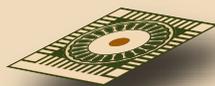
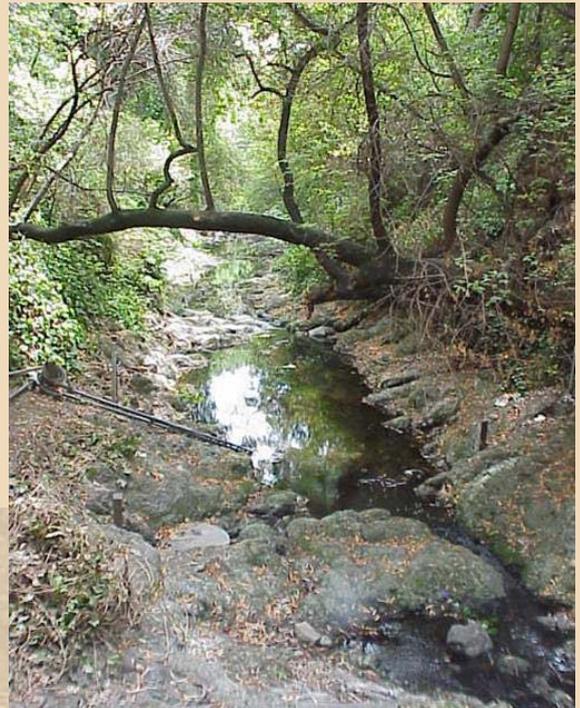


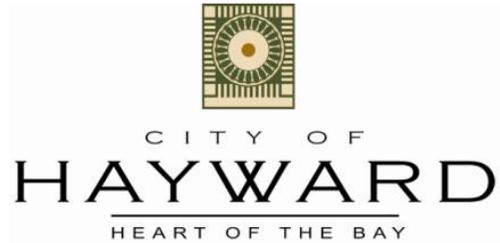
CITY OF  
**HAYWARD**  
CALIFORNIA

ADOPTED  
OPERATING  
BUDGET

FISCAL YEAR 2012



HEART OF THE BAY



# **Adopted Operating Budget Fiscal Year 2012**

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**Interim Director of Finance: Susan Stark**

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## City of Hayward Elected Officials

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



**Michael Sweeney**  
Mayor  
Term Expires 2014



**Bill Quirk**  
Council Member  
Term Expires 2012



**Barbara Halliday**  
Council Member  
Term Expires 2012



**Mark Salinas**  
Council Member  
Term Expires 2014



**Olden Henson**  
Council Member  
Term Expires 2012



**Francisco Zermeño**  
Council Member  
Term Expires 2012



**Marvin Peixoto**  
Council Member  
Term Expires 2014

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# Hayward City Council's Priorities FY 2012

TOP PRIORITIES

TOP PRIORITIES

## SAFE

- Improve public safety in targeted areas:
  - Downtown; Neighborhoods (SMASH)
  - Entertainment Areas; Retail Areas
  - Schools; BART Stations
- Reduce gang violence in Hayward
  - Develop and implement an improved gang enforcement strategy, including a gang injunction program
  - Enhance Curfew and Truancy Ordinances
  - Support gang prevention and intervention programs
- Develop school partnerships
- Improve disaster preparedness and disaster response in the organization and within the neighborhoods
- Complete and adopt multi-jurisdictional Local Hazard Mitigation Plan

## CLEAN

- Strengthen code enforcement citywide (SMASH)
- Implement Neighborhood Partnership Program beyond Phase One
- Strengthen and expand KHGC Task Force into neighborhood organizations
- Decrease litter in the city
- Decrease illegal dumping
- Prevention and rapid abatement of graffiti
- Improve graffiti prevention through increased use of public art in retail and commercial areas
- Control car sales in the Public ROW
- Reduce and clean up homeless encampments and address related issues
- Eliminate blight throughout the RDA

## GREEN

- Continue implementation of Climate Action Plan
- Increase Hayward's sustainability as a community
- Fund and implement residential and commercial energy efficiency, photovoltaic, and hot water solar programs
- Continue development of residential and commercial energy conservation programs
- Position Hayward and gain recognition as a 'Healthy City' under the national and state program
- Increase use of clean and green energy such as solar photovoltaic and bio-gas to energy production at utility facilities
- Increase use of recycled water

## Organizational Health

- Ensure a safe and healthy work environment
- Complete implementation of the Computer Aided Dispatch and Records Management System
- Select Financial Enterprise/Enterprise Resource Planning (ERP) system and begin implementation
- Improve the organization's ability to apply business process analysis in decision-making
- Redesign the City's website
- Continued staff development and succession planning
- Develop an employee attraction and retention program
- Continue the development, adoption, and maintenance of strategic plans for key functions
  - Finance Functions: develop
  - Economic Development: implement
  - Police: update & maintain

## Land Use

- Continue implementation of the 238 Settlement Agreement
- Resolve all zoning and related issues in the 238 Corridor and develop a land disposition strategy
- Adopt and implement Form-Based Codes for:
  - South Hayward BART
  - Mission Boulevard Corridor Specific Plan
- Improve gateways and corridors
- Continue implementation of South Hayward BART TOD project
- Revise the City's Sign Ordinance
- Update Downtown Plan
- Plan for update of the General Plan
- Continue implementation of Airport development projects including CA Air National Guard reuse
- Continue to implement Historic Preservation Program elements
- Develop housing strategy & implementation plan
- Pursue and support City Center project

## Fiscal Stability

- Implement programs to resolve long-term, structural deficit
- Protect local revenues
- Increase community property values
  - Increase academic performance in Hayward schools in partnership with HUSD and the community
  - Brand, market, and promote the community of Hayward
- Strengthen and protect Hayward's business community
  - Engage in and succeed at aggressive economic development
  - Protect and promote Hayward's industrial base
  - Strengthen Chamber and business-industrial partnerships
- Seek and secure outside funding:
  - Grants; Appropriations; Federal & State programs
- Explore Public Facilities Bond Measure and develop supporting data



# Neighborhood Services, Fiscal Stability and Organizational Change Initiatives

## Neighborhood Services Initiative

### Element 1: Reorganization of Departments to Create Focus on Neighborhoods

- Integration of Neighborhood Services Programs (structure to be determined)
- Integration of Maintenance Services operations (structure to be determined)
- Evaluate Animal Control Services organizational placement

### Element 2: Creation and Strengthening of Adopted Public Nuisance Ordinance

- Review for inclusion of all nuisance issues that are spread among other ordinances, such as graffiti, weed abatement, inoperative vehicles, etc.
- Adopt Demolition element within public nuisance ordinance

### Element 3: Legal Support of Abatement Proceedings

- Request City Attorney evaluate need and provide continued necessary support for aggressive and immediate action to move to abatement after administrative citation process is exhausted.

### Element 4: Additional Staffing for Community Preservation Efforts

- Evaluate alternative funding sources with the goal to provide additional code enforcement personnel to establish a Neighborhood Partnership Program. Funding proposed to come from citation process and RDA transfer with no General Fund impact as part of FY09 budget.

### Element 5: Creation of Corridor Improvement Program

- Assign dedicated code enforcement personnel to major commercial corridors, working with Planning Staff to ensure compliance with original conditions of approval and enforce existing conditions.

### Element 6: Creation of Neighborhood Partnership Program

- Development of a programmatic approach to establishing neighborhood/City relationship.
- Build system of integration of neighborhood needs with capital improvement requests and 10-year CIP and establish neighborhood project fund using surplus land sale as seed funding source as well as increased RDA funding where possible.

### Future Element: Police Staffing

- Consistent with the future Police Department Strategic Plan, create neighborhood/district policing offices with CSO staffing and community meeting space in North, South and Central districts (to be determined) when resources become available.

### Future Element: Neighborhood Leadership Academy

- Develop internal Neighborhood Leadership Academy for aspiring neighborhood leaders that want to learn about how the City operates, resource availability/constraints, etc.

## Fiscal Stability Initiative

### Element 1: Balanced General Fund Budget Policy

- Take actions necessary to eliminate use of reserves by July 1, 2009
- Focus on efficiency improvements and employee innovations
- Saving jobs top priority, but reduction of staff may be necessary
- Attrition first goal in reducing staffing numbers
- May recommend retirement enhancement to induce departures

### Element 2: Long Range Financial Plans

- Council adoption of long range financial planning fiscal policy
- Development of General Fund 10-year Financial Plan
- Development of 10-year Financial Plans, Other major funds

### Element 3: Internal Service Fund Establishment

- Fleet Replacement
- Facilities Replacement (components and capacity)
- Technology Replacement (components and capacity)
- Liability/Workers Compensation
- Retiree Medical Liability Fund
  - Determine estimated annual funding requirements for each fund
  - Use available one time monies as seed funding for establishing funds and build reserves over the 10-year plan

### Element 4: Capital Improvement Program (CIP)

- Development of 10-year CIP
- Include operating cost obligations associated with projects
- Identify alternative funding sources for needed improvements
- Maximize Redevelopment investments

### Element 5: Performance Based Budgeting (PBB)

- Establishment of outcome driven budgeting
- Inclusion of performance indicators (qualitative measurements)
- Inclusion of task measurements (quantitative measurements)
- Likely use of task force to develop

### Element 6: Revenue Enhancement Efforts

- Establish full cost recovery as goal in appropriate areas
- Ensure fully-loaded charges to all funds back to General Fund
- Look at all possible/legal alternative funding sources
- Propose revenue measure to public to support service level maintenance
- Review fees annually for all services and apply CPI
- Evaluate inter-jurisdictional partnerships/fees for service (fleet maintenance partnership, technology services partnerships, etc.)

## Organizational Change Initiative

### Element 1: Mission, Ambitions, and Values Task Force

- Creation of the MAV Employee Task Force to establish the organization's Mission, Ambitions and Values

### Element 2: Innovations Task Force

- Creation of an employee task force to look at best practices and evaluate for implementation (underway)

### Element 3: Management Achieving Performance System (MAPS) Implementation

- Implementation of performance planning and evaluation system for all management and executive team staff (underway)

### Element 4: Departmental Realignment for Service Delivery Improvement and increased accountability

- Develop budget recommendation to integrate all Maintenance Services operations (structure to be determined)
- Evaluate Development Services for possible integration of process elements
- Integrate Neighborhood Services programs (structure to be determined)

### Element 5: Customer Service Task Force

- Creation of an employee task force to develop departmental customer service action plan framework

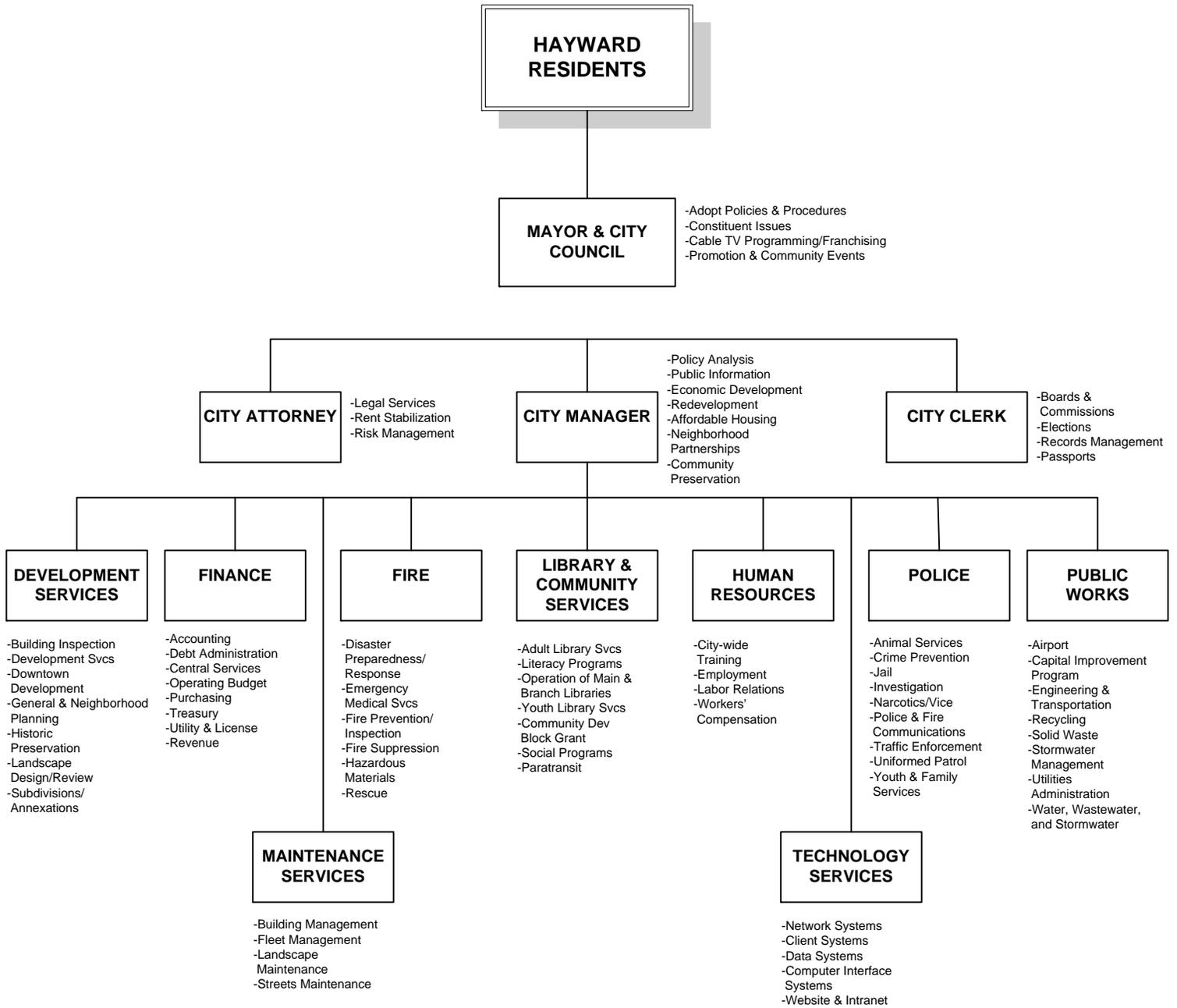
### Element 6: Accountability

- Active enforcement of personnel policies regarding work environment, harassment, behavior, work habits, etc. Department Heads, managers, and supervisors to be held accountable for ensuring personnel policies are adhered to.
- The Human Resources Department will train at least two members of their staff to assist departments in conducting administrative investigations.
- Employee evaluations will be conducted regularly and in a quality manner and will be reviewed by appropriate departmental staff

### Element 7: Outcome Orientation Development

- A process to develop benchmarks for all program areas will be established and included within future budget documents. Department Heads and their managers will be held accountable for establishing, measuring and working toward benchmark goals.
- Problem solving will become an organizational focus. "We can if" will replace "We can't because" within our organizational culture.

# CITY OF HAYWARD ORGANIZATION



**Appointed by City Council**

City Manager	Fran David
City Attorney	Michael Lawson
City Clerk	Miriam Lens

**Department Directors**

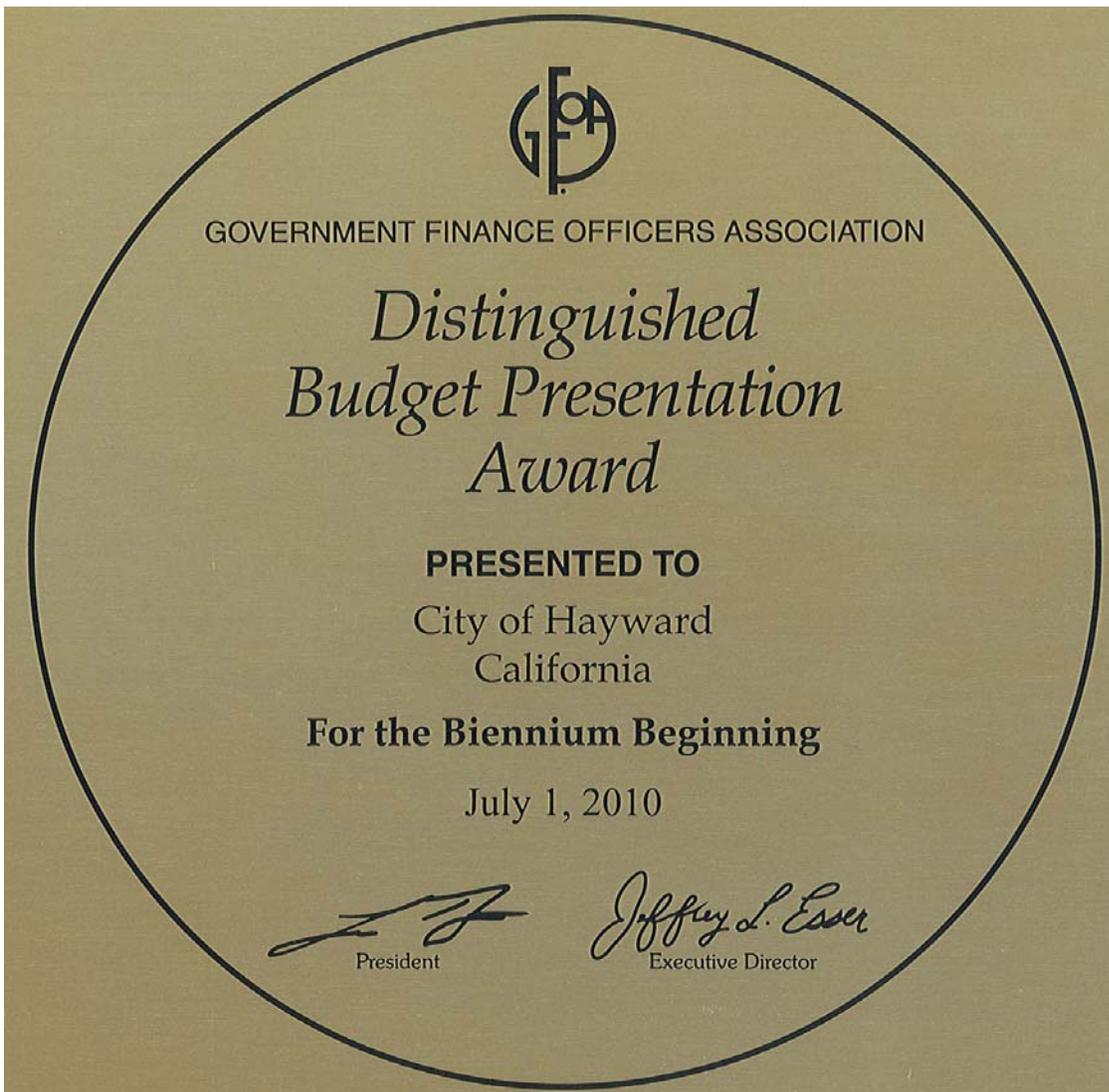
Assistant City Manager	Kelly McAdoo Morariu
Development Services	David Rizk
Finance	Tracy Vesely
Fire	Chief Craig Bueno
Human Resources	Fran Robustelli
Library & Community Services	Sean Reinhart
Maintenance Services	Matt McGrath
Police	Chief Diane Urban
Public Works	Robert Bauman
Technology Services	Clancy Priest

## Budget Award

Government Finance Officers Association

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 bi-annual budget for the fiscal year beginning July 1, 2010. 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 two-year period.



