



ADOPTED OPERATING BUDGET

FISCAL YEAR 2023





FRONT COVER

The City of Hayward, in partnership with Hayward Area Recreation and Parks District (HARD), is currently developing “La Vista Park,” a new 50-acre hillside park in South Hayward. The Park will feature 180-degree-plus San Francisco Bay views from a ridge trail, sports fields and courts, an amphitheater, a yoga lawn, and more. The front cover features a conceptual drawing of what’s been called the “Vista Point and Play Lawn,” an open space with stunning views and an array of outdoor recreation amenities.

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ADOPTED FY 2023 OPERATING BUDGET

Director of Finance: Dustin Claussen

Prepared by the Finance Department

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BUDGET GUIDE

The City of Hayward's budget provides a financial plan that integrates Council goal-setting and supports the City Council Priorities and Initiatives. It also represents the official organizational plan by which City policies, priorities and programs are implemented. The budget serves as a planning and communication tool with residents, businesses and employees about how the City's financial resources are allocated to provide services to the community.

The following is a brief outline of the contents of the budget book:

City Council Priorities & Strategic Initiatives: Each year, Council establishes and affirms their priorities for staff to help guide the development of the upcoming annual budget, and to provide a platform for assessing work productivity and performance at the end of each year. Council and City staff have developed performance factors and measures linked to the City's overarching policies of Safe-Clean-Green-Thrive.

Budget Guide: The Budget Guide presents a brief description of the budget process and the key elements of the budget.

Budget Message: City Manager's transmittal letter to the City Council details the budget, including budget issues and policies that lead to the development of the budget and the plan to balance the budget.

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

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

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

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

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

Capital Improvement Program: Overview of major capital projects and the revenues, expenditures; essentially a summary of the larger FY2023-2032 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 2023 Budget Development Calendar

Key Dates	Actions
FY 2023 Annual Operating Budget	
March 2022	
1-11	Operating budget review meetings with City Manager, Assistant City Manager, Finance and Departments.
April 2022	
5 and 26	City Council Work Session and Public Hearing/Adoption Community Agency Funding
May 2022	
14	City Council Operating Budget Work Session #1
17	City Council Operating Budget Work Session #2, if needed
17	City Council CIP Budget Work Session #1 FY 2023-2032
June 2022	
7	City Council Public Hearing and Adoption - FY 2023 Operating and Capital Budgets
7	City Council Public Hearing and Adoption - FY 2023 GANN Appropriations Limit
14	City Council Adopt FY 2023 Operating and Capital Budgets (if not approved on 6/7)
July 2022	
1	Fiscal Year 2023 Begins

BUDGET PROCESS & CALENDAR

FY 2023 BUDGET ROADMAP


March 1-11

City Manager, Assistant City Manager, and Finance staff meet with Departments to discuss budget priorities for upcoming fiscal year.


April 5 & 26

City Council Work Session and Public Hearing on Community Agency Funding (CDBG, Social Services, Arts, and Music).


May 17

City Council Operating Budget Work Session #2 and FY 2023-2032 CIP Budget Work Session.


June 7

City Council Public Hearing and Adoption of FY 2023 GANN Appropriation Limit.


July 1

First Day of FY 2023.



March 22

Council Adopted new Master Fee Schedule for Fiscal Year 2023.



May 14

City Council Operating Budget Work Session #1, Saturday All-Day Session.



June 7

City Council Public Hearing and Adoption of FY 2023 Operating and Capital Budgets.



June 14

City Council Adoption of FY 2023 Operating and Capital Budgets if changes were required on June 7.



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ELECTED OFFICIALS

The Mayor and six Council members represent Hayward residents, adopt public policy, and approve resource allocations consistent with community priorities. The City Council generally meets the first, third, and fourth Tuesday of each month at 7:00 p.m. in Council Chambers, 2nd Floor of 777 B Street, Hayward, CA 94541. The public is invited and encouraged to attend Council meetings.



Barbara Halliday
Mayor

Term Expires 2022



Mark Salinas
Council Member

Term Expires 2024



Sara Lamnin
Council Member

Term Expires 2022



Aisha Wahab
Council Member

Term Expires 2022



Elisa Márquez
Council Member

Term Expires 2024



Francisco Zermeño
Council Member

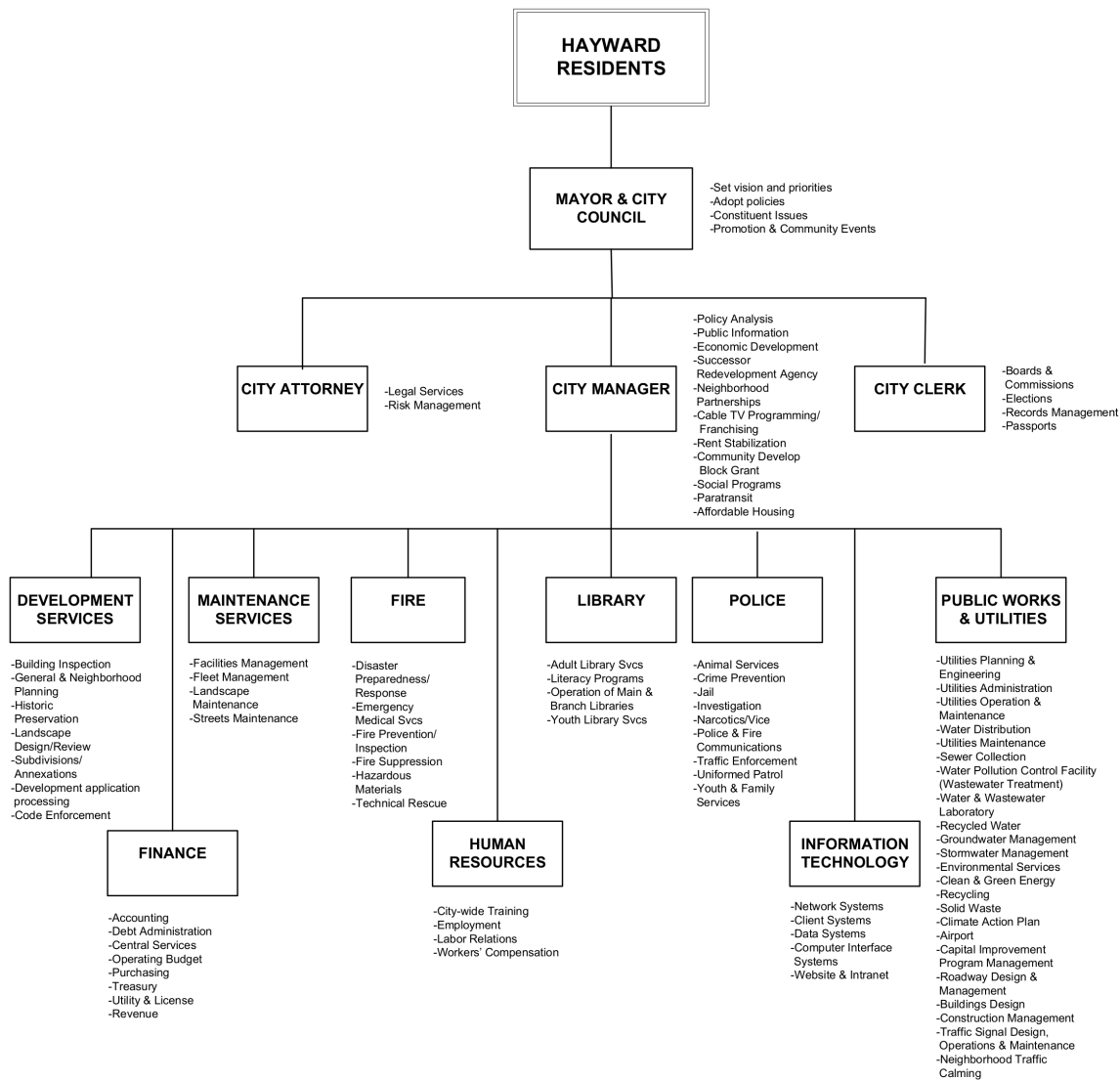
Term Expires 2024



Angela Andrews
Council Member

Term Expires 2024

CITYWIDE ORGANIZATION



ADMINISTRATIVE STAFF

Appointed by City Council

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

Department Directors

Assistant City Manager	Jennifer Ott
Assistant City Manager	Regina Youngblood
Development Services	Jennifer Ott
Finance	Dustin Claussen
Fire	Chief Garrett Contreras
Human Resources	Jana Sangy
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, 2021. 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, 2021

Christopher P. Morill

Executive Director

COMMUNITY PROFILE

Hayward is located in Alameda County, California, on the eastern shore of the San Francisco Bay, 25 miles southeast of San Francisco, 14 miles south of Oakland, 26 miles north of San Jose, and 10 miles west of the Livermore Valley. Encompassing 61 square miles that unfold from the Berkeley-Oakland Hills onto the Bay shoreline.

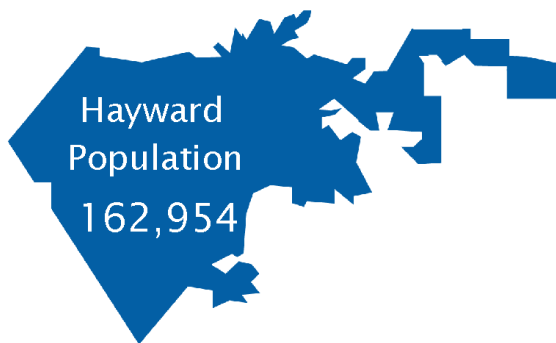
Hayward is strategically positioned at the epicenter of a metropolitan area synonymous with innovation, bold thinking and entrepreneurship. The city is served by three major freeways, two Bay Area Rapid Transit (BART) stations, Amtrak Capitol Corridor trains, local and commuter buses routes operated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

It is home to a California State University, a community college, and technical, trade and business colleges. Hayward has built, approved, or entered into the development pipeline hundreds of new apartment homes within the past year, and has started the construction of thousands of new housing units at all income levels while supporting affordable housing development and other programs to reduce displacement of existing residents. While undergoing transformative change, Hayward is also planning its future.



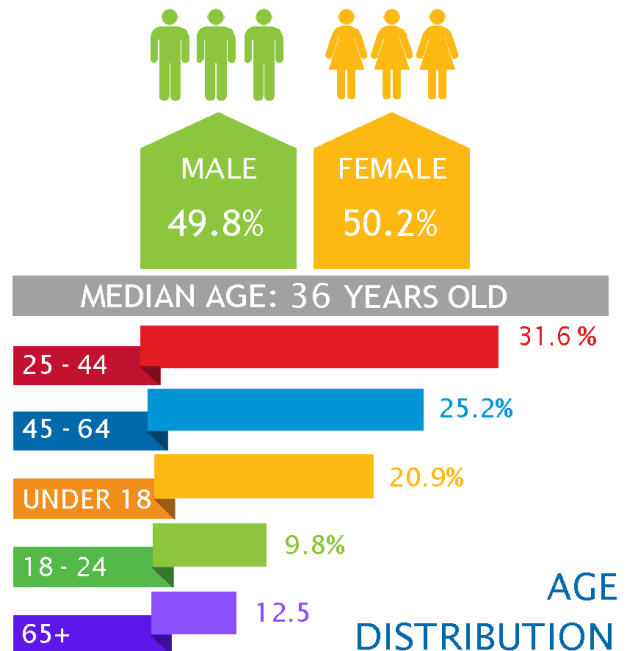
The city adopted a new Downtown Specific Plan to create a more pedestrian friendly central core and healthy balance of housing, retail, offices and restaurants and updated its industrial zoning to support an existing manufacturing base while meeting the needs of new information, technology and advanced-manufacturing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

DEMOGRAPHICS

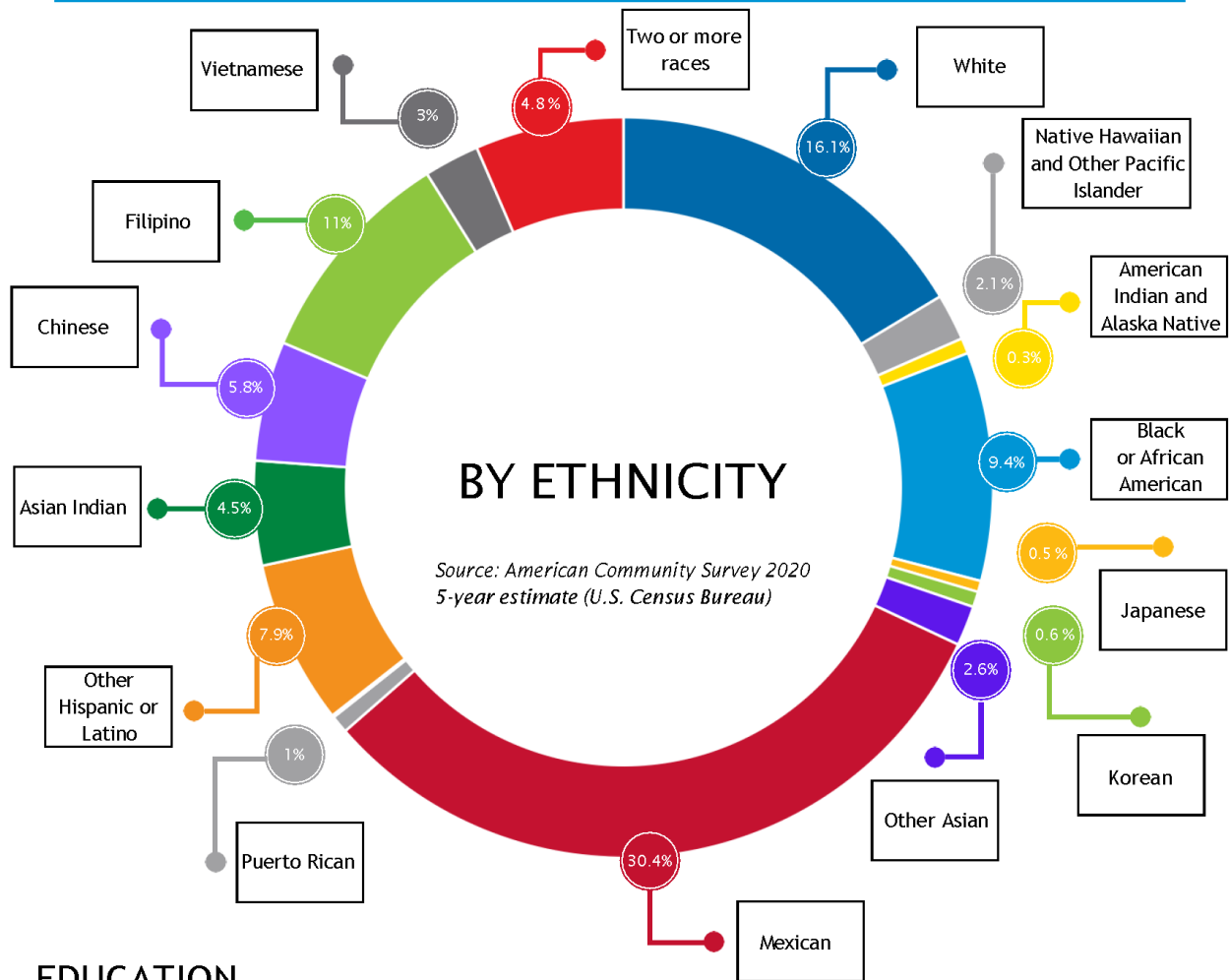


With a median age of just 36 years old, the city of Hayward's population is younger than that of the United States by over 2 years.

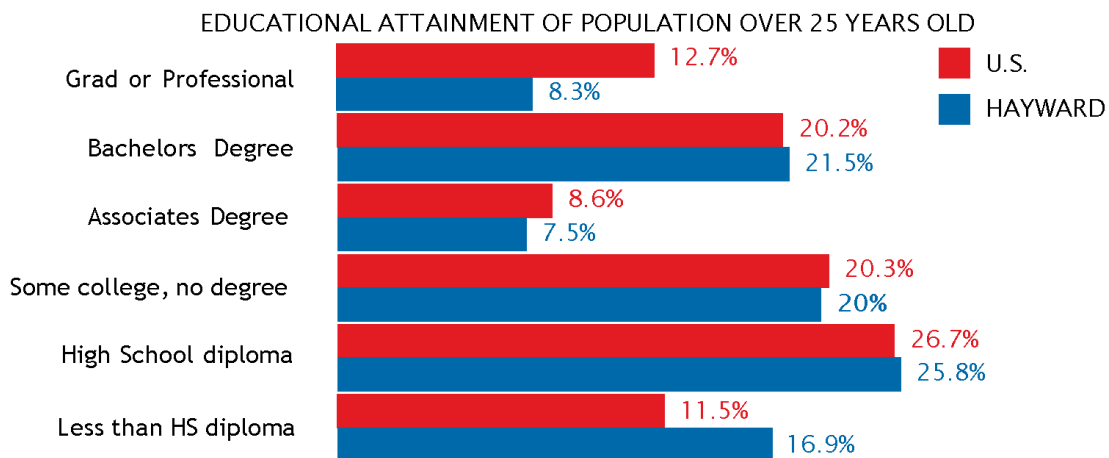
Source: American Community Survey 2020 5-year estimate (U.S. Census Bureau)



COMMUNITY PROFILE



EDUCATION



COMMUNITY PROFILE

A CITY THAT EDUCATES: SCHOOLS IN HAYWARD



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

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

Each day, more than 13,985 students pursue higher education in Hayward.

EMPLOYMENT, ECONOMY & HOUSING

TOP HAYWARD EMPLOYERS

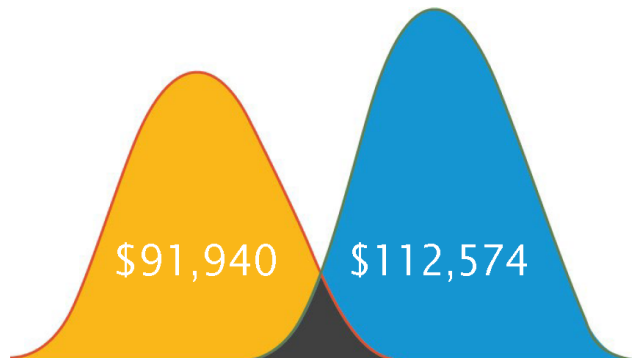
- Alameda County Sheriff's Department
- Baxter Bio Pharma
- California State University, East Bay
- Chabot Community College
- Fremont Bank
- Hayward Unified School District
- Illumina
- Impax Laboratories, Inc.
- Pentagon Technologies
- Plastikon Industries, Inc.
- Siemens Building Tech
- St. Rose Hospital



MEDIAN HOUSEHOLD INCOME



AVERAGE HOUSEHOLD INCOME



Source: City of Hayward Comprehensive Annual Financial Report, Fiscal Year 2021

Source: American Community Survey 2020 5-year estimate (U.S. Census Bureau)

\$1,100,000

MEDIAN SALE PRICE OF
DETACHED, SINGLE FAMILY
HOMES IN HAYWARD



\$767,500

MEDIAN SALE PRICE OF
CONDOMINIUMS AND
TOWNHOUSES IN HAYWARD

Source: Bay East Association of Realtors, March 2022

COMMUNITY PROFILE

COMMUNITY ENGAGEMENT

79,834
Registered Hayward voters

Source: Alameda County Registrar of Voters

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

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



Home Owners Associations & neighborhood interest groups.



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

OTHER HAYWARD AREA AMENITIES

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

JAPANESE GARDENS

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

COMMUNITY PROFILE

HISTORICAL NOTES & TRIVIA

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

The numbers reflected are mainly based on Bay East Association of Realtors (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.

City of Hayward Strategic Roadmap FY2021 to FY 2023

Updated April 22, 2022



City Council adopted the original Roadmap on January 28, 2020.
City Council adopted this updated Roadmap on April 22, 2022.



About the Roadmap

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

Strategic Vision

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

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

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

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

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

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

Strategic Priorities

The critical focus areas to achieve the vision.



Enhance Community Safety & Quality of Life

- Community-based response models
- Emergency preparedness
- Cleanliness and blight reduction
- Library and educational programs
- Celebrate heritage & confront inequities



Preserve, Protect & Produce Housing For All

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



Confront Climate Crisis & Champion Environmental Justice

- Reduce greenhouse gases and dependency on fossil fuels
- Promote a circular economy
- Mitigate climate crisis impacts through resilient design



Invest in Infrastructure

- Multi-Modal Transportation
- City-Owned Facilities & Property
- Water Supplies, Sanitation & Sewers
- Community-wide Internet Infrastructure & Access



Grow the Economy

- Invest in the future through businesses support services
- Enhance marketing
- Workforce development pipelines
- Strategically dispose of City property
- Create thriving commercial corridors



Strengthen Organizational Health

- Fiscal sustainability
- Employee engagement and retention
- Communications, transparency, and community engagement
- Safe & collaborative work environment

Racial Equity Focus Projects

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?

Strategic Roadmap FY2021 to FY2023 Project List



Enhance Community Safety and Quality of Life

✦ = Racial Equity Focus Project ✦ = Needs Funding ⊙ = Statutory Requirement ✓ = Completed → = Continuous **Bold (X)** = Y3 Work Plan

Projects		Y1	Y2	Y3	Y3+	Lead	Support
Support Safety through Community-Centered Response and Enforcement Models							
Q1	Assess findings from County's comprehensive assessment teams (CAT) pilot in preparation to roll out permanent program outside of County	✓				PD, FD	LB, CS
Q2	Implement a vaping ban	✓				DS	
Q3	Expand existing support services offered by the Hayward Police Department Youth and Family Services Bureau to include life skills, education and restorative justice	✓	→	→	→	PD	
Q4	Implement Hayward Police Department Community Advisory Panel	✓	→	→	→	PD	
Q5 Community Safety Public Engagement and Policy Innovation Workshop Pilots/Projects							
Q5a	Conduct community engagement and public polling to understand community concerns	✓				CM, PD	All
Q5b	Implement Policy Innovation Workshop to design potential policy solutions	✓				CM, PD	All
Q5c	Implement Dispatch Needs Assessment and Capacity ✦			X		CM, FD, PD	
Q5d	Pilot Behavioral/Mental Health Coordinator Position ✦			X		CM, FD, PD	
Q5e	Implement Pilot Mobile Mental Health Response Team ✦			X		CM, FD, PD	
Q5f	Implement District Command Behavioral Health Clinician ✦			X	→	CM, FD, PD	
Q5g	Community Feedback and Complaint Liaison ✦			X		CM, PD	CA
Q5h	Implement CSO Response to Property Crimes ✦			X	→	PD	
Q5i	Implement HPD Training Curriculum Working Group ✦			X		PD, HR, CM	
Q5j	Implement Neighborhood Participatory Budgeting ✦			X		CM, Fin	
Q6	Bring work session to Council on gun control options			X			
Support Safety through Emergency Preparedness, Planning, and Response							
Q7 Covid-19 Response							
Q7a	Establish Graffiti Relief Program	✓				DS	
Q7b	Launch and run Food Distribution Operation ✦	✓				CM, CS	FD, MS
Q7c	Launch and run Covid-19 Testing and Vaccine Operations ✦	✓	→			FD	MS
Q7d	Operate Long-term Partial Activation of EOC, including rapid rollout of Veoci	✓				FD	All
Q8	Conduct a 'risk & resilience' assessment of water system and update emergency response plan ⊙	✓				PW	FD
Q9	Update comprehensive emergency services plan for community and staff			X		FD	MS, PW, PD
Q10	Update and adopt Fire Department strategic plan			X		FD	

Strategic Roadmap FY2021 to FY2023 Project List



Enhance Community Safety and Quality of Life

✦ = Racial Equity Focus Project ✧ = Needs Funding ⊙ = Statutory Requirement ✓ = Completed → = Continuous **Bold (X)** = Y3 Work Plan

Projects		Y1	Y2	Y3	Y3+	Lead	Support
Q11	Expand emergency shelter sites in Hayward*		✓	→	→	HS	FD
Invest in Cleanliness and Reduce Blight							
Q12	Create and implement Interdepartmental Homeless Encampment Task Force	✓	→	→	→	CS, DS, PD, HS, MS	
Q13	Adopt and Enforce Vacant Building Property Ordinance**	✓	→	→	→	DS	
Q14	Engage owners of vacant building properties and encourage activation of vacant sites ✧**			X		ED	
Q15	Revamp community preservation ordinance to combat blight and enhance neighborhood livability **			X	→	DS	
Q16	Implement a strategy to compel Union Pacific to clean up their unsafe and blighted properties, mitigate public safety risk, and reduce inefficient use of staff resources	✓	→	→	→	CM	CA, DS, PW, FD, PD, MS
Q17 Implement targeted illegal dumping prevention programs							
Q17a	Operation Clean Sweep	✓	→			MS	
Q17b	Pilot programs and analysis ✦			X		MS	PD
Q17c	Roll out permanent program (if funded) ✧					MS	PD
Enhance Library, Educational, and Neighborhood Programs							
Q18	Implement Census 2020 community engagement	✓				CM, LB	CS
Q19	Plan library operations and hours to leverage the new facility						
Q19a	Launch library Curbside Service	✓	→			LB	
Q19b	Expand online Library programming offerings	✓	→	→	→	LB	
Q19c	Launch Bookmobile Program ✧		✓	→	→	LB	MS
Q19d	Conduct survey of library hours need and analysis of use		✓			LB	
Q19e	Conduct stage one of strategic planning and implementation ✦			X		LB	
Q20	Negotiate updated Master Lease Agreement with Hayward Recreation and Park District ✦			X		CM	CA
Celebrate Hayward's Heritage & Confront Racial Inequities							
Q21	Work across Strategic Roadmap priorities to include racial equity lens (see Exhibit A) ✦			X		CM, GARE	All
Q22	Onboard more staff to join the Government Alliance for Racial Equity (GARE) staff team ✦			X		CM, GARE	All
Q23	Create an internal racial equity training program and policy ✦			X		CM, GARE	All

Strategic Roadmap FY2021 to FY2023 Project List



Enhance Community Safety and Quality of Life

✦ = Racial Equity Focus Project ✧ = Needs Funding ⊙ = Statutory Requirement ✓ = Completed → = Continuous **Bold (X)** = Y3 Work Plan

Projects		Y1	Y2	Y3	Y3+	Lead	Support
Q24	Design and Install Heritage Plaza Art Pieces to Honor Indigenous, Japanese American, and Russell City Heritage ✦			X		CM	LB, MS
Q25	Work with the survivors and descendants of Russell City to determine appropriate restitution ✧ ✦			X		CM	
Q26	Create a needs assessment that identifies culturally competent ways to recognize the contributions of BIPOC Hayward residents through murals, signages, roadway improvements, and other City projects ✧ ✦			X		CM	

Strategic Roadmap FY2021 to FY2023 Project List



Preserve, Protect, and Produce Housing for All

✦ = Racial Equity Focus Project ✦ = Needs Funding ⊕ = Statutory Requirement ✓ = Completed → = Continuous **Bold (X)** = Y3 Work Plan

Projects		Y1	Y2	Y3	Y3+	Lead	Support
Invest in programs to house and support people experiencing homelessness							
H1 Sustain the Navigation Center to House and Support the People Experiencing homelessness							
H1a	Oversee operations of the Navigation Center (i.e. funding administration, contract management, data collection, and performance monitoring) ✦	✓	→	→	→	CS	
H1b	Identify Sustainability funding source for the navigation center	✓	→	→	→	CS	FN
H1c	Oversee operations of the Navigation Center Annex (i.e. funding administration, contract management, data collection, and performance monitoring) ✦			X		CS	
H2 Implement Let's House Hayward: the Homelessness Reduction Strategic Plan							
H2a	Create a Homelessness Reduction Strategic Plan modeled after an empowerment approach and best practices, as well as after Alameda County's EveryOne Home Plan	✓				CS	HS, PL, PD, M
H2b	Pilot Shallow Subsidy Program ✦			X		CS	
H2c	Explore Safe Parking Site ✦			X		CS	
H2d	Leverage partnerships to support the creation of eligible home key projects, including hotel conversations ✦			X		CS	
H3	Partner with Alameda County to transition from Winter Warming Shelters to Winter Shelters (open nightly, regardless of temperature) ✦	✓	→	→	→	CS	DS, H, PD
Incentivize housing production for all							
H4 Implement housing incentives and production work plan in accordance to state housing limits							
H4a	Explore moderate-income financing model	✓				HS	
H4b	Amend Density Bonus Ordinance ⊕ ✦			X		DS	
H4c	Develop updated residential objective standards in response to recent State housing legislation to allow residential properties to develop into a variety of housing types at densities permitted under the applicable General Plan designation ✦			X		DS	
H4d	Explore program to convert tax-defaulted properties to affordable housing ✦			X		HS	
H4e	Create marketing materials for incentivizing housing production ✦			X		HS	
H4f	Update Accessory Dwelling Unit (ADU) ordinance ⊕ ✦					DS	
H5 Evaluate the Affordable Housing Ordinance							

Strategic Roadmap FY2021 to FY2023 Project List



Preserve, Protect, and Produce Housing for All

✦ = Racial Equity Focus Project ✦ = Needs Funding ⊕ = Statutory Requirement ✓ = Completed → = Continuous **Bold (X)** = Y3 Work Plan

Projects		Y1	Y2	Y3	Y3+	Lead	Support
H5a	Add a section to Housing and Housing Development staff reports to track accomplishments of Housing Element goals and programs including progress toward meeting RHNA goals	✓				HS	
H5b	Hold work session for potential revisions ✦			X		HS	
H6 Expend the Affordable Housing Trust funds							
H6a	Hold a work session on establishing funding priorities for Affordable Housing Trust including the potential for affordable rental housing, homeownership, co-ops, and shelter opportunities	✓				HS	
H6b	Issue Notice of Funding Availability (NOFA) or establish programs consistent with Council funding priorities ✦					HS	
H7 Pursue state housing funding opportunities							
H7a	Identify and respond to regulations to ensure that Hayward or Hayward-supported projects qualify for state housing funding	✓	→	→	→	HS	All
H7b	Apply for state housing funding to support strategic partnerships and Council priorities	✓	→	→	→	HS	All
H8	Update the Housing Element ⊕ ✦			X		DS	
Protect the affordability of existing housing							
H9 Recommend updates to the Rent Stabilization Ordinance							
H9a	Provide 6-month update on the implementation of Rent Stabilization Ordinance and recommend amendments	✓				HS	
H9b	Monitor the implementation of the Rent Stabilization Ordinance and prepare a statistical report	✓	→	→	→	HS	
H9c	Implement Tenant Relocation Assistance Ordinance adopted after 6 month Update ✦		✓	→	→	HS	
H9d	Tenant Relocation Emergency Fund ✦			X		HS	
H10	Implement a Soft Story Ordinance		✓	→	→	DS	
H11 Covid-19 Response							
H11a	Implement and monitor eviction moratorium	✓				HS	
H11b	Implement CV-19 rent relief program	✓				HS	
H11c	Analyze alternative rent increase thresholds	✓				HS	
H11d	Expand mediation services to tenants and landlords who need support developing a repayment plan for unpaid rent due to COVID	✓				HS	

Strategic Roadmap FY2021 to FY2023 Project List



Preserve, Protect, and Produce Housing for All

✦ = Racial Equity Focus Project ✧ = Needs Funding ☉ = Statutory Requirement ✓ = Completed → = Continuous **Bold (X)** = Y3 Work Plan

Projects		Y1	Y2	Y3	Y3+	Lead	Support
H11e	Allocate and administer CDBG-CV funding for homelessness and housing services ✦	✓				CS	H
H11f	Foreclosure Prevention Program ✦			X	→	HS	
H11g	Wealth Building/ Universal Income Program ✦			X	→	HS	

Strategic Roadmap FY2021 to FY2023 Project List



Confront Climate Crisis & Champion Environmental Justice

✦ = Racial Equity Focus Project ✦ = Needs Funding ⊙ = Statutory Requirement ✓ = Completed → = Continuous **Bold (X)** = Y3 Work Plan

Projects		Y1	Y2	Y3	Y3+	Lead	Support
Reduce greenhouse gases and dependency on fossil fuels							
C1	Ban natural gas in new residential buildings	✓				PW	DS
C2	Require EV charging infrastructure in new construction	✓				PW	DS
C3	Adopt and implement the 2019 Building Code & Fire Code	✓				DS	FD
C4	Transition electricity use in city operations to 100% renewable energy		✓			PW	MS
C5	Adopt & implement 2030 GHG Goal & Roadmap along with other General Plan Elements ✦✦			X	→	PW	DS
C6	Prepare a plan to facilitate transition of natural gas appliances to electric in City Facilities					MS	PW
C7	Plant 1,000 trees annually (500 trees per year by City staff, 500 additional trees by other partners (HARD, HUSD, CSU, Chabot, and private developers))			X	→	MS	DS
C8	Transition 15% of total city fleet to EV/hybrid models ✦			X		MS	PW
C9	Work with EBCE to transition citywide electricity use to 100% carbon free					PW	MS
C10	Explore feasibility of banning natural gas in non-residential (commercial) buildings (for next code update)					PW	DS, ED
Reduce waste by promoting a circular economy							
C11	Develop ordinance regulating single-use food ware in restaurants and coordinate with county-wide efforts		✓			PW	DS
C12	Conduct outreach regarding AB1276 - single-use disposables			X		PW	DS
C13	Explore funding opportunities to increase the circular food economy in Hayward as part of the Alameda County All in Eats Initiative ✦			X		CM	PW, CS
Mitigate climate crisis impacts through resilient design and community engagement							
C14 Shoreline Master Plan							
C14a	Complete Shoreline Master Plan	✓				DS	PW
C14b	Implement Shoreline Master Plan, including mitigating sea level rise in the industrial corridor through building requirements and outreach			X	→	DS	PW
C15	Update Tree Preservation Ordinance			X		DS	MS
C16	Pursue on water conservation measures like increasing recycled water supplies			X		PW	

Strategic Roadmap FY2021 to FY2023 Project List



Invest in Infrastructure

✦ = Racial Equity Focus Project ✦ = Needs Funding ⊙ = Statutory Requirement ✓ = Completed → = Continuous **Bold (X)** = Y3 Work Plan

Projects		Y1	Y2	Y3	Y3+	Lead	Support
Invest in Multi-Modal Transportation							
N1 Improve access and mobility in downtown Hayward							
N1a	Implement downtown parking plan	✓				PW	MS
N1b	Prepare Downtown Specific Plan Implementation Plan					PW	DS
N2 Implement major corridor traffic calming initiatives							
N2a	Complete Hayward Boulevard feasibility study					PW	
N2b	Implement Hayward Boulevard traffic calming plan					PW	
N2c	Complete Tennyson Road feasibility study					PW	
N2d	Implement Tennyson Boulevard traffic calming plan					PW	
N2e	D Street Traffic Calming Plan Feasibility Study					PW	
N2f	Implement D Street Traffic Calming Plan					PW	
N2g	Patrick Ave Complete Street Improvements			X		PW	
N2h	Campus Drive Traffic Calming			X		PW	
N3	Develop and submit a Traffic Impact Fee		✓			PW	
N4 Increase transit options and ridership							
N4a	Work with AC Transit Interagency Liaison Committee to make bus transit more convenient and reliable	✓	→	→	→	PW	CS
N4b	Work with Alameda County Transportation Commission (ACTC) to develop a rapid bus project along Mission Blvd.	✓	→	→	→	PW	DS
N4c	Work with Alameda County Transportation Commission (ACTC) to implement a rapid bus project along Mission Blvd.	✓	→	→	→	PW	DS
N4d	Continue to require new development adopt transportation demand management strategies to reduce the use of single occupancy vehicles and encourage the use of alternative modes of travel	✓	→	→	→	DS	
N4e	Continue to work with BART to encourage transit-oriented development on BART owned property in Hayward	✓	→	→	→	CM	
N5 Maintain and improve pavement							
N5a	Maintain Pavement Condition Index (PCI) at 70 ✦	✓	→	→	→	PW	
N5b	Prepare OHHA pavement improvement program design and financing structure	✓				PW	
N5c	Construct various OHHA pavement improvements		✓	→	→	PW	
N6	Develop a micro-mobility policy (eBikes, eScooters)			X		PW	

Strategic Roadmap FY2021 to FY2023 Project List



Invest in Infrastructure

✦ = Racial Equity Focus Project ✦ = Needs Funding ⊕ = Statutory Requirement ✓ = Completed → = Continuous **Bold (X)** = Y3 Work Plan

Projects		Y1	Y2	Y3	Y3+	Lead	Support
N7 Improve Mission Boulevard as a key 'Gateway to the City'							
N7a	Complete construction of Mission Boulevard Phase 2	✓				PW	
N7b	Explore funding of Mission Boulevard Phase 2 and Linear Park			X		PW	
N7c	Complete design of Mission Boulevard Phase 3 and construction ✦			X	→	PW	
N8 Implement the Bike & Ped Master Plan							
N8a	Add 2 miles of sidewalks per year ✦	✓	→	→	→	PW	
N8b	Add 10 lane miles of bike lanes per year	✓	→	→	→	PW	
N8c	Assess Safe Routes to School	✓	→			PW	
N8d	Implement Safe Routes School ✦			X	→	PW	
N8e	Assess Safe Route for Seniors in the downtown area			X		PW	
N8f	Implement Safe Route for Seniors in the downtown area ✦			X		PW	
N8g	Conduct a feasibility study of Jackson Street Improvements ✦					PW	
N9 Expand EV charging infrastructure for city fleet and employees							
N9a	Conduct analysis of future demand	✓				MS	PW
N9b	Construct additional EV charging facilities ✦			X		MS	PW
Invest in City Facilities & Property							
N10	Construct the fire station and Fire Training Center			X		PW	FD
N11 Investigate major municipal building upgrade needs							
N11a	Conduct a site and cost analysis of a new Police building					PW	PD
N11b	Conduct a needs assessment of upgrading the Corp Yard					PW	MS
N11c	Investigate funding options for new Police building and Corp Yard					CM	PW, FN
N12 Upgrade and maintain Airport infrastructure and facilities							
N12a	Rehabilitate the pavement in phases	✓	→	→	→	PW	
N12b	Design and construct capital improvements to Airport hangars	✓	→			PW	
N12c	Design, enclose, and construct open sections of Sulphur Creek adjacent to runways					PW	
N12d	Design and construct Engineered Materials Arresting System (EMAS) at the departure end of Runway 28L					PW	

Strategic Roadmap FY2021 to FY2023 Project List



Invest in Infrastructure

✦ = Racial Equity Focus Project ✦ = Needs Funding ⊙ = Statutory Requirement √ = Completed → = Continuous **Bold (X)** = Y3 Work Plan

Projects		Y1	Y2	Y3	Y3+	Lead	Support
N13 Oversee the rebuilding of the South Hayward Youth and Family Center (the Stack)							
N13a	Finalize financing ✦			X		CM	LB, CS
N13b	Design and construct Stack Center ✦			X	→	PW	CM
N13c	Continue working with service providers to ensure a mix of services and opportunities that best address the needs of the corridor ✦			X	→	CM	LB, CS
N14 Complete La Vista Park							
N14a	Design La Vista Park			X		PW	
N14b	Construct La Vista Park			X	→	PW	
N15 Complete gateway and corridor landscape beautification ✦							
N15a	Complete Tennyson corridor landscape beautification	√	→			MS	PW
N15b	Complete Jackson corridor landscape beautification			X		MS	PW
N16	Evaluate options for adding bathrooms to Heritage Plaza					PW	LD
N17	Corporation Yard renovation and building safety upgrades - COVID recovery			X			
Invest in Water Supplies, Sanitation Infrastructure & Storm Sewers							
N18 Upgrade water system infrastructure							
N18a	Develop and launch Advanced Metering Infrastructure (AMI) customer portal			X		PW	FIN
N18b	Replace an average of 3 miles of water pipelines annually			X	→	PW	
N19 Update Water Pollution Control Facility Phase II Plan							
N19a	Design the upgrade			X		PW	
N19b	Construct the upgrade					PW	
N20	Upgrade sewer collection system by replacing an average of 3 miles of sewer lines annually			X		PW	
N21	Implement phase 2 of solar project and investigate interim usages of additional energy	√	→	→	→	PW	
N22 Meet regulatory requirements for zero trash in stormwater by installing trash capture devices							
N22a	Install trash capture devices	√	→	→	→	PW	
N22b	Perform related trash reduction activities	√	→	→	→	PW	
N23 Expand recycled water facilities							
N23a	Complete RW project construction (initial phase)	√				PW	

Strategic Roadmap FY2021 to FY2023 Project List



Invest in Infrastructure

✦ = Racial Equity Focus Project ✦ = Needs Funding ⊙ = Statutory Requirement ✓ = Completed → = Continuous **Bold (X)** = Y3 Work Plan

Projects		Y1	Y2	Y3	Y3+	Lead	Support
N23b	Develop a Recycled Water Master Plan			X		PW	
Invest in Community-Wide Internet Infrastructure and Access							
N24 Dark Fiber Optic Infrastructure to Improve Broadband							
N24a	Finalize implementation of dark fiber optic infrastructure grant	✓	→			CM	
N24b	Complete installation of dark fiber optic infrastructure	✓	→			PW	IT
N24c	Investigate the use of dark fiber optic infrastructure	✓	→			IT, PW	
N25	Provide technology devices and hotspots through the Library's Tech Lending program ✦			X	→	CM	
N26	Digital Divide Community Survey ✦			X		CM	

Strategic Roadmap FY2021 to FY2023 Project List



Grow the Economy

✦ = Racial Equity Focus Project ✦ = Needs Funding ⊙ = Statutory Requirement
√ = Completed → = Continuous **Bold (X)** = Y3 Work Plan

Projects		Y1	Y2	Y3	Y3+	Lead	Support
Strengthen marketing to support Hayward businesses							
E1 Update and implement a marketing plan, including an Opportunity Zone campaign							
E1a	Update the marketing plan	√				ED	CMR
E1b	Implement the marketing plan		√	→	→	ED	CMR
Invest in programs that support Hayward business and workers							
E2	Continue supporting business development through concierge service, incentives/grants/loans, collaborations with the chamber and SBA, and the newly updated events grants	√	→	→	→	ED	
E3	Update and implement a revised cannabis ordinance to incorporate best practices to better support cannabis businesses	√	→	→	→	DS	
E4	Develop and implement a local minimum wage ordinance	√				ED	
E5	Revise alcohol use regulations to support existing and encourage more full-service restaurants			X		DS	
E6 COVID-19 Pandemic Response							
E6a	COVID-19 Business Sector Reopening Assistance including providing consultations with businesses, information dissemination and new permit requirements to be consistent with evolving health orders	√	→			ED	
E6b	COVID-19 Restaurant Assistance including facilitating outdoor dining programs including the Together for Downtown Hayward program	√	→			DS, ED	CMR
E6c	COVID-19 Policy Development including a commercial eviction moratorium and cap on third-party delivery service provider fees assessed to restaurant and food establishments	√				ED	CA
E6d	Sidewalk Vendor Ordinance			X		DS	
E7 COVID-19 Pandemic Recovery Business Assistance							
E7a	COVID-19 Small Business Recovery & Equity Programs including exploration and establishment of grant program targeted to for black and other minority-owned business. ✦	√	→			ED	

Strategic Roadmap FY2021 to FY2023 Project List



Grow the Economy

✦ = Racial Equity Focus Project ✦ = Needs Funding ⊙ = Statutory Requirement
 ✓ = Completed → = Continuous **Bold (X)** = Y3 Work Plan

Projects		Y1	Y2	Y3	Y3+	Lead	Support
E7b	COVID-19 Retail Recovery Program including exploration and development of "Shop Local Gift Card Program" to promote small businesses, induce immediate cash flow and encourage small business adoption of e-commerce platforms		✓			ED	
E7c	Outdoor Gathering Permit established	✓	→			DS	
E7d	Outdoor Dining Permit established	✓	→			DS	
E7e	Temporary Outdoor Business Activities Permit	✓	→			DS	
E7f	"Get Digital" - Direct Technical Assistance to Small Business to Compete with Online Retailers ✦			X		ED	
E7g	"Restaurant Relaunch" - Technical Assistance for Adapting to Post COVID-19 Market Trends, Safety Requirements ✦			X		ED	
E7h	Small Business Assistance Grants - Grants to Businesses with 10 or Fewer Employees ✦			X	→	ED	
E7i	"Hayward Restore & Reopen Facade Program" - Grants and Loans to improve blighted storefronts, centers and corridors ✦			X	→	ED	
Grow workforce development pipelines							
E8 Strengthen workforce development pipelines							
E8a	Collaborate with Hayward Unified, Eden Area ROP, Hayward Adult School, CSU East Bay, Chabot College, Life Chiropractic, the YSFB, and local nonprofits to assist in connecting their training, internship, and placement programs with local businesses		✓	→	→	ED	
E8b	Re-establish the Business Engagement Program and referral process to Alameda County Workforce Development Department					ED	
E8c	Collaborate with workforce development partners to organize, host and sponsor job fairs, manufacturing/STEM career awareness events to support a local workforce pipeline					ED	
E8d	Devise plan to maximize workforce development pipelines					ED	
E8e	Explore the concept of a business incubator with CEDC, CSUEB, Chabot College and the Chamber					ED	
Strategically dispose of City property							
E9	Deconstruct the former City Center building and commence discussions regarding future redevelopment of the City Center properties						

Strategic Roadmap FY2021 to FY2023 Project List



Grow the Economy

✦ = Racial Equity Focus Project ✦ = Needs Funding Ⓞ = Statutory Requirement
√ = Completed → = Continuous **Bold (X)** = Y3 Work Plan

Projects		Y1	Y2	Y3	Y3+	Lead	Support
E9a	Complete deconstruction	√				CM	DS, PW
E9b	Commence discussions on property redevelopment	√				CM	DS
E9c	Finalize disposition & development agreement			X		CM	DS
E9d	Implement disposition & development agreement			X	→	CM	DS
E10	Facilitate disposition and development of Route 238 Corridor lands Ⓞ						
E10a	Finalize planning on redevelopment of 6 remaining parcel groups			X	→	CM	DS
E10b	Finalize disposition & development agreements for all parcels			X	→	CM	DS
E10c	Implement disposition & development agreements for all parcels					CM	DS
Invest in Plans and Programs that Create Thriving Commercial Corridors							
E11	Update form-based zoning codes along Mission Boulevard to streamline new development, focus commercial development where appropriate, and create a cohesively designed corridor	√				DS	
E12	Explore a public art program and prioritize gateway locations ✦			X	→	DS	
E13	Explore an outdoor marketplace that allows for a variety of vendors			X		CM	

Strategic Roadmap FY2021 to FY2023 Project List



Strengthen Organizational Health

✦ = Racial Equity Focus Project ✦ = Needs Funding ⊙ = Statutory Requirement
 ✓ = Completed → = Continuous **Bold (X)** = Y3 Work Plan

Projects		Y1	Y2	Y3	Y3+	Lead	Support
Strengthen Fiscal Sustainability							
R1 Maintain and expand fiscal sustainability							
R1a	Evaluate an increase to the Transient Occupancy Tax	✓				FIN	
R1b	Continue to investigate funding tools and cost reduction strategies for PERS, other post employment benefits (OPEB) liability, and other health care costs	✓	→	→	→	FIN	
R1c	Redo the Business License Tax					FIN	
R2 Budget changes due to Covid-19							
R2a	Amend Budget to account for economic loss due to pandemic	✓	→			FIN	All
R2b	Apply for FEMA reimbursement	✓	→			FIN	All
Invest in Employee Engagement, Professional Development and Retention							
R3	Continue to support and build capacity for lean innovation throughout the organization	✓	→	→	→	CM	All
R4	Create Human Resources Department Strategic Plan			X		HR	All
R4	Perform staff resource allocation and workforce and prioritization analysis to support annual budget process and explore succession planning efforts ✦						
R4a	Develop talent acquisition plan for citywide and critical positions			X		HR	All
R4b	Develop and Implement a Recruitment and Re-engineering Plan				*	HR	All
R5	Increase employee homeownership by rolling out a down payment assistance program for City Staff	✓				FIN	HR, CM
R6	Re-engineer performance management process to align with organizational values		✓	→	→	HR	All
R7	Continue employee engagement initiatives and develop employee recognition program(s)		✓	→		HR, CM	
R8	Interdepartmentally collaborate to formalize, expand and promote the onboarding program to improve new employee experience						
R8a	Create an interdepartmental team to develop standards for creation of citywide operating protocols and desk manuals in preparation for loss of institutional knowledge				*	HR	All

Strategic Roadmap FY2021 to FY2023 Project List



Strengthen Organizational Health

✦ = Racial Equity Focus Project ✦ = Needs Funding ⊙ = Statutory Requirement
 ✓ = Completed → = Continuous **Bold (X)** = Y3 Work Plan

Projects		Y1	Y2	Y3	Y3+	Lead	Support
R8b	Develop a template/checklist departments can use to standardize and ease on-boarding				*	HR	All
R8c	Continue the one-on-one coaching program including speed coaching events and establish a “buddy” System for new employees; explore new coaching and mentoring opportunities				*	HR	All
R9 Develop talent development initiatives and training platform							
R9a	Develop training academy to cultivate leadership skills				*	HR	All
R9b	Develop training calendar to expand and share resources citywide				*	HR	All
R9c	Explore a path to higher education for employees (i.e: working scholar’s)				*	HR	All
R9d	Develop an employee initiated talent development plan involving interdepartmental representation				*	HR	All
R10 Develop a managerial course to cultivate leadership skills							
R10a	Identify training areas				*	HR	All
R10b	Roll out pilot course				*	HR	All
R10c	Integrate with performance evaluations				*	HR	All
R10d	Centralize training platforms to reap greater use and efficiencies				*	HR	All
R11 Employee Wellness during Covid-19							
R11a	Develop and Implement COVID-19 Contract Tracking and Tracing Protocol	✓	→			HR	
R11b	Develop and Implement a COVID-19 Testing Protocol	✓	→			HR	
R11c	Develop and Implement a Citywide Safe Return to Work Strategy/Plan	✓	→			HR/MS	ALL
R11d	Enhance and Implement a more rigorous Employee Wellness Program				*	HR	
Expand Communications, Transparency, and Community Engagement							

Strategic Roadmap FY2021 to FY2023 Project List



Strengthen Organizational Health

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 ✓ = Completed → = Continuous **Bold (X)** = Y3 Work Plan

Projects		Y1	Y2	Y3	Y3+	Lead	Support
R12	Create a language accessibility policy and program ✦			X	→	CM, GARE	All
R13	Maintain and expand communications efforts to better inform and gather input from the community						
R13a	Conduct a website audit and update		✓			CMR	
R13b	Conduct a public opinion survey on the Transient Occupancy Tax	✓				CMR	
R13c	Inform the public about the 2020 Census	✓				CMR	
R13e	Relaunch In the Loop - Internal Newsletter		✓	→		CMR	
R13f	Issue an RFP for translation services ✦			X	→	CMR	
R13g	Explore using additional social media channels to broadcast City Council Meetings	✓	→			CMR	
R13h	Create a CRM operations desk manual		✓			CMR	
R13i	Conduct the Biennial Resident Satisfaction Survey		✓			CMR	
R13j	Continue working with local partners to promote and recognize Hayward events and accomplishments, as appropriate	✓	→			CMR	
R14	Conducted additional outreach during the Boards & Commissions recruitment to build on the Measure OO charter amendment ✦	✓	→	→		CC	
Invest in an Efficient, Safe & Collaborative Work Environment							
R15	Increase security footprint and reduce system outages						
R15a	Establish an Information security awareness training and outreach program	✓	→			IT	
R15b	Upgrade water utility technology			X		PW	IT
R16	Extract and publish data from existing city systems to assist in key decision making across the City as well as providing deeper access to our community members (data-driven)						
R16a	Explore additional modules in Opengov to assist with visibility and awareness of current spending and future projections					FN	IT
R16b	Implement new online planning and permitting solution			X		DS	PW, IT

Strategic Roadmap FY2021 to FY2023 Project List



Strengthen Organizational Health

✦ = Racial Equity Focus Project ✦ = Needs Funding Ⓞ = Statutory Requirement
 ✓ = Completed → = Continuous **Bold (X)** = Y3 Work Plan

Projects		Y1	Y2	Y3	Y3+	Lead	Support
R17	Deliver products and services that facilitate access to the city's technology-based tools beyond the confines of the office (mobile-focused)						
R17a	Improve IT asset management program					IT	
R17b	Establish new mobile device management solution			X		IT	
R18	Identify, assess and upgrade systems, infrastructure, and technology to modern architecture and design (modernize technology and systems)						
R18a	Replace aging fiber optic lines between City facilities	✓	→	→	→	IT	
R18b	Upgrade City network connections and speeds					IT	
R19	Analyze and shift technology solutions and services to external web-based platforms and providers (cloud-first transition)						
R19a	Assess current ERP solution, investigate new offerings available and implement appropriate solutions.			X		FN	IT
R20	Remote work updates due to Covid-19						
R20a	Develop and Implement a Virtual Training/Resource Communication Strategy				*	HR	All
R20b	Develop, implement, and support remote technology and tools to transition the workforce to a WFH environment	✓	→	→	→	IT	

**Revisiting these Items - Timing TBD based on findings from HR Strategic Plan*

June 2022

Honorable Mayor and Members of the City Council:

Over the last year, as the City worked to make its way out of the pandemic and works to establish a new “normal,” many noteworthy accomplishments have taken place. The City has worked to re-open all City facilities and restore all services to the Hayward community. City staff continue to find creative and innovative ways to serve those most in need in our community and to support economic growth and recovery. The FY 2023 adopted budget is a reflection of our continued effort to bring the City and the community out of the pandemic successfully and seamlessly.

We began the FY 2022 fiscal year with a beginning fund balance of \$36.1 million, projecting a General Fund Reserve use of \$6.2 million, ending the year with \$29.9 million in the reserve, approximately 16.2% of budgeted expenditures. At the time of the FY 2022 budget adoption, this amount did not include any American Rescue Plan Act funds that may be used to restore reserves used to provide services during the pandemic. The FY 2023 adopted budget reflects a use of \$2.8 million of General Fund reserves, prior to the inclusion of the one-time American Rescue Plan Act (ARPA) funding. The City Council approved the appropriation of \$7.25 million in ARPA funding to the General Fund to restore lost revenue during the COVID-19 crisis in fiscal years 2022 and 2023.

As part of the American Rescue Plan Act (ARPA), the City of Hayward received approximately \$38 million in federal stimulus relief. In June 2021, the City received its first tranche disbursement of approximately \$19 million. City 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, \$7.25 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 projects ending the FY 2022 fiscal year with a fund balance of \$39.4 million, approximately 21.0% of budgeted expenditures.

Using these ARPA funds, the City has worked to support those segments of the community most impacted by the pandemic, namely the business community and our most vulnerable populations on the verge of or currently experiencing homelessness. The City has worked to infuse the local economy with funding and various programs to assist local businesses in recovering and to stop the potential loss of additional businesses in the community. The City has also taken great strides to develop programs for those experiencing homelessness and to prevent more members of the community from falling into homelessness. Additionally, the City is working to reimagine how best to offer policing and public safety services to the community, particularly those facing mental health challenges, and staff continues to implement the public safety policy innovation pilot programs approved by Council.

As mentioned above, the City has devoted resources and designed programs to assist local businesses to re-open and recover after the County’s pandemic restrictions have been lifted and is leveraging both funds received from the Federal stimulus package and City resources to do so. This is a credit to the fantastic research and work by the City’s Economic Development team. The City has worked to attract new retailers to the area and strengthen the local economy in this way as well. While there still remain significant challenging economic factors, I am confident that the City will continue to thrive. I remain committed to moving the organization forward and being at the forefront of innovation as we proceed. While the City continues to face challenges in building long term fiscal stability, we will continue to meet the demands and needs of the Hayward community.



While the COVID-19 pandemic significantly impacted the regional and national workforce, resulting in an unprecedented number of unemployment claims, unemployment rates have continued to improve as the pandemic restrictions have been lifted. Recently released June 2022 national unemployment rates are at 3.6%, representing 5.9 million unemployed persons. The rate is down considerably from its highest point during the pandemic in April 2020, where unemployment rates hovered between 14% and 15%. As of June 2022, California has a current unemployment rate of 4.2%, representing approximately 0.8 million unemployed persons. Alameda County unemployment was at 3.0% as of June 2022, which is a marked improvement over the 6.7% unemployment rate as of June 2021.

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 growth in retirement benefit rates for cities; further changes based on recent negative performance of the CalPERS investment fund are anticipated in the coming fiscal years. The City is also working to address emerging needs that were not previously a significant part of our operations such as the increasing demands on the organization and community to serve and support our unhoused population and addressing the housing crisis. While there are some resources available from outside funding sources, this funding is not enough to entirely address the additional need.

Future years in the City's General Fund forecast continue to project significant structural budget gaps, primarily attributed to the long-term impacts of 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 2023 General Fund budget is balanced with the reluctant use of \$2.8 million in General Fund Reserves. While the adopted budget projects a use of General Fund Reserves, we are also committed to fulfilling our commitment to fully funding the OPEB Annual Required Contribution (ARC). In FY 2022, the City fulfilled its planned contribution to fully fund the OPEB Annual Required Contribution (ARC). The adopted FY 2023 contribution includes funding the pay as you go portion of \$3.6 million as well as an additional \$3.6 million toward the ARC (\$7.2 million in total OPEB payments). The FY 2023 adopted budget is the second time the City has fully funded the ARC, meeting the Council's commitment of fully funding this benefit each fiscal year.

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

The community should take pride in all the successful efforts we have made to effectively utilize the Measure A revenue in a way intended by Council and the voters. Even during the darkest period of the recent Great Recession, we have been able to maintain the same number of sworn personnel as before the recession, in both Fire and Police. We did that while maintaining other essential 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 \$15.4 million a year to fund debt service for the financing and construction of the new Library and Community Learning Center and adjacent plaza, improvements to fire stations, a new Fire Station 6 and regional fire training center, and the repaving of many City streets, as well as providing funding for increased police and maintenance staffing and services.

In the November 2018 election, the voters of Hayward again expressed their support for preserving City services by approving Measure T, which increased the City's Real Property Transfer Tax with a positive impact on the General Fund estimated between \$5.5 and \$7.0 million annually. This increase 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 at 678.2 positions for FY 2023, down from a high in FY 2003 of 773 General Fund positions. Total citywide staffing (inclusive of all operating funds) hit a high of 937 in FY 2003; in FY 2023, there are 916.3 positions reflected 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 adopted budget has limited strategic staffing growth crucial to supporting City operations. The City will continue to be strategic in its staffing decisions as we work towards fiscal sustainability.

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

For the past several years, the City has been effective in implementing strategies to avoid the ongoing use of General Fund reserves to fund operations. Maintaining appropriate reserve levels is critical should another catastrophic event take place and the City face an immediate need for funds to stabilize the community and preserve City services. I am confident the continued partnership between the community, staff, and Council will help us return to a place of consistently building towards adequate reserves. During FY 2018, we developed a new ten-year financial model and identified a number of budget balancing strategies that the Council reviewed and prioritized during an October 2017 work session. The City has worked diligently over the past 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 will provide important one-time revenue to support the

City's and the community's economic recovery but we will still need to continue our work implementing additional balancing strategies and work towards long-term fiscal sustainability.

While difficult decisions may be necessary, the General Fund Ten-Year Plan clearly demonstrates that we cannot continue to balance the budget with a use of Reserves.

In this struggle to resolve our structural deficit and meet the demands of the future, I want to recognize and be thankful for the leadership and courage of our Mayor and Council. The decisions you have had to make 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 and its employees and the community you represent. It is largely through the partnership with our elected officials, our executives and unrepresented employees, and our multiple bargaining groups that the City works every year to balance the annual General Fund operating budget in a variety of ways.

I look to a bright future for all of us as we recover and work our way back toward fiscal stability in FY 2023, 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', is positioned above the printed name.

Kelly McAdoo
City Manager

Attachment: FY 2023 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 2023 is \$401.3 million, with a General Fund budget of \$194.7 million.

Table 1: City Expenditure Budget Summary - All Funds

Expenditures					
<i>in 1,000's</i>	FY 2021 Adopted	FY 2022 Adopted	FY 2023 Adopted	\$ Change	% Change
General Fund	169,567	184,787	194,688	9,901	5.4 %
All Other Funds	157,132	164,701	206,617	41,916	25.4 %
Total City Budget	326,699	349,488	401,305	51,816	14.8 %

The FY 2023 adopted budget reflects a General Fund expenditure increase over the FY 2022 adopted budget of 5.4%. The FY 2023 adopted budget also shows an increase to All Other Funds of 25.4%.

The increase in the General Fund is primarily due to rising personnel and benefit expenses, restoring budget service levels congruent with levels prior to the reductions implemented in response to the COVID-19 crisis.

A significant driver of the increase in All Other Funds is related to the Federal Stimulus funding, American Rescue Plan Act (ARPA), in which the City will receive approximately \$38 million. As part of the ARPA funding plan, Council adopted the Federal Stimulus Expenditure Plan which is comprised of 37 projects across four major expenditure categories: support for public health and investments in pandemic operational needs; addressing negative impacts cause by the public health emergency; replacement of lost public sector revenue; and investment in water, sewer, and broadband infrastructure. Projects will be carried out over FY 2022, FY 2023 and FY 2024, with the projects appropriated for FY 2022 representing some of the greatest needs including public health response upgrades to City facilities and assistance to affected small business and community members.

The adopted FY 2023 Operating Budget reflects an overall increase of 14.8% for all funds combined over FY 2022.

CITYWIDE STAFFING

The FY 2023 adopted budget reflects recommended staffing changes over what was approved at the time of adoption of the FY 2022 Budget, resulting in a net increase of 6.3 budgeted Full Time Equivalents (FTE) to the General Fund and .2 budgeted FTE net increase in other funds. Staffing changes result in a 0.7% increase (or 6.5 FTE) in overall labor resources.

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

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

Table 2: Staffing Summary

FTE Summary	FY 2020 Adopted	FY 2021 Adopted	FY 2022 Adopted	FY 2023 Adopted	# Change	% Change
General Fund	673.7	671.07	671.82	678.17	6.3	0.9%
All Other Funds ¹	235.6	236.23	237.98	238.13	0.2	0.1%
Total City Budget	909.3	907.3	909.8	916.3	6.5	0.7%

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.

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 adopted budget projected a use of \$6.2 million in General Fund Reserves. However, as the economy continues to rebound, updated revenue projections reflect an reduced projected use of General Fund Reserves to \$4.3 million. It should be noted that the projected use of \$4.3 million in General Fund Reserves does not reflect the appropriation of \$7.25 million in American Rescue Plan Act (ARPA) funding that was approved by Council to address lost revenue during the peak of the COVID-19 crisis.

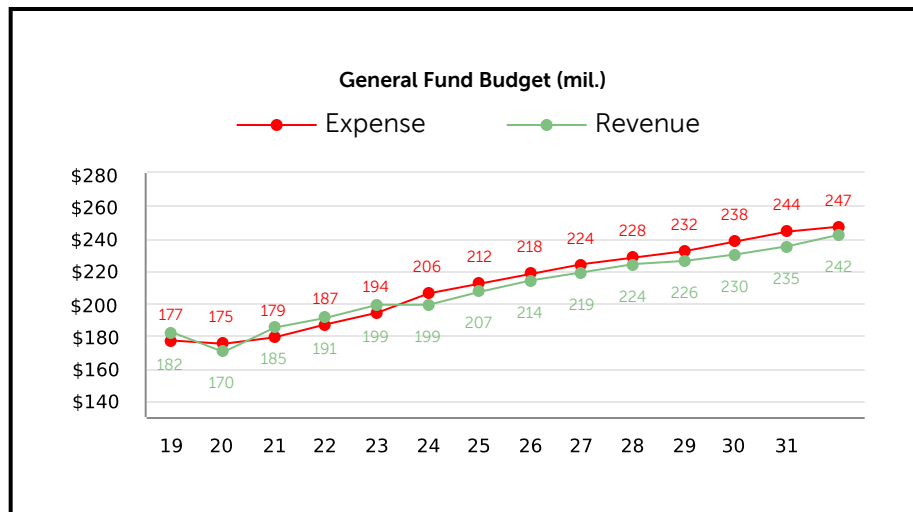
As we move into FY 2023, the City continues to balance the challenges related to continued rising operational expenses, and emerging community needs. The adopted FY 2023 budget shows a \$2.8 million use of General Fund Reserves before accounting for the one-time ARPA funding intended to restore lost revenue during the COVID-19 crisis. Reflecting the one-time revenue will result in the City restoring the General Fund Reserves by \$4.5 million. The City continues to forecast structural budget gaps in future years, as the City continues to recover from the impacts of the pandemic, and balancing increasing operational expenses related to rising personnel and benefit costs, and emergency community needs.

CITYWIDE BUDGET OVERVIEW

Critical Cost Drivers impacting FY 2023 and beyond include:

- Continue Efforts in Recovery from the COVID-19 crisis
- Restoration of Program and Service Reduction in several areas
- Escalating CalPERS retirement costs, related to the recent CalPERS performance, and change in future discount rate
- 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 Management Partners to develop and enhance its General Fund Long Range Financial Model (Model). The Model is a dynamic planning tool used to assist City Council and staff in managing and projecting the City's current and future fiscal status. The updated Model provides sophisticated economic forecasting, escalation factors, and detailed personnel related costs. The City uses the Model to simulate a variety of different fiscal scenarios to understand the long-term fiscal impacts to the General Fund.

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 2023 Operating Budget forecasts that the City will end the fiscal year by restoring General Fund Reserves by \$4.5 million. Without the \$7.25 million in one-time ARPA funding, the adopted FY 2023 Operating Budget would result in a projected use of \$2.8 million in General Fund Reserves. The estimated FY 2023 ending General Fund Reserve, including the one-time ARPA funding is approximately \$43.8 million, resulting in a projected Reserve level of 22.5 percent.

CITYWIDE BUDGET OVERVIEW

Council has been wise in past uses of reserves, and staff has made every effort to maintain reserve levels at or above Council policy. It is because of this prudent and very minimal use of reserves to fund operations that the City has been able to make it through this period in ways that many other agencies have not.

KEY FY 2023 BUDGET CHANGES

The following General Fund analysis provides a comparison of the adopted FY 2023 Operating Budget to the immediate previous years. FY 2022 "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 2023 over the amounts adopted during the FY 2022 mid-year budget process for General Fund revenues of approximately \$10.1 million or 5.4 percent. General Fund revenue projections year over year comparison represents an increase \$20.5 million of 11.5 percent over the FY 2022 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 2023 Adopted General Fund Revenues

		A	B	C	D	E	F
		FY 2021	FY 2022	FY 2022	FY 2023	Change \$	Change %
	(in the 1,000's)	Actual	Adopted	Projected	Adopted	(D-B)	(D/B-1)
Revenue							
1	Annual Property Tax - Recurring	\$ 57,177	\$ 55,672	\$ 56,509	\$ 59,342	\$ 3,670	6.6%
2	RPTTF Pass- Thru & Annual	4,019	3,137	3,137	3,328	191	6.1%
3	Property Tax Total	\$ 61,196	\$ 58,809	\$ 59,646	\$ 62,670	\$ 3,861	6.6%
4	Sales Tax (incl Prop 172)	40,075	41,078	42,078	45,534	4,456	10.8%
5	Utility Users Tax	17,268	17,542	17,542	18,000	458	2.6%
6	Franchise Fees	10,624	10,590	10,590	11,360	770	7.3%
7	Real Property Transfer Tax	17,120	14,500	17,000	17,600	3,100	21.4%
8	Business License Tax	2,769	2,801	2,801	2,800	(1)	—%
9	Transient Occupancy Tax	1,552	1,500	1,500	1,500	—	—%
10	Cannabis Tax	442	650	918	1,100	450	69.2%
11	Emergency Facilities Tax	1,831	3,250	3,250	2,075	(1,175)	-36.2%
12	Charges for Services	13,213	12,720	12,720	13,639	919	7.2%
13	Intergovernmental	10,882	7,733	7,733	7,969	236	3.0%
14	Fines and Forfeitures	2,195	2,310	2,340	2,385	75	3.2%
15	Interest and Rents	(8)	650	650	650	—	—%
16	Other Revenue	1,514	532	532	638	106	19.9%
17	Total Revenue	\$ 180,673	\$ 174,665	\$ 179,300	\$ 187,920	\$ 13,254	7.6%
18	Transfers In-Other Funds	3,967	3,969	11,219	11,221	7,252	182.7%
19	Total Revenue/Resources	\$ 184,641	\$ 178,634	\$ 190,519	\$ 199,141	\$ 20,506	11.5%

CITYWIDE BUDGET OVERVIEW

A summary of key revenue assumptions for FY 2023 follows. Please note that the General Fund section of the budget document contains further discussion and analysis of key General Fund revenue categories.

