165	165	165	165	165	165	165
07619	WPCF Headworks Project - Motorized Valve Actuators for Influent Gates	105	0	105										
07629	WPCF Digester Cleaning & EQ Pond Sludge Removal	165	45	120										
07630	WPCF Effluent Pond Weed Removal	220	0	220										
07648	WPCF Seismic Retrofit of Miscellaneous Buildings	370	5	365										
07656	WPCF Main 480V MCC Electrical Distribution Rehabilitation	13,844	781	12,878	185									
07664	WPCF UST Cleanup and Closure at Maintenance Building	141	132	9										
07673	WPCF Chlorination System Improvement	1,403	0	100	150	1,153								
07679	Cogeneration System Maintenance	2,000			200	200	200	200	200	200	200	200	200	200
07785	Coating of South Primary Clarifier	150	0	0	150									
07741	WPCF Levee Road Maintenance	1,000	0	0	200		200		200		200		200	
07774	WPCF New Drives for North and South Primary Clarifiers	165	0	120	45									
07775	WPCF New Digester Mixing Pumps for Digesters No. 2 & 3	300	0	0	300									
07625	WPCF Underground Conduit Repair (494 Pump & Sludge Beds)	80	0	0	80									
07736	WPCF Aging Field Grading & Lime Treatment	1,750	0	0	250	1,500								
07529	WPCF Miscellaneous Replacements	7,607	3,207	400	400	400	400	400	400	400	400	400	400	400
07531	WPCF Asset Management Plan	102	2	0	100									
	OTHER													
07516	EBDA Outfall Replacement Payment	2,752	1,059	194	150	150	150	150	150	150	150	150	150	150
07524	Project Pre-design Services	362	87	25	25	25	25	25	25	25	25	25	25	25
	TOTAL PROJECT COSTS			41,056	9,953	11,843	7,890	7,290	7,490	7,290	7,490	7,290	7,490	7,290
	Transfer to Fund 612 for New Admin Building Project (\$4M @ 3% for 20 years through 2035)	4,860	1,890	270	270	270	270	270	270	270	270	270	270	270
	Debt Service SRF Loan for Phase II WPCF Impr Proj (\$20 million @ 3% for 30 years to 2055) (Various Projects)						1,020	1,020	1,020	1,020	1,020	1,020	1,020	1,020
	Transfer to Fund 612 for Cogen System Maintenance (Project 07679)	1,306		1,306										
	Transfer to Fund 612 for WPCF Phase II Improvement Projects	54,212			0	13,000	13,000	13,000	15,212	0	0	0	0	0
	Debt Service SRF Loan Repayment for WPCF Phase II Improvement Projects (1%, 30 years)				0	0	0	0	0	1,071	1,071	1,071	1,071	1,071
	Debt Service WIFIA Loan Repayment for WPCF Phase II Improvement Projects (3.42%, 30 years)				0	0	0	0	0	0	0	0	0	1,430
	TOTAL EXPENDITURES			42,632	10,223	25,113	22,180	21,580	23,992	9,652	9,852	9,652	9,852	11,082

FY 2024-FY 2033 CAPITAL IMPROVEMENT PROGRAM

Sewer Replacement - Fund 611														
PROJ. NO	PROJECT DESCRIPTION	PROJ. TOTAL	PRIOR YEARS	EST FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33
	REVENUES:													
	Interest	5,156		359	1,380	1,050	771	509	193	190	183	180	172	169
	EPA Grant for Project 07675	554	554											
	Harder Road Sewer Impact Fee for Project 07624	424	424											
	Tennyson Lift Station Sewer Impact Fee for Project 07616	209	209											
	Proceeds from SRF Loan for WPCF Improvements (Various Projects)	20,000		20,000										
	SRF Loan for WPCF Phase II Improvement Projects (51% of project cost)	27,648			27,648									
	WIFIA Loan for WPCF Phase II Improvement Projects (49% of project cost)	26,564			26,564									
	REVENUE SUBTOTAL			20,359	55,592	1,050	771	509	193	190	183	180	172	169
	TRANSFERS FROM:													
	Fund 610 - Annual Replacement + Repairs			6,500	6,500	7,000	7,000	7,500	7,500	8,000	8,000	8,000	8,000	8,000
	Fund 610 - WPCF Phase II Nutrient Mgmt Loan Repayment									1,071	1,071	1,071	1,071	2,501
	Fund 615 - for Project 07727		250											
	Fund 615 - Settlement Revenue for Project 07675													
	Fund 615 - For Project 07675													
	Fund 630 - Reserved Revenue for future RW membrane replacement		366	183	200	200	200	210	210	220	220	240	240	250
	TRANSFERS SUBTOTAL			6,683	6,700	7,200	7,200	7,710	7,710	9,291	9,291	9,311	9,311	10,751
	TOTAL REVENUES			27,042	62,292	8,250	7,971	8,219	7,903	9,481	9,474	9,491	9,483	10,920
	BEGINNING FUND BALANCE			33,912	18,322	70,390	53,527	39,318	25,956	9,867	9,697	9,320	9,159	8,791
	ENDING FUND BALANCE			18,322	70,390	53,527	39,318	25,956	9,867	9,697	9,320	9,159	8,791	8,630

FY 2024-FY 2033 CAPITAL IMPROVEMENT PROGRAM

Sewer Improvement - Fund 612

PROJ. NO	PROJECT DESCRIPTION	PROJ. TOTAL	PRIOR YEARS	EST FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33
UTILITIES EQUIPMENT														
07177	GIS Data Development and Conversion	225	0	75	50	50	50							
WATER POLLUTION CONTROL FACILITY (WPCF)														
07769	WPCF Selective Catalyst Reduction for Cogen Engine	500	0	0		500								
07771	WPCF Trickling Filter Pump Station Pump Rebuilds	260	0	0	260									
07530	WPCF Solar Power Design and Construction Phase II - 1.4 MW	6,300	2,315	0		3,985								
	<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 Solids Pumping Improvements	300	0	300										
07567	WPCF Headworks Bar Screens	4,130	3,407	723										
07679	Cogeneration System Maintenance	1,922	954	968										
	<i>Transfer-in from Fund 611</i>			<i>1,306</i>										
07697	WPCF Maintenance Building Improvements	150	0	0			150							
07698	WPCF High Pressure Gas Storage Vessel Inspection and Coating	100	0	100										
07714	WPCF Headworks Project - Influent Channel Isolation Gates and Actuators	150	115	35										
07682	WPCF Polymer Relocation and New Solids Line	60	0	0	60									
07701	WPCF Mechanical Sludge Dewatering Facility	4,300	0	0	0				4,300					
07569	WPCF Roofing for Heating and Mixing Building No. 1	100	0	100										
07656	WPCF Main 480V MCC Electrical Distribution Rehabilitation	1,085	0	900	185									
07790	PIDS Influent Channel Coatings (NEW)	540			40	500								
07791	FOG Tank Coating (NEW)	260					260							
07792	Digester No. 2 Interior Roof Coatings (NEW)	958						958						
07793	WPCF Hot Water Loop Improvements (NEW)	1,200					1,200							
WPCF LABORATORY														
07519	Utilities Laboratory Information Management & Data Entry	2,151	411	140	160	160	160	160	160	160	160	160	160	160
WPCF IMPROVEMENT PHASE II														
07786	WPCF New Administration Building & Lab Project	38,265	0	1,678	6,967	23,696	5,924							
	<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 Phase II Improvement Project	203,631	0	4,290	6,719	21,510	55,426	55,739	59,946					
	<i>Transfer-in from Fund 611</i>					<i>13,000</i>	<i>13,000</i>	<i>13,000</i>	<i>15,212</i>					
07749	WPCF Primary Effluent Flow Equalization Project	15,784	0	454	1,243	7,387	6,700							
OTHER														
07523	Project Pre-design Services	301	145	7	15	15	15	15	15	15	15	15	15	15
SEWER COLLECTION SYSTEM														
07744	Linden Lift Station Upgrades	150	5	0	145									
07555	Upgrade Valle Vista Station Discharge	200	0	0	200									
07624	Harder Road Sewer System Improvement	1,288	0	0	1,288									
07716	27 Inch Force Main Bypass Pumping - I-880/Industrial	600	0	0	600									
07717	Sewer Main Installation - I-880/Willmet	1,252	255	997										
STORMWATER														
07746	Arf, Tennyson Trash Capture Device Installations	3,000	71	2,929										
	<i>Transfer from Fund 615 (Stormwater)</i>	<i>1,841</i>	<i>1,841</i>											
	<i>Transfer to Fund 615 (Stormwater)</i>	<i>1,841</i>	<i>1,841</i>											
	<i>CalTrans Reimbursement</i>	<i>3,000</i>	<i>1,841</i>		<i>1,159</i>									
RECYCLED WATER														
07766	UV Disinfection System for Recycled Water	886	0	0	886									
07507	Recycled Water Storage and Distribution System	26,161	26,160	0										
	<i>SRF Loan</i>	<i>15,620</i>	<i>15,620</i>											
	<i>SWRCB Grant</i>	<i>5,831</i>	<i>5,831</i>											
07709	Recycled Water Master Plan	500	0	0	500									
07710	Recycled Water Treatment Facility - Phase I	2,455	2,433	22										
07751	Recycled Water Treatment Facility & Distribution Pipeline Expansion - Phase II	1,000	0	0		500	500							

FY 2024-FY 2033 CAPITAL IMPROVEMENT PROGRAM

Sewer Improvement - Fund 612

PROJ. NO	PROJECT DESCRIPTION	PROJ. TOTAL	PRIOR YEARS	EST FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33
	UNSCHEDULED													
07753	WPCF Co-Generation Engine #2 (TBD-Unscheduled)													
07755	WPCF Expansion of Cogen System Gas Conditioning Skid System (TBD-Unscheduled)													
07758	WPCF New Digester Gas Storage (TBD-Unscheduled)													
	TOTAL PROJECT COSTS			13,719	19,318	58,304	70,385	56,872	64,421	175	175	175	175	175
	Debt Service State Revolving Fund-WPCF 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	1,530				
	Debt Service CEC Loan for Solar Proj (\$2.45 million @ 3% for 14 years to 2025) (Proj 07505)	872		218	218	218	218							
	SRF loan repayment placeholder for WPCF Phase II Facilities Update (\$56M @ 1% for 20 years to 2047)							3,090	3,090	3,090	3,090	3,090	3,090	3,090
	Transfer to Water Improvement Fund 604 for Repayment of Loan for Additional Solar Project (\$3.5 million at 3% for ten years to 2028) (Project 07530)	4,100	410	410	410	410	410	410	410	410				
	Transfer to Stormwater Fund 615 for CalTrans reimbursement (Project 07746)		1,841											
	Debt Service SRF Loan Repayment for WPCF Phase II Improvement Projects (1%, 30 years) \$101,093	19,586								3,917	3,917	3,917	3,917	3,917
	Debt Service WIFIA Loan Repayment for WPCF Phase II Improvement Projects (3.42%, 30 years) \$97,129	5,228												5,228
	TOTAL EXPENDITURES			15,877	21,476	60,462	72,543	61,902	69,451	9,122	7,182	7,182	7,182	12,410
	REVENUES:													
	Connection Fee		4,898	3,500	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000
	Interest			399	4,051	3,268	2,228	1,380	408	319	267	214	160	1
	Proceeds of SRF Loan for Recy Water Proj (07507)	15,620	15,620											
	Proceeds of USBR Grant for Recy Water Proj (07507)	5,831	5,831											
	Proceeds of CEC Loan for Phase IIA Solar (Project 07530)	2,151	2,151											
	Caltrans Reimbursement (Project 07746)	3,000	1,841	0	1,159									
	SRF Loan for WPCF Phase II Improvement Projects (51% of project cost)	101,093			101,093									
	WIFIA Loan for WPCF Phase II Facilities Update (49% of project cost, repayment 5 years after FY28 completion in FY33) (to split between 611 & 612)	97,129			97,129									
	REVENUE SUBTOTAL			3,899	207,432	7,268	6,228	5,380	4,408	4,319	4,267	4,214	4,160	4,001
	TRANSFERS FROM:													
	Fund 730 for CAD/RMS Repl Loan (\$2.25 million)		2,046											
	WPCF Repl Fund 611 for 50% of City Cost of Co-Gen (\$11.47 mill less \$2.7 mill PG&E grant (Proj 07508)		4,650											
	Water Sys Imp Fund 604 for Solar Proj Phase II (Proj 07530)		3,500											
	Fund 611 for New Admin Building Project 07786 (\$4M @ 3% for 20 years through 2035)		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										
	Transfer from Fund 615 (Stormwater) Project 07746		1,841											
	Transfer from Fund 611 for WPCF Phase II Improvement Projects	54,212				13,000	13,000	13,000	15,212					
	TRANSFERS SUBTOTAL			1,576	270	13,270	13,270	13,270	15,482	270	270	270	270	270
	TOTAL REVENUES			5,475	207,702	20,538	19,498	18,650	19,890	4,589	4,537	4,484	4,430	4,271
	BEGINNING FUND BALANCE			30,764	20,362	206,588	166,664	113,620	70,368	20,806	16,273	13,628	10,930	8,178
	ENDING FUND BALANCE			20,362	206,588	166,664	113,620	70,368	20,806	16,273	13,628	10,930	8,178	38