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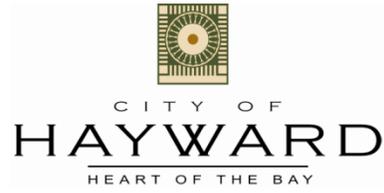
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## **Budget Message**

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**City Manager: Fran David**

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**DATE:** June 21, 2011

**TO:** Mayor and City Council  
Redevelopment Agency Board of Directors  
Housing Authority Board of Directors

**FROM:** Interim Director of Finance  
Public Works Director

**SUBJECT:** Approval and Appropriations of the Operating and Capital Budgets for FY2012;  
Approval and Appropriations of the FY2012 Hayward Redevelopment Agency  
Budget; Approval and Appropriations of the FY2012 Hayward Housing  
Authority Budget; Approval of the FY2012 Gann Appropriations Limit

## **RECOMMENDATION**

That the City Council, Redevelopment Agency Board of Directors, and the Housing Authority Board of Directors approve their respective FY2012 budgets as presented and recommended by the City Manager; with the adjustments to the recommended budget specified in this agenda report: and adopt their respective attached resolutions related to FY2012:

1. Approving and Appropriating the Operating Budget;
2. Approving and Appropriating the Redevelopment Agency Budget;
3. Approving and Appropriating the Housing Authority Budget;
4. Approving and Appropriating the Capital Improvement Program Budget;
5. Approving the Gann Appropriations Limit

## **BACKGROUND**

The City Council, Agency Board, and Housing Authority Board held budget work sessions on May 31, June 7 and June 14, 2011 to discuss and receive input on the FY2012 Recommended Operating Budget, Redevelopment Agency Budget, Housing Authority Budget, and the Capital Improvement Program Budget. On June 14, 2011, the Council also conducted a public hearing to receive public input on the aforementioned budgets.

## **DISCUSSION**

*City, Redevelopment Agency, and Housing Authority FY2012 Operating Budget*

On May 31, June 7 and June 14, 2011, Council received presentations, public input, and held discussions on the recommended City, Agency, and Housing Authority operating budgets for Fiscal Year 2012. On June 14, Council also received and discussed updates to the recommended operating budget.

A. Summary of Operating Budget Changes

General Fund Outlay	
Net Staffing Expense Decreased by \$326,000	
a) Fire Department Added 2 Positions	\$ 330,000
b) Fire Department Decreased Overtime	(330,000)
c) Police Department Decreased Overtime	(690,000)
d) Police Department Add 2 Sworn Positions	<u>364,000</u>
Net Staffing Expense Change	\$ (326,000)
Supplies & Services Increased by \$50,000	
a) Social Services Program / Eden 211 I&R	<u>\$ 50,000</u>
Net Change to General Fund Outlay:	<u>\$ (276,000)</u>
Enterprise Funds Outlay	
Reduction to Airport Transfers Out	\$ (200,000)
Redevelopment Agency Outlay	
Increased Community Promotions	\$ 68,851

B. The City's operating budget, adjusted as noted above, will reflect the following expenditures and transfers:

	<u>FY2012</u>
General Fund	\$ 121,883,682
Special Revenue Funds (excluding Housing Authority)	7,115,968
Debt Service Funds (excluding Agency debt service)	3,872,751
Enterprise Funds	69,997,416
Internal Service Funds	<u>23,403,222</u>
	\$ 226,273,039

C. The Redevelopment Agency's operating budget, adjusted as noted above, will reflect the following expenditures & transfers:

	<u>FY2012</u>
Redevelopment Operating Fund	\$ 8,378,335
Low & Moderate Housing Fund	n/a
Low & Moderate Homeownership Fund	n/a
Redevelopment Debt Service	<u>4,016,158</u>
	\$ 12,394,493

D. The Housing Authority's operating budget reflects the following expenditures & transfers:

	<u>FY 2012</u>
Housing Authority Low & Moderate Fund	\$ 2,396,967
Housing Authority Low & Moderate Homeownership Fund	<u>600,000</u>
	\$ 2,996,967

Gann Appropriation Limit

The State of California Constitution, Article XIII B, more commonly known as the Gann Appropriations Limit, requires that an appropriations limit be established annually by the City Council. As approved by the California voters in November 1979, this places limits on the amount of revenue that can be spent by government agencies. The limit is based on actual appropriations during FY 1979 (the "base" year) and is increased each year using population and inflation growth factors. The City of Hayward's limit for FY2012 is \$215,163,426. The City's FY2012 budgeted appropriations subject to the limit total \$76,362,500, which means the City's appropriations are \$138,800,926 below the limit.

Capital Improvement Program (CIP)

On April 27, the Council Budget and Finance Committee reviewed and discussed the CIP. On May 12, the Planning Commission held a public hearing and found the document in conformance with the General Plan. On June 7, the Council reviewed the CIP along with the operating budget in work session. The highlights of this year's proposal can be found in the City Manager's letter in the front of the document and also in the June 7 report to Council available on line at:

[June 7 Council Meeting Agenda](#)

**FISCAL IMPACT**

The General Fund operating budget for FY2012 includes a total appropriation of \$121.9 million, of which \$112.1 million is derived from General Fund revenues and \$5.6 million from transfers in, with use of reserves in the amount of \$4.1 million. Both the operating and capital budgets submitted for approval and adoption are balanced.

The Redevelopment Agency budget includes a total appropriation of approximately \$12.4 million for operations and debt service for FY2012. These funds do not impact the General Fund.

The Housing Authority budget includes a total appropriation of approximately \$2.9 million for low and moderate housing and homeownership in FY2012. These funds also do not impact the General Fund.

**PUBLIC CONTACT**

On May 31, June 7, and June 14, 2011, the Council held work sessions to discuss and receive input on the FY2012 budgets. On June 14, 2011, the Council conducted a public hearing to discuss and

receive further public input. A public notice was published in The Bay Area News Group – Daily Review on June 4 and June 9, 2011 announcing the date, time, location, and subject matter of the public hearing held on June 14, 2011.

A notice advising residents about the Planning Commission’s public hearing on the CIP was published in the *Daily Review* newspaper more than the requisite 10 days in advance. Furthermore, staff members from Alameda County Transportation Commission (ACTC) were contacted in the event that any members from the organization’s Measure B Citizen Watchdog Committee were interested in learning more about City projects funded through Measure B.

The FY 2012 Recommended Operating Budget is currently available for public review in the City Clerk’s Office at City Hall, at the Main Library and the Weekes Branch Library, and on the City’s website at:

<http://www.hayward-ca.gov/departments/finance/sfinanceFY2012ROB.shtm>

A schedule of the FY 2012 Recommended Operating Budget work sessions, including a tentative schedule of departments to be discussed at each session, was made available for public information on the City’s website at:

<http://www.hayward-ca.gov/departments/finance/sfinanceFY2012ROB.shtm>

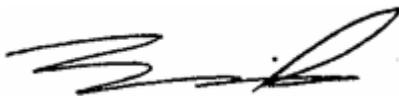
The Recommended Capital Improvement Program FY2012 Update is currently available for public review in the Engineering and Transportation Division and City Clerk’s Office at City Hall, at the Main Library and the Weekes Branch, and on the City’s website at:

[http://www.hayward-ca.gov/departments/publicworks/documents/2011/FY12\\_CIP.pdf](http://www.hayward-ca.gov/departments/publicworks/documents/2011/FY12_CIP.pdf)

*Prepared by:*

Robert Bauman, Public Works Director  
Susan M. Stark, Interim Director of Finance

*Approved by:*



---

Fran David, City Manager

Attachments:

- I. FY2012 Operating Budget Resolution
- II. FY2012 Redevelopment Agency Budget Resolution
- III. FY2012 Housing Authority Budget Resolution
- IV. FY2012 Gann Appropriations Limit Resolution
- V. FY2012 Capital Improvement Program Budget Resolution

HAYWARD CITY COUNCIL

RESOLUTION NO. 11-092

Introduced by Council Member Quirk

RESOLUTION APPROVING THE OPERATING BUDGET OF  
THE CITY OF HAYWARD FOR FISCAL YEAR 2012;  
ADOPTING APPROPRIATIONS FOR FISCAL YEAR 2012

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 2012 contained in those documents entitled "City of Hayward Recommended Operating Budget FY2012" with adjustments to the Recommended Budget as specified in the budget report of June 21, 2011; and

WHEREAS, a public hearing was held by the City Council of the City of Hayward, on June 14, 2011, at which time all interested persons were afforded an opportunity to be heard on matters pertaining to the budget recommended by the City Manager; and

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

1. That the budget for FY2012 presented by the City Manager in the documents entitled City of Hayward Recommended Operating Budget, FY2012 with adjustments to the Recommended Budget as outlined in the June 21, 2011 budget report are hereby approved and adopted as the budget of the City of Hayward for FY2012. 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.

Fiscal Year 2012 Budget	
General Fund	\$ 121,833,682
Special Revenue	\$ 7,115,968
Debt Service	\$ 3,872,751
Enterprise	\$ 69,997,416
Internal Services	\$ 23,403,222
Total	\$ 226,273,039

2. Except as provided in Resolution 11-095, regarding social services funding, all expenditures relating to the objectives described in the budget are hereby approved and authorized and payments therefore may be made by the City Manager or her/his designee without further action of Council.

3. 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 coverages.
4. 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.
5. The City Manager or her/his designee is hereby authorized and directed to distribute the 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 recommended budget as adjusted by the budget report of June 21, 2011.
6. Any monies received during fiscal year 2012 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 City Manager or her/his designee to make payments therefore in accordance with the terms and conditions and for the purposes of the grant.
7. The City Manager or her/his designee 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 City Manager or her/his designee is authorized to make such changes to the budget as are required by GASB 31.
8. Any contract for professional service included in the annual budget that will cost more than \$25,000 shall be executed by the City Manager only upon approval of the contract by the City Council given at a meeting of the City Council.

IN COUNCIL, HAYWARD, CALIFORNIA June 21, 2011

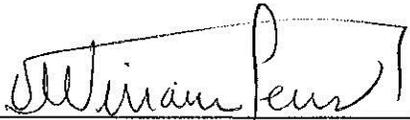
ADOPTED BY THE FOLLOWING VOTE:

AYES: COUNCIL MEMBERS: Zermeño, Quirk, Halliday, Peixoto, Salinas, Henson  
MAYOR: Mayor

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

REDEVELOPMENT AGENCY OF THE CITY OF HAYWARD

RESOLUTION NO. RA 11-11

Introduced by Agency Member Quirk

RESOLUTION CONFIRMING THE PROPOSED HAYWARD  
REDEVELOPMENT AGENCY BUDGET FOR FISCAL YEAR  
2012

WHEREAS, the Executive Director has submitted to the Hayward Redevelopment Agency Board of Directors estimates of revenues from all sources and estimates of expenditures required for the proper conduct of the activities of the Hayward Redevelopment Agency for fiscal year 2012 contained in those documents entitled "Hayward Redevelopment Agency Recommended Budget FY2012" with adjustments to the Recommended Budget as specified in the budget report of June 21, 2011; and

WHEREAS, a public hearing was held by the Redevelopment Agency Board of Directors, on June 14, 2011, 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 Redevelopment Agency as follows:

1. That the budget for FY2012 presented by the Executive Director in the documents entitled Hayward Redevelopment Agency Recommended Budget, FY2012 with adjustments to the Recommended Budget as outlined in the June 21, 2011 budget report are hereby accepted and confirmed as the budget of the Hayward Redevelopment Agency for FY2012. 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.

Fiscal Year 2012 Budget

Fund 451	\$ 8,378,335
Redevelopment Operating Fund	
Fund 452	\$ 0
Low & Moderate Housing Fund	
Fund 453	\$ 0
Low & Moderate Homeownership Fund	
Fund 311	\$ 4,016,158
Redevelopment Debt Service	
Total	<u>\$ 12,394,493</u>

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 Redevelopment 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.

IN COUNCIL, HAYWARD, CALIFORNIA, June 21, 2011

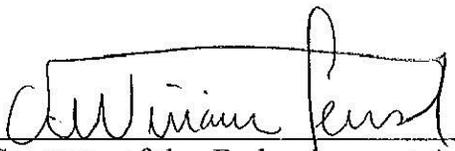
ADOPTED BY THE FOLLOWING VOTE:

AYES: AGENCY MEMBER: Zermeño, Quirk, Halliday, Peixoto, Salinas, Henson  
CHAIR: Sweeney

NOES: AGENCY MEMBER: None

ABSTAIN: AGENCY MEMBER: None

ABSENT: AGENCY MEMBER: None

ATTEST:   
Secretary of the Redevelopment Agency  
of the City of Hayward

APPROVED AS TO FORM:

  
General Counsel

HOUSING AUTHORITY OF THE CITY OF HAYWARD

RESOLUTION NO. HA 11-03

Introduced by Commissioner Quirk

RESOLUTION CONFIRMING THE PROPOSED HAYWARD  
HOUSING AUTHORITY BUDGET FOR FISCAL YEAR 2012

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 2012 contained in those documents entitled "Hayward Housing Authority Recommended Budget FY2012" with adjustments to the Recommended Budget as specified in the budget report of June 21, 2011; and

WHEREAS, a public hearing was held by the Housing Authority Board of Directors, on June 14, 2011, 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 FY2012 presented by the Executive Director in the documents entitled Hayward Housing Authority Recommended Budget, FY2012 with adjustments to the Recommended Budget as outlined in the June 21, 2011 budget report are hereby accepted and confirmed as the budget of the Hayward Housing Authority for FY2012. 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.

Fiscal Year 2012 Budget	
Fund 241	\$ 2,396,967
Housing Authority Fund	
Fund 247	\$ 600,000
Housing Authority-Home Ownership Loans	
Total	<u>\$ 2,996,967</u>

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.

IN BOARD, HAYWARD, CALIFORNIA, June 21, 2011

ADOPTED BY THE FOLLOWING VOTE:

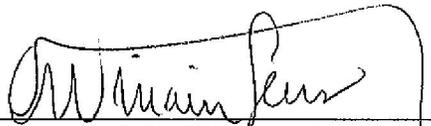
AYES: COMMISSION MEMBERS: Zermeño, Quirk, Halliday, Peixoto, Salinas, Henson  
CHAIR: Sweeney

NOES: COMMISSION MEMBERS: None

ABSTAIN: COMMISSION MEMBERS: None

ABSENT: COMMISSION MEMBERS: None

ATTEST:

  
Secretary of the Housing Authority of the  
City of Hayward

APPROVED AS TO FORM:

  
General Counsel

HAYWARD CITY COUNCIL

RESOLUTION NO. 11-093

Introduced by Council Member Quirk

RESOLUTION ESTABLISHING THE APPROPRIATION LIMIT  
FOR FISCAL YEAR 2012

WHEREAS, by Resolutions No. 11-092 and 11-094, the City Council approved the budgets and appropriated funds for operating expenses and capital projects for fiscal year 2012.

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Hayward that the appropriations limit for fiscal year 2012 is hereby established as \$215,163,426. In accordance with the requirements of state law regarding the appropriations limit, the annual adjustment factors for 2012 are hereby selected as follows: For change in population, the factor shall be the City of Hayward population growth factor and for the change in the cost of living, the factor shall be the California per capita income factor. When adopted, the vote on this resolution shall constitute the recorded vote of the City Council for purposes of complying with the applicable procedural requirement of state law.