Property Tax - In FY 2023, Property Tax revenue is projected to increase 6.6 percent over the amount adopted in FY 2022 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 2023 reflect an increase of 10.8 percent from the amount adopted in FY 2022. As a result of the COVID-19 crisis, the City had minimal growth in sales tax over the last couple of years. In FY 2022, the City began to see a rebound of the economy with a projected increase of 2.4 percent at mid-year over the amount that was projected at the time of adoption. The City continues to forecast improvements in the local economy with a projected increase of 10.8 percent over FY 2022 Adopted. This is primarily attributed to the State lifting Covid-related restrictions, positive impacts related to the South Dakota v. Wayfair decision, and aggressive focus on economic development within the City.

Real Property Transfer Tax (RPTT) - FY 2023 Transfer Tax revenues are projected at \$17.6 million - of which \$10.3 million are considered recurring baseline revenues pursuant to current Council policy. This is an increase of \$3.1 million over FY 2022 adopted revenues.

- *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 7.3 percent for FY 2023 to align with contractual agreements.

Charges for Services - This revenue category is comprised of a variety of fees for building and development related activities. Due to the rebound of the economy, FY 2023 projects a 7.2 percent increase over FY 2022 Adopted.

CITYWIDE BUDGET OVERVIEW

General Fund Expenditures

Overall, the adopted FY 2023 expenditures have increases over the FY 2022 Adopted Budget by \$9.9 million or 5.36 percent. There are several factors driving the expenditure growth, almost entirely the result of employee-related costs, fully funding the OPEB ARC, and emerging capital infrastructure needs that are supported through General Fund transfers.

Table 5: FY 2023 Adopted General Fund Expenditures

	A	B	C	D	E	F
(in the 1,000's)	FY 2021 Actual	FY 2022 Adopted	FY 2022 Projected	FY 2023 Adopted	Change \$ (D-B)	Change % (D/B-1)
1 Expenditures						
2 Salary	\$ 75,309	\$ 84,129	\$ 85,138	\$ 87,375	\$ 3,246	3.86%
3 Overtime	11,900	3,320	3,320	3,370	50	1.51%
4 Wages Subtotal	\$ 87,209	\$ 87,449	\$ 88,458	\$ 90,744	\$ 3,296	3.77%
5 Medical/Dental/Other Benefits	12,755	15,845	15,845	16,422	577	3.64%
6 Retiree Medical (pay-go)	3,059	3,248	3,248	3,241	(6)	-0.19%
7 Worker's Compensation	7,972	8,022	8,022	9,132	1,110	13.84%
8 Retirement (CalPERS)	33,051	37,602	37,602	40,275	2,673	7.11%
9 Benefits Subtotal	\$ 56,838	\$ 64,716	\$ 64,716	\$ 69,071	\$ 4,355	6.73%
10 Assumed Vacancy Savings	—	(2,722)	(2,722)	(3,913)	(1,191)	43.76%
11 Interdepartmental (ID) Charges	(3,500)	(4,722)	(4,722)	(4,722)	—	0.00%
12 OPEB Liability Contribution*	2,000	3,160	3,160	2,689	(471)	-14.91%
13 Net Staffing Expense	\$ 142,546	\$ 147,880	\$ 148,889	\$ 153,868	\$ 5,988	4.05%
14 Supplies & Services	12,683	10,530	10,477	12,031	1,501	14.25%
15 Internal Service Fees	14,048	14,890	14,890	16,791	1,901	12.77%
16 Debt Service*	2,993	2,851	2,851	2,850	(1)	-0.04%
17 Liability Insurance*	3,902	4,282	4,282	4,888	606	14.16%
18 Economic Dev. Fund	350	350	775	350	—	0.00%
19 Capital Projects/Other Funding*	2,374	4,004	5,442	3,910	(94)	-2.35%
20 Non-Personnel Expenses Subtotal	\$ 36,350	\$ 36,907	\$ 38,717	\$ 40,820	\$ 3,913	10.60%
22 Total Expenditures	\$ 178,897	\$ 184,787	\$ 187,606	\$ 194,688	\$ 9,901	5.36%

Salary - FY 2023 include the contracted Cost of Living Adjustment (COLA) for all applicable bargaining groups, and represents an increase of 3.8 percent over FY 2022 Adopted budget.

Overtime - FY 2023 Non-Mutual Aid overtime is \$3.3 million - which is congruent with the FY 2022 Adopted Budget. The majority of General Fund overtime is appropriated in the Police Departments to meet mandatory staffing level requirements.

CalPERS Retirement Rates - Retirement rates will increase significantly in FY 2023 - with total costs increasing 7.1 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.

CITYWIDE BUDGET OVERVIEW

The cost of the retirement plans is broken into Employee Contribution rates (fixed) and Employer Contribution rates (variable). Both rates are calculated as a percent of payroll. The Employee Contribution is fixed and is based on the pension plan formula (generally 9 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 2021 does not reflect the final rates for FY 2023. The new valuations the City received in July 2021 reflect rate projections that include all of the rate actions taken by the CalPERS Board to date, with the exception of the lowering of the discount rate to 6.8 percent. An updated actuarial valuation will be completed in the next several months, and will reflect the change in discount rate.

Table 6 provides a summary of what the City's projected CalPERS rates will be based on CalPERS on the discount rate of 7.0 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

(in the \$1,000s)	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
Miscellaneous							
Normal Cost %	10.260 %	9.770 %	9.500 %	9.300 %	9.000 %	8.800 %	8.700 %
UAL Payment	\$ 13,052	\$ 14,293	\$ 15,283	\$ 16,295	\$ 16,957	\$ 17,595	\$ 18,053
Employer Contribution Rate %	35.93 %	36.93 %	37.80 %	38.60 %	38.70 %	38.80 %	38.60 %
Change over Prior Year	2.50 %	1.00 %	0.87 %	0.80 %	0.10 %	0.10 %	(0.20)%
Police							
Normal Cost %	22.090 %	21.690 %	21.300 %	20.900 %	20.500 %	20.000 %	19.500 %
UAL Payment	\$ 12,262	\$ 13,914	\$ 14,768	\$ 15,668	\$ 16,247	\$ 16,808	\$ 17,225
Employer Contribution Rate %	66.79 %	74.62 %	76.00 %	77.40 %	77.40 %	77.40 %	76.70 %
Change over Prior Year	1.16 %	7.83 %	1.38 %	1.40 %	— %	— %	(0.70)%
Fire							
Normal Cost %	18.670 %	18.490 %	18.200 %	18.000 %	17.700 %	17.300 %	16.900 %
UAL Payment	\$ 9,204	\$ 9,806	\$ 10,444	\$ 11,055	\$ 11,487	\$ 11,904	\$ 12,111
Employer Contribution Rate %	61.00 %	64.61 %	66.00 %	67.20 %	67.50 %	67.50 %	67.10 %
Change over Prior Year	3.11 %	3.61 %	1.39 %	1.20 %	0.30 %	— %	(0.40)%

Vacancy Savings - FY 2023 vacancy savings are assumed based on normal attrition and known staffing vacancies as of March 31, 2022. Projected FY 2023 vacancy savings are \$3.9 million in the General Fund.

Retiree Medical Unfunded Liabilities - City Council policy is to pre-fund the City's benefit liabilities to the greatest extent possible within existing operating resources. The FY 2022 budget was the first year that the City fully funded the ARC. The FY 2023 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 2023 shows an increase of \$1.9 million over the FY 2022 Adopted Budget. This is primarily attributed to the restoration of services and capital infrastructure needs that were reduced during the COVID-19 crisis.

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 2023, staff projects that the City will receive \$20.6 million in Measure C sales tax revenues.

The City Council, as well as the ballot language, established a number of spending priorities for these funds. These priorities include a mix of capital projects and funding allocations

CITYWIDE BUDGET OVERVIEW

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 \$20.6 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 2023 budget.

- Revenue: The City began receiving allocations of the Measure C Transaction and Use (sales) Tax effective January 1, 2015. Staff anticipates receiving approximately \$20.6 million in revenues from Measure C for FY 2023. 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 2023 estimates expenses of \$10.5 million for operating costs, including debt service and staff in the police and maintenance services departments.

UNFUNDED NEEDS & LIABILITIES

While the FY 2023 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 2023 Capital Improvement Program reflects "Identified Capital Needs" totaling approximately \$501 million, for which funding is undetermined. In accord with Council policy, as one-time funding becomes available, Council will allocate funds toward these unfunded CIP needs.

Benefit Liabilities & Funding Status

The City actively manages its benefit liabilities and completes actuarial valuations for all benefit liabilities with the exception of accrued leave payouts (analysis conducted by staff). These valuations consider the economic, demographic, and historical compositions of the benefit programs and establish amounts that the City should allocate each year to fund its benefit-related financial obligations. In today's economic climate, it is critical that the City continue to manage its benefit liabilities to ensure long-term fiscal stability and the continuance of these valuable benefits to City employees. Actuarial valuations identify the Annual Required Contribution (ARC) an agency should make toward the funding of the benefit. This is essentially the minimum funding amount that should be responsibly made by

CITYWIDE BUDGET OVERVIEW

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	6/30/2020	\$ 443.37	\$ 261.53	59.0 %	\$ 181.84	41.0 %
CalPERS Fire Safety Plan	6/30/2020	\$ 326.37	\$ 197.12	60.4 %	\$ 129.25	39.6 %
CalPERS Miscellaneous Plan	6/30/2020	\$ 503.64	\$ 323.94	64.3 %	\$ 179.70	35.7 %
Total Cal PERS		\$ 1,273.38	\$ 782.59	61.5 %	\$ 490.79	38.5 %
OPEB - Retiree Medical Police Officers	6/30/2020	\$ 38.71	\$ 4.38	11.3 %	\$ 34.33	88.7 %
OPEB - Retiree Medical Firefighters	6/30/2020	\$ 17.45	\$ 3.08	17.7 %	\$ 14.37	82.3 %
OPEB - Retiree Medical Miscellaneous	6/30/2020	\$ 24.12	\$ 4.03	16.7 %	\$ 20.09	83.3 %
Total OPEB-Retiree Medical		\$ 80.28	\$ 11.49	14.3 %	\$ 68.79	85.7 %
Workers' Compensation	6/30/2021	\$ 13.62	\$ 28.19	207.0 %	\$ (14.57)	(107.0)%
Accrued Leave Payouts	6/30/2021	7.45	0.00	0.0 %	\$ 7.45	100.0 %
TOTAL		\$ 1,374.73	\$ 822.27	59.8 %	\$ 552.46	40.2 %

Retirement Annual cost (annual cost: \$47.9 million) - The City is fully meeting its annual required contribution (ARC) amounts based on the CalPERS premium rates. Given the new CalPERS “smoothing” methodology, the long-term intent is to fund the City’s liability over the 30-year amortization period.

Workers’ Compensation (annual cost: \$10.9 million) - Pursuant to the current actuarial valuation conducted for the program, a funding status of 70 - 85 percent is recommended. Staff recommended funding at the 80 percent level and beginning in FY 2013, implemented a plan to build the fund balance toward achieving the continuation of funding level over the next several years.

CITYWIDE BUDGET OVERVIEW

Retiree Medical - OPEB (annual cost: \$3.6 million "pay go") - The estimated actuarial calculation of the City's ARC is \$7.2 million. The City will again fully fund the ARC in FY 2023. 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.

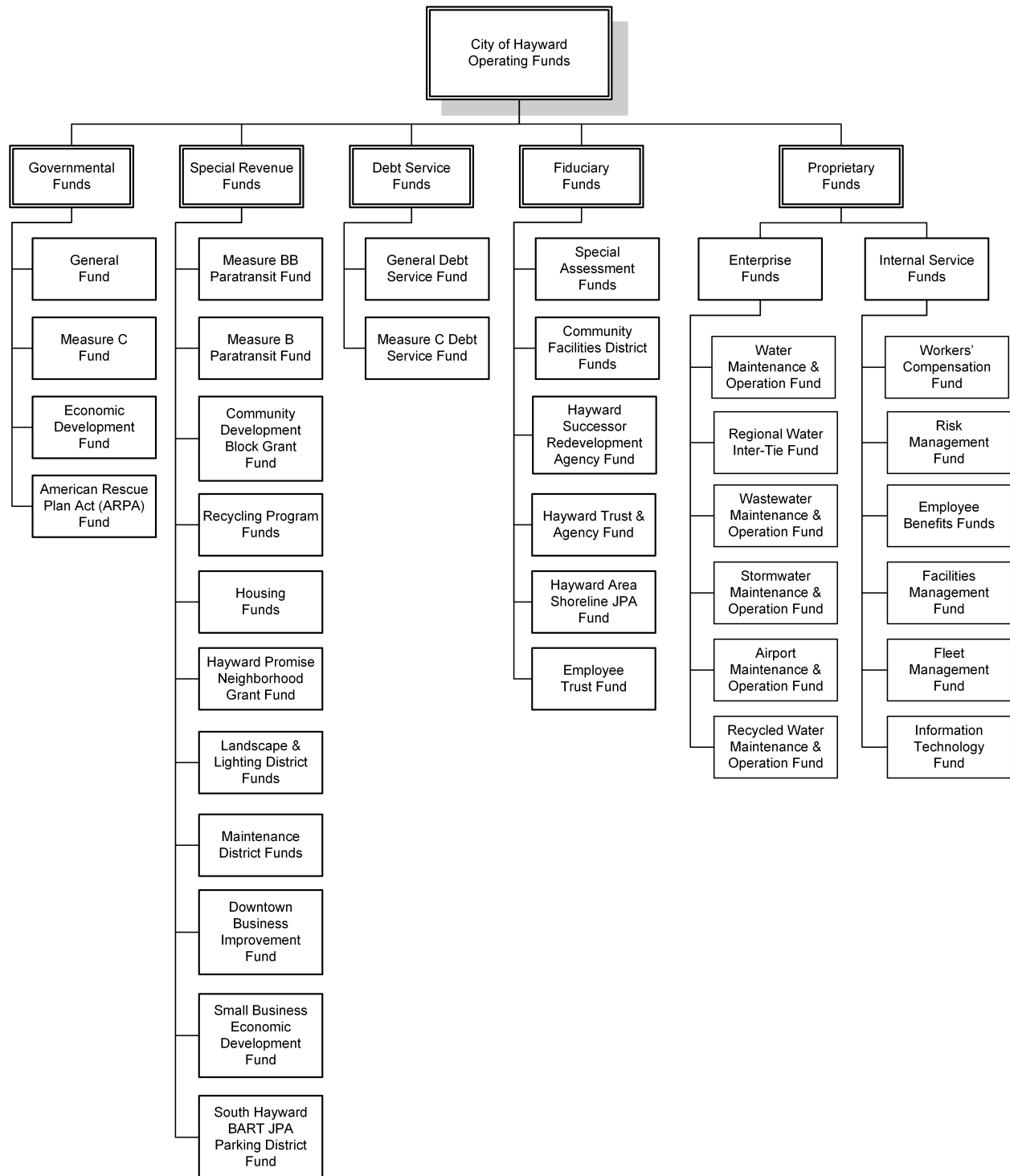
Accrued Leave Payouts (annual cost: varies) - Staff has taken strong action to lower this liability during the past two years by managing employees to approved vacation caps. This has helped to prevent large accrued leave payouts to retiring or terminating employees. The total liability has reduced from the FY 2012 balance of \$10.7 million to the FY 2022 balance of \$7.45 million.

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FINANCIAL SUMMARIES - ALL FUNDS

City of Hayward Fund Structure



FINANCIAL SUMMARIES - ALL FUNDS

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

Governmental Fund Types: These fund types are used to account for tax-supported governmental activities.

- General Fund: The general operating fund of the City, used to account for all financial resources except those required to be accounted for in another fund.
- Measure C - District Sales Tax Fund: This general operating fund is dedicated to the resources and expenditures associated with the Measure C ballot measure passed by Hayward voters in 2014.
- 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

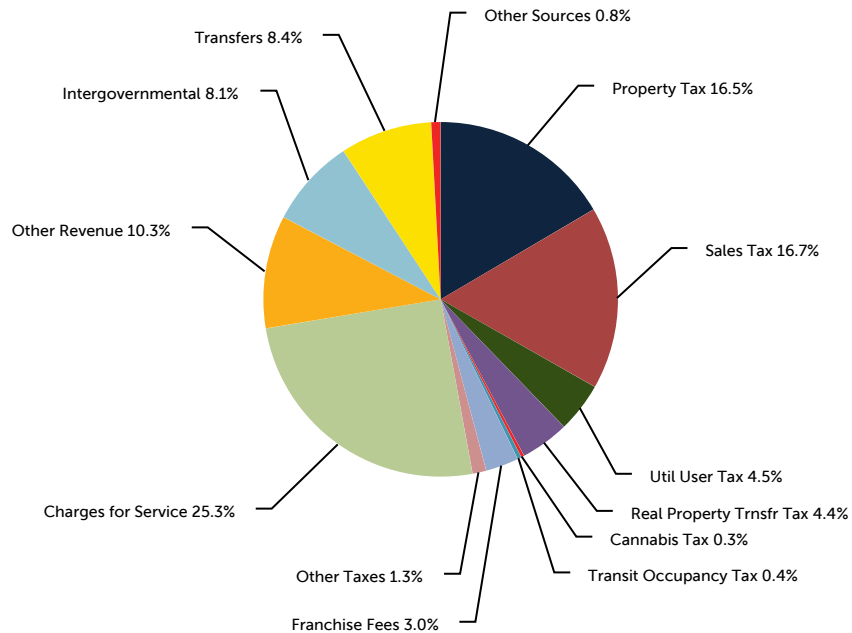
ALL OPERATING FUNDS - SUMMARY

	General	Measure C	ARPA	Special Revenue	Debt Service	Enterprise	Internal Service	Successor RDA	TOTAL
Revenues									
Property Tax	\$ 62,670	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	2,884	\$ 65,553
Sales Tax	45,534	20,576	—	—	—	—	—	—	66,110
Util User Tax	18,000	—	—	—	—	—	—	—	18,000
Real Property Trnsfr Tax	17,600	—	—	—	—	—	—	—	17,600
Transit Occupancy Tax	1,500	—	—	—	—	—	—	—	1,500
Cannabis Tax	1,100	—	—	—	—	—	—	—	1,100
Franchise Fees	11,360	—	—	516	—	—	—	—	11,876
Other Taxes	4,981	—	—	—	—	—	—	—	4,981
Charges for Service	13,639	—	—	—	—	86,449	—	—	100,088
Other Revenue	1,182	—	—	4,593	—	4,227	30,754	50	40,806
Intergovernmental	7,969	—	19,233	4,344	—	—	—	577	32,123
From All Other Sources	2,385	—	—	—	966	—	—	—	3,350
Subtotal Revenues	\$ 187,920	\$ 20,576	\$ 19,233	\$ 9,453	\$ 966	\$ 90,676	\$ 30,754	\$ 3,511	\$ 363,088
Transfer from other funds*	11,221	—	—	414	8,131	3,298	10,124	—	33,188
Total Revenues	\$ 199,141	\$ 20,576	\$ 19,233	\$ 9,867	\$ 9,097	\$ 93,974	\$ 40,878	\$ 3,511	\$ 396,275
Expenditures									
Salary									
Regular	87,571	2,519	123	1,500	—	15,845	6,421	175	114,154
Overtime	3,370	10	23	—	—	392	225	—	4,019
Vacancy Savings	(3,913)	—	—	—	—	—	—	—	(3,913)
Benefits									
Fringe Benefits	25,358	808	11	235	—	4,772	1,484	40	32,708
Retiree Medical	3,241	68	—	18	—	235	83	2	3,648
PERS	40,275	915	34	433	—	4,360	1,835	51	47,902
Chrgs (to)/fr other prog	(4,722)	—	—	5	—	(275)	—	(89)	(5,081)
Net Staffing Expense	\$ 151,179	\$ 4,320	\$ 190	\$ 2,191	\$ —	\$ 25,329	\$ 10,048	\$ 180	\$ 193,437
Maintenance & Utilities									
Supplies & Services	10,729	198	8,996	7,955	45	7,542	8,831	110	44,405
Internal Service Fee	16,791	297	—	123	—	2,908	592	14	20,724
Capital	—	—	—	282	—	—	—	—	282
Debt Service	—	—	—	—	8,686	6,075	244	3,224	18,229
All Other Uses	—	—	—	—	—	38,900	14,050	—	52,950
Subtotal Expenditures	\$ 180,002	\$ 4,869	\$ 9,186	\$ 10,578	\$ 8,730	\$ 84,322	\$ 37,661	\$ 3,536	\$ 338,884
Transfers to other funds*	14,687	15,641	7,250	958	473	20,918	1,654	841	62,421
Total Expenditures	\$ 194,688	\$ 20,509	\$ 16,436	\$ 11,536	\$ 9,203	\$ 105,240	\$ 39,315	\$ 4,377	\$ 401,305
(Use)/Add to fund bal	4,453	67	2,797	(1,670)	(107)	(11,266)	1,564	(867)	(5,030)

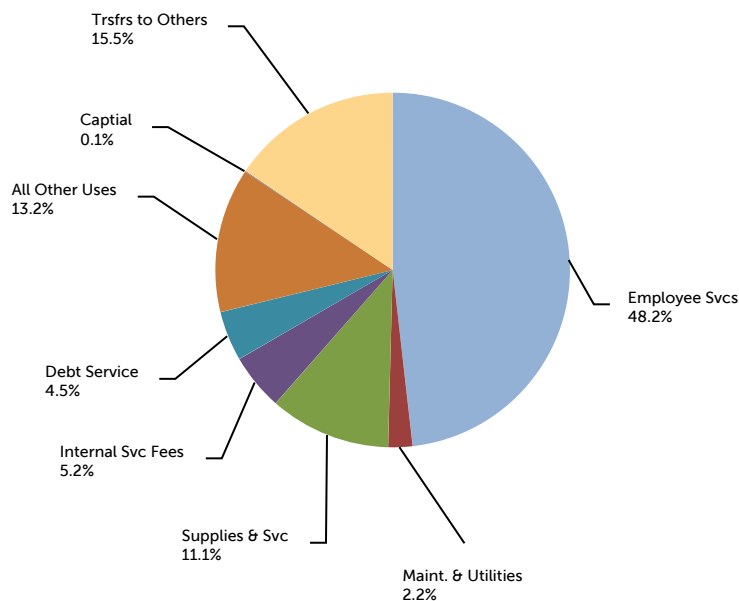
Note: General Fund column represents fund 100 only.

Summary of Revenues and Expenditures - All Operating Funds

FY 2023 All Operating Funds Revenues - By Type \$396.3 Million



FY 2023 All Operating Funds Expenditures - By Category \$401.3 Million



ALL OPERATING FUNDS - DEPARTMENT SUMMARY

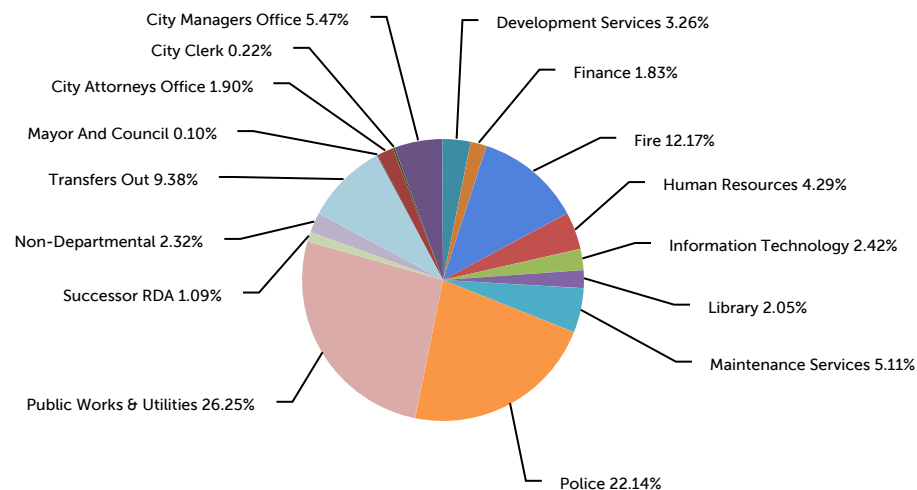
	General	Measure C	ARPA	Special Revenue	Debt Service	Enterprise	Internal Service	Successor RDA	TOTAL
Revenues									
Mayor/City Council	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
City Attorney	—	—	—	—	—	—	6,573	—	6,573
City Clerk	23	—	—	—	—	—	—	—	23
City Manager	412	—	—	6,373	—	—	—	3,511	10,295
Development Services	7,509	—	—	2,444	—	—	—	—	9,953
Finance	1,283	—	—	—	—	—	—	—	1,283
Fire	8,585	—	—	—	—	—	—	—	8,585
Human Resources	31	—	—	—	—	—	13,507	—	13,538
Information Technology	—	—	—	—	—	—	8,524	—	8,524
Library	—	—	—	—	—	—	—	—	—
Maintenance Services	1,652	—	—	—	—	—	8,723	—	10,375
Police	3,630	—	—	—	—	—	—	—	3,630
Public Works & Utilities	416	—	—	987	—	87,164	—	—	88,566
Non-dept/Transfers In	175,600	20,576	19,233	64	9,097	6,810	3,551	—	234,930
Total Revenues	\$ 199,141	\$ 20,576	\$ 19,233	\$ 9,867	\$ 9,097	\$ 93,974	\$ 40,878	\$ 3,511	\$ 396,275
Expenditures									
Mayor/City Council	404	—	—	—	—	—	—	—	404
City Attorney	1,467	—	—	—	—	—	6,151	—	7,618
City Clerk	898	—	—	—	—	—	—	—	898
City Manager	6,315	—	7,355	7,820	—	—	453	4,377	26,320
Development Services	10,313	—	—	2,755	—	—	—	—	13,069
Finance	5,328	—	—	—	—	2,022	—	—	7,350
Fire	48,838	—	—	—	—	—	—	—	48,838
Human Resources	3,263	—	—	—	—	—	13,948	—	17,211
Information Technology	—	—	—	—	—	—	9,737	—	9,737
Library	7,260	—	981	—	—	—	—	—	8,241
Maintenance Services	6,107	1,622	660	—	—	3,088	9,025	—	20,502
Police	85,592	3,247	—	—	—	—	—	—	88,839
Public Works & Utilities	4,049	—	190	961	—	100,995	—	—	106,195
Non-dept/Transfers Out	14,855	15,641	7,250	—	9,203	(865)	—	—	46,084
Total Expenditures	\$ 194,688	\$ 20,509	\$ 16,436	\$ 11,536	\$ 9,203	\$ 105,240	\$ 39,315	\$ 4,377	\$ 401,305
(Use)/Add to fund bal	4,453	67	2,797	(1,670)	(107)	(11,266)	1,564	(867)	(5,030)

Note: General Fund column represents fund 100 only.

SUMMARY OF EXPENDITURES BY DEPARTMENT-ALL FUNDS

	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Adopted
Mayor & City Council	\$ 419,425	\$ 386,122	\$ 395,337	\$ 403,618
City Attorney	7,423,378	8,130,398	7,237,476	7,618,271
City Clerk	847,056	1,106,760	884,102	897,995
City Manager	9,351,121	14,954,516	14,050,385	21,937,235
Development Services	9,692,679	9,580,060	12,502,472	13,068,605
Finance	6,409,226	6,419,725	6,681,527	7,349,969
Fire	45,789,749	48,873,974	45,590,660	48,837,913
Human Resources	12,687,796	11,732,627	16,722,015	17,210,997
Information Technology	8,043,941	7,659,822	8,497,505	9,736,765
Library	5,888,235	5,722,345	6,408,569	8,240,807
Maintenance Services	18,703,021	17,709,495	17,655,861	20,501,695
Police	77,726,197	80,846,638	86,703,032	88,839,075
Public Works & Utilities	79,418,112	90,880,561	91,956,051	105,329,841
Successor RDA	4,073,595	4,144,235	4,385,845	4,377,063
Non-Dept./Debt Service	9,429,366	9,273,938	9,326,861	9,319,704
Transfers Out	29,896,520	29,115,508	20,478,428	37,634,985
	\$ 325,799,419	\$ 346,536,723	\$ 349,476,125	\$ 401,304,539

FY 2023 All Funds Expenditures by Service Area



GENERAL FUND SUMMARY & CASH BALANCE

<i>\$ in 1,000s</i>	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2022 Projected	FY 2023 Adopted
Beginning Cash Fund Balance	\$ 36,877	\$ 30,847	\$ 36,130	\$ 36,130	\$ 39,401
Revenues					
Property Tax	\$ 58,432	\$ 61,196	\$ 58,809	\$ 59,646	\$ 62,670
Sales Tax	39,680	40,075	41,078	42,078	45,534
Utility Users Tax	16,066	17,268	17,542	17,542	18,000
Franchise Fees	10,582	10,624	10,590	10,590	11,360
Real Property Transfer Tax	12,150	17,120	14,500	17,000	17,600
Transit Occupancy Tax	2,187	1,552	1,500	1,500	1,500
Cannabis Tax	3	442	650	920	1,100
Other Taxes	4,881	4,600	6,051	6,051	4,981
Charges for Services	11,978	13,213	12,720	12,720	13,639
Inter-Governmental	6,699	10,882	7,733	7,733	7,969
Fines & Forfeitures	2,210	2,195	2,310	2,340	2,385
Other Revenues	810	1,514	532	537	532
Interest & Rents	465	(8)	650	650	650
Transfers In	3,964	3,967	3,969	11,571	11,221
Total Operating Revenues:	\$ 170,107	\$ 184,641	\$ 178,634	\$ 190,877	\$ 199,141
Expenditures					
Salaries & Benefits	\$ 132,005	\$ 140,546	\$ 144,720	\$ 148,889	\$ 151,179
Maintenance & Utilities	920	804	1,272	1,272	1,302
Supplies & Services	12,105	11,880	9,259	9,206	10,729
Internal Service Fees	16,858	14,048	14,890	14,890	16,791
Capital	12	257	—	—	—
Transfers Out	13,453	11,362	14,647	13,350	14,687
Total Operating Expenditures:	\$ 175,353	\$ 178,897	\$ 184,787	\$ 187,606	\$ 194,688
Annual Surplus/(Shortfall)	\$ (5,246)	\$ 5,743	\$ (6,153)	\$ 3,271	\$ 4,453
Adjustments to Fund Balance	\$ (783)	\$ (461)	\$ —	\$ —	\$ —
Ending Fund Cash Balance (ACFR)	\$ 30,847	\$ 36,130	\$ 29,977	\$ 39,401	\$ 43,853
Cash Fund Balance Designations					
Unassigned	\$ 30,847	\$ 36,130	\$ 29,977	\$ 39,401	\$ 43,853
Contingencies	-	-	-	-	-
Economic Uncertainty	-	-	-	-	-
Liquidity	-	-	-	-	-
Emergencies	-	-	-	-	-
Total Designated Fund Balance	\$ 30,847	\$ 36,130	\$ 29,977	\$ 39,401	\$ 43,853

GENERAL FUND - FUND TRANSFER SUMMARY

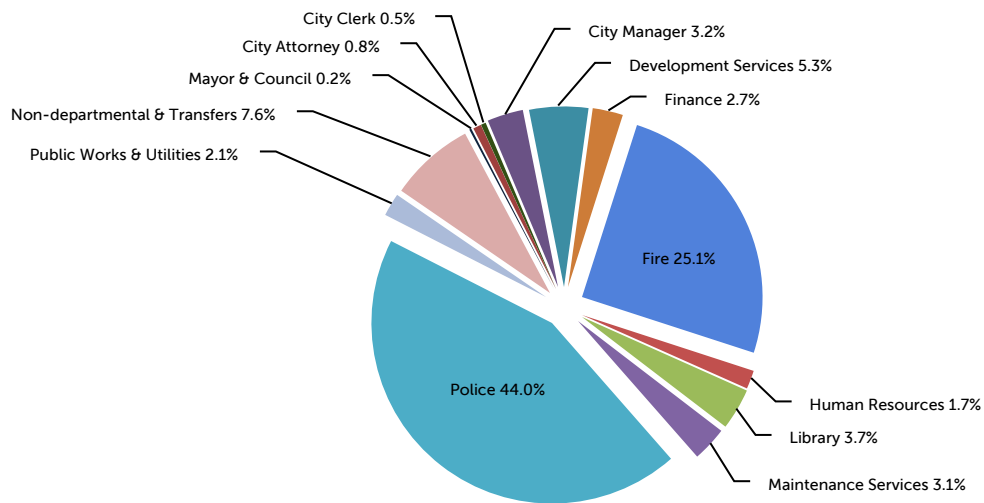
Fund Transfers (FY 2020-23)

	FY 2020 Adopted	FY 2021 Adopted	FY 2022 Adopted	FY 2023 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	233	236	238	240
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
Transfers into the General Fund	\$ 3,964	\$ 3,967	\$ 3,969	\$ 11,221
Transfers out of the General Fund				
Transfer to Debt Service	3,434	2,931	2,851	2,850
Transfer for Risk Management Premium	3,139	3,902	4,282	4,888
Transfer to Economic Development Fund	350	350	350	350
Transfer to Trans Sys Improvement Fund	350	400	650	500
Transfer to Cannabis Community Fund	—	—	—	64
Transfer to Information Technology Operating Fund	—	—	—	—
Transfer to Capital Projects	1,585	450	3,354	3,410
Transfer to Water Fund	—	—	—	—
Transfer to Retiree Medical Fund	2,573	1,000	3,160	2,625
Transfers out of the General Fund	\$ 11,431	\$ 9,034	\$ 14,647	\$ 14,687

Summary of Expenditures by Department - General Fund

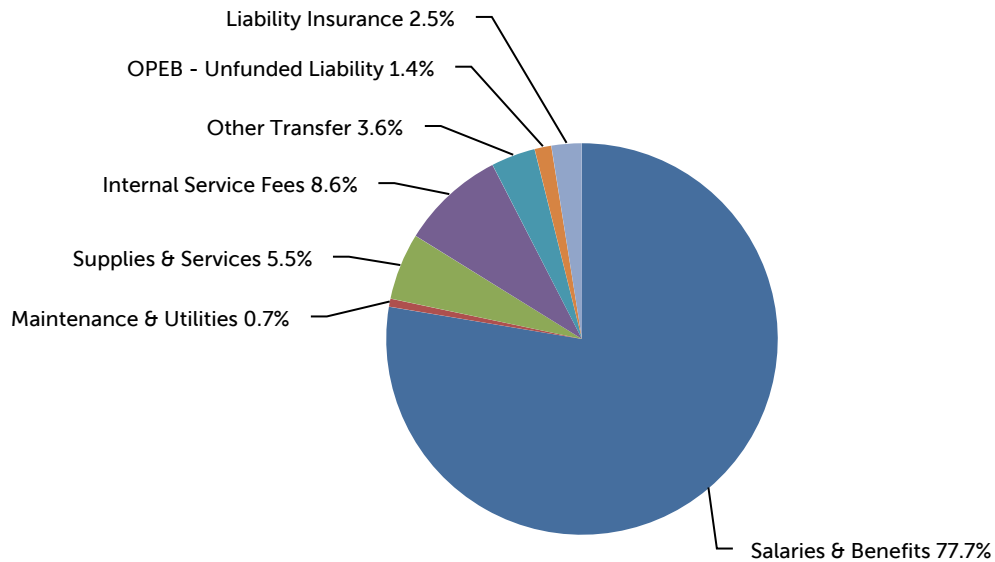
Summary of Expenditures by Department - General Fund				
	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Adopted
Mayor & Council	\$ 419,425	\$ 386,122	\$ 395,337	\$ 403,618
City Attorney	1,377,299	1,297,754	1,498,626	1,466,838
City Clerk	847,056	1,106,760	884,102	897,995
City Manager	4,569,088	4,969,187	5,813,222	6,315,035
Development Services	9,448,594	9,377,172	9,747,323	10,313,456
Finance	4,825,770	4,785,092	4,972,028	5,327,976
Fire	45,789,749	48,873,974	45,590,660	48,837,913
Human Resources	2,158,249	2,142,845	2,160,050	3,262,857
Library	5,884,755	5,722,345	6,408,569	7,259,807
Maintenance Services	5,050,695	4,566,757	5,081,275	6,106,728
Police	74,605,727	77,556,440	83,587,571	85,592,432
Public Works & Utilities	2,861,514	4,073,188	3,833,599	4,048,704
Non-departmental & Transfers	17,515,279	14,039,493	14,814,853	14,854,675
	\$ 175,353,199	\$ 178,897,130	\$ 184,787,214	\$ 194,688,033

FY 2023 \$ 194.7 Million

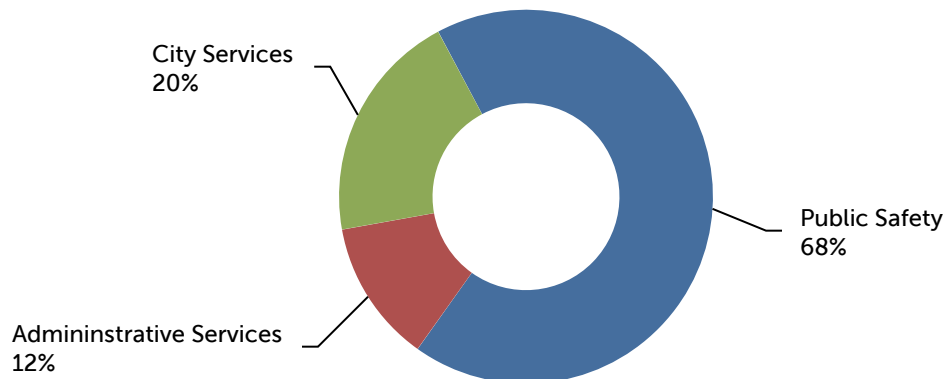


GENERAL FUND EXPENDITURES & STAFFING

FY 2023
General Fund Expenditures by Category



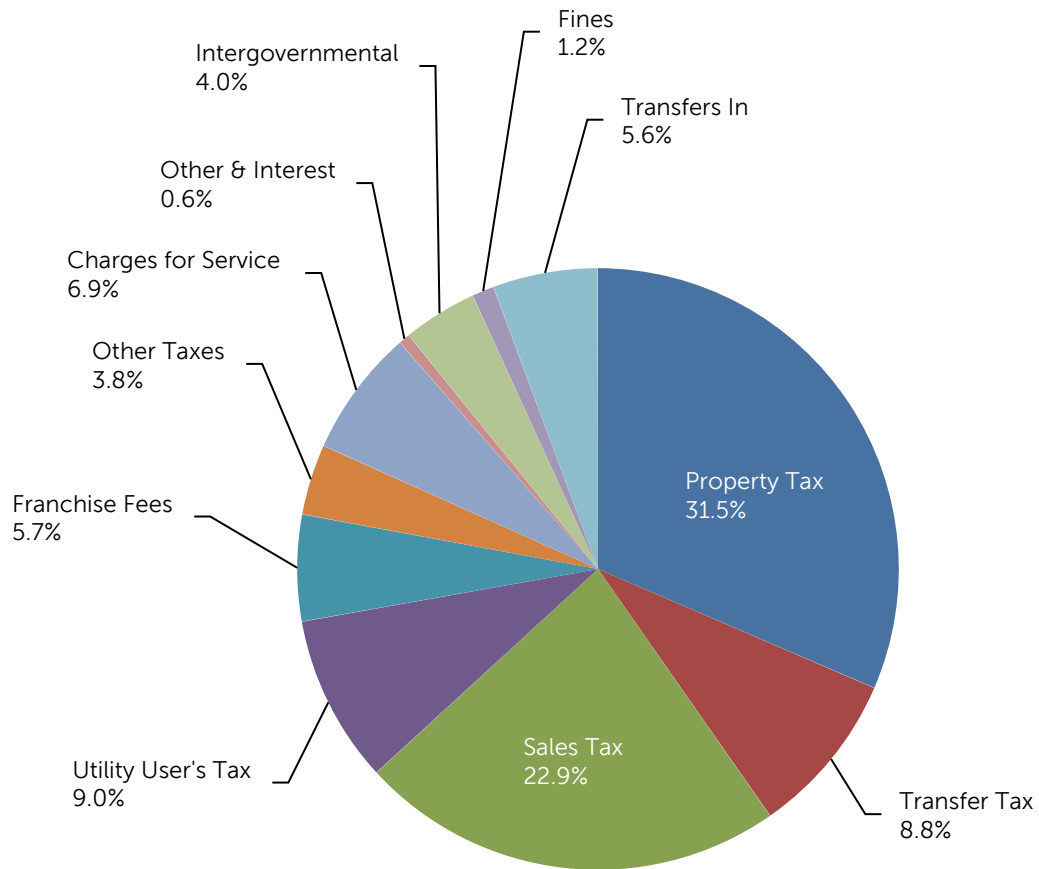
FY 2023
General Fund Staffing by Service Area



GENERAL FUND REVENUES BY SOURCE

FY 2023 General Fund Proposed Revenues/Resources

\$ 199.1 Million



GENERAL FUND REVENUES

<i>Revenues by Category in 1,000's</i>	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Adopted
Property Taxes				
Property Tax Secured	\$ 36,159	\$ 37,795	\$ 36,041	\$ 38,457
Property Tax Unsecured	1,859	2,000	1,861	1,918
RPTTF (Redistribution & Pass-Thru)	3,981	4,019	3,137	3,328
Property Tax - VLF Swap	16,432	17,382	17,770	18,967
Total Property Taxes	\$ 58,432	\$ 61,196	\$ 58,809	\$ 62,670
Sales & Use Tax				
Sales and Use Taxes	\$ 38,684	\$ 39,035	\$ 40,058	\$ 44,258
Sales Tax/Public Safety	996	1,039	1,020	1,276
Total Sales & Use Tax	\$ 39,680	\$ 40,075	\$ 41,078	\$ 45,534
Utility Users Tax	\$ 16,066	\$ 17,268	\$ 17,542	\$ 18,000
Franchise Fee Tax				
Franchise - Refuse	\$ 7,508	\$ 7,549	\$ 6,730	\$ 7,500
Franchise - Water	—	—	—	—
Franchise - Sewer	—	—	—	—
Franchise - Gas & Electric	1,723	1,798	2,230	2,230
Franchise - Cable TV	1,351	1,277	1,630	1,630
Total Franchise Fee Tax	\$ 10,582	\$ 10,624	\$ 10,590	\$ 11,360
Real Property Transfer Tax	\$ 12,150	\$ 17,120	\$ 14,500	\$ 17,600
Other Taxes				
Business License Tax	\$ 2,737	\$ 2,663	\$ 2,700	\$ 2,800
Cannibas Tax	3	442	650	1100
Emergency Facilities Tax	2,030	1,831	3,250	2,075
Business Tax State Fee	114	107	101	106
Transient Occupancy Tax	2,187	1,552	1,500	1,500
Total Other Taxes	\$ 7,071	\$ 6,594	\$ 8,201	\$ 7,581
<i>Charges for Services (comprised of Licenses & Permits, Fees & Service Charges, Construction Related Fees)</i>				
Licenses and Permits				
Fire Licenses & Permits	\$ 1,393	\$ 1,092	\$ 1,621	\$ 1,621
Police Licenses & Permits	1	1	436	449
Other Licenses & Permits	163	37	199	199
Total Licenses and Permits	\$ 2,005	\$ 1,454	\$ 2,270	\$ 2,270
Fees and Service Charges				
Fire Fees & Svc Charges	\$ 1,259	\$ 1,707	\$ 1,446	\$ 1,701
Police Fees & Svc Charges	533	710	938	938
Residential Rental Inspections	1,834	2367	1,500	1,700
Vehicle Maintenance & Operations	0	0	0	0
Other Fees & Svc Charges	696	478	532	2,330
Total Fees and Service Charges	\$ 4,335	\$ 5,278	\$ 4,416	\$ 6,669

GENERAL FUND REVENUES

<i>Revenues by Category in 1,000's</i>	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Adopted
Construction Related Fees				
Construction Permits	\$ 3,247	\$ 2,963	\$ 3,700	\$ 700
Plan Checking & New Constr. Insp.	1,883	2,488	1,235	2,900
Supplemental Improvement Tax	508	1,031	1,100	1,100
Total Construction Related Fees	\$ 5,637	\$ 6,482	\$ 6,035	\$ 4,700
Total Charges for Services	\$ 11,978	\$ 13,213	\$ 12,720	\$ 13,639
Inter-Governmental				
Grants / Reimbursement	\$ 2,101	\$ 1,582	\$ 2,146	\$ 2,151
Federal Reimbursement (COVID-19) - FEMA	1,000	1,979	—	—
Local Reimbursement	—	1,544	—	—
Fairview Fire Protection District	3,177	3,207	3,303	3,462
Vehicle License Fee (VLF)	126	118	73	150
Fire Federal Grant Reimbursement	—	161	—	—
Fire Mutual Aid Reimb	125	2,079	1,800	1,800
Miscellaneous	169	211	411	406
Total From Other Agencies	\$ 6,699	\$ 10,882	\$ 7,733	\$ 7,969
Fines and Forfeitures				
Vehicle Fines	\$ 190	\$ 327	\$ 340	\$ 340
Parking Citations - In House	1,763	1,805	1,896	1,971
Photo Red Light	218	58	73	73
Criminal Fines	7	2	1	1
Administrative Citations	—	—	—	—
Library Fines	32	3	—	—
Total Fines and Forfeitures	\$ 2,210	\$ 2,195	\$ 2,310	\$ 2,385
Other Revenues				
Other	810	1,514	532	532
Total Other Revenues	\$ 810	\$ 1,514	\$ 532	\$ 532
Interest & Rents				
Interest Earned	\$ 460	\$ (9)	\$ 300	\$ 300
Miscellaneous Interest Income	—	—	—	—
Building & Parking Rental	5	2	350	350
Total Interest & Rents	\$ 465	\$ (8)	\$ 650	\$ 650
Total General Fund Revenues	\$ 166,143	\$ 180,673	\$ 174,665	\$ 187,920
Transfers In	\$ 3964	\$ 3967	\$ 3969	\$ 11221
Total Revenues Including Transfers	\$ 170,107	\$ 184,641	\$ 178,634	\$ 199,141

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 2023 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.

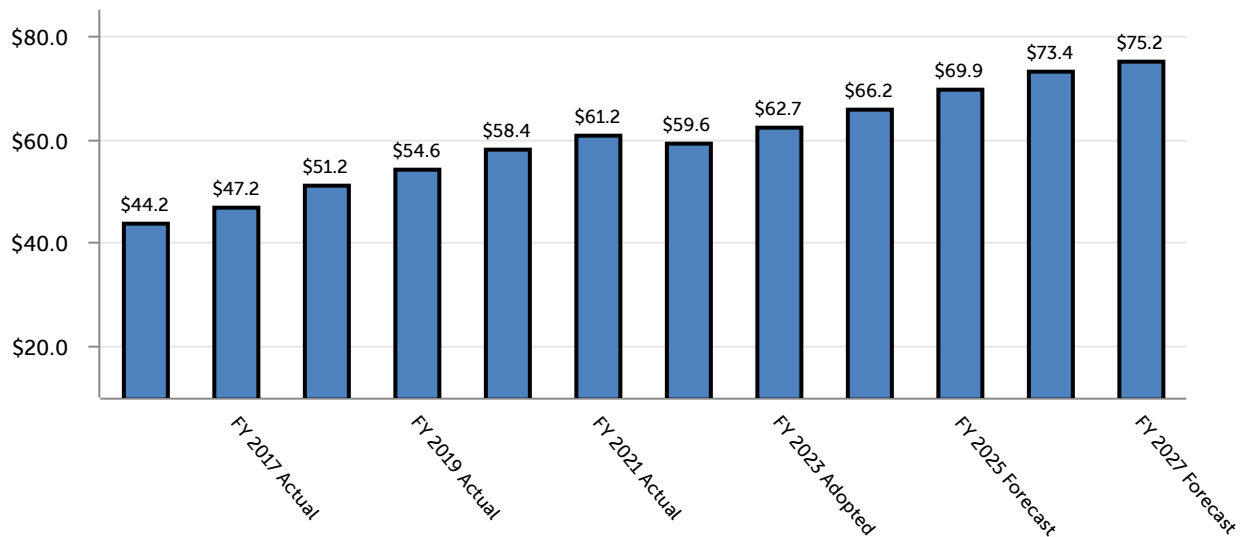
Real Property Tax revenue is comprised of three distinct categories: Secured & Unsecured Property Tax, Vehicle License Fees (VLF), and the Redevelopment Property Tax Trust Fund (RPTTF). The chart below summarizes the net projections for all three sources.

PROPERTY TAXES (All)	Actual			Adopted	Adopted	Projected Revenue			
	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
Total Collections	\$ 54,468	\$ 58,432	\$ 61,196	\$ 58,809	\$ 62,670	\$ 66,187	\$ 69,881	\$ 73,407	\$ 75,212
\$ Change	\$ 3,232	\$ 3,964	\$ 2,765	\$ (2,387)	\$ 3,861	\$ 3,517	\$ 3,694	\$ 3,526	\$ 1,805
% Change	6.31%	7.28%	4.73%	-3.90%	6.56%	5.61%	5.58%	5.05%	2.46%

KEY GENERAL FUND REVENUES

PROPERTY TAXES, continued

Overall Property Tax revenues are projected to increase by a total of 6.56 percent in FY 2023 over FY 2022 Adopted, with a projected increase of 5.61 percent in FY 2024. Property Tax revenues are projected to continue to steadily increase through FY 2027. The change in revenue projections from FY 2022 Adopted to FY 2023 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. In response to the rebound in the economy, the California State Board of Equalization has set a not to exceed 2 percent CCPI growth factor for the 2023 tax roll. .

KEY GENERAL FUND REVENUES

SALES AND USE TAXES

Sales and Use Tax is the General Fund's second largest source of revenue and represents 22.9 percent of total FY 2023 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

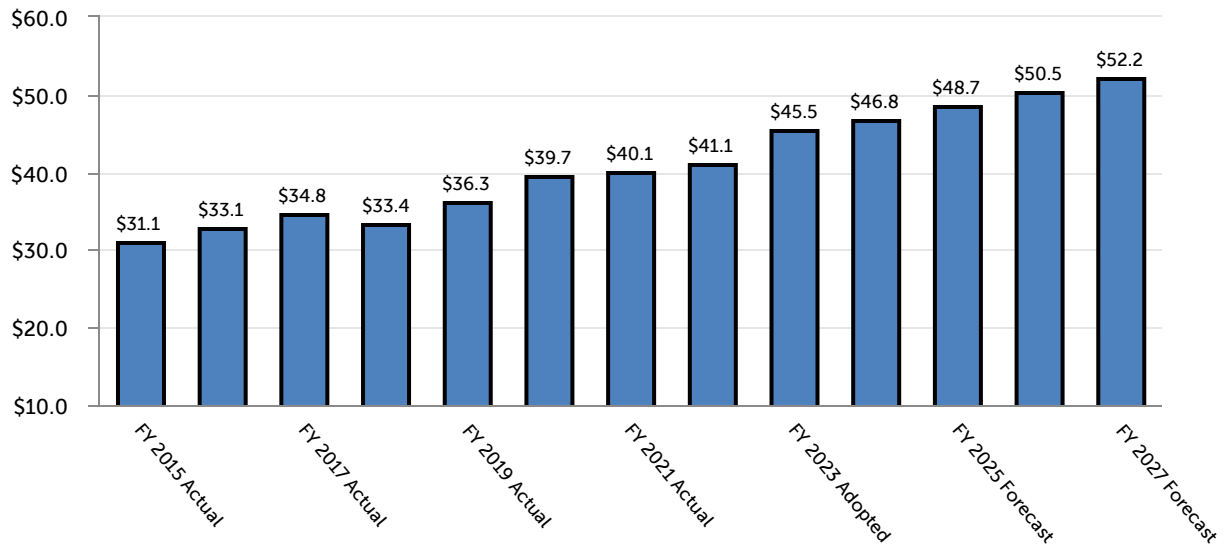
During the June 3, 2014 municipal election, the voters of the City of Hayward passed a ballot measure (Measure C) to increase the City's Transaction and Use (Sales) Tax by half a percent for twenty years. This half cent increase became effective October 1, 2014, bringing Hayward's Sales and Use Tax rate 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 - \$20 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 2023 Adopted budget reflects a significant increase over the FY 2022 Adopted budget, as the City continued to be conservative in its effort to project sales tax in an economy that was still recovering from the COVID-19 crisis. A rebound of the economy continues as the City projects an increase in sales tax of 10.85 percent over FY 2022. Future years project a steadier average annual growth between 3 percent and 4 percent. This is primarily attributed to the rebound in the economy, local tax-base growth in the City of Hayward, and continued fiscal impacts related to the South Dakota v. Wayfair decision.

TOTAL SALES & USE TAX (in 1,000s)	Actual			Adopted	Adopted	Projected Revenue			
	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
Total Collections	\$ 36,032	\$ 39,680	\$ 40,075	\$ 41,078	\$ 45,534	\$ 46,755	\$ 48,697	\$ 50,527	\$ 52,248
\$ Change	\$ 1,193	\$ 3,648	\$ 395	\$ 1,003	\$ 4,456	\$ 1,221	\$ 1,942	\$ 1,830	\$ 1,721
% Change	3.42%	10.12%	0.99%	2.50%	10.85%	2.68%	4.15%	3.76%	3.41%

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 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
Total Collections	\$16,935	\$16,066	\$17,268	\$17,542	\$18,000	\$18,428	\$18,865	\$19,242	\$19,627
\$ Change	\$ (728)	\$ (869)	\$ 1,202	\$ 274	\$ 458	\$ 428	\$ 437	\$ 377	\$ 385
% Change	(4.12)%	(5.13)%	7.48 %	1.59 %	2.61 %	2.38 %	2.37 %	2.00 %	2.00 %

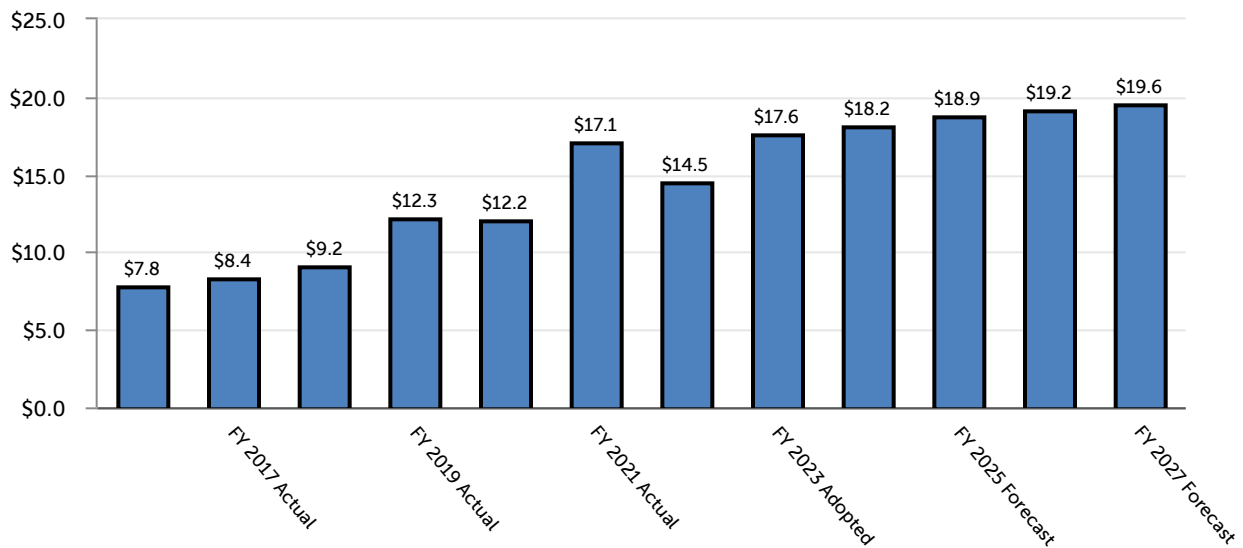
Passage of AB1717 is intended to address the loss of revenues the City has experienced from wireless services. While slow to materialize from the Board of Equalization, the City has observed growth in revenue for pre-paid wireless UUT. In FY 2018, the City received a UUT back payment from a major UUT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

In FY 2023, UUT is projected to increase by 2.61 percent over FY 2022 Adopted. This is primarily attributed to slower recovery of businesses that were negatively impacted by the COVID-19 crisis. During the COVID-19 crisis, many businesses and entire industry segments were forced to close operations, resulting in decreased use of energy during the periods of shutdown. As the State lifted restrictions, many busiensses and entire industries continue to operate in a remote work environment. 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 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
Total Collections	\$ 12,256	\$ 12,150	\$ 17,120	\$ 14,500	\$ 17,600	\$ 18,216	\$ 18,854	\$ 19,231	\$ 19,615
\$ Change	\$ 3,088	\$ (106)	\$ 4,970	\$ (2,620)	\$ 3,100	\$ 616	\$ 638	\$ 377	\$ 384
% Change	33.68%	-0.86%	40.91%	-15.30%	21.38%	3.50%	3.50%	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.

The FY 2022 Adopted budget projected minimal growth over FY 2020 and FY 2021, as the City continued to be conservative in revenue projections due to the uncertainties around both the short-term and long-term impacts from the COVID-19 crisis. FY 2021 ended significantly higher than projected, and the City continues to see positive growth in this revenue source. The FY 2023 Adopted budget projects \$17.6 million, a 21.4 percent increase over the FY 2022 Adopted budget. The projected FY 2023 revenue shows reasonable growth congruent with the FY 2021 actual revenue collected. 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 2023 forecasts market recovery with a growth of 3.7 percent over the FY 2022 Adopted. The forecast includes an assumed growth of 2 percent - 3.5 percent in future years.

BUSINESS LICENSE TAX	Actual			Adopted	Adopted	Projected Revenue			
	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
Collections	\$ 2,833	\$ 2,737	\$ 2,663	\$ 2,700	\$ 2,800	\$ 2,898	\$ 2,999	\$ 3,059	\$ 3,121
\$ Change	\$ 242	\$ (96)	\$ (74)	\$ 37	\$ 100	\$ 98	\$ 101	\$ 60	\$ 62
% Change	6.21%	-3.39%	-2.71%	1.40 %	3.70%	3.50%	3.49%	2.00%	2.03%

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. As of April 2022, the 21st Century Library project is in its final phases, and construction is ongoing on the expansion of the fire training center at Fire Station 6.

Annual revenues projected at \$20.6 million in FY 2023 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. Despite the impacts of the COVID-19 pandemic, the City continues to experience growth in Sales Tax revenues since FY 2010. The adopted FY 2023 Measure C revenues is projected to increase by approximately 10 percent over FY 2021 actual.

MEASURE C - DISTRICT SALES TAX

	FY 2021 Actual	FY 2022 Estimated	FY 2023 Adopted	FY 2024 Projected	FY 2025 Projected
Revenues					
Measure C District Sales Tax	\$ 18,577	\$ 19,947	\$ 20,576	\$ 21,282	\$ 22,206
Other Revenues (Interest)	—	—	—	—	—
Other Partnering Contributors	6,128	12,035	—	—	—
Total Revenues	\$ 24,705	\$ 31,982	\$ 20,576	\$ 21,282	\$ 22,206
Expenditures					
Capital					
Library / Learning Center	2,449	1,483		—	—
Fire Facilities Design	50	13		—	—
Fire Station 1		2	—	—	—
Fire Station 2	3	2	—	—	—
Fire Station 3	1	2	—	—	—
Fire Station 4	21	2	—	—	—
Fire Station 5	1	2	—	—	—
Fire Station 6	5,299	3,911	600	—	—
Fire Training Academy	12,720	37,344	5,600	—	—
Street Rehabilitation	—	—	—	2,000	—
EBRCS Radios	—	—	—	—	—
Debt Service	5,424	5,423	5,419	5,408	5,425
Other Projects	267	222	300	300	150
Operating					
Police Services	3,290	3,115	3,247	3,474	3,717
Maintenance Services	1,469	1,410	1,622	1,735	1,857
Other Department Services	107	224	222	—	—
Total Expenditures	\$ 31,101	\$ 53,154	\$ 17,009	\$ 12,917	\$ 11,149
Beginning Working Capital					
	27,740	21,343	171	3,738	12,103
Annual Surplus/Shortfall	(6,396)	(21,172)	3,567	8,365	11,057
Ending Working Capital*					
	\$ 21,343	\$ 171	\$ 3,738	\$ 12,103	\$ 23,160

*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.

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 are expected to increase by approximately 30% over the next two years. A substantial amount of the Fund's working capital is expected to be spent down in FY 2023 to cushion the impacts of SFPUC's recently proposed rate increases on City residents and businesses, and to not to pass the increases on to ratepayers in the form of steep rate adjustments over a 2-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.

The economic impacts resulting from the COVID-19 pandemic have left some residents and businesses unable to pay their water bills. In response, City applied for funding through the California Water and Wastewater Arrearage Payment Program, administered by the State Water Resources Control Board, to reduce delinquent water balances for customers experiencing financial hardships related to the pandemic. In February 2022, City received a \$1.8 million to credit commercial and residential accounts that still had outstanding bills from the pandemic period, defined as March 2020 to June 2021. This assistance offsets the shortfall of water sale revenue due to delinquent bills.

So far in FY 2022, while residents and businesses continue to experience the impacts of COVID, many community members are slowly returning to the office, resuming in-person classes, and increasing business activities. While water consumption is not expected to increase, based on actual revenues received last year, the City is projecting an increase of \$1 million in water sales revenue and \$1 million in water service charge revenue in FY 2023. Projected consumption for the planning period in its entirety assumes modest increases to reflect population and job growth.

ENTERPRISE FUNDS - OVERVIEW & FORECASTS

Forecast

Water Maintenance & Operations Fund 605

	FY 2020 Actual	FY 2021 Actual	FY 2022 Estimated	FY 2023 Adopted	FY 2024 Projected	FY 2025 Projected	FY 2026 Projected	FY 2027 Projected
Beginning Working Capital*	\$32,905,171	\$41,277,796	\$47,354,607	\$48,457,716	\$39,686,954	\$30,463,555	\$23,756,176	\$19,791,046
Program Revenues								
Water Sales	46,665,517	46,218,779	45,000,000	46,000,000	48,760,000	51,690,000	54,790,000	56,980,000
Service Charges	9,226,611	10,365,431	9,000,000	10,000,000	10,200,000	10,400,000	10,400,000	10,400,000
Installation Fees	414,806	420,302	250,000	250,000	250,000	300,000	300,000	300,000
Other Revenues	645,273	334,172	2,061,817	260,000	200,000	200,000	200,000	200,000
Interest	831,272	182,377	105,000	242,000	200,000	160,000	126,000	106,000
Transfers In	688,237	736,985	1,231,386	950,516	137,741	137,741	137,741	137,741
Total Revenues	\$58,471,718	\$58,258,046	\$57,648,203	\$57,702,516	\$59,747,741	\$62,887,741	\$65,953,741	\$68,123,741
Expenditures								
Personnel	7,763,545	8,238,725	9,232,876	9,418,900	9,741,810	10,196,800	10,348,361	10,662,542
Non-Personnel	5,143,784	5,117,717	6,246,088	7,850,049	6,366,830	6,481,220	6,597,510	6,715,900
Water Purchases	31,518,279	32,130,463	33,500,000	38,900,000	43,300,000	43,300,000	43,300,000	43,700,000
Transfers Out	5,673,484	6,694,330	7,566,130	10,304,328	9,562,500	9,617,100	9,673,000	9,730,300
Total Expenditures	\$50,099,092	\$52,181,235	\$56,545,094	\$66,473,278	\$68,971,140	\$69,595,120	\$69,918,871	\$70,808,742
Annual Surplus/(Shortfall)	8,372,625	6,076,811	1,103,109	(8,770,762)	(9,223,399)	(6,707,379)	(3,965,130)	(2,685,001)
Ending Working Capital*	\$41,277,796	\$47,354,607	\$48,457,716	\$39,686,954	\$30,463,555	\$23,756,176	\$19,791,046	\$17,106,045

*projected ending working capital on budget basis.

Forecast Assumptions

- Based on the actual revenue received last year and the adopted rate adjustments effective October 1, 2022, Water Sales revenue for FY 2023 reflects a 2% increase over FY 2022. Going forward, the projected Water Sales revenue assumes an anticipated average 6% annual increase from FY 2024 to FY 2026, followed by a 4% increase in FY 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 most current projections from SFPUC at 15.9% in July 2022 and 11.2% in July 2023.
- The debt service obligation of the Water Fund is approximately \$1,626,000 in FY 2023, of which 50% is paid from the Water System Capital Improvement Fund.
- The budget assumes a \$7 million transfer to the Water System Capital Replacement Fund in FY 2023 and in the out years, which is an increase of \$2 million over FY 2022. This is 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 2023 and for the duration of the planning period.

ENTERPRISE FUNDS - OVERVIEW & FORECASTS

RECYCLED WATER MAINTENANCE & OPERATIONS FUND (Recycled Water Fund)

The Recycled Water Fund was established in FY 2020 and provides funding for the operation and maintenance of the recycled water system. The system is comprised of a treatment facility, storage tank, pump station, and approximately 8.5 miles of "purple" pipeline, used to deliver tertiary-treated recycled water to sites near the Water Pollution Control Facility for landscape irrigation and industrial uses.

Analysis

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

The FY 2023 budget includes increased expenses over the prior year due to the City initiating deliveries to Phase 1 Recycled Water customers in March 2022. The employee services costs and expenses are anticipated to increase in the out years as the system expands deliveries to customers.

The five-year forecast assumes 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.

Recycled Water Maintenance & Operations Fund
630

	FY 2021 Actual	FY 2022 Estimated	FY 2023 Adopted	FY 2024 Projected	FY 2025 Projected	FY 2026 Projected	FY 2027 Projected
Beginning Working Capital*	\$ 135,890	\$ (72,825)	\$ (241,865)	\$ (77,575)	\$ 78,230	\$ 226,015	\$ 363,977
Program Revenues							
Recycled Water Sales	—	199,100	597,300	597,300	597,300	597,300	597,300
Service Charges	42,546	56,700	58,401	58,401	58,401	58,401	58,401
Installation Fees	—	—	—	—	—	—	—
Other Revenues	—	—	—	—	—	—	—
Interest	365	—	—	—	—	—	—
Transfers In	600,000	600,000	600,000	600,000	600,000	600,000	600,000
Total Revenues	\$ 642,911	\$ 855,800	\$ 1,255,701	\$ 1,255,701	\$ 1,255,701	\$ 1,255,701	\$ 1,255,701
Expenditures							
Personnel	68,224	104,388	135,057	139,800	146,800	153,400	160,300
Non-Personnel	9,620	729,064	770,036	773,107	774,007	777,107	780,407
Water Purchases	—	—	—	—	—	—	—
Transfers Out	773,782	191,388	186,318	186,989	187,109	187,232	187,359
Total Expenditures	\$ 851,626	\$ 1,024,840	\$ 1,091,411	\$ 1,099,896	\$ 1,107,916	\$ 1,117,739	\$ 1,128,066
Annual Surplus/(Shortfall)	(208,715)	(169,040)	164,290	155,805	147,785	137,962	127,635
Ending Working Capital ⁸	\$ (72,825)	\$ (241,865)	\$ (77,575)	\$ 78,230	\$ 226,015	\$ 363,977	\$ 491,612

*projected ending working capital on budget basis.

Forecast Assumptions

ENTERPRISE FUNDS - OVERVIEW & FORECASTS

- Recycled Water Sales revenue for FY 2023 is anticipated to be \$597,300, as deliveries to customers began in March 2022. Projected Recycled Water Sales revenue for FY 2024 remains consistent for the duration of the planning period.
- The debt service obligation of the Recycled Water Fund is approximately \$612,000 in FY 2023 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.

Adopted Sewer Service revenue for FY 2023 includes a 3.8% adopted rate adjustment effective October 1, 2022. Going forward, a 3.9% adjustment is assumed in FY 2024, followed by annual 3% adjustments for FY 2025 through FY 2027. 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.

Similar to the Water Fund, the City applied for funding through the California Water and Wastewater Arrearage Payment Program, administered by the State Water Resources Control Board, to reduce delinquent sewer bill balances for customers experiencing financial hardships related to the pandemic. The City anticipates funding of \$740,000 in June 2022 and will credit commercial and residential accounts that still had outstanding bills from the pandemic period, defined as March 2020 to June 2021. This assistance offsets shortfall of sewer service charge revenue due to delinquent bills.