FY 2024-FY 2033 CAPITAL IMPROVEMENT PROGRAM

Airport Capital - Fund 621

PROJ. NO	PROJECT DESCRIPTION	PROJ. TOTAL	PRIOR YEARS	EST FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33
AIRPORT PROJECTS - TAXIWAY IMPROVEMENTS														
06819	Taxiway Zulu Pavement Rehabilitation Design	568	118	450										
	(AIP 23) FAA	405		405										
	State Matching Grant of 5%	23		23										
06864	Taxiway Zulu West Pavement Rehabilitation Construction (NEW)	5,150			5,150									
	(AIP 24) FAA	4,635			4,635									
	State Matching Grant of 5%	232			232									
06859	Taxiway Alpha West Design and Phasing Plan	590			590									
	(AIP 26) FAA	531					531							
	State Matching Grant of 5%	30					30							
06860	Taxiway Alpha West Construction	6,560					6,560							
	(AIP 26) FAA	5,904					5,904							
	State Matching Grant of 5%	328					328							
AIRPORT PROJECTS - T-HANGAR IMPROVEMENTS														
06826	T-Hangar Improvements	5,381	1	630	700	250	300	350	400	450	500	550	600	650
AIRPORT PROJECTS - PAVEMENT IMPROVEMENTS														
06890	Pavement Rehabilitation	14,048	11	137	1,750	1,750	1,400	1,400	1,400	1,400	1,200	1,200	1,200	1,200
06891	Miscellaneous Building/Grounds Repairs	1,808	288	270	125	125	125	125	125	125	125	125	125	125
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										
	FAA Reimbursement for HVAC (FY17)	7	7											
06814	Sulphur Creek Mitigation - Design + Construction	8,312	812			7,500								
	(AIP 25) FAA	7,225	475			6,750								
	(State Matching Grant of 5%)	375				375								
06816	Sulphur Creek 10-Year Environmental Monitoring	529	160	9	36	36	36	36	36	36	36	36	36	36
06823	Perimeter Fence Replacement	607	112	45	45	45	45	45	45	45	45	45	45	45
06805	Project Predesign Services	418	88	30	30	30	30	30	30	30	30	30	30	30
06806	Consultant Predesign Services	355	25	30	30	30	30	30	30	30	30	30	30	30
06898	Noise Monitoring	1,236	741	45	45	45	45	45	45	45	45	45	45	45
06833	View Park	90					90							
06830	Access Control System	307		307										
06856	Runway Safety Area Improvements EA & Conceptual Design	600								600				
	(AIP 29) FAA	540								540				
	State Matching Grant of 5%	30								30				
06857	Runway Safety Area Improvements Design	650										650		
	(AIP 31) FAA	585										585		
	State Matching Grant of 5%	33										33		
06858	Runway Safety Area Improvements Construction	13,875											13,875	
	(AIP 32) FAA	12,488											12,488	
	State Matching Grant of 5%	694											694	
06855	Airfield Electrical Design	840						840						
	(AIP 27) FAA	756						756						
	State Matching Grant of 5%	42						42						
06866	Airfield Electrical Construction (NEW)								9,160					
	(AIP 28) FAA								8,244					
	State Matching Grant of 5%								458					
06851	ALP Update with Narrative	660		660										
	(AIP 22) FAA	594		594										
	State Matching Grant of 5%	33		33										
06861	Skywest Property Maintenance	746		132	146	151	156	161						
06862	Landscape Improvements and Cleanup - Sulphur Creek Sites	880		80	80	80	80	80	80	80	80	80	80	80
	TOTAL PROJECT COSTS			3,149	8,727	10,042	8,897	3,142	11,551	2,841	2,091	2,791	16,066	2,441
	TOTAL EXPENDITURES			3,149	8,727	10,042	8,897	3,142	11,551	2,841	2,091	2,791	16,066	2,441

FY 2024-FY 2033 CAPITAL IMPROVEMENT PROGRAM

Airport Capital - Fund 621														
PROJ. NO	PROJECT DESCRIPTION	PROJ. TOTAL	PRIOR YEARS	EST FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33
	REVENUES:													
	Interest			66	48	41	35	39	31	24	28	34	18	18
	Reimbursements (FAA)	41,432	1,162	999	4,635	6,750	6,435	756	8,244	540	0	585	12,488	0
	State Matching Grant of 5%	2,276		56	232	375	358	42	458	30	0	33	694	0
	REVENUE SUBTOTAL:			1,121	4,915	7,166	6,828	837	8,733	594	28	652	13,199	18
	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			2,721	7,215	9,466	9,128	3,137	11,033	2,894	2,328	2,952	15,499	2,318
	BEGINNING FUND BALANCE			2,619	3,172	1,660	1,084	1,314	1,309	791	844	1,081	1,242	675
	ENDING FUND BALANCE			2,191	1,660	1,084	1,314	1,309	791	844	1,081	1,242	675	552

FY 2024-FY 2033 CAPITAL IMPROVEMENT PROGRAM

Facility Management Capital - Fund 726

PROJ. NO	PROJECT DESCRIPTION	PROJ. TOTAL	PRIOR YEARS	FY23 EST.	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33
07224	MUNICIPAL FACILITY IMPROVEMENTS - POLICE HPD Facility Update	271	8	250									80	
07204	MUNICIPAL FACILITY IMPROVEMENTS - MUNICIPAL PARKING LOTS Parking Garage Maintenance			90										
07209	EQUIPMENT & SOFTWARE - UTILITIES Emergency Generator Replacement	630	50			140	140			300				
07201	EQUIPMENT & SOFTWARE - MAINTENANCE CITY HALL & OTHER MUNICIPAL FACILITIES HVAC Replacement	1,773	258	400	400	-	600				15		80	
07202	Flooring Replacement	866	859										70	
07203	Roof Repair/Replacement	423	122	0	130				25		100		60	
07210	Window Covering Replacement	102	2					50	50					
07217	Exterior Painting of City Facilities	336	56	80		100		100						
07218	Animal Control Facility Update	102	2						100					
07221	Interior Painting of City Facilities	300							20			280		
07222	City Facility Update	1,549	86	200	200	200	200	75	75	75	230	203	111	527
07227	Facility Security Infrastructure	1,473	100	494	300	0	0	50	50	50	50	50	50	50
07232	Workplace Reconfiguration /Remodel	1,424	183	323	100	100	100	100	100	100	100	100	100	100
07233	Elevator Overhaul (City Hall and PD)	341		50			100			170				
07279	ADA Upgrades and improvements	110	0	10	10	10	10	10	10	10	10	10	10	10
07235	MISCELLANEOUS - OTHER Energy Conservation	69	0	52										
	TOTAL PROJECT COSTS			1,899	1,190	550	1,150	385	430	705	505	643	561	687
	TOTAL EXPENDITURES			1,899	1,190	550	1,150	385	430	705	505	643	561	687
	REVENUES: Interest			9										
	Internal Service Fund Charges	4,720		350	350	425	425	420	420	420	420	420	420	420
	REVENUE SUBTOTAL			359	350	425	425	420	420	420	420	420	420	420
	TRANSFERS IN FROM: Transfer from General Fund	3,509		307	360	360	360	180	160	160	160	160	160	160
	Transfer from General Fund for Facility Security Infrastructure			250										
	Transfer from General Fund for Information Tech - HVAC			200										
	TRANSFERS SUBTOTAL			757	360	360	360	180	160	160	160	160	160	160
	TOTAL REVENUES			1,116	710	785	785	600	580	580	580	580	580	580
	BEGINNING FUND BALANCE			1,398	615	135	370	5	220	370	245	320	257	276
	ENDING FUND BALANCE			615	135	370	5	220	370	245	320	257	276	169

FY 2024-FY 2033 CAPITAL IMPROVEMENT PROGRAM

Information Technology Capital - Fund 731

PROJ. NO.	PROJECT DESCRIPTION	PROJ. TOTAL	PRIOR YEARS	EST FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33
IT - CLIENT PROJECTS														
07282	Inventory / Asset Management	75	0	75										
07253	Desktop Computer Replacement Program	4,932	1,859	298	225	250	250	250	300	300	300	300	300	300
07256	Public Laptop Safety Mobile Replacement Project	2,517	1,759	258	50	50	50	50	50	50	50	50	50	50
07266	Council Chambers Technology Upgrade	2,203	952	101	200	200				750				
07273	City Conference Room Audio Video Upgrade	150	82	18	50									
IT - DATA SYSTEM PROJECTS														
07284	Enterprise Data Strategy (NEW)	100		50	50									
07259	Geographic Information System Improvements	593	178	165	25	25	25	25	25	25	25	25	25	25
07267	Online Permitting	2,099	1,393	706										
	<i>GF Energov Tech Service Fee</i>	<i>1,515</i>	<i>1,396</i>	<i>125</i>										
	<i>Development Services Online Permitting</i>	<i>456</i>	<i>456</i>											
	<i>Fund 605 for Online Permitting</i>	<i>56</i>	<i>56</i>											
	<i>Fund 610 for Online Permitting</i>	<i>56</i>	<i>56</i>											
07268	Security Assessment and Improvement	403	182	221										
IT - NETWORK PROJECTS														
07285	Wi-Fi Upgrade	170		45	50	75								
07257	Network Server Replacement Project	3,676	1,634	542	150	150	150	150	150	150	150	150	150	150
07263	Network Infrastructure Replacement - Police Dept	907	247	60	60	60	60	60	60	60	60	60	60	60
07264	Network Infrastructure Replacement	7,879	3,392	837	410	410	410	410	410	200	200	400	400	400
07276	Fiber Optic Maintenance and Repair	951	214	237	50	50	50	50	50	50	50	50	50	50
IT - SPECIAL PROJECTS														
07286	Digital Divide	5		5										
07283	City Video Monitoring System	210	0	70	70	70								
07275	Fiber Loop	2,423	2,423	0										
	<i>EDA Grant</i>	<i>2,745</i>		<i>2,745</i>										
	<i>Fund 220 Correction</i>	<i>328</i>	<i>328</i>											
07277	EBRCS Subscription	2,212	1,457	755										
07236	Emerging Technology (NEW)				50	50	50	50	50	50	50	50	50	50
	TOTAL PROJECT COSTS			4,443	1,440	1,390	1,045	1,045	1,095	1,635	885	1,085	1,085	1,085
	TOTAL EXPENDITURES			4,443	1,440	1,390	1,045	1,045	1,095	1,635	885	1,085	1,085	1,085
REVENUES:														
	ISF - Information Technology Charges from Fund 730	4,176	851	855	810	810	850	850	850	900	900	900	900	900
	Interest		12	21	18	13	10	10	10	11	16	19	19	26
	Cell Tower Lease Revenue			18	18	18	18	18	18	18	18	18	18	18
	EDA Grant for Fiber Loop			2,745										
	REVENUE SUBTOTAL:			3,639	846	841	878	878	878	929	934	937	937	944

FY 2024-FY 2033 CAPITAL IMPROVEMENT PROGRAM

Information Technology Capital - Fund 731

PROJ. NO.	PROJECT DESCRIPTION	PROJ. TOTAL	PRIOR YEARS	EST FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33
	TRANSFERS FROM:													
	General Fund	7,845	4,011	1,000	250	250	106	94	182	820	157	144	131	700
	General Fund (for 07236 Emerging Tech)	500			50	50	50	50	50	50	50	50	50	50
	GF Energov Tech Service Fee	1,515	1,390	125										
	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			1,425	300	300	156	144	232	870	207	194	181	750
	TOTAL REVENUE			5,064	1,146	1,141	1,034	1,022	1,110	1,799	1,141	1,131	1,118	1,694
	BEGINNING FUND BALANCE			436	1,057	763	514	503	480	495	659	915	961	994
	ENDING FUND BALANCE			1,057	763	514	503	480	495	659	915	961	994	1,603

FY 2024-FY 2033 CAPITAL IMPROVEMENT PROGRAM

Fleet Replacement (General Fund) - Fund 736

PROJ. NO.	PROJECT DESCRIPTION	PROJ. TOTAL	PRIOR YEARS	ESTIMATE FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33
	FLEET MANAGEMENT													
07301	Fire Fleet Replacement	29,500	7,501	2,360	4,460	1,425	1,425	1,735	3,000	1,290	1,900	1,290	1,800	1,380
07302	GF Fleet Replacement	9,705	4,436	1,150	210	210	225	245	485	505	515	770	675	525
07303	Police Fleet Replacement	17,459	5,341	2,073	600	1,060	1,080	1,100	1,120	1,140	1,160	1,180	1,200	1,220
07304	Fire Fleet Replacement - Grants	150		150										
	<i>RCEC Contribution - Haz Mat Response Vehicle (Fire)</i>			150										
07305	Police Fleet Replacement - Grants			148										
	<i>Alameda County Vehicle Abatement</i>			148										
	TOTAL PROJECT COSTS			5,881	5,270	2,695	2,730	3,080	4,605	2,935	3,575	3,240	3,675	3,125
	Transfer to Fund 250 for Library Bookmobile			29										
	TOTAL EXPENDITURES			5,910	5,270	2,695	2,730	3,080	4,605	2,935	3,575	3,240	3,675	3,125
	REVENUE:													
	Fleet Capital Replacement Fees	47,843	13,243	3,000	4,000	3,100	3,200	3,300	3,300	3,300	3,300	3,300	3,300	3,300
	Insurance Reimbursement	1,097	1,097											
	Fairview FPD Reimbursement	0	0											
	Fire Mutual Aid - Fleet Reimb Portion	866	846											
	Book Mobile Grant	0	0											
	Auction	339	284	5	5	5	5	5	5	5	5	5	5	5
	Fund Interest	294	239	5	5	5	5	5	5	5	5	5	5	5
	Other Revenues	65	65	-	-	-	-	-	-	-	-	-	-	-
	RCEC Contribution - Haz Mat Response Vehicle (Fire)	150		150										
	Alameda County Vehicle Abatement			148										
	REVENUE SUBTOTAL	35,028		3,308	4,010	3,110	3,210	3,310	3,310	3,310	3,310	3,310	3,310	3,310
	TRANSFERS FROM													
	Bank Loan	8,193	8,193											
	From General Fund (Fire) (100)	1,602	1,041	161			400							
	From Fleet Operations (735)	800	800											
	From General Fund (Police) (100)	404	404											
	From Measure C (406)	400	400											
	From Measure C (Police)(101)	213	213											
	From General Fund CIP (Fire) (405)	105	105											
	From General Fund (100)	685	35											
	TRANSFERS SUBTOTAL	12,402	11,191	161	-	-	400	-	-	-	-	-	-	-
	TOTAL REVENUE			3,469	4,010	3,110	3,610	3,310	3,310	3,310	3,310	3,310	3,310	3,310
	BEGINNING FUND BALANCE			3,713	1,272	12	427	1,307	1,537	242	617	352	422	57
	ENDING FUND BALANCE			1,272	12	427	1,307	1,537	242	617	352	422	57	242