IN COUNCIL, HAYWARD, CALIFORNIA June 21, 2011

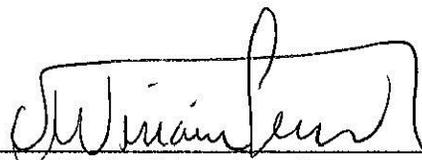
ADOPTED BY THE FOLLOWING VOTE:

AYES: COUNCIL MEMBERS: Zermefio, Quirk, Halliday, Peixoto, Salinas, Henson  
MAYOR: Mayor

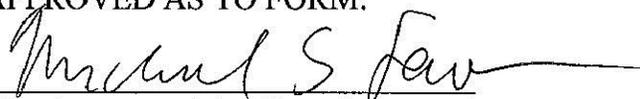
NOES: COUNCIL MEMBERS: None

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

HAYWARD CITY COUNCIL

RESOLUTION NO. 11-094

Introduced by Council Member Quirk

RESOLUTION APPROVING CAPITAL IMPROVEMENT  
PROJECTS FOR FISCAL YEAR 2012

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 2012 contained in those documents entitled "City of Hayward Fiscal Year 2012 Recommended Budget" and "Capital Improvement Program FY2012 Update"; and

WHEREAS, a public hearing was held by the City Council of the City of Hayward on June 14, 2011, 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. 11-092, dated June 21, 2011, the City Council adopted the budget and appropriated funds for operating expenses for Fiscal Year 2012.

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 2012, as embodied in the Capital Improvement Program FY2012 Update document, are hereby adopted as the Capital Improvement Program for Fiscal Year 2012. 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.

4. The following are hereby approved for expenditure:

I. CAPITAL PROJECTS EXPENDITURE APPROPRIATIONS

Gas Tax Fund (210)	1,533,000
Measure B Tax Fund [Local Transportation] (211)	1,890,000
Measure B Tax Fund [Pedestrian & Bicycle] (212)	520,000
Housing Authority Capital Fund (242)	1,400,000
Capital Improvement Fund (410)	530,000
Street System Improvement Fund (413)	9,577,000
Police Capital Project (415)	178,000
Fire Capital Project (416)	885,000
Maintenance Services Capital (417)	10,000
Transportation System Improvement Fund (420)	728,000
Route 238 Fund (430)	18,565,000
Sewer Capital Improvement Fund (613)	17,688,000
Sewer Replacement Fund (614)	690,000
Wastewater Treatment Plant Replacement Fund (616)	8,438,000
Water Improvement Fund (622)	4,762,000
Water Replacement Fund (623)	6,435,000
Regional Water Intertie Capital Fund (627)	250,000
Airport Capital Fund (632)	5,648,000
Facilities Internal Service Fund (721)	1,080,000
Technology Services Internal Service Fund (726)	3,600,000
Fleet Management General Fund (731)	91 8,000
Fleet Management Enterprise (732)	561,000
<b>TOTAL: ALL CAPITAL FUNDS</b>	<b>85,886,000</b>

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.

II. FUND TRANSFERS

FROM FUND:	TO FUND:	AMOUNT:
Gas Tax (210)	General (100)	1,691,000
Gas Tax (210)	Street System Improvements (413)	1,486,000
Route 238 (430)	Gas Tax (210)	200,000
Housing Authority (241)	Housing Authority Capital (242)	1,100,000
Route 238 (430)	Street System Improvements (413)	250,000
General (100)	Police Capital Project (415)	145,000
General (100)	Fire Capital Project (416)	429,000

General (100)	Maintenance Services Capital (417)	10,000
General (100)	Transp System Improvement (420)	50,000
Sewer Operations (611)	Sewer Capital (613)	2,000,000
Technology Svcs Operating (725)	Sewer Capital (613)	413,000
WPCF Replacement (616)	Sewer Capital (613)	2,550,000
Sewer Operations (611)	Sewer Replacement (614)	1,000,000
Sewer Operations (611)	WPCF Replacement (616)	2,000,000
Sewer Capital (613)	Water System Capital (622)	650,000
Water Operations (621)	Water System Replacement (623)	2,000,000
Airport Operations (631)	Airport Capital (632)	1,000,000
Capital Improvement (410)	Tech. Services Internal Service (726)	100,000
Facilities Operating (720)	Facilities Capital (721)	80,000
Facilities Operating (720)	Facilities Capital (721)	887,000
General (100)	Tech Svcs Capital (726)	2,137,000
Fleet Operating (730)	Fleet Capital (731)	814,000
Stormwater Operating (602)	Fleet Management Enterprise (732)	85,000
Sewer Operating (612)	Fleet Management Enterprise (732)	240,000
Water Operating (621)	Fleet Management Enterprise (732)	286,000
Airport Operations (631)	Fleet Management Enterprise (732)	71,000

In order to provide for completion of work on projects previously authorized but not completed as of June 30, 2010, in addition to the above appropriations for capital expenditures, appropriation balances remaining as of June 30, 2011, for capital projects previously authorized but uncompleted, are hereby appropriated for expenditure in fiscal year 2012.

6. Any monies received during fiscal year 2012 as a consequence of a grant application approved by the City Council are hereby appropriated for the purposes for which the grant has been approved. Such appropriation includes authorization for the City Manager to expend such monies and for the Finance Director to make payments therefore in accordance with the terms and conditions and for the purposes of the grant.
7. The Director of Finance is hereby authorized and directed to distribute the above appropriations to the various accounts of the City in accordance with generally accepted accounting practices and consistent with the purposes and objectives as outlined in the approved budget.
8. The budget for capital projects for fiscal year 2012, as contained in the document entitled "Capital Improvement Program FY2012 Update," is hereby approved.
9. Any contract for professional service included in the annual budget that will cost more than \$25,000 shall be executed by the City Manager only upon approval of the contract by the City Council given at a meeting of the City Council.

IN COUNCIL, HAYWARD, CALIFORNIA June 21, 2011

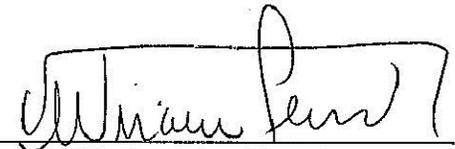
ADOPTED BY THE FOLLOWING VOTE:

AYES: COUNCIL MEMBERS: Zermeño, Quirk, Halliday, Peixoto, Salinas, Henson  
MAYOR: Sweeney

NOES: COUNCIL MEMBERS: None

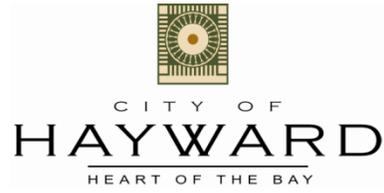
ABSTAIN: COUNCIL MEMBERS: None

ABSENT: COUNCIL MEMBERS: None

ATTEST:   
City Clerk of the City of Hayward

APPROVED AS TO FORM:

  
City Attorney of the City of Hayward



## Financial Summary

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## Financial Overview

### All Funds

*This section provides an overview of City of Hayward operating funds. The following is a brief summary of each type of fund.*

#### 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.

##### 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. Examples of restricted revenues include grant funding, enabling legislation, or earmarking funds for a specific purpose. The following is a list of funds in this section.

- Community Development Block Grant Fund
- Downtown Business Improvement Fund
- Housing and Homeownership Funds
- Small Business Economic Development Loan Fund
- Citizen's Option for Public Safety Fund
- Measure B – Paratransit Fund
- Narcotics Asset Seizure Fund
- Recycling Fund
- Neighborhood Stabilization Program
- Energy Efficiency and Conservation Block Grant
- Park Dedication
- Landscape & Lighting Districts
- Maintenance Districts

##### Debt Service Funds

Debt Service funds are used to account for the accumulation of resources and the payment of general long-term debt. The following is a list of funds in this section.

- General Debt Service (COP)

- Hayward 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 present 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. The following is a list of funds in this section.

- Airport Maintenance and Operation Fund
- Centennial Hall Fund (Fund closed FY2010)
- Stormwater Maintenance and Operation Fund
- Wastewater Maintenance and Operation Fund
- Water Maintenance and Operation Fund

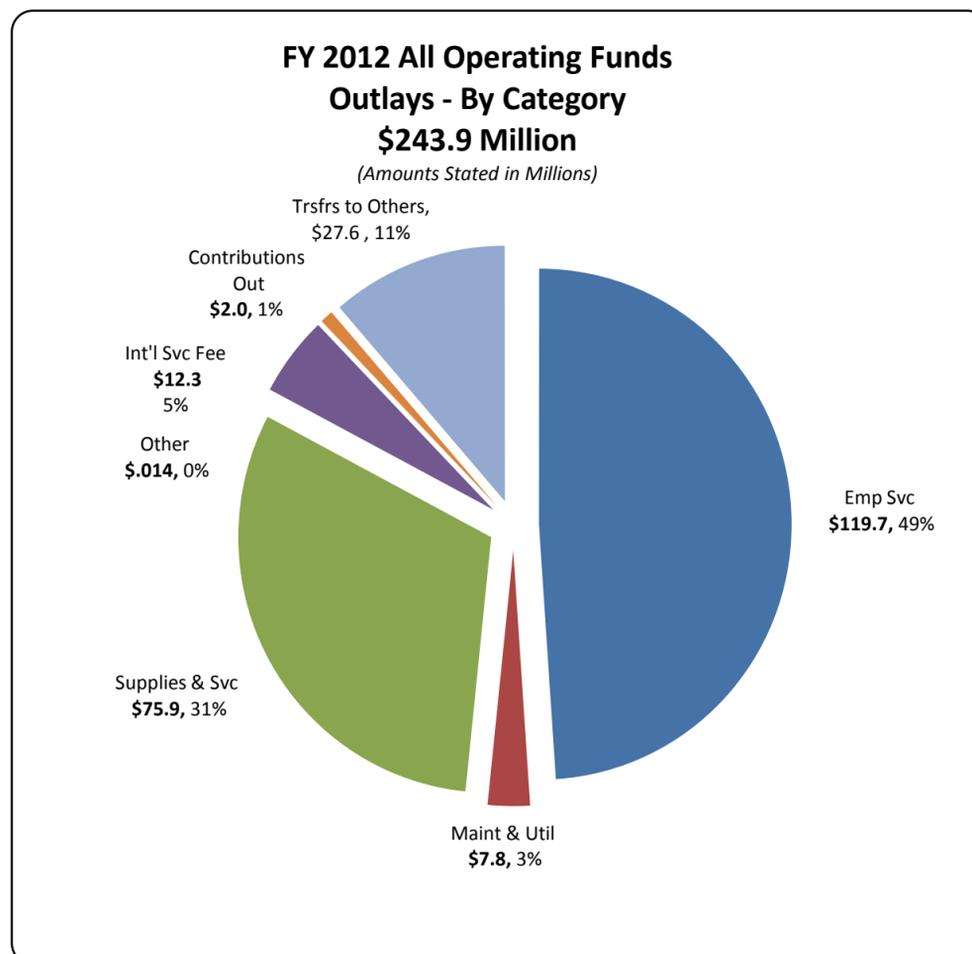
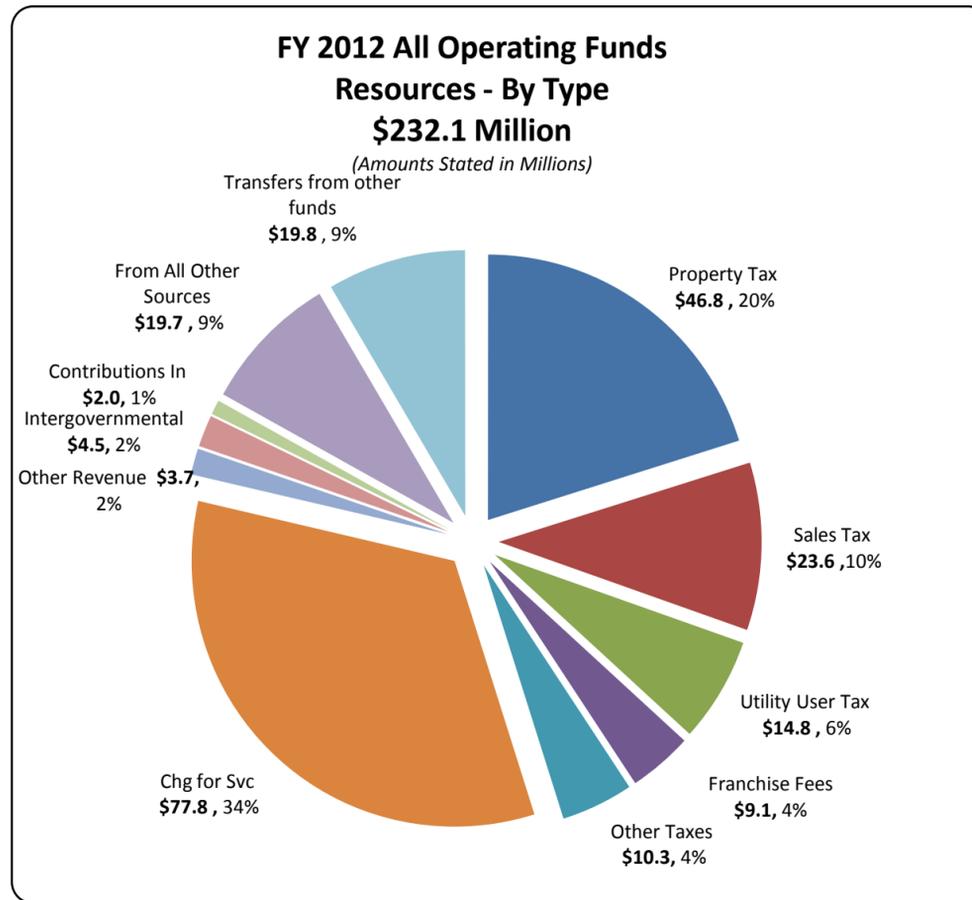
##### Internal Service Funds

Internal Service Funds are used to finance and account for goods and/or services provided by one City department to another, on a cost reimbursement basis. The following is a list of funds in this section.

- Employee Benefits Fund (Retiree Medical)
- Facilities Management Fund
- Fleet Management Fund
- Risk Management Fund
- Technology Services Fund
- Worker's Compensation Fund

**All Operating Funds**  
*Summary of Resources and Outlays*

**FY 2012**



## All Operating Funds - Summary

**FY 2012**

\$'s in 1000's

<b>FY 2012</b>	<b>General</b>	<b>Special Revenue</b>	<b>Debt Service</b>	<b>Enterprise</b>	<b>Internal Service</b>	<b>RDA</b>	<b>TOTAL</b>
<b>Resources</b>							
Property Tax	36,654	-	-	-	-	10,184	46,838
Sales Tax	23,647	-	-	-	-	-	23,647
Utility User Tax (New Oct 2009)	14,800	-	-	-	-	-	14,800
Franchise Fees	9,126	-	-	-	-	-	9,126
Other Taxes	8,861	1,424	-	-	-	-	10,285
Charges for Service	7,927	-	-	57,995	11,862	-	77,784
Other Revenue	3,693	-	-	-	-	-	3,693
Intergovernmental	4,490	-	-	-	-	-	4,490
Contributions In	-	2,037	-	-	-	-	2,037
Fines & Forfeitures, Int & Rents	2,936	4,105	996	799	9,956	873	19,665
	<b>112,134</b>	<b>7,566</b>	<b>996</b>	<b>58,794</b>	<b>21,818</b>	<b>11,057</b>	<b>212,365</b>
Transfers from other funds*	<b>5,606</b>	<b>964</b>	<b>6,800</b>	<b>2,609</b>	<b>3,771</b>	<b>-</b>	<b>19,750</b>
<b>Total Resources</b>	<b>117,740</b>	<b>8,530</b>	<b>7,796</b>	<b>61,403</b>	<b>25,589</b>	<b>11,057</b>	<b>232,115</b>
<b>Outlays</b>							
Salary							
Regular	62,972	1,197	-	9,079	3,324	336	76,909
Overtime	3,811	0	-	382	102	-	4,295
Vacancy Savings	(1,303)	(18)	-	(141)	(49)	(5)	(1,516)
FY 2012 Furloughs	(1,617)	(79)	-	(624)	(219)	(22)	(2,562)
Benefits							
Medical Benefits	8,911	208	-	1,661	581	41	11,402
Retiree Medical	2,560	23	-	213	52	5	2,853
Other Benefits	7,473	92	-	1,231	342	26	9,163
PERS	18,447	324	-	2,434	786	90	22,081
Charges (to)/from other programs	(5,021)	192	8	1,149	98	259	(3,314)
<i>Net Staffing Expense</i>	<b>96,232</b>	<b>1,940</b>	<b>8</b>	<b>15,384</b>	<b>5,017</b>	<b>730</b>	<b>119,311</b>
Maintenance & Utilities	1,017	385	-	2,781	2,392	28	6,603
Supplies & Services	7,080	5,384	7,856	38,962	13,868	2,819	75,969
Internal Service Fee	9,280	89	-	2,465	450	34	12,317
Capital	14	-	-	-	-	-	14
	<b>17,391</b>	<b>5,858</b>	<b>7,856</b>	<b>44,208</b>	<b>16,710</b>	<b>2,881</b>	<b>94,903</b>
Contributions Out	-	-	-	-	-	2,037	2,037
<b>Total Expense</b>	<b>113,624</b>	<b>7,797</b>	<b>7,864</b>	<b>59,591</b>	<b>21,727</b>	<b>5,648</b>	<b>216,250</b>
Transfers to other funds*	<b>8,329</b>	<b>2,306</b>	<b>8</b>	<b>10,403</b>	<b>1,865</b>	<b>4,698</b>	<b>27,608</b>
<b>Total Outlays</b>	<b>121,952</b>	<b>10,104</b>	<b>7,872</b>	<b>69,994</b>	<b>23,591</b>	<b>10,346</b>	<b>243,859</b>
<i>(Use) / Add to fund balance</i>	<b>(4,212)</b>	<b>(1,574)</b>	<b>(76)</b>	<b>(8,590)</b>	<b>1,997</b>	<b>711</b>	<b>(11,743)</b>

Note: General Fund column represents fund 100 only.