ENTERPRISE FUNDS - OVERVIEW & FORECASTS

Forecast

Wastewater Operating Fund 610

	FY 2020 Actual	FY 2021 Actual	FY 2022 Estimated	FY 2023 Adopted	FY 2024 Projected	FY 2025 Projected	FY 2026 Projected	FY 2027 Projected
Beginning Working Capital*	\$39,897,262	\$46,071,807	\$46,806,772	\$48,808,651	\$48,138,450	\$48,352,930	\$48,902,379	\$49,456,588
Program Revenues								
Sewer Service Charges	24,759,953	25,450,330	26,280,000	26,280,000	27,440,000	28,350,000	29,190,000	30,040,000
Sewer Connection Fees	—	—	—	—	—	—	—	—
Other Revenues	367,230	585,737	1,154,877	96,000	150,000	150,000	150,000	150,000
Interest	1,012,374	196,460	226,000	239,000	226,000	228,000	230,000	23,000
Transfers In	2,566,518	2,334,720	1,748,000	1,747,314	1,747,300	1,747,300	1,529,500	1,529,500
Fixed Assets Gains & Loss	—	—	—	—	—	—	—	—
Total Revenues	\$28,706,075	\$28,567,247	\$29,408,877	\$28,362,314	\$29,563,300	\$30,475,300	\$31,099,500	\$31,742,500
Expenditures								
Personnel	9,111,979	9,121,569	10,454,008	11,633,321	11,927,800	12,229,800	12,539,400	12,856,600
Non-Personnel	7,236,827	7,769,511	8,678,399	9,267,779	9,246,988	9,477,698	9,241,998	9,478,108
Transfers Out	6,182,724	10,941,202	8,274,591	8,131,415	8,174,032	8,218,353	8,763,893	9,310,660
Total Expenditures	\$22,531,530	\$27,832,282	\$27,406,998	\$29,032,515	\$29,348,820	\$29,925,851	\$30,545,291	\$31,645,368
Annual Surplus/(Shortfall)	6,174,545	734,965	2,001,879	(670,201)	214,480	549,449	554,209	97,132
Ending Working Capital	\$46,071,807	\$46,806,772	\$48,808,651	\$48,138,450	\$48,352,930	\$48,902,379	\$49,456,588	\$49,553,720

*projected ending working capital on budget basis.

Assumptions

- Sewer Service Charge revenue for FY 2023 is based on the 3.8% adopted rate adjustment effective October 1, 2022. Following a 3.9% adjustment assumed in FY 2024, planning-level rate adjustments in the following years assume an average increase of 3% per year.
- No increases assumed in other revenue sources.
- The current debt service obligation of the Sewer Fund is about \$3.4 million for FY 2023, 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 2023 and in the out years, which is an increase of \$1.5 million over FY 2022. This is due to the higher cost of Capital Improvement Program and 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.

Forecast

Stormwater Maintenance & Operations Funds 615

	FY 2020 Actual	FY 2021 Actual	FY 2022 Estimated	FY 2023 Adopted	FY 2024 Projected	FY 2025 Projected	FY 2026 Projected	FY 2027 Projected
Beginning Working Capital*	\$ 5,848,644	\$ 8,152,400	\$ 6,557,474	\$ 8,550,873	\$ 7,921,352	\$ 7,372,332	\$ 6,774,970	\$ 6,127,119
Program Revenues								
Stormwater Fees	2,067,642	2,196,891	2,025,000	2,200,000	2,222,000	2,244,000	2,266,000	2,289,000
Street Cleaning Fees	1,390,410	1,397,889	1,212,000	600,000	612,000	624,000	636,000	649,000
Inspection Fees	1,561,300	2,420	17,827	17,000	—	—	—	—
Other Revenues	—	36,000	54,500	—	17,000	17,000	17,000	17,000
Interest	149,606	23,580	16,000	40,000	40,000	40,000	40,000	40,000
Transfers In	—	—	1,841,000	—	—	—	—	—
Total Revenues	\$ 5,168,959	\$ 3,656,780	\$ 5,166,327	\$ 2,857,000	\$ 2,891,000	\$ 2,925,000	\$ 2,959,000	\$ 2,995,000
Expenditures								
Personnel	1,972,817	1,952,860	2,094,381	2,141,535	2,205,800	2,272,000	2,340,200	2,410,400
Non-Personnel	724,497	770,178	829,749	989,397	997,600	1,007,500	1,017,400	1,027,340
Transfers Out	167,889	2,528,668	248,798	355,589	236,620	242,862	249,251	255,888
Total Expenditures	\$ 2,865,203	\$ 5,251,705	\$ 3,172,928	\$ 3,486,521	\$ 3,440,020	\$ 3,522,362	\$ 3,606,851	\$ 3,693,628
Annual Surplus/(Shortfall)	2,303,756	(1,594,926)	1,993,399	(629,521)	(549,020)	(597,362)	(647,851)	(698,628)
Ending Working Capital*	\$ 8,152,400	\$ 6,557,474	\$ 8,550,873	\$ 7,921,352	\$ 7,372,332	\$ 6,774,970	\$ 6,127,119	\$ 5,428,491

*projected ending working capital on budget basis.

Assumptions

- Assumes \$612,000 reduction in Street Cleaning Fee revenue with an increase of 2% for the duration of the planning period. This reduction will be offset by a corresponding increase to anticipated 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. Even with the adopted change, the fund retains a healthy balance.
- FY 2023 Transfers Out includes \$125,000 to Sewer Replacement Capital Improvement Fund 611, to be used to support the Trash Capture Device and Litter Reduction Education Project.

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. The Hayward Executive Airport is a 521-acre public facility managed by the City's Department of Public Works-Engineering & Transportation. The Airport serves as a reliever for the Oakland, San Francisco and San Jose International airports, and has 206 City-owned hangars and 139 tiedown spaces. In 2021, there were 461 based-aircraft, and annual aircraft operations reported by the FAA were 130,172, which is significantly higher than the number of operations from 2020 of 104,218 due to increased traffic after coronavirus restrictions were relaxed and a resurgence in business travel. Further growth in activity is anticipated over the next 12 months.

Forecast

Per the chart below, revenues are expected to improve over the next 12 months. The reasons include projected increases in the number of operations at the airport, which results in increased fuel sales and a direct, positive impact in commissions received from fuel flowage fees. In addition, one 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 2020 Actual	FY 2021 Actual	FY 2022 Estimated	FY 2023 Adopted	FY 2024 Projected	FY 2025 Projected	FY 2026 Projected	FY 2027 Projected
Beginning Working Capital*	\$ 8,344,522	\$ 6,952,234	\$ 5,557,312	\$ 5,418,972	\$ 3,906,178	\$ 4,135,801	\$ 4,915,648	\$ 5,922,483
Program Revenues								
Interest & Tower Rent	294,091	150,351	123,590	168,865	100,760	100,760	100,760	100,760
Land Rent	1,852,167	1,862,258	1,924,983	1,753,903	2,992,667	3,581,047	3,598,214	3,598,214
Hangar Rent	1,229,288	1,233,153	1,294,728	1,253,376	1,373,577	1,414,784	1,457,228	1,500,945
Fees & Service Charges	6,752	1,411	44,731	8,000	44,731	44,731	44,731	44,731
Other Revenues	325,809	392,343	423,973	327,911	281,520	284,335	287,179	290,050
Total Revenues	\$ 3,708,107	\$ 3,639,516	\$ 3,812,005	\$ 3,512,054	\$ 4,793,255	\$ 5,425,657	\$ 5,488,112	\$ 5,534,700
Expenditures								
Personnel	1,715,128	1,663,245	1,676,229	1,975,455	2,054,473	2,136,651	2,222,118	2,311,003
Non-Personnel	1,830,852	1,783,357	437,304	1,130,546	448,032	448,032	448,032	448,032
Transfers Out	1,554,415	1,587,836	1,836,812	1,918,848	2,061,127	2,061,127	1,811,127	1,811,127
Total Expenditures	\$ 5,100,395	\$ 5,034,438	\$ 3,950,345	\$ 5,024,849	\$ 4,563,632	\$ 4,645,810	\$ 4,481,277	\$ 4,570,162
Annual Surplus/(Shortfall)	(1,392,288)	(1,394,922)	(138,340)	(1,512,795)	229,623	779,847	1,006,835	964,538
Ending Working Capital*	\$ 6,952,234	\$ 5,557,312	\$ 5,418,972	\$ 3,906,178	\$ 4,135,801	\$ 4,915,648	\$ 5,922,483	\$ 6,887,021

*projected ending working capital on budget basis.

ENTERPRISE FUNDS - OVERVIEW & FORECASTS

Assumptions

- Annual rate adjustments for Airport-owned hangars have been predetermined and set by the City Council through FY 2023.
- Commercial land lease rents are adjusted every five years, with the next adjustment anticipated in January 2023. The increases are alternately based on the Consumer Price Index (CPI) and Fair Market Value (FMV) (e.g. CPI Adjustment: January in the years 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 public workshops were held to receive input from the public in the summer of 2021. The comments were reviewed and some of the suggestions for development were incorporated into the draft site plan. In addition to approval by the City Council, the Federal Aviation Administration (FAA) must approve new development on the airport in advance. As the property is developed in phases, the 126-acre site will again produce revenue. The revenue generated from this property will increase land lease and hangar rental revenue in the future years.

SPECIAL REVENUE FUND - OVERVIEW & FORECAST

RECYCLING FUND

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

Analysis

The major issue impacting the Recycling Fund is that the primary revenue source, Measure D, which decreases with more recycling diversion activities and increases when economic activities pick up. Measure D funds are directly tied to the amount of solid waste deposited in landfills; to the extent that the City's waste diversion and recycling programs are successfully diverting solid waste from landfills, a correlating amount of Measure D revenue decreases. The increase in Measure D revenues in FY 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 current solid waste and recycling services franchise agreement in FY 2015. For planning purposes, approximately \$506,000 is projected in FY 2023 for this new fee, with an approximately 3% annual increase reflected in the out years. The Integrated Waste Management Fee will offset the losses in the Fund. In FY 2023, the non-personnel expenditure budget includes unspent funds that have been carried forward from prior years.

Forecast

Recycling Funds 230/231/232

	FY 2020 Actual	FY 2021 Actual	FY 2022 Estimated	FY 2023 Adopted	FY 2024 Projected	FY 2025 Projected	FY 2026 Projected	FY 2027 Projected
Beginning Working Capital*	\$ 3,165,055	\$3,604,049	\$ 4,278,441	\$3,852,840	\$3,878,292	\$4,087,928	\$4,290,723	\$4,488,455
Program Revenues								
Measure D Funds	682,594	587,202	340,000	400,000	340,000	340,000	340,000	340,000
CalRecycle	96,069	481,435	40,000	40,000	40,000	40,000	40,000	40,000
Used Oil Grant	87,269	17,570	40,000	23,877	23,877	23,877	23,877	23,877
Interest	94,380	16,996	—	4,000	4,020	4,040	4,060	4,081
Donations (student contest)	(675)	—	2,500	2,500	2,500	2,500	2,500	2,500
Measure D Augmentation	546,033	551,479	492,960	506,270	519,939	533,978	548,395	563,202
WMAC Special Assessment Delinq	35,999	13,019	10,000	10,000	10,000	10,000	10,000	10,000
Street Impact Fee	—	—	—	—	—	—	—	—
Total Revenues	1,541,670	1,667,701	925,460	986,647	940,336	954,395	968,832	983,660
Expenditures								
Personnel	609,561	430,052	384,667	406,787	419,000	432,000	445,000	458,000
Non-Personnel	444,419	512,216	904,514	492,528	256,800	261,700	266,600	271,600
Transfers Out	48,696	51,042	61,880	61,880	54,900	57,900	59,500	61,100
Total Expenditures	1,102,676	993,310	1,351,061	961,195	730,700	751,600	771,100	790,700
Annual Surplus/(Shortfall)	438,994	674,391	(425,601)	25,452	209,636	202,795	197,732	192,960
Ending Working Capital*	3,604,049	4,278,441	3,852,840	3,878,292	4,087,928	4,290,723	4,488,455	4,681,415

*projected ending working capital on budget basis.

SPECIAL REVENUE FUND - OVERVIEW & FORECAST

Assumptions

- Integrated Waste Management (Measure D Augmentation) revenue assumed to be approximately \$506,000 in FY 2023 with a projected annual 3% increase reflected in the out years.
- Used Oil Grant revenue, which has historically amounted to about \$40,000 annually, dropped to approximately \$20,000 in FY 2022 and is assumed to remain in this range in FY 2023 onward due to the reduction in vehicle use following the pandemic, coupled with the rise of electric vehicles.

INTERNAL SERVICE FUNDS - OVERVIEW & FORECAST

FACILITY MANAGEMENT OPERATION FUND

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

Analysis

Similar to FY 2021, Facilities operations in FY 2022 were impacted by a combination of state and regional Stay at Home Orders issued in an effort to reduce and minimize the spread of Covid-19. Traditional work schedules were modified to minimize staff in common work areas, service provision focused on tasks that directly supported the health, wellness and safety of essential city personnel who continued on-site work assignments through the pandemic.

In FY 2022, the Facilities Division launched numerous facility improvement projects funded through the American Rescue Plan Act (ARPA). While the bulk of these projects are included in the Capital Improvement Program (CIP), 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 will be completed by the end of 2024.

After a substantial draw down on the account balance in previous years to support economic uncertainty brought on by the pandemic, Facilities rates will be increased in FY 2023 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 2020 Actual	FY 2021 Actual	FY 2022 Estimated	FY 2023 Adopted	FY 2024 Projected	FY 2025 Projected	FY 2026 Projected	FY 2027 Projected
Beginning Working Capital*	\$ 54,661	\$ (369,468)	\$ (206,476)	\$ (237,551)	\$ (256,495)	\$ (125,305)	\$ (68,185)	\$ 41,980
Revenue								
Operational Service Rate*	3,930,587	4,045,688	4,086,156	4,477,633	4,656,738	4,843,008	5,036,728	5,238,197
Rental Fees	39,432	18,436	34,257	36,104	37,187	38,303	39,452	40,635
Other Revenue	179,550	177,547	167,444	179,438	187,324	192,944	198,732	204,694
GF Transfer In	407,849	—	424,863	—	—	—	—	—
Total Revenues	\$4,557,418	\$4,241,671	\$4,712,720	\$4,693,175	\$4,881,249	\$5,074,255	\$5,274,912	\$5,483,526
Expenditures								
Staffing	1,647,689	1,616,935	1,898,406	1,904,831	1,961,976	2,148,305	2,212,754	2,292,137
Maintenance	140,415	206,223	222,823	212,745	219,127	225,701	232,472	239,446
Utilities	1,016,289	887,989	812,225	932,256	960,224	989,030	1,018,701	1,049,262
Janitorial, Security, and Alarm Services	681,268	760,683	1,128,336	730,680	876,200	902,486	929,561	957,447
Supplies and Services	523,406	361,335	486,001	709,921	523,719	539,431	555,613	572,282
ISF: Fleet and Tech Services	187,319	101,953	99,352	118,483	105,403	108,565	111,822	115,177
Debt Service	748,505	95,353	—	—	—	—	—	—
Capital Expenditures	—	—	—	—	—	—	—	—
Transfer to Facilities CIP	—	—	—	—	—	—	—	—
Transfers Out	36,656	48,209	96,652	103,204	103,410	103,617	103,824	104,032
Total Expenditures	\$4,981,547	\$4,078,678	\$4,743,795	\$4,712,120	\$4,750,059	\$5,017,135	\$5,164,747	\$5,329,783
Annual Surplus/(Shortfall)	(424,129)	162,992	(31,075)	(18,945)	131,190	57,120	110,165	153,743
Ending Working Capital*	\$ (369,468)	\$ (206,476)	\$ (237,551)	\$ (256,495)	\$ (125,305)	\$ (68,185)	\$ 41,980	\$ 195,723

*projected ending working capital on budget basis.

Assumptions

- Revenue growth rate -
 - Service Rates – This fund's account balance was drawn down in both FY 2021 and 2022 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, an 11% percent growth rate is applied to the FY 2023 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 4% are projected for FY 2024 – FY 2027
- Expense growth rate -
 - Staffing – A 3% annual growth rate is applied to forecasted budgets for staffing.
 - General Expenses - A 3% growth rate is applied to forecasted budgets for maintenance, supplies, services, and self-insurance charges.
 - 21st Century Library – Current ISF rates were estimated in FY 2020 based on the fully functional components of the building at the time. Major building components have since shifted from contractor to City responsibility for maintenance. The additional components include the recycled water system and underground cistern, two fully functioning elevators and a fully functioning EMS system, all of which require annual maintenance contracts and a budget for maintenance and repairs. \$75,200
 - 21st Century Library- Temp Facilities Service worker \$72,000
 - Employee/Public Garage- Watkins - Expanded security contract by 16 hours per day, new scope is 24 hours per day \$120,000
 - Covid-19 – Augmented janitorial cleaning and sanitization (July- September 2022) \$58,000

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

Analysis

Similar to FY 2021, Fleet operations in FY 2022 were impacted by a combination of state and regional Stay at Home Orders issued in an effort to reduce and minimize the spread of Covid-19. Traditional work schedules were modified to minimize the number of staff in common work areas, service provision focused on tasks that directly supported the health, wellness and safety of essential personnel who continued on-site work assignments through the pandemic.

After a substantial draw down on the account balance in previous years to support economic uncertainty brought on by the pandemic, Fleet rates will be increased in FY2023 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. The current instability in the global energy sector could further increase fuel prices. Annually, the City purchases around 250,000 gallons of fuel. As an example, if the fuel price per gallon were to increase by \$1.00 a gallon, that would equate to an additional \$250,000 charge.

INTERNAL SERVICE FUNDS - OVERVIEW & FORECAST

Forecast

Fleet Management Operating Fund - Fund 735

	FY 2020 Actual	FY 2021 Actual	FY 2022 Estimated	FY 2023 Adopted	FY 2024 Projected	FY 2025 Projected	FY 2026 Projected	FY 2027 Projected
Beginning Working Capital*	\$ 923,506	\$ 941,186	\$ 757,224	\$ 77,806	\$ (205,110)	\$ (282,872)	\$ 23,690	\$ 298,523
Program Revenue								
Operational Service Rate	4,100,000	3,530,105	3,530,105	4,025,000	4,347,000	4,607,820	4,699,976	4,793,976
Other Revenues	(89,125)	31,651	7,412	5,000	5,000	5,000	5,000	5,000
Transfers In	—	—	—	—	—	—	—	—
Gain and Loss	—	—	—	—	—	—	—	—
Total Revenue/Resources	4,010,875	3,561,756	3,537,517	4,030,000	4,352,000	4,612,820	4,704,976	4,798,976
Expenditures								
Staffing/Temp Staffing	1,720,094	1,651,779	1,775,353	1,800,262	1,854,270	1,909,898	1,967,195	2,026,211
Fuel	820,732	727,109	1,102,869	1,025,000	1,055,750	1,087,423	1,120,045	1,153,647
Maintenance, Repair, and Other Op Costs	634,842	675,540	677,824	734,124	756,148	778,832	802,197	826,263
Debt Service (GF Vehicle Loan Purchase)	475,721	358,974	243,819	243,819	243,819	—	—	—
Accidents	137,799	113,922	139,660	149,080	152,062	155,103	158,205	161,369
ISF Facilities & Tech Svcs	139,837	129,276	142,595	227,203	234,019	241,040	248,271	255,719
Capital Expenditures	—	11,080	—	—	—	—	—	—
Trsfr: GF Cost Allocation, Self-Insur; Other Funds	64,170	78,039	134,815	133,428	133,695	133,962	134,230	134,499
Total Expenditures	\$ 3,993,195	\$ 3,745,718	\$ 4,216,935	\$ 4,312,916	\$ 4,429,762	\$ 4,306,258	\$ 4,430,143	\$ 4,557,708
Annual Surplus/(Shortfall)	17,680	(183,962)	(679,418)	(282,916)	(77,762)	306,562	274,833	241,268
Ending Working Capital*	\$ 941,186	\$ 757,224	\$ 77,806	\$ (205,110)	\$ (282,872)	\$ 23,690	\$ 298,523	\$ 539,791

*projected ending working capital on budget basis.

Future Year Assumptions

- Revenue growth rate –
 - Service Rates- This fund's account balance was drawn down in both FY 2021 and 2022 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, FY 2020 rates needed to be restored and were applied to the FY 2023 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. Rate increases of 8% are projected for FY 2024, 6% are projected for FY2025, a projected 2% increase is built in for FY 2026 – FY 2027.
- Expense growth rate –
 - Staffing – A 3% annual growth rate is applied to forecasted budgets FY 2024 – FY 2027 for staffing
 - General Expenses - A 3% growth rate is applied to forecasted budgets FY 2024-FY 2027 for maintenance, supplies, services, and self-insurance charges.
 - Fuel Increase- Due to global market insecurity in the energy sector, fuel rates have been increased by \$75,000.
 - Accidents- A change in the City's risk liability insurance deductible of \$50,000

INTERNAL SERVICE FUNDS - OVERVIEW & FORECAST

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 6/30/2022	FY 2023 Principal & Interest
2014 - Fire	FY2014	FY2024	3.05%	\$824,000		\$96,226
2015 - Fire	FY2015	FY2024	2.92%	<u>\$1,272,000</u>		<u>\$147,594</u>
Total				\$2,096,000	\$606,339	\$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 supports the costs of 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 FY 2021 and FY 2022 budget uncertainty associated with the COVID-19 pandemic, funding to support long-term capital asset replacement were reduced and replacement could not be completed. The capital assets are past the end of their useful lives and can no longer be deferred.

For FY 2023, information technology maintenance and operations charges to departments were increased to 5%.

Information Technology Fund 730

	FY 2020 Actual	FY 2021 Actual	FY 2022 Estimated	FY 2023 Adopted	FY 2024 Projected	FY 2025 Projected	FY 2026 Projected	FY 2027 Projected
Beginning Working Capital*	\$3,230,368	\$3,635,962	\$4,097,254	\$4,258,670	\$2,592,455	\$1,743,080	\$1,023,610	\$ 730,639
Program Revenues								
Information Technology Fee	\$ 7,764,817	\$ 7,452,481	\$ 7,452,481	\$ 7,410,838	\$ 7,781,380	\$ 8,248,263	\$ 8,743,158	\$ 9,267,748
Technology Capital Fee	557,942	760,536	760,536	855,000	600,000	600,000	600,000	600,000
PEG Revenue	271,870	256,196	191,305	220,000	200,000	200,000	200,000	200,000
Other Revenue	32,707	29,206	29,206	32,000	18,000	18,000	180,000	18,000
Fund Interest	110,528	21,180	12,278	6,000	6,000	6,000	6,000	6,000
Transfers In	—	—	—	—	—	—	—	—
Total Revenues	\$8,737,864	\$8,519,600	\$8,445,806	\$8,523,838	\$8,605,380	\$9,072,263	\$ 9,729,158	\$10,091,748
Expenditures								
Personnel	3,671,238	3,923,856	3,923,856	4,624,618	4,109,662	4,275,693	4,361,206	4,426,985
Non-Personnel	3,817,165	3,274,439	3,500,522	4,200,406	4,326,418	4,456,211	4,589,897	4,727,594
Transfers Out	843,867	860,012	860,012	1,365,029	1,018,675	1,059,829	1,071,026	1,102,647
Total Expenditures	\$8,332,270	\$8,058,307	\$8,284,390	\$10,190,053	\$9,454,755	\$ 9,791,733	\$10,022,129	\$10,257,226
Annual Surplus/(Shortfall)	405,594	461,292	161,416	(1,666,215)	(849,375)	(719,470)	(292,971)	(165,478)
Ending Working Capital*	\$3,635,962	\$4,097,254	\$4,258,670	\$2,592,455	\$1,743,080	\$1,023,610	\$ 730,639	\$ 565,161

*projected ending working capital on budget basis.

INTERNAL SERVICE FUNDS - OVERVIEW & FORECAST

Assumptions

In FY 2023 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 3% 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 in FY 2023 and FY 2024, and an increase of 6% are are projected for FY 2025 through FY 2027.

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

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

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

Information Technology Fee

The Information Technology Internal Service Fund charges an internal service fee to each City department. This fee supports each department's use of technology, appropriately sharing the true cost of their respective operations. In FY 2023 the projected total charges are \$8,265,838 and represent Information Technology Fee revenue to the fund.

What is included?

The fee covers the cost of Information Technology operations, including 23 full time employees (3 of which are included in the City Manager's Office org chart for the Public Information Office), server and network infrastructure maintenance agreements, software licenses, subscriptions, and maintenance fees, as well as citywide telephone and data line charges. Additionally, the internal service fees charged to each department provides support for:

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

INTERNAL SERVICE FUNDS - OVERVIEW & FORECAST

What is NOT included?

Currently, the internal service fees do not cover replacement costs of all technology related equipment, including network infrastructure replacement and the cost of replacement PC's. A nominal transfer representing \$1.35M for capital expenditure is transferred from the General Fund. New software and additional laptops and computers that are not part of the 5-year computer replacement program are not covered.

How is the rate determined?

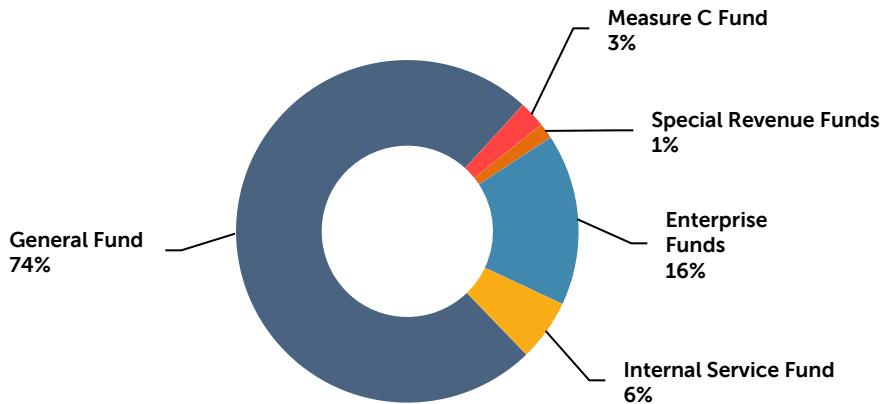
The cost of providing these services to each department is based on the number of employees in each department. Due to the specialized software requirements of the City's Public Safety Departments, ISF charges to the Police and Fire Departments have been further broken out from the core ISF charge. This 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 FY 2023 Adopted Budget includes a total of 916.3 full time equivalent (FTE) positions. The majority of City staffing (74% or 678.2 FTE) is funded in the General Fund, with the remaining 26% spread out in the Measure C Fund, Special Revenues Funds, Enterprise Fund, and Internal Service Funds.



Compared to FY 2022 Adopted, total staff has increased by 6.5 budgeted FTE positions in the adopted FY 2023 Operating Budget. The increase is the result of positions added in the General Fund, Internal Service Fund, 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 2022 Adopted	FY 2023 Adopted	change
General Fund	671.8	678.2	6.3
Measure C Fund	23.0	23.0	0.0
Special Revenue Funds	13.57	13.4	-0.2
Enterprise Funds	149.3	148.6	-0.7
Internal Service Funds	52.2	53.2	1.0
Citywide Total	909.8	916.3	6.5

CITYWIDE STAFFING SUMMARY BY DEPARTMENT - GENERAL FUND

	FY 2020 Adopted	FY 2021 Adopted	FY 2022 Adopted	FY 2023 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	17.83	16.53	16.28	17.38
Development Services Department	50.00	50.00	50.00	50.00
Finance Department	24.25	23.20	23.20	24.20
Fire Department	146.50	146.50	146.50	146.50
Human Resources Department	9.05	8.80	8.80	11.80
Library Department	36.80	36.80	37.80	38.30
Maintenance Services Department	23.89	23.89	23.89	24.39
Police Department	312.50	312.50	312.50	312.50
Public Works & Utilities	35.35	35.35	35.35	35.60
	673.67	671.07	671.82	678.17

CITYWIDE STAFFING SUMMARY - BY FUND

	FY 2020 Adopted	FY 2021 Adopted	FY 2022 Adopted	FY 2023 Adopted
General Fund				
100 General Fund ¹	673.67	671.07	671.82	678.17
101 Measure C Fund	23.00	23.00	23.00	23.00
Special Revenue Funds				
217 Measure B - Paratransit Fund ²	3.12	2.61	2.61	1.85
220 Federal Grant Fund	0.00	0.25	0.25	0.25
225 Community Dev Block Grant Fund ³	1.55	1.58	1.58	2.22
230 Recycling Fund ⁴	0.00	0.00	0.00	0.00
232 Measure D Fund	2.75	2.25	2.25	2.15
245 Housing Authority Fund	0.51	0.46	0.45	0.45
246 Affordable Housing Fund	1.75	1.60	0.55	0.55
266-281 LLD #1 - #13 and Maint Dist #1 and #2	0.00	0.00	0.00	0.00
285 Inclusionary Housing Fund	0.74	1.44	1.70	1.70
286 Rental Housing Program Fund	0.00	2.03	2.78	2.78
295 South Hayward BART JPA Fund	0.00	0.00	0.00	0.00
815 Redevelopment Successor Agency ⁵	2.50	2.50	1.40	1.42
	12.92	14.72	13.57	13.37
Enterprise Funds				
605 Water Operating Fund ⁶	61.26	60.71	61.61	57.61
610 Wastewater Operating Fund ⁷	59.95	60.05	61.85	65.65
615 Stormwater Operating Fund ⁸	13.29	13.29	13.39	12.79
620 Airport Operating Fund ⁹	11.50	11.50	11.60	11.70
630 Recycled Water Fund ¹⁰	0.00	0.00	0.80	0.80
	146.80	146.35	149.25	148.60
Internal Service Funds				
705 Workers' Compensation Fund ¹¹	4.95	4.20	4.20	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
	52.91	52.16	52.16	53.16
	909.30	907.30	909.80	916.30

CITYWIDE STAFFING SUMMARY - BY FUND

Staffing Changes:

1. Addition of 6.35 FTE in General Fund
2. Deletion of 0.76 FTE in Measure B Paratransit Fund
3. Addition of 0.64 FTE in Community Development Block Grant Fund
4. Deletion of 0.10 FTE in Measure D Fund
5. Addition of 0.02 FTE in Redevelopment Successor Agency Fund
6. Deletion of 4.0 FTE in Water Operating Fund
7. Addition of 3.8 FTE in Waste Water Operating Fund
8. Deletion of 0.6 FTE in Stormwater Operating Fund
9. Addition of 0.1 FTE in Airport Operating Fund
10. Addition of 0.05 FTE in Recycled Water Fund
11. Addition of 1.0 FTE in Workers's Compensation Fund

CITYWIDE STAFFING SUMMARY - BY DEPARTMENT - ALL FUNDS

	FY 2020 Adopted	FY 2021 Adopted	FY 2022 Adopted	FY 2023 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	31.00	32.00	31.00	32.00
Development Services Department	50.00	50.00	50.00	50.00
Finance Department ²	35.50	33.50	33.50	34.50
Fire Department	146.50	146.50	146.50	146.50
Human Resources Department ³	14.00	13.00	13.00	17.00
Information Technology Department	20.00	20.00	20.00	20.00
Library Department ⁴	36.80	36.80	37.80	38.30
Maintenance Services Department	69.00	69.00	69.00	69.00
Police Department	326.50	326.50	326.50	326.50
Public Works & Utilities Department	158.50	158.50	161.00	161.00
	909.30	907.30	909.80	916.30
Change from previous fiscal year	36.00	(2.00)	2.50	6.50

Staffing Changes From FY 2022 to FY 2023:

1. Addition of 1.0 FTE in City Manager's Office
2. Addition of 1.0 FTE in Finance Department
3. Addition of 4.0 FTE in Human Resources Department
4. Addition of 0.5 FTE in Library Department

	FY 2020 Adopted	FY 2021 Adopted	FY 2022 Adopted	FY 2023 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	6	5	5	5
City Attorney	1	1	1	1
Legal Secretary I/II	0	0	0	0
Paralegal	3	2	1	1
Senior Assistant City Attorney	0	1	1	1
Senior Paralegal	0	1	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 2020 Adopted	FY 2021 Adopted	FY 2022 Adopted	FY 2023 Adopted
CITY MANAGER'S OFFICE				
Administrative Clerk I/II	3	3	1	0
Administrative Secretary	0	0	1	1
Assistant City Manager	1	1	2	2
Audio Video Specialist	1	1	1	2
City Manager	1	1	1	1
Community & Media Relations Officer	1	1	1	1
Community Programs Specialist	2	3	3	3
Community Services Manager	1	1	1	1
Deputy City Manager	1	1	0	0
Digital Applications Designer	1	1	1	1
Economic Development Manager	1	1	1	1
Economic Development Specialist	2	2	2	2
Executive Assistant	2	2	2	2
Graphics & Media Relations Technician	1	1	1	1
Housing Development Specialist	1	1	1	1
Housing Manager	1	1	1	1
Management Analyst I/II	6	6	6	7
Management Fellow	1	1	1	1
Real Property Asset Manager	0	0	1	1
Secretary	0	0	0	0
Senior Secretary	3	3	2	3
Video Assistant	1	1	1	0
	31	32	31	32

	FY 2020 Adopted	FY 2021 Adopted	FY 2022 Adopted	FY 2023 Adopted
DEVELOPMENT SERVICES DEPARTMENT				
Administrative Clerk I/II	4	4	4	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	3
City Building Official	1	1	1	1
Code Enforcement Inspector I/II	6	7	7	7
Code Enforcement Manager	1	1	1	1
Deputy Director of Development Services	1	0	1	1
Development Review Engineer	0	0	0	0
Development Review Specialist	0	0	0	0
Director of Development Services	1	1	0	0
Graphics/Planning Illustrator	0	0	0	0
Landscape Architect	1	1	1	1
Management Analyst I/II	1	2	2	2
Management Fellow	0.5	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	2	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	2
Supervising Building Inspector	1	1	1	1
Supervising Plan Checker & Expediter	1	1	1	1
Supervising Permit Technician	1	1	1	1
	49.5	50	50	50

	FY 2020 Adopted	FY 2021 Adopted	FY 2022 Adopted	FY 2023 Adopted
FINANCE DEPARTMENT				
Account Clerk	0.5	0.5	0.5	0.5
Accountant	2	2	2	3
Accounting Manager	1	1	1	1
Administrative Secretary	0	1	1	1
Budget Officer	1	1	1	1
Customer Account Clerk	6	6	6	6
Data Systems Operator	1	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	0	1
Finance Technician	4	3	3	3
Mail & Purchasing Clerk	1	1	1	1
Mail & Revenue Clerk	1	1	1	1
Management Analyst II	2	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	1	0
	35.5	33.5	33.5	34.5

	FY 2020 Adopted	FY 2021 Adopted	FY 2022 Adopted	FY 2023 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	1	0	0	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	0	2
Human Resources Technician	4	4	4	4
Senior Human Resources Analyst	1	1	1	2
	14	13	13	17

	FY 2020 Adopted	FY 2021 Adopted	FY 2022 Adopted	FY 2023 Adopted
INFORMATION TECHNOLOGY DEPARTMENT				
Administrative Secretary	1	1	1	1
Audio Video Specialist	0	0	0	0
Data & Systems Coordinator	0	0	0	0
Data Systems Operator	0	0	0	0
Deputy Director of Information Technology	0	0	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	3	2	2	2
IT Technician I/II	4	4	4	4
Network Systems Specialist	1	1	0	0
Network/Microsystem Specialist	0	0	0	0
Programmer Analyst	3	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
	20	20	20	20

	FY 2020 Adopted	FY 2021 Adopted	FY 2022 Adopted	FY 2023 Adopted
LIBRARY DEPARTMENT				
Administrative Secretary	1	1	1	1
Director of Library	1	1	1	1
Educational Services Manager	1	1	1	1
Lead Library Assistant	3	3	4	4
Lead Program Assistant	1	1	1	1
Librarian I	7.5	7.5	7.5	7.5
Librarian II	1	1	1	1
Library Assistant	8	8	8	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	3
Program Assistant	1	1	1	1
	36.8	36.8	37.8	38.3

	FY 2020 Adopted	FY 2021 Adopted	FY 2022 Adopted	FY 2023 Adopted
MAINTENANCE SERVICES DEPARTMENT				
Administrative Supervisor	1	1	1	1
Director of Maintenance Services	1	1	1	1
Electrician I/II	1	1	1	1
Equipment Mechanic I/II	5	5	5	5
Equipment Parts Storekeeper	1	1	1	1
Equipment Service Attendant	1	1	1	1
Facilities & Building Manager	1	1	1	1
Facilities Carpenter I	1	1	1	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	0	1
Fleet Maintenance Manager	1	1	1	1
Fleet Management Supervisor	0	0	0	0
Groundskeeper I/Laborer	15	15	15	15
Groundskeeper II	3	3	3	3
Groundskeeper III	1	1	1	0
HVAC Mechanic	1	1	1	1
Landscape Maintenance Manager	1	1	1	1
Landscape Maintenance Supervisor	0	0	0	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	2	1
Senior Secretary	3	3	3	3
Streets Maintenance Manager	1	1	1	1
Streets Maintenance Supervisor	0	0	0	1
Sweeper Equipment Operator	6	6	6	6
Tree Trimmer	3	3	3	3
	69	69	69	69

	FY 2020 Adopted	FY 2021 Adopted	FY 2022 Adopted	FY 2023 Adopted
POLICE DEPARTMENT				
Administrative Secretary	1	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	19
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	1	0
Crime Prevention Specialist	2	2	2	2
Crime Scene Analyst	0	0	0	1
Crime Scene Technician	4	4	4	3
Deputy Police Chief	0	0	0	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	1	2
Operations Support Services Manager	1	1	1	1
Personnel Operations Specialist	0	1	1	1
Police Captain	3	3	3	2
Police Lieutenant	12	12	12	12
Police Officer	155	155	155	155
Police Programs Analyst I/II	1	1	1	1
Police Records Clerk II	15	15	15	15
Police Sergeant	27	27	27	27
Property & Evidence Supervisor	0	0	0	0
Property Technician	4	4	4	4
Property/Evidence Administrator	1	1	1	1
Records Administrator	1	1	1	1
Records Supervisor	3	3	3	3
Reserve Officer Coordinator	0.5	0.5	0.5	0.5
Secretary	5	2	2	1

	FY 2020 Adopted	FY 2021 Adopted	FY 2022 Adopted	FY 2023 Adopted
Senior Management Analyst	1	1	1	1
Senior Crime & Intelligence Analyst	0	0	0	1
Shelter Operations Supervisor	2	2	2	2
Shelter Volunteer Coordinator	1	1	1	1
Youth & Family Services Administrator	1	1	1	1
	326.5	326.5	326.5	326.5

	FY 2020 Adopted	FY 2021 Adopted	FY 2022 Adopted	FY 2023 Adopted
PUBLIC WORKS - UTILITIES DEPARTMENT				
Administrative Intern	0.5	0.5	0.5	0.5
Administrative Secretary	2	2	2	1
Administrative Supervisor	0	0	0	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	3
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	0	2
Deputy Director of Public Works & Utilities	1	1	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	2	3
Secretary	3	3	3	3
Senior Airport Maintenance Worker	1	1	1	1
Senior Civil Engineer	2	2	2	2
Senior Construction Inspector	2	2	2	2
Senior Management Analyst	2	2	2	2
Senior Secretary	6	6	6	6
Senior Transportation Engineer	2	2	2	2
Senior Utilities Engineer	2	2	3	3
Senior Utility Customer Service Leader	1	1	1	1
Senior Utility Leader	1	1	2	1

	FY 2020 Adopted	FY 2021 Adopted	FY 2022 Adopted	FY 2023 Adopted
Senior Utility Leader - Sewer	1	1	1	1
Senior Utility Field Services Leader	0	0	0	1
Senior Water Pollution Source Control Inspector	1	1	1	1
Senior Water Resources Engineer	0	0	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
Sustainability Specialist	1	1	1	1
Technical Intern	0.5	0.5	0.5	0.5
Traffic Signal Technician	1	1	1	1
Transportation Manager	1	1	0	0
Utilities Engineering Manager	1	1	1	1
Utilities Field Services Supervisor	1	1	1	1
Utilities Maintenance Mechanic	10	10	10	10
Utilities Operations & Maintenance Manager	1	1	1	1
Utilities Operations & Maintenance Supervisor	1	1	1	1
Utilities Service Worker	2	2	2	2
Utility Leader	3	3	3	3
Utility Leader - Sewer	2	2	3	3
Utility Worker - Sewer/Laborer	6	6	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	2.5	2	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 Resources Manager	1	1	1	1
WPCF Lead Operator	6	6	6	6
WPCF Maintenance Supervisor	1	1	1	1
WPCF Operations & Maintenance Manager	1	1	1	1
WPCF Operations Supervisor	1	1	1	1
WPCF Operator	6	6	6	5
	158.5	158.5	161	161

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**FY 2023 STAFFING
7.0 FTE**

Mayor & City Council Department

<i>Council Member At Large Mark Salinas</i> Term Expires 2024	<i>Council Member At Large Sara Lamnin</i> Term Expires 2022	<i>Council Member At Large Angela Andrews</i> Term Expires 2024	<i>Mayor Barbara Halliday</i> Term Expires 2022	<i>Council Member At Large Francisco Zermeño</i> Term Expires 2024	<i>Council Member At Large Elisa Márquez</i> Term Expires 2024	<i>Council Member At Large Aisha Wahab</i> Term Expires 2022
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MAYOR & CITY COUNCIL DEPARTMENT

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

DEPARTMENT OVERVIEW

The Mayor and City Council provide overall policy leadership and guidance to appointed staff members who in turn implement this direction. The Mayor and Council appoint the City Manager, City Attorney, and City Clerk and adopt an overall City budget that provides the framework and resources within which the municipal corporation operates. Each year, the City Council adopts priorities that guide the work of City staff consistent with the above mission statement.

FY 2022 KEY ACTIVITIES AND ACCOMPLISHMENTS

1. Continued to provide crucial community and organization leadership and stability during the COVID-19 pandemic emergency, including the phased reopening of City facilities and sponsorship of the Together for Hayward Downtown Grant Re-opening Celebration.
2. Continued to oversee critical services to Hayward community members during the COVID-19 emergency in partnership with non-profit community providers, especially the community vaccination site at Fire Station 7.
3. Adopted a plan for use of 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.
4. Worked collaboratively with the City's bargaining units and staff team to adopt Memorandums of Understanding with the International Federation of Professional and Technical Engineers - Local 21, Hayward Association of Management Employees, and Service Employees International Union, Local 1021.
5. Provided legislative and policy direction for the City Manager in support of the community's priorities and Strategic Roadmap projects.
6. Initiated work and provided direction on pilot solutions to address community safety concerns, including the Hayward Evaluation and Response Teams (HEART) Program, Dispatch Center evaluation, and using unarmed Community Service Officers to respond to property crimes.
7. Adopted and began implementation of *Let's House Hayward*, the Homelessness Reduction Strategic Plan.
8. Partnered with Abode Housing on the groundbreaking for the Depot Community Apartments for households who are formerly homeless and or have low income.
9. Adopted a resolution apologizing to Black, Indigenous, Californio, Mexicano, Latino, Latinx and other community members of color for racially disparate impacts and inequities resulting from past City policy and decision-making, per a recommendation from the Community Services Commission.
10. Adopted a resolution welcoming and calling for support of Afghan Refugees and coordinated with staff and community partners to help launch a resource center that has supported hundreds of refugee families.
11. Approved the raising of the Pan African Flag on City flagpoles for Black History Month, Juneteenth, and August 17th acknowledging the birthday of Marcus Garvey.

MAYOR & CITY COUNCIL DEPARTMENT

12. Adopted Renewable 100 as the Default Electricity Product from East Bay Community Energy.
13. Approved the 2020 Urban Water Management and 2020 Water Shortage Contingency Plans.
14. Adopted a resolution declaring the City's support of the goal for California to reach 100 percent zero emission vehicle sales by 2030.
15. Joined Alameda County's ALL IN Eats Partnership to promote a circular food economy.
16. Provided direction on negotiations with Waste Management of Alameda County for a new Solid Waste and Recycling Franchise Agreement.
17. Received and discussed the results of the 2021 Biennial Resident Satisfaction Survey.
18. Reviewed and provided direction on fireworks mitigation options.
19. Coordinated with staff to celebrate the Heritage Plaza grand opening and the launch of Curbie the Book Mobile.
20. Worked with staff to the launch of the City Hall to You and Hayward People's Budget community engagement programs.
21. Approved the plans to launch community engagement for the General Plan Amendments related to the Housing Element, Climate Action Plan, Environmental Justice, and Safety Element.
22. Adopted amendments to the Commercial Cannabis Program and launched a screening process for new permit applicants.
23. Approved key development projects throughout Hayward, including the redevelopment of the former Berkeley Farms, former Burlington Coat Factory sites, and Sprouts Grocery.
24. Provided direction on the draft site plan for the Skywest Property.
25. Continued to oversee the Route 238 Property Disposition project, including approval of 250 housing units, 70% of which will be affordable and an 100% affordable project on Parcel Group 3.
26. Accepted grant funding and approved plans for transportation improvements, such as on Huntwood Blvd, Patrick Ave, and for the Safe Routes to School Program.
27. Held joint work sessions with the Hayward Unified School District and Planning Commission.
28. Completed annual performance evaluations for Council-appointed officers.
29. Issued 12 proclamations to honor community members and important work being done in the Hayward community
30. Represented the City on regional committees and agencies.
31. Adopted modifications and edits to the City Council Handbook.

SIGNIFICANT RESOURCE CHANGES PLANNED FOR FY 2023

None.

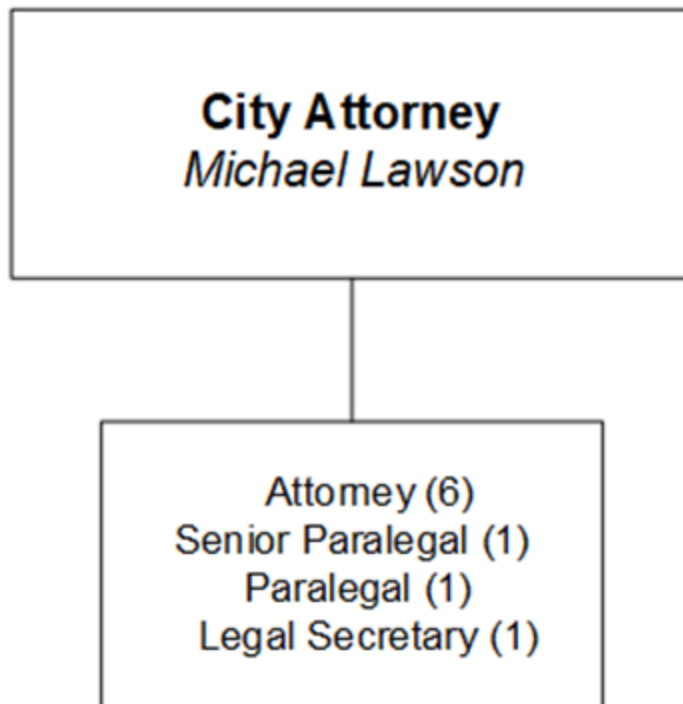
Mayor & City Council Department

General Fund

	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Adopted
REVENUES				
None	\$ —	\$ —	\$ —	\$ —
Total Revenues	\$ —	\$ —	\$ —	\$ —
EXPENDITURES				
Salary				
Regular	192,497	189,171	191,540	195,334
Overtime	—	—	—	—
Benefits				
Fringe Benefits	52,702	49,543	42,093	41,319
Retiree Medical	10,800	10,858	10,780	11,081
PERS	52,583	26,885	27,754	23,231
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 308,582	\$ 276,456	\$ 272,167	\$ 270,965
Supplies & Services	31,381	37,984	52,867	52,867
Internal Service Fees	79,462	71,682	70,303	79,786
<i>Net Operating Expenses</i>	\$ 110,843	\$ 109,666	\$ 123,170	\$ 132,653
Total Expenditures	\$ 419,425	\$ 386,122	\$ 395,337	\$ 403,618
General Fund Subsidy	419,425	386,122	395,337	403,618

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 2022 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 2023 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. Resolve the legislative conflict between the Surplus Land Act and the Local Area Transportation Improvement Project legislation, which has caused chaos in the disposition of the abandoned Route 238 parcel groups.
6. Support the Hayward Police Department' goals of streamlining the independent investigative process for high profile critical incidents
7. Resume the student internship program, during the summer and around the academic year.

SIGNIFICANT RESOURCE CHANGES PLANNED FOR FY 2023

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

City Attorney Department

All Funds Summary - By Category

	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Adopted
REVENUES				
Revenue and Transfers in from Other Funds				
General Fund Revenue	\$ 47	\$ (204,562)	\$ —	\$ —
Risk Management Fund	4,336,179	5,304,552	5,739,138	6,573,122
Risk Management Fund Balance	1,709,900	1,528,092	(18,513)	(421,689)
	\$6,046,126	\$6,628,082	\$5,720,625	\$6,151,433
Fund Subsidy				
General Fund Subsidy	1,377,252	1,502,316	1,498,626	1,466,838
Total Revenues \$ 7,423,378 \$ 8,130,398 \$ 7,219,252 \$ 7,618,271				
EXPENDITURES				
Expenditures				
Salary				
Regular	1,431,449	1,438,429	1,573,182	1,566,219
Overtime	—	370	—	—
Targeted Savings	—	—	(27,141)	(29,272)
Benefits				
Fringe Benefits	176,904	184,153	228,206	260,849
Retiree Medical	15,502	15,512	15,400	15,830
PERS	464,138	393,501	444,113	452,235
Furlough / COLA Deferral	—	—	—	—
Chrgs (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$2,087,993	\$2,031,965	\$2,233,760	\$2,265,861
Maintenance & Utilities	—	—	1,000	1,000
Supplies & Services	2,559,059	2,972,578	1,471,769	1,471,769
Internal Service Fees	149,296	133,502	130,947	124,028
Insurance Premium	2,627,030	2,992,353	3,400,000	3,740,000
<i>Net Operating Expense</i>	\$5,335,385	\$6,098,433	\$5,003,716	\$5,336,797
Transfers out to other funds	—	—	18,801	15,613
Total Expenditures \$ 7,423,378 \$ 8,130,398 \$ 7,237,476 \$ 7,618,271				

City Attorney Department

All Funds Summary - By Program

	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Adopted
REVENUES				
Revenue and Transfers in from Other Funds				
General Fund Revenue	\$ 47	\$ (204,562)	\$ —	\$ —
Risk Management Fund	4,336,179	5,304,552	5,739,138	6,573,122
Risk Management Fund Balance	1,709,900	1,528,092	18,513	(421,689)
	\$6,046,126	\$6,628,082	\$ 5,757,651	\$ 6,151,433
Fund Subsidy				
General Fund Subsidy	1,377,252	1,502,316	1,498,626	1,466,838
Total Revenues	\$ 7,423,378	\$ 8,130,398	\$ 7,256,277	\$ 7,618,271
EXPENDITURES				
Expenditures and Transfer Out to Other Funds By Program				
General Fund	1,377,299	1,297,754	1,498,626	1,466,838
Risk Management Fund	6,046,080	6,832,644	5,757,651	6,151,433
Total Expenditures	\$ 7,423,378	\$ 8,130,398	\$ 7,256,277	\$ 7,618,271
Net Change	—	—	—	—

City Attorney Department

General Fund

	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Adopted
REVENUES				
Other Revenue	\$ —	\$ (204,562)	\$ —	\$ —
Rental Review Fees	47	—	—	—
Total Revenues	\$ 47	\$ (204,562)	\$ —	\$ —
EXPENDITURES				
Salary				
Regular	862,015	828,197	978,989	927,843
Overtime	—	370	—	—
Targeted Savings	—	—	(27,141)	(29,272)
Benefits				
Fringe Benefits	124,803	127,815	167,958	197,322
Retiree Medical	9,330	9,307	9,240	9,498
PERS	279,431	231,028	275,548	265,893
Furlough / COLA Deferral	—	—	—	—
Chrgs (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 1,275,579	\$ 1,196,717	\$ 1,404,593	\$ 1,371,284
Maintenance & Utilities	—	—	200	200
Supplies & Services	278	9,631	18,125	18,125
Internal Service Fees	101,442	91,406	75,708	77,229
Capital Outlay	—	—	—	—
<i>Net Operating Expense</i>	\$ 101,719	\$ 101,037	\$ 94,033	\$ 95,554
Total Expenditures	\$ 1,377,299	\$ 1,297,754	\$ 1,498,626	\$ 1,466,838
General Fund Subsidy	1,377,252	1,502,316	1,498,626	1,466,838

City Attorney Department

Risk Management - Internal Service Fund

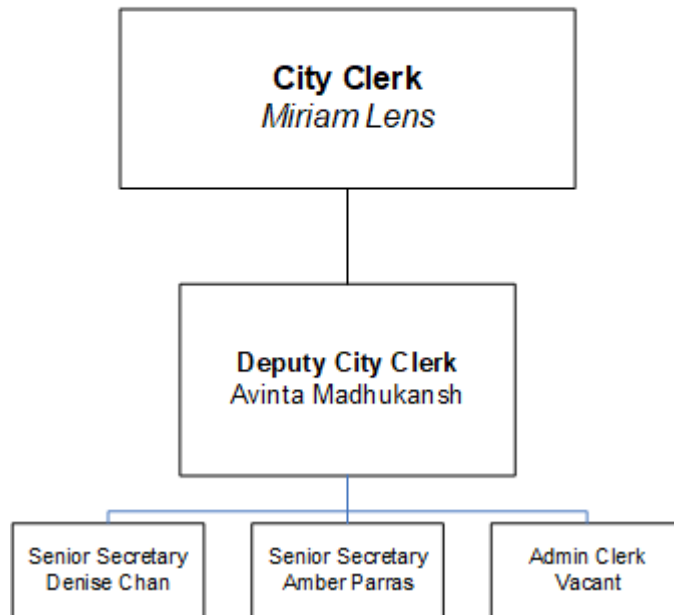
	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Adopted
Beginning Working Capital Balance	\$4,265,985	\$2,556,085	\$1,027,993	\$1,009,480
REVENUES				
Revenue				
Interest	100,099	20,064	—	—
Other Revenue	—	—	—	—
	<u>\$ 100,099</u>	<u>\$ 20,064</u>	<u>\$ —</u>	<u>\$ —</u>
Transfer In				
Liability Insurance Premium	4,236,080	5,284,487	5,739,138	6,573,122
From General Fund	—	—	—	—
	<u>\$4,236,080</u>	<u>\$ 5,284,487</u>	<u>\$ 5,739,138</u>	<u>\$ 6,573,122</u>
Total Revenues	\$ 4,336,179	\$5,304,552	\$ 5,739,138	\$ 6,573,122
EXPENDITURES				
Expenditures				
Salary				
Regular	569,434	610,232	594,193	638,376
Overtime	—	—	—	—
Benefits				
Fringe Benefits	52,101	56,338	60,248	63,527
Retiree Medical	6,172	6,205	6,160	6,332
PERS	184,707	162,472	168,565	186,342
Furlough / COLA Deferral	—	—	—	—
Chrgs (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	<u>\$ 812,414</u>	<u>\$ 835,247</u>	<u>\$ 829,167</u>	<u>\$ 894,577</u>
Maintenance & Utilities	—	—	800	800
Supplies & Services	2,558,781	2,962,947	1,453,644	1,453,644
Internal Service Fees	47,854	42,096	55,239	46,799
Insurance	2,627,030	2,992,353	3,400,000	3,740,000
<i>Net Operating Expense</i>	<u>\$5,233,666</u>	<u>\$5,997,397</u>	<u>\$4,909,683</u>	<u>\$5,241,243</u>
Transfers out to other funds				
Transfer Out to Other	—	—	18,801	15,613
Transfer to General Fund - Cost Allocation	—	—	—	—
<i>Total Transfers Out</i>	<u>\$ —</u>	<u>\$ —</u>	<u>\$ 18,801</u>	<u>\$ 15,613</u>
Total Expenditures	\$6,046,080	\$6,832,644	\$ 5,757,651	\$ 6,151,433
Net Change	(1,709,900)	(1,528,092)	(18,513)	421,689
Ending Working Capital Balance	2,556,085	1,027,993	1,009,480	1,431,169

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FY 2023 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) Report 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 2022 ADDITIONAL ACCOMPLISHMENTS

1. Assisted routing 231 agreements electronically via DocuSign to increase efficiency and mitigate in-person contact.
2. Implemented Granicus eComment tool to provide additional method of engagement for City Council meetings during the pandemic.
3. Provided virtual trainings on the use of Granicus solutions (Legistar, Media Manager) for new employees.
4. Managed the recruitment for the Hayward Youth Commission, which resulted in 46 applications from almost every middle and high school in Hayward. twenty-four students were appointed voting and alternate members.
5. Conducted demographic audit of Community Services Commission, Library Commission, Personnel Commission, Planning Commission and Keep Hayward Clean and Green Task Force members; and conducted empathy interviews with staff liaisons for each meeting body.
6. Managed the recruitment for City Commissions and Keep Hayward Clean and Green Task Force targeting areas with low representation based on results of audit. Packages containing flyers (English/Spanish) and applications were disseminated to community partners. The extensive outreach resulted in 92 submitted applications.
7. Managed 29 virtual interviews for service on City Commissions and the Keep Hayward Clean and Green Task Force via the Zoom platform using breakout rooms.
8. Facilitated virtual Ethics and Harassment Prevention trainings for members of City Commissions and Keep Hayward Clean and Green Task Force, conducted by the City Attorney.
9. Implemented hybrid Council meetings that allowed for in-person as well as virtual participation by Council, staff, and members of the public.
10. Created 104 Zoom Webinars for City Council, Planning Commission, Hayward Youth Commission, and other meeting as needed; and managed 3,950 participants.
11. Provided interpretation service via Zoom Webinar in Spanish and Chinese.
12. Guided staff liaisons to facilitate virtual meetings from agenda preparation to publication of meeting videos which allowed Commissions, Committees and Task Forces to continue to perform their duties without interruption, keeping the business of the City moving forward.
13. Filled Sr. Secretary position with the promotion of the department's Administrative Clerk.

CITY CLERK'S OFFICE

14. Managed and responded to public request for records in accordance with the Public Records Act, fulfilling 579 requests via the City's Public Records platform, GovQA.
15. Coordinated the City Records Management Program to ensure public records were maintained in accordance with legal requirements and to guarantee accessibility and continuity.
16. Increased transparency by assisting Commissions, Committees and Task Forces staff liaisons to upload videos of public meetings to Meeting and Agenda Center.
17. Created office procedures and conducted cross training on new software which assisted current staff and temporary staff to continue service delivery without interruption.

SIGNIFICANT RESOURCE CHANGES PLANNED FOR FY 2023

1. Restoration of Passport Program. Estimated increase of \$23,000 in projected revenue related to the Passport Program.

City Clerk Department

General Fund

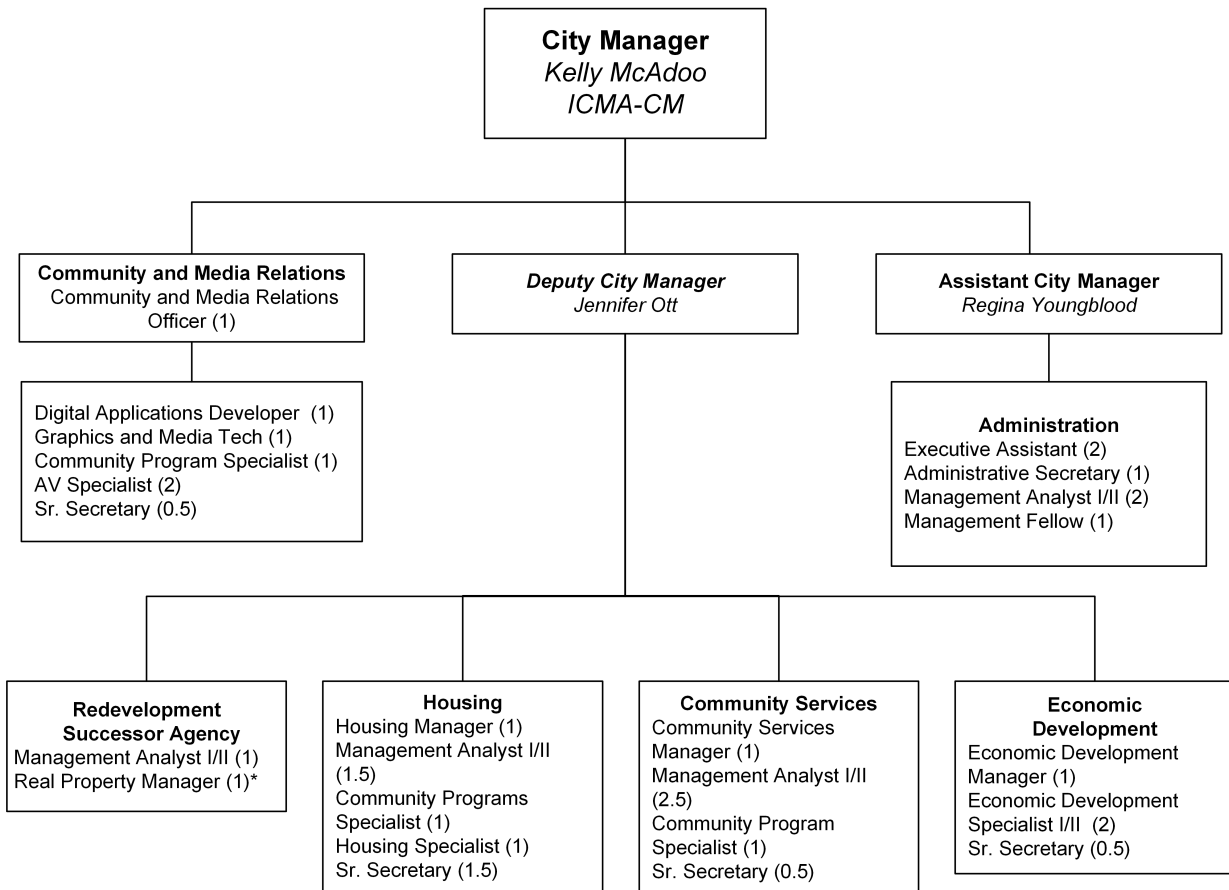
	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Adopted
REVENUES				
Revenue				
Sale of Documents - Passports	\$ 21,480	\$ —	\$ —	\$ 20,000
Other Revenue	—	32,494	—	—
Sale of Documents - General	61	—	—	3,000
Total Revenues	\$ 21,540	\$ 32,494	\$ —	\$ 23,000
EXPENDITURES				
Expenditures				
Salary				
Regular	427,451	433,011	478,910	502,709
Overtime	2,099	309	—	—
Targeted Savings	—	—	(25,883)	(61,374)
Benefits				
Fringe Benefits	57,312	45,000	71,972	129,139
Retiree Medical	6,943	6,980	6,930	7,124
PERS	135,313	113,787	129,956	138,789
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 629,118	\$ 599,086	\$ 661,885	\$ 716,387
Maintenance & Utilities	—	—	—	—
Supplies & Services	72,140	102,461	91,466	91,466
Election Expense	—	272,306	—	—
Internal Service Fees	145,798	132,906	130,751	90,142
<i>Net Operating Expense</i>	\$ 217,938	\$ 507,674	\$ 222,217	\$ 181,608
Total Expenditures	\$ 847,056	\$ 1,106,760	\$ 884,102	\$ 897,995
General Fund Subsidy	825,516	1,074,266	884,102	874,995

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**FY 2023 STAFFING
32.0 FTE**

Office of the City Manager



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

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, Housing, and Communications and Media Relations 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. The Division also provides neighborhood and constituent relations and is the lead for the City's racial equity and inclusion work.

Communications & Media Relations

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

Community Services

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

Housing

The Housing Division administers the development, acquisition, and preservation of quality affordable housing for the Hayward community; maintains and monitors the City's portfolio of existing deed-restricted affordable housing units; develops and implements anti-displacement strategies and services consistent with Hayward's overall housing goals; and administers the City's Rent Review and HOME Programs.

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.

SIGNIFICANT RESOURCE CHANGES PLANNED FOR FY 2023

1. Addition of 1.0 FTE - Management Analyst in the Administration Division to focus on equity and inclusion work.
2. Deletion of 1.0 FTE – Administrative Clerk in the Housing Division.
3. Addition of 1.0 FTE – Senior Secretary in the Housing Division.
4. Restoring and reimagine Special Events Program, an increase of \$180,000 annually.
5. Restoring the Hayward Navigation Center operating expense budget to FY 2021 funding levels, an increase of \$82,210 annually.