FY 2024-FY 2033 CAPITAL IMPROVEMENT PROGRAM

Fleet Replacement (Enterprise Funds) - Fund 737

PROJ. NO.	PROJECT DESCRIPTION	PROJ. TOTAL	PRIOR YEARS	ESTIMATE FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33
	FLEET MANAGEMENT													
07350	Airport Fleet Replacement	1,190	410	320	20	75	-	45	45	35	10	90	140	75
07351	Stormwater Fleet Replacement	5,175	2,280	335	375	375	375	150	375	-	-	375	535	375
07352	Sewer Fleet Replacement	6,042	2,533	814	135	-	-	110	170	470	515	815	480	270
07353	Water Fleet Replacement	5,625	2,368	930	-	202	150	490	520	-	305	620	40	20
	TOTAL PROJECT COSTS	18,032	7,591	2,399	530	652	525	795	1,110	505	830	1,900	1,195	740
	TOTAL EXPENDITURES			2,399	530	652	525	795	1,110	505	830	1,900	1,195	740
	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	200	-	-	150	150	150	150	150	525	400	200
	Replacement Fees from Fund 605 (Water)	5,302	2,902	250	-	-	200	200	200	200	200	700	450	250
	Citation Revenue for Sweeper Replacement	3,530	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:	17,471	9,736	796	346	346	696	696	696	696	696	1,571	1,196	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			796	346	346	696	696	696	696	696	1,571	1,196	796
	BEGINNING FUND BALANCE			2,729	1,126	942	636	807	708	294	485	351	22	23
	ENDING FUND BALANCE			1,126	942	636	807	708	294	485	351	22	23	79

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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. The following parameters are to be considered before debt issuance:

1. The purposes for which debt may be issued shall be approved by City Council.
2. Legal debt limitations or limitations established by policy, including limitations on the pledge of the issuer's general credit, shall be calculated.
 - The City is bound by a provision in state law limiting indebtedness for California cities to 15% of the assessed value of all real and personal property of the city. This statutory limitation applies to bonded indebtedness of the City payable from the proceeds of taxes levied on property.
3. Types of debt permitted to be issued are:
 - short-term and long-term debt
 - general obligation and revenue debt
 - capital and variable rate debt
 - lease-backed debt, such as certificates of participation
 - special obligation debt such as assessment district debt
 - pension obligation bonds
 - conduit issues
 - State Revolving Loan Funds and Pools
 - inter-fund borrowing
 - taxable and non-taxable debt
4. Prior to the issuance of any debt, the funding source for the debt service is identified and designated. The level of debt to which the City obligates itself is managed within available resources and represents a minimal cost to general taxpayers.
5. Except in extreme conditions as defined by Council, the issuance of new debt should not in and by itself jeopardize or lower the City's bond ratings.
6. To the extent possible, the City plans the issuance of new debt to occur when resources are made available by the retirement of an existing obligation. By managing the timing of new debt, current City operations are not affected.
7. Authorized methods of sale shall be considered on a case by case basis, including competitive sale, negotiated sale, and private placement.

FINANCIAL POLICIES

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

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

Debt Disclosure Policy

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

Disclosure Requirements for New Debt Issuance

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

Continuing Disclosure Requirements for Ongoing Debts

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

FINANCIAL POLICIES

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

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

Charges and Fees 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.
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

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

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
- 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

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

The City of Hayward maintains internal service funds for facilities, fleet, and technology. These funds create a system for planning, budgeting, and periodic assessment of capital maintenance/replacement needs. The following actions are considered in these assessments:

1. Develop and maintain a complete inventory of all capital assets and related cost.
2. Perform periodic measurement of the physical condition of all existing capital assets including estimated remaining useful life of assets.
3. Establish condition/functional performance standards to be maintained for each category/component of capital assets. Use these standards and a current condition assessment as a basis for multi-year capital planning and annual budget funding allocations for capital asset maintenance and replacement.
4. Develop financing policies for capital maintenance/replacement that encourage a high priority for those capital programs whose goal is maintaining the quality of existing assets.
5. Allocate sufficient funds in the ten-year capital improvement plan and annual operating budgets for routine maintenance, repair, and replacement of capital assets in order to extend the useful life of these assets and promote a high level of performance throughout the target period.
6. Periodically, report on long-lived capital assets, including:
 - Condition ratings jurisdiction-wide
 - Condition ratings by geographical area, asset class, and other relevant factors
 - Indirect condition data (e.g., work orders, repeat repairs)
 - Replacement life cycle(s) by asset type
 - Year-to-Year changes in net asset value
 - Actual expenditures and performance data on capital maintenance compared to budgeted expenditures performance data (e.g., budgeted improvements compared to actual)



BUDGET PRACTICES

BUDGET PRACTICES

Budget Basis

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

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

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

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

Budget Control

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

Appropriations requiring Council action include:

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

Appropriations requiring City Manager action include:

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

City Departments perform the following budgetary control functions.

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

BUDGET PRACTICES

Monthly financial reports on budget performance are reviewed by department managers. Staff is responsible for reviewing financial reports and identifying budget problems and recommending corrections.

Legal control of the budget is at the fund level, while supervisory control is maintained at the department level. Grant funds are reviewed by their project managers at the project level.

All City purchase orders are centrally reviewed by Finance prior to issuance to determine if funds are available.

Oversight & Internal Controls

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

Accounting for the Budget

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

Expenditures in the City's governmental fund types are recorded using the "modified accrual" basis. This means that obligations of the City are accrued, or treated as expenditures, in the year of the commitment to purchase. Revenues are recorded when they are received, or are "accrued" if they are both measurable and available to finance expenditures of the current period.

For proprietary fund types, the "full accrual" basis is employed wherein revenues are recognized in the period in which they are actually earned.

The encumbrance system serves as an extension of the City's budgetary process. Purchase orders, contracts, and other commitments for the expenditure of monies are recorded in order to reserve that portion of the applicable appropriation. Encumbrances outstanding at year-end are treated as reservations of fund balances, and are automatically re-appropriated for inclusion in the following year's budget.

The City prepares financial statements annually in compliance with generally accepted accounting principles (GAAP) for governmental entities, using the basis described above.

The financial statements, which are audited by an independent certified public accountant, are generally available approximately six months after the June 30 close and are contained in the City's Comprehensive Annual Financial Report.



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

HAYWARD CITY COUNCIL

RESOLUTION NO. 23-147

Introduced by Council Member Syrop

RESOLUTION APPROVING THE OPERATING BUDGET OF THE CITY OF
HAYWARD FOR FISCAL YEAR 2024; ADOPTING APPROPRIATIONS
FOR FISCAL YEAR 2024, EXCEPT FOR GENERAL FUND COMMUNITY
AGENCY FUNDING

WHEREAS, the City Manager has submitted to the City Council of the City of Hayward estimates of revenues from all sources and estimates of expenditures required for the proper conduct of the activities of the City of Hayward for fiscal year 2024 contained in those documents entitled "City of Hayward Proposed FY 2024 Operating Budget," with adjustments to the Proposed Budget as discussed at the June 6, 2023, Council Public Hearing and contained herein; and

WHEREAS, a Council Work Session and a public hearing were held by the City Council of the City of Hayward, at which time all interested persons were afforded an opportunity to be heard on matters pertaining to the budget recommended by the City Manager.

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Hayward as follows:

1. That the budget presented by the City Manager in the document entitled "City of Hayward Proposed FY 2024 Operating Budget," with adjustments to the proposed budget as outlined in the June 6, 2023, staff report is hereby approved and adopted as the budget of the City of Hayward for FY 2024, with specific exception of General Fund Community Agency funding, which is separately addressed in Resolution No. 23-XXX. Copies of the budget documents and the staff reports presented by the City Manager are on file in the office of the City Clerk and are hereby referred to, incorporated herein, and made a part of this resolution as though set forth in full.
2. That except as may be otherwise provided, any and all expenditures relating to the objectives described in the budget are hereby approved and authorized and payments therefore may be made by the Director of Finance of the City of Hayward without further action of Council.
3. That for the purposes of determining whether the City Manager is authorized to execute a contract for a commodity or service pursuant to City Charter section 701 subsection 8, the City Manager shall have the authority to expend such funds and enter into and execute any and all contracts and documents necessary to carry out the priorities and service delivery outcomes of the Council's appropriations as set forth in this budget.

RESOLUTIONS

4. The City Manager shall have the authority to bind and prepay all coverage and to negotiate and execute all documents necessary to obtain the insurance, third party administration services, loss fund stabilization and defense of claims budgeted for in the Liability Insurance Fund. In consultation with the City Attorney, the City Manager and/or City Attorney shall be authorized to represent the City on the board of the Exclusive Risk Management Authority of California and take any and all actions necessary or appropriate to advance the City's interests in connection with risk management services and procuring of insurance coverage.
5. The Director of Finance is hereby authorized to transfer the amounts from one fund to another as indicated in Exhibit A at such time as he/she may determine, giving consideration to the intended purposes for which the transfers are made and available balances in each of the funds.
6. The amounts as reflected in Exhibit B are hereby appropriated for expenditure.
7. Any monies received during FY 2024 as a consequence of a grant application approved by the City Council are hereby appropriated for the purposes for which the grant has been approved. Such appropriation includes authorization for the City Manager to expend such monies and for the Director of Finance to make payments therefore in accordance with the terms and conditions and for the purposes of the grant.
8. The Director of Finance is directed to comply with GASB 31 (Unrealized investment gains and losses) and is authorized to make such entries as are required to the City's financial records. In addition, the Director of Finance is authorized to make such changes to the budget as are required by GASB 31.
9. There are hereby appropriated the following amounts to the General Fund Reserve and Designation of Fund Balances, which the Director of Finance shall enter upon the records and reflect in the financial statement of the City:

General Fund - Fund Balance Designations	FY 2024
Unassigned	44,239
Total Designated Fund Balance	\$ 44,239
Proposed Change in Fund Balance	(5,095)
Total Reserves & Designated	\$ 39,144

In addition to the above-specified amounts, the balances in each fund that are not otherwise appropriated are hereby appropriated to Contingency Reserves in those funds.

Expenditures from Reserves or Designated Fund Balances shall require the approval of the City Council.

RESOLUTIONS

10. The Director of Finance is hereby authorized and directed to distribute the above appropriations, transfers, and reserves to the various accounts of the City in accordance with generally accepted accounting principles and consistent with the purposes and objectives as outlined in the approved budget.
11. Any contract for professional services included in the annual budget that will cost more than \$75,000 shall be executed by the City Manager only upon approval of the contract by the City Council given at a meeting of the City Council.

IN COUNCIL, HAYWARD, CALIFORNIA June 6, 2023.