\* Total Transfers To Other Funds are greater than Total Transfers From Other Funds, due to Capital Improvement

## General Fund Summary

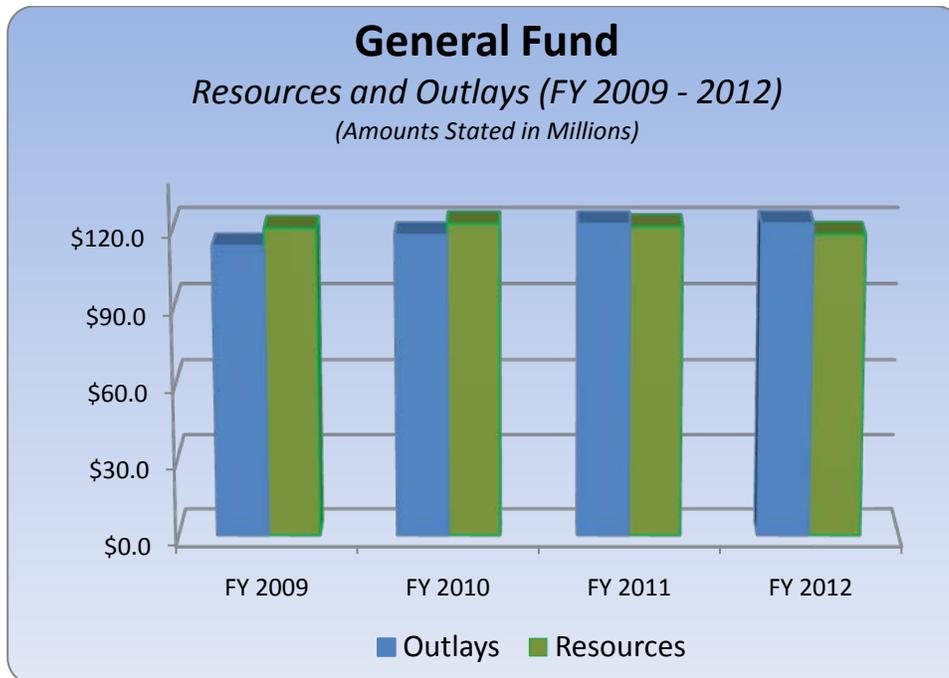
*This section provides an overview of the General fund.*

The General Fund is used to account for all revenues and expenditures necessary to carry out the basic governmental activities of the City that are not accounted for in other funds.

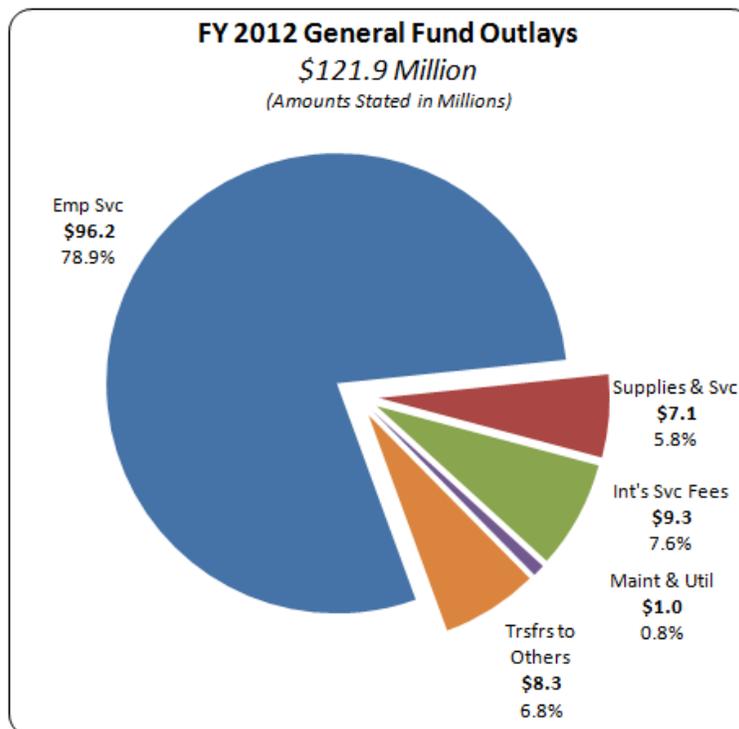
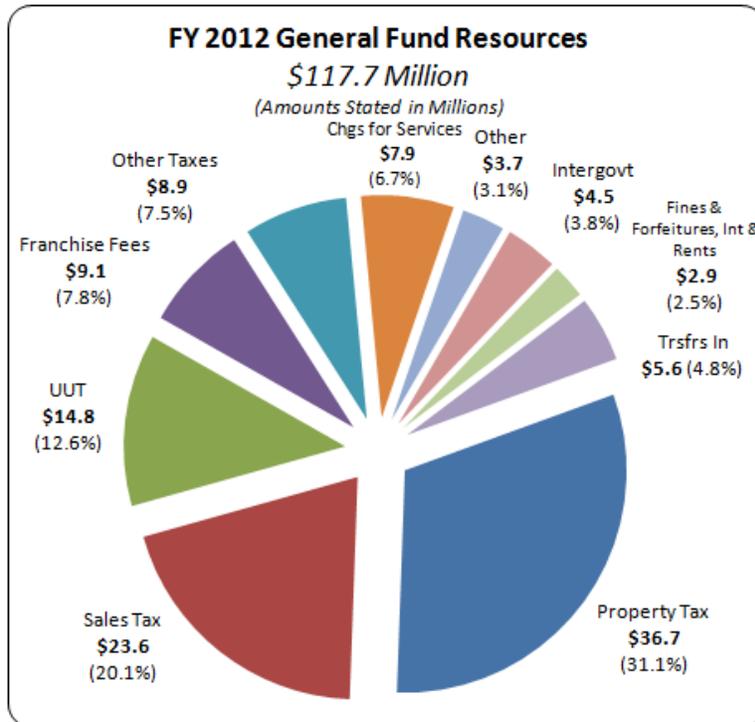
Hayward is a full service City that provides a wide range of municipal services including law enforcement, fire prevention and protection,

housing and economic development, land use and development services and regulations, community planning, a library system, street construction and maintenance, landscape maintenance services, transportation planning, and general administrative services provided by the City Manager, City Clerk, City Attorney, Human Resources, and Finance Departments.

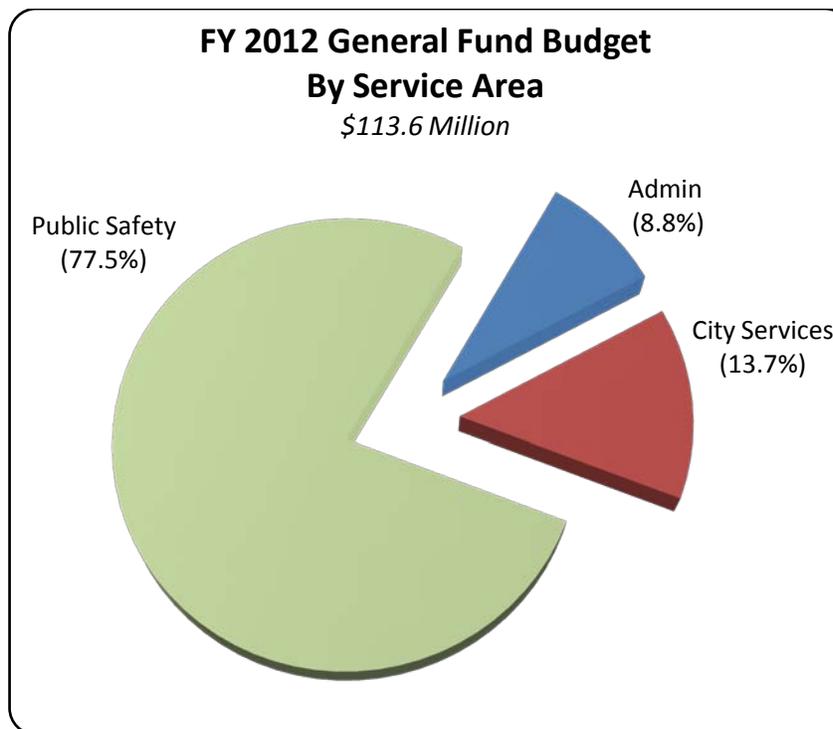
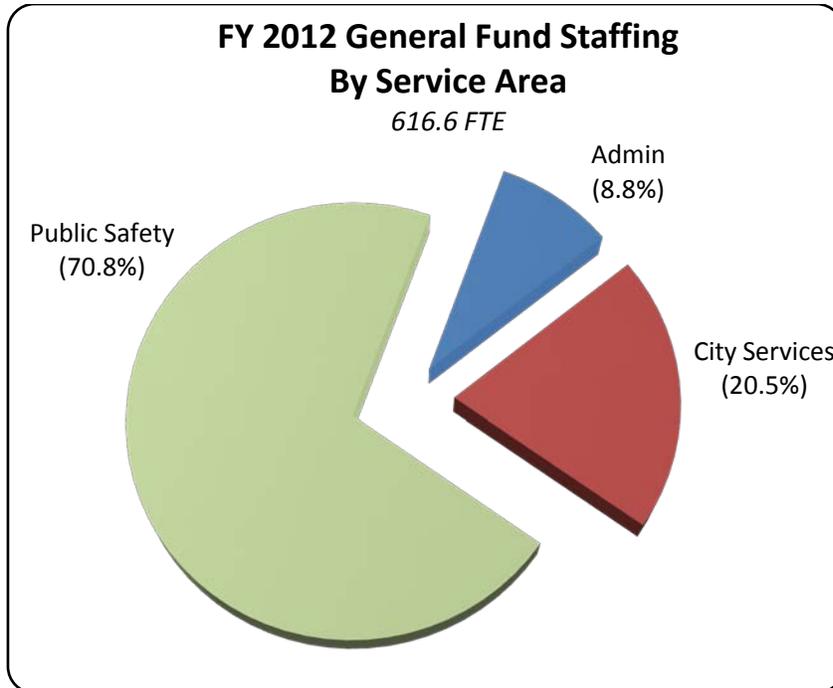
The following pages provide a General Fund resource and outlay overview, along with revenue, transfer, and fund balance details.



# General Fund Summary



**General Fund  
Summary**



## General Fund Summary

### *Resource and Outlay Overview (FY 2009 - 2012)*

*\$'s in 1000's*

	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Adopted
<b>Resources</b>				
Property Tax	40,700	37,293	36,261	36,654
Sales Tax	26,341	23,509	25,258	23,647
Utility Users Tax (New Oct 2009)	-	10,927	14,510	14,800
Franchise Fees	8,786	8,601	8,750	9,126
Other Taxes	9,540	9,101	8,793	8,861
Charges for Service	7,600	8,407	7,658	7,927
Other Revenue	6,111	4,369	3,826	3,693
Intergovernmental	4,143	4,758	4,370	4,490
Fines & Forfeitures, Int & Rents	2,463	2,372	2,821	2,936
	105,684	109,337	112,247	112,134
Transfers in from other funds	14,320	12,434	8,366	5,606
<b>Total Resources</b>	120,004	121,771	120,613	117,740
<b>Outlays</b>				
Salary				
Regular	60,254	59,793	66,948	62,972
Overtime	5,053	4,946	5,401	3,811
Vacancy Savings	-	-	(3,387)	(1,303)
FY 2011 EE Commitment/FY 2012 Furloughs	-	-	(4,004)	(1,617)
Benefits				
Medical Benefits	7,264	7,352	8,380	8,911
Retiree Medical	-	-	2,299	2,560
Other Benefits	6,313	7,295	7,926	7,473
PERS	14,729	14,394	17,327	18,447
Charge/Credit from others	(5,116)	(4,711)	(4,891)	(5,021)
<i>Net Staffing Expense</i>	88,497	89,069	95,999	96,232
Maintenance & Utilities	2,089	2,056	2,250	1,017
Supplies & Services	5,938	6,044	7,284	7,081
Internal Service Fees	8,433	9,113	9,720	9,280
Capital	298	90	98	14
<i>Net Operating Expense</i>	16,758	17,303	19,352	17,392
<b>Total Expenditures</b>	105,255	106,372	115,351	113,623
<i>Presentation Adjustment *</i>	1,678	-	-	-
<b>Transfers out to other funds</b>	6,287	11,154	6,420	8,329
<b>Total Outlays</b>	113,220	117,526	121,771	121,951
<b>Total Resources Over(Under) Total Outlays</b>	6,784	4,245	(1,158)	(4,212)

*NOTE: Above Resources and Outlays represent fund 100 only.*

\* For presentation continuity, Facilities, Technology Service, and Retiree Medical are presented as Internal Service Funds (ISF) across all years. Facilities and Technology services became an ISF in 2009, while Retiree Medical became an ISF in FY 2010.

## General Fund - Revenue Summary

*Revenue Details (FY 2009 - 2012)*

*\$'s in 1000's*

	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Adopted
<b>Major Revenues</b>				
Property Tax	29,439	26,933	26,098	26,414
Property Tax - VLF	11,261	10,360	10,163	10,240
<i>Subtotal</i>	40,700	37,293	36,261	36,654
Sales Tax	25,630	22,965	24,684	23,109
Public Safety Sales Tax	711	544	574	538
<i>Subtotal</i>	26,341	23,509	25,258	23,647
Utility Users Tax (New Oct 2009)	-	10,927	14,510	14,800
<i>Subtotal</i>	67,041	60,802	61,519	60,301
<i>Subtotal</i>	<b>134,082</b>	<b>121,604</b>	<b>123,038</b>	<b>120,602</b>
<b>Franchise Fees</b>				
Waste Mgmt	3,691	3,707	3,636	3,655
Water	1,688	1,656	1,875	2,175
Sewer	1,241	1,229	1,275	1,313
PG & E	1,052	919	918	927
Cable TV	1,114	1,090	1,046	1,056
<i>Subtotal</i>	<b>8,786</b>	<b>8,601</b>	<b>8,750</b>	<b>9,126</b>
<b>Other Taxes</b>				
Real Property Transfer Tax	3,853	3,797	3,423	3,491
Business Tax	2,503	2,337	2,400	2,400
Emergency Fac Tax	1,859	1,857	1,720	1,720
Transient Occ Tax	1,325	1,110	1,250	1,250
<i>Subtotal</i>	<b>9,540</b>	<b>9,101</b>	<b>8,793</b>	<b>8,861</b>
<b>Other Revenue</b>				
Fairview Fire Prot Dist.	2,162	2,436	2,333	2,450
Worker's Comp Salary Reimb	1,213	1,258	1,200	1,200
Land Transfer (one-time)	2,301	-	-	-
Account closure (one-time)	326	578	200	-
Other	109	97	93	43
<i>Subtotal</i>	<b>6,111</b>	<b>4,369</b>	<b>3,826</b>	<b>3,693</b>

## General Fund - Revenue Summary

*Revenue Details (FY 2009 - 2012)*

*\$'s in 1000's*

	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Adopted
<b>Intergovernmental</b>				
Police Grants/Reimb	1,876	2,762	3,263	3,263
Vehicle License Fee (VLF)	523	457	293	278
Fire County EMS Reimb	458	472	472	472
State Mandate Reimb	149	204	-	-
Fire Mutual Aid Reimb	546	450	50	390
Library Grants	311	225	288	87
Miscellaneous	280	188	4	-
Subtotal	<b>4,143</b>	<b>4,758</b>	<b>4,370</b>	<b>4,490</b>
<b>The following revenues are presented on the summary schedule as "Charges for Services"</b>				
<b>Construction Related - Includes Fees, Service Charges, Licenses, Permits, and Taxes as related to Construction.</b>				
Construction Permits	1,516	1,502	1,140	1,263
Supplemental Improv Tax	551	679	591	591
New Construction Insp	477	877	850	714
Plan Checking Fees	849	798	745	846
	<b>3,393</b>	<b>3,856</b>	<b>3,326</b>	<b>3,414</b>
<b>Fees &amp; Charges for Service</b>				
Fire Fees & Svc Charges	694	829	660	674
Police Fees & Svc Charges	1,062	1,105	1,104	1,126
Residential Rental Inspections	395	402	468	435
Other Fees & Svc Charges	505	449	349	469
	<b>2,656</b>	<b>2,785</b>	<b>2,581</b>	<b>2,704</b>
<b>Licenses &amp; Permits</b>				
Fire Licenses & Permits	1,060	1,234	1,253	1,278
Police Licenses & Permits	271	306	282	288
Other Licenses & Permits	220	226	216	243
	<b>1,551</b>	<b>1,766</b>	<b>1,751</b>	<b>1,809</b>
Subtotal	<b>7,600</b>	<b>8,407</b>	<b>7,658</b>	<b>7,927</b>

## General Fund - Revenue Summary

*Revenue Details (FY 2009 - 2012)*

*\$'s in 1000's*

	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Adopted
<b>The following revenues are presented on the summary schedule as "Fines &amp; Forfeitures, Int &amp; Rents."</b>				
<b>Fines &amp; Forfeitures</b>				
Vehicle Fines	361	356	325	285
Parking Citations - In House	443	396	460	464
Parking Citations - Dept Motor Veh	94	179	100	101
Franchise Tax Board Pkg Tax Offset	107	46	4	4
Police Photo Red Light	234	631	1,085	1,198
Criminal Fines	280	266	160	160
Library Fines	108	99	107	107
Administrative Citations	17	73	90	91
	<u>1,644</u>	<u>2,046</u>	<u>2,331</u>	<u>2,410</u>
<b>Interest &amp; Rents</b>				
Interest Earned	402	195	140	176
Laydown Area Lease Revenue	-	-	350	350
Miscellaneous Interest Income	262	131	-	-
Hayward Historical Bldg	155	-	-	-
	<u>819</u>	<u>326</u>	<u>490</u>	<u>526</u>
Subtotal	<b>2,463</b>	<b>2,372</b>	<b>2,821</b>	<b>2,936</b>
<b>TOTAL REVENUE</b>	<b>105,684</b>	<b>109,337</b>	<b>112,247</b>	<b>112,134</b>