City Manager Department

All Funds Summary - By Category

	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Adopted
REVENUES				
Revenue and Transfers In From Other Funds				
General Fund Revenue	\$ 133,533	\$ —	\$ 411,500	\$ 411,500
Economic Development Fund	370,235	353,922	350,000	350,000
Downtown Business Improve Prog	—	(274)	—	—
South Hayward B.A.R.T. JPA	22,464	4,055	421,280	421,280
Successor Agency RDA	3,835,441	4,020,794	3,510,542	3,510,542
Community Development Block Grant	1,585,276	4,673,759	2,005,213	1,541,746
Housing Authority Fund	359,882	271,145	200,000	200,000
Affordable Housing Monitoring Fund	63,067	247,735	155,500	155,500
HOME Investment Prtnrshp Block Grant Prog	217,503	189,703	427,100	410,000
Paratransit Program Measure B	993,532	1,037,806	713,196	—
Paratransit Program Measure BB	903,523	898,232	985,415	1,720,100
Inclusionary Housing Fund	3,832,805	2,239,842	1,024,000	1,024,000
Rent Review Program Fund	548,938	520,497	550,000	550,000
	\$ 12,866,199	\$ 14,457,217	\$ 10,753,746	\$ 10,294,668
(Contribution to)/ Use of Fund Balance				
Economic Development Fund	(20,235)	(338,922)	—	—
Downtown Business Improve Prog	—	(274)	—	—
South Hayward B.A.R.T. JPA	361,980	2,812	144,940	144,940
Successor Agency RDA	238,154	123,440	875,303	866,521
Community Development Block Grant	(260,059)	(553,718)	(274,142)	544,565
Housing Authority Fund	(228,998)	(159,646)	18,613	(20,630)
Affordable Housing Monitoring Fund	360,703	78,354	67,494	36,872
HOME Investment Prtnrshp Block Grant Prog	88,629	385,637	54,721	19,385
Paratransit Program Measure B	33,669	(33,688)	909,154	1,436,558
Paratransit Program Measure BB	(900,263)	1,801,768	765,000	(205,100)
Inclusionary Housing Fund	(3,711,619)	(1,945,026)	(684,860)	(607,375)
Rent Review Program Fund	127,328	(87,425)	46,033	92,071
	\$ (3,910,711)	\$ (726,687)	\$ 1,922,254	\$ 2,307,808
Fund Subsidy				
General Fund Subsidy	4,435,555	4,969,187	5,401,722	5,903,535
Information Tech Fund Subsidy	288,329	398,486	358,508	453,288
	\$ 4,723,884	\$ 5,367,672	\$ 5,760,230	\$ 6,356,823
Total Revenues	\$ 13,679,373	\$ 19,098,202	\$ 18,436,230	\$ 18,959,299

City Manager Department

All Funds Summary - By Category

	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Adopted
EXPENDITURES				
Expenditures				
Salary				
Regular	\$ 3,093,793	\$ 3,516,584	\$ 3,766,137	\$ 4,135,688
Overtime	31,711	31,008	—	—
Targeted Savings	—	—	—	(68,248)
Benefits				
Fringe Benefits	461,027	548,758	644,297	693,465
Retiree Medical	42,646	48,862	49,437	47,089
PERS	991,913	956,888	1,053,328	1,180,602
Program Reduction Savings	—	—	—	—
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	(88,555)	(88,555)
<i>Net Staffing Expense</i>	\$ 4,621,089	\$ 5,102,100	\$ 5,424,644	\$ 5,900,042
Supplies & Services	2,679,120	1,798,054	3,800,358	3,762,297
Grants & Loans	1,662,383	4,909,435	3,323,785	3,490,836
Community Promotions	47,722	18,645	150,000	200,000
Hayward Clean and Green	—	—	—	—
Maintenance & Utilities	21,776	17,699	41,157	41,157
Principal Retirement	1,805,000	1,880,000	1,975,000	2,070,000
Loan Interest	1,209,506	1,132,495	1,254,250	1,154,375
Project Expenditures				
Capital	—	248,150	281,500	281,500
Internal Service Fees	359,954	369,459	410,653	328,361
<i>Net Operating Expense</i>	\$ 7,785,460	\$ 10,373,937	\$ 11,236,702	\$ 11,328,525
 Other Department Operating Costs	 (2,194)	 (2,174)	 —	 —
(Maintenance Services Department)				
 Transfers to Other Funds	 1,018,167	 3,622,713	 1,774,884	 1,730,732
Total Expenditures	\$ 13,424,716	\$ 19,098,750	\$ 18,436,230	\$ 18,959,299
 Net Change	 —	 —	 —	 —

City Manager Department

All Funds Summary - By Program

	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Adopted
REVENUES				
Revenue and Transfers In From Other Funds				
General Fund Revenue	\$ 133,533	\$ —	\$ 411,500	\$ 411,500
Economic Development Fund	370,235	353,922	350,000	350,000
Downtown Business Improvement	—	(274)	—	—
South Hayward B.A.R.T. JPA	22,464	4,055	421,280	421,280
Successor Agency RDA	3,835,441	4,020,794	3,510,542	3,510,542
Community Development Block Grant	1,585,276	4,673,759	2,005,213	1,541,746
Housing Authority Fund	359,882	271,145	200,000	200,000
Affordable Housing Monitoring Fund	63,067	247,735	155,500	155,500
HOME Investment Prtnrshp Block Grant Prog	217,503	189,703	427,100	410,000
Paratransit Program Measure B	993,532	1,037,806	713,196	—
Paratransit Program Measure BB	903,523	898,232	985,415	1,720,100
Inclusionary Housing Fund	3,832,805	2,239,842	1,024,000	1,024,000
Rent Review Program Fund	548,938	520,497	550,000	550,000
	\$ 12,866,199	\$ 14,457,217	\$ 10,753,746	\$ 10,294,668
(Contribution)/ Use of Fund Balance				
Economic Development Fund	(20,235)	(338,922)	—	—
Downtown Business Improvement	—	(274)	—	—
South Hayward B.A.R.T. JPA	361,980	2,812	144,940	144,940
Successor Agency RDA	238,154	123,440	875,303	866,521
Community Development Block Grant	(260,059)	(553,718)	(274,142)	544,565
Housing Authority Fund	(228,998)	(159,646)	18,613	(20,630)
Affordable Housing Monitoring Fund	360,703	78,354	67,494	36,872
HOME Investment Prtnrshp Block Grant Prog	88,629	385,637	54,721	19,385
Paratransit Program Measure B	33,669	(33,688)	909,154	1,436,558
Paratransit Program Measure BB	(900,263)	1,801,768	765,000	(205,100)
Inclusionary Housing Fund	(3,711,619)	(1,945,026)	(684,860)	(607,375)
Rent Review Program Fund	127,328	(87,425)	46,033	92,071
	\$ (3,910,711)	\$ (726,687)	\$ 1,922,254	\$ 2,307,808
Fund Subsidy				
General Fund Subsidy	4,435,555	4,969,187	5,401,722	5,903,535
Information Technology Fund Subsidy	288,329	398,486	358,508	453,288
	\$ 4,723,884	\$ 5,367,672	\$ 5,760,230	\$ 6,356,823
Total Revenues	\$ 13,679,373	\$ 19,098,202	\$ 18,436,230	\$ 18,959,299

City Manager Department

All Funds Summary - By Program

	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Adopted
EXPENDITURES				
Expenditures and Transfer Out to Other Funds				
Office of the City Manager	4,569,088	4,969,187	5,813,222	6,315,035
Information Technology	288,329	398,486	358,508	453,288
Economic Development Fund	350,000	15,000	350,000	350,000
Downtown Business Improvement	—	—	—	—
South Hayward B.A.R.T. JPA	384,444	6,867	566,220	566,220
Successor Agency RDA	4,073,595	4,144,235	4,385,845	4,377,063
Community Development Block Grant	1,325,217	4,120,041	1,731,071	2,086,311
Housing Authority Fund	130,884	111,499	218,613	179,370
Affordable Housing Monitoring Fund	423,770	326,089	222,994	192,372
HOME Investment Prtnrshp Block Grant Prog	306,132	575,340	481,821	429,385
Paratransit Program Measure B	1,027,201	1,004,118	1,622,350	1,436,558
Paratransit Program Measure BB	3,260	2,700,000	1,750,415	1,515,000
Inclusionary Housing Fund	121,186	294,817	339,140	416,625
Rent Review Program Fund	421,609	433,073	596,033	642,071
	\$ 13,424,716	\$ 19,098,750	\$ 18,436,230	\$ 18,959,299
Other Department Operating Costs	(2,194)	(2,174)	—	—
Total Expenditures	\$ 13,424,716	\$ 19,098,750	\$ 18,436,230	\$ 18,959,299
Net Change	—	—	—	—

City Manager Department

General Fund Summary

	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Adopted
REVENUES				
Revenue				
Grants	\$ —	\$ —	\$ —	\$ —
Code Enforcement Fees	—	—	—	—
Rental Inspection Fees	—	—	—	—
Miscellaneous Fees	—	—	—	—
Fines and Forfeitures	—	—	—	—
Other Revenue	133,533	—	411,500	411,500
Total Revenues	\$ 133,533	\$ —	\$ 411,500	\$ 411,500
EXPENDITURES				
Expenditures				
Salary				
Regular	1,856,351	1,938,085	2,226,328	2,449,890
Overtime	21,777	13,901	—	—
Targeted Savings	—	—	—	(68,248)
Benefits				
Fringe Benefits	245,024	266,699	358,240	393,852
Retiree Medical	23,190	24,865	25,456	25,455
PERS	597,127	515,646	616,333	692,830
Program Reduction Savings	—	—	—	—
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$2,743,468	\$ 2,759,195	\$ 3,226,357	\$ 3,493,779
Maintenance & Utilities	20,747	16,371	5,457	5,457
Supplies & Services	995,071	874,467	614,141	744,141
Community Promotions	47,722	18,645	150,000	200,000
Hayward Clean and Green	—	—	—	—
Internal Service Fees	221,130	246,926	235,268	207,448
Grants	540,950	966,632	1,582,000	1,664,211
Capital	—	86,950	—	—
<i>Net Operating Expense</i>	\$ 1,825,619	\$ 2,209,991	\$ 2,586,866	\$ 2,821,256
Total Expenditures	\$4,569,088	\$ 4,969,187	\$ 5,813,222	\$ 6,315,035
General Fund Subsidy	4,435,555	4,969,187	5,401,722	5,903,535

City Manager Department

Administration-General Fund

	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Adopted
REVENUES				
Revenue				
Miscellaneous Revenue	\$ 44,933	\$ —	\$ 61,500	\$ 61,500
Total Revenues	\$ 44,933	\$ —	\$ 61,500	\$ 61,500
EXPENDITURES				
Expenditures				
Salary				
Regular	1,099,585	1,181,737	1,330,234	1,449,869
Overtime	20,543	12,920	—	—
Benefits				
Fringe Benefits	131,653	149,454	199,105	217,640
Retiree Medical	10,384	12,766	13,444	13,107
PERS	353,013	306,333	364,652	406,096
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 1,615,178	\$ 1,663,210	\$ 1,907,435	\$ 2,056,257
Maintenance & Utilities	20,747	16,371	5,457	5,457
Supplies & Services	652,152	526,730	381,476	381,476
Internal Service Fees	110,197	111,158	116,733	114,340
Capital	—	—	—	—
<i>Net Operating Expense</i>	\$ 783,096	\$ 654,259	\$ 503,666	\$ 501,273
Total Expenditures	\$ 2,398,274	\$ 2,317,469	\$ 2,411,101	\$ 2,557,530
General Fund Subsidy	2,353,342	2,317,469	2,349,601	2,496,030

City Manager Department

Communications & Media Relations - General Fund

	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Adopted
REVENUES				
Revenue				
Other	\$ 1,650	\$ —	\$ —	\$ —
Total Revenues	\$ 1,650	\$ —	\$ —	\$ —
EXPENDITURES				
Expenditures				
Salary				
Regular	213,023	203,811	239,540	311,866
Overtime	52	54	—	—
Targeted Savings	—	—	—	—
Benefits				
Fringe Benefit	34,816	35,472	44,048	56,915
Retiree Medical	3,857	3,878	3,850	3,958
PERS	66,199	54,343	65,330	87,702
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 317,947	\$ 297,558	\$ 352,768	\$ 460,441
Maintenance & Utilities	—	—	—	—
Supplies & Services	118,329	114,549	173,075	173,075
Internal Service Fees	38,031	42,096	41,331	34,524
Capital	—	—	—	—
<i>Net Operating Expense</i>	\$ 156,360	\$ 156,645	\$ 214,406	\$ 207,599
Total Expenditures	\$ 474,307	\$ 454,203	\$ 567,174	\$ 668,040
General Fund Subsidy	472,657	454,203	567,174	668,040

City Manager Department

Economic Development - General Fund

	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Adopted
REVENUES				
Revenue				
Other Revenue	\$ —	\$ —	\$ —	\$ —
Total Revenues	\$ —	\$ —	\$ —	\$ —
EXPENDITURES				
Expenditures				
Salary				
Regular	375,474	373,521	487,771	508,509
Overtime	1,183	927	—	—
Targeted Savings	—	—	—	(37,793)
Benefits				
Fringe Benefits	60,136	62,133	96,358	96,879
Retiree Medical	6,943	6,205	6,160	6,332
PERS	114,610	102,879	137,995	146,593
Program Reduction	—	—	—	—
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 558,345	\$ 545,664	\$ 728,283	\$ 720,521
Maintenance & Utilities	—	—	—	—
Supplies & Services	213,730	178,807	31,265	161,265
Community Promotions	47,722	18,645	150,000	200,000
Internal Service Fees	49,404	43,505	42,360	40,632
<i>Net Operating Expense</i>	\$ 310,856	\$ 240,958	\$ 223,625	\$ 401,897
Total Expenditures	\$ 869,200	\$ 786,623	\$ 951,908	\$ 1,122,418
General Fund Subsidy	869,200	786,623	951,908	1,122,418

City Manager Department

Community Services - General Fund

	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Adopted
REVENUES				
Revenue				
Other Revenue	\$ 86,950	\$ —	\$ —	\$ —
Total Revenues	\$ 86,950	\$ —	\$ —	\$ —
EXPENDITURES				
Expenditures				
Salary				
Regular	168,270	179,016	168,783	179,646
Overtime	—	—	—	—
Benefits				
Fringe Benefits	18,419	19,640	15,763	19,452
Retiree Medical	2,006	2,016	2,002	2,058
PERS	63,304	52,091	48,356	52,439
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 251,998	\$ 252,763	\$ 234,904	\$ 253,594
Maintenance & Utilities	—	—	—	—
Supplies & Services	10,860	54,380	28,325	28,325
Internal Service Fees	23,498	50,167	34,844	17,952
Capital Expenses	—	86,950	—	—
Grants	540,950	966,632	1,582,000	1,664,211
<i>Net Operating Expense</i>	\$ 575,308	\$ 1,158,129	\$ 1,645,169	\$ 1,710,487
Total Expenditures	\$ 827,307	\$ 1,410,892	\$ 1,880,073	\$ 1,964,081
General Fund Subsidy	740,357	1,410,892	1,880,073	1,964,081

City Manager Department

Housing - General Fund

	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Adopted
REVENUES				
Revenue				
Rental Income	\$ —	\$ —	\$ 350,000	\$ 350,000
				—
Total Revenues	\$ —	\$ —	\$ 350,000	\$ 350,000
EXPENDITURES				
Expenditures				
Salary				
Regular	—	—	—	—
Overtime	—	—	—	—
Benefits				
Fringe Benefits	—	—	2,965	2,965
Retiree Medical	—	—	—	—
PERS	—	—	—	—
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ —	\$ —	\$ 2,965	\$ 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	\$ 2,965
General Fund Subsidy	\$ —	\$ —	\$ (347,035)	\$ (347,035)

City Manager Department

Community Development Block Grant - By Category - Special Revenue Fund

	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Adopted
Beginning Working Capital Balance	\$ 5,277,003	\$ 5,537,062	\$ 6,090,781	\$ 6,364,922
REVENUES				
Revenue				
Grants	1,392,412	3,880,545	2,005,213	1,541,746
Delayed Loan Payments	167,288	312,748	—	—
Principal Payments	—	—	—	—
Interest Earned	25,467	480,320	—	—
Other Revenue	108	146	—	—
	\$ 1,585,276	\$ 4,673,759	\$ 2,005,213	\$ 1,541,746
Transfers In From Other Funds				
From Com Econ Dev Blk Grant to Sm Bus Loans	0	0	—	—
From Revlvg Loan to Com Econ Dev Blk Grant	0	—	—	—
From HRLP Loan to HRLP Admin	0	—	—	—
From Sm Bus Loan to Sm Bus Loan Delivery	0	—	—	—
	\$ —	\$ —	\$ —	\$ —
Total Revenues	\$ 1,585,276	\$ 4,673,759	\$ 2,005,213	\$ 1,541,746
EXPENDITURES				
Expenditures				
Salary				
Regular	229,681	232,633	199,562	278,312
Overtime	—	—	—	—
Benefits				
Fringe Benefits	24,686	31,089	27,177	44,995
Retiree Medical	2,622	2,405	2,590	1,467
PERS	61,735	63,039	56,171	80,062
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 318,725	\$ 329,166	\$ 285,500	\$ 404,835
Maintenance & Utilities	—	—	—	—
Supplies & Services	69,010	241,199	96,121	194,475
Internal Service Fees	3,912	2,881	2,939	21,860
Grants	930,090	3,385,595	1,339,085	1,453,897
Capital Expenses	—	161,200	—	—
<i>Net Operating Expense</i>	\$ 1,003,012	\$ 3,790,875	\$ 1,438,145	\$ 1,670,232

City Manager Department

Community Development Block Grant - By Category - Special Revenue Fund

	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Adopted
Fund Transfers Out to				
Cost Allocation to General Fund	—	—	—	—
Transfer Out to Other	—	—	7,426	6,167
Liability Insurance Premium	3,480	—	—	5,077
<i>Total Transfers Out</i>	<i>\$ 3,480</i>	<i>\$ —</i>	<i>\$ 7,426</i>	<i>\$ 11,244</i>
Total Expenditures	\$ 1,325,217	\$ 4,120,041	\$ 1,731,071	\$ 2,086,311
Net Difference Gain (Use) of Fund Bal	260,059	553,718	274,142	(544,565)
Ending Working Capital Balance	5,537,062	6,090,781	6,364,922	5,820,357

City Manager Department

Community Development Block Grant - By Program - Special Revenue Fund

	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Adopted
Beginning Working Capital Balance	\$ 5,277,003	\$ 5,537,062	\$ 6,090,781	\$ 6,364,922
REVENUES				
Revenue				
Community Development Block Grant	1,597,994	4,673,551	2,005,213	1,541,746
Revolving Loan Program	(9,303)	178	—	—
Small Business Revolving Loan	(3,414)	30	—	—
Total Revenues	\$ 1,585,276	\$ 4,673,759	\$ 2,005,213	\$ 1,541,746
EXPENDITURES				
Expenditures				
Community Development Block Grant	1,325,186	4,120,041	1,731,071	2,086,311
Revolving Loan Program	31	—	—	—
Small Business Revolving Loan	—	—	—	—
Total Expenditures	\$ 1,325,217	\$ 4,120,041	\$ 1,731,071	\$ 2,086,311
Net Difference Gain (Use) of Fund Bal	260,059	553,718	274,142	(544,565)
Ending Working Capital Balance	5,537,062	6,090,781	6,364,922	5,820,357

City Manager Department

Measure B - Paratransit Program - Special Revenue Fund

	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Adopted
Beginning Working Capital Balance	\$ 1,466,513	\$ 1,432,844	\$ 1,466,532	\$ 557,378
REVENUES				
Revenue				
Interest	37,514	5,742	—	—
Measure B	956,053	1,032,064	713,196	—
Measure BB	—	—	—	—
Other Revenue	(35)	—	—	—
Total Revenues	\$ 993,532	\$ 1,037,806	\$ 713,196	\$ —
EXPENDITURES				
Expenditures				
Salary				
Regular	195,316	272,797	315,638	243,290
Overtime	—	—	—	—
Benefits				
Fringe Benefits	31,199	47,790	58,497	39,601
Retiree Medical	3,271	4,840	4,019	4,132
PERS	66,213	79,099	89,327	70,575
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 295,999	\$ 404,526	\$ 467,482	\$ 357,598
Maintenance & Utilities	—	—	3,500	3,500
Supplies & Services	604,249	479,713	984,945	984,945
Internal Service Fees	75,467	63,512	96,324	20,702
Capital	—	—	—	—
<i>Net Operating Expense</i>	\$ 679,716	\$ 543,226	\$ 1,084,769	\$ 1,009,147
Fund Transfers Out				
Cost Allocation to General Fund	39,319	39,319	39,319	39,319
Transfer Out to Other	1,729	—	12,267	10,187
Liability Insurance Premium	10,439	17,047	18,513	20,308
<i>Total Transfers Out</i>	\$ 51,487	\$ 56,366	\$ 70,099	\$ 69,814
Total Expenditures	\$ 1,027,201	\$ 1,004,118	\$ 1,622,350	\$ 1,436,558
Net Difference Gain (Use) of Fund Balance	(33,669)	33,688	(909,154)	(1,436,558)
Ending Working Capital Balance	1,432,844	1,466,532	557,378	(879,181)

City Manager Department

Measure BB - Paratransit Program - Special Revenue Fund

	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Adopted
Beginning Working Capital Balance	\$ 2,856,616	\$ 3,756,879	\$ 1,955,111	\$ 1,190,111
REVENUES				
Revenue				
Interest	—	—	—	—
Measure BB	818,958	880,095	985,415	1,720,100
Other Revenue	84,565	18,137	—	—
Total Revenues	\$ 903,523	\$ 898,232	\$ 985,415	\$ 1,720,100
EXPENDITURES				
Expenditures				
Salary				
Regular	—	—	—	—
Overtime	—	—	—	—
Benefits				
Fringe Benefits	—	—	—	—
Retiree Medical	—	—	—	—
PERS	—	—	—	—
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ —	\$ —	\$ —	\$ —
Maintenance & Utilities	—	—	—	—
Supplies & Services	3,260	—	1,000,415	765,000
Internal Service Fees	—	—	—	—
Capital	—	—	—	—
<i>Net Operating Expense</i>	\$ 3,260	\$ —	\$ 1,000,415	\$ 765,000
Fund Transfers Out				
Cost Allocation to General Fund	—	—	—	—
Liability Insurance Premium	—	—	—	—
Capital Improvement Fund	—	2,700,000	750,000	750,000
<i>Total Transfers Out</i>	\$ —	\$ 2,700,000	\$ 750,000	\$ 750,000
Total Expenditures	\$ 3,260	\$ 2,700,000	\$ 1,750,415	\$ 1,515,000
Net Difference Gain (Use) of Fund Balance	900,263	(1,801,768)	(765,000)	205,100
Ending Working Capital Balance	3,756,879	1,955,111	1,190,111	1,395,211

City Manager Department

Housing Authority Fund

	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Adopted
Beg Working Capital Balance	\$17,637,773	\$17,866,771	\$18,026,417	\$18,007,804
REVENUES				
Revenue				
Contribution In	—	—	—	—
Fund Interest	214,753	38,725	40,000	40,000
Interest Income	36,487	35,107	40,000	40,000
Principal Income	108,410	194,344	120,000	120,000
Other Revenue	232	2,968	—	—
	\$ 359,882	\$ 271,145	\$ 200,000	\$ 200,000
Total Revenues	\$ 359,882	\$ 271,145	\$ 200,000	\$ 200,000
EXPENDITURES				
Expenditures				
Salary				
Regular	64,898	64,739	49,758	54,754
Overtime	60	—	—	—
Benefits				
Fringe Benefits	11,350	11,304	6,935	7,321
Retiree Medical	1,003	791	708	712
PERS	22,168	18,722	14,256	15,983
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 99,478	\$ 95,557	\$ 71,658	\$ 78,770
Supplies & Services	11,247	6,836	135,300	85,300
Grants & Loans	—	—	—	—
Internal Service Fees	909	947	967	4,571
<i>Net Operating Expense</i>	\$ 12,156	\$ 7,783	\$ 136,267	\$ 89,871
Fund Transfers Out				
General Fund-Cost Allocation	3,897	3,897	3,897	3,897
Liability Insurance Premium	3,480	4,262	4,629	5,077
Transfer Out to Other	11,872	—	2,162	1,756
<i>Total Transfers Out</i>	\$ 19,249	\$ 8,159	\$ 10,688	\$ 10,730
Total Expenditures	\$ 130,884	\$ 111,499	\$ 218,613	\$ 179,370
Net Difference Gain (Use) of Fund Bal	228,998	159,646	(18,613)	20,630
Ending Working Capital Balance*	17,866,771	18,026,417	18,007,804	18,028,434

*Includes future funding commitments authorized by Council

City Manager Department

Affordable Housing Monitoring Fund

	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Adopted
Beg Working Capital Balance	\$ 867,477	\$ 506,774	\$ 428,420	\$ 360,926
REVENUES				
Revenue				
Interest Income	7,604	982	5,500	5,500
Mortgage Bonds Admin Fee	55,463	246,753	150,000	150,000
Total Revenues	\$ 63,067	\$ 247,735	\$ 155,500	\$ 155,500
EXPENDITURES				
Expenditures				
Salary				
Regular	205,336	158,747	64,156	69,181
Overtime	—	143	—	—
Benefits				
Fringe Benefits	40,923	31,740	12,688	13,833
Retiree Medical	4,500	2,714	2,464	871
PERS	70,017	45,805	18,043	19,826
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 320,776	\$ 239,149	\$ 97,352	\$ 103,710
Supplies & Services	62,989	47,262	57,300	57,300
Internal Service Fees	21,450	17,682	38,091	5,587
<i>Net Operating Expense</i>	\$ 84,439	\$ 64,943	\$ 95,391	\$ 62,887
Fund Transfers Out				
General Fund-Cost Allocation	13,474	13,474	13,474	13,474
Liability Insurance Premium	3,480	8,523	9,257	10,154
Transfer Out to Other	1,602	—	7,520	2,147
<i>Total Transfers Out</i>	\$ 18,556	\$ 21,997	\$ 30,251	\$ 25,775
Total Expenditures	\$ 423,770	\$ 326,089	\$ 222,994	\$ 192,372
Net Difference Gain (Use) of Fund Bal	(360,703)	(78,354)	(67,494)	(36,872)
Ending Working Capital Balance*	506,774	428,420	360,926	324,054

*Includes future funding commitments authorized by Council

City Manager Department

HOME Investment Partnerships Block Grant Program

	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Adopted
REVENUES				
Revenue				
Grants	\$ 217,503	\$ 189,703	\$ 427,100	\$ 410,000
Program Income	—	—	—	—
Interest Income	—	—	—	—
Total Fund Revenue	\$ 217,503	\$ 189,703	\$ 427,100	\$ 410,000
EXPENDITURES				
Expenditures				
Salary				
Regular	8,586	12,754	27,187	30,537
Overtime	—	—	—	—
Benefits				
Fringe Benefits	1,228	1,699	3,459	3,970
Retiree Medical	155	—	385	396
PERS	2,818	3,678	7,789	8,914
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 12,787	\$ 18,131	\$ 38,821	\$ 43,817
Supplies & Services	6,003	—	300	10,300
Internal Service Fees	—	—	—	2,540
Grants & Loans	191,342	557,209	402,700	372,728
Transfer Out	96,000	—	40,000	—
<i>Net Operating Expense</i>	\$ 293,345	\$ 557,209	\$ 443,000	\$ 385,568
Total Expenditures	\$ 306,132	\$ 575,340	\$ 481,821	\$ 429,385
Net Change	(88,629)	(385,637)	(54,721)	(19,385)

City Manager Department

Inclusionary Housing - Special Revenue Fund

	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Adopted
Beginning Working Capital Balance	\$6,034,592	\$ 9,746,211	\$11,691,236	\$12,376,097
REVENUES				
Revenue				
Interest Income	233,634	46,310	24,000	24,000
Other Income	3,599,171	2,193,532	1,000,000	1,000,000
Total Revenues	\$3,832,805	\$2,239,842	\$1,024,000	\$ 1,024,000
EXPENDITURES				
Expenditures				
Salary				
Regular	67,313	192,929	214,139	234,817
Overtime	170	311	—	—
Benefits				
Fringe Benefits	9,720	32,831	33,260	36,672
Retiree Medical	190	1,148	2,218	2,691
PERS	23,218	54,330	61,351	68,543
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 100,611	\$ 281,548	\$ 310,968	\$ 342,722
Maintenance & Utilities	—	—	—	—
Supplies & Services	15,276	11,894	20,000	50,000
Internal Service Fees	1,819	1,375	1,404	17,268
Capital	—	—	—	—
<i>Net Operating Expense</i>	\$ 17,095	\$ 13,269	\$ 21,404	\$ 67,268
Fund Transfers Out				
Cost Allocation to General Fund	—	—	—	—
Transfer Out to Other	—	—	6,768	6,635
Liability Insurance Premium	3,480	—	—	—
<i>Total Transfers Out</i>	\$ 3,480	\$ —	\$ 6,768	\$ 6,635
Total Expenditures	\$ 121,186	\$ 294,817	\$ 339,140	\$ 416,625
Net Difference Gain (Use) of Fund Balance	3,711,619	1,945,026	684,860	607,375
Ending Working Capital Balance*	9,746,211	11,691,236	12,376,097	12,983,471

*Includes future funding commitments authorized by Council

City Manager Department

Rental Review Program - Special Revenue Fund

	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Adopted
Beginning Working Capital Balance	\$ —	\$ 313,496	\$ 400,921	\$ 354,887
REVENUES				
Revenue				
Interest Income	548,938	520,497	—	—
Other Income	—	—	550,000	550,000
Administrative Fee	—	—	—	—
Total Revenues	\$ 548,938	\$ 520,497	\$ 550,000	\$ 550,000
EXPENDITURES				
Expenditures				
Salary				
Regular	169,804	218,063	267,103	304,206
Overtime	5,075	3,590	—	—
Benefits				
Fringe Benefits	35,200	39,145	56,316	52,574
Retiree Medical	—	3,568	3,126	4,401
PERS	59,318	62,307	74,808	86,574
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 269,397	\$ 326,673	\$ 401,353	\$ 447,756
Maintenance & Utilities	—	—	—	—
Supplies & Services	152,212	97,864	176,148	150,148
Internal Service Fees	—	4,274	4,363	28,239
Capital	—	—	—	—
<i>Net Operating Expense</i>	\$ 152,212	\$ 102,138	\$ 180,511	\$ 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	\$ 421,609	\$ 433,073	\$ 596,033	\$ 642,071
Net Difference Gain (Use) of Fund Balance	127,328	87,425	(46,033)	(92,071)
Ending Working Capital Balance	313,496	400,921	354,887	262,817

City Manager Department

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

	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Adopted
Beg Working Capital Balance	\$ 1,249,212	\$ 887,233	\$ 884,421	\$ 739,481
REVENUES				
Revenue				
In-House Parking Collection	—	—	—	—
Interest Income	—	—	—	—
Other Revenue	22,464	4,055	421,280	421,280
Total Revenues	\$ 22,464	\$ 4,055	\$ 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	384,444	6,867	260,720	260,720
Capital Outlay	—	—	281,500	281,500
<i>Net Operating Expense</i>	<i>\$ 384,444</i>	<i>\$ 6,867</i>	<i>\$ 566,220</i>	<i>\$ 566,220</i>
Fund Transfers Out to				
General Fund	—	—	—	—
Total Expenditures	\$ 384,444	\$ 6,867	\$ 566,220	\$ 566,220
Other Department Operating Costs (Maintenance Services Department)	(2,194)	(2,174)	—	—
Net City Manager Dept Expenditures	\$ 382,250	\$ 4,693	\$ 566,220	\$ 566,220
Net Change	(361,980)	(2,812)	(144,940)	(144,940)
Ending Working Capital Balance	887,233	884,421	739,481	594,541

City Manager Department

Downtown Business Improvement Program-Special Revenue Fund

	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Adopted
Beg Working Capital Balance	\$ (15,422)	\$ (15,422)	\$ (15,696)	\$ (15,696)
REVENUES				
Fund Revenue				
Business License Surcharge	—	(274)	—	—
Interest Income	—	—	—	—
Other Revenue	—	—	—	—
	<u>\$ —</u>	<u>\$ (274)</u>	<u>\$ —</u>	<u>\$ —</u>
Fund Transfers In From				
Redevelop Agency Operating Fund	—	—	—	—
	<u>\$ —</u>	<u>\$ —</u>	<u>\$ —</u>	<u>\$ —</u>
Total Revenues	<u>\$ —</u>	<u>\$ (274)</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	(15,422)	(15,696)	(15,696)	(15,696)

City Manager Department

Information Technology - Internal Service Fund

	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Adopted
REVENUES				
Revenue				
Other Revenue	\$ —	\$ —	\$ —	\$ —
Total Revenues	\$ —	\$ —	\$ —	\$ —
EXPENDITURES				
Expenditures				
Salary				
Regular	179,247	262,215	232,125	295,805
Overtime	3,995	10,485	—	—
Benefits				
Fringe Benefits	42,745	48,820	49,568	60,465
Retiree Medical	4,629	4,653	4,620	4,749
PERS	52,256	66,737	66,504	86,346
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 282,872	\$ 392,911	\$ 352,817	\$ 447,365
Maintenance & Utilities	—	—	—	—
Supplies & Services	—	—	—	—
Internal Service Fees	5,457	5,575	5,691	5,923
Capital	—	—	—	—
<i>Net Operating Expense</i>	\$ 5,457	\$ 5,575	\$ 5,691	\$ 5,923
Total Expenditures	\$ 288,329	\$ 398,486	\$ 358,508	\$ 453,288
Information Tech Fund Subsidy	288,329	398,486	358,508	453,288

City Manager Department

Successor Agency RDA Operating Fund

	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Adopted
Beg Working Capital Balance	\$2,852,084	\$ 2,613,930	\$ 2,490,489	\$ 1,615,186
REVENUES				
Fund Revenue				
Property Tax (80% Tax Increment)	3,791,673	4,020,771	2,883,636	2,883,636
Interest on Fund Balance	15	—	—	—
Principal	—	—	—	—
Success Agency Admin Allowance	—	—	250,000	250,000
School Impact Fee Reimb	—	—	326,906	326,906
Lease Pmt - Cinema Place	33,333	—	50,000	50,000
Other Revenue	10,420	23	—	—
	\$3,835,441	\$4,020,794	\$ 3,510,542	\$ 3,510,542
Fund Transfers In from				
Transf to Successor Agency RDA	—	—	—	—
Capital Transfer From General Fund	—	—	—	—
	\$ —	\$ —	\$ —	\$ —
Total Revenues	\$3,835,441	\$4,020,794	\$ 3,510,542	\$ 3,510,542
Fund Expenditures				
Salary				
Regular	117,261	163,621	170,140	174,898
Overtime	632	2,579	—	—
Benefits				
Fringe Benefits	18,952	37,639	38,157	40,182
Retiree Medical	3,086	3,878	3,850	2,216
PERS	37,044	47,526	48,745	50,950
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	(88,555)	(88,555)
<i>Net Staffing Expense</i>	\$ 176,976	\$ 255,243	\$ 172,338	\$ 179,690
Supplies & Services	25,360	16,953	104,968	109,968
Maintenance & Utilities	1,029	1,328	8,200	8,200
Loan Interest	1,209,506	1,132,495	1,254,250	1,154,375
Principal Retirement	1,805,000	1,880,000	1,975,000	2,070,000
Bond Issuance and Refunding Cost	—	—	—	—
Internal Service Fees	29,810	26,287	25,606	14,224
<i>Net Operating Expense</i>	\$3,070,704	\$3,057,062	\$ 3,368,024	\$ 3,356,767

City Manager Department

Successor Agency RDA Operating Fund

	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Adopted
Fund Transfers Out to				
Liability Insurance Premium	25,915	31,929	33,733	35,142
Transfer Out to Other	—	—	—	—
Transfer per Cooperative Agreement	800,000	800,000	811,750	805,464
	\$ 825,915	\$ 831,929	\$ 845,483	\$ 840,606
Total Expenditures	\$ 4,073,595	\$ 4,144,235	\$ 4,385,845	\$ 4,377,063
Net Change	(238,154)	(123,440)	(875,303)	(866,521)
Ending Working Capital Balance	2,613,930	2,490,489	1,615,186	748,665

City Manager Department

Economic Development-Economic Development Fund

	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Adopted
Beginning Working Capital Balance	\$ 711,845	\$ 732,080	\$ 1,071,002	\$ 1,071,002
REVENUES				
Revenue				
Transfers In	350,000	350,000	350,000	350,000
Interest Income	20,235	3,922	—	—
Total Revenues	\$ 370,235	\$ 353,922	\$ 350,000	\$ 350,000
EXPENDITURES				
Expenditures				
Salary				
Regular	—	—	—	—
Overtime	—	—	—	—
Benefits				
Fringe Benefits	—	—	—	—
Retiree Medical	—	—	—	—
PERS	—	—	—	—
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ —	\$ —	\$ —	\$ —
Maintenance & Utilities	—	—	—	—
Supplies & Services	350,000	15,000	350,000	350,000
Internal Service Fees	—	—	—	—
Capital Outlay	—	—	—	—
<i>Net Operating Expense</i>	\$ 350,000	\$ 15,000	\$ 350,000	\$ 350,000
Transfers Out	—	—	—	—
Total Expenditures	\$ 350,000	\$ 15,000	\$ 350,000	\$ 350,000
Net Change	20,235	338,922	—	—
Ending Working Capital Balance	732,080	1,071,002	1,071,002	1,071,002

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**FY 2023 STAFFING
50.0 FTE**

Development Services Department



DEVELOPMENT SERVICES DEPARTMENT

MISSION STATEMENT

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

Your City, Your Community, Your Hayward.

DEPARTMENT OVERVIEW

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

DIVISION/PROGRAM SUMMARIES

Administration Division

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

Building Division

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

DEVELOPMENT SERVICES DEPARTMENT

Planning Division

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

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

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

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

Code Enforcement

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

SIGNIFICANT RESOURCE CHANGES PLANNED FOR FY 2023

1. Increase of \$320,000 in Consulting Services to cover costs related to permit plan check and inspection services.

Development Services Department

All Funds Summary - By Category

	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Adopted
REVENUES				
Revenue				
General Fund Revenue	\$ 7,543,917	\$ 8,322,726	\$ 6,869,045	\$ 7,509,045
Park Districts	2,730,640	2,128,950	2,235,906	2,235,906
Hayward Shoreline JPA	204,359	327,142	208,000	208,000
	\$ 10,478,916	\$ 10,778,818	\$ 9,312,951	\$ 9,952,951
(Contribution)/Use of Fund Balance				
Hayward Shoreline JPA	39,726	(124,254)	(91,667)	(91,667)
Park District Funds	(2,730,640)	(2,128,950)	402,910	402,910
	\$ (2,690,914)	\$ (2,253,204)	\$ 311,243	\$ 311,243
Fund Subsidy				
General Fund Subsidy	1,904,677	1,054,446	2,878,278	2,804,411
Total Revenues	\$ 9,692,679	\$ 9,580,060	\$ 12,502,472	\$ 13,068,605
EXPENDITURES				
Expenditures				
Salary				
Regular	4,703,791	4,774,389	5,560,618	5,750,906
Overtime	10,322	17,377	2,700	2,700
Target Savings	—	—	(283,918)	(260,097)
Benefits				
Fringe Benefits	971,149	959,666	1,277,258	1,280,072
Retiree Medical	73,674	77,170	76,615	78,754
PERS	1,548,029	1,315,461	1,568,639	1,657,611
Program Reduction Savings	—	—	—	—
Furlough/COLA Deferral	—	—	—	—
Charges (to)/from other programs	(615,162)	(2,443)	(494,800)	(494,800)
<i>Net Staffing Expense</i>	\$ 6,691,803	\$ 7,141,620	\$ 7,707,113	\$ 8,015,145
Maintenance & Utilities	33,821	39,958	50,800	50,800
Supplies & Services	1,535,352	1,449,475	3,779,147	4,099,147
Internal Service Fees	1,431,703	949,007	965,412	903,513
Capital	—	—	—	—
Projects	—	—	—	—
<i>Net Operating Expense</i>	\$ 3,000,875	\$ 2,438,440	\$ 4,795,359	\$ 5,053,460
<i>Transfers Out to Other Funds</i>	—	—	—	—
Total Expenditures	\$ 9,692,679	\$ 9,580,060	\$ 12,502,472	\$ 13,068,605

Development Services Department

All Funds Summary - By Program

	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Adopted
REVENUES				
Revenue				
Administration	\$ —	\$ 1,732	\$ —	\$ —
Building	4,668,874	4,914,659	4,536,000	4,811,000
Planning	990,376	1,000,809	731,000	896,000
Code Enforcement	1,884,667	2,405,526	1,602,045	1,802,045
Hayward Shoreline JPA	204,359	327,142	208,000	208,000
Park Districts	2,730,640	2,128,950	2,235,906	2,235,906
	\$ 10,478,916	\$ 10,778,818	\$ 9,312,951	\$ 9,952,951
(Contribution)/Use of Fund Balance				
Park District Funds	(2,730,640)	(2,128,950)	402,910	402,910
	\$ (2,690,914)	\$ (2,253,204)	\$ 311,243	\$ 311,243
Fund Subsidy				
General Fund Subsidy	1,904,677	1,054,446	2,878,278	2,804,411
Total Revenues	\$ 9,692,679	\$ 9,580,060	\$ 12,502,472	\$ 13,068,605
EXPENDITURES				
Expenditures				
Administration	829,808	664,463	845,163	842,109
Building	4,533,035	4,424,918	4,292,974	4,692,895
Planning	2,374,030	2,537,890	2,527,487	2,636,758
Code Enforcement	1,711,720	1,749,901	2,081,699	2,141,694
Hayward Shoreline JPA	244,085	202,888	116,333	116,333
Park Districts	—	—	2,638,816	2,638,816
Total Expenditures	\$ 9,692,679	\$ 9,580,060	\$ 12,502,472	\$ 13,068,605

Development Services Department

General Fund Summary

	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Adopted
REVENUES				
Revenue				
Licenses & Permits	\$ 3,266,838	\$ 2,979,261	\$ 1,800,000	\$ 700,000
Fees & Service Charges	2,420,805	2,969,790	1,669,045	5,109,045
Code Enforcement Fees	510,970	657,446	500,000	500,000
Rental Inspection Fees	1,323,001	1,709,497	1,000,000	1,200,000
Other Revenue	22,302	6,732	1,900,000	—
Total Revenues	\$ 7,543,917	\$ 8,322,726	\$ 6,869,045	\$ 7,509,045
EXPENDITURES				
Expenditures				
Salary				
Regular	4,703,791	4,774,389	5,560,618	5,750,906
Overtime	10,322	17,377	2,700	2,700
Target Savings	—	—	(283,918)	(260,097)
Benefits				
Fringe Benefits	971,149	959,666	1,277,258	1,280,072
Retiree Medical	73,674	77,170	76,615	78,754
PERS	1,548,029	1,315,461	1,568,639	1,657,611
Program Reduction Savings	—	—	—	—
Furlough/COLA Deferral	—	—	—	—
Charges (to)/from other programs	(615,162)	(2,443)	(500,000)	(500,000)
<i>Net Staffing Expense</i>	\$ 6,691,803	\$ 7,141,620	\$ 7,701,913	\$ 8,009,945
Maintenance & Utilities	33,821	39,958	50,800	50,800
Supplies & Services	1,291,266	1,246,587	1,029,198	1,349,198
Internal Service Fees	1,431,703	949,007	965,412	903,513
Capital	—	—	—	—
Transfer Out	—	—	—	—
<i>Net Operating Expense</i>	\$ 2,756,790	\$ 2,235,552	\$ 2,045,410	\$ 2,303,511
Total Expenditures	\$ 9,448,594	\$ 9,377,172	\$ 9,747,323	\$ 10,313,456
General Fund Subsidy	1,904,677	1,054,446	2,878,278	2,804,411

Development Services Department

Administration - General Fund

	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Adopted
REVENUES				
Revenue				
Other Revenue	\$ —	\$ 1,732	\$ —	\$ —
Total Revenues	\$ —	\$ 1,732	\$ —	\$ —
EXPENDITURES				
Expenditures				
Salary				
Regular	494,126	423,159	536,933	503,145
Overtime	—	—	—	—
Benefits				
Fringe Benefits	99,032	81,011	111,623	116,974
Retiree Medical	6,943	6,205	6,160	6,332
PERS	163,489	106,068	147,732	144,849
Furlough/COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 763,590	\$ 616,444	\$ 732,778	\$ 737,952
Maintenance & Utilities	—	—	—	—
Supplies & Services	14,837	8,020	51,922	51,922
Internal Service Fees	51,382	39,999	60,463	52,235
Capital	—	—	—	—
<i>Net Operating Expense</i>	\$ 66,219	\$ 48,019	\$ 112,385	\$ 104,157
Total Expenditures	\$ 829,808	\$ 664,463	\$ 845,163	\$ 842,109
General Fund Subsidy	829,808	666,195	845,163	842,109

Development Services Department

Building - General Fund

	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Adopted
REVENUES				
Revenue				
Licenses & Permits	\$ 3,266,838	\$ 2,979,261	\$ 1,800,000	\$ 700,000
Fees & Service Charges	1,402,035	1,930,398	836,000	4,111,000
Other Revenue	—	5,000	1,900,000	—
Total Revenues	\$4,668,874	\$4,914,659	\$4,536,000	\$4,811,000
EXPENDITURES				
Expenditures				
Salary				
Regular	1,894,856	1,948,946	2,182,519	2,324,798
Overtime	7,281	13,288	2,200	2,200
Target Savings	—	—	(33,940)	(57,484)
Benefits				
Fringe Benefits	445,540	448,824	543,883	542,245
Retiree Medical	30,087	30,247	30,030	30,869
PERS	631,783	542,098	614,679	667,568
Program Reduction Savings				—
Furlough/COLA Deferral	—	—	—	—
Charges (to)/from other programs	(21,318)	—	—	—
<i>Net Staffing Expense</i>	\$2,988,229	\$2,983,403	\$3,339,371	\$3,510,195
Maintenance & Utilities	3,344	5,954	6,000	6,000
Supplies & Services	847,685	975,371	494,161	814,161
Internal Service Fees	693,777	460,190	453,442	362,539
Capital	—	—	—	—
<i>Net Operating Expense</i>	\$1,544,806	\$1,441,514	\$953,603	\$1,182,700
Total Expenditures	\$4,533,035	\$4,424,918	\$4,292,974	\$4,692,895
General Fund Subsidy	(135,838)	(489,741)	(243,026)	(118,105)

Development Services Department

Planning - General Fund

	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Adopted
REVENUES				
Revenue				
Fees & Service Charges	\$ 968,073	\$ 1,000,809	\$ 731,000	\$ 896,000
Other Revenue	22,302	—	—	—
Total Revenues	\$ 990,376	\$ 1,000,809	\$ 731,000	\$ 896,000
EXPENDITURES				
Expenditures				
Salary				
Regular	1,513,252	1,425,419	1,690,090	1,733,095
Overtime	1,601	391	500	500
Target Savings	—	—	(129,083)	(49,751)
Benefits				
Fringe Benefits	290,952	255,285	367,661	338,008
Retiree Medical	19,672	23,655	21,945	22,558
PERS	502,716	391,722	479,378	500,765
Program Reduction Savings	—	—	—	—
Furlough/COLA Deferral	—	—	—	—
Charges (to)/from other programs	(593,844)	(2,443)	(500,000)	(500,000)
<i>Net Staffing Expense</i>	\$ 1,734,349	\$ 2,094,029	\$ 1,930,491	\$ 2,045,175
Maintenance & Utilities	—	534	600	600
Supplies & Services	311,172	194,403	341,970	341,970
Internal Service Fees	328,509	248,925	254,426	249,014
Capital	—	—	—	—
Transfer Out	—	—	—	—
<i>Net Operating Expense</i>	\$ 639,681	\$ 443,861	\$ 596,996	\$ 591,584
Total Expenditures	\$ 2,374,030	\$ 2,537,890	\$ 2,527,487	\$ 2,636,758
General Fund Subsidy	1,383,654	1,537,081	1,796,487	1,740,758

Development Services Department

Park Districts - Special Revenue Fund

	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Adopted
Beginning Working Capital Balance	\$ 7,351,168	\$10,081,808	\$12,210,758	\$11,807,848
REVENUES				
Revenue				
Interest and Rents	312,813	59,098	—	—
Other Revenue	2,417,827	2,069,852	2,235,906	2,235,906
Total Revenues	\$ 2,730,640	\$ 2,128,950	\$ 2,235,906	\$ 2,235,906
EXPENDITURES				
Expenditures				
Salary				
Regular	—	—	—	—
Overtime	—	—	—	—
Benefits				
Fringe Benefits	—	—	—	—
Retiree Medical	—	—	—	—
PERS	—	—	—	—
Furlough/COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	5,200	5,200
<i>Net Staffing Expense</i>	\$ —	\$ —	\$ 5,200	\$ 5,200
Supplies & Services	—	—	2,633,616	2,633,616
<i>Net Operating Expense</i>	\$ —	\$ —	\$ 2,633,616	\$ 2,633,616
Fund Transfers Out to Other Funds	—	—	—	—
Total Expenditures	\$ —	\$ —	\$ 2,638,816	\$ 2,638,816
Net Change	2,730,640	2,128,950	(402,910)	(402,910)
Ending Fund Balance	10,081,808	12,210,758	11,807,848	11,404,938

Development Services Department

Code Enforcement - General Fund

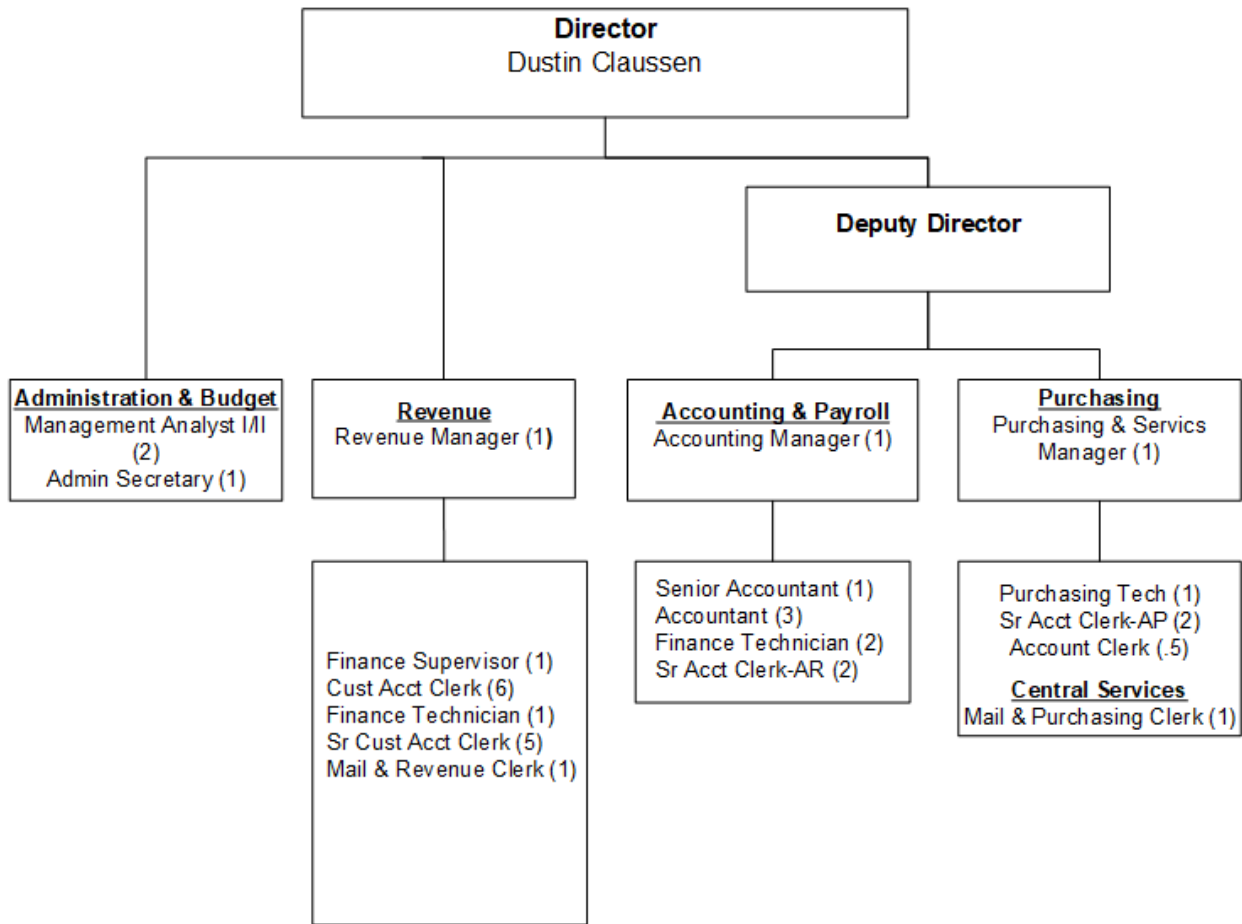
	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Adopted
REVENUES				
Revenue				
Code Enforcement Fees	\$ 510,970	\$ 657,446	\$ 500,000	\$ 500,000
Miscellaneous Fees	50,696	38,582	102,045	102,045
Rental Inspection Fees	1,323,001	1,709,497	1,000,000	1,200,000
Total Revenues	\$ 1,884,667	\$ 2,405,526	\$ 1,602,045	\$ 1,802,045
EXPENDITURES				
Expenditures				
Salary				
Regular	801,557	976,865	1,151,076	1,189,868
Overtime	1,441	3,698	—	—
Target Savings	—	—	(51,225)	(119,513)
Benefits				
Fringe Benefits	135,625	174,545	254,092	282,844
Retiree Medical	16,972	17,063	18,480	18,996
PERS	250,040	275,573	326,850	344,428
Program Reduction Savings	—	—	—	—
Furlough/COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 1,205,636	\$ 1,447,744	\$ 1,699,273	\$ 1,716,624
Maintenance & Utilities	30,477	33,470	44,200	44,200
Supplies & Services	117,573	68,793	141,145	141,145
Internal Service Fees	358,035	199,894	197,081	239,725
Capital	—	—	—	—
<i>Net Operating Expense</i>	\$ 506,085	\$ 302,158	\$ 382,426	\$ 425,070
Total Expenditures	\$ 1,711,720	\$ 1,749,901	\$ 2,081,699	\$ 2,141,694
General Fund Subsidy	(172,947)	(655,624)	479,654	339,649

Development Services Department

Hayward Shoreline JPA - Special Revenue Fund

	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Adopted
Beginning Working Capital Balance	12,987	(26,739)	97,515	189,182
REVENUES				
Revenue				
Interest and Rents	—	—	—	—
Other Revenue	204,359	327,142	208,000	208,000
Total Revenues	\$ 204,359	\$ 327,142	\$ 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	244,085	202,888	116,333	116,333
<i>Net Operating Expense</i>	<i>244,085</i>	<i>202,888</i>	<i>116,333</i>	<i>116,333</i>
Total Expenditures	\$ 244,085	\$ 202,888	\$ 116,333	\$ 116,333
Net Change	(39,726)	124,254	91,667	91,667
Ending Fund Balance	(26,739)	97,515	189,182	280,849

FY 2023 STAFFING
34.5 FTE



FINANCE DEPARTMENT

MISSION STATEMENT

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

DEPARTMENT OVERVIEW

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

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

DIVISION/PROGRAM SUMMARIES

Administration & Budget Division

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

Accounting & Payroll Division

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

FINANCE DEPARTMENT

Revenue Billing & Collections Division

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

Purchasing and General Services Division

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

SIGNIFICANT RESOURCE CHANGES PLANNED FOR FY 2023

1. Reallocation of personnel in the area of Utility Billing between Water Fund to Wastewater Fund.
2. Increase of \$245,000 in bank fees due to new utility payment processor implementation.
3. Addition of 1.0 FTE Accountant

Finance Department

All Funds Summary - By Category

	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Adopted
REVENUES				
Revenue and Transfers In From Other Funds				
General Fund Revenue	\$ 1,176,698	\$ 626,625	\$ 1,205,978	\$ 1,283,404
	\$ 1,176,698	\$ 626,625	\$ 1,205,978	\$ 1,283,404
Fund Subsidy				
General Fund Subsidy	3,649,072	4,158,467	3,766,050	4,044,572
Water Fund Subsidy	\$ 1,583,457	\$ 1,634,596	\$ 1,709,499	\$ 2,021,993
	\$ 5,232,529	\$ 5,793,063	\$ 5,475,549	\$ 6,066,565
Total Revenues	\$6,409,226	\$ 6,419,688	\$ 6,681,527	\$7,349,969
EXPENDITURES				
Expenditures By Category				
Salary				
Regular	2,899,650	2,951,302	3,198,686	3,500,200
Overtime	42,589	61,386	(6,000)	(6,000)
Targeted Savings	—	—	—	(79,040)
Benefits				
Fringe Benefits	481,409	504,171	571,603	644,044
Retiree Medical	54,310	54,599	51,282	52,714
PERS	922,502	795,195	874,683	980,410
Program Reduction Savings	—	—	—	—
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$4,400,459	\$4,366,652	\$4,690,254	\$5,092,328
Maintenance & Utilities	6,895	9,357	4,308	4,308
Supplies & Services	1,420,085	1,509,464	1,445,326	1,740,325
Internal Service Fees	581,787	534,252	541,639	513,008
Capital	—	—	—	—
<i>Net Operating Expense</i>	\$2,008,767	\$ 2,053,073	\$ 1,991,273	\$ 2,257,641
Total Expenditures	\$6,409,226	\$ 6,419,725	\$ 6,681,527	\$7,349,969
Net Change	—	37	—	—

Finance Department

All Funds Summary - By Program

	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Adopted
REVENUES				
Revenue				
General Fund	\$ 1,176,698	\$ 626,625	\$ 1,205,978	\$ 1,283,404
	\$ 1,176,698	\$ 626,625	\$ 1,205,978	\$ 1,283,404
Fund Subsidy				
General Fund Subsidy	3,649,072	4,158,467	3,766,050	4,044,572
Water Fund Subsidy	1,583,457	1,634,596	1,709,499	2,021,993
	\$ 5,232,529	\$ 5,793,063	\$ 5,475,549	\$ 6,066,565
Total Revenues	\$6,409,226	\$ 6,419,688	\$ 6,681,527	\$7,349,969
EXPENDITURES				
Expenditures By Program				
Administration	1,470,877	1,686,975	1,675,170	1,758,198
Accounting	1,445,049	1,428,462	1,535,878	1,775,635
Purchasing	876,511	763,796	828,848	879,174
Revenue	1,033,332	905,859	932,131	914,968
Utility Billing	1,583,457	1,634,633	1,709,499	2,021,993
Total Expenditures	\$6,409,226	\$ 6,419,725	\$ 6,681,527	\$7,349,969
Net Change	—	37	—	—

Finance Department

Finance - General Fund Summary

	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Adopted
REVENUES				
Revenue				
Fees & Charges for Service	\$ 149,519	\$ 928	\$ 170,096	\$ 170,096
Intergovernmental	295,662	328,468	452,574	525,000
Bus Tax Technology Fee	96,155	92,052	90,000	95,000
Fines & Forfeitures	284,057	133,772	320,000	320,000
Licenses & Permits	113,894	1,021	138,308	138,308
Other Revenue	237,410	70,385	35,000	35,000
Total Revenues	\$ 1,176,698	\$ 626,625	\$ 1,205,978	\$ 1,283,404
EXPENDITURES				
Expenditures				
Salary				
Regular	2,167,906	2,206,340	2,383,924	2,642,725
Overtime	42,141	44,514	(12,000)	(12,000)
Targeted Savings	—	—	—	(79,040)
Benefits				
Fringe Benefits	329,495	349,040	402,833	451,979
Retiree Medical	37,415	37,614	35,728	36,726
PERS	685,887	590,991	655,766	744,984
Program Reduction	—	—	—	—
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 3,262,843	\$ 3,228,499	\$ 3,466,252	\$ 3,785,374
Maintenance & Utilities	5,985	8,777	2,250	2,250
Supplies & Services	1,108,688	1,127,908	1,080,232	1,130,232
Internal Service Fees	448,253	419,908	423,294	410,120
Capital	—	—	—	—
<i>Net Operating Expense</i>	\$ 1,562,926	\$ 1,556,593	\$ 1,505,776	\$ 1,542,602
Total Expenditures	\$ 4,825,770	\$ 4,785,092	\$ 4,972,028	\$ 5,327,976
General Fund Subsidy	3,649,072	4,158,467	3,766,050	4,044,572

Finance Department

Administration - General Fund

	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Adopted
REVENUES				
Revenue				
Fees & Charges for Service	\$ 134,562	\$ —	\$ 150,000	\$ 150,000
Intergovernmental	126,184	117,578	72,828	150,000
Licenses & Permits	113,117	24	127,308	127,308
Other Revenue	12,599	2,503	3,000	3,000
Total Revenues	\$ 386,462	\$ 120,105	\$ 353,136	\$ 430,308
EXPENDITURES				
Expenditures				
Salary				
Regular	522,300	638,218	639,032	697,220
Overtime	—	—	—	—
Targets Savings	—	—	—	—
Benefits				
Fringe Benefits	66,449	68,027	71,549	78,072
Retiree Medical	7,406	7,445	7,392	7,598
PERS	168,425	169,791	177,017	196,959
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 764,580	\$ 883,480	\$ 894,990	\$ 979,849
Maintenance & Utilities	912	770	500	500
Supplies & Services	640,515	744,673	722,882	722,882
Internal Service Fees	64,869	58,052	56,798	54,968
Capital	—	—	—	—
<i>Net Operating Expense</i>	\$ 706,297	\$ 803,495	\$ 780,180	\$ 778,350
Total Expenditures	\$ 1,470,877	\$ 1,686,975	\$ 1,675,170	\$ 1,758,198
General Fund Subsidy	1,084,415	1,566,870	1,322,034	1,327,890

Finance Department

Accounting - General Fund

	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Adopted
REVENUES				
Revenue				
Other Revenue	\$ 7,591	\$ 4,686	\$ 2,000	\$ 2,000
Total Revenues	\$ 7,591	\$ 4,686	\$ 2,000	\$ 2,000
EXPENDITURES				
Expenditures				
Salary				
Regular	750,130	770,048	830,664	988,286
Overtime	34,528	34,953	2,000	2,000
Benefits				
Fringe Benefits	133,544	145,191	176,067	209,452
Retiree Medical	12,343	12,409	12,320	12,664
PERS	247,428	207,868	231,410	281,561
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 1,177,972	\$ 1,170,469	\$ 1,252,461	\$ 1,493,964
Maintenance & Utilities	—	—	500	500
Supplies & Services	128,953	129,840	156,200	156,200
Internal Service Fees	138,124	128,153	126,717	124,971
<i>Net Operating Expense</i>	\$ 267,077	\$ 257,993	\$ 283,417	\$ 281,671
Total Expenditures	\$ 1,445,049	\$ 1,428,462	\$ 1,535,878	\$ 1,775,635
General Fund Subsidy	1,437,458	1,423,776	1,533,878	1,773,635

Finance Department

Purchasing and Central Services - General Fund

	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Adopted
REVENUES				
Revenue				
Other Revenue	\$ —	\$ —	\$ —	\$ —
Total Revenues	\$ —	\$ —	\$ —	\$ —
EXPENDITURES				
Expenditures				
Salary				
Regular	486,673	416,745	492,705	502,263
Overtime	7,299	8,480	—	—
Targeted Savings	—	—	—	(25,175)
Benefits				
Fringe Benefits	44,779	42,494	63,622	61,736
Retiree Medical	8,486	8,531	8,470	8,707
PERS	139,021	110,222	133,847	139,402
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 686,258	\$ 586,471	\$ 698,643	\$ 686,932
Maintenance & Utilities	5,073	8,007	1,250	1,250
Supplies & Services	27,246	13,886	(27,250)	22,750
Internal Service Fees	157,934	155,432	156,205	168,242
<i>Net Operating Expense</i>	\$ 190,253	\$ 177,325	\$ 130,205	\$ 192,242
Total Expenditures	\$ 876,511	\$ 763,796	\$ 828,848	\$ 879,174
General Fund Subsidy	876,511	763,796	828,848	879,174

Finance Department

Revenue - General Fund

	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Adopted
REVENUES				
Revenue				
Licenses & Permits	\$ 777	\$ 997	\$ 11,000	\$ 11,000
Fees & Charges for Service	14,957	928	20,096	20,096
Intergovernmental	169,478	210,890	379,746	375,000
Bus Tax Technology Fee	—	92,052	90,000	95,000
Fines & Forfeiture	284,057	133,772	320,000	320,000
Other Revenue	217,221	63,196	30,000	30,000
Total Revenues	\$ 782,645	\$ 501,835	\$ 850,842	\$ 851,096
EXPENDITURES				
Expenditures				
Salary				
Regular	408,802	381,330	421,523	454,957
Overtime	315	1,081	(14,000)	(14,000)
Targeted Savings	—	—	—	(53,865)
Benefits				
Fringe Benefits	84,723	93,328	91,596	102,719
Retiree Medical	9,180	9,229	7,546	7,757
PERS	131,013	103,111	113,492	127,062
Program Reduction Savings	—	—	—	—
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 634,033	\$ 588,079	\$ 620,157	\$ 624,629
Maintenance & Utilities	—	—	—	—
Supplies & Services	311,974	239,508	228,400	228,400
Internal Service Fees	87,325	78,272	83,574	61,939
Capital	—	—	—	—
<i>Net Operating Expense</i>	\$ 399,299	\$ 317,780	\$ 311,974	\$ 290,339
Total Expenditures	\$ 1,033,332	\$ 905,859	\$ 932,131	\$ 914,968
General Fund Subsidy	250,687	404,024	81,289	63,872

Finance Department

Utility Billing - Enterprise Fund

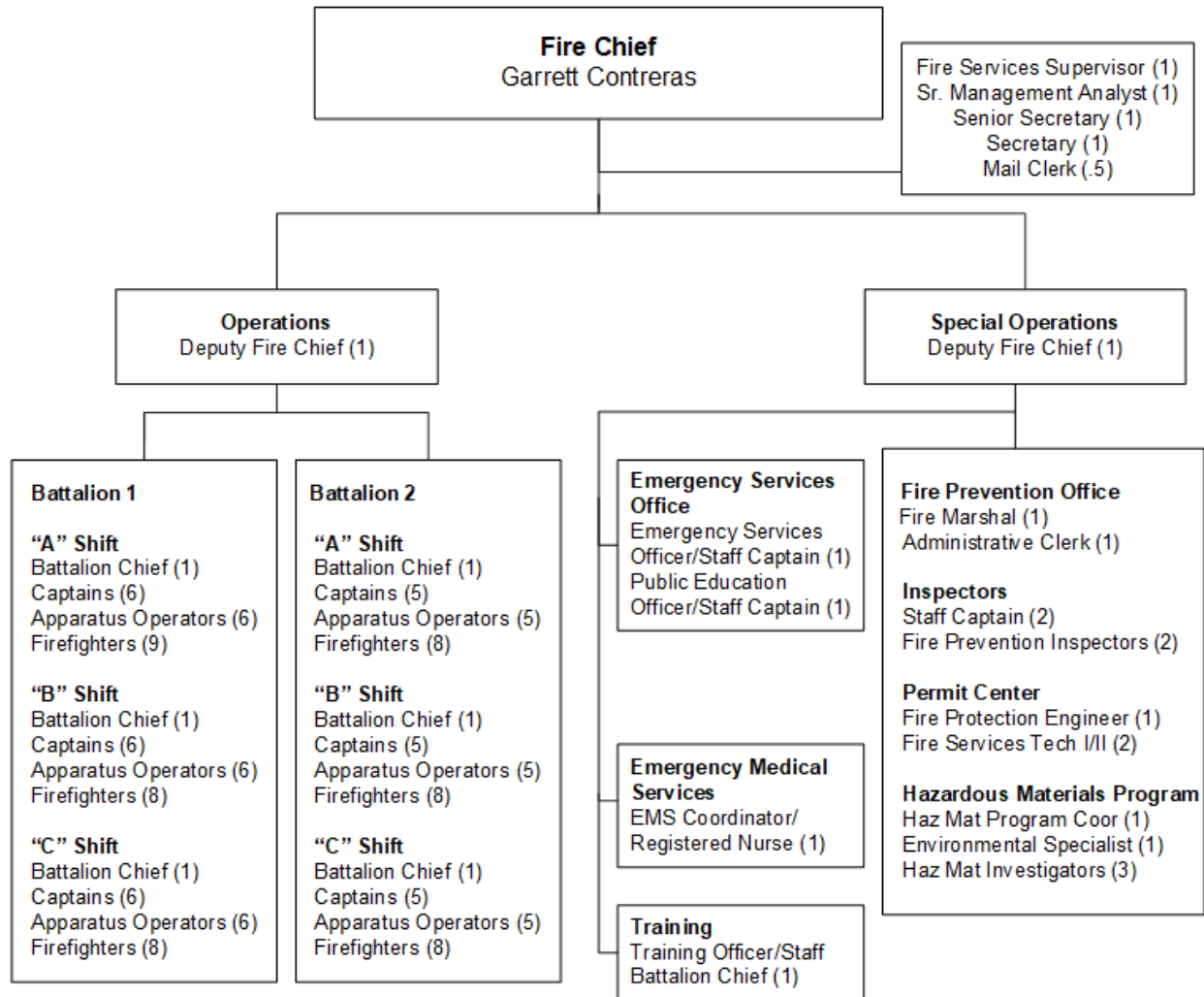
	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Adopted
REVENUES				
Revenue				
Deposits and Other Revenue	\$ —	\$ 37	\$ —	\$ —
Total Revenues	\$ —	\$ 37	\$ —	\$ —
EXPENDITURES				
Expenditures				
Salary				
Regular	731,745	744,962	814,762	857,475
Overtime	447	16,872	6,000	6,000
Benefits				
Fringe Benefits	151,913	155,131	168,770	192,066
Retiree Medical	16,895	16,985	15,554	15,988
PERS	236,616	204,203	218,917	235,426
Program Reduction Savings	—	—	—	—
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 1,137,616	\$ 1,138,153	\$ 1,224,002	\$ 1,306,954
Maintenance & Utilities	910	580	2,058	2,058
Supplies & Services	311,397	381,556	365,094	610,093
Internal Service Fees	133,534	114,344	118,345	102,888
<i>Net Operating Expense</i>	\$ 445,841	\$ 496,480	\$ 485,497	\$ 715,039
Total Expenditures	\$ 1,583,457	\$ 1,634,633	\$ 1,709,499	\$ 2,021,993
Water Fund Subsidy	1,583,457	1,634,596	1,709,499	2,021,993

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FY 2023 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

SIGNIFICANT RESOURCE CHANGES PLANNED FOR FY 2023

1. Increase of \$79,500 in supplies and services operating budget to align operating budget with actual expenditures and reallocate resources.
2. Increase of \$53,000 in contract services, including mental health support services.
3. Implementation of vendor management software with a one-time cost of \$24,800
4. Increase of \$100,000 in annual health screening and EMS Director services

Fire Department

Fire - General Fund Summary

	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Adopted
REVENUES				
Revenue				
Licenses & Permits	\$ 1,393,112	\$ 1,091,858	\$ 1,621,413	\$ 1,621,413
Fees & Service Charges	1,258,945	1,707,202	1,445,801	1,701,401
Fairview FPD Reimbursement	3,177,376	3,206,992	3,303,202	3,462,015
EMS Reimbursement	—	—	—	—
Mutual Aid Reimbursement	125,193	2,079,190	1,800,000	1,800,000
Mt Eden Fire Services	—	—	—	—
Other Revenue	36,507	703,650	—	—
Total Revenues	\$ 5,991,133	\$ 8,788,892	\$ 8,170,416	\$ 8,584,829
EXPENDITURES				
Expenditures				
Salary				
Regular	21,242,139	20,870,081	22,392,710	23,687,781
Overtime	4,075,153	6,820,206	96,075	96,075
Targeted Savings	—	—	(573,525)	(669,605)
Benefits				
Other Benefits	5,087,554	5,668,548	6,208,460	6,188,852
Retiree Medical	853,076	836,342	882,310	864,718
PERS	9,470,145	10,311,298	12,010,495	12,709,420
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	(42,464)	—	—	—
<i>Net Staffing Expense</i>	\$40,685,603	\$44,506,475	\$41,016,525	\$42,877,241
Maintenance & Utilities	94,462	81,243	84,400	92,400
Supplies & Services	737,929	1,298,018	853,868	1,103,168
Internal Service Fees	4,260,237	2,963,360	3,635,867	4,765,104
Capital	11,518	24,878	—	—
<i>Net Operating Expense</i>	\$ 5,104,146	\$ 4,367,499	\$ 4,574,135	\$ 5,960,672
Total Expenditures	\$ 45,789,749	\$48,873,974	\$45,590,660	\$48,837,913
General Fund Subsidy	39,798,616	40,085,082	37,420,244	40,253,084

Fire Department

General Fund - Summary By Program

	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Adopted
REVENUES				
Revenue				
Administration	\$ —	\$ —	\$ —	\$ —
Special Operations	2,648,886	2,799,720	3,067,214	3,322,814
Operations	3,342,247	5,989,172	5,103,202	5,262,015
Total Revenues	\$ 5,991,133	\$ 8,788,892	\$ 8,170,416	\$ 8,584,829
EXPENDITURES				
Expenditures				
Administration	993,224	1,046,387	1,153,959	1,174,915
Special Operations	4,526,542	4,913,937	5,004,939	5,123,940
Operations	40,269,983	42,913,650	39,431,762	42,539,058
Total Expenditures	\$45,789,749	\$48,873,974	\$45,590,660	\$48,837,913
General Fund Subsidy	39,798,616	40,085,082	37,420,244	40,253,084

Fire Department

Administration - General Fund

	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Adopted
REVENUES				
Revenue				
Other Revenue	\$ —	\$ —	\$ —	\$ —
Total Revenues	\$ —	\$ —	\$ —	\$ —
EXPENDITURES				
Expenditures				
Salary				
Regular	572,797	600,188	661,760	684,183
Overtime	5,358	4,925	—	—
Targeted Savings	—	—	(20,830)	(17,742)
Benefits				
Other Benefits	83,697	85,149	119,147	106,355
Retiree Medical	12,456	12,581	12,675	12,709
PERS	199,405	227,850	253,795	264,842
Furlough / COLA Deferral	—	—	—	—
<i>Net Staffing Expense</i>	\$ 873,713	\$ 930,692	\$ 1,026,547	\$ 1,050,347
Maintenance & Utilities	—	—	—	—
Supplies & Services	43,936	18,403	30,800	44,500
Internal Service Fees	75,575	97,292	96,612	80,068
Capital	—	—	—	—
<i>Net Operating Expense</i>	\$ 119,511	\$ 115,695	\$ 127,412	\$ 124,568
Total Expenditures	\$ 993,224	\$ 1,046,387	\$ 1,153,959	\$ 1,174,915
General Fund Subsidy	993,224	1,046,387	1,153,959	1,174,915

Fire Department

Special Operations General Fund

	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Adopted
REVENUES				
Revenue				
Licenses & Permits	\$ 1,386,476	\$ 1,091,858	\$ 1,621,413	\$ 1,621,413
Fees & Service Charges	1,258,945	1,707,202	1,445,801	1,701,401
Other Revenue	3,465	660	—	—
Total Revenues	\$2,648,886	\$ 2,799,720	\$ 3,067,214	\$ 3,322,814
EXPENDITURES				
Expenditures				
Salary				
Regular	2,289,141	2,323,614	2,500,760	2,671,224
Overtime	265,167	315,062	35,000	35,000
Targeted Savings	—	—	(41,041)	(44,592)
Benefits				
Other Benefits	559,685	613,237	683,518	670,815
Retiree Medical	59,035	66,139	66,365	65,659
PERS	901,162	1,038,109	1,096,527	1,177,548
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	(42,464)	—	—	—
<i>Net Staffing Expense</i>	\$ 4,031,725	\$ 4,356,161	\$ 4,341,129	\$ 4,575,654
Maintenance & Utilities	—	—	—	—
Supplies & Services	166,791	165,274	275,296	282,296
Capital Expenses	11,518	—	—	—
Internal Service Fees	316,508	392,502	388,514	265,991
<i>Net Operating Expense</i>	\$ 494,817	\$ 557,776	\$ 663,810	\$ 548,287
Total Expenditures	\$ 4,526,542	\$ 4,913,937	\$ 5,004,939	\$ 5,123,940
General Fund Subsidy	1,877,656	2,114,217	1,937,725	1,801,126

Fire Department

Operations - General Fund

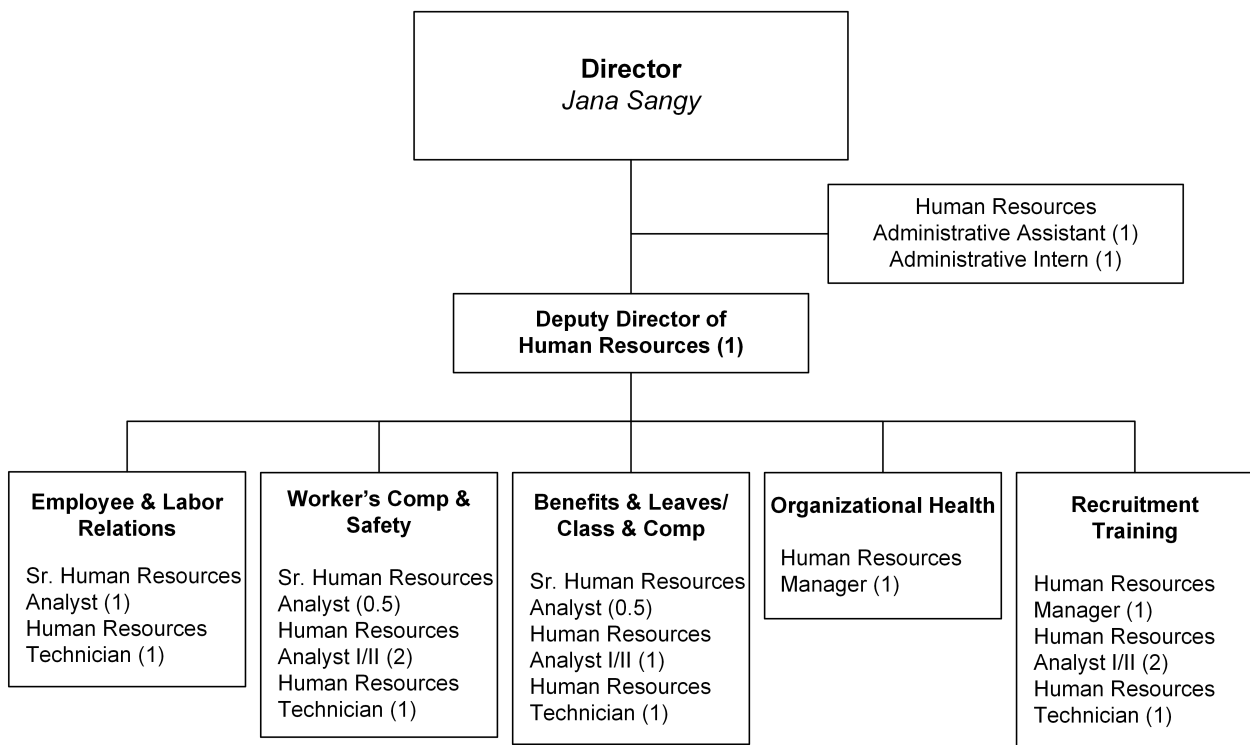
	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Adopted
REVENUES				
Revenue				
Local Agency Reimbursement	\$ 3,177,376	\$ 3,206,992	\$ 3,303,202	\$ 3,462,015
EMS Reimbursement	—	—	—	—
Mutual Aid Reimbursement	125,193	2,079,190	1,800,000	1,800,000
Other Revenue	33,042	702,990	—	—
Permits	6,636	—	—	—
Total Revenues	\$ 3,342,247	\$ 5,989,172	\$ 5,103,202	\$ 5,262,015
EXPENDITURES				
Expenditures				
Salary				
Regular	18,380,201	17,946,278	19,230,190	20,332,374
Overtime	3,804,628	6,500,220	61,075	61,075
Targeted Savings	—	—	(511,654)	(607,271)
Benefits				
Other Benefits	4,444,173	4,970,163	5,405,795	5,411,682
Retiree Medical	781,585	757,622	803,270	786,350
PERS	8,369,578	9,045,340	10,660,173	11,267,031
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	<i>\$ 35,780,164</i>	<i>\$ 39,219,622</i>	<i>\$ 35,648,849</i>	<i>\$ 37,251,241</i>
Maintenance & Utilities	94,462	81,243	84,400	92,400
Supplies & Services	527,203	1,114,342	547,772	776,372
Internal Service Fees	3,868,154	2,473,566	3,150,741	4,419,045
Capital	—	24,878	—	—
<i>Net Operating Expense</i>	<i>\$ 4,489,819</i>	<i>\$ 3,694,029</i>	<i>\$ 3,782,913</i>	<i>\$ 5,287,817</i>
Total Expenditures	\$40,269,983	\$42,913,650	\$ 39,431,762	\$42,539,058
General Fund Subsidy	36,927,736	36,924,478	34,328,560	37,277,043

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**FY 2023 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.