ADOPTED BY THE FOLLOWING VOTE:

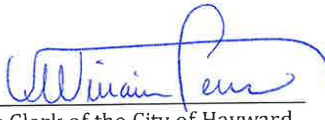
AYES: COUNCIL MEMBERS: Andrews, Bonilla Jr. Goldstein, Roche, Syrop, Zermeno
MAYOR: Salinas

NOES: COUNCIL MEMBERS: None

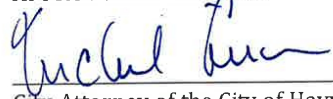
ABSTAIN: COUNCIL MEMBERS: None

ABSENT: COUNCIL MEMBERS: None

ATTEST:


City Clerk of the City of Hayward

APPROVED AS TO FORM:


City Attorney of the City of Hayward

RESOLUTIONS

ATTACHMENT III EXHIBIT A

FY 2024 Fund Transfers To/From

General Fund Transfers In

100-00-0000-00000-49100	217	Cost Allocation From Paratransit Measure B Fund	(39,319)
100-00-0000-00000-49100	231	Cost Allocation From Used Oil Fund	(930)
100-00-0000-00000-49100	232	Cost Allocation From Measure D Fund	(37,327)
100-00-0000-00000-49100	245	Cost Allocation From Housing Authority Fund	(3,897)
100-00-0000-00000-49100	246	Cost Allocation From Affordable Housing Fund	(13,474)
100-00-0000-00000-49100	605	Cost Allocation From Water Enterprise Fund	(1,207,770)
100-00-0000-00000-49100	606	Cost Allocation From Water Inter-tie Fund	(21,329)
100-00-0000-00000-49100	610	Cost Allocation From Sewer Enterprise Fund	(823,783)
100-00-0000-00000-49100	615	Cost Allocation From Stormwater Enterprise Fund	(125,049)
100-00-0000-00000-49100	620	Cost Allocation From Airport Enterprise Fund	(185,168)
100-00-0000-00000-49530	230	One-Time Transfer Waste Mangement Franchise Fees (Prior Years)	(219,005)
100-00-0000-00000-49530	815	Transfer From Successor RDA Fund D/S Repayment	(800,000)
100-00-0000-00000-49535	210	Transfer From Gas Tax Fund	(242,000)
100-00-0000-00000-49545	810	Misc. Transfer From CFD #1 for Trustee Costs	(8,000)
100-00-0000-00000-49545	810	Misc. Transfer From CFD #2 for Police Services	(290,000)
100-00-0000-00000-49545	810	Misc. Transfer From CFD #3 for Police & Fire Services	(175,000)
Transfers In Total			(4,192,051)

General Fund Transfers Out

100-00-0000-00000-98100	102	Transfer to Economic Development Fund	350,000
100-00-0000-00000-98100	720	OPEB Contribution	2,606,622
100-00-0000-00000-98100	860	Transfer to Cannabis Community Fund	63,552
100-00-0000-00000-98110	300	D/S City Hall Debt Service	1,978,939
100-00-0000-00000-98110	300	Transfer D/S Fire Station #7	452,854
100-00-0000-00000-98110	300	Miscellaneous Transfer To Debt Service Fund	4,900
100-00-0000-00000-98110	300	D/S 15 Streetlight Conversion #05188	138,131
100-00-0000-00000-98110	605	Fire Station #7 Repayment to Water Fund	137,741
100-00-0000-00000-98115	405	Transfer To Capital Projects	1,400,000
100-00-0000-00000-98115	460	Capital Transfer To Transportation Sys Improvement Fund	500,000
100-00-0000-00000-98115	731	Supplemental To Technology Replacement Fund	300,000
100-00-0000-00000-98115	726	Supplemental To Facilities Management Capital Fund	360,000
100-00-0000-00000-98200	710	Liability Insurance Allocation	5,452,440
Transfers Out Total			13,745,179

Measure C Fund

101-00-0000-00000-98110	301	D/S New Library & Education Center	5,407,938
101-00-0000-00000-98110	301	D/S New Library & Education Center Admin Fees	3,500
101-00-0000-00000-98115	406	CIP Transfer	11,000,000
101-00-0000-00000-98200	710	Transfer Out to Liability Insurance	129,629
101-00-0000-00000-98100	720	OPEB Contribution	84,214
Measure C Fund			16,625,281

Economic Development Fund

102-00-0000-00000-49530	100	Transfer In From General Fund	(350,000)
Economic Development Fund			(350,000)

OHHA Fund

209-00-0000-00000-98115	210	Transfer to Gas Tax Fund	181,496
OHHA Fund			181,496

Paratransit Fund (Measure BB)

214-00-0000-00000-98115	219	Transfer Out to Paratransit Capital Fund	750,000
Paratransit (Measure BB) Fund			750,000

Paratransit Fund (Measure B)

217-00-0000-00000-97100	100	Transfer Out Cost Allocation To General Fund	39,319
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RESOLUTIONS

FY 2024 Fund Transfers To/From			ATTACHMENT III EXHIBIT A
217-00-0000-00000-98200	710	Transfer Out To Liability Insurance	22,544
217-00-0000-00000-98100	720	OPEB Contribution	11,786
Paratransit (Measure B) Fund			73,649
Grant Fund			
220-00-0000-00000-98100	720	OPEB Contribution	3,695
220-00-0000-00000-98200	710	Transfer Out To Liability Insurance	5,636
Grant Fund			9,331
CDBG Fund			
225-00-0000-00000-98200	710	Transfer Out To Liability Insurance	5,636
225-00-0000-00000-98100	720	OPEB Contribution	11,086
CDBG Fund			11,086
State Grants Funds			
230-00-0000-00000-98115	450	Transfer for 2016 Waste Management Street Impact Fee	151,440
230-00-0000-00000-98100	100	One-Time Transfer Waste Management Franchise Fees (Prior Years)	219,005
230-00-0000-00000-98100	232	Transfer out for Solid Waste Manager's staff time reimbursement	83,069
			453,514
Used Oil Fund			
231-00-0000-00000-97100	100	Transfer Out Cost Allocation to General Fund	930
Used Oil Fund			930
Measure D Fund			
232-00-0000-00000-49530	230	Transfer in for Solid Waste Manager's staff time reimbursement	(83,069)
232-00-0000-00000-97100	100	Transfer Out Cost Allocation to General Fund	37,327
232-00-0000-00000-98200	710	Transfer Out Liability Insurance	16,908
232-00-0000-00000-98100	720	OPEB Contribution	10,502
Measure D Fund			(18,332)
Housing Authority Fund			
245-00-0000-00000-97100	100	Transfer Out Cost Allocation To General Fund	3,897
245-00-0000-00000-98200	710	Transfer Out Liability Insurance	5,636
245-00-0000-00000-98100	720	OPEB Contribution	3,890
Housing Authority Fund			13,423
Affordable Housing Fund			
246-00-0000-00000-97100	100	Transfer Out Cost Allocation To General Fund	13,474
246-00-0000-00000-98200	710	Transfer Out To Liability Insurance	5,636
246-00-0000-00000-98100	720	OPEB Contribution	4,668
Affordable Housing Fund			23,778
Inclusionary Housing Fund			
285-00-0000-00000-98100	720	OPEB Contribution	6,418
Inclusionary Housing Fund			6,418
Rent Review Program Fund			
286-00-0000-00000-98200	710	Transfer Out To Liability Insurance	11,272
286-00-0000-00000-98100	720	OPEB Contribution	13,109
Rent Review Program Fund			24,381
Certificates of Participation Fund			
300-00-0000-00000-49555	100	Transfer In D/S City Hall Debt Service	(1,978,174)
300-00-0000-00000-49555	100	Transfer In D/S Fire Station #7	(452,854)
300-00-0000-00000-49555	100	Transfer In D/S 15 Streetlight Conversion #05188	(276,262)
300-00-0000-00000-49555	100	Transfer In Misc. Transfer From General Fund	(4,900)
Certificates of Participation Fund			(2,712,190)

RESOLUTIONS

FY 2024 Fund Transfers To/From

ATTACHMENT III EXHIBIT A

Measure C Debt Service Fund			
301-00-0000-00000-49555	101	D/S New Library & Education Center	(5,415,313)
301-00-0000-00000-49555	101	D/S New Library & Education Center Admin Fees	(3,500)
Measure C Debt Service Fund			(5,418,813)
Water Maintenance & Operations Fund			
605-00-0000-00000-49555	100	Transfer In From General Fund Fire Station #7 Repayment	(137,741)
605-00-0000-00000-97100	100	Transfer Out Cost Allocation To General Fund	1,207,770
605-00-0000-00000-98200	710	Transfer Out To Liability Insurance	508,093
605-00-0000-00000-98100	630	Transfer Out to Recycled Water Fund	600,000
605-00-0000-00000-98100	720	OPEB Contribution	245,484
605-00-0000-00000-98115	603	Transfer Out Capital Reserves To Water	7,000,000
Water Maintenance & Operations Fund			9,423,606
Water Inter-Tie Fund			
606-00-0000-00000-97100	100	Transfer Out Cost Allocation To General Fund	21,329
Water Inter-Tie Fund			21,329
Sewer Maintenance & Operations Fund			
610-00-0000-00000-49555	612	Transfer In D/S CEC Loan	(217,810)
610-00-0000-00000-49555	612	Transfer In D/S CA SWRCB Loan/Sewer	(1,529,504)
610-00-0000-00000-97100	100	Transfer Out Cost Allocation to General Fund	823,783
610-00-0000-00000-98115	611	Transfer Out Capital Reserves to Sewer Replacement	6,500,000
610-00-0000-00000-98100	720	OPEB Contribution	255,053
610-00-0000-00000-98200	710	Transfer Out To Liability Insurance	623,263
Sewer Maintenance & Operations Fund			6,454,785
Stormwater Maint. & Operations Fund			
615-00-0000-00000-97100	100	Transfer Out Cost Allocation To General Fund	125,049
615-00-0000-00000-98100	720	OPEB Contribution	67,916
615-00-0000-00000-98115	210	Transfer Out Gas Tax	15,000
615-00-0000-00000-98200	710	Transfer Out To Liability Insurance	61,998
Stormwater Maint. & Operations Fund			269,963
Airport Operations Fund			
620-00-0000-00000-97100	100	Transfer Out Cost Allocation To General Fund	185,168
620-00-0000-00000-98200	710	Transfer Out To Liability Insurance	97,813
620-00-0000-00000-98100	720	OPEB Contribution	49,400
620-00-0000-00000-98115	621	Transfer Out Cap Reserves To Airport Capital	2,300,000
Airport Operations Fund			2,632,381
Recycled Water Fund			
630-00-0000-00000-49530	605	Transfer In from Water Operating Fund	(600,000)
630-00-0000-00000-98115	611	Transfer Out to Sewer Replacement	200,000
630-00-0000-00000-98100	720	OPEB Contribution	2,139
Recycled Water Fund			(397,861)
Workers' Compensation Fund			
705-00-0000-00000-98100	720	OPEB Contribution	18,671
705-00-0000-00000-98200	710	Transfer Out To Liability Insurance	28,180
Workers' Compensation Fund			46,851
Risk Management Fund			
710-00-0000-00000-49100	100	Transfer In Liability Insurance-General Fund	(5,452,440)
710-00-0000-00000-49100	101	Transfer In Liability Insurance-Measure C Fund	(129,629)
710-00-0000-00000-49100	217	Transfer In Liability Insurance-Meas BB PRTRNST	(22,544)
710-00-0000-00000-49100	220	Transfer In Liability Insurance-Grants	(5,636)
710-00-0000-00000-49100	225	Transfer In Liability Insurance-CDBG	(5,636)
710-00-0000-00000-49100	232	Transfer In Liability Insurance-Recycling Program Fund	(16,908)
710-00-0000-00000-49100	245	Transfer In Liability Insurance-Housing Fund	(5,636)
710-00-0000-00000-49100	246	Transfer In Liability Insurance-Housing Mortg	(5,636)

RESOLUTIONS

FY 2024 Fund Transfers To/From		ATTACHMENT III EXHIBIT A
710-00-0000-00000-49100	286 Transfer In Liability Insurance-Rent Review Program Fund	(11,272)
710-00-0000-00000-49100	605 Transfer In Liability Insurance-Water Fund	(508,093)
710-00-0000-00000-49100	610 Transfer In Liability Insurance-Wastewater Fund	(623,263)
710-00-0000-00000-49100	615 Transfer In Liability Insurance-Stormwater Fund	(61,998)
710-00-0000-00000-49100	620 Transfer In Liability Insurance-Airport Fund	(97,813)
710-00-0000-00000-49100	705 Transfer In Liability Insurance-Workers Comp	(28,180)
710-00-0000-00000-49100	725 Transfer In Liability Insurance-Facilities Fund	(69,397)
710-00-0000-00000-49100	730 Transfer In Liability Insurance-IT Fund	(133,507)
710-00-0000-00000-49100	735 Transfer In Liability Insurance-Fleet Fund	(102,634)
710-00-0000-00000-49100	815 Transfer In Liability Insurance-Successor RDA Fund	(39,097)
710-00-0000-00000-98100	720 OPEB Contribution	15,559
Risk Management Fund		(7,303,760)
Retiree Medical Fund		
720-00-0000-00000-49530	100 OPEB Tranfer In General Fund	(2,606,622)
720-00-0000-00000-49530	101 OPEB Tranfer In Measure C Fund	(84,214)
720-00-0000-00000-49530	217 OPEB Tranfer In Meas BB PRTRNS	(11,786)
720-00-0000-00000-49530	220 OPEB Tranfer In Grants Fund	(3,695)
720-00-0000-00000-49530	225 OPEB Tranfer In CDBG Fund	(11,086)
720-00-0000-00000-49530	232 OPEB Tranfer In Recycle Fund	(10,502)
720-00-0000-00000-49530	245 OPEB Tranfer In Housing Fund	(3,890)
720-00-0000-00000-49530	246 OPEB Tranfer In Housing Mrtg Fund	(4,668)
720-00-0000-00000-49530	285 OPEB Tranfer In Inclusionary Fund	(6,418)
720-00-0000-00000-49530	286 OPEB Tranfer In Rent Review Program Fund	(13,109)
720-00-0000-00000-49530	605 OPEB Tranfer In Water Fund	(245,484)
720-00-0000-00000-49530	610 OPEB Tranfer In Wastewater Fund	(255,053)
720-00-0000-00000-49530	615 OPEB Tranfer In Stormwater Fund	(67,916)
720-00-0000-00000-49530	620 OPEB Tranfer In Airport Fund	(49,400)
720-00-0000-00000-49530	630 OPEB Tranfer In Recycled Water Fund	(2,139)
720-00-0000-00000-49530	705 OPEB Tranfer In Workers Comp Fund	(18,671)
720-00-0000-00000-49530	710 OPEB Tranfer In Liability Fund	(15,559)
720-00-0000-00000-49530	725 OPEB Tranfer In Facilities Fund	(31,118)
720-00-0000-00000-49530	730 OPEB Tranfer In IT Fund	(87,520)
720-00-0000-00000-49530	735 OPEB Tranfer In Fleet fund	(30,301)
720-00-0000-00000-49530	815 OPEB Tranfer In Successor RDA Fund	(5,057)
Retiree Medical Fund		(3,564,208)
Facilities Management Fund		
725-00-0000-00000-98200	710 Transfer Out To Liability Insurance	69,397
725-00-0000-00000-98100	720 OPEB Contribution	31,118
Facilities Management Fund		100,515
Information Technology Fund		
730-00-0000-00000-98115	731 Transfer Out To IT Replacement Fund	810,000
730-00-0000-00000-98100	720 OPEB Contribution	87,520
730-00-0000-00000-98200	710 Transfer Out To Liability Insurance	133,507
Information Technology Fund		1,031,027
Fleet Management Fund		
735-00-0000-00000-98100	720 OPEB Contribution	30,301
735-00-0000-00000-98200	710 Transfer Out To Liability Insurance	102,634
Fleet Management Fund		132,935
Comm. Facility District Fund		
810-00-0000-00000-98100	100 Transfer Out To General Fund for Trust Expenses CFD #1	8,000
810-00-0000-00000-98100	100 Transfer Out To General Fund for Police Services CFD #2	290,000
810-00-0000-00000-98100	100 Transfer Out To General Fund for Police&Fire Svcs CFD #3	175,000
Comm. Facility District Fund		473,000