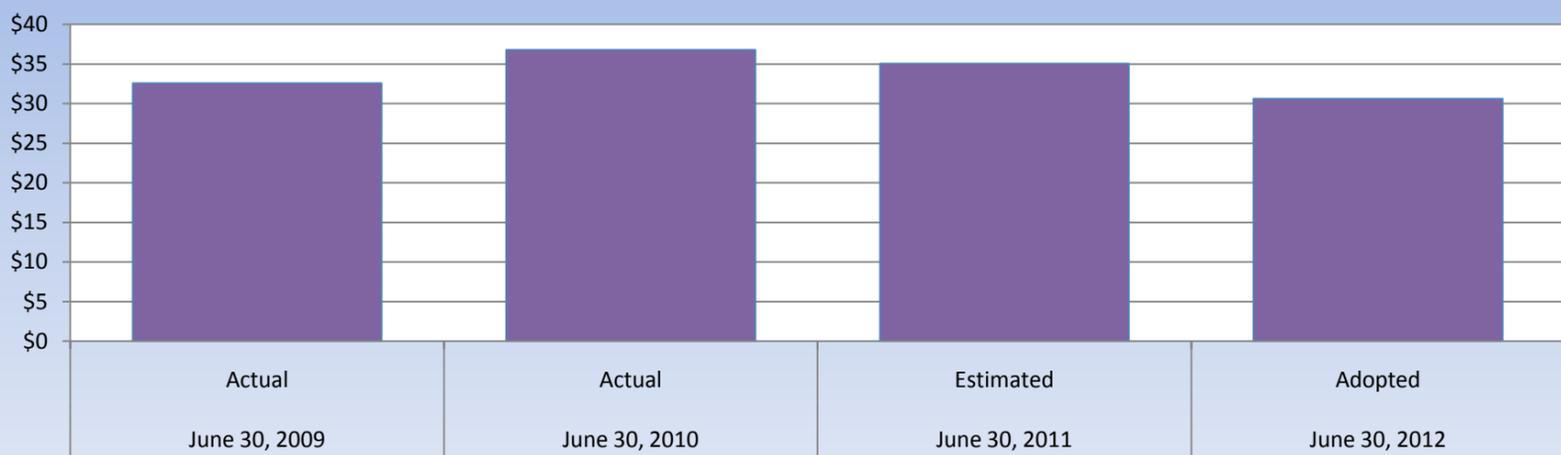
### General Fund - Reserve Summary

*Reserved and Designated Fund Balance (FY 2009 - 2012)*

*\$'s in 1000's*

	June 30, 2009 Actual	Amount Of Change	June 30, 2010 Actual	Amount Of Change	June 30, 2011 Estimated	Amount Of Change	June 30, 2012 Adopted
<b>Reserved for:</b>							
1 Encumbrances	974	(718)	256	0	256	4	260
2 Advances to Redevelopment Agency	9,841	(696)	9,145	(1,420)	7,725	(800)	6,925
3 Inventory	12	7	19	0	19	1	20
4 Prepaid expenses	1	14	15	0	15	0	15
5 <b>Total Reserved Fund Balance</b>	<b>\$10,828</b>	<b>(1,393)</b>	<b>\$9,435</b>	<b>(1,420)</b>	<b>8,015</b>	<b>(795)</b>	<b>\$7,220</b>
<b>Designated for:</b>							
6 Economic Uncertainty	7,000	2,350	9,350	2,148	11,498	(4,478)	7,020
7 Liquidity	3,500	1,175	4,675	1,074	5,749	61	5,810
8 Emergencies	-	-	-	3,000	3,000	1,000	4,000
9 Hotel Conference Center	1,000	-	1,000	(810)	190	0	190
10 Retirement Reserve	522	-	522	(522)	0	0	-
11 Police Staffing	1,000	-	1,000	0	1,000	0	1,000
12 Contingencies	8,737	2,083	10,820	(5,248)	5,572	0	\$5,572
13 <b>Total Designated Fund Balance</b>	<b>\$21,759</b>	<b>5,608</b>	<b>\$27,367</b>	<b>-\$358</b>	<b>\$27,009</b>	<b>-\$3,417</b>	<b>\$23,592</b>
14 <b>Total Reserved and Designated</b>	<b>\$32,587</b>	<b>4,215</b>	<b>\$36,802</b>	<b>-\$1,778</b>	<b>\$35,024</b>	<b>-\$4,212</b>	<b>\$30,812</b>

**General Fund Reserved and Designated Balances**  
FY 2009 - 2012  
*\$'s in millions*



## General Fund - Fund Transfer Summary

*Fund Transfers (FY 2009 - 2012)*

*\$'s in 1000's*

	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Adopted
<b>Transfers into the General Fund</b>				
Transfer for Cost Allocation	3,337	2,731	2,782	2,865
Transfer from Special Gas Tax	1,056	3,166	2,225	1,691
Transfer from Housing Mort Bond Fund	-	-	1,000	-
Transfer from Citizen's Option Grant	106	92	158	-
Transfer from Byrnes Justice Assist Grant	81	86	86	77
Transfer from Recycling Fund (Int)	1,757	-	-	-
Transfer from RDA, Gen Fund Repmt*	800	-	1,420	800
Transfer from RDA, Misc	165	165	165	165
Transfer from St Lighting Fund	124	-	-	-
Transfer from Local Imprv Dist Fund	-	-	355	-
Transfer from Comm Fac Dist Fund	-	-	175	8
Transfer from Water Maint & Operation	1,889	-	-	-
Transfer from RDA, Low & Mod Housing	-	41	-	-
Transfer from Fire Education Reimburseme	-	11	-	-
Transfer from Debt Service	5	1	-	-
Transfer from Housing Fund	5,000	6,141	-	-
<i>Transfers into the General Fund</i>	<b>14,320</b>	<b>12,434</b>	<b>8,366</b>	<b>5,606</b>

\* RDA General Fund Loan repayment reflected here as a transfer into the General Fund. This repayment is reflected differently in the CAFR audit report and is presented as a balance sheet reduction of General Fund Advance to RDA Fund.

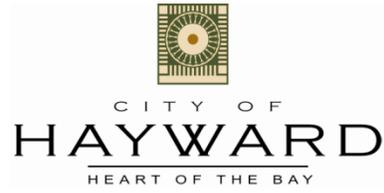
## General Fund - Fund Transfer Summary

*Fund Transfers (FY 2009 - 2012)*

*\$'s in 1000's*

	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Adopted
<b>Transfers out of the General Fund</b>				
Transfer to Debt Service	2,846	2,776	2,774	2,784
Transfer for Risk Management Premium	1,637	1,971	2,347	2,464
Transfer to Centennial Hall	628	253	-	-
Transfer to Street Lighting Fund	-	-	-	-
Transfer to Trans Sys Improvement Fund	220	-	-	50
Transfer to 97 Refund	-	-	-	-
Transfer To Donation Account	6	-	-	-
Transfer to Worker's Compensation Fund	300	-	-	310
Transfer to Capital Projects	650	-	-	-
Transfer to Ent Rrc Plng	-	2,500	-	-
Transfer to Risk Mgmt	-	1,000	-	-
Transfer to Technology Svcs Operating	-	125	-	-
Transfer to Technology Svcs Capital	-	-	-	2,137
Transfer to Facilities Operating	-	95	163	-
Transfer to Fire Capital	-	163	326	429
Transfer to Equipment Management	-	21	-	-
Transfer to Centennial Hall Close	-	-	810	-
Transfer to Police Capital	-	100	-	145
Transfer to Maintenance Services Capital	-	50	-	10
Transfer to Retiree Medical Fund	-	2,100	-	-
<i>Transfers out of the General Fund</i>	<b>6,287</b>	<b>11,154</b>	<b>6,420</b>	<b>8,329</b>

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## Staffing Summary

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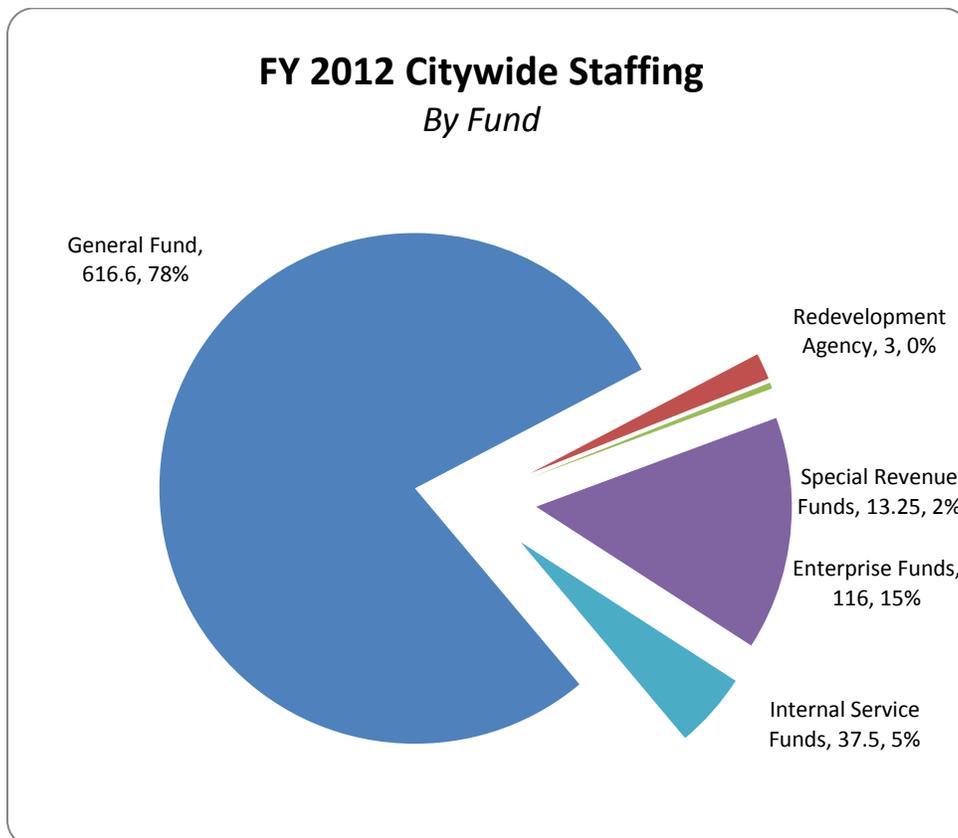
# City of Hayward Staffing Summary

## Citywide Staffing

FY 2012 Citywide staffing totals 786.35 FTE.

The Staffing Summary Section provides an overview of City of Hayward staffing. The first few pages provide fund summary graphs, followed by detailed department all-fund summaries. This is the only section in the budget document that presents department all-fund summaries. In department sections, staffing schedules are presented by individual fund, department, division, or program level.

The FY 2012 adopted budget includes a total of 786.35 full time equivalent (FTE) positions. The majority of City staffing (78% or 616.6 FTE) is funded in the General Fund. For FY 2012, a citywide decrease of 49.8 FTE positions is included (when comparing the change from FY 2011 Adjusted to FY 2012 Adopted). The change includes a reduction of 36.05 FTE positions in the General Fund and a reduction of 13.75 FTE in Enterprise Funds.



# City of Hayward Staffing Summary

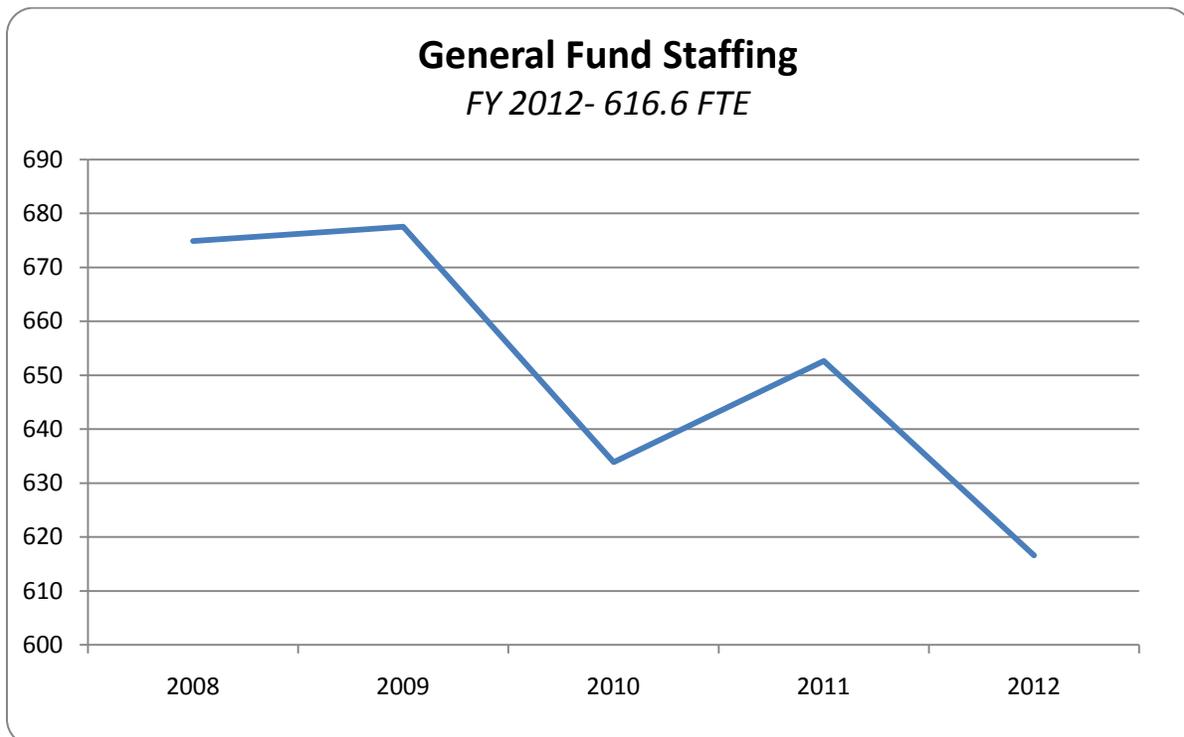
## General Fund

FY 2012 General Fund staffing totals 616.6 FTE.

Between July 2008 and April 2009, General Fund staffing was reduced by 43.65 FTE due to a severe economic recession. Staffing reductions were made through early retirements, vacant positions, transfers to other funds, and layoffs. During FY 2010, 9.0 grant funded police officers were added to the General Fund. In addition, 1.0 FTE position was added to the Police Department.

For FY 2011, an increase of 6.75 FTE positions is included (when comparing the change from FY 2010 Adjusted to FY 2011 Adopted). The increase of 6.75 FTE positions includes: 1) increase of .50 FTE in the City Clerk's office, 2) increase of .75 FTE in the Human Resources Department, 3) increase of 7.0 FTE in the Police Department, and 4) reduction of 1.50 FTE in the Fire Department due to department reorganization.

For FY 2012, General Fund staffing will be reduced by 36.05 FTE due to a severe economic recession. Staffing reductions will be made through retirements, vacant positions and layoffs.

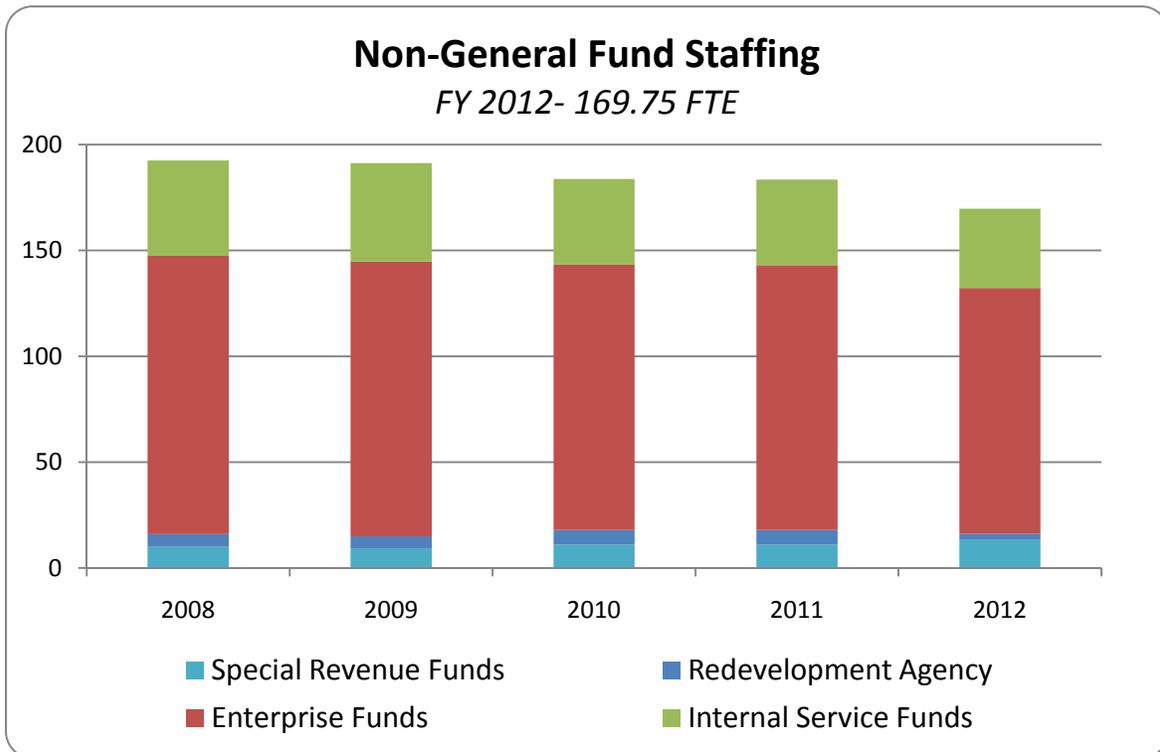


# City of Hayward Staffing Summary

## Non-General Fund Staffing Totals

FY 2012 Non-General Fund staffing totals 169.75 FTE.