SIGNIFICANT RESOURCE CHANGES PLANNED FOR FY 2023

1. Addition of 4.0 FTE: Deputy Director of Human Resources (1.0 FTE), Human Resources Manager – Organizational Health (1.0 FTE), Human Resources Manager – Recruitment (1.0 FTE), Management Analyst (2-Year Limited-term) (1.0 FTE) — All additional approved positions intended to enhance department leadership and meet the ongoing needs of a growing organization.
2. Additional resources to retain a consultant to conduct recruitments for the executive level positions (increase \$45,000).
3. Additional resources dedicated to retaining consultants/legal representation as needed for employee relations matters, including investigations, (increase \$195,000).
4. Additional resources to support compensation studies and position classification work (increase \$85,000).
5. Increase of \$62,174 in temporary personnel services to cover current and on-going temporary assignments in Human Resources.
6. Additional resources to support development of the Human Resources department, including engaging in strategy and implementation of organizational study findings (increase \$27,000).

Human Resources Department

All Funds Summary - By Category

	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Adopted
REVENUES				
Revenue and Transfers In from Other Funds				
General Fund Revenue	\$ —	\$ 19,121	\$ 31,212	\$ 31,212
Worker's Compensation Fund	8,753,398	9,677,897	9,866,339	9,866,339
Employee Benefits Fund	5,315,800	5,476,487	7,940,633	7,191,807
	\$ 14,069,199	\$ 15,173,505	\$ 17,838,184	\$ 17,089,358
(Contributions)/Use of Fund Balance				
Worker's Compensation	(4,026,101)	(5,392,401)	(3,335,007)	(3,110,006)
Employee Benefits	486,449	(172,202)	90,000	—
	\$ (3,539,651)	\$ (5,564,603)	\$ (3,245,007)	\$ (3,110,006)
Fund Subsidy				
General Fund Subsidy	2,158,249	2,123,725	2,128,838	3,231,645
Total Revenues	\$ 12,687,796	\$ 11,732,627	\$ 16,722,015	\$ 17,210,997
EXPENDITURES				
Expenditures By Expense Category				
Salary				
Regular	1,381,811	1,252,241	1,377,526	2,067,608
Overtime	3,780	2,711	—	—
Vacancy Savings	—	—	(46,111)	(88,615)
Benefits				
Fringe Benefits	225,245	337,896	371,758	546,812
Retiree Medical	20,058	21,716	20,020	20,579
PERS	438,077	337,316	381,064	590,227
Program Reduction Savings	—	—	—	—
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 2,068,970	\$ 1,951,881	\$ 2,104,258	\$ 3,136,610
Worker's Compensation Expense	3,546,336	3,110,790	5,121,723	5,121,723
Retiree Medical Benefits	5,802,249	5,304,285	8,030,633	7,191,807
Maintenance & Utilities	1,123	912	1,000	1,000
Supplies & Services	996,190	1,111,329	1,152,274	1,546,448
Internal Service Fees	259,009	232,121	269,244	176,707
<i>Net Operating Expense</i>	\$ 10,604,907	\$ 9,759,438	\$ 14,574,874	\$ 14,037,686
Transfers Out To Other Funds	13,919	21,308	42,883	36,701
Total Expenditures	\$ 12,687,796	\$ 11,732,627	\$ 16,722,015	\$ 17,210,997
Net Change	—	—	—	—

Human Resources Department

All Funds Summary - By Program

	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Adopted
REVENUES				
Revenue and Transfers In from Other Funds				
General Fund	\$ —	\$ 19,121	\$ 31,212	\$ 31,212
Worker's Compensation Fund	8,753,398	9,677,897	9,866,339	9,866,339
Employee Benefits Fund	5,315,800	5,476,487	7,940,633	7,191,807
	\$ 14,069,199	\$ 15,173,505	\$ 17,838,184	\$ 17,089,358
(Contributions)/Use of Fund Balance				
Worker's Compensation	(4,026,101)	(5,392,401)	(3,335,007)	(3,110,006)
Employee Benefits	486,449	(172,202)	90,000	—
	\$ (3,539,651)	\$ (5,564,603)	\$ (3,245,007)	\$ (3,110,006)
Fund Subsidy				
General Fund Subsidy	2,158,249	2,123,725	2,128,838	3,231,645
Total Revenues	\$ 12,687,796	\$ 11,732,627	\$ 16,722,015	\$ 17,210,997
EXPENDITURES				
Expenditures and Transfer Out to Other Funds By Program				
HR - General Fund	2,158,249	2,142,845	2,160,050	3,262,857
Worker's Compensation	4,727,298	4,285,496	6,531,332	6,756,333
Employee Benefits	5,802,249	5,304,285	8,030,633	7,191,807
Total Expenditures	\$ 12,687,796	\$ 11,732,627	\$ 16,722,015	\$ 17,210,997
Net Change				

Human Resources Department

Human Resources - General Fund

	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 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	939,824	869,202	978,406	1,516,572
Overtime	2,762	2,421	—	—
Vacancy Savings	—	—	(46,111)	(88,615)
Benefits				
Fringe Benefits	158,848	258,732	304,161	440,898
Retiree Medical	13,192	14,038	13,552	13,930
PERS	296,895	233,638	267,550	430,367
Program Reduction Savings	—	—	—	—
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 1,411,521	\$ 1,378,031	\$ 1,517,559	\$ 2,313,153
Maintenance & Utilities	1,123	912	1,000	1,000
Supplies & Services	528,966	569,971	444,774	823,948
Internal Service Fees	216,639	193,931	196,717	124,756
Capital Outlay	—	—	—	—
<i>Net Operating Expense</i>	\$ 746,729	\$ 764,814	\$ 642,491	\$ 949,704
Total Expenditures	\$ 2,158,249	\$ 2,142,845	\$ 2,160,050	\$ 3,262,857
General Fund Subsidy	2,158,249	2,123,725	2,128,838	3,231,645

Human Resources Department

Workers' Compensation - Internal Service Fund

	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Adopted
Beginning Working Capital Balance	\$ 1,145,644	\$ 5,171,745	\$10,564,145	\$13,899,152
REVENUES				
Revenue				
Worker's Compensation Premium	8,207,499	9,562,611	9,866,339	9,866,339
Other Revenue	545,899	115,286	—	—
	\$ 8,753,398	\$ 9,677,897	\$ 9,866,339	\$ 9,866,339
Fund Transfers In from				
General Fund / Enterprise Funds	—	—	—	—
<i>Total Transfers In</i>	\$ —	\$ —	\$ —	\$ —
Total Revenues	\$ 8,753,398	\$ 9,677,897	\$ 9,866,339	\$ 9,866,339
EXPENDITURES				
Fund Expenditures				
Salary				
Regular	441,986	383,040	399,120	551,035
Overtime	1,018	290	—	—
Benefits				
Fringe Benefits	66,397	79,164	67,597	105,913
Retiree Medical	6,866	7,678	6,468	6,649
PERS	141,182	103,679	113,514	159,860
Program Reduction Savings	—	—	—	—
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 657,450	\$ 573,850	\$ 586,699	\$ 823,457
Worker's Compensation Expense	3,546,336	3,110,790	5,121,723	5,121,723
Maintenance & Utilities	—	—	—	—
Supplies & Services	467,224	541,357	707,500	722,500
Internal Service Fees	42,370	38,191	72,527	51,952
<i>Net Operating Expense</i>	\$ 4,055,929	\$ 3,690,338	\$ 5,901,750	\$ 5,896,175
Fund Transfers Out to				
General Fund - Cost Allocation	—	—	—	—
Transfer Out to Other	—	—	19,741	16,393
Liability Insurance Premium	13,919	21,308	23,142	20,308
<i>Total Transfers Out</i>	\$ 13,919	\$ 21,308	\$ 42,883	\$ 36,701
Total Expenditures	\$ 4,727,298	\$ 4,285,496	\$ 6,531,332	\$ 6,756,333
Net Change	4,026,101	5,392,401	3,335,007	3,110,006
Ending Working Capital Balance*	5,171,745	10,564,145	13,899,152	17,009,158

*Unfunded actuarial liability is included in balance

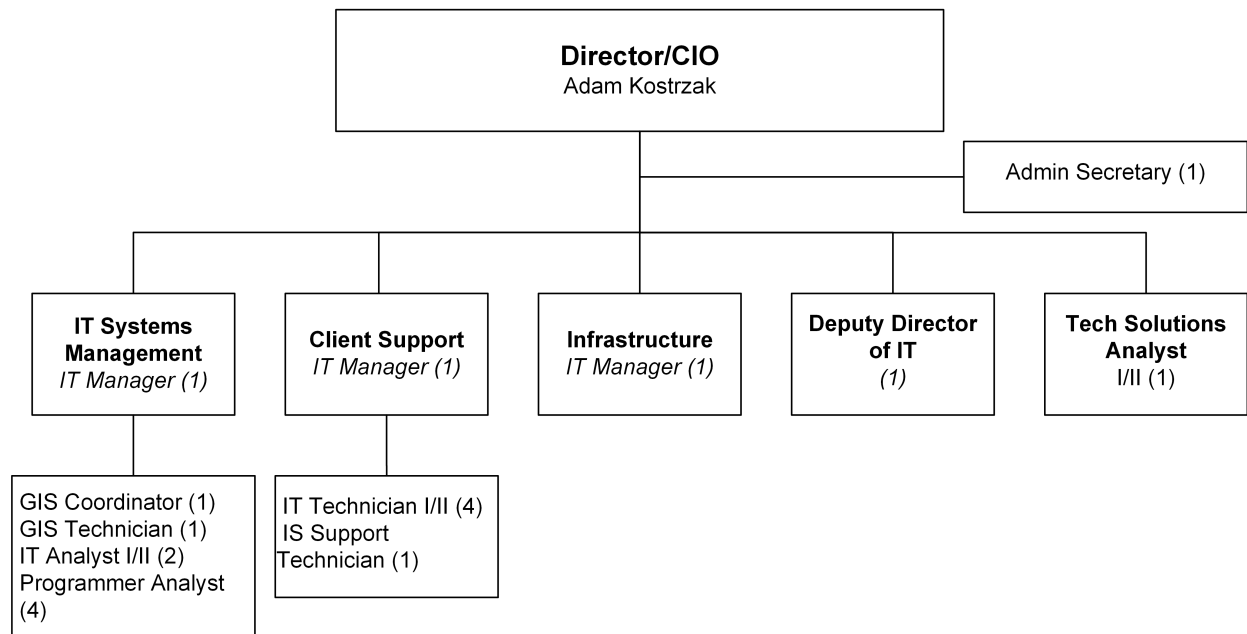
Human Resources Department

Employee Benefits - Internal Service Fund

	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Adopted
Beginning Working Capital Balance	\$ 4,568,231	\$ 4,081,782	\$ 4,253,984	\$ 4,163,984
REVENUES				
Revenue				
Interest	108,603	17,830	—	—
Other Revenue	—	—	—	—
Retiree Medical Premium	3,491,864	3,458,657	3,650,354	3,640,684
	\$ 3,600,467	\$ 3,476,487	\$ 3,650,354	\$ 3,640,684
Fund Transfers In				
Transfer from General Fund	1,715,333	2,000,000	4,290,279	3,551,123
Total Revenues	\$ 5,315,800	\$ 5,476,487	\$ 7,940,633	\$ 7,191,807
EXPENDITURES				
Expenditures				
Police	1,703,919	1,784,158	1,892,880	1,879,498
Fire	746,027	736,244	987,494	919,441
Misc	779,304	783,883	859,980	841,745
Unfunded Liability Expense	2,573,000	2,000,000	4,290,279	3,551,123
Retiree Medical Expense	\$ 5,802,249	\$ 5,304,285	\$ 8,030,633	\$ 7,191,807
Total Expenditures	\$ 5,802,249	\$ 5,304,285	\$ 8,030,633	\$ 7,191,807
Net Change	(486,449)	172,202	(90,000)	—
Ending Working Capital Balance	4,081,782	4,253,984	4,163,984	4,163,984

**FY 2023 STAFFING
20.0 FTE**

Information Technology Department



INFORMATION TECHNOLOGY DEPARTMENT

MISSION STATEMENT

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

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

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

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

DEPARTMENT OVERVIEW

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

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

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

DIVISION/PROGRAM SUMMARIES

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

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

INFORMATION TECHNOLOGY DEPARTMENT

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

SIGNIFICANT RESOURCE CHANGES PLANNED FOR FY 2023

1. Increase of \$218,356 to upgrade financial software system.
2. Increase of \$130,339 to provide maintenance for network equipment throughout the City.
3. Net increase of \$104,823 for miscellaneous software maintenance and subscription renewals.
4. Increase of \$104,569 for Citywide office productivity software licenses.
5. Increase of \$85,485 for specialized operational software for the Hayward Police and Fire Departments.

Information Technology Department

Information Technology - Internal Service Fund

	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Adopted
REVENUES				
Revenue				
Information Technology Internal Srv Fee	\$ 8,322,759	\$ 8,213,017	\$ 8,051,330	\$ 8,265,838
Fund Interest	110,528	21,180	6,000	6,000
PEG Revenue	271,870	256,196	220,000	220,000
Other Revenue	32,707	29,206	32,000	32,000
<i>Total Revenue</i>	\$ 8,737,864	\$ 8,519,600	\$ 8,309,330	\$ 8,523,838
Fund Transfers In from				
General Fund	—	—	—	—
<i>Total Transfers In</i>	\$ —	\$ —	\$ —	\$ —
Total Revenues	\$ 8,737,864	\$ 8,519,600	\$ 8,309,330	\$ 8,523,838
EXPENDITURES				
Expenditures				
Salary				
Regular	2,370,485	2,632,270	2,776,637	3,047,011
Overtime	79,645	109,719	90,000	90,000
Benefits				
Fringe Benefits	427,694	456,223	544,799	568,563
Retiree Medical	35,487	35,676	35,420	36,409
PERS	757,928	689,968	789,046	882,635
Program Reduction Savings	—	—	—	—
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Salary & Benefits</i>	\$ 3,671,238	\$ 3,923,856	\$ 4,235,902	\$ 4,624,618
Maintenance & Utilities	1,842,111	1,886,775	1,580,000	1,575,719
Supplies & Services	934,688	1,246,869	1,828,852	2,476,706
Internal Service Fees	136,958	138,838	141,583	147,981
Debt Service CAD/RMS/ERP/Cisco	—	—	—	—
Capital	903,407	1,957	—	—
<i>Net Operating Expense</i>	\$ 3,817,165	\$ 3,274,439	\$ 3,550,435	\$ 4,200,406
Transfers Out to				
Transfer Out to Other	—	—	108,103	89,773
Information Tech Capital Fund	756,000	756,000	851,000	1,155,000
Liability Insurance Premium	87,867	104,012	110,572	120,256
<i>Net Transfers Out</i>	\$ 843,867	\$ 860,012	\$ 1,069,675	\$ 1,365,029
Total Expenditures	\$ 8,332,270	\$ 8,058,307	\$ 8,856,013	\$10,190,053

Information Technology Department

Information Technology - Internal Service Fund

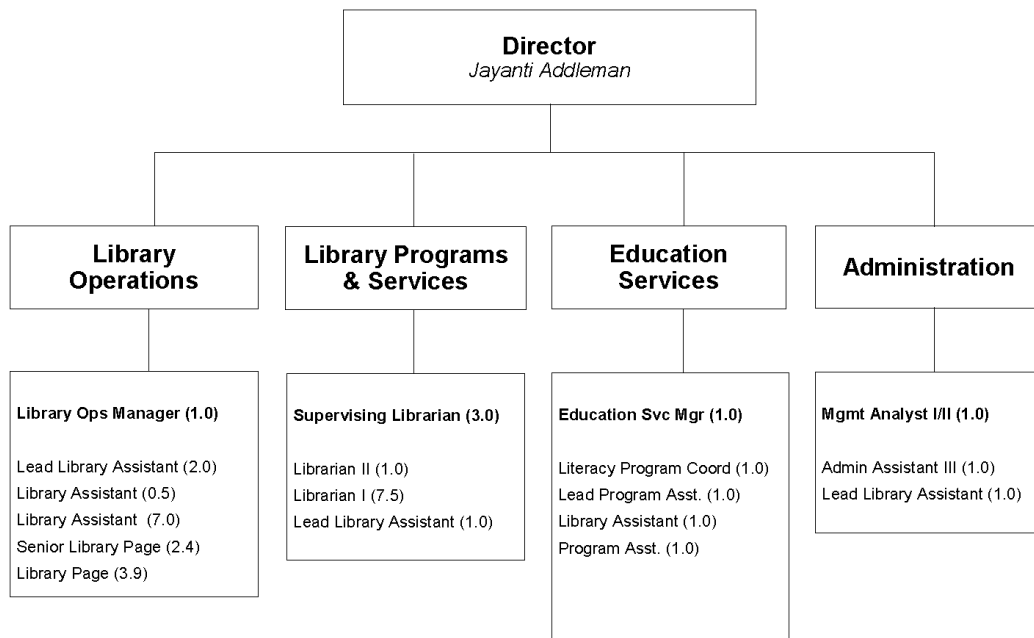
	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Adopted
Net Change	405,594	461,292	(546,683)	(1,666,215)
Other Dept Operating Costs (City Manager's Department)	(288,329)	(398,486)	(358,508)	(453,288)
Net IT Department Expenditures	\$ 8,043,941	\$ 7,659,822	\$ 8,497,505	\$ 9,736,765

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FY 2023 STAFFING
38.3 FTE

Library Department



LIBRARY DEPARTMENT

MISSION STATEMENT

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

DEPARTMENT OVERVIEW

The Library Department is responsible for:

- Public Library Operations including public access to books, media, and technology; community meeting and gathering spaces; and online resources;
- Library Programs and Services including innovative programs for all ages that respond to community needs and interests; information and referral services; recreational and cultural materials and programs; and lifelong learning and self-improvement opportunities for every Hayward resident;
- Education Services including adult literacy training; academic tutoring for Hayward students K-12; and early childhood education and parenting programs; and
- Administration including leadership and management of department personnel, resources and operating budget; development of external resources including grants and volunteers to advance City goals and serve Hayward residents; and coordination of activities with other City departments and external agency partners.

DIVISION/PROGRAM SUMMARIES

Administration

Library Department Administration has the responsibility to:

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

LIBRARY DEPARTMENT

- Serve as the primary City - Community liaison for the department.

Library Operations and Public Services

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

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

Education Services

The Education Services Division has the responsibility to:

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

SIGNIFICANT RESOURCE CHANGES PLANNED FOR FY 2023

1. Addition of 0.5 FTE - Library Assistant to help manage the technology resources in the library.
2. Reduction of \$49,350 in the existing Library operating budget to offset the cost associated with the approved 0.5 FTE Library Assistant.
3. Increase of \$75,000 in Contract Services for the Library Strategic Plan
4. Increase of \$116,480 for Security Services at the Main Library and Weekes Branch Library

Library Department

All Funds Summary - By Category

	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Adopted
REVENUES				
Revenue and Transfers In From Other Funds				
General Fund Revenue	\$ 32,414	\$ 2,638	\$ —	\$ —
	\$ 32,414	\$ 2,638	\$ —	\$ —
	\$ —	\$ —	\$ —	\$ —
Fund Subsidy				
General Fund Subsidy	5,852,341	5,719,707	6,408,569	7,259,807
Total Revenues	\$5,888,235	\$5,722,345	\$6,408,569	\$7,259,807
EXPENDITURES				
Expenditures				
Salary				
Regular	2,700,364	2,665,164	3,069,473	3,450,676
Overtime	322	—	—	—
Targeted Savings	—	—	(90,724)	(107,628)
Benefits				
Fringe Benefits	445,826	448,635	539,670	644,494
Retiree Medical	55,236	57,083	56,672	59,837
PERS	825,929	704,474	790,618	934,182
Program Reduction Savings	—	—	—	—
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	(92,489)	(92,489)
<i>Net Staffing Expense</i>	\$4,027,677	\$3,875,356	\$ 4,273,219	\$4,889,073
Maintenance & Utilities	4,905	7,050	126,500	81,500
Supplies & Services	377,336	435,966	581,206	768,338
Grants	—	—	—	—
Internal Service Fees	1,474,837	1,403,973	1,427,644	1,520,896
Capital	—	—	—	—
<i>Net Operating Expense</i>	\$1,857,078	\$1,846,989	\$ 2,135,350	\$2,370,734
Transfers to Other Funds	3,480	—	—	—
Total Expenditures	\$5,888,235	\$5,722,345	\$6,408,569	\$7,259,807
Net Change	—	—	—	—

Library Department

All Funds Summary - By Program

	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Adopted
REVENUES				
Revenue and Transfers in from Other Funds				
General Fund Revenue	\$ 32,414	\$ 2,638	\$ —	\$ —
	\$ 32,414	\$ 2,638	\$ —	\$ —
Fund Subsidy				
General Fund Subsidy	5,852,341	5,719,707	6,408,569	7,259,807
Total Revenues	\$5,884,755	\$5,722,345	\$6,408,569	\$7,259,807
EXPENDITURES				
Expenditures and Transfers Out to Other Funds				
Administration	856,399	870,495	848,615	1,005,991
Library Services	4,492,087	4,315,832	4,940,779	5,525,562
Community Services	—	—	—	—
Education Services	536,270	536,018	619,175	728,254
Total Expenditures	\$5,884,755	\$5,722,345	\$6,408,569	\$7,259,807
Net Change	—	—	—	—

Library Department

Library - General Fund Summary

	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Adopted
REVENUES				
Revenue				
Library Fines	\$ 32,414	\$ 2,638	\$ —	\$ —
Grants	—	—	—	—
Other Revenue	—	—	—	—
Total Revenues	\$ 32,414	\$ 2,638	\$ —	\$ —
EXPENDITURES				
Expenditures				
Salary				
Regular	2,700,364	2,665,164	3,069,473	3,450,676
Overtime	322	—	—	—
Targeted Savings	—	—	(90,724)	(107,628)
Benefits				
Fringe Benefits	445,826	448,635	539,670	644,494
Retiree Medical	55,236	57,083	56,672	59,837
PERS	825,929	704,474	790,618	934,182
Program Reduction Savings	—	—	—	—
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	(92,489)	(92,489)
<i>Net Staffing Expense</i>	\$ 4,027,677	\$ 3,875,356	\$ 4,273,219	\$ 4,889,073
Maintenance & Utilities	4,905	7,050	126,500	81,500
Supplies & Services	377,336	435,966	581,206	768,338
Grants	—	—	—	—
Internal Service Fees	1,474,837	1,403,973	1,427,644	1,520,896
Capital				
<i>Net Operating Expense</i>	\$ 1,857,078	\$ 1,846,989	\$ 2,135,350	\$ 2,370,734
Total Expenditures	\$ 5,884,755	\$ 5,722,345	\$ 6,408,569	\$ 7,259,807
General Fund Subsidy	5,852,341	5,719,707	6,408,569	7,259,807

Library Department

Administration - General Fund

	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Adopted
REVENUES				
Revenue				
Grants	\$ —	\$ —	\$ —	\$ —
Total Revenues	\$ —	\$ —	\$ —	\$ —
EXPENDITURES				
Expenditures				
Salary				
Regular	460,586	494,426	500,229	535,037
Overtime	—	—	—	—
Benefits				
Fringe Benefits	108,213	112,095	118,084	124,736
Retiree Medical	6,172	6,205	6,160	6,332
PERS	147,154	133,684	135,518	147,910
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	(92,489)	(92,489)
<i>Net Staffing Expense</i>	\$ 722,125	\$ 746,409	\$ 667,502	\$ 721,526
Maintenance & Utilities	1,392	1,428	1,500	1,500
Supplies & Services	76,349	65,134	122,533	197,533
Internal Service Fees	56,533	57,523	57,080	85,432
<i>Net Operating Expense</i>	\$ 134,274	\$ 124,086	\$ 181,113	\$ 284,465
Total Expenditures	\$ 856,399	\$ 870,495	\$ 848,615	\$1,005,991
General Fund Subsidy	856,399	870,495	848,615	1,005,991

Library Department

Library Services - General Fund

	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Adopted
REVENUES				
Revenue				
Library Fines	\$ 32,414	\$ 2,638	\$ —	\$ —
Grants	—	—	—	—
Other Revenue	—	—	—	—
Total Revenues	\$ 32,414	\$ 2,638	\$ —	\$ —
EXPENDITURES				
Expenditures				
Salary				
Regular	1,920,636	1,840,540	2,174,892	2,484,978
Overtime	4,628	4,751	—	—
Targeted Savings	—	—	(82,612)	(107,628)
Benefits				
Fringe Benefits	283,447	281,354	361,317	443,858
Retiree Medical	41,350	43,122	42,812	45,590
PERS	576,689	477,844	554,693	664,979
Program Reduction Savings	—	—	—	—
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$2,822,443	\$2,642,859	\$ 3,051,102	\$ 3,531,779
Maintenance & Utilities	3,513	5,622	125,000	80,000
Supplies & Services	56,389	75,989	120,933	233,065
Books & Materials	246,789	296,138	337,740	337,740
Internal Service Fees	1,362,953	1,295,225	1,306,004	1,342,979
<i>Net Operating Expense</i>	\$1,669,643	\$1,672,973	\$ 1,889,677	\$1,993,784
Total Expenditures	\$4,492,087	\$4,315,832	\$4,940,779	\$5,525,562
General Fund Subsidy	4,459,672	4,313,194	4,940,779	5,525,562

Library Department

Education Services - General Fund

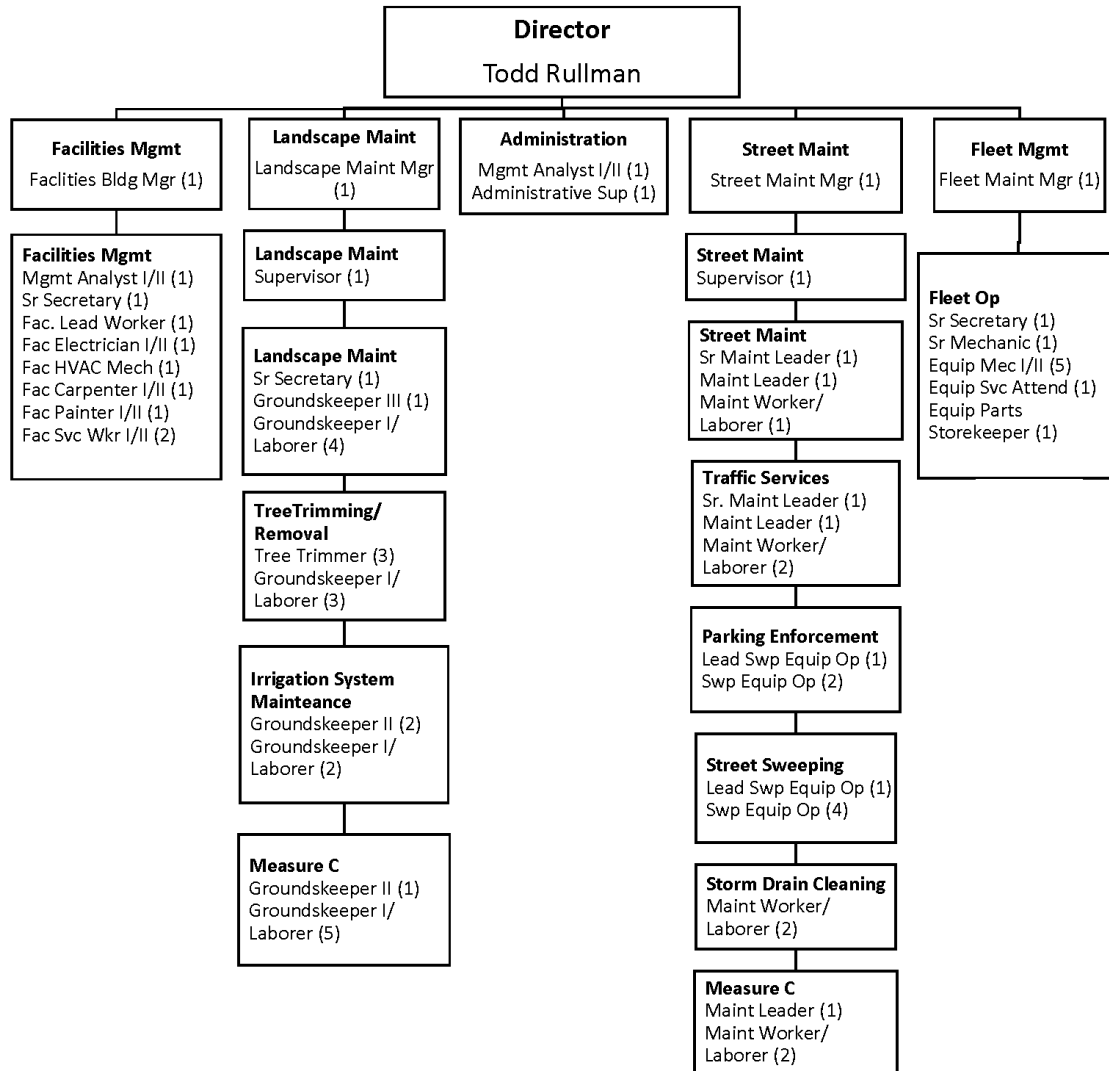
	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Adopted
REVENUES				
Revenue				
None	\$ —	\$ —	\$ —	\$ —
Total Revenues	\$ —	\$ —	\$ —	\$ —
EXPENDITURES				
Expenditures				
Salary				
Regular	319,143	330,197	394,352	430,661
Overtime			—	—
Targeted Savings	—	—	(8,112)	—
Benefits				
Fringe Benefits	54,166	55,187	60,269	75,899
Retiree Medical	7,714	7,756	7,700	7,915
PERS	102,085	92,947	100,407	121,293
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 483,108	\$ 486,088	\$ 554,615	\$ 635,768
Maintenance & Utilities	—	—	—	—
Supplies & Services	(2,190)	(1,295)	—	—
Internal Service Fees	55,351	51,225	64,560	92,485
<i>Net Operating Expense</i>	\$ 53,161	\$ 49,930	\$ 64,560	\$ 92,485
Total Expenditures	\$ 536,270	\$ 536,018	\$ 619,175	\$ 728,254
General Fund Subsidy	536,270	536,018	619,175	728,254

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**FY 2023 STAFFING
69.0 FTE**

Maintenance Services Department



MAINTENANCE SERVICES DEPARTMENT

MISSION STATEMENT

The mission of the Maintenance Services Department is to provide maintenance services for City streets and public landscaping areas and provide operational management and capital replacement for our City fleet and facilities. The Department's emphasis is to enhance the quality of life for City residents, businesses, visitors, and City employees through supporting the City Council's priorities 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. 7 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 2022 ADDITIONAL ACCOMPLISHMENTS

To support the safety of staff from the spread of Covid-19, Maintenance Services Department field staff followed a 50% on-site staffing model to minimize the number of staff in common work areas, all office staff were encouraged to work remotely as operations allowed. Throughout this challenging year, the department accomplished the following, even upon the rising level of positive Covid-19 cases in the community and amongst staff. Exceptional service provision continues to be the single-highest priority department-wide; our willingness to work collaboratively through a changing environment has allowed service levels to remain high throughout the pandemic which has served our customers well.

Support Enhance Community Safety and Quality of Life in The Community

- Streets Division - Responded to and completed 158 abatement requests for unhoused camps in collaboration with the Community Services, Code Enforcement and HPD.
- Streets Division - As part of Maintenance Services *Operation Clean Sweep*, via ARPA funding, staff completed a beautification project at Meekland Ave. and A St. overpass. This location was selected as it's an entry point into Hayward from Unincorporated Alameda County. Using a mix of vibrant paint colors, the entire overpass and trim pieces were re-painted, new decorative and pedestrian signage were installed and a general cleanup of this heavily traveled gateway from the County was completed.
- Streets Division - Responded to all Access Hayward requests for illegally dumped items and graffiti within 48 hours 96% of the time.
- Streets & Landscape Divisions - Collaboratively with Caltrans *Clean California Program*, completed a beautification project at the A St.& I-880 undercrossing. The scope of work included the upgrade of existing lighting, installation of new fencing with decorative privacy meshing, cleaning of the I-880 on/off exit ramps, addition of recycled bark mulch with a new border and new paint on all concrete pillars.
- Landscape Division - Responded to 900 tree trimming requests, 146 tree emergencies, and 504 landscape maintenance requests from residents through Access Hayward.
- Landscape Division - Exceeded 1000 new street tree planting goal.

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- Landscape Division - Completion of Tennyson Corridor from I-880 freeway to Hesperian Boulevard.
- Landscape Division - Completion of total Landscape renovations at 1.) Hesperian Blvd. median- Tahoe Ave. to Industrial Blvd. 2.) Farm Hill Dr. medians & shoulders 3.) Industrial Blvd. medians from 880 east
- Landscape Division - Facilitated contracts for landscape maintenance and vegetation management in the following City-owned areas:
 1. Route 238 Surplus Properties (235 Acres) - Contract to remove vegetation and rubbish to create a defensible space and remove ladder fuels for fire prevention.
 2. City owned properties (11 properties) - Contract to remove vegetation and rubbish to create a defensible space and remove ladder fuels for fire prevention.
 3. Route 238 Phase 1 and 2 (537,637 sq. feet of landscaping) - Contract for landscape maintenance of the newly accepted Route 238 Phase 2 area, along with the existing Phase 1 area, in one comprehensive contract.
 4. Twin Bridges LLAD #7 (103,800 sq. feet of landscaping) – Updated contract for landscape maintenance for this existing Landscape and Lighting Assessment District.
 5. MD #2 Pump replacement and Vault upgrades to water buffer circulation system. Focus on water conservation and preventing pump failures caused by flooding. Also, electrical upgrades to vaults to support additional sump pumps and protect new equipment.

Support and Strengthen Organizational Health

- Facilities Division - Access Control System: Staff completed the Phase I installations at HPD and City Hall. A contract was issued for installation of Phase II which includes 5 additional city facilities.
- Facilities Division - An expansive tenant improvement project was completed in Fire Administration.
- Facilities Division - An office expansion and renovation were completed in the Streets Division to support operational changes requested by the division.
- Facilities Division - Supported all Covid prevention measures and associated testing infrastructure to include multiple employee testing locations.
- Fleet Division - Maintained City vehicles assigned to public safety and operational departments to ensure the minimum baseline of available vehicles was operational.
- Fleet Division - Resulting from the positive results of the Patrol Hybrid Pilot, all patrol purchases are now hybrid models, a total of (10) new hybrid patrol vehicles were ordered. Once these vehicles are received, the City's goal of reaching a minimum 15% EV/Hybrid fleet vehicle make-up by 2024 will have been achieved.
- Fleet Division – Completed fuel ring project that captures and consolidates fuel consumption data into fleet software and streamlines the fueling process for Hayward Fire and Wastewater vehicles. Installed rings will improve accountability and provide more accurate data of citywide fuel usage. This technology integrates with the fleet maintenance software to provide real-time mileage and maintenance alerts for each piece of equipment which will identify the need for preventative maintenance in a timelier manner.

MAINTENANCE SERVICES DEPARTMENT

SIGNIFICANT RESOURCE CHANGES PLANNED FOR FY 2023

1. Deletion of 1.0 FTE - Maintenance Worker/Laborer
2. Addition of 1.0 FTE - Streets Maintenance Supervisor
3. Deletion of 1.0 FTE - Grounds Keeper I/Laborer
4. Addition of 1.0 FTE - Landscape Maintenance Supervisor
5. Restore Keep Hayward Clean and Clean TF budget back to \$15,000
6. Increase Fleet fuel budget by 15% due to global energy instability
7. Increase of \$50,000 to continue with the Illegal Dumping Pilot Program
8. Increase in Fleet Operating for fuel (\$75,000), and vehicle repairs due to increase in deductible (\$50,000)
9. Increase \$72,000 in Facility Operating for ongoing temporary facilities service worker at the 21st Century Library
10. Increase of \$120,000 in Facility Operating for parking garage security expansion
11. Increase in contract services of \$133,200 related to maintenance of the elevators and water system at the 21st Century Library, and continued cleaning and sanitization of high-touch point surfaces.

Maintenance Services Department

All Funds Summary - By Category

	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Adopted
REVENUES				
Revenue				
General Fund Revenue	\$ 1,498,941	\$ 1,682,431	\$ 1,576,661	\$ 1,651,661
Stormwater Revenue	—	—	—	—
Facilities Revenue	4,557,418	4,241,671	4,301,698	4,693,175
Fleet Revenue	4,010,875	3,561,756	3,535,105	4,030,000
S. Hayward B.A.R.T. JPA Rev	50,806	657	—	—
LLD/MD	1,376,641	1,423,976	1,441,168	—
	\$11,494,681	\$10,910,491	\$10,854,632	\$10,374,836
(Contribution)/Use of Fund Balance				
Facilities	424,129	(162,992)	(83,422)	18,945
Fleet Management	(17,680)	183,962	497,259	282,916
LLD/MD	(395,344)	(331,906)	(1,441,168)	—
	\$ 11,105	\$ (310,936)	\$ (1,027,331)	\$ 301,861
Fund Subsidy				
Gen Fund Subsidy - Maint Svc	3,551,753	2,884,327	3,504,614	4,455,067
Gen Fund Subsidy - Facilities				
Measure C Fund Subsidy	1,058,981	1,468,931	1,410,360	1,621,965
S. Hayward B.A.R.T. JPA Sub	(48,612)	1,517	—	—
Stormwater Fund Sub - Streets	1,657,028	1,700,561	1,780,664	1,877,452
Water Fund Sub - Landscape	978,087	1,054,604	1,132,922	1,210,514
	\$ 7,197,237	\$ 7,109,940	\$ 7,828,559	\$ 9,164,998
Transfers In From Other Funds				
Total Revenues	\$18,703,021	\$17,709,495	\$ 17,655,861	\$19,841,695
EXPENDITURES				
Expenditures				
Salary				
Regular	5,595,574	5,737,678	6,220,096	6,604,375
Overtime	604,848	676,099	449,778	499,778
Targeted Savings	—	—	(73,256)	(73,243)
Benefits				
Fringe Benefits	1,902,511	1,987,020	2,107,596	2,338,099
Retiree Medical	95,661	105,476	106,260	107,644
PERS	1,802,483	1,572,393	1,675,817	1,819,771
Program Reduction Savings	—	—	—	—
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	(174,373)	(177,234)	(269,090)	(269,090)
<i>Net Staffing Expense</i>	\$ 9,826,704	\$ 9,901,431	\$ 10,217,201	\$ 11,027,334

Maintenance Services Department

All Funds Summary - By Category

	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Adopted
Maintenance & Utilities	3,432,106	3,318,259	3,137,348	3,287,548
Supplies & Services	2,592,292	2,548,184	2,530,845	2,860,845
Internal Service Fees	1,526,330	1,349,966	1,290,305	2,185,517
Debt Service	1,224,226	454,327	243,819	243,819
Capital Outlay	537	11,080	—	—
<i>Net Operating Expense</i>	\$ 8,775,491	\$ 7,681,816	\$ 7,202,317	\$ 8,577,729
Transfers Out to Other Funds	100,826	126,248	236,343	236,632
Total Expenditures	\$18,703,021	\$17,709,495	\$17,655,861	\$19,841,695
Net Change	—	—	—	—

Maintenance Services Department

All Funds Summary - By Program

	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Adopted
REVENUES				
Revenue				
Administration - General Fund	\$ —	\$ —	\$ —	\$ —
Landscape - General Fund	(1,256)	—	—	—
Streets - General Fund	1,500,197	1,682,431	1,576,661	1,651,661
Streets - Stormwater	—	—	—	—
Facilities - Internal Svc Fund	4,557,418	4,241,671	4,301,698	4,693,175
Fleet Management - Internal Svc Fund	4,010,875	3,561,756	3,535,105	4,030,000
S. Hayward B.A.R.T. JPA Fund	50,806	657	—	—
LLD/MD - Special Revenue Fund	1,376,641	1,423,976	1,441,168	—
	\$ 11,494,681	\$ 10,910,491	\$ 10,854,632	\$ 10,374,836
(Contribution)/Use of Fund Balance				
Facilities	424,129	(162,992)	(83,422)	18,945
Fleet Management	(17,680)	183,962	497,259	282,916
LLD/MD	(395,344)	(331,906)	(1,441,168)	—
	\$ 11,105	\$ (310,936)	\$ (1,027,331)	\$ 301,861
Fund Subsidy				
Gen Fund Subsidy - Maint Svc	3,551,753	2,884,327	3,504,614	4,455,067
Gen Fund Subsidy - Facilities				
Measure C Fund Subsidy	1,058,981	1,468,931	1,410,360	1,621,965
S. Hayward B.A.R.T. JPA Sub	(48,612)	1,517	—	—
Transfers In - Fleet Management				
Water Fund Sub - Landscape	978,087	1,054,604	1,132,922	1,210,514
Stormwater Subsidy - Streets	1,657,028	1,700,561	1,780,664	1,877,452
	\$ 7,197,237	\$ 7,109,940	\$ 7,828,559	\$ 9,164,998
Total Revenues	\$ 18,703,021	\$ 17,709,495	\$ 17,655,861	\$ 19,841,695
EXPENDITURES				
Expenditures				
Administration - Gen Fund	144,774	132,793	129,674	111,990
Landscape - Gen Fund	2,657,664	2,390,980	2,791,994	3,288,183
Landscape - Water Fund	978,087	1,054,604	1,132,922	1,210,514
Streets - Gen Fund	2,248,257	2,042,984	2,159,607	2,706,555
Streets - Stormwater Fund	1,657,028	1,700,561	1,780,664	1,877,452
Measure C Programs	1,058,981	1,468,931	1,410,360	1,621,965
S. Hayward B.A.R.T. JPA Sub	2,194	2,174	—	—
Facilities	4,981,547	4,078,678	4,218,276	4,712,120
Fleet	3,993,195	3,745,718	4,032,364	4,312,916
LLD/MD	981,297	1,092,070	—	—
Total Expenditures	\$ 18,703,021	\$ 17,709,495	\$ 17,655,861	\$ 19,841,695
Net Change	—	—	—	—

Maintenance Services Department

Maintenance Services - General Fund Summary

	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Adopted
REVENUES				
Revenue				
Interest & Rents	\$ —	\$ —	\$ —	\$ —
Fines & Forfeitures	1,480,533	1,671,202	1,576,661	1,651,661
Fees & Service Charges	13,903	—	—	—
Other Revenue	4,506	11,229	—	—
Total Revenues	\$ 1,498,941	\$ 1,682,431	\$ 1,576,661	\$ 1,651,661
EXPENDITURES				
Expenditures				
Salary				
Regular	1,992,950	1,831,116	2,196,109	2,369,721
Overtime	397,264	299,459	265,778	315,778
Targeted Savings	—	—	(73,256)	(73,243)
Benefits				
Fringe Benefits	663,443	676,515	691,012	798,805
Retiree Medical	34,885	37,057	38,331	38,609
PERS	642,494	553,724	591,134	655,060
Program Reduction Savings	—	—	—	—
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	(209,893)	(228,534)	(269,090)	(269,090)
<i>Net Staffing Expense</i>	\$ 3,521,143	\$ 3,169,337	\$ 3,440,017	\$ 3,835,639
Maintenance & Utilities	333,318	270,082	601,000	601,000
Supplies & Services	378,894	376,325	361,420	391,420
Internal Service Fees	816,803	751,014	678,838	1,278,669
Capital Outlay	537	—	—	—
<i>Net Operating Expense</i>	\$ 1,529,552	\$ 1,397,421	\$ 1,641,258	\$ 2,271,089
Total Expenditures	\$ 5,050,695	\$ 4,566,757	\$ 5,081,275	\$ 6,106,728
General Fund Subsidy	3,551,753	2,884,327	3,504,614	4,455,067

Maintenance Services Department

Administration - General Fund

	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Adopted
REVENUES				
Revenue				
None	\$ —	\$ —	\$ —	\$ —
Total Revenues	\$ —	\$ —	\$ —	\$ —
EXPENDITURES				
Expenditures				
Salary				
Regular	85,610	87,726	79,648	85,706
Overtime	—	—	—	—
Benefits				
Fringe Benefits	11,846	12,089	12,000	9,331
Retiree Medical	679	822	816	839
PERS	25,294	21,317	21,998	24,118
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	(22,870)	(27,043)	(27,045)	(27,045)
<i>Net Staffing Expense</i>	\$ 100,559	\$ 94,912	\$ 87,417	\$ 92,949
Maintenance & Utilities	—	—	—	—
Supplies & Services	4,281	2,647	7,929	7,929
Internal Service Fees	39,935	35,234	34,328	11,112
<i>Net Operating Expense</i>	\$ 44,215	\$ 37,881	\$ 42,257	\$ 19,041
Total Expenditures	\$ 144,774	\$ 132,793	\$ 129,674	\$ 111,990
General Fund Subsidy	144,774	132,793	129,674	111,990

Maintenance Services Department

Street Maintenance - General Fund

	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Adopted
REVENUES				
Revenue				
Fines & Forfeitures	\$ 1,480,533	\$ 1,671,202	\$ 1,576,661	\$ 1,651,661
Fees & Service Charges	15,059	—	—	—
Other Revenue	4,605	11,229	—	—
Total Revenues	\$ 1,500,197	\$ 1,682,431	\$ 1,576,661	\$ 1,651,661
EXPENDITURES				
Expenditures				
Salary				
Regular	823,179	778,781	914,123	1,003,778
Overtime	312,740	222,457	204,778	254,778
Benefits				
Fringe Benefits	311,022	299,099	307,567	352,238
Retiree Medical	13,793	15,294	16,724	16,400
PERS	266,071	238,410	245,525	277,416
Program Reduction Savings	—	—	—	—
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	(97,593)	(54,443)	—	—
<i>Net Staffing Expense</i>	\$ 1,629,212	\$ 1,499,599	\$ 1,635,420	\$ 1,831,367
Maintenance & Utilities	18,382	9,880	22,000	22,000
Supplies & Services	252,925	269,642	239,800	269,800
Internal Service Fees	347,200	263,863	262,387	583,389
Capital Outlay	537	—	—	—
<i>Net Operating Expense</i>	\$ 619,045	\$ 543,385	\$ 524,187	\$ 875,189
Total Expenditures	\$ 2,248,257	\$ 2,042,984	\$ 2,159,607	\$ 2,706,555
General Fund Subsidy	748,060	360,554	582,946	1,054,894

Maintenance Services Department

Landscape Maintenance - General Fund

	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Adopted
REVENUES				
Revenue				
Fees & Service Charges	\$ (1,157)	\$ —	\$ —	\$ —
Other Revenue	(100)	—	—	—
Total Revenues	\$ (1,256)	\$ —	\$ —	\$ —
EXPENDITURES				
Expenditures				
Salary				
Regular	1,084,161	964,609	1,202,339	1,280,237
Overtime	84,524	77,002	61,000	61,000
Targeted Savings	—	—	(19,960)	—
Benefits				
Fringe Benefits	340,575	365,327	371,445	437,236
Retiree Medical	20,413	20,941	20,790	21,371
PERS	351,129	293,997	323,612	353,526
Program Reduction Savings	—	—	—	—
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	(89,431)	(147,049)	(242,045)	(242,045)
<i>Net Staffing Expense</i>	\$ 1,791,372	\$ 1,574,827	\$ 1,717,180	\$ 1,911,324
Maintenance & Utilities	314,936	260,202	579,000	579,000
Supplies & Services	121,688	104,035	113,691	113,691
Internal Service Fees	429,668	451,917	382,123	684,168
Capital Outlay	—	—	—	—
<i>Net Operating Expense</i>	\$ 866,291	\$ 816,154	\$ 1,074,814	\$ 1,376,859
Total Expenditures	\$ 2,657,664	\$ 2,390,980	\$ 2,791,994	\$ 3,288,183
General Fund Subsidy	2,658,920	2,390,980	2,791,994	3,288,183

Maintenance Services Department

Landscape Maintenance (Water Fund) - Enterprise Fund

	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Adopted
REVENUES				
Revenue				
None	\$ —	\$ —	\$ —	\$ —
Total Revenues	\$ —	\$ —	\$ —	\$ —
EXPENDITURES				
Expenditures				
Salary				
Regular	347,855	382,776	399,294	419,434
Overtime	12,040	19,821	6,000	6,000
Benefits				
Fringe Benefits	135,710	158,331	161,524	181,896
Retiree Medical	6,804	7,228	7,176	7,377
PERS	113,467	104,947	107,002	115,030
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 615,877	\$ 673,103	\$ 680,997	\$ 729,737
Maintenance & Utilities	257,042	293,082	354,100	354,100
Supplies & Services	16,712	11,346	20,200	20,200
Internal Service Fees	88,456	77,073	77,625	106,478
Capital Outlay	—	—	—	—
<i>Net Operating Expense</i>	\$ 362,210	\$ 381,501	\$ 451,925	\$ 480,778
Total Expenditures	\$ 978,087	\$ 1,054,604	\$ 1,132,922	\$ 1,210,514
Water Fund Subsidy	978,087	1,054,604	1,132,922	1,210,514

Maintenance Services Department

Street Maintenance (Stormwater Fund) - Enterprise Fund

	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Adopted
REVENUES				
Revenue				
Other Revenue	\$ —	\$ —	\$ —	\$ —
Interest and Rents	—	—	—	—
Total Revenues	\$ —	\$ —	\$ —	\$ —
EXPENDITURES				
Expenditures				
Salary				
Regular	762,035	812,013	842,740	834,226
Overtime	31,157	33,919	33,000	33,000
Benefits				
Fringe Benefits	266,853	259,721	274,945	290,808
Retiree Medical	14,859	14,720	14,615	14,231
PERS	248,998	215,604	227,184	229,561
Program Reduction Savings				—
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 1,323,902	\$ 1,335,977	\$ 1,392,484	\$ 1,401,826
Maintenance & Utilities	6,833	10,041	11,867	11,867
Supplies & Services	66,693	104,627	126,000	126,000
Internal Service Fees	259,600	249,916	250,313	337,759
Capital Outlay	—	—	—	—
<i>Net Operating Expense</i>	\$ 333,126	\$ 364,584	\$ 388,180	\$ 475,626
Total Expenditures	\$ 1,657,028	\$ 1,700,561	\$ 1,780,664	\$ 1,877,452
Stormwater Fund Subsidy	1,657,028	1,700,561	1,780,664	1,877,452

Maintenance Services Department

Facilities Management - Internal Service Fund

	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Adopted
REVENUES				
Revenue				
Facilities Service Fee	\$ 3,930,587	\$ 4,045,688	\$ 4,086,156	\$ 4,477,633
Interest & Rents	39,432	18,436	36,104	36,104
Other Revenue	179,550	177,547	179,438	179,438
General Fund Subsidy	407,849	—	—	—
Total Revenues	\$ 4,557,418	\$ 4,241,671	\$ 4,301,698	\$ 4,693,175
EXPENDITURES				
Expenditures				
Salary				
Regular	964,904	963,764	1,062,846	1,145,982
Overtime	88,738	88,788	45,000	45,000
Benefits				
Fringe Benefits	283,587	293,267	344,451	380,069
Retiree Medical	15,244	16,178	16,062	16,511
PERS	305,436	257,722	288,634	317,269
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	(10,220)	(2,785)	—	—
<i>Net Staffing Expense</i>	\$ 1,647,689	\$ 1,616,935	\$ 1,756,994	\$ 1,904,831
Maintenance	140,415	206,223	137,545	212,745
Utilities	1,016,289	887,989	932,256	932,256
Supplies & Services	1,204,674	1,122,018	1,190,601	1,440,601
Internal Service Fees	187,319	101,953	99,352	118,483
Capital	—	—	—	—
Debt Service Payments	748,505	95,353	—	—
<i>Net Operating Expense</i>	\$ 3,297,202	\$ 2,413,535	\$ 2,359,754	\$ 2,704,085
Fund Transfers Out to				
General Fund - Cost Allocation	—	—	—	—
Liability Insurance Premium	36,656	48,209	52,506	62,494
Transfer Out to Other	—	—	49,022	40,710
Transfer to Capital	—	—	—	—
<i>Net Transfers Out</i>	\$ 36,656	\$ 48,209	\$ 101,528	\$ 103,204
Total Expenditures	\$ 4,981,547	\$ 4,078,678	\$ 4,218,276	\$ 4,712,120
Net Change	(424,129)	162,992	83,422	(18,945)

Maintenance Services Department

Fleet Management - Internal Service Fund

	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Adopted
REVENUES				
Revenue				
Vehicle Maint/Operating Rate	\$ 4,100,000	\$ 3,530,105	\$ 3,530,105	\$ 4,025,000
Interest	26,827	4,188	5,000	5,000
Other Revenue	(115,952)	27,463	—	—
Total Revenues	\$ 4,010,875	\$ 3,561,756	\$ 3,535,105	\$ 4,030,000
EXPENDITURES				
Expenditures				
Salary				
Regular	985,205	974,302	998,818	1,047,649
Overtime	69,057	94,390	90,000	90,000
Benefits				
Fringe Benefits	339,300	311,725	352,991	357,176
Retiree Medical	16,154	16,333	16,216	16,669
PERS	310,378	255,029	269,907	288,768
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 1,720,094	\$ 1,651,779	\$ 1,727,931	\$ 1,800,262
Maintenance & Utilities	127,982	113,922	149,080	149,080
Supplies & Services	185,166	130,259	159,124	159,124
Fuel	820,732	727,109	950,000	1,025,000
Auto Parts	459,493	545,281	525,000	575,000
Internal Service Fees	139,837	129,276	142,595	227,203
Debt Service Payments	475,721	358,974	243,819	243,819
Capital	—	11,080	—	—
<i>Net Operating Expense</i>	\$ 2,208,931	\$ 2,015,900	\$ 2,169,618	\$ 2,379,226
Fund Transfers Out to				
Liability Insurance Premium	64,170	78,039	85,323	92,327
Transfer Out to Other	—	—	49,492	41,101
General Fund - Cost Allocation	—	—	—	—
<i>Net Transfers Out</i>	\$ 64,170	\$ 78,039	\$ 134,815	\$ 133,428
Total Expenditures	\$ 3,993,195	\$ 3,745,718	\$ 4,032,364	\$ 4,312,916
Net Change	17,680	(183,962)	(497,259)	(282,916)

Maintenance Services Department

Landscape & Lighting and Maint. Districts Summary-Special Rev

	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Adopted
Beginning Working Capital Balance	\$ 3,104,656	\$3,500,000	\$ 3,831,906	\$ 5,273,074
Fund Revenue				
Special Assessments	1,297,895	1,408,904	1,420,709	—
Interest and Rents	78,746	15,073	20,459	—
Total Revenues	\$ 1,376,641	\$ 1,423,976	\$ 1,441,168	\$ —
Fund Expenditures				
Salary				
Regular	—	3,247	—	—
Overtime	5,008	1,710	—	—
Benefits				
Fringe Benefits	1,601	519	—	—
Retiree Medical	—	—	—	—
PERS	—	—	—	—
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	45,740	54,085	—	—
<i>Net Staffing Expense</i>	\$ 52,348	\$ 59,560	\$ —	\$ —
Maintenance & Utilities	728,494	808,928	—	—
Supplies & Services	200,454	223,582	—	—
<i>Net Operating Expense</i>	\$ 928,948	\$ 1,032,510	\$ —	\$ —
Total Expenditures	\$ 981,297	\$ 1,092,070	\$ —	\$ —
Net Change	395,344	331,906	1,441,168	—
Ending Working Capital Balance	3,500,000	3,831,906	5,273,074	5,273,074

Maintenance Services Department

Measure C Programs - Measure C Fund

	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Adopted
REVENUES				
Revenue				
None	\$ —	\$ —	\$ —	\$ —
Total Revenues	\$ —	\$ —	\$ —	\$ —
EXPENDITURES				
Expenditures				
Salary				
Regular	541,757	769,749	720,288	787,363
Overtime	948	137,085	10,000	10,000
Benefits				
Fringe Benefits	211,680	286,627	282,673	329,345
Retiree Medical	7,715	13,960	13,860	14,247
PERS	181,357	185,146	191,957	214,084
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 943,457	\$ 1,392,566	\$ 1,218,778	\$ 1,355,039
Maintenance & Utilities	1,000	884	1,500	1,500
Supplies & Services	80,207	34,747	148,500	148,500
Internal Service Fees	34,315	40,734	41,582	116,925
Capital Outlay	—	—	—	—
<i>Net Operating Expense</i>	\$ 115,522	\$ 76,365	\$ 191,582	\$ 266,925
Total Expenditures	\$ 1,058,981	\$ 1,468,931	\$ 1,410,360	\$ 1,621,965
Measure C Fund Subsidy	1,058,981	1,468,931	1,410,360	1,621,965

Maintenance Services Department

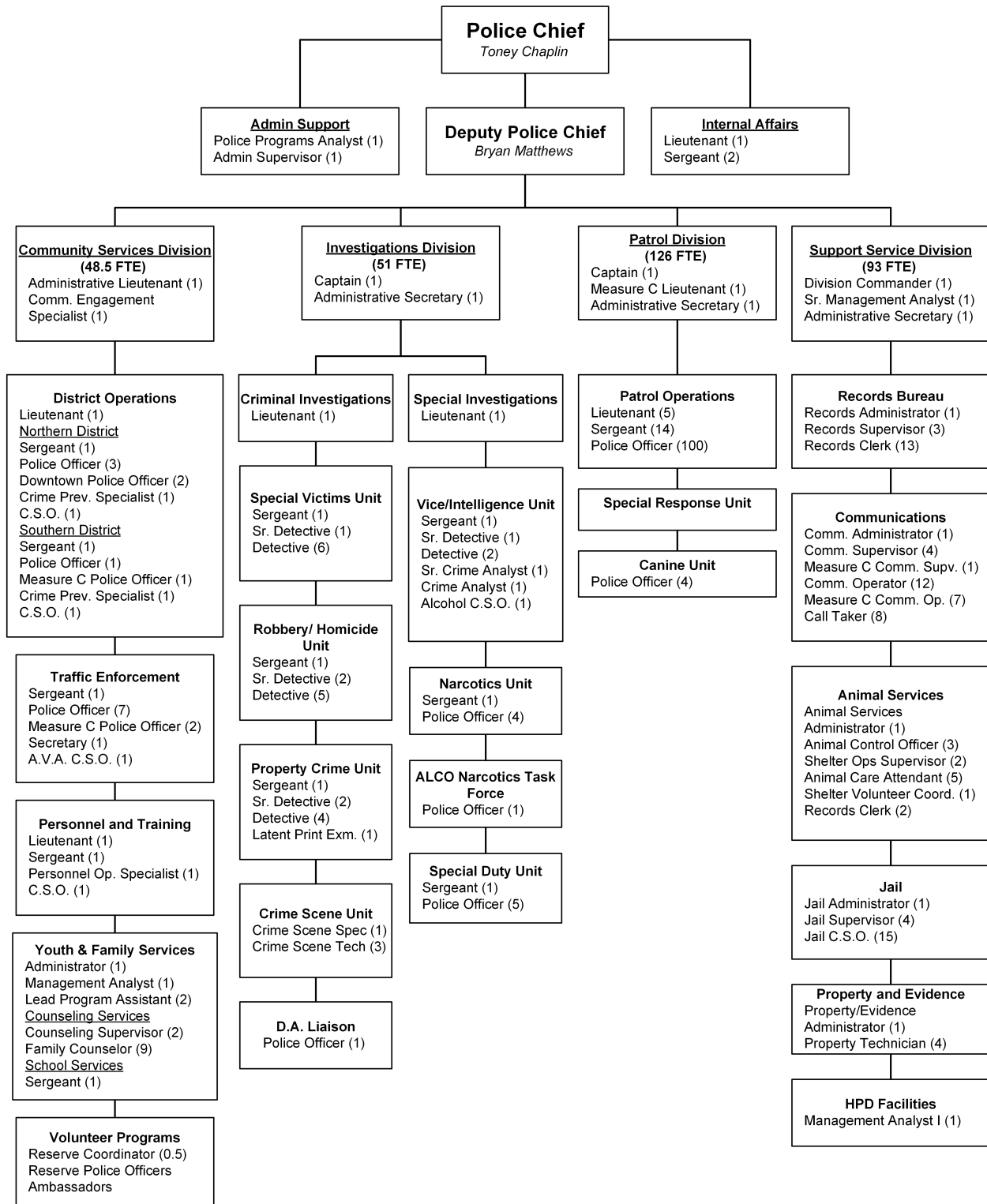
South Hayward B.A.R.T. JPA

	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Adopted
REVENUES				
Revenue				
Fines and Forfeiture	\$ 50,806	\$ 657	\$ —	\$ —
Total Revenues	\$ 50,806	\$ 657	\$ —	\$ —
EXPENDITURES				
Expenditures				
Salary				
Regular	867	711	—	—
Overtime	636	928	—	—
Benefits				
Fringe Benefits	338	315	—	—
Retiree Medical	—	—	—	—
PERS	353	220	—	—
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 2,194	\$ 2,174	\$ —	\$ —
Maintenance & Utilities	—	—	—	—
Supplies & Services	—	—	—	—
Internal Service Fees	—	—	—	—
Capital Outlay	—	—	—	—
<i>Net Operating Expense</i>	\$ —	\$ —	\$ —	\$ —
Total Expenditures	\$ 2,194	\$ 2,174	\$ —	\$ —
S. Hwrd B.A.R.T. JPA Fund Subsidy	48,612	(1,517)	—	—

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FY 2023 STAFFING
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HAYWARD POLICE DEPARTMENT

MISSION STATEMENT

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

DEPARTMENT OVERVIEW

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

DIVISION/PROGRAM SUMMARIES

Office of the Chief

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

Internal Affairs ensures impartial, thorough, and timely investigation of community complaints and other incidents of alleged misconduct discovered through internal processes; scrutinizes significant use of force incidents such as officer-involved shootings; and is the custodian of record for court-ordered examinations of police personnel records. The Police Program Analyst is the Accreditation Manager for accreditation by CALEA. This position ensures compliance with over 480 nationally recognized standards to assure continued accreditation of the Department and is responsible for policy maintenance, research and development of departmental policies, procedures, methods and systems, and general administration and analysis.