RESOLUTIONS

FY 2024 Fund Transfers To/From			ATTACHMENT III EXHIBIT A
Successor Agency-RDA of COH			
815-00-0000-00000-98100	100	Transfer Out To General Fund D/S Loan Repayment	800,000
815-00-0000-00000-98100	720	OPEB Contribution	5,057
815-00-0000-00000-98200	710	Transfer Out To Liability Insurance	39,097
Successor Agency-RDA of COH			844,154
Cannabis Community Fund			
860-00-0000-00000-49530	100	Transfer In from General Fund	(63,552)
Cannabis Community Fund			(63,552)

RESOLUTIONS

FY 2024 BUDGET APPROPRIATIONS

ATTACHMENT III EXHIBIT B

General Fund		
100		204,978,128
Measure C Fund		
101		22,953,218
Special Revenue Funds		
102	Economic Development Fund	350,000
103	American Rescue Plan Act (ARPA) Fund	3,031,000
214	Paratransit Fund - Measure BB	1,515,000
217	Paratransit Fund - Measure B	1,488,676
220	Grants Fund	933,809
225	Community Development Block Grant Fund	1,908,359
230	Recycling Fund	580,878
231	Used Oil Fund	25,315
232	Recycling/Measure D Fund	782,635
245	Housing Authority	178,879
246	Affordable Housing Fund	97,162
285	Inclusionary Housing	468,545
286	Rent Review Program Fund	929,941
288	Local Housing Trust Program Fund	27,869
295	So. Hayward B.A.R.T. JPA	566,220
Special Revenue Fund Total		12,884,288
Enterprise Funds		
605	Water	65,749,036
606	Regional Intertie	-
610	Wastewater	30,616,121
615	Stormwater	3,369,938
620	Airport	5,476,477
630	Recycled Water	1,133,520
Enterprise Fund Total		106,345,093
Debt Service/Non-Departmental Funds		
300	Certificate of Participation	2,574,824
301	Measure C Debt Service	5,411,738
805/810	Special Assessment District	1,070,237
Debt Service Fund Total		9,056,799
Internal Service Funds		
705	Worker's Compensation	6,848,822
710	Risk Management	7,349,965
720	Employee Benefits	7,447,061
725	Facilities	5,015,823
730	Information Technology	10,055,937
735	Fleet	4,396,573
Internal Service Fund Total		41,114,180
Fiduciary Funds		
815	Hayward Redevelopment Successor Agency (HRSA)	4,417,893
851	Hayward Shoreline JPA	12,000
Fiduciary Fund Total		4,429,893

RESOLUTIONS

HAYWARD CITY COUNCIL

RESOLUTION NO. 23-148

Introduced by Council Member Syrop

RESOLUTION APPROVING CAPITAL IMPROVEMENT PROJECTS FOR FISCAL YEAR 2024

WHEREAS, the City Manager has submitted to the City Council of the City of Hayward estimates of revenues from all sources and estimates of expenditures required for the proper conduct of the activities of the City of Hayward for Fiscal Year 2024 contained in the document entitled "Recommended Capital Improvement Program FY 2024-33"; and

WHEREAS, a public hearing was held by the City Council of the City of Hayward, at which time all interested persons were afforded an opportunity to be heard on matters pertaining to the Capital Improvement Program budget recommended by the City Manager; and

WHEREAS, by Resolution No. 23-xxx, dated June 6, 2023, the City Council adopted the budget and appropriated funds for operating expenses for Fiscal Year 2024.

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Hayward as follows:

1. That the Capital Improvement Projects for Fiscal Year 2024, as embodied in Recommended Capital Improvement Program FY 2024-33, are hereby adopted as the Capital Improvement Program for Fiscal Year 2024. Copies of the budget documents and the staff reports presented by the City Manager are on file in the office of the City Clerk and are hereby referred to, incorporated herein, and made a part of this resolution as though set forth in full.
2. That, except as may be otherwise provided, any and all expenditures relating to the objectives described in the Capital Improvement Program budget are hereby approved and authorized and payments therefore may be made by the Director of Finance without further action of Council.
3. That, for the purposes of determining whether the City Manager is authorized to execute a contract for a commodity or service pursuant to City Charter section 701 subsection 8, the City Manager shall have the authority to expend such funds and enter into and execute any and all contracts and documents necessary to carry out the objectives of the Council's appropriations as set forth in this Capital Improvement Program budget.

RESOLUTIONS

4. The following are hereby approved for expenditure:

I. CAPITAL PROJECTS EXPENDITURE APPROPRIATIONS

Fund	Amount
Gas Tax Fund (210)	\$4,192,000
SB1 (211)	4,000,000
Measure BB Tax Fund (Local Transportation) (212)	6,455,000
Measure BB Tax Fund (Pedestrian & Bicycle) (213)	2,019,000
Measure B Tax Fund (Local Transportation) (215)	226,000
Measure B Tax Fund (Pedestrian & Bicycle) (216)	15,000
Vehicle Registration Fee Fund (218)	900,000
Measure BB Tax Fund (Paratransit) (219)	750,000
Capital Projects (Governmental) Fund (405)	13,428,000
Measure C Capital Fund (406)	8,971,000
Route 238 Corridor Improvement Fund (410)	1,010,000
Route 238 Settlement Administration Fund (411)	771,000
Street System Improvements Fund (450)	5,356,000
Transportation System Improvements Fund (460)	615,000
Water Replacement Fund (603)	10,551,265
Water Improvement Fund (604)	9,902,000
Sewer Replacement Fund (611)	9,953,390
Sewer Improvement Fund (612)	19,318,000
Airport Capital Fund (621)	8,727,000
Facilities Capital Fund (726)	1,190,000
Information Technology Capital Fund (731)	1,440,000
Fleet Management Capital Fund (736)	5,270,000
Fleet Management Enterprise Fund (737)	530,000
TOTAL: ALL CAPITAL FUNDS	\$115,589,655

5. The Director of Finance is hereby authorized to transfer the following amounts from one fund to another as indicated below at such time as she may determine, giving consideration to the intended purposes for which the transfers are made and available balances in each of the funds.

RESOLUTIONS

II. FUND TRANSFERS

FROM FUND	TO FUND	AMOUNT
General (100)	Capital Projects (Governmental) (405)	\$1,400,000
General (100)	Transportation System Improvement (460)	500,000
General (100)	Facilities Capital (726)	360,000
General (100)	Information Technology Capital (731)	300,000
Measure C (101)	Measure C Capital (406)	11,000,000
OHHHA (209)	Gas Tax (210)	181,496
Gas Tax (210)	General (100)	242,000
Gas Tax (210)	Street System Improvements (450)	750,000
Measure BB Paratransit Operations (214)	Measure BB Paratransit Capital (219)	750,000
State Grants (230)	Street System Improvements (450)	151,441
Water Operations (605)	Water Replacement (603)	7,000,000
Sewer Operations (610)	Sewer Replacement (611)	6,500,000
Sewer Replacement (611)	Sewer Improvement (612)	270,000
Sewer Improvement (612)	Water Improvement (604)	410,000
Sewer Improvement (612)	Sewer Operations (610)	1,748,000
Stormwater Operating (615)	Gas Tax (210)	15,000
Airport Operations (620)	Airport Capital (621)	2,300,000
Recycled Water (630)	Sewer Replacement (611)	200,000
Information Technology Operations (730)	Information Technology Capital (731)	810,000

In order to provide for completion of work on projects previously authorized but not completed as of June 30, 2023, in addition to the above appropriations for capital expenditures, appropriation balances remaining as of June 30, 2023, for capital projects previously authorized but uncompleted, are hereby appropriated for expenditure in fiscal year 2024.

6. Any monies received during fiscal year 2024 as a consequence of a grant application approved by the City Council are hereby appropriated for the purposes for which the grant has been approved. Such appropriation includes authorization for the City Manager to expend such monies and for the Finance Director to make payments therefore in accordance with the terms and conditions and for the purposes of the grant.
7. The Director of Finance is hereby authorized and directed to distribute the above appropriations to the various accounts of the City in accordance with generally accepted accounting practices and consistent with the purposes and objectives as outlined in the approved budget.
8. The budget for capital projects for fiscal year 2024, as contained in the document entitled "Recommended Capital Improvement Program FY 2024-33," is hereby approved.

RESOLUTIONS

9. Any contract for professional services included in the annual budget that will cost more than \$75,000 shall be executed by the City Manager only upon approval of the contract by the City Council given at a meeting of the City Council.

IN COUNCIL, HAYWARD, CALIFORNIA June 6, 2023.

ADOPTED BY THE FOLLOWING VOTE:

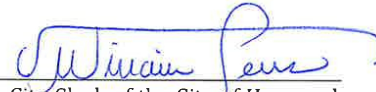
AYES: COUNCIL MEMBERS: Andrews, Bonilla Jr., Goldstein, Roche, Syrop, Zermeno
MAYOR: Salinas

NOES: COUNCIL MEMBERS: None

ABSTAIN: COUNCIL MEMBERS: None

ABSENT: COUNCIL MEMBERS: None

ATTEST:


City Clerk of the City of Hayward

APPROVED AS TO FORM:


City Attorney of the City of Hayward

RESOLUTIONS

HAYWARD CITY COUNCIL

RESOLUTION NO. 23-149

Introduced by Council Member Syrop

RESOLUTION APPROVING AND APPROPRIATING THE COMMUNITY
AGENCY FUNDING RECOMMENDATIONS FOR FISCAL YEAR 2024

WHEREAS, the City Council of the City of Hayward hereby approves and appropriates the Community Agency Funding recommendations for Fiscal Year 2024, as approved by City Council on April 25, 2023, and shown in Exhibit A, in a total amount not to exceed \$1,270,533 which is incorporated by reference herein.

NOW, THEREFORE, BE IT RESOLVED that except as may be otherwise provided, any and all expenditures relating to the objectives described in the Community Agency budget are hereby approved and authorized and payments therefore may be made by the Director of Finance of the City of Hayward without further action of Council.

IN COUNCIL, HAYWARD, CALIFORNIA June 6, 2023.