Staffing outside of the General Fund falls into four different funding groups. These funding groups are presented in more detail on the following pages. The funding groups include Internal Service, Enterprise, Redevelopment, and Special Revenue.



# City of Hayward Staffing Summary

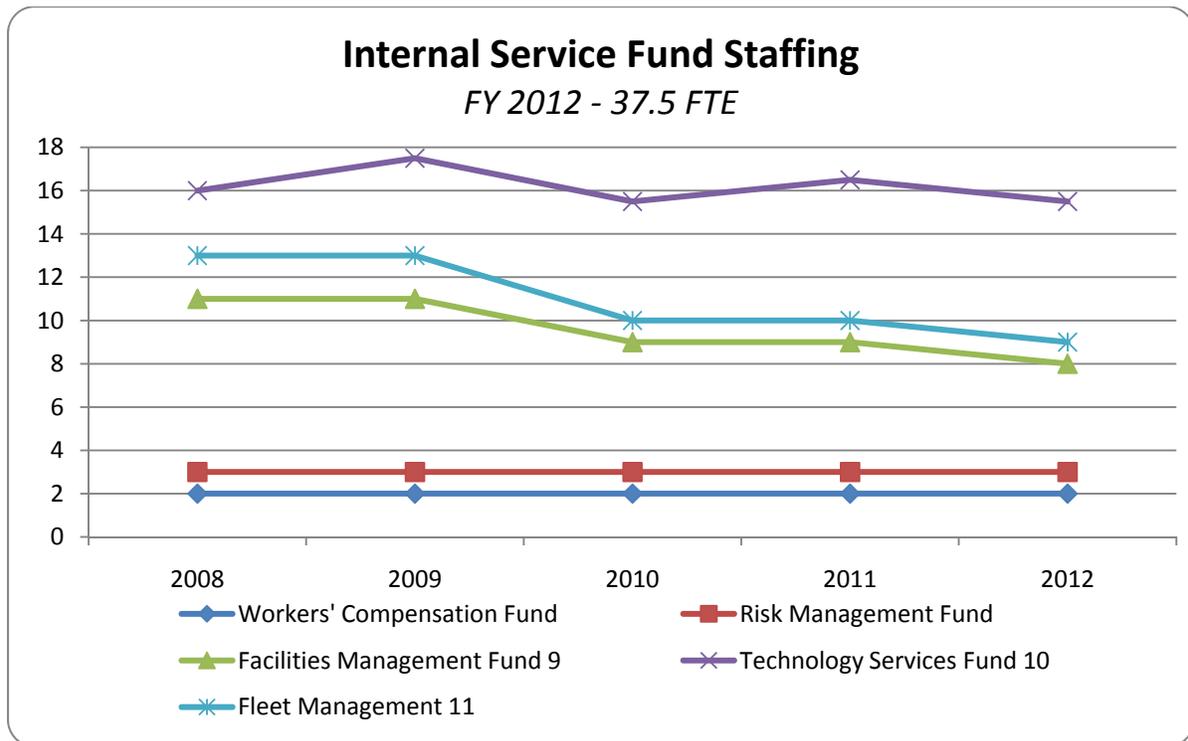
## Internal Service Funds

FY 2012 Internal Service Fund staffing totals 37.50 FTE.

Internal Service Funds are used to finance and account for goods/services provided by one City department to another, on a cost reimbursement basis. Internal Service Funds are considered to be an extension of the General Fund. Staffing for Internal Services was reduced by 3.0 FTE in FY 2010 due to the severe economic recession. During FY 2010, 1.0 FTE position was added to the Technology Services fund, due to funding from Public/Education/Government (PEG) fees.

For FY 2011, there were no staffing changes (when comparing the change from FY 2010 Adjusted to FY 2011 Adopted).

For FY 2012, staffing for Internal Services was reduced by 3.0 FTE due to the severe economic recession.



# City of Hayward Staffing Summary

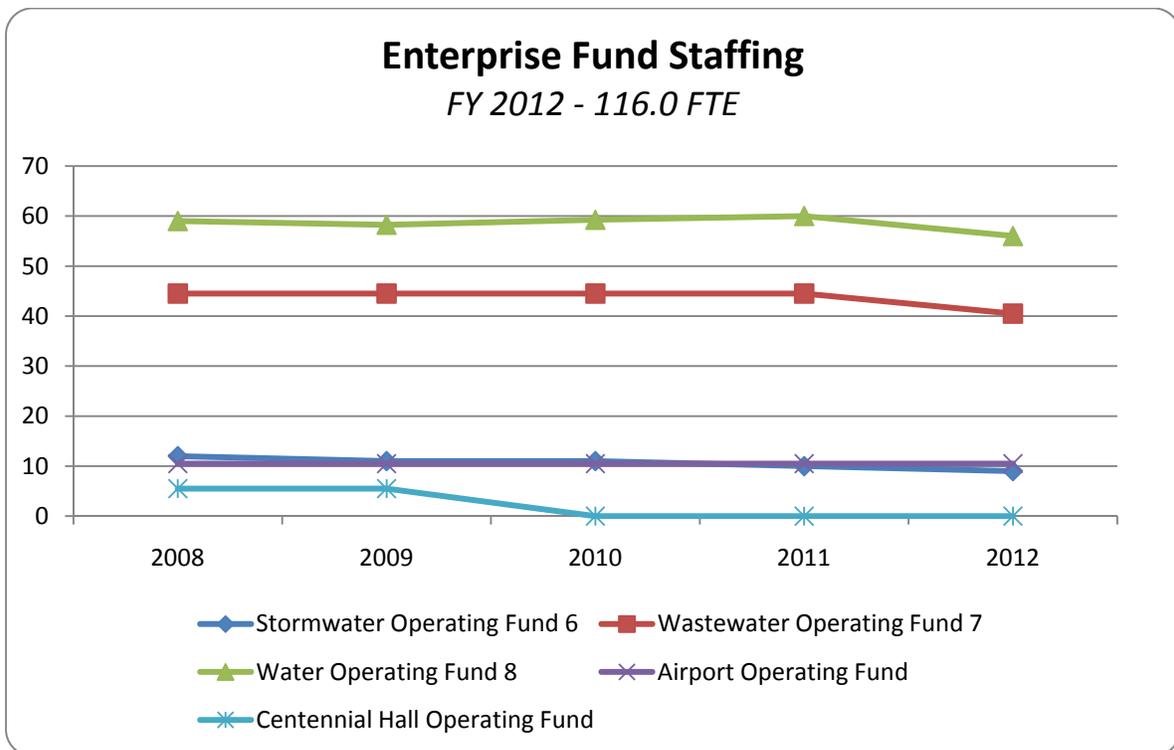
## Enterprise Funds

FY 2012 Enterprise Fund staffing totals 116.0 FTE.

Enterprise Funds are financed and operated like private businesses. These fund types charge fees to recover expenses. During FY 2010, no staffing changes were made.

For FY 2011, there was a reduction of 0.25 FTE positions (when comparing the change from FY 2010 Adjusted to FY 2011 Adopted). The reduction of 0.25 FTE positions includes: 1) increase of .75 FTE in the Water Fund (Finance – Utility Billing), 2) reduction of 1.0 FTE in the Stormwater Fund (Maintenance Services – Street Maintenance).

For FY 2012, staffing for Enterprise Fund was reduced by 9.0 FTE due to the severe economic recession.



## City of Hayward Staffing Summary

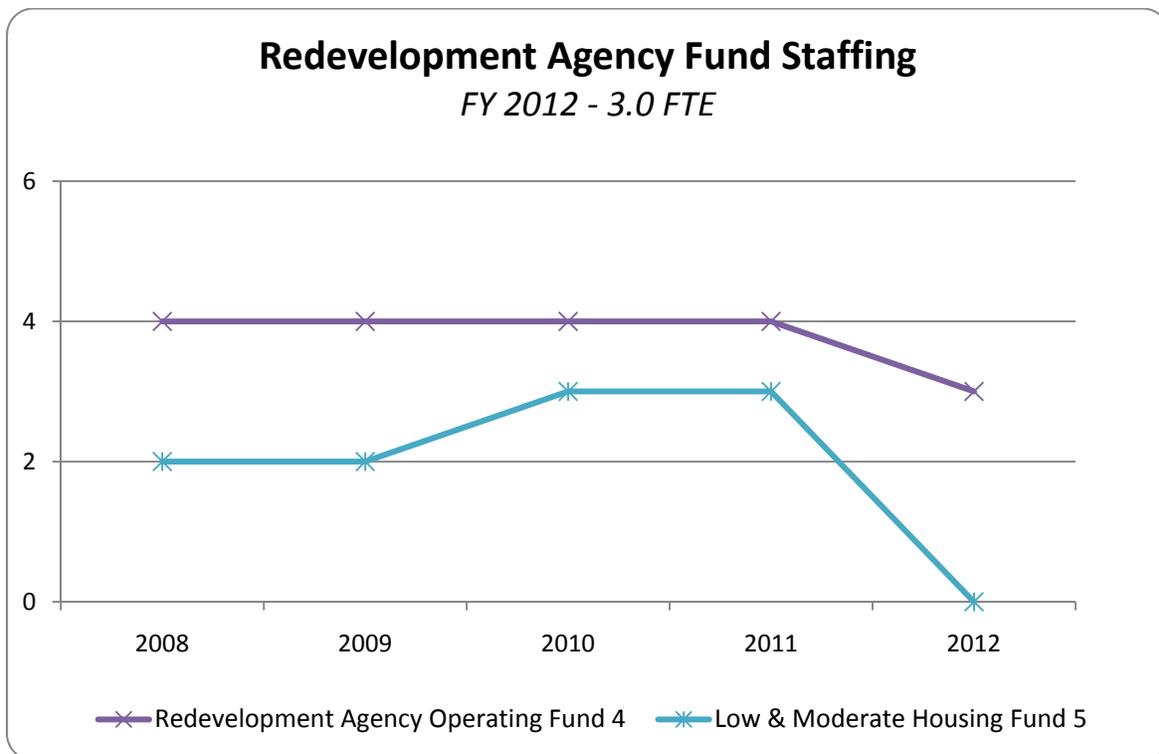
### Redevelopment Agency Funds

FY 2012 Redevelopment Agency Fund staffing totals 3.0 FTE.

Redevelopment Agency funds account for revenue and expenditures associated with the development and implementation of redevelopment projects by the Hayward Redevelopment Agency. During FY 2010, no staffing changes were made.

For FY 2011, there were no staffing changes (when comparing the change from FY 2010 Adjusted to FY 2011 Adopted).

For FY 2012, staffing in the Redevelopment Agency Fund was reduced by 4.0 FTE. Three (3) FTE were transferred to the Special Revenue Fund and 1.0 FTE was eliminated.



# City of Hayward Staffing Summary

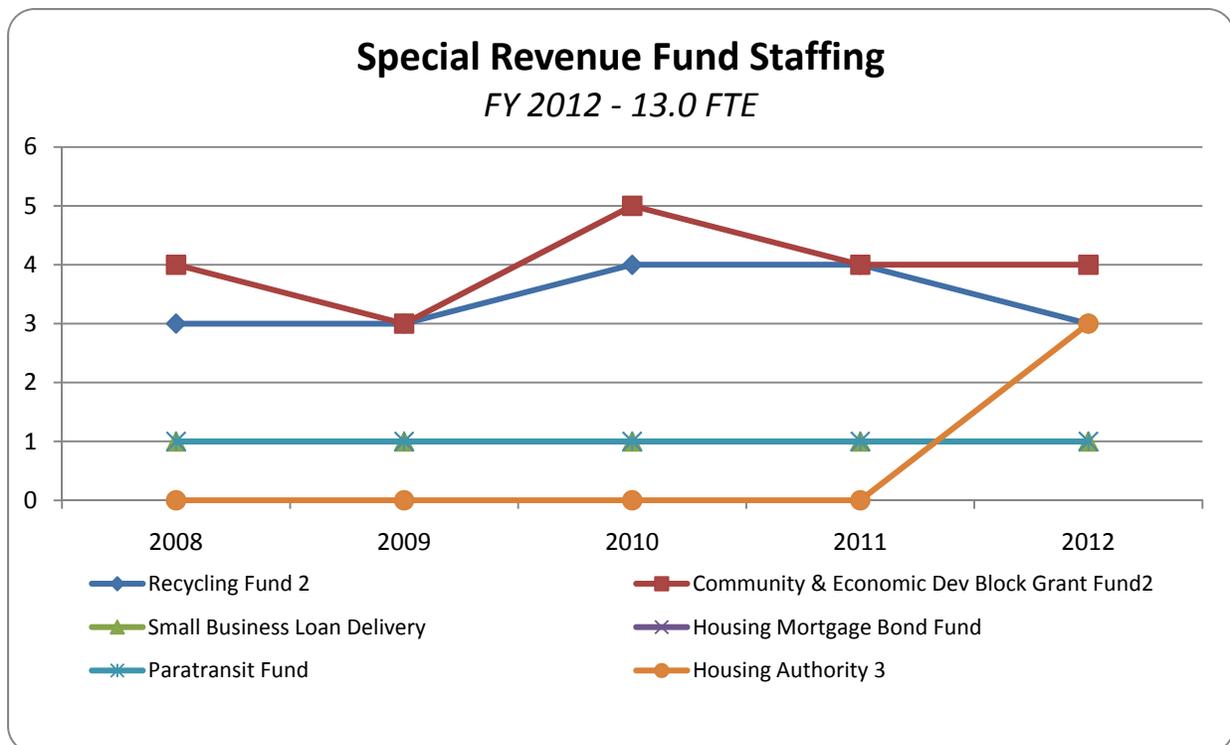
## Special Revenue Funds

FY 2012 Special Revenue Fund staffing totals 13.25 FTE.

Special Revenue Funds are used to account for the proceeds of specific revenue sources that are legally restricted. During FY 2010, staffing was reduced by 1.0 FTE in the Community Development Block Grant Fund.

For FY 2011, there were no staffing changes (when comparing the change from FY 2010 Adjusted to FY 2011 Adopted).

For FY 2012, total staffing in the Special Revenue Fund was increased by 2.25 FTE. This is due to the transfer of 3.0 FTE from the Redevelopment Fund, the elimination of 1.0 FTE in the Recycling Fund and the addition of .25 FTE in Community & Economic Grant Development Grant Block Fund.



Citywide Staffing Summary - BY FUND (FY 2008 - 2012)						
	Adopted 2008	Adopted 2009	Adopted 2010	Adjusted 2010	Adjusted 2011	Adopted 2012
<b>SUMMARY - BY FUND</b>						
<b>General Fund</b>						
100 General Fund <sup>1</sup>	674.9	677.55	633.9	645.9	652.65	616.6
<b>Special Revenue Funds</b>						
215 Recycling Fund <sup>2</sup>	3	3	4	4	4	3
225 Community & Economic Dev Block Grant Fund <sup>3</sup>	4	3	5	4	4	4.25
227 Small Business Loan Delivery	1	1	1	1	1	1
241 Housing Authority <sup>4</sup>	0	0	0	0	0	3
245 Housing Mortgage Bond Fund	1	1	1	1	1	1
246 Paratransit Fund	1	1	1	1	1	1
	<b>10</b>	<b>9</b>	<b>12</b>	<b>11</b>	<b>11</b>	<b>13.25</b>
<b>Redevelopment Agency</b>						
451 Redevelopment Agency Operating Fund <sup>5</sup>	4	4	4	4	4	3
452 Low & Moderate Housing Fund <sup>6</sup>	2	2	3	3	3	0
	<b>6</b>	<b>6</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>3</b>
<b>Enterprise Funds</b>						
602 Stormwater Operating Fund <sup>7</sup>	12	11	11	11	10	9
612 Wastewater Operating Fund <sup>8</sup>	44.5	44.5	44.5	44.5	44.5	40.5
621 Water Operating Fund <sup>9</sup>	59	58.25	59.25	59.25	60	56
631 Airport Operating Fund	10.5	10.5	10.5	10.5	10.5	10.5
660 Centennial Hall Operating Fund	5.5	5.5	0	0	0	0
	<b>131.5</b>	<b>129.75</b>	<b>125.25</b>	<b>125.25</b>	<b>125</b>	<b>116</b>
<b>Internal Service Funds</b>						
710 Workers' Compensation Fund	2	2	2	2	2	2
711 Risk Management Fund	3	3	3	3	3	3
720 Facilities Management Fund <sup>10</sup>	11	11	9	9	9	8
725 Technology Services Fund <sup>11</sup>	16	17.5	15.5	16.5	16.5	15.5
730 Fleet Management <sup>12</sup>	13	13	10	10	10	9
	<b>45</b>	<b>46.5</b>	<b>39.5</b>	<b>40.5</b>	<b>40.5</b>	<b>37.5</b>
	<b>867.4</b>	<b>868.8</b>	<b>817.65</b>	<b>829.65</b>	<b>836.15</b>	<b>786.35</b>

Staffing Changes to Recommended FY 2012:

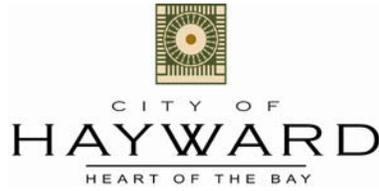
1. Decrease - 36.05 FTE in General Fund.
2. Decrease - 1.0 FTE in Recycling Fund.
3. Increase - 0.25 FTE in Community & Economic Dev Block Grant Fund.
4. Increase - 3.0 FTE in Housing Authority Fund (transferred from Low & Mod Housing Fund 452).
5. Decrease - 1.0 FTE in Redevelopment Agency Operating Fund.
6. Decrease - 3.0 FTE in Low & Moderating Housing Fund.
7. Decrease - 1.0 FTE in Stormwater Operating Fund.
8. Decrease - 4.0 FTE in Wastewater Operating Fund.
9. Decrease - 4.0 FTE in Water Operating Fund.
10. Decrease - 1.0 FTE in Facilities Management Fund.
11. Decrease - 1.0 FTE in Technology Services Fund.
12. Decrease - 1.0 FTE in Fleet Management Fund.