Patrol Division

Members of the Patrol Division are the police officers that our city residents and visitors are most likely to interact with on a daily basis. All aspects of the Patrol Division's operations are guided and shaped by the Department's Community Policing and Problem-Solving Philosophy. The Patrol Division is comprised of three units – the Patrol Operations Unit, Special Response Unit, and Canine Unit.

- The Patrol Operations Unit is comprised of seven patrol teams that respond to emergency and non-emergency calls for service from the community 24 hours a day, 7 days a week. The Patrol Operations Unit is also responsible for developing and training entry level and lateral police officers in the Field Training Program to help transition police recruits from the academic environment of the basic police academy to the performance environment of a police officer in the field.

HAYWARD POLICE DEPARTMENT

- The Special Response Unit (SRU) is comprised of both the SWAT and Crisis Negotiations Teams. SRU is a critical incident response team of highly trained Police Officers from throughout the Department. They are deployed whenever the resolution of a critical incident or situation requires additional resources, specialized equipment, or specialized training that is outside the capabilities of Patrol Officers.
- The Hayward Police Department's K-9 Unit has four Police Officer/handlers and four certified Police Service Dogs. Each K-9/handler team is assigned to uniformed Patrol. They provide support to Patrol Officers by searching confined spaces or large open areas, searching for objects (e.g., firearms, clothing, etc.), detecting the presence of illegal drugs, tracking the scent of a suspect or missing person, and providing individual Police Officer protection.

Investigation Division

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

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

- The Special Victims Unit thoroughly investigates incidents that are reported through a diverse range of sources, such as teachers, community members, mental health professionals, and preliminary investigations by Patrol Officers. SVU investigators work collaboratively with CALICO (Child Abuse Listening, Interviewing and Coordination Center) interviewers, Children's Hospital's Center for the Protection of Children for forensic medical examinations and expertise, Shelters Against Violent Environments (SAVE) for domestic violence victim services, and the Alameda County SAFE (Sexual Assault Felony Enforcement) Task Force for investigation of sexually violent predators and sexually-based criminal enterprises.
- The Homicide and Robbery Unit investigates significant violent crimes that elude the department's prevention efforts, arrests and prosecutes suspects who commit them, locates missing adults, and investigates robberies, hate crimes, and arsons.
- The Property Crimes Unit investigates, arrests, and prosecutes suspects who commit specific crimes in the City of Hayward, and provides investigative support to Officers engaged in community policing efforts. These crimes include but are not limited to, burglary, carjacking, fraud, and elder/dependent adult financial abuse.
- The Crime Scene Unit collects physical evidence at a crime scene and analyzes the evidence to identify possible suspects.

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

- The Vice-Intelligence Unit actively enforces and/or abates alcohol related violations, prostitution, tobacco ordinances, illegal gambling, and other closely related crimes within the City. Crime and Intelligence Analysts improve the ability of the department to monitor the criminal activity and behavior of people within the city through analysis of related information, to obtain knowledge about the activity of known criminals

HAYWARD POLICE DEPARTMENT

through intelligence analysis, to improve tactical planning, and to improve short- and long-term decision making. It also improves the ability of the department to manage, allocate, and deploy resources through practical analyses.

- The Narcotics Unit investigates mid to upper-level drug traffickers operating within the City of Hayward. The unit's primary mission is to identify, investigate, arrest, and prosecute mid to upper-level drug traffickers. Due to staffing shortages, the Narcotics Unit is currently not operating.
- The Special Duty Unit provides specialized police response to identified problem areas and to those areas most impacted by the activities of criminal street gangs. Their focus is on protecting lives and property, reducing violent crime (especially violent crimes committed by criminal street gang members), and reducing fear among the people we serve (especially those who live in neighborhoods where criminal street gang members actively engage in their illicit activities).

Support Services Division

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

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

HAYWARD POLICE DEPARTMENT

- The Property and Evidence Section are custodians of evidence for the courtroom and is responsible for the integrity of the evidence's chain of custody. The Section is also the repository for found property and is responsible for the purging of property/evidence.
- HPD Facilities coordinates projects related to the Police Department's facility and fleet needs.

Community Services Division

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

- The Community Engagement Specialist is responsible for providing direction regarding all aspects of external communication as well as the coordination of community engagement events. The Community Engagement Specialist works closely with other Departmental units and the community, providing a variety of public education and outreach programs as well as all public relations activities for the Department. The Community Engagement Specialist also serves as the lead media contact, spokesperson, and primary social media manager for the Department.
- The District Command Unit works closely with members of the community and is responsible for identifying, reducing, eliminating, and preventing problems that adversely impact community safety and order. To further the Department's community policing efforts and to decentralize service to the community, the City was divided into North and South Districts and a substation for District Command was established in each. The substations are managed by a Lieutenant and serve as the primary liaison with the community. They coordinate the efforts of the Department, other City Departments, and other public agencies with the community to address crime and quality of life issues in the District neighborhoods.
- The Traffic Bureau provides traffic safety services, investigates fatal and major injury accidents, manages the abandoned vehicle abatement program, and coordinates Countywide traffic enforcement through the Office of Traffic Safety STEP Grant.
- The Personnel and Training Bureau manages Departmental recruitments, screening, hiring, uniforms and equipment, Workers' Compensation issues, and employee training. Personnel and Training Bureau personnel also manage the Chaplain and Peer Support Programs, which exist to provide assistance to Department personnel following critical incidents.
- The Youth & Family Services Bureau, a valued unit that is extremely unique to police departments, provides a range of prevention, crisis intervention, counseling, juvenile diversion, case management and information/referral services to youth and families residing in Hayward.

HAYWARD POLICE DEPARTMENT

- The Reserve Bureau consists of a cadre of unpaid volunteers who are trained as police officers and provide support in a broad range of law enforcement roles. They support community-oriented events, they monitor registration compliance of convicted sex offenders residing in the City, and they assist with numerous other special projects.

SIGNIFICANT RESOURCE CHANGES PLANNED FOR FY 2023

1. None.

Police Department

All Funds Summary - By Category

	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Adopted
REVENUES				
Revenue and Trans in from Other Funds				
General Fund Revenue	\$ 3,321,333	\$ 2,676,686	\$ 3,625,840	\$ 3,630,352
Narc Asset Seizure-Spec Rev Fund	—	83,001	—	—
	\$ 3,321,333	\$ 2,759,688	\$ 3,625,840	\$ 3,630,352
(Contribution)/Use of Fund Balance				
Narcotic Asset Seizure	23,157	(83,001)	—	—
	\$ 23,157	\$ (83,001)	\$ —	\$ —
Fund Subsidy				
General Fund Subsidy	71,284,395	74,879,753	79,961,731	81,962,080
Measure C Fund Subsidy	3,097,313	3,290,198	3,115,461	3,246,643
	\$ 74,381,707	\$ 78,169,952	\$ 83,077,192	\$ 85,208,723
Total Revenues	\$ 77,726,197	\$ 80,846,638	\$ 86,703,032	\$ 88,839,075
EXPENDITURES				
Expenditures By Expense Category				
Salary				
Regular	36,630,104	37,287,289	40,854,523	40,831,859
Overtime	4,370,613	3,844,983	2,961,000	2,961,000
Vacancy Savings	—	—	(1,575,879)	(2,193,794)
Benefits				
Fringe Benefits	10,840,015	11,528,368	13,411,434	14,493,549
Retiree Medical	1,986,540	1,945,164	2,091,155	2,092,929
PERS	14,770,049	17,741,392	20,032,312	21,356,868
Program Reduction Savings	—	—	—	—
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 68,597,321	\$ 72,347,196	\$ 77,774,545	\$ 79,542,411
Maintenance & Utilities	429,260	379,289	509,298	509,298
Supplies & Services	1,816,889	1,728,715	1,920,065	1,920,065
Internal Service Fees	6,882,727	6,268,321	6,499,124	6,867,301
Capital	—	123,116	—	—
<i>Net Operating Expense</i>	\$ 9,128,876	\$ 8,499,442	\$ 8,928,487	\$ 9,296,664
Total Expenditures	\$ 77,726,197	\$ 80,846,638	\$ 86,703,032	\$ 88,839,075
Net Change	—	—	—	—

Police Department

All Funds Summary - By Program

	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Adopted
REVENUES				
Revenue and Transfers in from Other Funds				
Office of the Chief	\$ —	\$ —	\$ —	\$ —
Community Services / Special Operations	515,701	405,750	521,843	334,355
Patrol Division	75,199	21,946	141,400	141,400
Investigations	1,843,583	1,531,707	1,854,105	2,046,105
Support Services	666,175	547,631	821,672	821,672
Special Programs	220,675	169,652	286,820	286,820
Narcotic Asset Seizure	—	83,001	—	—
	\$ 3,321,333	\$ 2,759,688	\$ 3,625,840	\$ 3,630,352
(Contribution)/Use of Fund Balance				
Narcotic Asset Seizure	23,157	(83,001)	—	—
	\$ 23,157	\$ (83,001)	\$ —	\$ —
Fund Subsidy				
General Fund Subsidy	71,284,395	74,879,753	79,961,731	81,962,080
Measure C Fund Subsidy	3,097,313	3,290,198	3,115,461	3,246,643
	\$74,381,707	\$78,169,952	\$83,077,192	\$85,208,723
Total Revenues	\$77,726,197	\$80,846,638	\$86,703,032	\$88,839,075
EXPENDITURES				
Expenditures and Transfer Out to Other Funds				
Office of the Chief - General Fund	2,177,386	1,975,340	1,750,246	1,740,782
Community Services / Special Operations	7,806,911	7,867,259	8,955,828	9,095,762
Patrol Division	33,108,803	34,287,455	35,711,726	36,818,282
Investigations	14,681,321	15,901,386	19,523,978	19,690,144
Support Services - General Services	13,692,886	14,297,827	14,448,723	14,856,994
Special Programs (Grants) - General Fund	3,138,420	3,227,173	3,197,068	3,390,469
Measure C Programs	3,097,313	3,290,198	3,115,461	3,246,643
Narc Asset Seizure-Spec Rev Fund	23,157	—	—	—
Total Expenditures	\$77,726,197	\$80,846,638	\$86,703,032	\$88,839,075
Net Change	—	—	—	—

Police Department

Police - General Fund Summary

	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Adopted
REVENUES				
Revenue				
Licenses & Permits	\$ 472,217	\$ 344,296	\$ 449,017	\$ 449,017
Photo Red Light	217,754	57,866	72,828	72,828
Fines & Forfeitures	48,446	57,690	41,820	41,820
Intergovernmental	2,101,010	1,582,387	2,146,215	2,150,727
Fees & Service Charges	462,082	632,247	895,960	895,960
Other Revenue	19,824	2,200	20,000	20,000
Total Revenues	\$ 3,321,333	\$ 2,676,686	\$ 3,625,840	\$ 3,630,352
EXPENDITURES				
Expenditures				
Salary				
Regular	35,034,785	35,599,275	39,171,050	39,103,593
Overtime	4,066,392	3,583,144	2,961,000	2,961,000
Vacancy Savings	—	—	(1,575,879)	(2,193,794)
Benefits				
Fringe Benefits	10,425,234	11,106,304	12,919,773	14,011,685
Retiree Medical	1,934,859	1,893,080	2,037,515	2,038,935
PERS	14,242,304	17,081,396	19,383,716	20,656,436
Program Reduction Savings	—	—	—	—
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 65,703,574	\$ 69,263,199	\$ 74,897,175	\$ 76,577,855
Maintenance & Utilities	420,816	372,429	456,260	456,260
Supplies & Services	1,736,951	1,676,325	1,870,835	1,870,835
Internal Service Fees	6,744,387	6,129,593	6,363,301	6,687,482
Capital	—	114,894	—	—
<i>Net Operating Expense</i>	\$ 8,902,153	\$ 8,293,241	\$ 8,690,396	\$ 9,014,577
Total Expenditures	\$ 74,605,727	\$ 77,556,440	\$ 83,587,571	\$ 85,592,432
General Fund Subsidy	71,284,395	74,879,753	79,961,731	81,962,080

Police Department

Office of the Chief - General Fund

	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Adopted
REVENUES				
Revenue				
Intergovernmental	\$ —	\$ —	\$ —	\$ —
Other Revenue	—	—	—	—
Total Revenues	\$ —	\$ —	\$ —	\$ —
EXPENDITURES				
Expenditures				
Salary				
Regular	910,508	863,217	866,802	861,876
Overtime	443,346	231,453	16,500	16,500
Vacancy Savings	—	—	—	—
Benefits				
Fringe Benefits	289,462	265,772	233,095	228,344
Retiree Medical	30,275	30,533	31,760	31,789
PERS	348,540	419,492	436,170	462,500
Program Reduction Savings	—	—	—	—
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 2,022,131	\$ 1,810,468	\$ 1,584,327	\$ 1,601,009
Maintenance & Utilities	9,528	9,909	9,000	9,000
Supplies & Services	36,137	31,494	36,051	36,051
Internal Service Fees	109,590	123,469	120,868	94,722
<i>Net Operating Expense</i>	\$ 155,255	\$ 164,872	\$ 165,919	\$ 139,773
Total Expenditures	\$ 2,177,386	\$ 1,975,340	\$ 1,750,246	\$ 1,740,782
General Fund Subsidy	2,177,386	1,975,340	1,750,246	1,740,782

Police Department

Community Services / Special Operations - General Fund

	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Adopted
REVENUES				
Revenue				
Grants-Citizens' Option for Public Safety	\$ —	\$ —	\$ 187,680	\$ —
Licenses and Permits	28,953	21,751	31,827	31,827
Photo Red Light	217,754	57,866	72,828	72,828
Intergovernmental	184,852	28,887	20,808	21,000
Fees & Service Charges	84,143	297,246	188,700	188,700
Other Revenue	—	—	20,000	20,000
Total Revenues	\$ 515,701	\$ 405,750	\$ 521,843	\$ 334,355
EXPENDITURES				
Expenditures				
Salary				
Regular	3,062,504	3,083,857	3,940,209	3,916,966
Overtime	774,010	599,006	243,500	243,500
Targeted Savings	—	—	(245,473)	(216,131)
Benefits				
Fringe Benefits	977,620	993,032	1,319,953	1,384,924
Retiree Medical	185,309	177,228	204,290	204,276
PERS	1,242,365	1,527,986	2,012,718	2,174,264
Program Reduction Savings	—	—	—	—
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 6,241,808	\$ 6,381,110	\$ 7,475,197	\$ 7,707,798
Maintenance & Utilities	21,744	28,093	30,000	30,000
Supplies & Services	835,802	726,730	744,766	744,766
Internal Service Fees	707,557	721,121	705,865	613,197
Capital	—	10,206	—	—
<i>Net Operating Expense</i>	\$ 1,565,103	\$ 1,486,149	\$ 1,480,631	\$ 1,387,963
Total Expenditures	\$ 7,806,911	\$ 7,867,259	\$ 8,955,828	\$ 9,095,762
General Fund Subsidy	7,291,210	7,461,509	8,433,985	8,761,407

Police Department

Patrol Division - General Fund

	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Adopted
REVENUES				
Revenue				
Licenses and Permits	\$ —	\$ —	\$ —	\$ —
Intergovernmental	—	—	—	—
Fees & Service Charges	75,199	21,946	141,400	141,400
Other Revenue	—	—	—	—
Total Revenues	\$ 75,199	\$ 21,946	\$ 141,400	\$ 141,400
EXPENDITURES				
Expenditures				
Salary				
Regular	15,297,391	15,544,573	15,815,437	15,616,461
Overtime	1,144,989	1,018,784	1,215,000	1,215,000
Targeted Savings	—	—	(521,119)	(236,445)
Benefits				
Fringe Benefits	4,791,349	5,209,733	5,791,306	6,199,365
Retiree Medical	1,007,520	986,244	1,053,140	1,051,093
PERS	7,314,631	8,655,505	9,172,575	9,806,272
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$29,555,880	\$31,414,839	\$32,526,339	\$33,651,746
Maintenance & Utilities	—	6,000	—	—
Supplies & Services	37,848	24,646	28,506	28,506
Internal Service Fees	3,515,076	2,841,971	3,156,881	3,138,030
Capital	—	—	—	—
<i>Net Operating Expense</i>	\$ 3,552,923	\$ 2,872,616	\$ 3,185,387	\$ 3,166,536
Total Expenditures	\$33,108,803	\$34,287,455	\$ 35,711,726	\$36,818,282
General Fund Subsidy	33,033,605	34,265,509	35,570,326	36,676,882

Police Department

Investigations - General Fund

	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Adopted
REVENUES				
Revenue				
Licenses & Permits	\$ 118,187	\$ 110,254	\$ 148,526	\$ 148,526
Intergovernmental	1,725,396	1,421,453	1,671,919	1,863,919
Fees & Service Charges	—	—	33,660	33,660
Other Revenue	—	—	—	—
Total Revenues	\$ 1,843,583	\$ 1,531,707	\$ 1,854,105	\$ 2,046,105
EXPENDITURES				
Expenditures				
Salary				
Regular	7,212,572	7,617,452	9,216,500	9,395,723
Overtime	407,861	296,418	1,100,000	1,100,000
Targeted Savings	—	—	(438,290)	(1,578,343)
Benefits				
Fringe Benefits	2,023,162	2,195,611	2,770,024	3,408,053
Retiree Medical	476,287	474,394	505,720	511,876
PERS	3,025,691	3,801,415	4,773,344	5,117,757
Program Reduction Savings	—	—	—	—
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 13,145,573	\$ 14,385,290	\$ 17,927,298	\$ 17,955,065
Maintenance & Utilities	124,577	58,118	77,800	77,800
Supplies & Services	259,831	309,476	437,750	437,750
Internal Service Fees	1,151,340	1,126,527	1,081,130	1,219,529
Capital	—	21,975	—	—
<i>Net Operating Expense</i>	\$ 1,535,748	\$ 1,516,095	\$ 1,596,680	\$ 1,735,079
Total Expenditures	\$14,681,321	\$15,901,386	\$ 19,523,978	\$19,690,144
General Fund Subsidy	12,837,738	14,369,679	17,669,873	17,644,039

Police Department

Support Services - General Services

	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Adopted
REVENUES				
Revenue				
Licenses & Permits	\$ 325,077	\$ 212,291	\$ 268,664	\$ 268,664
Intergovernmental	22,993	21,298	20,808	20,808
Fees & Service Charges	302,740	313,055	532,200	532,200
Other Revenue	15,364	987	—	—
Total Revenues	\$ 666,175	\$ 547,631	\$ 821,672	\$ 821,672
EXPENDITURES				
Expenditures				
Salary				
Regular	7,008,600	7,038,475	7,760,003	7,803,416
Overtime	1,150,174	1,269,259	386,000	386,000
Targeted Savings	—	—	(370,997)	(162,875)
Benefits				
Fringe Benefits	1,802,743	1,879,918	2,235,386	2,129,507
Retiree Medical	135,777	138,439	137,445	134,951
PERS	1,564,703	1,876,223	2,089,910	2,144,275
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$11,661,997	\$12,202,313	\$12,237,747	\$12,435,274
Maintenance & Utilities	264,966	270,309	339,460	339,460
Supplies & Services	507,722	511,447	575,762	575,762
Internal Service Fees	1,258,200	1,313,758	1,295,754	1,506,498
Capital	—	—	—	—
<i>Net Operating Expense</i>	\$ 2,030,889	\$ 2,095,514	\$ 2,210,976	\$ 2,421,720
Total Expenditures	\$13,692,886	\$14,297,827	\$14,448,723	\$14,856,994
General Fund Subsidy	13,026,711	13,750,196	13,627,051	14,035,322

Police Department

Special Programs (Grants) - General Fund

	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Adopted
REVENUES				
Revenue				
Fines and Forfeitures	\$ 48,446	\$ 57,690	\$ 41,820	\$ 41,820
Grant Revenue	167,770	110,749	245,000	245,000
Rental Income	4,460	1,213	—	—
Total Revenues	\$ 220,675	\$ 169,652	\$ 286,820	\$ 286,820
EXPENDITURES				
Expenditures				
Salary				
Regular	1,543,209	1,451,700	1,572,099	1,509,151
Overtime	146,013	168,224	—	—
Targeted Savings	—	—	—	—
Benefits				
Fringe Benefits	540,898	562,239	570,009	661,491
Retiree Medical	99,691	86,242	105,160	104,951
PERS	746,374	800,775	898,997	951,369
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 3,076,185	\$ 3,069,179	\$ 3,146,265	\$ 3,226,962
Maintenance & Utilities	—	—	—	—
Supplies & Services	59,611	72,533	48,000	48,000
Internal Service Fees	2,624	2,747	2,803	115,507
Capital	—	82,713	—	—
<i>Net Operating Expense</i>	\$ 62,235	\$ 157,994	\$ 50,803	\$ 163,507
Total Expenditures	\$ 3,138,420	\$ 3,227,173	\$ 3,197,068	\$ 3,390,469
General Fund Subsidy	2,917,745	3,057,521	2,910,248	3,103,649

Police Department

Narcotic Asset Seizure - Special Revenue Fund

	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Adopted
Beginning Working Capital Balance	\$ 488,428	\$ 465,271	\$ 548,272	\$ 548,272
REVENUES				
Revenue				
Fines & Forfeitures	—	83,001	—	—
Interest			—	—
Total Revenues	\$ —	\$ 83,001	\$ —	\$ —
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	23,157	—	—	—
Internal Service Fees	—	—	—	—
Capital	—	—	—	—
<i>Net Operating Expense</i>	\$ 23,157	\$ —	\$ —	\$ —
Fund Transfers Out				
Trsfr to Police Capital Projects	—	—	—	—
	\$ —	\$ —	\$ —	\$ —
Total Expenditures	\$ 23,157	\$ —	\$ —	\$ —
Net Diff Gain (Use) of Fund Balance	(23,157)	83,001	—	—
Ending Working Capital Balance	465,271	548,272	548,272	548,272

Police Department

Measure C Program - Measure C Fund

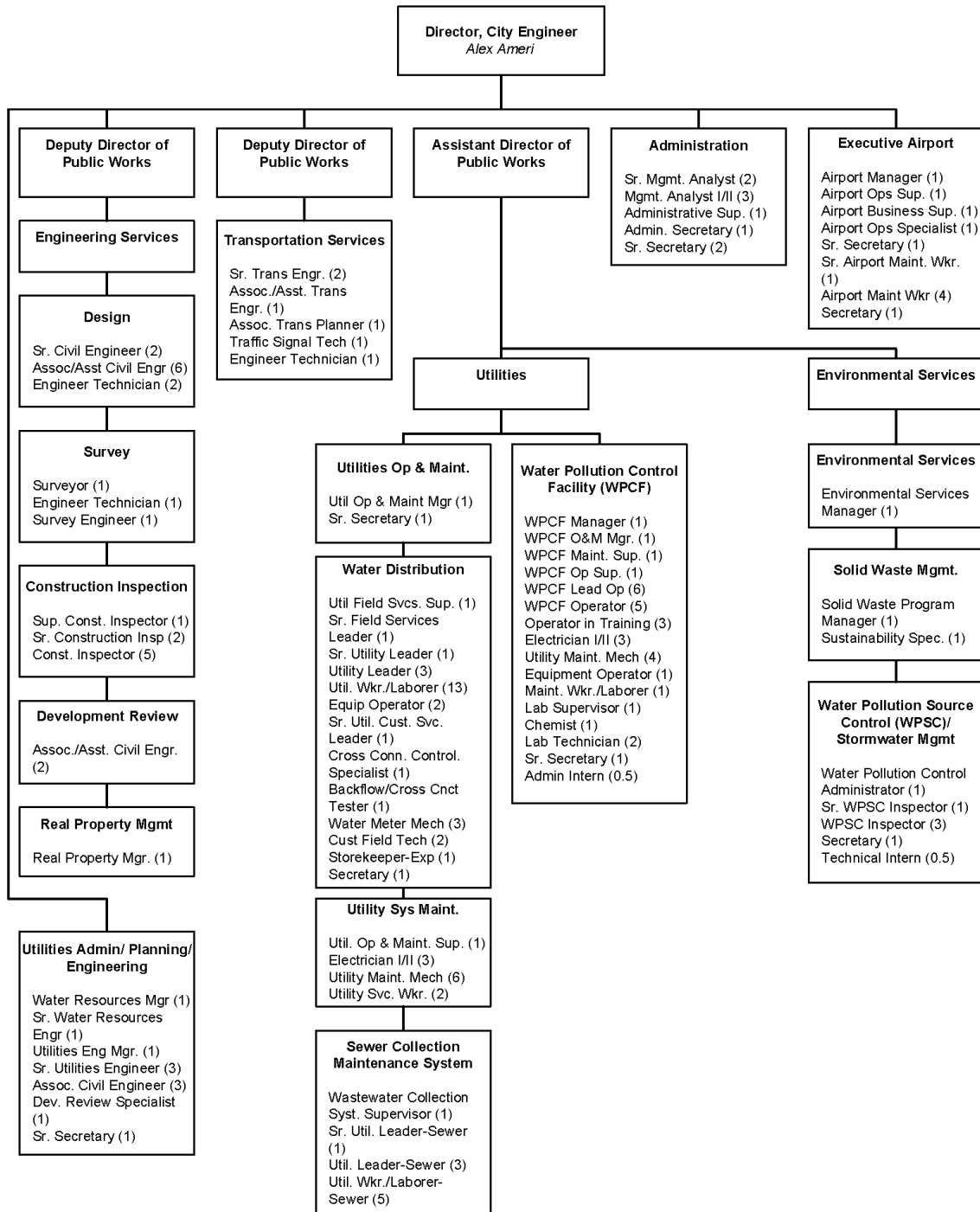
	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Adopted
REVENUES				
Revenue				
Other Revenue	\$ —	\$ —	\$ —	\$ —
Total Revenues	\$ —	\$ —	\$ —	\$ —
EXPENDITURES				
Expenditures				
Salary				
Regular	1,595,319	1,688,015	1,683,473	1,728,266
Overtime	304,221	261,839	—	—
Benefits				
Fringe Benefits	414,781	422,064	491,661	481,864
Retiree Medical	51,681	52,084	53,640	53,994
PERS	527,745	659,996	648,596	700,432
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 2,893,747	\$ 3,083,998	\$ 2,877,371	\$ 2,964,557
Maintenance & Utilities	8,445	6,860	53,038	53,038
Supplies & Services	56,781	52,390	49,230	49,230
Internal Service Fees	138,340	138,729	135,823	179,819
Capital	—	8,222	—	—
<i>Net Operating Expense</i>	\$ 203,565	\$ 206,201	\$ 238,091	\$ 282,087
Total Expenditures	\$ 3,097,313	\$ 3,290,198	\$ 3,115,461	\$ 3,246,643
Measure C Fund Subsidy	3,097,313	3,290,198	3,115,461	3,246,643

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FY 2023 STAFFING
161 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

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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.

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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 bumps, 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

SIGNIFICANT RESOURCE CHANGES PLANNED FOR FY 2023

1. Increase debt service budgets in Airport Operating Fund by \$297,455 and Water Operating Fund by \$1,085,295 to repay the 2013 Water Refunding Bond early to save on future interest payments.
2. Increase in water purchase \$5,400,000 due to SFPUC's currently projected wholesale water rate increase.
3. Increase in revenue projections for water sales by \$1,000,000 and water service charge by \$1,000,000 based on projected consumption trends.
4. Increase transfer to Fund 603 Water Replacement Fund by \$2,000,000 and to Fund 611 Sewer Replacement Fund by \$1,500,000 due to higher cost of Capital Improvement Program and to meet priorities set in the Strategic Roadmap for water and sewer main replacements.
5. Increase Water Fund (Fund 605) by \$101,621 to reflect increase in membership rate with Bay Area Water Supply & Conservation Agency (BAWSC)

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All Funds Summary - By Category

	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Adopted
REVENUES				
Revenue and Transfers In from Other Funds				
General Fund Revenue	\$ 451,712	\$ 464,249	\$ 415,500	\$ 415,500
Airport Maintenance & Operations	3,708,107	3,639,516	3,512,054	3,512,054
Recycling Program - Special Revenue Fund	1,541,670	1,667,701	929,460	986,647
Stormwater Maint & Operation	5,168,959	3,656,780	5,111,000	2,857,000
Waste Water Maint & Operation	28,825,758	28,567,247	30,097,314	28,512,314
Water Maint & Operation	58,471,718	58,258,046	55,287,869	57,702,516
Recycled Water Maint & Operation	152,404	642,911	1,254,000	1,255,701
Regional Water Inter-Tie - Enterprise Fund	21,776	41,797	134,271	134,271
	\$ 98,342,104	\$ 96,938,246	\$ 96,741,468	\$ 95,376,003
(Contribution)/Use of Fund Balance				
Airport Maintenance & Operations	1,392,288	1,394,922	889,826	1,512,794
Recycling Program	(438,994)	(674,391)	(228,245)	(25,452)
Stormwater Maint & Operation	(2,303,756)	1,594,926	(1,931,072)	629,520
Waste Water Maint & Operation	(6,294,228)	(734,965)	(3,195,381)	520,200
Water Maint & Operation	(8,372,625)	(6,076,811)	1,135,362	8,770,761
Recycled Water Maint & Operation	(135,890)	208,715	(246,747)	(164,290)
Regional Water Inter-Tie	25,427	12,129	(2,942)	(2,943)
	\$ (16,127,778)	\$ (4,275,476)	\$ (3,579,200)	\$ 11,240,589
Fund Subsidy				
General Fund Subsidy	(2,409,802)	(3,608,939)	(3,418,099)	(3,633,204)
Total Revenues	\$ 79,804,524	\$ 89,053,830	\$ 89,744,170	\$102,983,389
EXPENDITURES				
Expenditures By Expense Category				
Salary				
Regular	16,422,652	17,500,843	20,093,918	20,907,087
Overtime	823,380	928,429	398,050	398,050
Targeted Savings	—	—	(25,883)	(282,572)
Benefits				
Fringe Benefits	4,323,794	4,453,892	4,841,202	5,783,877
Retiree Medical	285,118	285,565	288,963	295,309
PERS	5,306,761	4,678,000	5,529,794	5,808,714
Program Reduction Savings	—	—	—	—
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	(4,420,719)	(3,400,940)	(4,135,608)	(4,135,608)
<i>Net Staffing Expense</i>	\$ 22,740,987	\$ 24,445,789	\$ 26,990,434	\$ 28,774,857
Maintenance & Utilities	2,317,248	2,319,574	2,947,068	3,580,282
Supplies & Services	6,004,307	5,779,618	7,323,363	8,364,883
Internal Service Fees	3,418,013	3,145,568	3,114,090	3,575,176
Water Purchases	31,518,279	32,130,463	33,500,000	38,900,000
Debt Service	3,825,566	4,688,509	4,535,064	5,615,109
<i>Net Operating Expense</i>	\$ 47,247,159	\$ 48,226,382	\$ 51,581,917	\$ 60,495,237
Transfers Out to Other Funds	13,648,537	22,598,189	18,006,784	20,979,707
Other Department Operating Costs	(4,218,571)	(4,389,798)	(4,623,085)	(5,109,960)
Total Expenditures	\$ 79,418,112	\$ 90,880,561	\$ 91,956,051	\$105,139,841
Net Change	386,412	(1,826,731)	(2,211,881)	(2,156,453)

Public Works & Utilities Department

All Funds Summary - By Program

	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Adopted
REVENUES				
Revenue and Transfers in from Other Funds				
General Fund Revenue	\$ 451,712	\$ 464,249	\$ 415,500	\$ 415,500
Hayward Executive Airport	3,708,107	3,639,516	3,512,054	3,512,054
Recycling Program	1,541,670	1,667,701	929,460	986,647
Stormwater	5,168,959	3,656,780	5,111,000	2,857,000
Wastewater	28,825,758	28,567,247	30,097,314	28,512,314
Water	58,471,718	58,258,046	55,287,869	57,702,516
Recycled Water	152,404	642,911	1,254,000	1,255,701
Regional Water Inter-Tie	21,776	41,797	134,271	134,271
	\$98,342,104	\$96,938,246	\$ 96,741,468	\$ 95,376,003
(Contribution)/Use of Fund Balance				
Hayward Executive Airport	1,392,288	1,394,922	889,826	1,512,794
Recycling Program	(438,994)	(674,391)	(228,245)	(25,452)
Stormwater	(2,303,756)	1,594,926	(1,931,072)	629,520
Wastewater	(6,294,228)	(734,965)	(3,195,381)	520,200
Water	(8,372,625)	(6,076,811)	1,135,362	8,770,761
Recycled Water	(135,890)	208,715	(246,747)	(164,290)
Regional Water Inter-Tie	25,427	12,129	(2,942)	(2,943)
	\$(16,127,778)	\$ (4,275,476)	\$ (3,579,200)	\$ 11,240,589
Fund Subsidy				
General Fund Subsidy	(2,409,802)	(3,608,939)	(3,418,099)	(3,633,204)
Total Revenues	\$79,804,524	\$89,053,830	\$ 89,744,170	\$ 102,983,389
EXPENDITURES				
Expenditures and Transfer Out to Other Funds By Program				
General Fund	2,861,514	4,073,188	3,833,599	4,048,704
Hayward Executive Airport	5,100,395	5,034,438	4,401,880	5,024,849
Recycling	1,102,676	993,310	701,215	961,195
Stormwater	1,208,011	3,550,980	1,399,264	1,609,070
Wastewater	22,531,530	27,832,282	26,901,933	28,167,542
Water	47,537,549	49,491,997	53,580,810	64,105,743
Recycled Water	16,515	851,626	1,007,253	1,091,411
Regional Water Inter-Tie	47,203	53,926	131,329	131,329
Total Expenditures	\$80,405,392	\$91,881,746	\$ 91,957,283	\$ 105,139,841
Net Change	(600,868)	(2,827,916)	(2,213,113)	(2,156,453)

Public Works & Utilities Department

Engineering & Transportation - General Fund

	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Adopted
REVENUES				
Revenue				
Sales and Other Taxes	\$ —	\$ —	\$ —	\$ —
Interest and Rents	87,492	62,442	65,500	65,500
Fees & Service Charges	346,585	385,582	350,000	350,000
Other Revenue	5,325	995	—	—
Total Revenues	\$ 439,402	\$ 449,019	\$ 415,500	\$ 415,500
EXPENDITURES				
Expenditures				
Salary				
Regular	3,529,756	4,123,595	4,463,425	4,737,763
Overtime	151,219	66,757	6,400	6,400
Targeted Savings	—	—	(25,883)	(282,572)
Benefits				
Fringe Benefits	730,022	767,421	878,752	971,043
Retiree Medical	54,157	54,446	54,042	56,276
PERS	1,198,079	1,179,150	1,273,867	1,355,151
Program Reduction Savings	—	—	—	—
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other prog	(4,163,594)	(3,269,444)	(3,860,608)	(3,860,608)
<i>Net Staffing Expense</i>	\$ 1,499,639	\$ 2,921,925	\$ 2,789,995	\$ 2,983,452
Maintenance & Utilities	4,536	6,846	(56,154)	11,525
Supplies & Services	393,136	403,662	360,292	352,613
Internal Service Fees	916,964	693,725	686,377	643,225
Capital	—	—	—	—
<i>Net Operating Expense</i>	\$ 1,218,488	\$ 1,314,636	\$ 976,827	\$ 990,515
Total Expenditures	\$ 2,814,275	\$ 4,026,158	\$ 3,780,510	\$ 3,990,815
General Fund Subsidy	\$ 2,374,873	\$ 3,577,139	\$ 3,365,010	\$ 3,575,315

Public Works & Utilities Department

Solid Waste Program - General Fund

	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Adopted
REVENUES				
Revenue				
Fees & Service Charges	\$ 12,310	\$ 15,230	\$ —	\$ —
Total Revenues	\$ 12,310	\$ 15,230	\$ —	\$ —
EXPENDITURES				
Expenditures				
Salary				
Regular	31,962	32,552	37,179	39,007
Overtime	—	—	—	—
Targeted Savings	—	—	—	—
Benefits				
Fringe Benefits	3,758	3,955	4,399	4,559
Retiree Medical	386	388	385	396
PERS	10,677	9,096	10,652	11,386
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 46,782	\$ 45,992	\$ 52,614	\$ 55,348
Maintenance & Utilities	—	—	—	—
Supplies & Services	12	573	—	—
Internal Service Fees	444	465	474	2,540
Capital	—	—	—	—
<i>Net Operating Expense</i>	\$ 457	\$ 1,038	\$ 474	\$ 2,540
Total Expenditures	\$ 47,239	\$ 47,030	\$ 53,088	\$ 57,888
General Fund Subsidy	34,929	31,800	53,088	57,888

Public Works & Utilities Department

Hayward Executive Airport - Enterprise Fund

	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Adopted
REVENUES				
Revenue				
Interest & Rents	\$ 294,091	\$ 150,351	\$ 168,865	\$ 168,865
Land Rent	1,852,167	1,862,258	1,753,903	1,753,903
Hangar Rent	1,229,288	1,233,153	1,253,376	1,253,376
Fees & Service Charges	6,752	1,411	8,000	8,000
Other Revenue	325,809	392,343	327,911	327,911
Total Revenues	\$ 3,708,107	\$ 3,639,516	\$ 3,512,054	\$ 3,512,054
EXPENDITURES				
Expenditures				
Salary				
Regular	1,019,071	1,007,436	1,200,735	1,247,697
Overtime	45,372	70,460	26,750	26,750
Benefits				
Fringe Benefits	298,249	291,924	383,535	331,518
Retiree Medical	17,744	17,838	17,710	18,521
PERS	334,692	275,588	331,248	350,968
Program Reduction Savings	—	—	—	—
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other prog	—	—	—	—
<i>Net Staffing Expense</i>	\$ 1,715,128	\$ 1,663,245	\$ 1,959,977	\$ 1,975,455
Maintenance & Utilities	244,965	230,633	223,505	223,505
Supplies & Services	224,149	216,767	219,254	219,254
Internal Service Fees	210,712	196,543	194,216	228,000
Capital - Debt Service	163,745	162,649	162,332	459,787
<i>Net Operating Expense</i>	\$ 843,572	\$ 806,592	\$ 799,307	\$ 1,130,546
Fund Transfers Out to				
Cost Allocation to General Fund	185,168	185,168	185,168	185,168
Liability Insurance Premium	65,247	77,668	53,377	88,013
Transfer Out to Other	—	—	54,051	45,667
Tech Services ERP	—	—	—	—
Airport Capital Fund	1,304,000	1,325,000	1,350,000	1,600,000
<i>Total Transfers Out</i>	\$ 1,554,415	\$ 1,587,836	\$ 1,642,596	\$ 1,918,848
Total Expenditures	\$ 5,100,395	\$ 5,034,438	\$ 4,401,880	\$ 5,024,849
Net Change	(1,392,288)	(1,394,922)	(889,826)	(1,512,794)

Public Works & Utilities Department

Recycling Program - Special Revenue Fund

	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Adopted
REVENUES				
Revenue				
Special Assessment-Deliq Bills	\$ 35,999	\$ 13,019	\$ 10,000	\$ 10,000
Waste Management Impact Fee	546,033	551,479	492,960	506,270
Interest & Rents	94,380	16,996	4,000	4,000
Intergovernmental	865,932	1,086,207	420,000	463,877
Fees and Service Charges	—	—	—	—
Other Revenue	(675)	—	2,500	2,500
<i>Total Revenue</i>	\$ 1,541,670	\$ 1,667,701	\$ 929,460	\$ 986,647
Fund Transfers In	—	—	—	—
Total Revenues	\$ 1,541,670	\$ 1,667,701	\$ 929,460	\$ 986,647
EXPENDITURES				
Expenditures				
Salary				
Regular	420,265	304,304	275,826	284,801
Overtime	5,202	152	—	—
Targeted Savings	—	—	—	—
Benefits				
Fringe Benefits	51,585	35,995	32,772	36,285
Retiree Medical	4,243	4,266	3,465	3,403
PERS	132,996	85,336	77,892	82,298
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	(4,729)	—	—	—
<i>Net Staffing Expense</i>	\$ 609,561	\$ 430,052	\$ 389,955	\$ 406,787
Maintenance & Utilities	—	—	1,100	600
Supplies & Services	387,072	463,819	200,500	470,088
Internal Service Fees	57,347	48,397	46,943	21,840
Capital	—	—	—	—
<i>Net Operating Expense</i>	\$ 444,419	\$ 512,216	\$ 248,543	\$ 492,528
Fund Transfers Out to				
Cost Allocation to General Fund	38,257	38,257	38,257	38,257
Liability Insurance Premium	10,439	12,785	13,885	15,231
Transfer Out to Other	—	—	—	10,575
<i>Total Transfers Out</i>	\$ 48,696	\$ 51,042	\$ 62,717	\$ 61,880
Total Expenditures	\$ 1,102,676	\$ 993,310	\$ 701,215	\$ 961,195
Net Change	438,994	674,391	228,245	25,452

Public Works & Utilities Department

Water - Enterprise Fund

	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Adopted
Revenue				
Water Sales	\$ 46,665,517	\$ 46,218,779	\$45,000,000	\$46,000,000
Water Service Charges	9,226,611	10,365,431	9,000,000	10,000,000
Installation Fees	414,806	420,302	250,000	250,000
Other Fees and Charges	587,591	287,791	200,000	200,000
Interest & Rents	831,272	182,377	105,000	242,000
Other Revenue	65,382	44,265	60,000	60,000
Property Damage & Capital Contrib.	(7,700)	2,116	—	—
<i>Total Revenue</i>	\$57,783,480	\$ 57,521,061	\$54,615,000	\$56,752,000
Fund Transfers In from				
Other Funds	—	—	—	—
Capital Funds	265,000	265,000	265,000	—
Debt Service Funds	423,238	471,985	407,869	950,516
<i>Total Transfers In</i>	\$ 688,237	\$ 736,985	\$ 672,869	\$ 950,516
Total Revenues	\$ 58,471,718	\$58,258,046	\$ 55,287,869	\$ 57,702,516
Expenditures				
Salary				
Regular	4,700,091	5,031,172	5,897,359	5,796,239
Overtime	354,086	436,068	213,100	213,100
Targeted Savings	—	—	—	—
Benefits				
Fringe Benefits	1,380,267	1,487,377	1,589,437	1,853,109
Retiree Medical	94,749	95,023	95,492	99,032
PERS	1,477,182	1,297,858	1,601,932	1,607,421
Program Reduction Savings	—	—	—	—
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	(242,830)	(108,773)	(150,000)	(150,000)
<i>Net Staffing Expense</i>	\$ 7,763,545	\$ 8,238,725	\$ 9,247,321	\$ 9,418,900
Water Purchases	31,518,279	32,130,463	33,500,000	38,900,000
Maintenance & Utilities	1,188,797	1,241,970	1,390,358	1,601,229
Supplies & Services	2,318,413	2,166,538	3,027,340	3,434,823
Internal Service Fees	1,087,705	1,155,758	1,151,826	1,218,584
Capital	—	—	—	—
Debt Service	548,869	553,451	540,256	1,595,413
<i>Net Operating Expense</i>	\$36,662,063	\$ 37,248,180	\$39,609,780	\$46,750,049
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 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Adopted
Liability Insurance Premium	315,714	386,560	416,905	457,374
Water Capital Replacement	4,000,000	4,500,000	5,050,000	7,795,000
Cap Proj Transfer to Tech Replacement	—	—	—	—
Transfer Out to Other	150,000	600,000	891,455	844,184
<i>Net Transfers Out</i>	\$ 5,673,484	\$ 6,694,330	\$ 7,566,130	\$10,304,328
Total Fund Expenditures	\$50,099,092	\$ 52,181,235	\$ 56,423,231	\$ 66,473,278
Other Department Operating Costs (Finance Dept - Utility Billing) (Maintenance Services - Landscape Division)	(2,561,543)	(2,689,237)	(2,842,421)	(2,367,535)
Total Department Expenditures	\$ 47,537,549	\$ 49,491,997	\$ 53,580,810	\$ 64,105,743
Net Change	8,372,625	6,076,811	(1,135,362)	(8,770,761)

Public Works & Utilities Department

Regional Water Inter-Tie - Enterprise Fund

	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Adopted
Beginning Working Capital Balance	\$ 101,443	\$ 76,017	\$ 63,888	\$ 66,830
REVENUES				
Revenue				
SFPUC/EBMUD Reimbursement	19,898	41,535	134,271	134,271
Interest	1,878	262	—	—
<i>Net Revenue</i>	\$ 21,776	\$ 41,797	\$ 134,271	\$ 134,271
Total Revenues	\$ 21,776	\$ 41,797	\$ 134,271	\$ 134,271
EXPENDITURES				
Expenditures				
Salary				
Regular	3,262	2,986	—	—
Overtime	—	—	—	—
Targeted Savings	—	—	—	—
Benefits				
Fringe Benefits	779	597	—	—
Retiree Medical	—	—	—	—
PERS	980	855	—	—
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	25,000	25,000
<i>Net Staffing Expense</i>	\$ 5,021	\$ 4,439	\$ 25,000	\$ 25,000
Maintenance & Utilities	15,200	26,258	65,000	65,000
Supplies & Services	5,653	1,900	20,000	20,000
Internal Service Fees	—	—	—	—
<i>Net Operating Expense</i>	\$ 20,853	\$ 28,158	\$ 85,000	\$ 85,000
Fund Transfers Out to				
Cost Allocation to General Fund	21,329	21,329	21,329	21,329
Total Fund Expenditures	\$ 47,203	\$ 53,926	\$ 131,329	\$ 131,329
Net Change	(25,427)	(12,129)	2,942	2,943
Ending Working Capital Balance	76,017	63,888	66,830	69,773

Public Works & Utilities Department

Wastewater - Enterprise Fund

	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Adopted
REVENUES				
Sewer Service Charge	\$ 24,759,953	\$ 25,450,330	\$ 26,280,000	\$ 26,280,000
Sewer Connection Charge	—	—	—	—
EBDA Maint. By City	133,505	78,326	—	—
Other Fees	74,629	99,284	96,000	96,000
Interest	1,012,374	196,460	226,000	239,000
Other Revenue	159,096	408,127	—	150,000
Fixed Assets Gains and Loss	119,683	—	—	—
<i>Total Revenue</i>	\$ 26,259,240	\$ 26,232,527	\$ 26,602,000	\$ 26,765,000
Fund Transfers In from				
DS CA SWRCB Loan/Sewer	2,566,518	2,334,720	3,495,314	1,747,314
<i>Total Transfers In</i>	\$ 2,566,518	\$ 2,334,720	\$ 3,495,314	\$ 1,747,314
Total Revenues	\$ 28,825,758	\$ 28,567,247	\$ 30,097,314	\$ 28,512,314
EXPENDITURES				
Salary				
Regular	5,545,271	5,741,178	6,848,751	7,413,061
Overtime	231,624	315,475	117,800	117,800
Targeted Savings	—	—	—	—
Benefits				
Fringe Benefits	1,482,728	1,498,121	1,555,341	2,143,238
Retiree Medical	93,116	92,990	97,402	96,088
PERS	1,768,806	1,496,528	1,858,742	2,013,134
Program Reduction Savings	—	—	—	—
Furlough / COLA Deferral	—	—	—	—
Charges (to)/from other programs	(9,566)	(22,723)	(150,000)	(150,000)
<i>Net Staffing Expense</i>	\$ 9,111,979	\$ 9,121,569	\$ 10,328,035	\$ 11,633,321
Maintenance & Utilities	850,111	795,021	1,185,047	1,468,217
Supplies & Services	2,282,002	2,078,170	2,978,077	3,333,297
Internal Service Fees	828,017	738,083	728,860	1,058,176
Debt Service	3,276,697	4,135,058	3,408,088	3,408,089
<i>Net Operating Expense</i>	\$ 7,236,827	\$ 7,769,511	\$ 8,300,072	\$ 9,267,779
Fund Transfers Out to				
Cost Allocation to General Fund	823,783	823,783	823,783	823,783
Liability Insurance Premium	358,941	433,977	464,350	570,708
Cap Proj Transf to Tech Replacement				
Transfer Out to Other	—	—	1,935,693	236,924

Public Works & Utilities Department

Wastewater - Enterprise Fund

	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Adopted
Sewer Capital Replacement	5,000,000	9,683,442	5,050,000	6,500,000
Connection Fee to Sewer Imprvmnt			—	—
<i>Net Transfers Out</i>	6,182,724	10,941,202	8,273,826	8,131,415
Total Expenditures	\$ 22,531,530	\$ 27,832,282	\$ 26,901,933	\$ 29,032,515
Net Change	6,294,228	734,965	3,195,381	(520,200)

Public Works & Utilities Department

Stormwater - Enterprise Fund

	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Adopted
REVENUES				
Revenue				
Stormwater Revenue	\$ 2,067,642	\$ 2,196,891	\$ 2,025,000	\$ 2,200,000
Street Cleaning Fees	1,390,410	1,397,889	1,212,000	600,000
Interest	149,606	23,580	16,000	40,000
Fees and Service Charges	1,561,300	2,420	17,000	17,000
Other Revenue	—	36,000	—	—
<i>Total Revenue</i>	\$ 5,168,959	\$ 3,656,780	\$ 3,270,000	\$ 2,857,000
Fund Transfers In from				
ISF Fleet	—	—	—	—
Capital	—	—	1,841,000	—
	\$ —	\$ —	\$ 1,841,000	\$ —
Total Revenues	\$ 5,168,959	\$ 3,656,780	\$ 5,111,000	\$ 2,857,000
EXPENDITURES				
Expenditures				
Salary				
Regular	1,161,970	1,209,814	1,293,105	1,301,051
Overtime	35,877	39,517	34,000	34,000
Targeted Savings	—	—	—	—
Benefits				
Fringe Benefits	374,621	361,763	392,388	422,130
Retiree Medical	20,723	20,614	20,466	20,247
PERS	379,625	321,152	354,422	364,108
Program Reduction Savings	—	—	—	—
Furlough/COLA Deferral	—	—	—	—
Charges (to)/from other programs	—	—	—	—
<i>Net Staffing Expense</i>	\$ 1,972,817	\$ 1,952,860	\$ 2,094,381	\$ 2,141,535
Maintenance & Utilities	13,639	18,846	30,912	102,906
Supplies & Services	393,870	448,189	502,900	492,808
Internal Service Fees	316,824	302,978	302,937	393,683
<i>Net Operating Expense</i>	\$ 724,333	\$ 770,013	\$ 836,749	\$ 989,397
Fund Transfers Out to				
Cost Allocation to General Fund	125,049	125,049	125,049	125,049
Liability Insurance Premium	27,840	42,619	46,284	40,618
Capital Trsfr for Stormwater Sys Imp.	15,000	2,361,000	15,000	140,000
Transfer Out to Other	—	—	62,465	49,922
<i>Net Transfers Out</i>	\$ 167,889	\$ 2,528,668	\$ 248,798	\$ 355,589
Total Expenditures	\$ 2,865,203	\$ 5,251,705	\$ 3,179,928	\$ 3,486,521
Other Department Operating Costs (Maintenance Services - Street Maintenance)	(1,657,028)	(1,700,561)	(1,780,664)	(1,877,452)
Total Department Expenditures	\$ 1,208,011	\$ 3,550,980	\$ 1,399,264	\$ 1,609,070
Net Change	2,303,756	(1,594,926)	1,931,072	(629,520)

Public Works & Utilities Department

Recycled Water - Enterprise Fund

	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Adopted
REVENUES				
Revenue				
Recycled Water Sales	\$ —	\$ —	\$ 597,300	\$ 597,300
Recycled Water Service Fee	—	42,546	56,700	58,401
Interest	2,404	365	—	—
Transfer in From Other	150,000	600,000	600,000	600,000
<i>Total Revenue</i>	\$ 152,404	\$ 642,911	\$ 1,254,000	\$ 1,255,701
Total Revenues	\$ 152,404	\$ 642,911	\$ 1,254,000	\$ 1,255,701
EXPENDITURES				
Expenditures				
Salary				
Regular	11,005	47,806	77,539	87,468
Overtime	—	—	—	—
Targeted Savings	—	—	—	—
Benefits				
Fringe Benefits	1,785	6,738	4,578	21,996
Retiree Medical	—	1,241	1,232	1,346
PERS	3,725	12,438	21,039	24,248
Furlough / COLA Deferral	—	—	—	—
<i>Net Staffing Expense</i>	\$ 16,515	\$ 68,224	\$ 104,388	\$ 135,057
Maintenance & Utilities	\$ —	\$ —	\$ 107,300	107,300
Supplies & Services	—	—	15,000	42,000
Internal Service Fees	—	9,620	2,457	9,129
Debt Service	—	—	586,720	611,607
<i>Net Operating Expense</i>	\$ —	\$ 9,620	\$ 711,477	\$ 770,036
Transfer Out to Other Funds				
Transfer Out to Other	—	—	3,760	3,318
Liability Insurance Premium	—	4,262	4,628	—
Capital Fund	—	182,800	183,000	183,000
<i>Total Transfer Out</i>	\$ —	\$ 773,782	\$ 191,388	\$ 186,318
Total Expenditures	\$ 16,515	\$ 851,626	\$ 1,007,253	\$ 1,091,411
Net Change	135,890	(208,715)	246,747	164,290

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, 2022) – 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 2022 projected assessed valuation (less exemptions)	\$ 23,189,125,715
Debt limit (15% of assessed value)	\$ 3,478,368,857
Amount of legal debt applicable to the debt limit	\$ 127,106,342
Legal debt margin (if Hayward were a general law city)	\$ 3,478,368,857
Amount above or (below) Legal Debt Margin	\$ (3,351,262,515)

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.

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 6/30/2022	Total Debt as of 6/30/2022	Annual Principal (FY 2023)	Annual Interest (FY 2023)
General Fund						\$ 15,672,997		
16Refunding COP	FY2016	FY2027	2.60%-2.76%	\$ 19,813,775	\$ 9,284,301		\$ 1,759,658	\$ 218,516
15Fire Station #7/Firehouse/Clinic	FY2015	FY2025	2.84%	\$ 5,500,000	\$ 3,039,736		\$ 369,127	\$ 83,726
15Fire Station #7 Loan from Water	FY2016	FY2035	2.00%	\$ 3,421,000	\$ 2,938,681		\$ 79,362	\$ 58,379
15Streetlight Conversion #05188	FY2015	FY2024	1.00%	\$ 2,488,880	\$ 410,279		\$ 272,838	\$ 3,424
Measure C Fund						\$ 55,610,000		
15Library/Fire Stations/Streets	FY 2016	FY2034	3.00%-5.00%	\$ 67,535,000	\$55,610,000		\$ 3,365,000	\$ 2,050,313
Internal Service Fund - Fleet						\$ 606,339		
14Equip Lease-Fire Truck	FY2014	FY2024	3.05%	\$ 824,000	\$ 185,332		\$ 91,264	\$ 4,962
15 TDA Fire Truck Loan	FY2015	FY2024	2.92%	\$ 1,272,000	\$ 421,007		\$ 136,288	\$ 11,306
Water						\$ 2,000,000		
13Water Refunding Bonds	FY2014	FY2025	2.76%	\$ 7,245,000	\$ 2,000,000		\$ 2,000,000	\$ 55,200
Sewer						\$ 21,649,260		
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		\$ 200,687	\$ 17,123
CEC Solar Energy Loan-Phase II	FY2020	FY2038	1.00%	\$ 2,150,955	\$ 1,936,338		\$ 112,186	\$ 19,085
Recycled Water						\$ 14,872,117		
SWRCB Loan-Recycled Water	FY2017	FY2049	1.00%	\$ 27,058,436	\$ 14,872,117		\$ 462,886	\$ 148,721
Total Governmental and Business Activity Debt						\$ 110,410,713		
Fiduciary						\$ 4,568,014		
13Community Facility District #1	FY2014	FY2033	4.13%	\$ 7,076,294	\$ 4,568,014		\$ 351,712	\$ 182,222
Successor Agency of the Hayward Redevelopment Agency						\$ 27,791,442		
RDA Repayment Agreement with GF	FY2016	FY2022	LAIF	\$ 11,156,841	\$ 3,636,442		\$ 800,000	
16 RDA TABS	FY2017	FY2036	2.00%-5.00%	\$ 35,270,000	\$24,155,000		\$ 2,070,000	\$ 1,154,375
Special Assessment Districts						\$ 80,000		
LID 17	FY2000	FY2024	4.20%-6.13%	\$ 396,014	\$ 80,000		\$ 29,134	\$ 4,134

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, 2022	FY 2023 Principal	FY 2023 Interest
2016 COP Refunding	6/27/2016	11/1/2026	2.60%	\$ 19,813,775	\$ 9,284,301	\$ 1,759,658	\$ 218,516
Total				\$19,813,775	\$ 9,284,301	\$ 1,759,658	\$ 218,516

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, 2022	FY 2023 Principal	FY 2023 Interest
2015 Fire Station #7/Clinic	8/1/2014	8/1/2029	2.84%	\$ 5,500,000	\$ 3,039,736	\$ 369,127	\$ 83,726
2015 Fire Station Loan from Water	3/24/2016	12/1/2034	2.00%	\$ 3,421,000	\$ 2,938,681	\$ 79,362	\$ 58,379
Total				\$ 8,921,000	\$ 5,978,417	\$ 448,489	\$ 142,105

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, 2022	FY 2023 Principal	FY 2023 Interest
2015 Streetlight Conversion #05188	6/22/2014	12/22/2023	1.00%	\$ 2,488,880	\$ 410,279	\$ 272,838	\$ 3,424
Total				\$ 2,488,880	\$ 410,279	\$ 272,838	\$ 3,424

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, 2022	FY 2023 Principal	FY 2023 Interest
2015 Library/Fire Stations/Streets	10/1/2015	12/31/2034	3.00%- 5.00%	\$67,535,000	\$ 55,610,000	\$3,365,000	\$ 2,050,313
Total				\$67,535,000	\$ 55,610,000	\$3,365,000	\$2,050,313

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, 2022	FY 2023 Principal	FY 2023 Interest
2014 Equipment Lease - Fire	1/17/2014	1/17/2024	3.05%	\$ 824,000	\$ 185,332	\$ 91,264	\$ 4,962
2015 Equipment Lease - Fire	6/15/2015	6/15/2025	2.92%	\$ 1,272,000	\$ 421,007	\$ 136,288	\$ 11,306
Total				\$ 2,096,000	\$ 606,339	\$ 227,552	\$ 16,268

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, 2022	FY 2023 Principal	FY 2023 Interest
2013 Water Revenue Refunding Bonds	8/1/2013	6/30/2025	2.76%	\$ 7,245,000	\$ 2,000,000	\$2,000,000	\$ 55,200
Total				\$ 7,245,000	\$ 2,000,000	\$2,000,000	\$ 55,200

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 commenced 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, 2022	FY 2023 Principal	FY 2023 Interest
SWRCB Loan	8/1/2006	6/30/2028	0.00%	\$ 54,550,018	\$ 19,092,506	\$ 2,727,501	\$ 331,506
SWRCB Loan-Recycled Water	2/16/2017	3/31/2049	1.00%	\$ 27,058,436	\$ 14,872,117	\$ 462,886	\$ 148,721
WPCF Solar Energy Loan #7505	2/18/2011	6/22/2025	3.00%	\$ 2,450,000	\$ 620,416	\$ 200,687	\$ 17,123
WPCF Solar Energy Loan Phase II	4/15/2020	6/22/2038	1.00%	\$ 2,150,955	\$ 2,047,411	\$ 112,186	\$ 19,085
Total				\$ 86,209,409	\$ 36,632,450	\$ 3,503,260	\$ 516,435

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, 2022	FY 2023 Principal	FY 2023 Interest
1999 - LID 17	8/5/1999	9/2/2024	4.20%-6.13%	\$ 396,014	\$ 80,000	\$ 25,000	\$ 4,134
2013 - CFD 1	10/17/2013	9/1/2032	4.13%	\$ 7,076,294	\$ 4,568,014	\$ 351,712	\$ 182,222
Total				\$ 7,472,308	\$ 4,648,014	\$ 376,712	\$ 186,356

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, 2022	FY 2023 Principal	FY 2023 Interest
2016 RDA TABS	12/1/2016	3/1/2036	LAIF	\$ 35,270,000	\$ 24,155,000	\$ 2,070,000	\$ 1,154,375
2008 RDA Repayment Agreement (GF)	6/1/2008	6/30/2022	2.00%-5.00%	\$ 11,156,841	\$ 3,636,442	\$ 800,000	\$ —
Total				\$ 46,426,841	\$ 27,791,442	\$2,870,000	\$ 1,154,375

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CAPITAL IMPROVEMENT PROGRAM FY 2023 - FY 2032

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. The capital project funding requests are then submitted for evaluation to an internal capital projects review committee. Once the review committee's feedback is incorporated, the Recommended Ten-Year CIP is compiled and typically presented to the Council Infrastructure Committee for review and input, as well as the Planning Commission for conformance with the General Plan. The Recommended Ten-Year CIP is then reviewed by Council at a work session. The public has the opportunity to provide comments at each of these meetings, as well as at the final public hearing in 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 2023 CAPITAL IMPROVEMENT BUDGET

The City of Hayward's FY 2023 capital budget totals approximately \$118 million and includes projected total programming of \$634 million for the period FY 2023 through FY 2032.