ADOPTED BY THE FOLLOWING VOTE:

AYES: COUNCIL MEMBERS: Andrews, Bonilla Jr., Goldstein, Roche, Syrop, Zermeno

MAYOR: Salinas

NOES: COUNCIL MEMBERS: None

ABSTAIN: COUNCIL MEMBERS: None

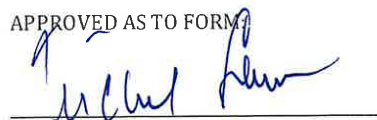
ABSENT: COUNCIL MEMBERS: None

ATTEST:



City Clerk of the City of Hayward

APPROVED AS TO FORM:



City Attorney of the City of Hayward

RESOLUTIONS

ATTACHMENT VIII

COMMUNITY SERVICES COMMISSION FY 2024 COMMUNITY AGENCY FUNDING RECOMMENDATIONS COMMUNITY DEVELOPMENT BLOCK GRANT FUNDING			
CATEGORY	AGENCY	PROJECT	FY 2024 RECOMMENDATIONS
CDBG - ECONOMIC DEVELOPMENT & INFRASTRUCTURE			
Economic Development	Centro Community Partners	Technical Assistance Programs and Services for Small Businesses and Underserved Entrepreneurs	\$ 50,000
Economic Development	Downtown Streets Inc	Hayward Downtown Streets Team	\$ 208,297
Infrastructure-Neighborhood Facilities	Community Child Care Council (4-Cs) of Alameda County	Child Care Initiative Project	\$ 45,000
Infrastructure-Neighborhood Facilities	First Presbyterian Church of Hayward dba South Hayward Parish	South Hayward Parish Critical Infrastructure Upgrade	\$ 123,500
Infrastructure-Neighborhood Facilities	Habitat for Humanity East Bay/Silicon Valley, Inc.	Home Repair Program	\$ 175,000
Infrastructure-Neighborhood Facilities	Love Never Fails	IT Biz	\$ 142,850
Infrastructure-Neighborhood Facilities	Love Never Fails	I AM Launch House	\$ -
Infrastructure-Neighborhood Facilities	Rebuilding Together Oakland	Rehabilitation and Repair	\$ 150,000
Infrastructure-Neighborhood Facilities	Ruby's Place	Program Enhancement: Tiny Homes on Wheels	\$ 83,473
Infrastructure-Neighborhood Facilities	St. Rose Hospital Foundation	Sub Acute Facility	\$ -
TOTAL CDBG ECONOMIC DEVELOPMENT & INFRASTRUCTURE			\$ 978,120
CDBG - PUBLIC SERVICES			
Information & Referral	Love Never Fails	Community Engagement Center	\$ -
Housing and Homelessness	A-1 Community Housing Services	Housing Counseling	\$ 27,795
Housing and Homelessness	Abode Services	Alameda County Impact	\$ 41,090
Housing and Homelessness	Centro Legal de la Raza	Tenant Rights	\$ 85,069
Housing and Homelessness	Eden Council for Hope and Opportunity	Tenant/Landlord Services	\$ 15,000
Housing and Homelessness	Ruby's Place	Shelter and Children	\$ 45,141
Housing and Homelessness	The Alliance for Community Wellness dba La Familia	PESCO Les Marquis House - Emergency Shelter	\$ 53,318
Housing and Homelessness	Eden Council for Hope and Opportunity	Fair Housing Services**	\$ 25,000
TOTAL CDBG PUBLIC SERVICES			\$ 292,413
TOTAL CDBG FUNDING RECOMMENDATIONS			\$ 1,270,533

**Non-competitive award

RESOLUTIONS

HOUSING AUTHORITY OF THE CITY OF HAYWARD

RESOLUTION NO. HHA 23-01

Introduced by Board Member Syrop

RESOLUTION CONFIRMING THE PROPOSED HAYWARD HOUSING AUTHORITY BUDGET FOR FISCAL YEAR 2023

WHEREAS, the Executive Director has submitted to the Hayward Housing Authority Board of Directors estimates of revenues from all sources and estimates of expenditures required for the proper conduct of the activities of the Hayward Housing Authority for fiscal year 2024 contained in those documents entitled "Proposed FY 2024 Operating Budget;" and

WHEREAS, a public hearing was held by the Housing Authority Board of Directors, on June 6, 2023, at which time all interested persons were afforded an opportunity to be heard on matters pertaining to the budget recommended by the Executive Director; and

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

1. That the budget for FY 2024 presented by the Executive Director in the document entitled Proposed FY 2024 Operating Budget is hereby accepted and confirmed as the budget of the Hayward Housing Authority for FY 2024. Copies of the budget documents and the staff reports presented by the Executive Director are on file in the office of the City Clerk and are hereby referred to, incorporated herein, and made a part of this resolution as though set forth in full.
2. The Director of Finance is directed to comply with GASB 31 (Unrealized investment gains and losses) and is authorized to make such entries as are required to the Housing Authority's financial records. In addition, the Director of Finance is authorized to make such changes to the budget as are required by GASB 31.
3. Except as limited in paragraph 5 of this resolution, the Executive Director is authorized without further action from the Board to enter into a contract or agreement for any commodity or service included in the annual budget of the Housing Authority.

RESOLUTIONS

4. For the purposes of determining whether the Executive Director has the authority to execute a contract for a commodity or service pursuant to section 3 above, the Executive Director shall have the authority to expend such funds and enter into and execute any and all contracts and documents necessary to carry out the objectives of the Housing Authority's appropriations as set forth in this budget.
5. Any contract for professional services included in the annual budget that will cost more than \$75,000 shall be executed by the Executive Director only upon approval of the contract by the Housing Authority Board given at a meeting of the Housing Authority.

IN HAYWARD, CALIFORNIA June 6, 2023.

ADOPTED BY THE FOLLOWING VOTE:


AYES: BOARD MEMBERS: Andrews, Bonilla Jr., Goldstein, Roche, Syrop, Zermeno
CHAIR: Salinas

NOES: BOARD MEMBERS: None

ABSTAIN: BOARD MEMBERS: None

ABSENT: BOARD MEMBERS: None

ATTEST:



Secretary

Redevelopment Successor Agency of the City of Hayward

APPROVED AS TO FORM:



General Counsel

Redevelopment Successor Agency of the City of Hayward

RESOLUTIONS

REDEVELOPMENT SUCCESSOR AGENCY OF THE CITY OF HAYWARD

RESOLUTION NO. RSA 23-01

Introduced by Board Member Syrop

RESOLUTION OF THE CITY COUNCIL OF THE CITY OF HAYWARD, ACTING AS THE GOVERNING BOARD OF THE SUCCESSOR AGENCY FOR THE REDEVELOPMENT AGENCY OF THE CITY OF HAYWARD, APPROVING THE BUDGET OF THE REDEVELOPMENT SUCCESSOR AGENCY OF THE CITY OF HAYWARD AND ADOPTING APPROPRIATIONS FOR FISCAL YEAR 2024

WHEREAS, the City Manager has submitted to the Successor Agency of the Redevelopment Agency (the "Redevelopment Successor Agency") of the City of Hayward estimates of revenue from all sources and estimates of expenditures required for the proper conduct of the activities of the Redevelopment Successor Agency of the City of Hayward for fiscal year 2024; and

WHEREAS, a public hearing was held by the Redevelopment Successor Agency of the City of Hayward, at which time all interested persons were afforded an opportunity to be heard on matters pertaining to the recommended budget.

NOW, THEREFORE, BE IT RESOLVED by the Redevelopment Successor Agency of the City of Hayward that:

1. The budget presented by the Executive Director is hereby approved and adopted as the budget of the Redevelopment Successor Agency of the City of Hayward for FY 2024.
2. Any and all expenditures relating to the objectives described in the budget are hereby approved and authorized and payments therefore may be made by the Finance Director of the City of Hayward.
3. The Director of Finance is directed to comply with GASB 31 (Unrealized investment gains and losses) and is authorized to make such entries as are required to the Redevelopment Successor Agency's financial records. In addition, the Director of Finance is authorized to make such changes to the budget as are required by GASB 31.
4. The following amounts are hereby estimated resources and appropriated expenditures:

RESOLUTIONS

Hayward Redevelopment Successor Agency (HRSA) Fund (815)		FY 2024
Revenue		
Property Tax (Tax Increment)		2,883,636
Successor Agency Administrative Allowance		250,000
School Impact Fee Reimbursement		326,906
Lease Payment - Cinema Place		50,000
Total Revenue		3,510,542
Operating Expenses		
Salary & Benefits		209,018
Supplies & Services		109,968
Maintenance & Utilities		8,200
Internal Service Fees		16,928
Total Operating Expenses		344,114
HRSA Debt Service & Transfers Out		
HRSA Debt Service, 2016 TABS		3,229,625
HRSA Debt Service, General Fund Repayment		800,000
OPEB Contribution		5,057
Liability Insurance Premium		39,097
Total Debt Service & Transfers Out		4,073,779
Total Expenditures		4,417,893

5. Except as limited in paragraph 6 of this resolution, the Executive Director is authorized without further action from the Board to enter into a contract or agreement for any commodity or service included in the annual budget of the Redevelopment Successor Agency.
6. For the purposes of determining whether the Executive Director has the authority to execute a contract for a commodity or service pursuant to section 4 above, the Executive Director shall have the authority to expend such funds and enter into and execute any and all contracts and documents necessary to carry out the objectives of the Redevelopment Successor Agency's appropriations as set forth in this budget.
7. Any contract for professional services included in the annual budget that will cost more than \$75,000 shall be executed by the Executive Director only upon approval of the contract by the Redevelopment Successor Agency Board given at a meeting of the Redevelopment Successor Agency and upon final approval by the Oversight Board and Department of Finance.

RESOLUTIONS

IN HAYWARD, CALIFORNIA June 6, 2023.

ADOPTED BY THE FOLLOWING VOTE:

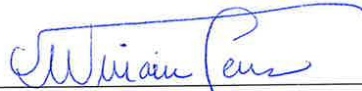
AYES: BOARD MEMBERS: Andrews, Bonilla Jr., Goldstein, Roche, Syrop, Zermeno
CHAIR: Salinas

NOES: BOARD MEMBERS: None

ABSTAIN: BOARD MEMBERS: None


ABSENT: BOARD MEMBERS: None

ATTEST:



Secretary of the Redevelopment Successor Agency of
the City of Hayward

APPROVED AS TO FORM:



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



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:

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

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 and Year 2 projects and programs commenced in FY 2022 and FY 2023 with the adoption of the Hayward Federal Stimulus Expenditure Plan. Funding for projects and programs in Year 3 (FY 2024) is included as part of the annual budget process and included in the FY 2024 adopted budget.

As shown in Table 1, the FY 2024 budget (Year 3) includes budget appropriations that total \$3 million to support previously identified project and programs outlined in the Hayward Federal Stimulus Expenditure Plan. To meet funding requirements all ARPA funding must be obligated by the end of the calendar year 2024 and expended by the end of calendar year 2026.

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

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) and Year 2 (FY 2023) projects and programs:

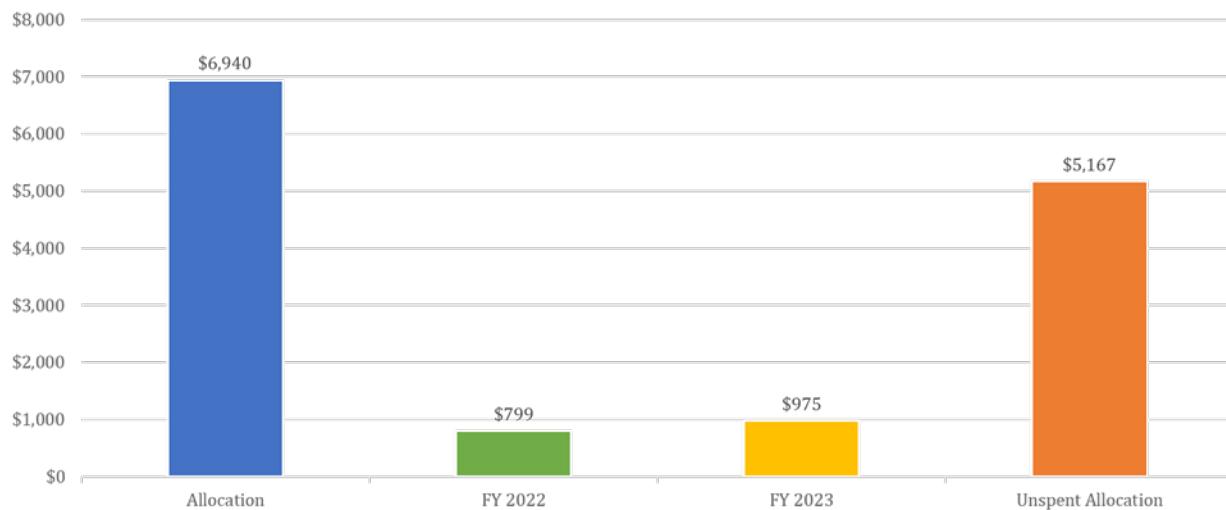
Supporting Public Health Projects, Including Investments in Public Facilities:

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 in Year 1 (FY 2022) and Year 2 (FY 2023) of the Hayward Federal Stimulus Expenditure Plan.

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

Graph 1:
Supporting Public Health Projects, Including Investments in Public Facilities –
Allocation vs. Actual



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

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 2023. 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 2023.

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

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.

Access Hayward Replacement Implementation: Staff submitted a solicitation, received proposals, and are currently evaluating different solutions. Demonstrations of product solutions are scheduled for the May/June timeline.

Portable PA System and Mixer: This project is currently being planned for in the June/July timeframe. Staff will work to identify the necessary equipment needed, place the order, and implement within the allotted timeframe.

SD-WAN Implementation: This project is currently in progress. Staff have purchased and received the necessary networking equipment after severe supply chain delays. Staff is currently staging equipment and will work with staff in June to plan the deployment and implementation.

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 the end of FY 2023.

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.

Weekes Branch Feasibility Assessment: This project is currently in progress. The Architectural Assessment is underway and the remaining funds will be utilized for follow-up assessments needed.

Contribution to The Stack Center: This program includes ARPA funding allocation in Year 2 (FY 2023) of the Hayward Federal Stimulus Expenditure Plan. Contribution may be carried forward in to Year 3 (FY 2024) depending on the timing of the funding needs.