<b>Citywide Staffing Summary - By Department - ALL FUNDS (FY 2008 - 2012)</b>					
	<b>Adopted 2008</b>	<b>Adopted 2009</b>	<b>Adjusted 2010</b>	<b>Adjusted 2011</b>	<b>Adopted 2012</b>
<b>SUMMARY BY DEPARTMENT - ALL FUNDS</b>					
City Attorney Department <sup>1</sup>	9	9	9	9	8
City Clerk Department	4	4	3.5	4	4
City Manager Department <sup>2</sup>	21	24	22	22	20
Development Svcs Department <sup>3</sup>	46.5	46.5	38.5	38.5	33.25
Finance Department <sup>4</sup>	27.5	27.5	25.5	26.25	25.5
Fire Department <sup>5</sup>	137	137	136	134.5	133.5
Human Resources Department <sup>6</sup>	9	9	8	8.75	8
Library & Community Services Department <sup>7</sup>	49.45	48.85	43.45	43.45	39.1
Maintenance Services Department <sup>8</sup>	74.5	74.5	60	59	53
Mayor & Council Department	8.5	8	8	8	8
Police Department <sup>9</sup>	308.7	309.7	310.7	317.7	303
Public Works Department <sup>10</sup>	156.25	153.25	148.5	148.5	135.5
Technology Services <sup>11</sup>	16	17.5	16.5	16.5	15.5
	<b>867.4</b>	<b>868.8</b>	<b>829.65</b>	<b>836.15</b>	<b>786.35</b>

**Staffing Changes to Recommended FY 2012:**

1. Decrease - 1.0 FTE City Attorney Department.
2. Decrease - 2.0 FTE City Manager Department.
3. Decrease - 5.25 FTE Development Services Department.
4. Decrease - .75 FTE Finance Department.
5. Decrease - 1.0 FTE Fire Department.
6. Decrease - .75 FTE Human Resources Department.
7. Decrease - 4.35 FTE Library & Community Services Department.
8. Decrease - 6.0 FTE Maintenance Services Department.
9. Decrease - 14.7 FTE Police Department (Total of 17.2 by end of FY 12).
10. Decrease - 13.0 FTE Public Works Department.
11. Decrease - 1.0 FTE Technology Services.

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## **City Attorney Department**

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**Director: City Attorney Michael Lawson**

### **Department Mission Statement**

*The mission of the City Attorney's Office is to provide the City Council and all other City offices the legal advice and representation they request or require in order to provide service to the public; to advise and take appropriate steps to reduce the risks of various City activities; and to assist in the administration and enforcement of laws, regulations and City programs.*

**City Attorney  
Department**

	<b>Core Services</b>	<b>Performance Measures</b>
<b>Legal Services Program</b>	<ul style="list-style-type: none"> <li>• Serves as “corporate” legal counsel to the City Council, all City advisory bodies, and officers</li> <li>• Provides legal counsel to employees of the City when involved in contractual and regulatory business affairs</li> <li>• Represents the City in Litigation</li> </ul>	<ol style="list-style-type: none"> <li>1. Provides timely and efficient responses to client inquiries</li> <li>2. Offers good customer support</li> <li>3. Reflects strong ethical and organizational framework for department operations</li> <li>4. Takes a leadership position, as appropriate, and follows through promptly to end result</li> <li>5. Demonstrates thorough knowledge of applicable laws and regulations</li> </ol>
<b>Rent Review Program</b>	<ul style="list-style-type: none"> <li>• Administers the City’s two rent control ordinances: one covering houses/apartments and the other covering mobile home spaces, including determinations regarding rental unit fee requirements</li> <li>• Coordinates the mediation and arbitration dispute process</li> <li>• Advises affected individuals about changes in the ordinances</li> <li>• Handles litigation and responds to inquiries concerning the ordinances associated with the rent stabilization ordinances, and defends arbitration decisions</li> </ul>	<ol style="list-style-type: none"> <li>1. Maintains accurate and up-to-date status of rent-controlled units and spaces</li> <li>2. Directs non-applicable rent ordinance inquiries to other referral agencies for assistance</li> <li>3. Aggressively defends mobile home and residential arbitration decisions in court</li> <li>4. Responds to 90% of inquiries and complaints within 48 hours</li> </ol>

**City Attorney  
Department**

<p><b>Liability Insurance</b></p>	<ul style="list-style-type: none"> <li>• Monitors and manages the City’s liability insurance program</li> <li>• Procures the City’s self-insured general liability, property, auto, and fiduciary insurance</li> </ul>	<ol style="list-style-type: none"> <li>1. Seeks competitive insurance coverages for all City operations through active involvement with joint powers authority</li> <li>2. Tracks information associated with City’s general liability, property insurance, and claim costs</li> </ol>
<p><b>Risk Management</b></p>	<ul style="list-style-type: none"> <li>• Works with staff to reduce or eliminate risks and hazards associated with City activities and projects</li> </ul>	<ol style="list-style-type: none"> <li>1. Takes responsibility for identifying and managing risk reduction strategies</li> </ol>

### **FY 2011 Departmental Performance**

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1. Continued efforts to handle litigation in-house and reduce reliance on outside counsel.
2. Actively assisted in code compliance programs.
3. Administered and monitored the City's rent stabilization ordinances.
4. Monitored and apprised clients of changes in state law regarding public meetings and conflicts of interest.
5. Advised the City Clerk of election issues.
6. Provided periodic training to City departments on legal issues as needed.
7. Engaged in targeted neighborhood nuisance abatement program ('SMASH'), along with other key City departments.
8. Realigned department priorities to support City Council priorities, and deployed assets accordingly.
9. Completed City Council work session on hand cart vending.
10. Presented proposed noise ordinance regulations in work session and developed a final ordinance which Council enacted.

### **Significant Changes in FY 2011**

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1. Key staffing appointments made to address turnover.

City Attorney Department FY 2012 Service Delivery Outcomes	SUPPORTED PRIORITY and/or INITIATIVE					
	Safe	Clean	Green	Land Use	Fiscal Stability	Organizational Health
1. Accelerate actions associated with targeted neighborhood nuisances and abatement program.		X	X			
2. Support departments in economic development projects as necessary or appropriate.				X	X	
3. Support the City's Synchronized Multi-agency Safe Housing (SMASH) program to deal with problem houses in the City.		X	X			
4. Provide legal review and support for implementation of new ordinances and amending of the municipal code.						X

### **FY 2012 Core Service Objectives**

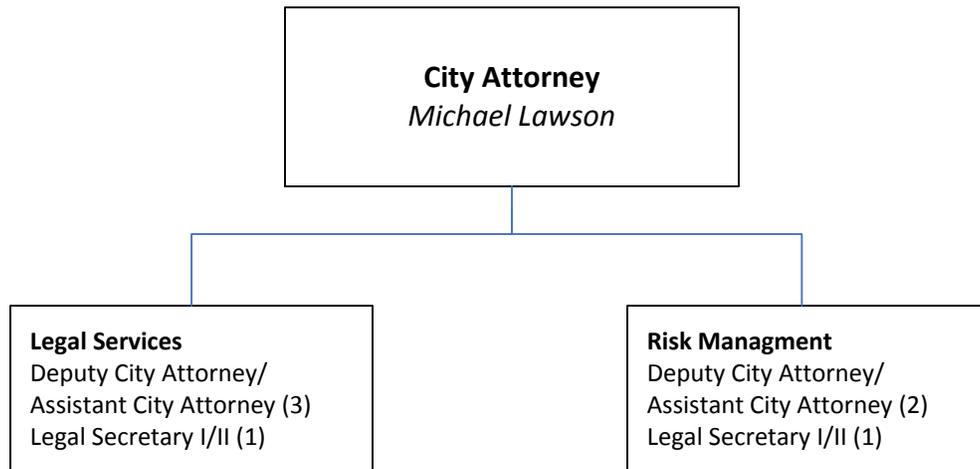
1. Continue to manage in-house litigation efforts and special counsel services.
2. Continue to administer and monitor the City's rent stabilization ordinances and ensure consistency with State law.
3. Assist the City Clerk in providing direction and advice to candidates on election issues.
4. Continue to monitor and apprise Council and City staff of any changes in State law regarding public meetings and conflicts of interest.
5. Manage, evaluate, and settle claims, as necessary and appropriate.
6. Provide legal counsel to Planning Commission and other advisory bodies, as necessary and appropriate.
7. Deploy departmental assets to support City Council priorities.

**Significant Changes Planned for FY 2012**

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The proposed FY 2012 budget includes the elimination of a Legal Secretary I position, reducing the overall staffing in the City Attorney's Office from nine to eight. While it is not anticipated that the elimination of the staff position will affect the delivery of core services related to litigation in federal and state courts, the reduced staffing level will negatively affect the timelines of service delivery to internal clients, particularly on transactional matters such as contracts, claims review, Council reports and miscellaneous service requests from operating departments. There will also be delayed responses to inquiries about the mobile home regulations administered by the City Attorney's office. Notwithstanding these service impacts, the City Attorney's Office is committed to providing exceptional service to all its clients.

**Office of the City Attorney**



Department Staffing Summary (FY 2008 - 2012)					
	Adopted 2008	Adopted 2009	Adopted 2010	Adjusted 2011	Adopted 2012
<b>City Attorney Department</b>					
<b>ALL FUNDS SUMMARY</b>					
City Attorney	1	1	1	1	1
Assistant City Attorney <sup>1</sup>	5	5	5	5	4
Deputy City Attorney II <sup>1</sup>	0	0	0	0	1
Legal Secretary I/II <sup>2</sup>	3	3	3	3	2
	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>8</b>

Staffing Changes to Recommended FY 2012:

1. Reclass - 1.0 FTE Assistant City Attorney to 1.0 FTE Deputy City Attorney II.
2. Decrease - 1.0 FTE Legal Secretary I.

**Department Summary**

All Funds Summary - By Category

**City Attorney Department**

All Funds

**All Funds Summary - By Category**

**Funding:**

General Fund and Risk Management Fund.

	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Adopted
<b>RESOURCES</b>				
<b>Revenue and Transfers in from Other Funds</b>				
General Fund Revenue	16,477	33,801	41,000	41,820
Risk Management Fund	2,563,788	5,236,960	3,300,001	3,461,464
Risk Management Fund Balance	1,866,773	(1,765,438)	(365,257)	(864,587)
	<b>4,447,038</b>	<b>3,505,323</b>	<b>2,975,744</b>	<b>2,638,697</b>
<b>Fund Subsidy</b>				
General Fund Subsidy	1,304,785	1,047,256	1,055,871	988,979
<b>Total Resources</b>	<b>5,751,823</b>	<b>4,552,579</b>	<b>4,031,615</b>	<b>3,627,676</b>
<b>OUTLAYS</b>				
<b>Expenditures</b>				
<b>Salary</b>				
Regular	1,064,748	1,092,449	1,101,691	1,027,637
Overtime	-	-	-	-
Vacancy Savings	-	-	(42,502)	-
FY11 EE Commitment - FY12 Furloughs	-	-	(67,352)	(64,555)
<b>Benefits</b>				
Medical Benefits	108,650	92,861	117,192	117,802
Retiree Medical	-	-	19,629	14,424
Other Benefits	57,627	65,394	62,812	64,296
PERS	219,491	196,082	222,691	213,730
Charges (to)/from other programs	(2,115)	-	-	-
<i>Net Staffing Expense</i>	<b>1,448,401</b>	<b>1,446,786</b>	<b>1,414,161</b>	<b>1,373,334</b>
Maintenance & Utilities	112	242	1,800	1,800
Supplies & Services	3,818,275	2,614,087	2,204,403	1,832,851
Internal Service Fees	83,911	91,338	93,245	92,145
Capital	-	-	-	-
<i>Net Operating Expense</i>	<b>3,902,298</b>	<b>2,705,667</b>	<b>2,299,448</b>	<b>1,926,796</b>
<b>Transfers out to other funds</b>	<b>401,124</b>	<b>400,126</b>	<b>318,006</b>	<b>327,546</b>
<b>Total Outlays</b>	<b>5,751,823</b>	<b>4,552,579</b>	<b>4,031,615</b>	<b>3,627,676</b>
<b>Net Change</b>	-	-	-	-

**Department Summary**

All Funds Summary - By Program

**City Attorney Department**

All Funds

**All Funds Summary - By Program**

**Funding:**

General Fund and Risk Management Fund.

	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Adopted
<b>RESOURCES</b>				
<b>Revenue and Transfers in from Other Funds</b>				
General Fund Revenue	16,477	33,801	41,000	41,820
Risk Management Fund	2,563,788	5,236,960	3,300,001	3,461,464
Risk Management Fund Balance	1,866,773	(1,765,438)	(365,257)	(864,587)
	<b>4,447,038</b>	<b>3,505,323</b>	<b>2,975,744</b>	<b>2,638,697</b>
<b>Fund Subsidy</b>				
General Fund Subsidy	<b>1,304,785</b>	<b>1,047,256</b>	<b>1,055,871</b>	<b>988,979</b>
<b>Total Resources</b>	<b>5,751,823</b>	<b>4,552,579</b>	<b>4,031,615</b>	<b>3,627,676</b>
<b>OUTLAYS</b>				
<b>Expenditures and Transfer Out to Other Funds By Program</b>				
General Fund	1,321,262	1,081,057	1,096,871	1,030,799
Risk Management Fund	4,430,561	3,471,522	2,934,744	2,596,877
<b>Total Outlays</b>	<b>5,751,823</b>	<b>4,552,579</b>	<b>4,031,615</b>	<b>3,627,676</b>
<b>Net Change</b>	-	-	-	-

<b>Department Staffing Summary (FY 2008 - 2012)</b>					
	<b>Adopted 2008</b>	<b>Adopted 2009</b>	<b>Adopted 2010</b>	<b>Adjusted 2011</b>	<b>Adopted 2012</b>
<b>City Attorney Department General Fund (100)</b>					
City Attorney	1	1	1	1	1
Assistant City Attorney <sup>1</sup>	3	3	3	3	2
Deputy City Attorney II <sup>1</sup>	0	0	0	0	1
Legal Secretary I/II <sup>2</sup>	2	2	2	2	1
	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>5</b>

**Staffing Changes to Recommended FY 2012:**

1. Reclass - 1.0 FTE Assistant City Attorney to 1.0 FTE Deputy City Attorney II.
2. Decrease - 1.0 FTE Legal Secretary I.

**Department Summary**

Department: 100-1300

**City Attorney Department**

**General Fund**

<b>Office of the City Attorney</b>	
<b>Description:</b> General legal services.	

	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Adopted
<b>RESOURCES</b>				
<b>Revenue</b>				
Rental Review Fees	16,477	33,801	41,000	41,820
<b>Total Resources</b>	<b>\$16,477</b>	<b>\$33,801</b>	<b>\$41,000</b>	<b>\$41,820</b>
<b>OUTLAYS</b>				
<b>Expenditures</b>				
Salary				
Regular	716,968	673,716	731,235	662,314
Overtime	-	-	-	-
Vacancy Savings	-	-	(37,601)	-
FY11 EE Commitment - FY12 Furloughs	-	-	(44,638)	(41,614)
Benefits				
Medical Benefits	68,364	60,782	77,634	71,362
Retiree Medical	-	-	13,086	9,015
Other Benefits	38,818	41,818	41,690	41,055
PERS	148,439	128,108	147,587	141,260
Charges (to)/from other programs	-	6,221	-	-
<i>Net Staffing Expense</i>	<b>972,589</b>	<b>910,645</b>	<b>928,993</b>	<b>883,392</b>
Maintenance & Utilities	10	142	1,500	1,500
Supplies & Services	294,423	107,463	102,286	83,551
Internal Service Fees	54,240	62,807	64,092	62,356
Capital Outlay	-	-	-	-
<i>Net Operating Expense</i>	<b>348,673</b>	<b>170,412</b>	<b>167,878</b>	<b>147,407</b>
<b>Total Outlays</b>	<b>\$1,321,262</b>	<b>\$1,081,057</b>	<b>\$1,096,871</b>	<b>\$1,030,799</b>
<b>General Fund Subsidy</b>	<b>\$1,304,785</b>	<b>\$1,047,256</b>	<b>\$1,055,871</b>	<b>\$988,979</b>
<b><u>FY 2012 Major Budget Items:</u></b>		<b><u>FY 2012 Significant Budget Changes:</u></b>		
1. \$62,356 Internal Service Fees.		1. Staffing reduction.		