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 2023 - FY 2032

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

	<i>Lifetime Budget</i>
FY23 Pavement Rehabilitation (210, 211, 212, 215, 218, 450)	\$ 11,425,000
FY23 New Sidewalks (213)	\$ 800,000
FY23 Sidewalk Rehabilitation + Wheelchair Ramps (216, 450)	\$ 1,800,000
Transportation Equity Plan (215)	\$ 250,000
FY23 Annual Water Line Replacements (603)	\$ 5,500,000
FY23 Annual Sewer Line Replacements (611)	\$ 6,000,000
New WPCF Admin Building and Lab (612)	\$ 20,000,000
Total	\$ 45,775,000

Major Continuing Capital Projects Include:

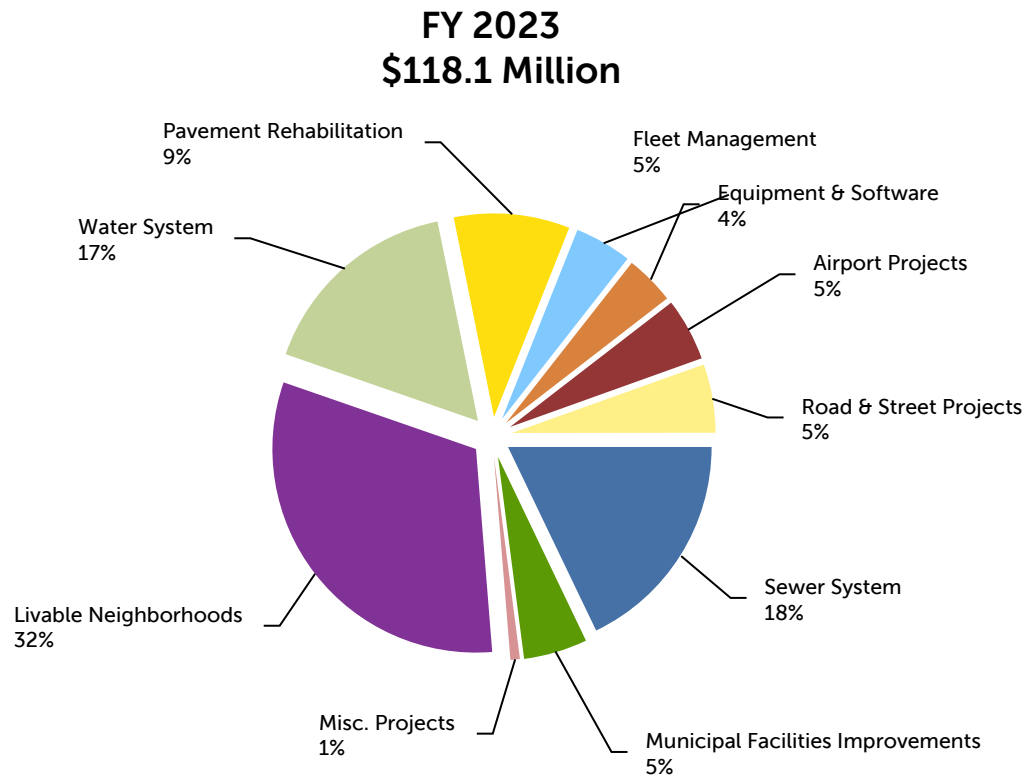
	<i>Lifetime Budget</i>
South Hayward Youth and Family Center (405)	\$ 11,747,000
La Vista Park (405)	\$ 23,270,000
New Fire Station No. 6 & Fire Training Center (406)	\$ 70,902,000
Mission Blvd. Improvement Phase 2 Construction (410)	\$ 31,942,000
Mission Blvd. Improvement Phase 3 Final Design + Construction (410)	\$ 21,210,000
Main Street Complete Street Project (219, 450)	\$ 3,225,000
WPCF Headworks Bar Screens Project (612)	\$ 4,130,000
WPCF New Final Clarifier (612)	\$ 16,400,000
Sulphur Creek Mitigation - Design + Construction (621)	\$ 7,812,000
Total	\$ 190,638,000

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 2023 CIP EXPENDITURES BY CATEGORY - ALL FUNDS



Project Category	FY 2022 Adopted	FY 2023 Adopted	Change (+/-)
Sewer System Projects	40,437,390	21,124,000	(19,313,390)
Municipal Facilities Improvements	38,946,000	6,000,000	(32,946,000)
Misc. Projects	—	912,000	912,000
Livable Neighborhoods	31,364,000	37,307,000	5,943,000
Water System Projects	26,821,000	19,500,000	(7,321,000)
Pavement Rehabilitation Projects	8,688,000	10,888,000	2,200,000
Fleet Management	4,285,000	5,380,000	1,095,000
Equipment & Software	3,718,000	4,656,302	938,302
Airport Projects	2,052,000	5,900,000	3,848,000
Road & Street Projects	1,144,000	6,455,000	5,311,000
Total Capital Improvement Projects	\$ 157,455,390	\$ 118,122,302	\$ (39,333,088)

GENERAL FUND FIVE-YEAR CIP COSTS

Program Areas	FY 2022 Adopted	FY 2023 Adopted	FY 2024 Projected	FY 2025 Projected	FY 2026 Projected	FY 2027 Projected
Capital Projects (General)	2,160,000	1,539,000	1,250,000	1,000,000	1,250,000	1,200,000
Transfer to Fund 405						
Route 238 Corridor Improvement	185,000		—	—	—	—
Transfer to Fund 410						
Transportation System Improvement	650,000	500,000	500,000	500,000	500,000	550,000
Transfer to Fund 460						
Facilities Management Capital	150,000	710,000	260,000	410,000	160,000	160,000
Transfer to Fund 726						
Information Technology Capital	859,000	1,000,000	700,000	700,000	700,000	700,000
Transfer to Fund 731						
Fleet Capital	—	161,000	—	—	400,000	—
Transfer to Fund 736						
Transfer from General Fund	4,004,000	3,910,000	2,710,000	2,610,000	3,010,000	2,610,000
Facilities Management ISF Charges						
Transfer to Fund 726	350,000	350,000	350,000	400,000	400,000	420,000
Information Technology ISF Charges						
Transfer to Fund 731	851,000	855,000	810,000	810,000	810,000	810,000
General Fund Fleet ISF Charges						
Transfer to Fund 736	1,500,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000
Enterprise Funds Fleet ISF Charges						
Transfer to Fund 736	657,000	606,000	606,000	606,000	606,000	606,000
ISF Charges from General Fund	3,358,000	4,811,000	4,766,000	4,816,000	4,816,000	4,836,000
Total General Fund CIP	7,362,000	8,721,000	7,476,000	7,426,000	7,826,000	7,446,000

Gas Tax Fund - Fund 210

PROJ. NO.	PROJECT DESCRIPTION	PROJ. TOTAL	PRIOR YEARS	EST FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32
	PAVEMENT REHABILITATION PROJECTS													
05110	Pavement Management Program	428		53	38	38	38	38	38	38	38	38	38	38
05222	Pavement Rehabilitation - Gas Tax - FY20	1,099	507	592										
05238	Pavement Rehabilitation - Gas Tax - FY21	1,050		1,050										
05239	Pavement Rehabilitation - Gas Tax - FY22	1,100		50	1,050									
05240	Pavement Rehabilitation - Gas Tax - FY23 (NEW)	1,550			50	1,500								
05320	Pavement Rehabilitation - Gas Tax - FY25 - FY32 (TBD - FY25)	8,975					1,100	1,125	1,125	1,125	1,125	1,125	1,125	1,125
	<i>Fund 209 OHHA revenue</i>				183	183	183	183	183	183	183	183	183	183
	LIVABLE NEIGHBORHOODS - TRAFFIC SIGNALS & STREETLIGHTS													
05132	Streetlights Repair	50		50										
05186	Traffic Signal Energy	1,373		103	105	110	115	120	125	130	135	140	145	145
05187	Traffic Signal Maintenance	5,636		499	469	478	488	498	508	518	528	539	550	561
05188	Streetlight Energy	9,405		780	795	810	825	840	855	870	885	900	915	930
05189	Streetlight Maintenance	3,272		202	262	272	282	292	302	312	322	332	342	352
	LIVABLE NEIGHBORHOODS - TRAFFIC CALMING													
05116	Congestion Management Program	1,389		130	100	105	110	116	122	128	134	141	148	155
	LIVABLE NEIGHBORHOODS - SIDEWALKS & WHEELCHAIR RAMPS													
05221	Wheelchair Ramps - FY20 - Districts 4 & 5	150	11	139										
05229	Wheelchair Ramps - FY21	160		160										
05241	Wheelchair Ramps - FY23 Design	10		10										
	ROAD & STREET - OTHER TRANSPORTATION IMPROVEMENTS													
05106	Project Predesign	440		40	40	40	40	40	40	40	40	40	40	40
05140	Miscellaneous Curb and Gutter Repair	347		47	30	30	30	30	30	30	30	30	30	30
05228	Street Repairs and Equipment Repl - Maint Svcs	990		90	90	90	90	90	90	90	90	90	90	90
	<i>Transfer from 615</i>	165		15	15	15	15	15	15	15	15	15	15	15
	TOTAL PROJECT COSTS		518	3,995	3,029	3,473	3,118	3,189	3,235	3,281	3,327	3,375	3,423	3,466
	Transfer to General Fund for Street & Signal Maintenance	11,686	8,933	238	240	243	245	248	250	253	255	258	260	263
	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			4,983	4,019	4,466	4,113	4,186	4,335	4,383	4,432	4,482	4,533	4,578

Gas Tax Fund - Fund 210

PROJ. NO.	PROJECT DESCRIPTION	PROJ. TOTAL	PRIOR YEARS	EST FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32
	REVENUES:													
	Interest			1	10	10	11	15	18	19	21	23	24	25
	Highway Users Tax		3,567	4,004	4,044	4,084	4,125	4,166	4,208	4,250	4,292	4,335	4,379	4,423
	REVENUE SUBTOTAL:			4,005	4,054	4,094	4,136	4,181	4,226	4,269	4,313	4,358	4,403	4,448
	TRANSFERS IN FROM:													
	Stormwater Fund 615			15	15	15	15	15	15	15	15	15	15	15
	Fund 209 OHHA revenue for Pavement Rehab FY21-26				183	183	183	183	183	183	183	183	183	183
	TRANSFERS SUBTOTAL:			15	198	198	198	198	198	198	198	198	198	198
	REVENUE TOTALS:			4,020	4,252	4,292	4,334	4,379	4,424	4,467	4,511	4,556	4,601	4,646
	BEGINNING FUND BALANCE:			1,439	476	709	535	756	949	1,038	1,122	1,202	1,276	1,344
	ENDING FUND BALANCE:			476	709	535	756	949	1,038	1,122	1,202	1,276	1,344	1,411

Gas Tax-RRAA (SB1) - Fund 211

PROJ. NO.	PROJECT DESCRIPTION	PROJ. TOTAL	PRIOR YEARS	EST FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32
	PAVEMENT REHABILITATION PROJECTS													
05297	Pavement Rehabilitation - RRAA - FY21	3,000		3,000										
05239	Pavement Rehabilitation - RRAA - FY22	2,900		2,900										
05240	Pavement Rehabilitation - RRAA - FY23 (NEW)	3,350			3,350									
05242	Pavement Rehabilitation - RRAA - FY24-FY32 (TBD-FY24)	29,300				3,200	3,200	3,200	3,200	3,300	3,300	3,300	3,300	3,300
	TOTAL PROJECT COSTS			5,900	3,350	3,200	3,200	3,200	3,200	3,300	3,300	3,300	3,300	3,300
	TOTAL EXPENDITURES			5,900	3,350	3,200	3,200	3,200	3,200	3,300	3,300	3,300	3,300	3,300
	REVENUES:													
	Interest			12	5	2	1	0	1	1	0	0	1	3
	RMRA (SB 1)		2,952	3,072	3,103	3,134	3,165	3,197	3,229	3,261	3,294	3,327	3,360	3,394
	REVENUE SUBTOTAL:			3,084	3,108	3,136	3,166	3,197	3,230	3,262	3,294	3,327	3,361	3,397
	TRANSFERS IN FROM:													
	TRANSFERS SUBTOTAL:													
	REVENUE TOTALS:			3,084	3,108	3,136	3,166	3,197	3,230	3,262	3,294	3,327	3,361	3,397
	BEGINNING FUND BALANCE:			3,176	360	118	54	20	17	47	10	4	30	92
	ENDING FUND BALANCE:			360	118	54	20	17	47	10	4	30	92	188

Measure BB (Local Transportation) - Fund 212

PROJ. NO.	PROJECT DESCRIPTION	PROJ. TOTAL	PRIOR YEARS	EST FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32
	ROAD & STREET - COMPLETE STREET PROJECTS													
05218	Tennyson Road Corridor Complete Streets Feasibility Study	100	1	99										
05306	Jackson Street -Gateway Feasibility Study	250		250										
	LIVABLE NEIGHBORHOODS - TRANSPORTATION EQUITY													
05319	Safe Routes to School - Cezar Chavez Middle School	324		324										
	<i>ACTC Grant Funding</i>			162										
05333	Safe Routes to School (NEW)	270			135	135	0	0	0					
	PAVEMENT REHABILITATION PROJECTS													
05216	Pavement Rehabilitation - Measure BB - FY19	2,150	698	1,452										
05224	Pavement Rehabilitation - Measure BB - FY20	2,240	693	1,547										
05227	Pavement Rehabilitation - Measure BB - FY21	2,340	6	2,334										
05239	Pavement Rehabilitation - Measure BB - FY22	1,900		1,900										
05240	Pavement Rehabilitation - Measure BB - FY23 (NEW)	3,850		50	3,800									
05242	Pavement Rehabilitation - Measure BB - FY24-FY32 (TBD)	37,000				3,800	3,800	3,900	4,000	4,300	4,300	4,300	4,300	4,300
	LIVABLE NEIGHBORHOODS - TRAFFIC CALMING PROJECTS													
05217	Hayward Blvd. Safety Improvement Feasibility Study	195	120	75										
05225	D Street Traffic Calming & Implementation	320	20	100	200									
05233	Traffic Management	2,740		240	250	250	250	250	250	250	250	250	250	250
05310	Hayward Boulevard Safety Improvements	2,000			100	950	950							
	<i>Potential ACTC Grant Funding</i>					800								
05332	Campus Drive Improvements (NEW)	150			150									
	ROAD & STREET - OTHER TRANSPORTATION PROJECTS													
05208	Project Predesign Services	330		30	30	30	30	30	30	30	30	30	30	30
05334	SR-92/Whitesell Interchange - Project Initiation Document (PID) (NEW)	440		440										
	<i>ACTC Grant Funding</i>			440										
	TOTAL PROJECT COSTS			8,841	4,665	5,165	5,030	4,180	4,280	4,580	4,580	4,580	4,580	4,580
	TOTAL EXPENDITURES			8,841	4,665	5,165	5,030	4,180	4,280	4,580	4,580	4,580	4,580	4,580

Measure BB (Local Transportation) - Fund 212

PROJ. NO.	PROJECT DESCRIPTION	PROJ. TOTAL	PRIOR YEARS	EST FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32
	REVENUES:													
	Interest		22	8	18	6	7	3	8	9	8	9	10	12
	Measure BB (Increases to 1% tax April 1, 2022)		2,580	2,808	4,294	4,337	4,380	4,424	4,468	4,513	4,558	4,604	4,650	4,696
	Potential ACTC Grant Funding			602		800								
	REVENUE SUBTOTAL:			3,418	4,312	5,143	4,387	4,427	4,476	4,522	4,566	4,613	4,660	4,708
	TRANSFERS IN FROM:													
	TRANSFERS SUBTOTAL:			0	0	0	0	0	0	0	0	0	0	0
	REVENUE TOTALS:			3,418	4,312	5,143	4,387	4,427	4,476	4,522	4,566	4,613	4,660	4,708
	BEGINNING FUND BALANCE:			6,485	1,062	709	687	44	291	488	430	416	449	528
	ENDING FUND BALANCE:			1,062	709	687	44	291	488	430	416	449	528	657

Measure BB (Pedestrian and Bicycle) - Fund 213

PROJ. NO.	PROJECT DESCRIPTION	PROJ. TOTAL	PRIOR YEARS	EST FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32
	LIVABLE NEIGHBORHOODS - PEDESTRIAN & BICYCLE IMPROVEMENTS													
05235	Pedestrian Safety Improvements	385		75	85	25	25	25	25	25	25	25	25	25
05308	Rectangular Rapid Flashing Beacons/HAWK Pedestrian Signal Installation	200			200									
05307	Patrick/Gading Complete Street Project	508		508										
	<i>TDA Article 3 Grant</i>	508		250	258									
	LIVABLE NEIGHBORHOODS - TRAFFIC CALMING PROJECTS													
05312	Orchard Avenue Traffic Calming	200		200										
	<i>05312 Potential grant funding (source TBD)</i>	200		0	200									
05313	Santa Clara Street Traffic Calming Study and Implementation	180			180									
	<i>05313 Potential grant funding (ACTC)</i>	180			180									
	LIVABLE NEIGHBORHOODS - SIDEWALKS & WHEELCHAIR RAMPS													
05304	New Sidewalks - FY21	375		375										
05314	New Sidewalks - FY22	425		425										
05305	New Sidewalks - FY23 (NEW)	800			800									
05331	New Sidewalks FY24 - FY32 (TBD-FY24)	7,350				800	800	800	800	800	800	850	850	850
	ROAD & STREET - OTHER TRANSPORTATION PROJECTS													
05278	Project Predesign Services	227	7	20	20	20	20	20	20	20	20	20	20	20
	TOTAL PROJECT COSTS			1,603	1,285	845	845	845	845	845	845	895	895	895
	TOTAL EXPENDITURES			1,603	1,285	845	845	845	845	845	845	895	895	895
	REVENUES:													
	Interest			2	3	10	9	8	8	7	7	6	4	3
	Measure BB (Increases to 1% tax April 1, 2022)		521	456	770	778	785	793	801	809	817	826	834	842
	TDA Article 3 Grant			250	258									
	05312 Potential grant funding (source TBD)			-	200									
	05313 Potential grant funding (ACTC)			-	180									
	REVENUE SUBTOTAL:			708	1,411	788	794	801	809	816	824	832	838	845
	TRANSFERS IN FROM:													
	TRANSFERS SUBTOTAL:			0	0	0	0	0	0	0	0	0	0	0
	REVENUE TOTALS:			708	1,411	788	794	801	809	816	824	832	838	845
	BEGINNING FUND BALANCE:			1,324	429	555	498	447	404	368	339	318	255	198
	ENDING FUND BALANCE:			429	555	498	447	404	368	339	318	255	198	148

Measure B (Local Transportation) - Fund 215

PROJ. NO.	PROJECT DESCRIPTION	PROJ. TOTAL	PRIOR YEARS	EST FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32
	PAVEMENT REHABILITATION PROJECTS													
05236	Pavement Rehabilitation - Measure B - FY21	2,999	11	2,988										
05239	Pavement Rehabilitation - Measure B - FY22	1,500		1,500										
05240	Pavement Rehabilitation - Measure B - FY23 (NEW)	600			600									
	LIVABLE NEIGHBORHOODS - TRAFFIC CALMING PROJECTS													
05166	Speed Monitoring Devices	352	132	120	100									
05336	Traffic Signal System Improvement (NEW)	150			150									
	LIVABLE NEIGHBORHOODS - TRANSPORTATION EQUITY													
05237	Downtown Specific Plan Implementation (Foothill Blvd., A St., B St., and C St.)	480		480										
05335	Transportation Equity Plan (NEW)	250			250									
	<i>CalTrans' Sustainable Transportation Grant (NEW)</i>	200			200									
	ROAD & STREET - OTHER TRANSPORTATION IMPROVEMENTS													
05199	Project Predesign Services	30		30										
	TOTAL PROJECT COSTS			5,118	1,100									
	TOTAL EXPENDITURES			5,118	1,100									
	REVENUES:													
	Interest			7										
	Reauthorized Measure B (Ends March 30, 2022)		2,844	1,982										
	CalTran's Sustainable Transportation Grant				200									
	REVENUE SUBTOTAL:			1,989	200									
	TRANSFERS IN FROM:													
	TRANSFERS SUBTOTAL:			0	0									
	REVENUE TOTALS:			1,989	200									
	BEGINNING FUND BALANCE:			4,072	943									
	ENDING FUND BALANCE:			943	43									

Measure B (Pedestrian and Bicycle) - Fund 216

PROJ. NO.	PROJECT DESCRIPTION	PROJ. TOTAL	PRIOR YEARS	EST FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32
	LIVABLE NEIGHBORHOODS - PEDESTRIAN & BICYCLE IMPROVEMENTS													
05175	Pedestrian Traffic Signal Modifications and Improvements	108	83	25										
05271	Pedestrian Master Plan/Update Bicycle Master Plan	397	378	19										
	LIVABLE NEIGHBORHOODS - SIDEWALKS & WHEELCHAIR RAMPS													
05304	New Sidewalks FY21	475		475										
05314	New Sidewalks FY22	500		500										
05303	Sidewalk Rehabilitation + Wheelchair Ramps FY23 (NEW)	800			800									
	ROAD & STREET - OTHER TRANSPORTATION IMPROVEMENTS													
05260	Project Predesign Services	55	10	45										
	TOTAL PROJECT COSTS			1,064	800									
	TOTAL EXPENDITURES			1,064	800									
	REVENUES:													
	Interest			17										
	Reauthorized Measure B (Ends March 30, 2022)		576	397										
	REVENUE SUBTOTAL:			414	0									
	TRANSFERS IN FROM:													
	TRANSFERS SUBTOTAL:			0										
	REVENUE TOTALS:			414	0									
	BEGINNING FUND BALANCE:			1,462	812									
	ENDING FUND BALANCE:			812	12									

Vehicle Registration Fee - Fund 218

PROJ. NO.	PROJECT DESCRIPTION	PROJ. TOTAL	PRIOR YEARS	EST FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32
	PAVEMENT REHABILITATION PROJECTS													
05289	Pavement Rehabilitation - VRF - FY20	775	718	57										
05295	Pavement Rehabilitation - VRF - FY21	1,025	308	717										
05239	Pavement Rehabilitation - VRF - FY22	825		825										
05240	Pavement Rehabilitation - VRF - FY23	1,025		25	1,000									
05242	Pavement Rehabilitation - VRF - FY24-FY32 (TBD-FY24)	8,300				900	900	900	900	900	950	950	950	950
	ROAD & STREET - COMPLETE STREET PROJECTS													
05316	Mission Boulevard Protected Bikeway - Industrial to Harder	223		223										
	<i>Vehicle Trip Reduction Grant</i>	201		201										
	TOTAL PROJECT COSTS		1,026	1,847	1,000	900	900	900	900	900	950	950	950	950
	TOTAL EXPENDITURES			1,847	1,000	900	900	900	900	900	950	950	950	950
	REVENUES:													
	Interest			9	2	1	1	1	1	1	1	1	0	0
	VRF - Local Streets and Roads		887	864	873	881	890	899	908	917	926	936	945	954
	Vehicle Trip Reduction Grant			201										
	REVENUE SUBTOTAL:			1,074	875	882	891	900	909	918	927	937	945	954
	TRANSFERS IN FROM:													
	TRANSFERS SUBTOTAL:													
	REVENUE TOTALS:			1,074	875	882	891	900	909	918	927	937	945	954
	BEGINNING FUND BALANCE:			958	185	60	42	33	33	42	60	38	24	19
	ENDING FUND BALANCE:			185	60	42	33	33	42	60	38	24	19	24

Measure BB (Paratransit - Capital) - Fund 219

PROJ. NO.	PROJECT DESCRIPTION	PROJ. TOTAL	PRIOR YEARS	EST FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32
	LIVABLE NEIGHBORHOODS - TRANSPORTATION EQUITY													
05309	Safe Routes for Seniors	10,200	157	2,943	350	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		600	400									
	TOTAL PROJECT COSTS			3,543	750	750	750	750	750	750	750	750	750	750
	TOTAL EXPENDITURES			3,543	750	750	750	750	750	750	750	750	750	750
	REVENUES:													
	REVENUE SUBTOTAL:			-	-	-	-	-	-	-	-	-	-	-
	TRANSFERS IN FROM:													
	Fund 214 Measure BB Paratransit Operations		2,700	1,000	750	750	750	750	750	750	750	750	750	750
	TRANSFERS SUBTOTAL:			1,000	750	750	750	750	750	750	750	750	750	750
	REVENUE TOTALS:			1,000	750	750	750	750	750	750	750	750	750	750
	BEGINNING FUND BALANCE:			2,543	0	0	0	0	0	0	0	0	0	0
	ENDING FUND BALANCE:			0	0	0	0	0	0	0	0	0	0	0

Capital Projects (Governmental) - Fund 405

PROJ. NO.	PROJECT DESCRIPTION	PROJ. TOTAL	PRIOR YEARS	EST FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32
	LIVABLE NEIGHBORHOODS - PARKS													
06914	La Vista Park	23,270	736	1,534	21,000									
	<i>Fees for La Vista Development</i>	2,140			2,140									
	<i>2017 HARD Bond</i>	2,000			2,000									
	<i>2018 HARD Bond</i>	13,400			13,400									
	<i>Park-in-Lieu</i>	5,730			5,730									
05102	Landscape Material/Median Tree/Shrub Replacements	1,738	256	192	185	185	185	105	105	105	105	105	105	105
	LIVABLE NEIGHBORHOODS - MURALS													
06922	Russell City Engagement & Art (NEW)	150			150									
	LIVABLE NEIGHBORHOODS - TRANSPORTATION EQUITY													
06950	Neighborhood Partnership Program Project	769		269	50	50	50	50	50	50	50	50	50	50
06952	Neighborhood Improvement Grant Program	105	30	45	15	15								
	LIVABLE NEIGHBORHOODS - BUILDINGS													
06955	Hayward Housing Navigation Center	926	812	114										
	<i>Sale Proceeds</i>	916	916											
06960	South Hayward Youth and Family Center	11,747	2,481	750	8,516									
	<i>County Reimbursement</i>	5,500	3,370	3	2,127									
	<i>Mutual Aid, Project 05002</i>	100	100											
	<i>State General Fund Grant</i>	1,000			1,000									
	<i>Federal Appropriation</i>	1,500			1,500									
	<i>Clean CA Grant</i>	2,647			2,647									
	<i>La Vista Contribution</i>	1,500	1,500											
	EQUIPMENT & SOFTWARE - POLICE													
07419	Rapid Turnaround DNA Testing (RADS) (NEW)	1,720			100	180	180	180	180	180	180	180	180	180
07418	Integrated Fleet Cameras	950		150	160	160	160	160	160					
07402	Supporting Services Equipment	969	241	197	160	48	25	38	15	60	5	135	25	20
07409	Police Officer Equipment	2,630	219	363	185	195	205	150	255	185	220	178	175	300
07411	Field Operations Equipment	2,011	132	314	195	125	170	130	140	150	145	135	165	210
07412	Criminal Investigations Equipment	291	58	38	65	25	25	25	5	20	8	9	5	8
	MUNICIPAL FACILITY IMPROVEMENTS - POLICE													
07420	HPD Locker Rooms Design (NEW)	416		416										
	EQUIPMENT & SOFTWARE - FIRE													
07451	Cardiac Monitor Replacement (Defibrillators)	645		185	92	92	92	92	92					
07484	Emergency Management System	127		127										
07486	Emergency Vehicle Preemption	1,888	656	292	188	188	188	188	188					
07466	Breathing Apparatus Replacement	2,850		903	372	175	175	175	175	175	175	175	175	175
07450	Lucas Device Replacement	286		108	60	60	58							
07456	Fire Radio Replacement	561	133	250	178									
07487	Fire Equipment Updates	259	145	114										
	<i>Mutual Aid, Project 05002</i>	227	227											

Capital Projects (Governmental) - Fund 405

PROJ. NO.	PROJECT DESCRIPTION	PROJ. TOTAL	PRIOR YEARS	EST FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32
07489	Emergency Food & Water Replacement for Disaster Service Workers (NEW)	30		14	4	12								
07491	Disaster Service Worker's Response Coordination & Communication: Plum Cases (NEW)	58		29	29									
07492	Solar-Powered Generators 220kW for Baseline Residents & Public Safety Operations During Power Outages (NEW)	66		22	22	22								
07493	Emergency Communication: Satellite Phones for City Staff Coordination (NEW)	26		10	4	4	4	4						
07500	Turnout Gear & PPE Replacement (NEW)	1,708			268	160	160	160	160	160	160	160	160	160
07494	Turnout Dryer (NEW)	55			55									
07495	Firefighter Exercise Equipment (NEW)	44			44									
	MUNICIPAL FACILITY IMPROVEMENTS - FIRE													
FD010	Fire House Clinic Improvements	41	41											
	<i>Tiburcio Vasquez Health Center</i>	381	93	28	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	255	39	41	35	35	35	10	10	10	10	10	10	10
	FLEET MANAGEMENT - ELECTRIC VEHICLE INFRASTRUCTURE													
06923	Citywide EV Charging Strategy Upgrade (NEW)	1,467			489	489	489							
	<i>Infrastructure Investment Act</i>	1,467			1,467									
06924	Publicly Accessible Fast Chargers (NEW)	500			500									
	<i>Infrastructure Investment Act</i>	500			500									
	MISCELLANEOUS - OTHER													
06911	Property Acquisition Management	6,840	5,043	797	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)	163		63	100									
	<i>Planning Fee Revenue</i>		204	33	100									
06921	Community Planning	163		63	100									
	<i>Planning Fee Revenue</i>		154	33	100									
06904	Community Satisfaction Survey	518	100	43	0	75	0	75	0	75	0	75	0	75
06953	Employee Engagement Survey	332	47	35		50		50		50		50		50
05160	Surplus Property Maintenance	583	21	62	50	50	50	50	50	50	50	50	50	50
06121	Property Taxes on Excess Right-of-Way	70	10	10	5	5	5	5	5	5	5	5	5	5
06907	Project Predesign Services	484	17	117	35	35	35	35	35	35	35	35	35	35
06913	Downtown Parking Program	206	158	48										
06900	150th Hayward Anniversary Events	100						100						
	TOTAL PROJECT COSTS		11,375	7,835	33,511	2,535	2,391	1,882	1,725	1,410	1,248	1,452	1,240	1,533
	TOTAL EXPENDITURES			7,835	33,511	2,535	2,391	1,882	1,725	1,410	1,248	1,452	1,240	1,533

Capital Projects (Governmental) - Fund 405

PROJ. NO.	PROJECT DESCRIPTION	PROJ. TOTAL	PRIOR YEARS	EST FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32
	REVENUES:													
	Interest		31	0		25	9	0						
	Construction Tax (41450)		271	250	250	250	250	250	250	250	250	250	250	250
	County Reimbursement (Project 06978)			25										
	Planning Fee Charges (Project 06920) Comprehensive General Plan Update	1,329	204	125	100	100	100	100	100	100	100	100	100	100
	Planning Fee Charges (Project 06921) Community Planning	1,279	154	125	100	100	100	100	100	100	100	100	100	100
	Mutual Aid Overhead Reimbursement (05002)			50	50	50	50	50	50	50	50	50	50	50
	Fees for La Vista Development (HARD)	2,140		0	2,140									
	2017 HARD Bond	2,000		0	2,000									
	2018 HARD Bond	13,400		0	13,400									
	Park-in-Lieu	5,730		0	5,730									
	Sale Proceeds (Project 06955)	916	916	0										
	County Reimbursement (SHYFC)	5,500	3,370	3	2,127									
	Mutual Aid, Project 05002 (SHYFC)	100	100											
	State General Fund Grant (SHYFC)	1,000			1,000									
	Federal Appropriation (SHYFC)	1,500			1,500									
	Clean CA Grant (SHYFC)	2,647			2,647									
	La Vista Contribution (SHYFC)	1,500	1,500											
	TVHC Lease Payment (FD010)	381	93	28	26	26	26	26	26	26	26	26	26	26
	Federal Aid - Infrastructure Investment and Jobs Act (NEW)	1,967			1,967									
	REVENUE SUBTOTAL:			606	33,037	551	535	526	526	526	526	526	526	526
	TRANSFERS IN FROM:													
	General Fund		15	2,160	1,250	1,250	1,000	1,250	1,200	850	850	850	850	850
	General Fund for Project 07420 - PD Locker Rooms Design			416										
	PG&E Tree Removal Fee (from DS001 to 05102)				289									
	Fund 100 (Project 06911)		4,401											
	TRANSFERS SUBTOTAL:			2,576	1,539	1,250	1,000	1,250	1,200	850	850	850	850	850
	REVENUE TOTALS:			3,182	34,576	1,801	1,535	1,776	1,726	1,376	1,376	1,376	1,376	1,376
	BEGINNING FUND BALANCE:			5,324	671	1,736	1,002	146	40	41	7	135	59	195
	ENDING FUND BALANCE:			671	1,736	1,002	146	40	41	7	135	59	195	38

Measure C Capital - Fund 406

PROJ. NO.	PROJECT DESCRIPTION	PROJ. TOTAL	PRIOR YEARS	EST FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32
	MUNICIPAL FACILITY IMPROVEMENTS - FIRE													
07474	Fire Station Nos. 1-6 Improvements - Design	2,945	2,737	208										
07478	Fire Station No. 1 Improvements	1,014	1,012	2										
07478	Fire Station No. 2 Improvements	2,429	2,427	2										
07476	Fire Station No. 3 Improvements	2,305	2,303	2										
07477	Fire Station No. 4 Improvements	2,152	2,150	2										
07480	Fire Station No. 5 Improvements	1,779	1,777	2										
07481	New Fire Station No. 6	10,902	6,391	3,911	600									
07482	New Fire Training Center	60,000	17,056	39,344	3,600									
	<i>Contributions from Partnering Agencies</i>	<i>20,000</i>	<i>7,965</i>	<i>12,035</i>										
06988	21st Century Library & Community Learning Center - Construction	63,206	61,723	1,483										
	<i>Housing Related Parks Program</i>	<i>399</i>	<i>399</i>											
TC001	Tennysen Corridor Median Improvement	1,093	871	222										
07488	Jackson Corridor Median Improvement	750			300	300	150							
	PAVEMENT REHABILITATION PROJECTS													
05242	Pavement Rehabilitation - Measure C - FY24 (TBD-FY24)*	2,000				2,000								
*Note	Pavement Rehabilitation will receive \$2M in FY32													2,000
	TOTAL PROJECT COSTS			45,178	4,500	2,300	150	0	0	0	0	0	0	2,000
	TOTAL EXPENDITURES			45,178	4,500	2,300	150	0	0	0	0	0	0	2,000
	REVENUES:													
	Interest		31											
	Revenue Contributions from Partnering Agencies (07482)	20,000	7,965	12,035										
	Housing Related Parks Program Grant		399											
	Calpine Donation (Project 06988)		6,384											
	Bond Proceeds		73,224											
	REVENUE SUBTOTAL:			12,035	0	0	0	0	0	0	0	0	0	0
	TRANSFERS IN FROM:													
	Fund 101 - Measure C		26,537	20,000	10,000	5,918								2,000
	TRANSFERS SUBTOTAL:			20,000	10,000	5,918	0	0	0	0	0	0	0	2,000
	REVENUE TOTALS:			32,035	10,000	5,918	0	0	0	0	0	0	0	2,000
	BEGINNING FUND BALANCE:			4,175	(8,968)	(3,468)	150	0	0	0	0	0	0	0
	ENDING FUND BALANCE:			(8,968)	(3,468)	150	0	0	0	0	0	0	0	0

Route 238 Corridor Improvement - Fund 410

PROJ. NO.	PROJECT DESCRIPTION	PROJ. TOTAL	PRIOR YEARS	EST FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32
	LIVABLE NEIGHBORHOODS - PARKS													
05288	Linear Park Landscape	2,813	209	2,604										
05839	Mission Blvd Southend Frontage Island Improvement (NEW)	1,110			150	960								
	ROAD & STREET - COMPLETE STREET PROJECTS													
05270	Route 238 Corridor Improvement Project - Phase 2 Construction(Mission from Industrial to South City Limit)	31,942	29,289	2,653										
	<i>LATIP</i>	19,400	16,364	3,036										
	<i>ACTC</i>	10,000	9,775	225										
	<i>PG&E Rule 20A/B</i>	1,224	1,174	50										
	<i>Comcast</i>	209	105	104										
	<i>Private Developer Contribution</i>	240		240										
05287	Route 238 Corridor Improvement Project - Phase 3 Final Design and Construction	21,210	2,877	13,123	5,210									
	<i>ACTC</i>	10,900		10,900										
	ROAD & STREET - OTHER TRANSPORTATION PROJECTS													
05114	Administration and Predesign	153	29	124										
	MISCELLANEOUS - ROUTE 238 PROPERTY PROJECTS													
05276	238 Bypass Property Disposition	1,926	1,682	44	50	50	50	50						
	<i>238 OPHP (Fund 411)</i>	1,000	1,000											
	TOTAL PROJECT COSTS			18,548	5,410	1,010	50	50						
	Transfer to Street System Improvements Fund (Fund 450)		129											
	Transfer to Route 238 Settlement Admin (Fund 411)		70											
	TOTAL EXPENDITURES			18,548	5,410	1,010	50	50						
	REVENUES:													
	Interest		45	33										
	Lease/Rent Payments from Acquired Properties (44130)	441	431	10										
	Alameda CTC	20,900	9,775	11,125										
	Real Estate Transactions (Surplus Land Sales)	7,700		2,400	5,300									
	PG&E Rule 20A/B	1,224	1,174	50										
	LATIP	19,400	16,364	3,036										
	Comcast Rule 20A	209	105	104										
	Private Developer Contribution	240		240										
	County RDA Reimb. For City's Contrib. for Mt. Eden Proj	5,839	312	5,527										
	REVENUE SUBTOTAL:			22,525	5,300	0								
	TRANSFERS IN FROM:													
	General Fund Transfer			185										
	TRANSFERS SUBTOTAL:			185	0	0								
	REVENUE TOTALS:			22,710	5,300	0								
	BEGINNING FUND BALANCE:			(2,942)	1,220	1,110	100	50						
	ENDING FUND BALANCE:			1,220	1,110	100	50	0						

Route 238 Settlement Admin - Fund 411

PROJ. NO.	PROJECT DESCRIPTION	PROJ. TOTAL	PRIOR YEARS	EST FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32
	MISCELLANEOUS - PARCEL GROUP PROJECTS													
07720	PG 2	31	27	4										
07721	PG 3 & 4	126	40	51	35									
07722	PG 5	437	183	214	40									
07723	PG 6	63	3	40	20									
07724	PG 7	88	78	10										
07725	PG 8	1,130	925	205										
07726	PG 9	23	3	20										
	MISCELLANEOUS - ROUTE 238 PROPERTY PROJECTS													
05014	Route 238 Administrative Expenses	1,956	680	506	320	150	150	150						
05276	Route 238 Bypass Property Disposition	1,800	1,511	289										
	TOTAL PROJECT COSTS			1,339	415	150	150	150	-	-	-	-	-	-
	TOTAL EXPENDITURES			1,339	415	150	150	150	-	-	-	-	-	-
	REVENUES:													
	Project Revenues	10,687	10,127	560										
	Interest	398	176	4	-	-	-	-	-	-	-	-	-	-
	REVENUE SUBTOTAL:	11,085	10,303	564	25	24	22	21	21	21	21	21	21	21
	TRANSFERS OUT:													
	TRANSFERS IN:													
	TRANSFERS SUBTOTAL:													
	REVENUE TOTALS:			564	25	24	22	21	21	21	21	21	21	21
	BEGINNING FUND BALANCE:			3,694	2,919	2,504	2,354	2,204	2,054	2,054	2,054	2,054	2,054	2,054
	ENDING FUND BALANCE:			2,919	2,504	2,354	2,204	2,054	2,054	2,054	2,054	2,054	2,054	2,054

Street System Improvements - Fund 450

PROJ. NO.	PROJECT DESCRIPTION	PROJ. TOTAL	PRIOR YEARS	EST FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32
	PAVEMENT REHABILITATION PROJECTS													
05282	Pavement Rehabilitation Winton Ave West - Hesperian Blvd to Santa Clara <i>OBAG (05282 Pavement Rehabilitation)</i>	1,978 1,750	51	1,927 1,750										
05239	Pavement Rehabilitation FY22	400	0	400										
05240	Pavement Rehabilitation FY23	1,050		50	1,000									
05242	Pavement Rehabilitation FY24 - FY32 (TBD-FY24)	9,500				1,000	1,000	1,000	1,000	1,100	1,100	1,100	1,100	1,100
	LIVABLE NEIGHBORHOODS - SIDEWALKS & WHEELCHAIR RAMPS													
05285	Sidewalk Rehabilitation FY20 - Districts 4 & 5 <i>Resident Participation</i>	650 75	626	24 75										
05302	Sidewalk Rehabilitation FY21 <i>Resident Participation</i>	550 75	145	405 75										
05318	Sidewalk Rehabilitation + Wheelchair Ramps FY22 <i>Resident Participation</i>	1,050 90		1,050 90										
05303	Sidewalk Rehabilitation + Wheelchair Ramps FY23 (NEW) <i>Resident Participation</i>	1,000 90			1,000 90									
05330	Sidewalk Rehabilitation + Wheelchair Ramps FY24 - FY32 (TBD-FY24) <i>Resident Participation</i>	9,350 810				1,000 90	1,000 90	1,050 90	1,050 90	1,050 90	1,050 90	1,050 90	1,050 90	1,050 90
	LIVABLE NEIGHBORHOODS - PARKS													
05255	Median Landscaping Improvement Project FY20 - Hesperian - Chabot Ct. to La Playa Dr	511	502	9										
05281	Median Landscaping Improvement Project FY21 - Hesperian - West A St. to Winton	1,698	2	1,696										
05243	Median Landscaping Improvement Project FY23 - Industrial Blvd. - Hwy 92 to Arf Ave.	1,100			50	1,050								
05315	Median Landscaping Improvement Project FY22 - Hesperian Blvd - La Playa to Winton Ave	907		907										
	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.] <i>OBAG (05283 Main Street Complete St)</i>	2,225 1,675	202	2,023 175		500	1,000							
	ROAD & STREET - OTHER TRANSPORTATION IMPROVEMENTS													
05148	Project Predesign Services	330		30	30	30	30	30	30	30	30	30	30	30
05257	Bridge Structures Maintenance	1,087	637	250	200									

Street System Improvements - Fund 450

PROJ. NO.	PROJECT DESCRIPTION	PROJ. TOTAL	PRIOR YEARS	EST FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32
05739	Bridge Pavement Abutment Repair (NEW)	250			250									
05292	Innovative Deployments to Enhance Arterials (IDEA) - Tennyson Corridor and Second Street	730	357	373										
	<i>IDEA Grant</i>	317		317										
	<i>ACTC Local Match (Project 05292)</i>	60		60										
05334	SR-92/Whitesell Interchange - Project Initiation Document (PID) (NEW)	60		60										
	MUNICIPAL FACILITY IMPROVEMENTS - MUNICIPAL PARKING LOTS													
05286	City Municipal Parking Lot #1	855	51	804										
05248	City Municipal Parking Lot #2	695	146	549										
05296	City Municipal Parking Lot #7, D-1 and D-2	350		350										
05740	City Municipal Parking Lot #8 (NEW)	750			750									
	MISCELLANEOUS - OTHER													
05153	Alameda County Aerial Photography	200		50	50			50			50			
	TOTAL PROJECT COSTS			10,957	3,330	3,080	2,030	2,130	2,080	2,180	2,230	2,180	2,180	2,180
	TOTAL EXPENDITURES			10,957	3,330	3,080	2,030	2,130	2,080	2,180	2,230	2,180	2,180	2,180
	REVENUES:													
	Interest		33	12	27	12								
	Sidewalk Rehabilitation Reimbursement	1,095	105	90	90	90	90	90	90	90	90	90	90	90
	OBAG (05283 Main Street Complete St)	1,675	175	500		1,000								
	OBAG (05282 Pavement Rehabilitation)	1,750	0	1,750	0	0								
	County RDA Reimb. for City's Contrib. for Mt. Eden Project 05143 (repayment term - 20 years)	8,718	7,152	1,566										
	Streets Impact Fee (Waste Management)	12,934	559	509	1,049	1,080	1,112	1,146	1,180	1,216	1,252	1,252	1,290	1,290
	IDEA Grant (Project 05292)	317	317											
	ACTC Local Match (Project 05292)	60		60										
	REVENUE SUBTOTAL:			4,487	1,166	2,182	1,202	1,236	1,270	1,306	1,342	1,342	1,380	1,380
	TRANSFERS IN FROM:													
	Fund 410 - (Rt. 238 Corridor Improvement)		129											
	Fund 210 (Gas Tax "Swap") (49550)		750	750	750	750	750	750	850	850	850	850	850	850
	Fund 210 (Gas Tax Mid Year adjustment)													
	TRANSFERS SUBTOTAL:			750	750	750	750	750	850	850	850	850	850	850
	REVENUE TOTALS:			5,237	1,916	2,932	1,952	1,986	2,120	2,156	2,192	2,192	2,230	2,230
	BEGINNING FUND BALANCE:			8,190	2,470	1,056	908	830	686	726	701	663	675	725
	ENDING FUND BALANCE:			2,470	1,056	908	830	686	726	701	663	675	725	775

Transportation System Improvement - Fund 460

PROJ. NO.	PROJECT DESCRIPTION	PROJ. TOTAL	PRIOR YEARS	EST FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32
	LIVABLE NEIGHBORHOODS - TRAFFIC SIGNALS & STREETLIGHTS													
05709	Traffic Control Device Repair/Replacement	512	34	78	40	40	40	40	40	40	40	40	40	40
05856	Controller Cabinet Replacement and Battery Back Up Program	1,232	69	163	100	100	100	100	100	100	100	100	100	100
	LIVABLE NEIGHBORHOODS - PEDESTRIAN & BICYCLE IMPROVEMENTS													
05737	Signal Modification At Huntwood/Industrial & Huntwood/Sandoval	965		965										
	<i>HSIP</i>	775		775										
	LIVABLE NEIGHBORHOODS - TRANSPORTATION EQUITY													
05738	Local Road Safety Plan (LRSP)	100		100										
	<i>CalTrans Grant</i>	90		90										
	LIVABLE NEIGHBORHOODS - TRAFFIC CALMING PROJECTS													
05274	Traffic Impact Fee Study	163	63	100										
05734	Traffic Calming Implementation Program	1,613	22	341	150	150	150	150	150	100	100	100	100	100
05893	Quick Response Traffic Safety Projects	1,049		49	100	100	100	100	100	100	100	100	100	100
	EQUIPMENT & SOFTWARE - UTILITIES													
05714	Transportation Software Improvements	130		30	10	10	10	10	10	10	10	10	10	10
	ROAD & STREET - OTHER TRANSPORTATION IMPROVEMENTS													
05712	Intersection Improvement Project	1,511	0	261	125	125	125	125	125	125	125	125	125	125
05877	Transportation System Management Projects	617	8	109	50	50	50	50	50	50	50	50	50	50
	<i>Development Fees (05877)</i>	20	20											
	TOTAL PROJECT COSTS			2196	575	575	575	575	575	525	525	525	525	525
	TOTAL EXPENDITURES			2196	575	575	575	575	575	525	525	525	525	525
	REVENUES:													
	Interest			2	4	4	4	4	5	6	7	7	7	7
	HSIP			775										
	CalTrans Grant			90										
	Development Fees (05877)		20											
	REVENUE SUBTOTAL:			867	4	4	4	4	5	6	7	7	7	7
	TRANSFERS IN FROM:													
	Fund 100 (General Fund)			650	500	500	500	500	550	550	600	600	600	600
	TRANSFERS SUBTOTAL:			650	500	500	500	500	550	550	600	600	600	600
	REVENUE TOTALS:			1,517	504	504	504	504	555	556	607	607	607	607
	BEGINNING FUND BALANCE:			1,003	324	253	182	111	40	20	51	133	215	297
	ENDING FUND BALANCE:			324	253	182	111	40	20	51	133	215	297	379

Water Replacement - Fund 603

PROJ. NO.	PROJECT DESCRIPTION	PROJ. TOTAL	PRIOR YEARS	EST FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32
	UTILITIES EQUIPMENT													
07119	SCADA Maintenance & Upgrade	12		12	0	0	0	0	0	0	0	0	0	0
	WATER CONSERVATION													
07013	Water Efficiency Program	1,152	52	100	100	100	100	100	100	100	100	100	100	100
07026	Water System Leak Detection Survey and Repair	275	97				178							
07047	Water Efficient Landscape Surveys and Incentives	501	330	171										
	WATER DISTRIBUTION SYSTEM													
07006	Mechanical/Electric Annual System Replacement Program	2,011	215	296	150	150	150	150	150	150	150	150	150	150
07009	Easement Protection & Landscape Clearing at Various Locations	499	32	467										
07010	Air Release with Blow Off Access and Rehabilitation	320		320										
07056	Well D2 Evaluation and Repair	473	144	329										
07057	Restore Water Mains Crossing at I-880	550		550										
07059	Reservoir Coating Inspection/Recoating at Various Reservoirs	2,400		2,400										
07110	750' Reservoir Inspection and Repair	2,050	48	2,002										
07129	New Well B2 Design	495	1	494										
07130	Pressure Reducing Station Regulator Replacement	449	194	255										
07131	Water Pump Station Valve Repair & Upgrade at Various Stations	375	93	282										
07146	12" CI Replacement from Sleepy Hollow to Industrial on Hesperian	2,046		2,046										
07149	1000 PZ Tank Roof Concrete Spalling Repair	200		200										
07150	Water System RRA & ERP Update	198	163	35										
07019	250' P/S Motor Starter Replacements	150		150										
07028	Annual Line Replacements - FY24 - FY32	52,500				5,500	5,500	5,500	6,000	6,000	6,000	6,000	6,000	6,000
07067	Annual Line Replacements FY23 (NEW)	5,500			5,500									
07134	Cast Iron Water Pipeline Replacement - Local Streets	5,996	496	500	500	500	500	500	500	500	500	500	500	500
07032	Annual Line/Leak Repairs FY23- 32	4,500				500	500	500	500	500	500	500	500	500
07068	Annual Line Repairs FY23 (NEW)	500			500									
07036	Annual Pavement Patching FY22 - FY32	300	1	49	25	25	25	25	25	25	25	25	25	25
07061	Hesperian P/S Main Braker Replacement	100		100										
07062	Hesperian P/S VFD and Motor Drive Replacements	250		250										
07063	Water System RRA Mitigation Measures	100		100										
07093	Water Line Improvement FY21	9,338	615	8,723										
07194	750 Tank Valve Replacement			40										

Water Replacement - Fund 603

PROJ. NO.	PROJECT DESCRIPTION	PROJ. TOTAL	PRIOR YEARS	EST FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32
07197	Skywest & Hesperian Pump Station Generator Fuel Replacement and Line Repairs			128										
07200	Annual Line Replacements FY22			3,500										
07065	Annual Line Repairs FY22			500										
	OTHER													
07001	Utility Center Prefabricated Structure Skin Replacement	302	26	276										
07003	Miscellaneous Hydrant Replacement Program	414	29	35	35	35	35	35	35	35	35	35	35	35
07004	Distribution System Pressure Reducing Strategy	161	131	30										
07025	Conversion to Advanced Metering Infrastructure (AMI)	14,124	13,862	262										
	<i>Transfer from 605 (Water Operating)</i>	<i>10,000</i>	<i>10,000</i>											
07125	AMI Customer Portal	1,355		355	100	100	100	100	100	100	100	100	100	100
07030	Project Predesign Services	348	1	97	25	25	25	25	25	25	25	25	25	25
07035	City Irrigation System Backflow Replacements	140	19	21	10	10	10	10	10	10	10	10	10	10
07043	Asset Management Plan	103	3	100										
07144	Fittings Upgrade for Fire Department - Various Reservoirs	150	30	120										
	TOTAL PROJECT COSTS			25,295	6,945	6,945	7,123	6,945	7,445	7,445	7,445	7,445	7,445	7,445
	TOTAL EXPENDITURES			25,295	6,945	6,945	7,123	6,945	7,445	7,445	7,445	7,445	7,445	7,445
	REVENUES:													
	Interest			95	52	55	55	83	80	69	58	46	34	0
	BAWSCA Prop 84 Grant For Water Conservation		50											
	REVENUE SUBTOTAL:			95	52	55	55	83	80	69	58	46	34	0
	TRANSFERS IN FROM:													
	Replacement Transfer from Fund 605			5,000	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:			5,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000
	REVENUE TOTALS:			5,095	7,052	7,055	7,055	7,083	7,080	7,069	7,058	7,046	7,034	7,000
	BEGINNING FUND BALANCE:			22,795	2,595	2,702	2,812	2,744	2,882	2,517	2,141	1,754	1,355	944
	ENDING FUND BALANCE:			2,595	2,702	2,812	2,744	2,882	2,517	2,141	1,754	1,355	944	499

Water Improvement - Fund 604

PROJ. NO.	PROJECT DESCRIPTION	PROJ. TOTAL	PRIOR YEARS	EST FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32
	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										
	Fund 612	1,400	1,400											
07139	Water Office Improvements	200		200										
	UTILITIES EQUIPMENT													
07177	GIS Data Development and Conversion	625	10	115	50	50	50	50	50	50	50	50	50	50
07119	SCADA Maintenance & Upgrade	111	89	22	0	0	0	0	0	0	0	0	0	0
	WATER DISTRIBUTION SYSTEM													
07016	New Pressure Regulating Stations at New 265' Zone	2,760		500	2,260									
07106	Dead-End Water Main Improvements	400	10	90	50	50	50	50	50	50				
07108	D Street, Treeview, Maitland Reservoir Water Quality Pump Upgrade	450	37	413										
07136	System Seismic Upgrades	400		400										
07140	Second Water Supply Source to 330 Zone	648	3	645										
07160	Seismic Retrofit Maitland Reservoir and Appurtenances	2,630	27	2,603										
07172	New 3 MG Reservoir at High School Reservoir Site	6,902	2				re		0	900	6,000			
07173	Seismic Retrofit Highland 250 Reservoirs	3,115		1,115	2,000									
07180	BART Hayward Maintenance Complex	472	388	84										
	BART Reimbursement	472	328	144										
07181	1000' Zone New Regulating Station (Skyline Drive)	475		475										
07183	New 0.75MG Tank, Pumps, and Generator at Garin Reservoir/ Pumps Station Site	4,112	3,995	117										
	Developer Reimbursement	4,449	4,449											
07187	New University Pressure Reducing Station	200		200										
07115	New Emergency Well B2 (TBD-FY23)	4,500		500	4,000									
07100	New 2 MG Reservoir & Booster Station at Hesperian Site (TBD-FY23)	10,000		0	0	1,500	8,500							
07193	750 Pump Station Foundation Stabilization	20		20										
07195	Garin Ladder Cage Project	60		60										
07196	Well Field All-Weather Improvements	90		90										
07198	Walpert Pump Station Roof Ladder Cage Project	40		40										
07199	Well Field Storage Building Project	350		350										
07093	Water Line Improvements FY21	4,934		4,934										

Water Improvement - Fund 604

PROJ. NO.	PROJECT DESCRIPTION	PROJ. TOTAL	PRIOR YEARS	EST FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32
	RECYCLED WATER													
07066	Recycled Water Phase II	12,500			500	3000	3000	3000	3000					
	WATER RESOURCES PROJECTS													
07017	Weather Based Irrigation Controllers at Various Locations	261	14	47	20	20	20	20	20	20	20	20	20	20
07021	Groundwater Sustainability Agency Coordination	301	174	127										
07102	Reservoir Water Quality Improvement Project	304	210	94										
07191	Groundwater Sustainability Plan Development	3,000	150	2,850										
07116	Groundwater Sustainability Plan Projects (TBD-FY23)	12,400		400	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	320		70	25	25	25	25	25	25	25	25	25	25
07058	Green Hayward PAYS Program	534	193	313	7	7	7	7						
07101	Cross Connection Improvement Project	201	7	194										
07105	Solar Power at Various Water Facilities	6,000		3,500	2,500									
07186	Solar Photovoltaic at Hesperian Pump Station	1,000		1,000										
	TOTAL PROJECT COSTS			29,752	12,612	5,852	12,852	4,352	4,345	2,245	7,295	1,295	1,295	1,295
	Transfer to Fund 605 - 2013 Bond Repayment (including Hesperian Pump Station) (to 2025)	4,817	3,734	270	813	0	0							
	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			30,022	13,425	5,852	12,852	4,352	4,345	2,245	7,295	1,295	1,295	1,295
	REVENUES:													
	Interest			193	315	215	111	23	20	40	33	28	83	139
	Facilities Fee (43563)			3,500	3,500	3,500	3,500	3,750	3,750	4,000	4,000	4,000	4,000	4,000
	Developer Reimbursement of New .75 Tank and Pumps at Garin Reservoir/Pump Station (Project 07183)		4,464											
	BART Reimbursement (for BART Maintenance Complex project) (Project 07180)		328	144										
	Green Hayward PAYS Revenue (\$1 million at 6.95% for ten years to 2026)		64	21	21	21	21	21						
	REVENUE SUBTOTAL:			3,858	3,836	3,736	3,632	3,794	3,770	4,040	4,033	4,028	4,083	4,139

Water Improvement - Fund 604

PROJ. NO.	PROJECT DESCRIPTION	PROJ. TOTAL	PRIOR YEARS	EST FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32
	TRANSFERS IN FROM:													
	Repayment of Loan from Fund 612 for Solar Project Phase IIA (\$3.5 million at 3% for ten years to 2028) (Project 07530 in Fund 612)	4,100	410	410	410	410	410	410	410	410	410			
	Correction - Transfer from 605 for duplicated Hesperian Pump Station Bond Retirement of Debt Service (FY19-FY21)				795									
	TRANSFERS SUBTOTAL:			410	1,205	410	410	410	410	410	410	0	0	0
	REVENUE TOTALS:			4,268	5,041	4,146	4,042	4,204	4,180	4,450	4,443	4,028	4,083	4,139
	BEGINNING FUND BALANCE:			45,672	19,918	11,534	9,828	1,018	870	705	2,910	58	2,791	5,579
	ENDING FUND BALANCE:			19,918	11,534	9,828	1,018	870	705	2,910	58	2,791	5,579	8,423

Sewer Replacement - Fund 611

PROJ. NO.	PROJECT DESCRIPTION	PROJ. TOTAL	PRIOR YEARS	EST FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32
	SEWER COLLECTION SYSTEM													
07018	Pump Station Valve Repair and Upgrade at Various Stations	300		300										
07546	Valle Vista Sewer Force Main Reliability Implementation	200	27	173										
07616	Tennyson Lift Station Rehabilitation	350		350										
	<i>Developer-Sewer Impact Fee</i>	209	209											
07622	Ward Creek/Tiegen Drive Sewer Replacement	500		500										
07624	Harder Road Sewer System Improvement	1,712		1,712										
	<i>Developer-Sewer Impact Fee</i>	424	424											
07626	Valle Vista Submersible Pump Repl and Wet Well Rehabilitation	1,250		700	550									
07678	Air Release with Blowoff Access and Rehab	80		80										
07687	Tennyson Sewer Basin Improvements	246		246										
07693	Sewer Manhole Rehabilitation - Various Locations	250	7	243										
07667	Sewer System Electrical/Mechanical Replacement - Various Locations	1,822	1,591	231										
07672	Soto Road Sewer Improvement	190		190										
07738	Annual Line Replacements FY23 (NEW)	6,000			6,000									
07739	Valle Vista VFD Replacement	250		250										
07761	Sewer Line Improvement FY21	11,117	628	10,489										
07781	Sanitary Sewer Main Replacement at Alameda County Transit Maintenance Facility	748	5	743										
07780	Annual Line Replacements FY22	4,400		4,400										
07762	Airport Lift Station Improvements	200		200										
07763	Daisy Ct Access Road Erosion Mitigation Project	45		45										
07764	Marathon Lift Station Pump Replacement Project	70		70										
07745	Marathon Lift Station Motor Control Center Replacement	250		250										
07765	Annual Emergency/Spot Line Repairs	2,750		250	250	250	250	250	250	250	250	250	250	250
07776	Hydro Vactor Replacement	400		400										
07782	Sewer Pipeline & Pump Station Repair	1,500		500	500	500								
07784	Root Foaming (NEW)	1,000			100	100	100	100	100	100	100	100	100	100
07529	WPCF Miscellaneous Replacements	5,069	669	400	400	400	400	400	400	400	400	400	400	400
07531	WPCF Asset Management Plan	100	1	99										

Sewer Replacement - Fund 611

PROJ. NO.	PROJECT DESCRIPTION	PROJ. TOTAL	PRIOR YEARS	EST FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32
	UTILITIES EQUIPMENT													
07575	Miscellaneous Lift Station Equipment Replacement	1,838	47	291	150	150	150	150	150	150	150	150	150	150
07119	SCADA Maintenance & Upgrade	8		8	0	0	0	0	0	0	0	0	0	0
07787	Annual Line Replacements FY24-32 (TBD-FY24)	54,000				6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000
07596	WPCF SCADA System Misc Replacements	76	45	31	0	0	0	0	0	0	0	0	0	0
	STORMWATER													
07675	Trash Capture Device and Litter Reduction Education Project	925	383	462	80									
	<i>US EPA Grant</i>	800	338	216	246									
	<i>Settlement Revenue (Transfer in from Fund 615)</i>	125			125									
07727	Jackson Street Underpass Stormwater Pump Station Upgrades	250	90	160										
	<i>Transfer from Fund 615 (Stormwater)</i>	250	250											
	WATER POLLUTION CONTROL FACILITY (WPCF)													
07611	WPCF Equalization Pond Diversion Valve Replacement	100		0	100									
07618	WPCF Gas Conditioning System Skid Media Replacement	2,044	74	320	165	165	165	165	165	165	165	165	165	165
07619	WPCF Motorized Valve Actuators for Influent Gates	105		105										
07620	WPCF Safety Improvements	100	32	68										
07629	WPCF EQ Pond Sludge Removal	75		75										
07630	WPCF Effluent Pond Weed Removal	200		200										
07632	WPCF Gravity Belt Thickener Rebuilding	500			500									
07648	WPCF Seismic Retrofit of Miscellaneous Buildings	370	5	0	365									
07656	WPCF Main 480V MCC Electrical Distribution Rehabilitation	10,989	18	8,674	2,297									
07664	WPCF UST Cleanup and Closure at Maintenance Building	141	132	9										
07673	WPCF Chlorination System Improvement	1,403			1,403									
07677	WPCF Biobeds Media Replacement	520	166	354										
07691	WPCF Programmable Logic Controller Cabinet Upgrades	60		60										
07730	WPCF Digester Cleaning Maintenance	90		90										
07785	Coating of South Primary Clarifier (NEW)	150				150								
07741	WPCF Levee Road Maintenance	1,000		0	0	200		200		200		200		200
07567	WPCF Headworks Bar Screens	4,598	3,132	1,466										

Sewer Replacement - Fund 611

PROJ. NO.	PROJECT DESCRIPTION	PROJ. TOTAL	PRIOR YEARS	EST FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32
07773	WPCF ETF Biofilter Media Replacement Project	630		630										
07774	WPCF New Drives for North and South Primary Clarifiers	120		120										
07775	WPCF New Digester Mixing Pumps for Digester No. 2 & 3	300		300										
07779	WPCF Water Purification System	35		35										
	WPCF LABORATORY													
07777	WPCF Laboratory Equipment Replacement - Spectrophotometer	35		35										
	WPCF NUTRIENT MANAGEMENT													
07625	WPCF Underground Conduit Repair (494 Pump & Sludge Beds)	80		0		80								
07649	WPCF Access Roads Rehabilitation	500		0		500								
07653	WPCF Site Waste Pump Station and Control Building Improvements	1,121	21	0	0	200	900							
07674	WPCF Cross Connection Prevention Project	300		0		300								
07736	WPCF Aging Field Grading & Lime Treatment	1,750		0	0	250	1,500							
07772	WPCF Final Clarifier No. 2 Wall Repairs	200		0	200									
07756	Coating of Final Clarifier No. 2 Sludge Collector (Tow-Bro)	300		0	300									
	OTHER													
07516	EBDA Outfall Replacement Payment	1,847	175	172	150	150	150	150	150	150	150	150	150	150
07524	Project Predesign Services	321		71	25	25	25	25	25	25	25	25	25	25
	TOTAL PROJECT COSTS			36,557	13,535	9,420	9,640	7,440	7,240	7,440	7,240	7,440	7,240	7,440
	Fund 611 for New Admin Building Project (\$4M @ 3% for 20 years through 2035)	3,240	270	270	270	270	270	270	270	270	270	270	270	270
	Debt Service SRF Loan for Phase II WPCF Impr Proj (\$26 million @ 3% for 30 years to 2055) (Various Projects)							1,104	1,104	1,104	1,104	1,104	1,104	1,104
	Transfer to Fund 612 for Cogen System Maintenance (Project 07679)	3,106			1,306	200	200	200	200	200	200	200	200	200
	TOTAL EXPENDITURES			36,827	15,111	9,890	10,110	9,014	8,814	9,014	8,814	9,014	8,814	9,014

Sewer Replacement - Fund 611

PROJ. NO.	PROJECT DESCRIPTION	PROJ. TOTAL	PRIOR YEARS	EST FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32
	REVENUES:													
	Interest			155	0	271	210	162	135	113	91	68	45	21
	Proceeds from SRF Loan for WPCF Improvements (Various Projects)		20,000	0	20,000									
	EPA Grant		338	216	246									
	Harder Road Sewer Impact Fee		424											
	Tennyson Lift Station Sewer Impact Fee		209											
	REVENUE SUBTOTAL:			371	20,246	271	210	162	135	113	91	68	45	21
	TRANSFERS IN FROM:													
	Fund 610			5,000	6,500	6,500	6,500	7,000	7,500	7,500	7,500	7,500	7,500	7,500
	Fund 615		250											
	Fund 615 - Settlement Revenue for Project 07675				125									
	Fund 630		183	183	183	183	183	183	183	183	183	183	183	183
	TRANSFERS SUBTOTAL:			5,183	6,808	6,683	6,683	7,183	7,683	7,683	7,683	7,683	7,683	7,683
	REVENUE TOTALS:			5,554	27,054	6,954	6,893	7,345	7,818	7,796	7,774	7,751	7,728	7,704
	BEGINNING FUND BALANCE:			34,482	3,209	15,152	12,216	8,999	7,330	6,334	5,116	4,076	2,813	1,727
	ENDING FUND BALANCE:			3,209	15,152	12,216	8,999	7,330	6,334	5,116	4,076	2,813	1,727	417

Sewer Improvement - Fund 612

PROJ. NO.	PROJECT DESCRIPTION	PROJ. TOTAL	PRIOR YEARS	EST FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32
	UTILITIES EQUIPMENT													
07177	GIS Data Development and Conversion	75		75										
07119	SCADA Maintenance & Upgrade	8		8	0	0	0	0	0	0	0	0	0	0
07514	GIS Conversion/Migration (Sewer System Share)	150	90	60										
	WATER POLLUTION CONTROL FACILITY (WPCF)													
07769	WPCF Selective Catalyst Reduction for Cogen Engine	500		0	500									
07771	WPCF Trickling Filter Pump Station Pump Rebuilds	260		260										
07530	WPCF Solar Power Design and Construction Phase II - Two MW	6,300	2,315	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		300										
07567	WPCF Headworks Bar Screens	4,130	1,216	2,914										
07679	Cogeneration System Maintenance	3,106	252	354	700	200	200	200	200	200	200	200	200	200
07680	WPCF Sluice Gate Repair/Replacement & Actuation	460	345	115										
07697	WPCF Maintenance Building Improvements	150		0	150									
07698	WPCF High Pressure Gas Storage Vessel Inspection and Coating	100		100										
07702	WPCF Security Improvements	15		0	15									
07707	WPCF MCC 5 & 19 Replacement	500		500										
07714	WPCF Headworks Channel Actuators	150		150										
07719	WPCF Old Cogen Building Repurpose	400		400										
07569	WPCF Roofing for Heating and Mixing Building No. 1	100		100										
	WPCF LABORATORY													
07783	WPCF FY22 Laboratory Equipment - IC_MS	90		90										
07519	Utilities Laboratory Information Management & Data Entry	140		140										
	WPCF NUTRIENT MANAGEMENT													
07786	New Admin Building and Lab (NEW)	20,000				20,000								
07760	Nutrient Management Design (Construction budget currently unscheduled below)	8,000		5,400	2,600									
07767	WPCF Final Clarifier Dewatering System	463		463										
07770	WPCF Installation of new double check detector assemblies (DCDAs) on fire water piping	281		281										
07750	WPCF New Final Clarifier (WPCF Phase II)	16,400		0	1,500	14,900								
07712	WPCF Grit Removal System (WPCF Phase II)	5,400			500	4,900								
07534	WPCF Headworks Hydraulic Forcemain Improvement (WPCF Phase II)	1,115	15	0		1,100								

Sewer Improvement - Fund 612

PROJ. NO.	PROJECT DESCRIPTION	PROJ. TOTAL	PRIOR YEARS	EST FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32
07749	WPCF Primary Effluent Flow Equalization (TBD -FY23)	11,200			300	10,900								
07682	WPCF Polymer Relocation and New Solids Line	60		0		60								
07701	WPCF Mechanical Sludge Dewatering Facility	4,300		0		4,300								
07506	WPCF Administration Building Renovation and Addition (WPCF Phase II)	154	154	0		0								
	OTHER													
07523	Project Predesign Services	210		60	15	15	15	15	15	15	15	15	15	15
	SEWER COLLECTION SYSTEM													
07744	Linden Lift Station Upgrades	150	5	145										
07555	Upgrade Valle Vista Station Discharge	200			200									
07624	Harder Road Sewer System Improvement	1,288		1,288										
07716	27 Inch Force Main Bypass Pumping - I-880/Industrial	600			100	500								
07717	Sewer Main Installation - I-880/Willimet	700	95	605										
	STORMWATER													
07746	Arf, Tennyson Trash Capture Device Installations	3,000		1,841	1,159									
	<i>Transfer from Fund 615 (Stormwater)</i>	1,841	1,841											
	<i>CalTrans Reimbursement</i>	3,000		1,841		1,159								
	<i>Transfer to Fund 615 (Stormwater)</i>	1,841		1,841										
	RECYCLED WATER													
07766	UV Disinfection System for Recycled Water	886		886										
07507	Recycled Water Storage and Distribution System	28,963	26,144	2,819										
	<i>SRF Loan</i>	15,620	15,620											
	<i>SWRCB Grant</i>	5,831	5,831											
07709	Recycled Water Facilities Plan Update	500		500										
07710	Recycled Water Treatment Facility - Phase I	2,455	2,433	22										
07751	Recycled Water Treatment Facility & Distribution Pipeline Expansion - Phase II	9,831					9,831							
	UNSCHEDULED													
07760	Nutrient Management Construction (TBD \$70M in FY24)													
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			23,861	7,739	56,875	10,046	215	215	215	215	215	215	215

Sewer Improvement - Fund 612

PROJ. NO.	PROJECT DESCRIPTION	PROJ. TOTAL	PRIOR YEARS	EST FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32
	Debt Service State Revolving Fund-WPCF Improvements (Phase I) -50% of total Debt Service for 20 years to 2028	30,600	13,860	1,530	1,530	1,530	1,530	1,530	1,530	1,530				
	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
	Transfer to Water Improvement Fund 604 for Repayment of Loan for Additional Solar Project (\$3.5 million at 3% for ten years to 2028) (Project 07530)	4,100	410	410	410	410	410	410	410	410	410			
	Transfer to Stormwater Fund 615 for CalTrans reimbursement (Project 07746)			1,841										
	TOTAL EXPENDITURES			27,860	9,897	59,033	12,204	2,155	5,245	5,245	3,715	3,305	3,305	3,305
	REVENUES:													
	Connection Fee			4,000	4,250	4,250	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500
	Interest			132	188	0	136	94	121	118	130	162	199	236
	Proceeds of SRF Loan for Recy Water Proj (07507)	15,620	15,620											
	SRF Loan Placeholder for WPCF Phase II Facilities Update					56,000								
	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	0										
	Caltrans Reimbursement (Project 07746)			1,841	0	1,159								
	REVENUE SUBTOTAL:			5,973	4,438	61,409	4,636	4,594	4,621	4,618	4,630	4,662	4,699	4,736
	TRANSFERS IN FROM:													
	Fund 730 for CAD/RMS Repl Loan (\$2.25 million)		2,046											
	WPCF Repl Fund 611 for 50% of City Cost of Co-Gen (\$11.47 mill less \$2.7 mill PG&E grant (Proj 07508)		4,650											
	Water Sys Imp Fund 604 for Solar Proj Phase II (Proj 07530)		3,500											
	Fund 611 for New Admin Building Project (\$4M @ 3% for 20 years through 2035)		270	270	270	270	270	270	270	270	270	270	270	270
	Fund 611 for Cogen System Maintenance (Project 07679)	3,106		1,306	200	200	200	200	200	200	200	200	200	200
	Transfer from Fund 615 (Stormwater) Project 07746		1,841											
	Transfer from Fund 610 (Wastewater) Debt Service Correction FY20			820										
	TRANSFERS SUBTOTAL:			1,090	1,576	470	470	470	470	470	470	470	470	470
	REVENUE TOTALS:			7,063	6,014	61,879	5,106	5,064	5,091	5,088	5,100	5,132	5,169	5,206
	BEGINNING FUND BALANCE:			32,094	11,297	7,414	10,260	3,162	6,071	5,917	5,760	7,145	8,972	10,836
	ENDING FUND BALANCE:			11,297	7,414	10,260	3,162	6,071	5,917	5,760	7,145	8,972	10,836	12,737