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

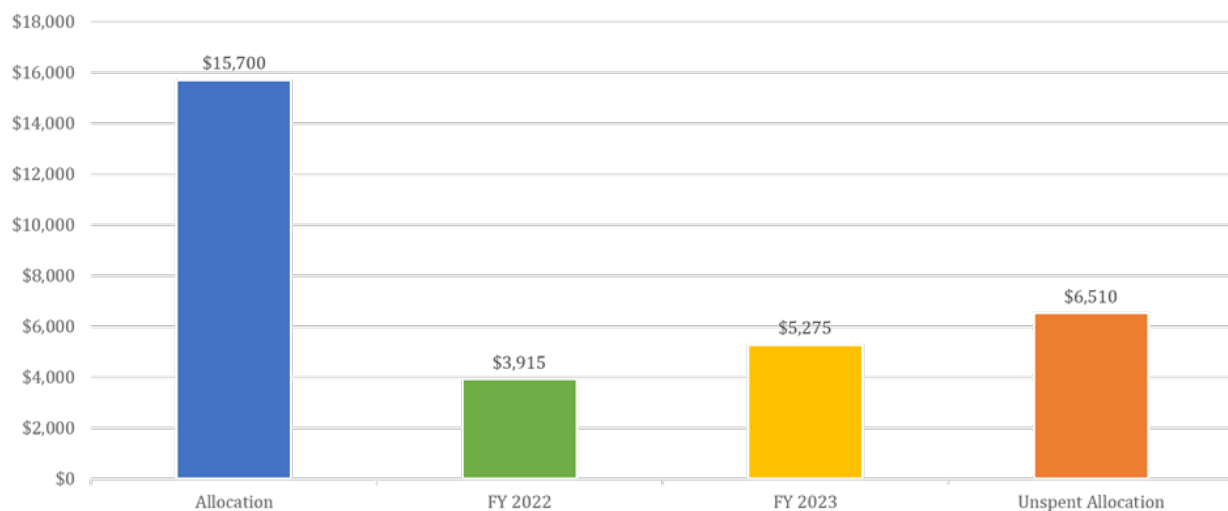
Address Negative Economic Impacts Caused by the Public Health Emergency:

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) and Year 2 (FY 2023) of the Hayward Federal Stimulus Expenditure Plan.

Graph 2:
Address Negative Economic Impacts Caused by the Public Health Emergency –
Allocation vs. Actual



Economic Development Business Recovery: This project is currently in progress. Funding for Economic Development Programs is 53% expended. Five of the nine Economic Development programs have been launched: Together for Hayward Gift Card (\$250K - program funds 100% spent), Small Business Assistance Grants - \$5000 grants to 20 businesses (\$100K - Program funds 100% spent), Open for Business Marketing Program - marketing campaign in coordination with CSUEB to create videos highlighting our small businesses (\$250K - 90% allocated/spent), Restaurant Relaunch - grant program to help restaurants update their space to meet the modern customer expectations (\$250K - 94% allocated/spent) and Restore and Reopen Facade Program - grants to assist businesses to improve the exterior look of the business to bring customers back to the stores (\$200K - 64% allocated/spent).

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

Tuition Assistance is currently in progress for launch (\$200k - 75% allocated) and is supported by two fiscal partners: The Friends of Chabot College and California State University, East Bay Foundation, Inc. Three remaining programs, Hire Hayward, Earn and Learn, and Get Digital are under review for reallocation or launch pending the availability of Economic Development staff capacity.

Two programs, Get Digital, and Earn and Learn will have their total \$450,000 reallocated to Tuition Assistance and Gift Card programs. Of the \$450,000 from the Get Digital, and Earn and Learn programs, \$200,000 will be allocated to Tuition Assistance, and \$250,000 allocated to Gift Card Program. The additional \$200,000 for tuition assistance will increase the agreements for The Friends of Chabot College and California State University, East Bay Foundation Inc from \$75,000 each to \$200,000 each. The additional \$250,000 for the Gift Card Program will increase the agreement with Yiftee to \$500,000.

Hire Hayward is under review for launch pending the availability of Economic Development staff capacity.

Community Agency Funding Augmentation: This project is currently in progress. 90% of funding augmentation has been expended. Project primarily supports workforce training programs from community partners Love Never Fails and Downtown Streets Team. Love Never Fails' "Connect with IT Biz" program coaches and places low-income young adults in paid technology internships. Downtown Streets Team provides work experience, placement, and case management for individuals experiencing homelessness. Funding also supports the Hayward Library's Family Education Program, which offers educational support services to students in K-12th grades as well as adult ESL classes for Hayward residents.

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, with one-third of budgeted funding obligated as of April 2023. Project launched in November 2022 with an initial cohort of 26 participating households. On July 1, 2023 the program will begin accepting referrals for the second cohort of low-income households at risk of homelessness.

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

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 86% expended. This funding has been used along with State, County, and City funding for HNC operations and COVID-19 response over the last year. Remaining funds are expected to be fully expended by the end of FY 2023.

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 services through this program and to date, HERA has provided default and foreclosure prevention services to 22 Hayward residents. Four workshops have been hosted on a variety of foreclosure prevention topics in multiple languages.

Relocation Assistance for Displaced Tenants: Tenant Relocation Assistance Ordinance Regulations are completed, creating the guidelines and structure for program implementation. As of May 3, 2022, two apartment fires have displaced several tenants eligible under the ordinance.

First-Time Homebuyer Down Payment Assistance / Wealth-Building Program: This program includes ARPA funding allocation in Year 2 (FY 2023) of the Hayward Federal Stimulus Expenditure Plan. Funding has been reallocated to support an Affordable Housing Bond - Social Impact Bond Program.

Tax-Defaulted / Foreclosed Property Program: This program includes ARPA funding allocation in Year 2 (FY 2023) of the Hayward Federal Stimulus Expenditure Plan.

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 2023 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.

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.

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

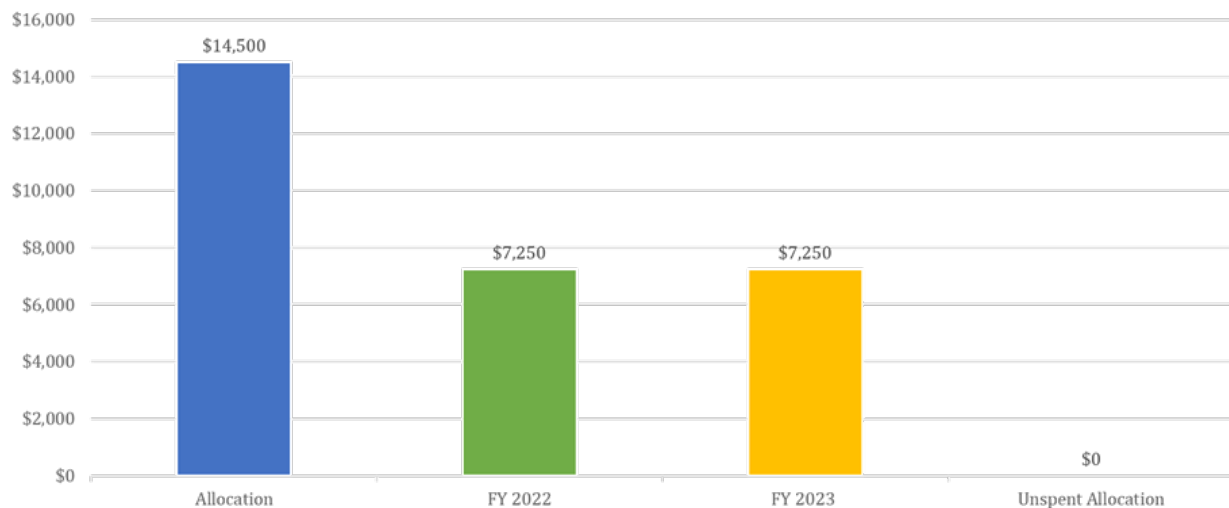
Replace Lost Public Sector Revenue:

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



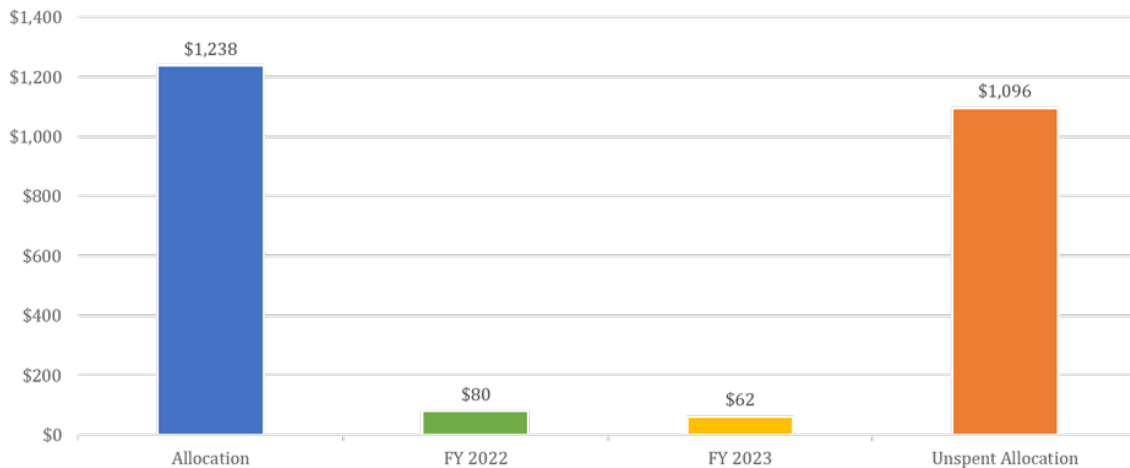
Invest in Water, Sewer, and Broadband Infrastructure:

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) and Year 2 (FY 2023) 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



Tech Lending Library: Chrome Books / Hot Spots for 3 years: Prior to ARPA Funding, 684 computing and broadband internet devices were available to HUSD students and adult literacy learners. This included 457 hotspots and 228 Tablets (1,146 devices) are due to be renewed by May 2023. 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. Phase 1 and 2 has architectural plans complete. Both phases to be complete in summer of 2023.

Fleet Shop Expansion to Support Infrastructure Work: This program includes ARPA funding allocation in Year 2 (FY 2023) of the Hayward Federal Stimulus Expenditure Plan. Preliminary design work is underway.

In accordance with the Hayward Federal Stimulus Expenditure Plan, Year 1 (FY 2022) and Year 2 (FY 2023) included a combined appropriation \$35.4 million to support projects and programs that helps the City stabilize its operations and fiscal situation. To date, a total of \$25.6 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 2 (FY 2023), will be carried forward into Year 3 (FY 2024) to continue efforts to complete and/or obligate by the end of the calendar year 2024, with all project and program expenditures completed by the end of calendar year 2026.

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

ARPA Project and Program Adopted Budget Appropriations (Year 3):

As part of the FY 2024 budget process, the City referred to the Hayward Federal Stimulus Expenditure Plan to determine budgetary needs for the continued support of City Council approved ARPA projects and programs. The tables below provide an overview of the ARPA projects and programs by category that are planned for Year 3 (FY 2024), including corresponding adopted budget appropriations needed to complete each project and/or program.

Table 2: Overview of FY 2024 "Public Health"
Projects/Programs

PROJECT/PROGRAMS	Year 3 Budget Appropriation (FY 2024)
Online Permitting Solution Implementation	\$ 250,000
Network Security Software	\$ 46,000
SD-WAN Implementation	\$ 135,000
Contribution to Animal Control Facility Renovation	\$ 300,000
Total	\$ 731,000

Table 3: Overview of FY 2024 "Negative Economic Impact"
Projects/Programs

PROJECT/PROGRAMS	Year 3 Budget Appropriation (FY 2024)
Economic Development Business Recovery	\$ 500,000
Social Impact Bond Program	\$ 1,000,000
Hotel Vouchers for Encampment Abatement	\$ 75,000
Encampment Clean-Ups	\$ 375,000
Operation Clean Sweep-Citywide Enhanced Clean-Up	\$ 150,000
Total	\$ 2,100,000

Table 4: Overview of FY 2024 "Replacement of Lost Revenue"
Projects/Programs

PROJECT/PROGRAMS	Year 3 Budget Appropriation (FY 2024)
Replacement of Lost Public Sector Revenue	\$ —

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

Table 5: Overview of FY 2024 “Water, Sewer, and Broadband Infrastructure” Projects/Programs

PROJECT/PROGRAMS	Year 3 Budget Appropriation (FY 2024)
Corporation Yard Renovation to Support Infrastructure Work	\$ 200,000

The City will continue to focus on completing ARPA funded projects and programs identified and prioritized based on its highest impact on services provided to the Hayward Community, as well as stabilizing ongoing City operations. The projects and programs included in the Hayward Federal Stimulus Expenditure Plan supports City operations, and the Hayward community most impacted by the COVID crisis.

Year 3 (FY 2024) was adopted by City Council as part of the FY 2024 annual budget process. Staff continues to value the importance of transparency and is dedicated to providing regular updates to the City Council on the progress of each of the ARPA funded projects and/or programs.



BUDGET-IN-BRIEF: PUBLIC SAFETY POLICY INNOVATION PROJECTS

Budget-In-Brief: Public Safety Policy Innovation Projects

BUDGET IN BRIEF COMMUNITY SAFETY PILOT PROJECTS

Background: The Community Safety Pilot Projects were originally developed from recommendations made by the Public Safety Policy Innovation Workshops that took place in Spring 2021 following deep engagement with the community about public safety and policing in Hayward. For a full background and links to staff reports, visit www.hayward-ca.gov/haywardsafe.

The following table reflects the status of the original priority projects developed by Public Safety Policy Innovation Workshops and identified for staff implementation by Council. Over the last two years, some projects have been completed, others are ongoing and have been incorporated into departmental regular operations, and others remain interdepartmental pilot projects, such as the Hayward Evaluation and Response Teams (HEART) program.

The Dispatch Needs Assessment and Capacity Improvements and HEART projects continue to have fiscal impacts and will be discussed in this Budget in Brief. Funding for these projects is generated through general fund savings from five (5) vacant Police Officer positions.

Future updates on the remaining projects will be provided by the department/division noted below.