Airport Capital - Fund 621

PROJ. NO.	PROJECT DESCRIPTION	PROJ. TOTAL	PRIOR YEARS	EST FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32
	AIRPORT PROJECTS - TAXIWAY IMPROVEMENTS													
06819	Taxiway Zulu Pavement Rehabilitation	3,862	118	80	3,664									
06859	Taxiway Alpha Design and Phasing Plan	550				550								
	<i>(AIP 24) FAA</i>	495				495								
	<i>State Matching Grant of 5%</i>	25				25								
06860	Taxiway Alpha Construction	5,900					5,900							
	<i>(AIP 25) FAA</i>	5,310					5,310							
	<i>State Matching Grant of 5%</i>	266					266							
	AIRPORT PROJECTS - T-HANGAR IMPROVEMENTS													
06826	T-Hangar Improvements	5,351	1	600	650	700	250	300	350	400	450	500	550	600
	AIRPORT PROJECTS - PAVEMENT IMPROVEMENTS													
06890	Pavement Improvements	4,411	11	400	400	400	400	400	400	400	400	400	400	400
06891	Miscellaneous Pavement/Building/Grounds Repairs	1,788	288	250	125	125	125	125	125	125	125	125	125	125
06818	Airport Pavement Management Program Update	282	67	15		40		40		40		40		40
	AIRPORT PROJECTS - OTHER													
06827	LED Lighting Retrofit	50	29	21										
06828	Tower Renovations	100	72	28										
	<i>FAA Reimbursement for HVAC (FY17)</i>	7	7											
06814	Sulphur Creek Mitigation - Design + Construction	7,812	812					7,000						
	<i>(AIP 25) FAA</i>	6,775	475					6,300						
	<i>(State Matching Grant of 5%)</i>	315						315						
06816	Sulphur Creek 10-Year Environmental Monitoring	538	160	18	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	135	25	10	10	10	10	10	10	10	10	10	10	10
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					
	<i>(AIP 27) FAA</i>	540							540					
	<i>State Matching Grant of 5%</i>	23							23					

Airport Capital - Fund 621

PROJ. NO.	PROJECT DESCRIPTION	PROJ. TOTAL	PRIOR YEARS	EST FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32
06857	Runway Safety Area Improvements Design <i>(AIP 29) FAA</i> <i>State Matching Grant of 5%</i>	650 585 29									650 585 29			
06858	Runway Safety Area Improvements Construction <i>(AIP 30) FAA</i> <i>State Matching Grant of 5%</i>	13,875 12,487 624										13,875 12,487 624		
06855	Airfield Lighting Upgrade Design/Construction <i>(AIP 31&32) FAA</i> <i>State Matching Grant of 5%</i>	5,380 4,842 242											380 342 17	5,000 4,500 225
06851	ALP Update with Narrative <i>(AIP 23) FAA</i> <i>State Matching Grant of 5%</i>	650 585 29			650 585 29									
06861	Skywest Property Maintenance	330			75	80	85	90						
06862	Landscape Improvements and Cleanup - Sulphur Creek Sites	800			80	80	80	80	80	80	80	80	80	80
	TOTAL PROJECT COSTS			1,849	5,900	2,141	7,006	8,201	1,721	1,211	1,871	15,186	1,701	6,411
	TOTAL EXPENDITURES			1,849	5,900	2,141	7,006	8,201	1,721	1,211	1,871	15,186	1,701	6,411
	REVENUES:													
	Interest			61	40	6	8	7	7	12	18	4	8	6
	Reimbursements (FAA)	31,144	1,162	0	585	495	5,310	6,300	540	0	585	12,487	342	4,500
	State Matching Grant of 5%	1,553		0	29	25	266	315	23	0	29	624	17	225
	REVENUE SUBTOTAL:			61	654	526	5,584	6,622	570	12	632	13,115	367	4,731
	TRANSFERS IN FROM:													
	Fund 620 (Airport Operation Fund)	16,325		1,375	1,600	1,600	1,600	1,350	1,350	1,350	1,500	1,500	1,550	1,550
	TRANSFERS SUBTOTAL:			1,375	1,600	1,600	1,600	1,350	1,350	1,350	1,500	1,500	1,550	1,550
	REVENUE TOTALS:			1,436	2,254	2,126	7,184	7,972	1,920	1,362	2,132	14,615	1,917	6,281
	BEGINNING FUND BALANCE:			3,282	3,850	204	189	367	138	337	488	749	178	394
	ENDING FUND BALANCE:			2,869	204	189	367	138	337	488	749	178	394	264

Facility Management Capital - Fund 726

PROJ. NO.	PROJECT DESCRIPTION	PROJ. TOTAL	PRIOR YEARS	EST FY 22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32
	MUNICIPAL FACILITY IMPROVEMENTS - POLICE													
07224	HPD Facility Update	270	8	262										80
	MUNICIPAL FACILITY IMPROVEMENTS - MUNICIPAL PARKING LOTS													
07204	Parking Garage Maintenance			100										
	EQUIPMENT & SOFTWARE - UTILITIES													
07209	Emergency Generator Replacement	630	50				140	140			300			
	EQUIPMENT & SOFTWARE - MAINTENANCE													
07215	City Hall Camera System (Equipment/Storage)	304	229					75						
	MUNICIPAL FACILITY IMPROVEMENTS - OTHER													
07201	HVAC Replacement	1,223	258	91	400	200	175	75				15		80
07202	Flooring Replacement	866	859	7										70
07203	Roof Repair/Replacement	622	122	60	115				200	25		100		60
07210	Window Covering Replacement	102	2						50	50				
07216	Fire Alarm/Smoke Detector Replacement	155	55	100										
07217	Exterior Painting of City Facilities	461	56	80		125	100		100					
07218	Animal Control Facility Update	102	2							100				
07220	City Hall Furniture Replacement													
07221	Interior Painting of City Facilities	300								20			280	
07222	City Facility Update	1,344	86	100	125	125	125	125	75	75	75	230	203	111
07227	Facility Security Infrastructure	1,680	100	880	300	50	50	50	50	50	50	50	50	50
07232	Workplace Reconfiguration /Remodel	1,378	183	295	100	100	100	100	100	100	100	100	100	100
07233	Elevator Overhaul (City Hall and PD)	400		80		50	100				170			
07234	City Hall Basement Gate Replacement	50	35	15										
07279	ADA Upgrades and improvements	110	0	20	10	10	10	10	10	10	10	10	10	10
	MISCELLANEOUS - OTHER													
07225	Enterprise Security Measure	240	240											
07235	Energy Conservation	69	0	69										
	TOTAL PROJECT COSTS			2,159	1,050	660	800	575	585	430	705	505	643	561
	TOTAL EXPENDITURES			2,159	1,050	660	800	575	585	430	705	505	643	561

Facility Management Capital - Fund 726

PROJ. NO.	PROJECT DESCRIPTION	PROJ. TOTAL	PRIOR YEARS	EST FY 22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32
	REVENUES:													
	Interest													
	Internal Service Fund Charges	4,670		350	350	350	400	400	420	420	420	420	420	420
	REVENUE SUBTOTAL:			350	350	350	400	400	420	420	420	420	420	420
	TRANSFERS IN FROM:													
	Transfer from General Fund	3,192		847	260	260	410	160	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:			847	710	260	410	160	160	160	160	160	160	160
	REVENUE TOTALS:			1,197	1,060	610	810	560	580	580	580	580	580	580
	BEGINNING FUND BALANCE:			1,013	51	61	11	21	6	1	151	26	101	38
	ENDING FUND BALANCE:			51	61	11	21	6	1	151	26	101	38	57

Information Technology Capital - Fund 731

PROJ. NO.	PROJECT DESCRIPTION	PROJ. TOTAL	PRIOR YEARS	EST FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32
	IT - CLIENT PROJECTS													
07282	Inventory / Asset Management	75	0	0	75	0								
07253	Desktop Computer Replacement Program	3,791	1,500	292	200	200	200	200	200	200	200	200	200	200
07256	Public Safety Mobile Replacement Project	1,784	1,022	262	50	50	50	50	50	50	50	50	50	50
07266	Council Chambers Technology Upgrade	942	92	101						0	750			
07272	Body Worn Camera Equipment for HPD	25	0	25										
07273	City Conference Room Audio Video Upgrade	100	71	29										
	IT - DATA SYSTEM PROJECTS													
07284	Data Analysis Foundation (NEW)	50			50									
07255	Enterprise Resource Planning (ERP) System	2,419	2,191	228										
07259	Geographic Information System Improvements	567	176	141	25	25	25	25	25	25	25	25	25	25
07267	Online Permitting	1,974	846	1,128										
	<i>GF Energov Tech Service Fee</i>	<i>1,640</i>	<i>972</i>	<i>418</i>	<i>250</i>									
	<i>Development Services Online Permitting</i>	<i>450</i>		<i>450</i>										
	<i>Fund 605 for Online Permitting</i>	<i>50</i>	<i>0</i>	<i>50</i>										
	<i>Fund 610 for Online Permitting</i>	<i>50</i>	<i>0</i>	<i>50</i>										
07268	Security Assessment and Improvement	404	180	74	150									
07271	CAD Enterprise Upgrade	400	286	114										
	IT - NETWORK PROJECTS													
07285	Wi-Fi Upgrade (NEW)	170			45	50	75							
07257	Network Server Replacement Project	3,368	1,411	257	350	150	150	150	150	150	150	150	150	150
07263	Network Infrastructure Replacement - Police Dept	1,065	235	230	60	60	60	60	60	60	60	60	60	60
07264	Network Infrastructure Replacement	5,634	2,580	443	540	410	410	410	140	140	140	140	140	140
07276	Fiber Optic Maintenance and Repair	901	205	197	50	50	50	50	50	50	50	50	50	50
	IT - SPECIAL PROJECTS													
07286	Digital Divide (NEW)	5			5									
07283	City Video Monitoring System	210	0	0	70	70	70							
07275	Fiber Loop	2,415	2,213	202										
	<i>EDA Grant</i>	<i>2,317</i>		<i>2,317</i>										
	<i>Fund 220 Correction</i>	<i>328</i>	<i>288</i>	<i>40</i>										
07277	EBRCS Subscription	7,780	1,104	549	560	571	582	594	606	618	630	643	656	669
	TOTAL PROJECT COSTS			4,272	2,230	1,636	1,672	1,539	1,281	1,293	2,055	1,318	1,331	1,344
	TOTAL EXPENDITURES			4,272	2,230	1,636	1,672	1,539	1,281	1,293	2,055	1,318	1,331	1,344

Information Technology Capital - Fund 731

PROJ. NO.	PROJECT DESCRIPTION	PROJ. TOTAL	PRIOR YEARS	EST FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32
	REVENUES:													
	ISF - Information Technology Charges from Fund 730	4,106	780	851	855	810	810	810	810	810	810	810	810	810
	Interest				10	11	8	7	9	14	12	9	13	17
	Cell Tower Lease Revenue			18	18	18	18	18	18	18	18	18	18	18
	EDA Grant for Fiber Loop			2,317										
	REVENUE SUBTOTAL:			3,186	883	839	836	835	837	842	840	837	841	845
	TRANSFERS IN FROM:													
	General Fund	6,411	3,602	409	1,000	700	700	700	700	700	700	700	700	700
	GF Energov Tech Service Fee	1,640	972	418	250									
	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	288	40										
	IT Transfer from Op Fund 730 for project 07257				300									
	Airport Operating Fund (Fund 620) for ERP	52	52											
	TRANSFERS SUBTOTAL:			1,417	1,550	700	700	700	700	700	700	700	700	700
	REVENUE TOTALS:			4,603	2,433	1,539	1,536	1,535	1,537	1,542	1,540	1,537	1,541	1,545
	BEGINNING FUND BALANCE:			53	384	588	491	355	351	607	856	341	560	771
	ENDING FUND BALANCE:			384	588	491	355	351	607	856	341	560	771	972

Fleet Replacement (General Fund) - Fund 736

PROJ. NO.	PROJECT DESCRIPTION	PROJ. TOTAL	PRIOR YEARS	EST FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32
	FLEET MANAGEMENT													
07301	Fire Fleet Replacement	25,290	7,501	3,053	1,236	2,070	1,185	1,485	3,080	1,000	1,000	1,000	1,080	1,600
07302	GF Fleet Replacement	9,922	4,436	851	845	190	180	225	245	485	505	515	770	675
07303	Police Fleet Replacement	18,065	5,341	1,398	1,180	1,040	1,061	1,082	1,104	1,126	1,148	1,171	1,195	1,219
	TOTAL PROJECT COSTS			5,302	3,261	3,300	2,426	2,792	4,429	2,611	2,653	2,686	3,045	3,494
	TOTAL EXPENDITURES			5,302	3,261	3,300	2,426	2,792	4,429	2,611	2,653	2,686	3,045	3,494
	REVENUE:													
	Fleet Capital Replacement Fees	44,743	13,243	1,500	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
	Insurance Reimbursement	1,097	1,097											
	Fairview FPD Reimbursement	0	0											
	Fire Mutual Aid - Fleet Reimb Portion	866	846	20										
	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	-	-	-	-	-	-	-	-	-	-	-
	REVENUE SUBTOTAL:	31,630		1,530	3,010	3,010	3,010	3,010	3,010	3,010	3,010	3,010	3,010	3,010
	TRANSFERS IN 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	650										
	TRANSFERS SUBTOTAL:	12,402	11,191	650	161	-	-	400	-	-	-	-	-	-
	TOTAL REVENUE			2,180	3,171	3,010	3,010	3,410	3,010	3,010	3,010	3,010	3,010	3,010
	BEGINNING FUND BALANCE			3,725	603	513	223	807	1,425	6	405	762	1,086	1,051
	ENDING FUND BALANCE			603	513	223	807	1,425	6	405	762	1,086	1,051	567

Fleet Replacement (Enterprise Funds) - Fund 737

PROJ. NO.	PROJECT DESCRIPTION	PROJ. TOTAL	PRIOR YEARS	Est FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32
	FLEET MANAGEMENT													
07350	Airport Fleet Replacement	1,325	410	375	80	20	75	-	45	45	35	10	90	140
07351	Stormwater Fleet Replacement	5,215	2,280	375	-	375	375	375	150	375	-	-	375	535
07352	Sewer Fleet Replacement	6,043	2,533	395	420	135	-	-	110	170	470	515	815	480
07353	Water Fleet Replacement	5,880	2,368	555	630	-	202	150	490	520	-	305	620	40
	TOTAL PROJECT COSTS	18,463	7,591	1,700	1,130	530	652	525	795	1,110	505	830	1,900	1,195
	TOTAL EXPENDITURES			1,700	1,130	530	652	525	795	1,110	505	830	1,900	1,195
	REVENUES:													
	Replacement Fees from Fund 620 (Airport)	1,562	781	71	71	71	71	71	71	71	71	71	71	71
	Replacement Fees from Fund 615 (Stormwater)	1,870	935	85	85	85	85	85	85	85	85	85	85	85
	Replacement Fees from Fund 610 (Sewer)	4,705	2,490	215	200	200	200	200	200	200	200	200	200	200
	Replacement Fees from Fund 605 (Water)	5,402	2,616	286	250	250	250	250	250	250	250	250	250	250
	Citation Revenue for Sweeper Replacement	3,530	1,630	100	180	180	180	180	180	180	180	180	180	180
	Auction	326	271	5	5	5	5	5	5	5	5	5	5	5
	Interest	253	178	25	5	5	5	5	5	5	5	5	5	5
	Insurance	48	48	-	-	-	-	-	-	-	-	-	-	-
	REVENUE SUBTOTAL:	17,696	8,949	787	796	796	796	796	796	796	796	796	796	796
	TRANSFERS IN FROM:													
	One-Time Capital Contribution (Sewer)	750	750											
	One-Time Capital Contribution (Stormwater)	70	70											
	One-Time Capital Contribution (Water)	246	246											
	TRANSFERS SUBTOTAL:	1,066	1,066	-	-	-	-	-	-	-	-	-	-	-
	TOTAL REVENUE			787	796	796	796	796	796	796	796	796	796	796
	BEGINNING FUND BALANCE			2,139	1,226	892	1,158	1,302	1,573	1,574	1,260	1,551	1,517	413
	ENDING FUND BALANCE			1,226	892	1,158	1,302	1,573	1,574	1,260	1,551	1,517	413	14

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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

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 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.

(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.

GLOSSARY & ACRONYMS

(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.

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.

GLOSSARY & ACRONYMS

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.

RESOLUTIONS



RESOLUTIONS

RESOLUTIONS

HAYWARD CITY COUNCIL

RESOLUTION NO. 22-146

Introduced by Council Member Wahab

RESOLUTION APPROVING THE OPERATING BUDGET OF THE CITY OF HAYWARD FOR FISCAL YEAR 2023; ADOPTING APPROPRIATIONS FOR FISCAL YEAR 2023, 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 2023 contained in those documents entitled "City of Hayward Proposed FY 2023 Operating Budget," with adjustments to the Proposed Budget as discussed at the June 7, 2022, 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 2023 Operating Budget," with adjustments to the proposed budget as outlined in the June 7, 2022, staff report is hereby approved and adopted as the budget of the City of Hayward for FY 2023, with specific exception of General Fund Community Agency funding, which is separately addressed in Resolution No. 22-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 2023 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 2023
Unassigned	39,401
Total Designated Fund Balance	\$ 39,401
Proposed Change in Fund Balance	4,453
Total Reserves & Designated	\$ 43,854

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 7, 2022.

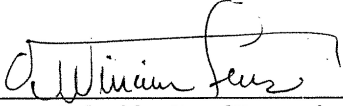
ADOPTED BY THE FOLLOWING VOTE:

AYES: COUNCIL MEMBERS: Andrews, Lamnin, Márquez, Salinas, Wahab, Zermelo
MAYOR: Halliday

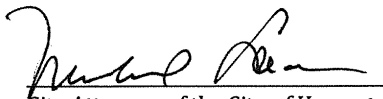
NOES: COUNCIL MEMBERS: None

ABSTAIN: COUNCIL MEMBERS: None

ABSENT: COUNCIL MEMBERS: None

ATTEST: 
City Clerk of the City of Hayward

APPROVED AS TO FORM:


City Attorney of the City of Hayward

RESOLUTIONS

FY 2023 Fund Transfers To/From

ATTACHMENT III EXHIBIT A

General Fund Transfers In

100-00-0000-00000-49100	217	Cost Allocation From Paratransit Measure B Fund	(39,319)
100-00-0000-00000-49100	231	Cost Allocation From Used Oil Fund	(930)
100-00-0000-00000-49100	232	Cost Allocation From Measure D Fund	(37,327)
100-00-0000-00000-49100	245	Cost Allocation From Housing Authority Fund	(3,897)
100-00-0000-00000-49100	246	Cost Allocation From Affordable Housing Fund	(13,474)
100-00-0000-00000-49100	605	Cost Allocation From Water Enterprise Fund	(1,207,770)
100-00-0000-00000-49100	606	Cost Allocation From Water Inter-tie Fund	(21,329)
100-00-0000-00000-49100	610	Cost Allocation From Sewer Enterprise Fund	(823,783)
100-00-0000-00000-49100	615	Cost Allocation From Stormwater Enterprise Fund	(125,049)
100-00-0000-00000-49100	620	Cost Allocation From Airport Enterprise Fund	(185,168)
100-00-0000-00000-49540	103	Transfer from ARPA Funds	(7,250,000)
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	(240,000)
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			(11,221,046)

General Fund Transfers Out

100-00-0000-00000-98100	102	Transfer to Economic Development Fund	350,000
100-00-0000-00000-98100	720	OPEB Contribution	2,625,170
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	1,978,174
100-00-0000-00000-98110	300	Transfer D/S Fire Station #7	452,854
100-00-0000-00000-98110	300	Miscellaneous Transfer To Debt Service Fund	4,900
100-00-0000-00000-98110	300	D/S 15 Streetlight Conversion #05188	276,262
100-00-0000-00000-98110	605	Fire Station #7 Repayment to Water Fund	137,741
100-00-0000-00000-98115	405	Transfer To Capital Projects	1,539,000
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	1,000,000
100-00-0000-00000-98115	726	Supplemental To Facilities Management Capital Fund	710,000
100-00-0000-00000-98115	736	Supplemental To Fleet Management Capital Fund	161,000
100-00-0000-00000-98200	710	Liability Insurance Allocation	4,887,877
Transfers Out Total			14,686,530

Measure C Fund

101-00-0000-00000-98110	301	D/S New Library & Education Center	5,415,313
101-00-0000-00000-98110	301	D/S New Library & Education Center Admin Fees	3,500
101-00-0000-00000-98115	406	CIP Transfer	10,000,000
101-00-0000-00000-98200	710	Transfer Out to Liability Insurance	132,004
101-00-0000-00000-98100	720	OPEB Contribution	89,773
Measure C Fund			15,640,590

Economic Development Fund

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

ARPA Fund

103-00-0000-02120-98100-RP120	100	Transfer Out to General Fund	7,250,000
ARPA Fund			7,250,000

RESOLUTIONS

FY 2023 Fund Transfers To/From			ATTACHMENT III EXHIBIT A
OHHA Fund			
209-00-0000-00000-98115	210	Transfer to Gas Tax Fund	183,000
OHHA Fund			183,000
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
217-00-0000-00000-98200	710	Transfer Out To Liability Insurance	20,308
217-00-0000-00000-98100	720	OPEB Contribution	10,187
Paratransit (Measure B) Fund			69,814
Grant Fund			
220-00-0000-00000-98100	720	OPEB Contribution	976
220-00-0000-00000-98200	710	Transfer Out To Liability Insurance	5,077
Grant Fund			6,053
CDBG Fund			
225-00-0000-00000-98200	710	Transfer Out To Liability Insurance	5,077
225-00-0000-00000-98100	720	OPEB Contribution	6,167
CDBG Fund			6,167
Used Oil Fund			
231-00-0000-00000-98100	100	Transfer Out Cost Allocation to General Fund	930
Used Oil Fund			930
Measure D Fund			
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	15,231
232-00-0000-00000-98100	720	OPEB Contribution	8,392
Measure D Fund			60,950
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	5,077
245-00-0000-00000-98100	720	OPEB Contribution	1,756
Housing Authority Fund			10,730
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	10,154
246-00-0000-00000-98100	720	OPEB Contribution	2,147
Affordable Housing Fund			25,775
Inclusionary Housing Fund			
285-00-0000-00000-98100	720	OPEB Contribution	6,635
Inclusionary Housing Fund			6,635
Rent Review Program Fund			
286-00-0000-00000-98200	710	Transfer Out To Liability Insurance	5,077
286-00-0000-00000-98100	720	OPEB Contribution	10,581
Rent Review Program Fund			15,658

RESOLUTIONS

FY 2023 Fund Transfers To/From			ATTACHMENT III
			EXHIBIT A
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)
<i>Certificates of Participation Fund</i>			<i>(2,712,190)</i>
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)
<i>Measure C Debt Service Fund</i>			<i>(5,418,813)</i>
Water Maintenance & Operations Fund			
605-00-0000-00000-49555	100	Transfer In From General Fund Fire Station #7 Repayment	(137,741)
605-00-0000-00000-49555	604	Transfer In D/S 13 Water System	(812,775)
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	457,374
605-00-0000-00000-98100	630	Transfer Out to Recycled Water Fund	600,000
605-00-0000-00000-98100	720	OPEB Contribution	244,184
605-00-0000-00000-98115	604	CORRECTION DUPLICATE FY19-21 HESPERIAN PUMP BOND	795,000
605-00-0000-00000-98115	603	Transfer Out Capital Reserves To Water	7,000,000
<i>Water Maintenance & Operations Fund</i>			<i>9,353,812</i>
Water Inter-Tie Fund			
606-00-0000-00000-97100	100	Transfer Out Cost Allocation To General Fund	21,329
<i>Water Inter-Tie Fund</i>			<i>21,329</i>
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	236,924
610-00-0000-00000-98200	710	Transfer Out To Liability Insurance	570,708
<i>Sewer Maintenance & Operations Fund</i>			<i>6,384,101</i>
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	49,922
615-00-0000-00000-98115	611	Transfer to Water Improvement Fund	125,000
615-00-0000-00000-98115	210	Transfer Out Gas Tax	15,000
615-00-0000-00000-98200	710	Transfer Out To Liability Insurance	40,618
<i>Stormwater Maint. & Operations Fund</i>			<i>355,589</i>
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	88,013
620-00-0000-00000-98100	720	OPEB Contribution	12,334
620-00-0000-00000-98115	621	Transfer Out Cap Reserves To Airport Capital	1,600,000
<i>Airport Operations Fund</i>			<i>1,885,515</i>

RESOLUTIONS

FY 2023 Fund Transfers To/From			ATTACHMENT III EXHIBIT A
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	183,000
630-00-0000-00000-98100	720	OPEB Contribution	3,760
Recycled Water Fund			(413,240)
Workers' Compensation Fund			
705-00-0000-00000-98100	720	OPEB Contribution	16,393
705-00-0000-00000-98200	710	Transfer Out To Liability Insurance	20,308
Workers' Compensation Fund			36,701
Risk Management Fund			
710-00-0000-00000-49100	100	Transfer In Liability Insurance-General Fund	(4,887,877)
710-00-0000-00000-49100	101	Transfer In Liability Insurance-Measure C Fund	(132,004)
710-00-0000-00000-49100	217	Transfer In Liability Insurance-Meas BB PRTRNST	(20,308)
710-00-0000-00000-49100	220	Transfer In Liability Insurance-Grants	(5,077)
710-00-0000-00000-49100	225	Transfer In Liability Insurance-CDBG	(5,077)
710-00-0000-00000-49100	232	Transfer In Liability Insurance-Recycling Program Fund	(15,231)
710-00-0000-00000-49100	245	Transfer In Liability Insurance-Housing Fund	(5,077)
710-00-0000-00000-49100	246	Transfer In Liability Insurance-Housing Mortg	(10,154)
710-00-0000-00000-49100	286	Transfer In Liability Insurance-Rent Review Program Fund	(5,077)
710-00-0000-00000-49100	605	Transfer In Liability Insurance-Water Fund	(457,374)
710-00-0000-00000-49100	610	Transfer In Liability Insurance-Wastewater Fund	(570,708)
710-00-0000-00000-49100	615	Transfer In Liability Insurance-Stormwater Fund	(40,618)
710-00-0000-00000-49100	620	Transfer In Liability Insurance-Airport Fund	(88,013)
710-00-0000-00000-49100	705	Transfer In Liability Insurance-Workers Comp	(20,308)
710-00-0000-00000-49100	725	Transfer In Liability Insurance-Facilities Fund	(62,494)
710-00-0000-00000-49100	730	Transfer In Liability Insurance-IT Fund	(120,256)
710-00-0000-00000-49100	735	Transfer In Liability Insurance-Fleet Fund	(92,327)
710-00-0000-00000-49100	815	Transfer In Liability Insurance-Successor RDA Fund	(35,142)
710-00-0000-00000-98100	720	OPEB Contribution	15,613
Risk Management Fund			(6,557,509)
Retiree Medical Fund			
720-00-0000-00000-49530	100	OPEB Tranfer In General Fund	(2,625,170)
720-00-0000-00000-49530	101	OPEB Tranfer In Measure C Fund	(89,773)
720-00-0000-00000-49530	217	OPEB Tranfer In Meas BB PRTRNS	(10,187)
720-00-0000-00000-49530	220	OPEB Tranfer In Grants Fund	(976)
720-00-0000-00000-49530	225	OPEB Tranfer In CDBG Fund	(6,167)
720-00-0000-00000-49530	232	OPEB Tranfer In Recycle Fund	(8,392)
720-00-0000-00000-49530	245	OPEB Tranfer In Housing Fund	(1,756)
720-00-0000-00000-49530	246	OPEB Tranfer In Housing Mrtg Fund	(2,147)
720-00-0000-00000-49530	285	OPEB Tranfer In Inclusionary Fund	(6,635)
720-00-0000-00000-49530	286	OPEB Tranfer In Rent Review Program Fund	(10,851)
720-00-0000-00000-49530	605	OPEB Tranfer In Water Fund	(244,184)
720-00-0000-00000-49530	610	OPEB Tranfer In Wastewater Fund	(236,924)
720-00-0000-00000-49530	615	OPEB Tranfer In Stormwater Fund	(49,922)
720-00-0000-00000-49530	620	OPEB Tranfer In Airport Fund	(45,667)
720-00-0000-00000-49530	630	OPEB Tranfer In Recycled Water Fund	(3,318)
720-00-0000-00000-49530	705	OPEB Tranfer In Workers Comp Fund	(16,393)
720-00-0000-00000-49530	710	OPEB Tranfer In Liability Fund	(15,613)
720-00-0000-00000-49530	725	OPEB Tranfer In Facilities Fund	(40,710)
720-00-0000-00000-49530	730	OPEB Tranfer In IT Fund	(89,773)
720-00-0000-00000-49530	735	OPEB Tranfer In Fleet fund	(41,101)
720-00-0000-00000-49530	815	OPEB Tranfer In Successor RDA Fund	(5,464)
Retiree Medical Fund			(3,551,123)

RESOLUTIONS

FY 2023 Fund Transfers To/From			ATTACHMENT III EXHIBIT A
Facilities Management Fund			
725-00-0000-00000-98200	710	Transfer Out To Liability Insurance	62,494
725-00-0000-00000-98100	720	OPEB Contribution	40,710
Facilities Management Fund			103,204
Information Technology Fund			
730-00-0000-00000-98115	731	Transfer Out To IT Replacement Fund	1,155,000
730-00-0000-00000-98100	720	OPEB Contribution	89,773
730-00-0000-00000-98200	710	Transfer Out To Liability Insurance	120,256
Information Technology Fund			1,365,029
Fleet Management Fund			
735-00-0000-00000-98100	720	OPEB Contribution	41,101
735-00-0000-00000-98200	710	Transfer Out To Liability Insurance	92,327
Fleet Management Fund			133,428
Comm. Facility District Fund			
810-00-0000-00000-98100	100	Transfer Out To General Fund for Trust Expenses CFD #1	8,000
810-00-0000-00000-98100	100	Transfer Out To General Fund for Police Services CFD #2	290,000
810-00-0000-00000-98100	100	Transfer Out To General Fund for Police&Fire Svcs CFD #3	175,000
Comm. Facility District Fund			473,000
Successor Agency-RDA of COH			
815-00-0000-00000-98100	100	Transfer Out To General Fund D/S Loan Repayment	800,000
815-00-0000-00000-98100	720	OPEB Contribution	5,464
815-00-0000-00000-98200	710	Transfer Out To Liability Insurance	35,142
Successor Agency-RDA of COH			840,606
Cannabis Community Fund			
860-00-0000-00000-49530	100	Transfer In from General Fund	(63,522)
Cannabis Community Fund			(63,522)

RESOLUTIONS

FY 2023 APPROPRIATION AUTHORITY

ATTACHMENT III EXHIBIT B

General Fund		
100		194,688,033
Measure C Fund		
101		20,509,198
Special Revenue Funds		
102	Economic Development Fund	350,000
103	American Rescue Plan Act (ARPA) Fund	16,436,000
214	Paratransit Fund - Measure BB	1,515,000
217	Paratransit Fund - Measure B	1,436,558
220	Grants Fund	435,438
225	Community Development Block Grant Fund	2,086,311
230	Recycling Fund	39,287
231	Used Oil Fund	22,060
232	Recycling/Measure D Fund	899,848
245	Housing Authority	179,370
246	Affordable Housing Fund	192,372
255	Park Dedication - Zone A	1,261,916
256	Park Dedication - Zone B	71,300
257	Park Dedication - Zone C	657,300
258	Park Dedication - Zone D	447,650
259	Park Dedication - Zone E	200,650
285	Inclusionary Housing	416,625
286	Rent Review Program Fund	642,071
295	So. Hayward B.A.R.T. JPA	566,220
Special Revenue Fund Total		27,855,976
Enterprise Funds		
605	Water	66,473,278
606	Regional Intertie	131,329
610	Wastewater	29,032,515
615	Stormwater	3,486,521
620	Airport	5,024,849
630	Recycled Water	1,091,411
Enterprise Fund Total		105,239,903
Debt Service/Non-Departmental Funds		
300	Certificate of Participation	2,712,190
301	Measure C Debt Service	5,419,113
805/810	Special Assessment District	1,072,068
Debt Service Fund Total		9,203,371
Internal Service Funds		
705	Worker's Compensation	6,756,333
710	Risk Management	6,151,433
720	Employee Benefits	7,191,807
725	Facilities	4,712,120
730	Information Technology	10,190,053
735	Fleet	4,312,916
Internal Service Fund Total		39,314,661
Fiduciary Funds		
815	Hayward Redevelopment Successor Agency (HRSA)	4,377,063
851	Hayward Shoreline JPA	116,333
Fiduciary Fund Total		4,493,396

RESOLUTIONS

HAYWARD CITY COUNCIL

RESOLUTION NO. 22-147

Introduced by Council Member Wahab

RESOLUTION APPROVING CAPITAL IMPROVEMENT PROJECTS FOR FISCAL YEAR 2023

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 2023 contained in the document entitled "Recommended Capital Improvement Program FY 2023-32"; 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. 22-146, dated June 7, 2022, the City Council adopted the budget and appropriated funds for operating expenses for Fiscal Year 2023.

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 2023, as embodied in Recommended Capital Improvement Program FY 2023-32, are hereby adopted as the Capital Improvement Program for Fiscal Year 2023. 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)	\$3,029,000
SB1 (211)	3,350,000
Measure BB Tax Fund (Local Transportation) (212)	4,665,000
Measure BB Tax Fund (Pedestrian & Bicycle) (213)	1,285,000
Measure B Tax Fund (Local Transportation) (215)	1,100,000
Measure B Tax Fund (Pedestrian & Bicycle) (216)	800,000
Vehicle Registration Fee Fund (218)	1,000,000
Measure BB Tax Fund (Paratransit) (219)	750,000
Capital Projects (Governmental) Fund (405)	33,511,302
Measure C Capital Fund (406)	4,500,000
Route 238 Corridor Improvement Fund (410)	5,410,000
Route 238 Settlement Administration Fund (411)	415,000
Street System Improvements Fund (450)	3,330,000
Transportation System Improvements Fund (460)	575,000
Water Replacement Fund (603)	6,945,000
Water Improvement Fund (604)	12,612,000
Sewer Replacement Fund (611)	13,535,000
Sewer Improvement Fund (612)	7,739,000
Airport Capital Fund (621)	5,900,000
Facilities Capital Fund (726)	1,050,000
Information Technology Capital Fund (731)	2,230,000
Fleet Management Capital Fund (736)	3,261,000
Fleet Management Enterprise Fund (737)	1,130,000
TOTAL: ALL CAPITAL FUNDS	\$118,122,302

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)	\$1,539,235
General (100)	Transportation System Improvement (460)	500,000
General (100)	Facilities Capital (726)	710,000
General (100)	Information Technology Capital (731)	1,000,000
General (100)	Fleet Replacement General Fund Capital (736)	161,000
Measure C (101)	Measure C Capital (406)	10,000,000
OHHA (209)	Gas Tax (210)	182,462
Gas Tax (210)	General (100)	240,000
Gas Tax (210)	Street System Improvements (450)	750,000
Measure BB Paratransit Operations (214)	Measure BB Paratransit Capital (219)	750,000
Water Improvement (604)	Water Operations (605)	812,775
Water Operations (605)	Water Replacement (603)	7,000,000
Water Operations (605)	Water Improvement (604)	795,000
Sewer Operations (610)	Sewer Replacement (611)	6,500,000
Sewer Replacement (611)	Sewer Improvement (612)	1,576,000
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
Stormwater Operating (615)	Sewer Replacement (611)	125,000
Airport Operations (620)	Airport Capital (621)	1,600,000
Recycled Water (630)	Sewer Replacement (611)	182,800
Information Technology Operations (730)	Information Technology Capital (731)	300,000

In order to provide for completion of work on projects previously authorized but not completed as of June 30, 2022, in addition to the above appropriations for capital expenditures, appropriation balances remaining as of June 30, 2022, for capital projects previously authorized but uncompleted, are hereby appropriated for expenditure in fiscal year 2023.

6. Any monies received during fiscal year 2023 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.

RESOLUTIONS

8. The budget for capital projects for fiscal year 2023, as contained in the document entitled "Recommended Capital Improvement Program FY 2023-32," is hereby approved.
9. Any contract for professional services included in the annual budget that will cost more than \$75,000 shall be executed by the City Manager only upon approval of the contract by the City Council given at a meeting of the City Council.

IN COUNCIL, HAYWARD, CALIFORNIA June 7, 2022.

ADOPTED BY THE FOLLOWING VOTE:

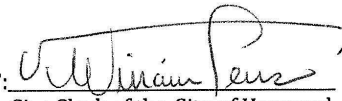
AYES: COUNCIL MEMBERS: Andrews, Lamnin, Márquez, Salinas, Wahab, Zermefio
MAYOR: Halliday

NOES: COUNCIL MEMBERS: None

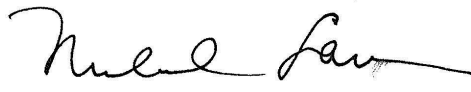
ABSTAIN: COUNCIL MEMBERS: None

ABSENT: COUNCIL MEMBERS: None

ATTEST:


City Clerk of the City of Hayward


APPROVED AS TO FORM:


City Attorney of the City of Hayward

RESOLUTIONS



CITY OF HAYWARD
Community Services Division

DATE: June 13, 2022
TO: Miriam Lens, City Clerk
FROM: Michael Lawson, City Attorney 
Dustin Claussen, Acting Assistant City Manager
SUBJECT: Draft Memo to City Clerk re. Resolution 22-XXX (Affirmation of FY 2023 CDBG Allocations)

FY 2023 Community Development Block Grant Allocations

Annually, the City funds approximately \$1.5 Million in social programs that provide free or low-cost services to the Hayward community through a combination of federally awarded Community Development Block Grant (CDBG) funds and allocations from the City's General Fund.

On March 31, 2022, the City was notified by the U.S. Department of Housing and Urban Development (HUD) that additional time was needed to compute grantee allocation amounts, which would be made available after the scheduled required public hearing of April 26, 2022. As part of the public hearing, Council considered the recommendations prepared by staff and the Community Services Commission to allocate the estimated FY 2023 CDBG entitlement and additional funding, should the entitlement amount exceed staff estimates.

On April 26, Council adopted [Resolution 22-107](#) to approve and appropriate the CDBG recommendations for FY 2023 prepared by staff and the Community Services Commission and to allocate additional funding, should the entitlement amount exceed staff estimates. On May 13, 2022, the City was notified of its allocation amount of \$1,541,746. As part of the FY2023 Budget Public Hearing and Adoption, staff included a CDBG resolution to affirm the allocations, which accounted for the difference in anticipated and actual award.

Administrative Error in FY 2023 Budget Public Hearing Attachment VII and Attachment VIII

The FY 2023 Budget Public Hearing and Adoption Attachment VII (CDBG Affirming Resolution) and Attachment VIII (Exhibit A to Attachment VII), dated June 7, 2022, contain an administrative error. The total CDBG funding recommendation not to exceed amount is listed as \$1,184,500; however, it should be \$1,316,912. This change is due to the FY 2023 CDBG entitlement award exceeding staff's original estimates. The error is administrative and there is no fiscal impact as the budget reflects the correct allocation.

The full correction to paragraph one of Resolution 22-XXX is as follows:

"WHEREAS, the City Council of the City of Hayward hereby approves and appropriates the Community Agency Funding recommendations for Fiscal Year 2023, as approved by City Council on April 26, 2022, and shown in Exhibit A, in a total amount not to exceed **\$1,316,912** which is incorporated by reference herein."

Exhibit A to the resolution contains the corresponding revised subrecipient awards.

Attachments

Resolution 22-XXX (Attachment VII)
Revised Resolution 22-148
Exhibit A (Attachment VIII)
Revised Exhibit A

RESOLUTIONS

HAYWARD CITY COUNCIL

RESOLUTION NO. 22-148

Introduced by Council Member Wahab

RESOLUTION APPROVING AND APPROPRIATING THE COMMUNITY
AGENCY FUNDING RECOMMENDATIONS FOR FISCAL YEAR 2023

WHEREAS, the City Council of the City of Hayward hereby approves and appropriates the Community Agency Funding recommendations for Fiscal Year 2023, as approved by City Council on April 26, 2022, and shown in Exhibit A, in a total amount not to exceed \$1,316,912 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 7, 2022.

ADOPTED BY THE FOLLOWING VOTE:

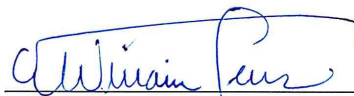
AYES: COUNCIL MEMBERS: Andrews, Lamnin, Márquez, Salinas, Wahab, Zermelo
MAYOR: Halliday

NOES: COUNCIL MEMBERS: None


ABSTAIN: COUNCIL MEMBERS: None

ABSENT: COUNCIL MEMBERS: None

ATTEST:


City Clerk of the City of Hayward

APPROVED AS TO FORM:


City Attorney of the City of Hayward

RESOLUTIONS

EXHIBIT A

COMMUNITY AGENCY FUNDING COMMUNITY DEVELOPMENT BLOCK GRANT RECOMMENDATIONS FOR FY 2023					
CATEGORY	AGENCY	PROJECT	FY 2022 FUNDING	FY 2023 REQUESTS	FY 2023 RECOMMENDATIONS***
CDBG - PUBLIC SERVICES					
Housing and Homelessness	Abode Services	Alameda County Impact	\$27,899	\$54,786	\$49,124
Housing and Homelessness	Alliance for Community Wellness dba La Familia	FESCO Les Marquis House - Emergency Shelter	\$25,000	\$50,000	\$45,141
Housing and Homelessness	Eden Council for Hope and Opportunity	Fair Housing Services**	\$25,000	\$25,000	\$25,000
Housing and Homelessness	Ruby's Place	Shelter and Children	\$25,000	\$60,000	\$45,141
Legal Services	Centro Legal de la Raza	Tenant Rights' Program	\$75,164	\$93,998	\$93,998
Legal Services	Family Violence Law Center	Family Violence and Homelessness Prevention Project	\$30,000	\$60,000	\$59,745
Youth & Education	Love Never Fails	I AM House Children's Program*	\$0	\$62,966	\$0
TOTAL FY 2023 CDBG PUBLIC SERVICES			\$208,063	\$406,750	\$318,149
CDBG - ECONOMIC DEVELOPMENT & INFRASTRUCTURE					
Economic Development	Centro Community Partners	Entrepreneurship Education, Financial Literacy & Access to Capital to Women/Minority Businesses	\$30,000	\$45,445	\$45,445
Economic Development	Community Child Care Council (4-Cs) of Alameda County	Child Care Initiative Project	\$45,000	\$45,000	\$45,000
Infrastructure-Neighborhood Facilities	First Presbyterian Church of Hayward dba South Hayward Parish	South Hayward Parish Critical Infrastructure Upgrade*	\$0	\$193,800	\$193,800
Infrastructure-Neighborhood Facilities	Habitat for Humanity East Bay/Silicon Valley, Inc.	Home Repair Program (FY23) - CalHOME Portion*	\$0	\$49,500	\$49,500
Infrastructure-Neighborhood Facilities	Habitat for Humanity East Bay/Silicon Valley, Inc.	Home Repair Program (FY23)**	\$175,000	\$175,000	\$175,000
Infrastructure-Neighborhood Facilities	Rebuilding Together Oakland	Rehabilitation and Repair (2021)**	\$150,000	\$150,000	\$150,000
Infrastructure-Neighborhood Facilities	St. Rose Hospital Foundation	Cath Lab Project*		\$500,000	\$49,599
Infrastructure-Neighborhood Facilities	Ruby's Place	Program Enhancement: Tiny Homes on Wheels	\$44,781	\$250,419	\$250,419
Infrastructure-Neighborhood Facilities	The Alliance for Community Wellness dba La Familia	FESCO Les Marquis House - Emergency Shelter	\$28,000	\$40,000	\$40,000
TOTAL FY 2023 CDBG ECONOMIC DEVELOPMENT & INFRASTRUCTURE			\$472,781	\$1,449,164	\$998,763
TOTAL FY 2023 CDBG FUNDING RECOMMENDATIONS					\$1,316,912

*New agency/program applying for funds

**Non-competitive award

***Funding Recommendations reflect the CSC's methodology of recommended allocation for additional funding and the Program Year 2022 funding allocations have been updated accordingly.

RESOLUTIONS

HOUSING AUTHORITY OF THE CITY OF HAYWARD

RESOLUTION NO. HHa 22-03

Introduced by Board Member Wahab

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 2023 contained in those documents entitled "Proposed FY 2023 Operating Budget;" and

WHEREAS, a public hearing was held by the Housing Authority Board of Directors, on June 7, 2022, 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 2023 presented by the Executive Director in the document entitled Proposed FY 2023 Operating Budget is hereby accepted and confirmed as the budget of the Hayward Housing Authority for FY 2023. Copies of the budget documents and the staff reports presented by the Executive Director are on file in the office of the City Clerk and are hereby referred to, incorporated herein, and made a part of this resolution as though set forth in full.
2. The Director of Finance is directed to comply with GASB 31 (Unrealized investment gains and losses) and is authorized to make such entries as are required to the Housing Authority's financial records. In addition, the Director of Finance is authorized to make such changes to the budget as are required by GASB 31.
3. Except as limited in paragraph 5 of this resolution, the Executive Director is authorized without further action from the Board to enter into a contract or agreement for any commodity or service included in the annual budget of the Housing Authority.
4. For the purposes of determining whether the Executive Director has the authority to execute a contract for a commodity or service pursuant to section 3 above, the Executive Director shall have the authority to expend such funds and enter into and execute any and all contracts and documents necessary to carry out the objectives of the Housing Authority's appropriations as set forth in this budget.

RESOLUTIONS

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 7, 2022.

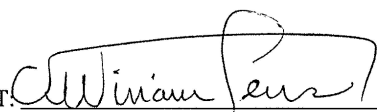
ADOPTED BY THE FOLLOWING VOTE:

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

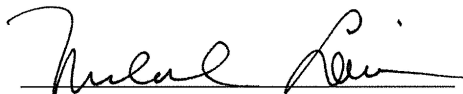
NOES: BOARD MEMBERS: None

ABSTAIN: BOARD MEMBERS: None

ABSENT: BOARD MEMBERS: None

ATTEST: 
Secretary of the Housing Authority
of the City of Hayward

APPROVED AS TO FORM:


General Counsel of the Housing Authority
of the City of Hayward

RESOLUTIONS

REDEVELOPMENT SUCCESSOR AGENCY OF THE CITY OF HAYWARD

RESOLUTION NO. RSA 22-01

Introduced by Agency Member Wahab

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 2023

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 2023; 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 2023.
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 2023
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	179,690
Supplies & Services	109,968
Maintenance & Utilities	8,200
Internal Service Fees	14,224
Total Operating Expenses	312,082
HRSA Debt Service & Transfers Out	
HRSA Debt Service, 2016 TABS	3,224,375
HRSA Debt Service, General Fund Repayment	800,000
OPEB Contribution	5,464
Liability Insurance Premium	35,142
Total Debt Service & Transfers Out	4,064,981
Total Expenditures	4,377,063

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 7, 2022.

ADOPTED BY THE FOLLOWING VOTE:

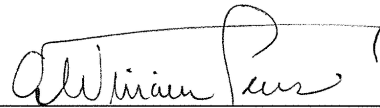
AYES: BOARD MEMBERS: Andrews, Lamnin, Márquez, Salinas, Wahab, Zermeno
CHAIR: Halliday

NOES: BOARD MEMBERS: None

ABSTAIN: BOARD MEMBERS: None

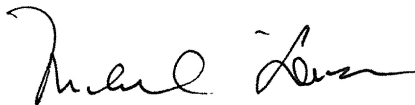
ABSENT: BOARD MEMBERS: None

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:

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

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

Implementation of Year 1 projects and programs commenced in FY 2022 with the adoption of the Hayward Federal Stimulus Expenditure Plan. Funding for projects and programs in Year 2 (FY 2023) and Year 3 (FY 2024) will be included as part of the annual budget process.

As shown in Table 1, the adopted FY 2023 budget (Year 2) includes budget appropriations that total \$16.4 million to support previously identified project and programs outlined in the Hayward Federal Stimulus Expenditure Plan. FY 2024 (Year 3) includes funding of projects and programs to be completed by December 2024.

ARPA Project and Program Updates (Year 1):

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) 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.

EnerGov Contingency Funding: This project supports the implementation of an online permitting software solution, and is currently in progress. Development This project is currently in progress. Development Services staff along with Information Technology, Public Works, and the Fire department are currently performing User Acceptance Testing. Go-live is scheduled by the end of the calendar year.

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 has not started due to project sequencing constraints and scheduled for 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 dais. 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 August 2022.

Laptop Purchase/Upgrades: This project has not started. Staff is currently identifying laptop specifications and preparing to place an order by the end of the fiscal year. Supply

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

chain for technology equipment is taking considerably longer. Staff will configure and implement equipment upon arrival.

Access Hayward Replacement Implementation: This project is currently in progress. 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 with the City Manager's Office to identify the necessary equipment, order, and implement.

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 off equipment will occur as needed.

Expand Fiber Network: This program includes ARPA funding allocation in Year 2 (FY 2023) of the Hayward Federal Stimulus Expenditure Plan.

Building Safety Upgrades: This project is currently in progress. Staff submitted a solicitation and is reviewing vendor proposals. Authorization of purchase will be presented to City Council for consideration in May/June. Upon approval, construction will commence immediately.

Vaccination Record Management Solution: Implementation of the product solution to manage vaccination records has been deployed. Maintenance and management of the solution will be ongoing 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 includes a Community Needs Assessment and an Architectural Assessment of the Weekes Branch Library. Due to unforeseen events, this project has been delayed as staff identifies additional consultants that can complete both the Community Needs Assessment and Architectural Assessment. This project will carry forward into FY 2023.

Contribution to The Stack Center: This program includes ARPA funding allocation in Year 2 (FY 2023) of the Hayward Federal Stimulus Expenditure Plan.

Address Negative Economic Impacts Caused by the Public Health Emergency:

Economic Development Business Recovery: Five of the nine Economic Development programs have been launched: (1) Together for Hayward Gift Card (\$250K), (2) Small Business Assistance Grants - \$5000 grants to 20 businesses (\$100K), (3) Open for Business Marketing Program - marketing campaign in coordination with CSUEB to create videos highlighting our small businesses (\$250K), (4) Restaurant Relaunch - grant program to help restaurants update their space to meet the modern customer expectations (\$250K), and (5) Restore and Reopen

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

Facade Program - grants to assist businesses to improve the exterior look of the business to bring customers back to the stores (\$200K). The remaining Economic Development Business Recovery programs, including (6) Hire Hayward, (7) Earn and Learn, (8) Tuition Assistance, and (9) Get Digital, are scheduled to be funded in Year 2 (FY 2023).

Community Agency Funding Augmentation: This supplemental funding was allocated during the FY 2022-FY 2023 Community Agency Funding process and will be supporting job training programs for Downtown Streets Team, Inc. and Love Never Fails, and will be supporting the Hayward Public Library's Family Education Program.

Extend Hotel Annex Program: The creative utilization of these ARPA funds enabled the extension of this critically needed resource offering expanded non-congregate interim housing capacity during the pandemic for an additional two years. Effectively doubling the capacity of the existing Nav Center bed count and creating much-needed interim housing for individuals with medical conditions that create increased vulnerability to COVID-19, this program was able to serve 102 individuals to date thus far this fiscal year, supporting more than 75% of those who've exited the program to transition into permanent, stable housing.

Expand Winter Warming Shelter Year-Round, Including Daytime Hours: The City of Hayward used ARPA funding to expand a temporary Winter Warming Shelter into a yearly shelter open from 6:30 pm until 7:00 am and provides dinner and breakfast to guests. Funding also provides a daytime program as part of the expansion. From October 1st, 2021 - December 31st, 2021, 310 individuals received shelter services through the South Hayward Parish Winter Warming Shelter; an additional 240 individuals were served in the quarter from January 1st, 2022 - March 31st, 2022. First Presbyterian Church of Hayward dba South Hayward Parish was also able to hire the first staff member of its new medical team, bringing deeply-needed clinical levels of care to shelter/Resource Center guests. Several guests were referred to high levels of medical care that they would not have received otherwise. Two other guests successfully transitioned to permanent housing, with an additional guest transitioning to temporary/impermanent housing.

Shallow Subsidies for Homelessness Prevention: This project is in progress. A Request for Proposal (RFP) for a program operator is currently open and will close on May 20, 2022. An operator will be selected, and a contract executed before the close of FY 2022.

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. This allowed the site to safely maintain the level of residents living on-site at one time and maximize the impacts – enabling the center to serve 115 individuals thus far this fiscal year with the critical wraparound and re-housing services associated with the program.

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.

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

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.

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 served 12 households for a total of 161 shelter nights. In partnership, staff from Maintenance Services, Police, and Fire have referred households into the Hotel Voucher program. Staff has issued a Request for Proposal (RFP), and selected a hotel to work with.

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 was made in FY 2022. This equipment will continue to be used in efforts related to encampment cleanups.

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

Replace Lost Public Sector Revenue:

Replacement of Lost Public Sector Revenue: Consistent with methodology provided by the Treasury Guidelines, Council authorized the appropriation of ARPA funding to replace lost public sector revenue due to the COVID crisis. Funding to replace lost revenue was allocated in Year 1 (FY 2022) and Year 2 (FY 2023), which reflects a transfer of \$14.5 million, split equally between the two fiscal years. The first transfer of \$7.25 million in ARPA funds to the General Fund has been completed.

Invest in Water, Sewer, and Broadband Infrastructure:

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 304 hotspots, 168 Chromebooks, 82 Wi-Fi-connected tablets, and 130 refurbished desktop computers and laptops. 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.

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

Corporation Yard Renovation to Support Infrastructure Work: Project scope has been finalized with staff awaiting a proposal from a qualified contractor. Construction will begin in Summer/Fall of 2022.

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.

In accordance with the Hayward Federal Stimulus Expenditure Plan, Year 1 (FY 2022) included an appropriation \$18.9 million to support projects and programs that help the City stabilize its operations and fiscal situation. To date, a total of \$14.0 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 1 (FY 2022), will be carried forward into Year 2 (FY 2023) to allow for the completion of each project before December 2024.

ARPA Project and Program Budget Appropriations (Year 2):

As part of the FY 2023 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 2 (FY 2023), including corresponding adopted budget appropriations needed to complete each project and/or program.

Table 2: Overview of FY 2023 “Public Health” Projects/Programs

Projects / Programs	Year 2 Budget Appropriation (FY 2023)
Network Security Software	\$46,000
SD-WAN Implementation	\$135,000
Expand Fiber Network	\$800,000
The Stack Contribution	\$2,000,000
TOTAL	\$2,981,000

Table 3: Overview of FY 2023 “Negative Economic Impact” Projects/Programs

Projects / Programs	Year 2 Budget Appropriation (FY 2023)
Economic Development Business Recovery	\$500,000
Community Agency Funding Augmentation	\$500,000
Extend Hotel Annex Program	\$1,000,000
Expand Winter Warming Shelter Year-Round, including Daytime Hours	\$355,000
Shallow Subsidies for Homelessness Prevention	\$1,000,000
First-Time Homebuyer Down Payment Assistance/Wealth-Building Program	\$1,000,000
Hotel Vouchers for Encampment Abatements	\$50,000
Encampment Clean-Ups	\$250,000
Operation Clean Sweep – Citywide Enhanced Clean-Up	\$100,000
Tax-Defaulted/Foreclosure Property Program Implementation	\$1,000,000
TOTAL	\$ 5,755,000.00

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

Table 4: Overview of FY 2023 “Replacement of Lost Revenue” Projects/Programs

Projects / Programs	Year 2 Budget Appropriation (FY 2023)
Replacement of Lost Public Sector Revenue	\$7,250,000

Table 5: Overview of FY 2023 “Water, Sewer, and Broadband Infrastructure” Projects/
Programs

Projects / Programs	Year 2 Budget Appropriation (FY 2023)
Corporation Yard Renovation to Support Infrastructure Work	\$200,000
Fleet Shop Expansion to Support Infrastructure Work	\$250,000
TOTAL	\$450,000

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) will be presented to the City Council for consideration with 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 PUBLIC SAFETY POLICY INNOVATION PROJECTS

Background: In response to community concerns around policing and public safety following the murder of George Floyd by an officer of the Minneapolis Police Department, Council directed staff to conduct community engagement efforts, including community conversations and a community survey about public safety and policing in Hayward. After receiving the results of the community engagement work, Council directed staff to convene a Public Safety Policy Innovation Workshop inclusive of community members and City staff to recommend public safety policy and programmatic changes for the Fiscal Year 2022. For a full background and links to staff reports, visit www.hayward-ca.gov/haywardsafe.

On May 18, 2021, Council received the recommendations of the Public Safety Policy Innovation Workshop, authorized a budget allocation to support the projects, and directed staff to begin implementing nine of the pilot projects in FY 2022. At the time, Council authorized the allocation of \$1,293,600 from five police officer vacancies to pay for these projects.

Dispatch Needs Assessment and Capacity Improvement [Strategic Roadmap Project Q5c]:

In support of all ongoing public safety projects developed from the policy innovation workshops, 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.

In August, the City published an RFP and contracted Federal Engineering Inc. To conduct the full scope of work. 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 project schedule and upcoming milestones are as follows, all occurring in 2022.

- May 27: The draft Needs Assessment with recommendations and implementation plan
- June 10: Final report
- June 17: Presentation of findings
- June 21: Data Systems Workshop
- July 31: Draft report on data systems
- Fall 2022: Final report on data systems, recommendations, and implementation

Budget Year	Item	Amount
FY 21/22	Consultant Costs	\$ 112,722
FY 22/23	See Note*	\$ 0

*Funding for Dispatch improvements request will be submitted after study is completed

Budget-In-Brief: Public Safety Policy Innovation Projects

Hayward Evaluation and Response Teams (HEART) [Q5d, Q5e, Q5f]:

This project combines several pilots that were developed in response to community concerns about the best way to provide emergency services to people experiencing mental illness, substance use disorders and homelessness. The primary goal of HEART is to create an integrated continuum of options 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 in related calls for service.

The HEART model consists of two distinct co-responder team, that are rooted in national best practices for crisis response systems, including [SAMHSA's National Guidelines for Behavioral Health Crisis Care](#)¹ and the [National Council of Behavior Health's Roadmap to the Ideal Crisis System](#)²:

- 1.) A Mobile Integrated Health Unit (MIHU) which pairs a Hayward Fire Department Community Paramedic with a Mental Health Clinician from Tiburcio Vasquez Health Center (TVHC)
- 2.) A Mobile Evaluation Team (MET) which pairs a Crisis Intervention Team (CIT) trained Hayward Police Officer with a behavioral health clinician from the Alameda County Behavioral Health Care Services.

Behavioral Health Coordinator: HEART also includes a Behavioral Health Coordinator to focus 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.

MET: The Mobile Evaluation Team (MET) launched in June 2021 and has responded to 413 calls for service (through 3/31/22). Referrals come through the 911 Dispatch center, HPD patrol, outpatient mental health providers, family members/loved ones, schools, community members, Adult Protective Services and directly from individuals experiencing crises themselves. The majority of these calls for services result in connecting the people involved with the appropriate resources, including involuntary psychiatric hospitalization 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. The length of time spent on scene varies by situation, with 38% of calls for service taking approximately one hour, 48% of calls taking less than an hour, and 13% taking more than one hour. Of the calls for service, only 1.6% included any form of criminal justice involvement (arrest or citation) and there have been no incidents of Use of Force by MET police officers.



MET Team:
413 Responses
since June 2021

Due to the success of the MET partnership, the City and the County formalized the program through a Memorandum of Understanding (MOU) which was finalized in March 2022. This MOU will allow for a greater degree of data sharing and reporting between agencies. It also

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

formalizes the fiscal leveraging of both agencies using existing resources in new ways to meet the needs of the community without adding costs to the HEART program.

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.

One significant challenge for MIHU has been staffing. The Unit is currently budgeted to operate for 40 hours a week, but only has staffing for 20 hours per week because TVHC has struggled to recruit a qualified mental health clinician to serve on the team. The recruitment effort is ongoing and staff will keep Council informed and make recommendations for program changes if this continues to be a challenge.

BHJIS Grant and Regional Alignment: 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 MET and MIHU teams, as well as continuing to apply for State and Federal grants.

In February 2022, the City was awarded \$389,260 in a competitive grant from the California Department of Health Care Services (DHCS) for the Behavioral Health Justice Intervention Services (BHJIS) Project, funded by the Substance Abuse Mental Health Services Administration (SAMHSA) through the Coronavirus Response and Relief Supplemental Appropriations Act (CRRSAA). The BHJIS Project is intended to help agencies, including local governments, first responders, law enforcement, behavioral health and others, to improve and enhance their collaborative response to individuals facing mental health or substance use crises.

The primary BHJIS goals are to:

- Implement innovative solutions to problems and connect people experiencing mental or substance use crises at the right time and in the right environment;
- Improve partnerships/collaboration between system partners and communities; and
- Adopt policies and practices to promote diversity, equity, and inclusion and establish culturally and linguistically appropriate services that address structural inequities.

As a recipient of a BHJIS grant, the HEART implementation team will also receive technical assistance and participate in learning collaboratives with other jurisdictions implementing

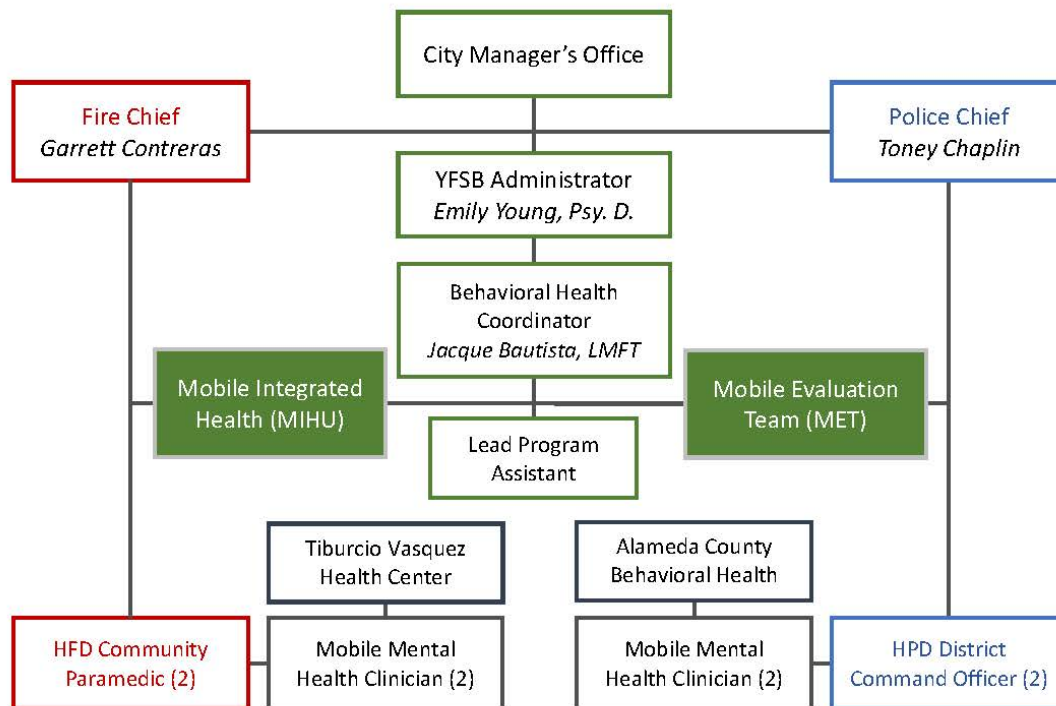
Budget-In-Brief: Public Safety Policy Innovation Projects

similar programs. Similarly, a cross-agency team from the HEART program with representatives from the City (Police and Fire), the County, and Tiburcio Vasquez Health Center applied for and was selected to participate in a Community of Practice hosted by the Council of State Governments Justice Center focused on best practices for establishing a comprehensive and coordinated behavioral health crisis system. These opportunities will ensure the HEART program remains aligned with national best practices and builds off the success of other areas.

Significant Changes for FY 22/23

The adopted budget increases the HEART model from a 40 hour a week schedule to 80 hours a week in FY 22/23 for both the MET and MIHU. This will allow first responders to refer calls to these teams during evening and/or weekend hours. The organizational chart and table below reflect the expansion to 80 hours. 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. Any vacancy savings will be returned to the general fund.

HEART Organizational Chart for FY 22/23



Budget-In-Brief: Public Safety Policy Innovation Projects

Budget Year	Item	Amount
FY 21/22	Personnel (5 positions – 40 hours a week/team)	\$ 589,773
	Supplies and Vehicles	\$ 638,827
FY 22/23	Personnel (10 positions – 80 hours a week/team)	\$ 1,027,109
	Supplies and Vehicles	\$ 852,793
Revenue Sources FY 22/23	Grants	\$ 428,260
	Carry Forward from FY 21/22	\$ 452,459
	HPD Salary Savings	\$ 999,184

Community Services Officers Respond to Property Crimes [Q5h]:

The Community Service Officer (CSO) Pilot Project was launched part-time and has been operating continuously since November 2021. Under this pilot project, CSOs respond to non-violent, cold property crimes received by the Communications Center. They conduct basic investigations, collect evidence, and perform other duties as requested, which is part of the HPD's efforts to remove police officers from these low-level responses and to free them up to address priority crime issues in the City. Due to staffing constraints, this pilot program has continued to operate on a part-time basis. The pilot program evaluation is ongoing and the HPD continues to receive positive feedback from HPD staff and community members regarding the work the CSOs are performing. There exist opportunities to expand the program in the future as staffing levels allow.

99 Calls &
54 Case Reports
since Nov 2021

Budget Year	Item	Amount
FY 21/22	Personnel – Absorbed into existing HPD budget	\$ 0
FY 22/23	Personnel – Absorbed into existing HPD budget	\$ 0

HPD Training Curriculum Working Group and Community Feedback Liaison [Q5g and Q5i]:

These projects were not implemented in FY 21/22 due to a lack of staff capacity. They will be incorporated into staff's work plan for FY 22/23.


Budget Year	Item	Amount
FY 21/22	Will be absorbed into existing budget	\$ 0
FY 22/23	Will be absorbed into existing budget	\$ 0

Budget-In-Brief: Public Safety Policy Innovation Projects

Neighborhood Participatory Budgeting [Q5j]:

One of the major takeaways from the community surveys in the fall of 2020 was that community members feel safer when they feel connected to their neighbors. This project runs a one-time participatory budget process, through which community members can submit and vote on proposals to increase connections in their neighborhood. Under the People's Budget, the City has been divided into six sectors and each sector has been allocated between \$50,000 and \$70,000 depending on population size and income level.

In the fall of 2021, staff marketed the process, solicited ideas for projects through an online mapping tool, and recruited neighborhood delegates. Between November and March, neighborhood delegates and other community members have conducted outreach to solicit ideas and have used these ideas to create project proposals. Voting took place from May 1-20, 2022. In each sector, the top two voted projects received funding. The City announced the funded projects in early June. The deadline to finish project implementation is December 2023.



215 Suggestions
54 Delegates
27 Proposals

Budget Year	Item	Amount
FY 21/22	Funding for community led projects	\$ 350,000
FY 22/23	No additional requests for this one time process	\$ 0

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