Project	Status	Lead Department/Division
Dispatch Needs Assessment and Capacity Improvements	Ongoing	Interdepartmental (City Manager's Office, Police Department, Fire Department)
Hayward Evaluation and Response Teams (HEART), including Behavioral Health Coordination	Pilot project ongoing	Interdepartmental (City Manager's Office, Police Department, Fire Department)
Expand Shelter Options and Outreach	Ongoing	Community Services Division
Community Services Officers Respond to Property Crimes	Pilot project ongoing	Police Department
Neighborhood Participatory Budgeting	On track to be completed by December 2023	City Manager's Office
HPD Training Curriculum Working Group	On hold due to staff capacity	Police Department
Community Feedback and Complaint Liasion	On hold due to staff capacity	City Manager's Office

Budget-In-Brief: Public Safety Policy Innovation Projects

Dispatch Needs Assessment and Capacity Improvement:

This project facilitates a needs assessment on incoming calls and outgoing responses with actionable recommendations, including providing additional emergency behavioral health and medical capacity in dispatch. Recommendations from this assessment will support all ongoing public safety projects developed from the policy innovation workshops,

In August, the City published an RFP and contracted Federal Engineering Inc. to conduct the Assessment. From January to May 2022, Federal Engineering consultants completed stakeholder interviews, onsite observations, surveys, data assessment and analysis, current conditions report, and preliminary recommendations.

The Dispatch Needs Assessment was completed in Fall 2022 and presented to Council at a November 15, 2022 Work Session. During this Work Session, Council supported the priority recommendations of increasing staffing in the Dispatch Center by six (6) FTE, implementing the Quality Assurance and Quality Improvement Program, implementing additional training, and development and implementation of Emergency Medical Dispatch protocols. Hayward Police Department has requested the six (6) FTE to support the Dispatch Center through their FY24 departmental budget requests.

The table below outlines the FY24 funding requests to support the Dispatch Needs Assessment, funded through salary savings from HDP vacant positions. Beginning FY25, funding requests for the Dispatch Needs Assessment will come from Hayward Police Department.

Budget Year	Item	Amount	Funding Source
FY 22/23	Dispatch Needs Assessment	\$220,033	Salary savings from HPD vacant positions
FY 23/24	Dispatch Needs Assessment	\$100,000	Salary savings from HPD vacant positions

Hayward Evaluation and Response Teams (HEART):

The primary goal of the HEART Pilot Program is to create an integrated continuum of options for public safety responses to community members experiencing mental illness, homelessness and/or substance use disorders, allowing the right team or resource to respond to the right call for service, improving access to medical, mental health and other support services and reducing the need for police officers to intervene.

The HEART model consists of two distinct co-responder teams, that are rooted in national best practices for crisis response systems, including [SAMHSA's National Guidelines for Behavioral Health Crisis Care](https://www.samhsa.gov/sites/default/files/national-guidelines-for-behavioral-health-crisis-care-02242020.pdf)¹ and the [National Council of Behavior Health's Roadmap to the Ideal Crisis System](http://crisisroadmap.com/)²:

- 1) The Mobile Integrated Health Unit (MIHU) which pairs Hayward Fire Department Community Paramedics with Mental Health Clinicians

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

- 2) The Hayward Mobile Evaluation Team (HMET) which pairs Crisis Intervention Team (CIT) trained Hayward Police Officers with behavioral health clinicians from the Alameda County Behavioral Health Care Services.

Behavioral Health Coordination: In addition to the co-responder teams, the HEART program also includes a Behavioral Health Coordinator and a Lead Program Assistant. The Behavioral Health Coordinator focuses on infrastructure development and capacity building to maximize the leveraging of resources available Countywide and identify and close service gaps for Hayward's most vulnerable residents. The Lead Program Assistant provides critical case management and follow-up services for community members referred by MIHU and HMET who need additional support and connection to resources after the initial call for service is resolved.

The Behavioral Health Coordinator position was filled for the duration of FY23 with a YFSB Family Counselor on Special Assignment in the HEART program. Due to challenges recruiting mental health clinicians for the MIHU (discussed below), approximately half their time was reallocated to the MIHU to provide direct service to community members alongside HFD Community Paramedics. In FY24, it is anticipated that the mental health clinician positions will be filled and the Behavioral Health Coordinator will be able to focus full time on their primary role.

Initial recruitments for a Lead Program Assistant were unsuccessful, however in April 2023 an existing Lead Program Assistant in YFSB was reassigned to support the HEART program and is expected to provide full-time support to HEART in FY24.

The table below outlines the FY24 funding requests to support Behavioral Health Coordination, funded through salary savings from HDP vacant positions. Beginning FY25, funding requests for Behavioral Health Coordination will come from Hayward Police Department as part of the Youth and Family Services Bureau.

Budget Year	Item	Amount	Funding Source
FY 22/23	Behavioral Health Coordination	\$433,345	Salary savings from HPD vacant positions
FY 23/24	Behavioral Health Coordination	\$433,345	Salary savings from HPD vacant positions

HMET: The Hayward Mobile Evaluation Team (HMET) has been consistently operational 40 hours per week since June of 2021. In the first three quarters of FY23, HMET responded to 657 calls for service (through 3/31/23). Referrals came through the 911 Dispatch center, HPD patrol, outpatient mental health providers, family members/loved ones, schools, community members and directly from individuals experiencing crises themselves. Approximately 90% of HMET responses were generated by HPD (911 dispatch, patrol, or officer on view). The most common originating call types were Welfare Check (17%), Miscellaneous Public Service (14%), Mental Illness (14%), Follow Up (8%), Security Check (8%) Suicide Threat or Attempt (6%), Unwanted Disturbance (5%), Violent Mental Illness (5%), and Family/Domestic Disturbance or Battery (3%). The majority of these calls for service resulted in connecting the people

HMET Team:
657 Responses
to date in FY23

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involved with the appropriate resources, including involuntary psychiatric hospitalization (5150/5585) when needed, but also crisis de-escalation in the field and follow-up with longer-term solutions including mental health, substance use disorder and other social services. For individuals placed on a 5150 hold, HMET had a 50% inpatient rate, meaning that half of all HMET contacts taken for evaluation at John George Psychiatric Hospital (JGP) were admitted to inpatient treatment. When compared to the 25% inpatient rate for general JGP visits, HMET clinicians did a better job of assessing who needed to go to the hospital. This is consistent with data that co-responder models tend to be more successful with assessments and getting individuals to the right services at the right time. Of the 657 calls for service, there was one incident of Use of Force by HMET police officers and two HMET calls with criminal justice involvement (arrest or citation).

The table below outlines the FY24 funding requests to support the HMET, funded through salary savings from HDP vacant positions. Beginning FY25, funding requests for HMET will come from Hayward Police Department.

Budget Year	Item	Amount	Funding Source
FY 22/23	HMET	\$166,794	Salary savings from HPD vacant positions
FY 23/24	HMET	\$166,794	Salary savings from HPD vacant positions

MIHU:
39 Responses
September 2022 –
January 2023

MIHU: The Mobile Integrated Health Unit (MIHU) soft-launched in January 2022. Because this model is a newer concept than the MET model, the soft launch was designed to assess which call types are best aligned to receive services through MIHU. In addition, the soft launch allowed staff to better understand the possible mechanisms for referring calls to the MIHU for pre- or post-crisis intervention.

Based on learnings from the soft launch, MIHU team members focused their efforts on building a robust referral system in the Fire Department's data management system and engaged in an outreach initiative within the Fire Department to train staff on the MIHU program and use the new referral system. With these systems in place, the MIHU re-launched in May 2022 with the ability to collect data on the full range of referral types and responses.

An ongoing challenge for MIHU has been staffing the Mobile Mental Health Clinician positions. The City originally partnered with Tiburcio Vasquez Health Center (TVHC) to provide the mental health clinician to serve on the MIHU. After a lengthy recruitment effort, TVHC was unable to fill this position so the City is now working to create a Mobile Mental Health Clinician job specification and hire two full time, Limited Term positions housed in the Youth and Family Services Bureau (YFSB). Staff expect to fill these positions by Quarter 2 of FY24.

As of February 2023, the MIHU operates 40 hours/week primarily staffed by HFD Community Paramedics. While the City continues to recruit for the full time mental health clinicians, the Behavioral Health Coordinator has reallocated 50% of their time to provide MIHU mental health services.

The table below outlines the FY24 funding requests to support the MIHU, funded through salary savings from HDP vacant positions. Beginning FY25, program requests for MIHU will come from Hayward Fire Department and Hayward Police Department as part of the Youth and Family Services Bureau.

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Budget Year	Item	Amount	Funding Source
FY 22/23	MIHU	\$779,483	Salary savings from HPD vacant positions
FY 23/24	MIHU	\$779,483	Salary savings from HPD vacant positions

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

In FY23, 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. Additionally, funds will be utilized to purchase two unmarked vehicles for providing mental health and other support services in the field. In March 2023, additional BHJIS funding was awarded to the City in the amount of \$130,000 to expand and continue the HEART program through the end of the 2023 calendar year. 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.

Also 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 recommended reserving this grant funding for FY25 HEART program expenditures.

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)
	TOTAL FUNDING RECEIVED	\$1,228,260	

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

Data Access and Sharing

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In FY23, two separate agreements were executed with Alameda County to improve data sharing across agencies. This will allow for better coordination of care for residents, as well as help address ongoing limitations around tracking data and reporting HEART program outcomes.

The first agreement allows HEART program staff (not including sworn police officers) access to the Community Health Record (CHR), an electronic record that summarizes data so care team members can see a comprehensive, “whole person” view of a consumer’s utilization (clinical, housing, social and community services), enabling more efficient care and a streamlined consumer experience.

The second agreement allows HEART clinical and clinical support staff (Behavioral Health Coordinator, Mobile Mental Health Clinicians and Lead Program Assistant) access to Clinician’s Gateway, a database that houses mental health treatment records for Medi-Cal recipients Countywide. Combined, these tools will provide valuable information about residents’ treatment histories and other care team members already providing services. In FY24, use of these tools will be integrated into daily operations for the HEART program and data reporting capabilities will be explored.

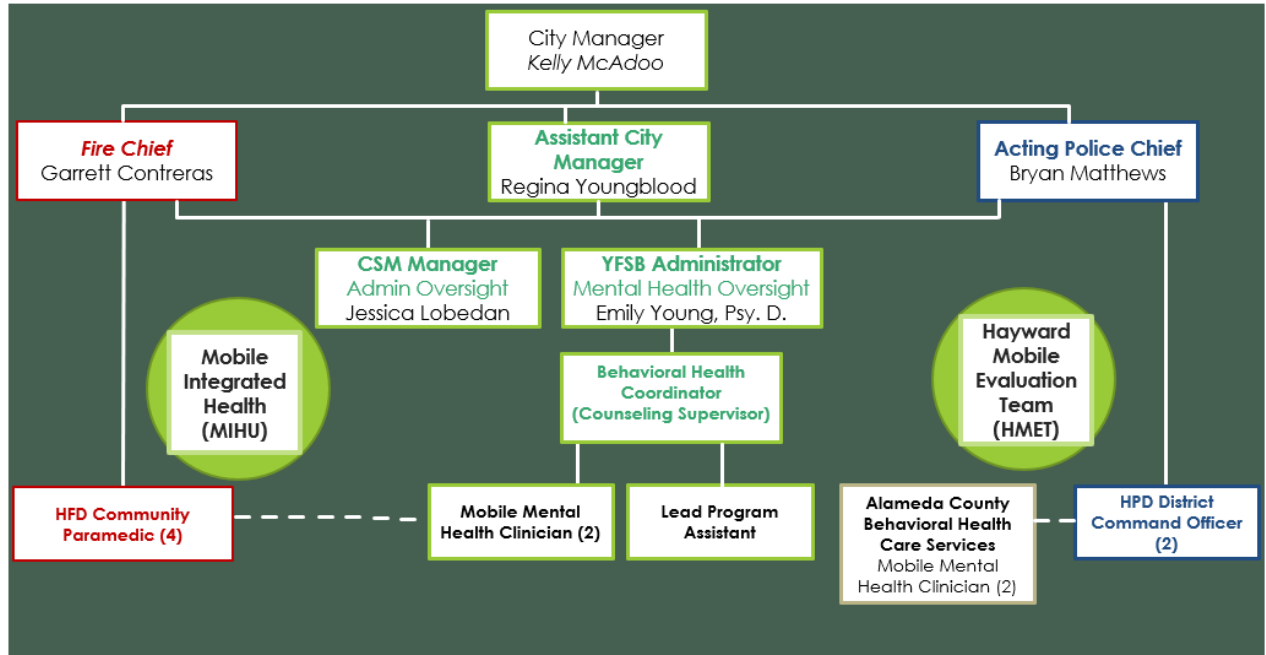
Significant Changes for FY24

Tiburcio Vasquez Health Center (TVHC) was selected as the City’s contracted provider of mobile mental health clinical services. As a result of ongoing challenges with recruitment, staff is recommending hiring these positions as internal, limited term City positions. Staff plan to underfill two YFSB vacancies with limited term Mobile Mental Health Clinicians to respond to calls as part of the MIHU and provide follow up support services as needed.

The adopted budget reflects 80 hours per week in FY24 for both the HMET and MIHU, shown in the organizational chart and table below. However, as noted above, recruiting staff for these teams continues to be a significant challenge. Staff will work towards an 80 hour model, but will likely be unable to fill all positions for the full fiscal year, especially for the HMET team with police department staffing being especially limited. Any vacancy savings will be returned to the general fund.

HEART Organizational Chart for FY24

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