<b>Department Staffing Summary (FY 2008 - 2012)</b>					
	<b>Adopted 2008</b>	<b>Adopted 2009</b>	<b>Adopted 2010</b>	<b>Adjusted 2011</b>	<b>Adopted 2012</b>
<b>City Attorney Department Risk Management Fund (711)</b>					
Assistant City Attorney	2	2	2	2	2
Legal Secretary II	1	1	1	1	1
	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>

Staffing Changes to Recommended FY 2012:

1. None.

**Fund Summary**

Fund: 711

**City Attorney Department**

Internal Service Fund

**Risk Management**

**Description:**

Risk management services.

	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Adopted
<b>Beginning Working Capital Balance</b>				
July 1	\$751,990	(\$1,114,783)	\$650,655	\$1,015,912
<b>RESOURCES</b>				
<b>Revenue</b>				
Interest	41,072	(27,492)	-	-
Other Revenue	190,945	1,438,593	-	-
	232,017	1,411,101	-	-
<b>Transfer In</b>				
Liability Insurance Premium	2,331,771	2,825,859	3,300,001	3,461,464
From General Fund	-	1,000,000	-	-
	2,331,771	3,825,859	3,300,001	3,461,464
<b>Total Resources</b>	<b>2,563,788</b>	<b>5,236,960</b>	<b>3,300,001</b>	<b>3,461,464</b>
<b>OUTLAYS</b>				
<b>Expenditures</b>				
<b>Salary</b>				
Regular	347,780	418,733	370,456	365,323
Overtime	-	-	-	-
Vacancy Savings	-	-	(4,901)	-
FY11 EE Commitment - FY12 Furloughs	-	-	(22,714)	(22,941)
<b>Benefits</b>				
Medical Benefits	40,286	32,079	39,558	46,440
Retiree Medical	-	-	6,543	5,409
Other Benefits	18,809	23,576	21,122	23,241
PERS	71,052	67,974	75,104	72,470
Charges (to)/from other programs	(2,115)	(6,221)	-	-
<i>Net Staffing Expense</i>	<b>475,812</b>	<b>536,141</b>	<b>485,168</b>	<b>489,942</b>
Maintenance & Utilities	102	100	300	300
Supplies & Services	2,838,886	1,640,726	1,202,117	804,300
Internal Service Fees	29,671	28,531	29,153	29,789
Insurance	684,966	865,898	900,000	945,000
Capital Outlay	-	-	-	-
<i>Net Operating Expense</i>	<b>3,553,625</b>	<b>2,535,255</b>	<b>2,131,570</b>	<b>1,779,389</b>

**Fund Summary**

Fund: 711

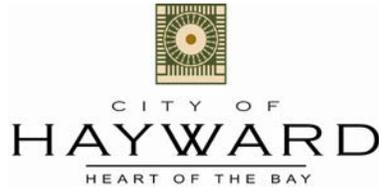
**City Attorney Department**

Internal Service Fund

<b>Risk Management</b>	
<b>Description:</b>	
Risk management services.	

	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Adopted
<b>Transfers out to other funds</b>				
Trsfr to Gen Fund - Police Purchase	-	-	-	-
Trsfr to Gen Fund - Cost Allocation	401,124	400,126	318,006	327,546
<i>Total Transfers Out</i>	<b>401,124</b>	<b>400,126</b>	<b>318,006</b>	<b>327,546</b>
<b>Total Outlays</b>	<b>\$4,430,561</b>	<b>\$3,471,522</b>	<b>\$2,934,744</b>	<b>\$2,596,877</b>
<b>Net Change</b>	<b>(\$1,866,773)</b>	<b>1,765,438</b>	<b>\$365,257</b>	<b>\$864,587</b>
<b>Ending Working Capital Balance</b>				
<b>JUNE 30</b>	<b>(\$1,114,783)</b>	<b>\$650,655</b>	<b>\$1,015,912</b>	<b>\$1,880,499</b>
<b><u>FY 2012 Major Budget Items:</u></b>		<b><u>FY 2012 Significant Budget Changes:</u></b>		
1. \$900,000 Insurance.		1. Reduction in Claims, Settlements and Outside Counsel Costs.		
2. \$230,000 Outside Counsel.				
3.. \$460,000 Claims and Settlements.				

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## **City Clerk Department**

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**Director: City Clerk Miriam Lens**

### **Department Mission Statement**

*The mission of the City Clerk's Office is to ensure the security and accessibility of all official City records; serve as the information and records manager of all legislative proceedings; conduct all aspects of municipal elections; and serve as a support office to the City Council, City staff, City boards and commissions, and the residents of Hayward.*

**City Clerk  
Department**

	<b>Core Services</b>	<b>Performance Measures</b>
<b>Records Management</b>	<ul style="list-style-type: none"> <li>Responsible for providing Information and Records Management</li> <li>Administer the paperless imaging system for permanent records</li> <li>Maintain Records Retention Program</li> <li>Provide on-line legislative history of Council and Planning Commission meetings</li> <li>Process required legal notices for City Council meetings, including public hearings</li> <li>Certify and notarize City documents</li> <li>Maintain and update the Hayward Municipal Code on a continuing basis</li> </ul>	<ol style="list-style-type: none"> <li>Maintain the legislative history of Council and Planning Commission 100% of the time</li> <li>Accurately process LaserFiche documents</li> <li>Meet noticing requirements 95% of the time</li> <li>Maintain 100% customer satisfaction reflected by repeat customers</li> <li>Comply with the City Charter 100% of the time by having ordinances fully executed upon adoption</li> </ol>
<b>Council/Boards &amp; Commissions</b>	<ul style="list-style-type: none"> <li>Support City Council proceedings</li> <li>Support Planning Commission proceedings</li> <li>Support the administrative needs of the City's Boards, Commissions, Committees, and Task Forces</li> <li>Administer Oaths of Office to all new employees as well as appointed and elected officials</li> </ul>	<ol style="list-style-type: none"> <li>Maintain excellent work performance 100% of the time by attending to Council, City Staff and constituents</li> <li>Improve community outreach</li> </ol>
<b>Elections</b>	<ul style="list-style-type: none"> <li>Conduct, administer, and certify Municipal Elections</li> <li>Perform voter outreach services</li> <li>Assure timely and complete filing of Statements of Economic Interest and Campaign Disclosure Statements with Fair Political Practices Commission</li> </ul>	<ol style="list-style-type: none"> <li>Meet Elections Code 100% of the time</li> <li>Review 95% of all 700 Forms for compliance with the Fair Political Practices Commission requirements</li> </ol>
<b>Public Service</b>	<ul style="list-style-type: none"> <li>Maintain Passport Program</li> <li>Conduct research services upon request</li> <li>Provide public notary service</li> <li>Maintain City Calendar</li> <li>Provide access to public records</li> </ul>	<ol style="list-style-type: none"> <li>Meet U.S. Department of State guidelines for processing passport applications</li> <li>Meet 10-day requirement response deadlines set by the Public Records Request Act</li> </ol>

### **FY 2011 Departmental Performance**

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1. Improved the fiscal stability of the department by continuing to provide passport services.
2. Improved staff knowledge of the Passport Program by completing on-line passport trainings for recertification requirements.
3. Continued to inform the community by providing agendas and City documents via e-mail.
4. Maintained the Hayward Municipal Code by updating it within the required adoption procedures.
5. Developed bi-monthly meetings to engage staff and encourage innovation.
6. Continued to provide official records accessibility to City staff, elected officials and constituents by connecting the LaserFiche Imaging System to the City's website via LaserFiche Weblink.
7. Improved transparency by providing more information on the City's website.
8. Organized a Boards, Commissions, Committees, and Task Forces Volunteer Open House to enhance recruitment process.
9. Assisted with the establishment of the Council Economic Development Committee and the dissolution of the City Council Commercial Center Improvement Committee, Council Downtown Committee, and the Economic Development Committee.
10. Utilized the "Internship Program" to complete projects.

### **Significant Changes in FY 2011**

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1. Launched and implemented a city-wide paperless City Council agenda review process.
2. Launched and implemented a paperless City Council agenda packet.

**City Clerk Department**

**FY 2012**

**Service Delivery Outcomes**

**SUPPORTED PRIORITY and/or INITIATIVE**

	Safe	Clean	Green	Land Use	Fiscal Stability	Organizational Health
1. Coordinate with City Departments to promote a paperless work environment by identifying work processes that eliminate/reduce the production of paper copies.					X	X
2. Expand the use of Agenda Manager to include an intra-departmental workflow.					X	X
3. Expand the use of Agenda Manager to include Boards, Commissions, and Committee agendas.					X	X
4. Facilitate possible consolidation of Council's appointed bodies whose objectives overlap.					X	X
5. Coordinate the City Records Management Program to ensure that public records are maintained in accordance with legal requirements and reflect organizational changes					X	X
6. Improve records management process by implementing forms and logs.					X	X

City Clerk Department FY 2012 Service Delivery Outcomes	SUPPORTED PRIORITY and/or INITIATIVE					
	Safe	Clean	Green	Land Use	Fiscal Stability	Organizational Health
7. Continue to improve the recruitment of prospective members of the Council's appointed bodies by conducting an Open House.						X
8. Assist Council's appointed bodies in meeting their training requirements.						X

### **FY 2012 Core Service Objectives**

1. Continue to maintain official documents and make them readily available to City staff, policy makers, and residents.
2. Conduct, administer, and certify Municipal Elections.
3. Coordinate with Fair Political Practices Commission to offer workshops for candidates during the election.
4. Continue to maintain excellent customer service.
5. Improve the City Calendar on the website.
6. Standardize agenda and staff reports for Council's appointed bodies.
7. Improve transparency efforts by utilizing Channel 15 to inform viewers about upcoming agenda items and community events.
8. Continue to conduct follow-up activities related to the agenda process such as processing agreements and recording official documents.
9. Maintain and update the Hayward Municipal Code and Council Handbook on a continuing basis.

**Significant Changes Planned for FY 2012**

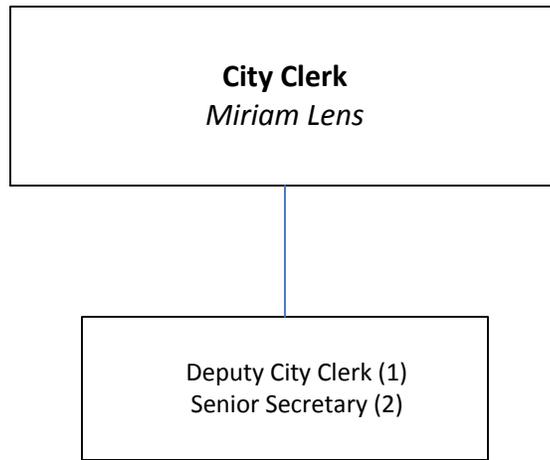
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2012 Election Cost Reduction

A cost analysis, conducted to confirm the estimated 2012 Election cost, resulted in the reduction to the Election Expense by \$120,000. The research included data from the last three Municipal elections (2008, 2009, and 2010). The cost analysis included registered voters data provided by the Registrar of Voters and the election cost including sample ballot and translation.

**FY 2012 STAFFING**  
**4.0 FTE**

**City Clerk**



<b>Department Staffing Summary (FY 2008 - 2012)</b>					
	<b>Adopted 2008</b>	<b>Adopted 2009</b>	<b>Adopted 2010</b>	<b>Adjusted 2011</b>	<b>Adopted 2012</b>
<b>City Clerk Department General Fund (100)</b>					
City Clerk	1	1	1	1	1
Deputy City Clerk	1	1	1	1	1
Administrative Secretary	1	1	0	0	0
Senior Secretary <sup>1</sup>	1	1	1.5	2	2
	<b>4</b>	<b>4</b>	<b>3.5</b>	<b>4</b>	<b>4</b>

Staffing Changes to Recommended FY 2012:

1. None.



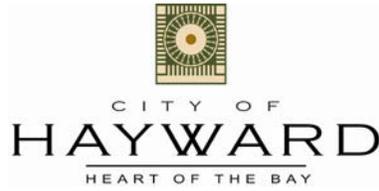
Department Summary  
100-1400

City Clerk Department  
General Fund

<b>Office of the City Clerk</b>
<b>Description:</b> Office of the City Clerk.

	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Adopted
<b>RESOURCES</b>				
<b>Revenue</b>				
Sale of Documents	16,751	26,583	11,000	19,200
<b>Total Resources</b>	<b>16,751</b>	<b>26,583</b>	<b>11,000</b>	<b>19,200</b>
<b>OUTLAYS</b>				
<b>Expenditures</b>				
Salary				
Regular	309,459	257,498	319,829	324,948
Overtime	-	-	-	-
Vacancy Savings	-	-	(16,741)	-
FY11 EE Commitment - FY12 Furloughs	-	-	(19,611)	(21,255)
Benefits				
Medical Benefits	23,312	31,499	35,920	47,136
Retiree Medical	-	-	8,724	7,212
Other Benefits	14,576	18,732	20,661	23,620
PERS	36,555	49,596	64,839	86,858
Charges (to)/from other programs	-	371	-	-
<i>Net Staffing Expense</i>	<b>383,902</b>	<b>357,696</b>	<b>413,621</b>	<b>468,519</b>
Maintenance & Utilities	412	649	800	800
Supplies & Services	32,329	33,917	42,280	42,280
Internal Service Fees	61,968	74,004	76,005	77,983
Election Expense	210,942	127,997	-	180,000
Capital Outlay	-	-	-	-
<i>Net Operating Expense</i>	<b>305,651</b>	<b>236,567</b>	<b>119,085</b>	<b>301,063</b>
<b>Total Outlays</b>	<b>689,553</b>	<b>594,263</b>	<b>532,706</b>	<b>769,582</b>
<b>General Fund Subsidy</b>	<b>672,802</b>	<b>567,680</b>	<b>521,706</b>	<b>750,382</b>
<b><u>FY 2012 Major Budget Items:</u></b>		<b><u>FY 2012 Significant Budget Changes:</u></b>		
1. None		1. Reduction in Election Expense.		

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## **City Manager Department**

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**Director: City Manager Fran David**

### **Department Mission Statement**

*The mission of the City Manager Department 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 direction and leadership to employees of the organization.*

## City Manager's Office

	Core Services	Performance Measures
<b>Department Administration</b>	<ul style="list-style-type: none"> <li>• Provide Mayor and Council with staff support and act as their liaison to the organization.</li> <li>• Develop, complete, and present policy analysis to Mayor and Council.</li> <li>• Be the City's central Public Information point for the media and others; manage WEB presentation and content; assure functionality of the public access channel, KHRT (Channel 15), and approve channel content.</li> <li>• Provide leadership to all other departments and City activities; assure accountability of all the departments and staff responsible for the core activities and annual work program of the City.</li> <li>• Oversee the development of the annual budget and present proposed budget to Council.</li> <li>• Provide reliable and complete budget/fiscal information to Mayor, Council, and community throughout the year.</li> <li>• Oversee and coordinate large, complex, or controversial capital and organizational projects.</li> <li>• Track and respond to constituent issues reported to the Mayor and Council and/or the City Manager's office.</li> <li>• Lead, advise and provide guidance for the implementation of the departmental objectives for FY 2012 that address the Council Priorities of: <ul style="list-style-type: none"> <li>- Safe</li> <li>- Clean</li> <li>- Green</li> <li>- Land Use</li> <li>- Fiscal Stability</li> <li>- Organizational Health</li> </ul> </li> </ul>	<ol style="list-style-type: none"> <li>1. Council reports are completed on time and agendas are ready for delivery by due date.</li> <li>2. KHRT (Channel 15) is being transmitted as scheduled.</li> <li>3. Budget is developed and presented to Council on time and fully balanced.</li> <li>4. Management Achievement Plans (MAPs) are completed for all Directors and for their Senior Managers and performance assessment sessions are held and documented at least annually.</li> <li>5. Council believes the organization is responding to and properly supporting Council priorities.</li> <li>6. Council is fully and appropriately informed on the financial performance of the organization on a regular and timely basis.</li> </ol>

	<b>Core Services</b>	<b>Performance Measures</b>
<b>Economic Development</b>	<ul style="list-style-type: none"> <li>• Provide business attraction, retention, and expansion services.</li> <li>• Enhance Hayward's reputation as "business friendly" and serve as an advocate within City organization to spur business development.</li> <li>• Provide technical assistance and financing mechanisms for business development.</li> <li>• Offer small business loans to qualified businesses in Hayward to create job opportunities for low and moderate-income Hayward residents.</li> <li>• Spearhead lively usage and programming of events at City Hall Plaza in order to further stimulate Downtown development activity and economic growth.</li> <li>• Develop vibrant Buy Local/Shop Local Program.</li> <li>• Monitor and measure economic indicators to assess strategy results.</li> <li>• Discuss and collaborate with Development Services Department to facilitate development interests through site selection, expedited plan review and other business support services.</li> <li>• Manage the "Hayward Open for Business" website.</li> <li>• Develop/partner with Cal State East Bay/Chabot College to develop college discount days.</li> </ul>	<ol style="list-style-type: none"> <li>1. Pro-actively recruit businesses to the City of Hayward by attending and networking at over ten International Council of Shopping Centers, Urban Land Institute, and other retailer industry events.</li> <li>2. Develop and maintain successful relationships with developers, brokers, commercial property owners, and future businesses/tenants measured by receiving above average customer service 90% of the time related to timeliness and courtesy.</li> <li>3. Facilitate quarterly small business workshops that provide businesses with access to capital and resources and facilitate at least four annual events through the Northern Silicon Valley Partnership.</li> <li>4. Provide at least three small business loans to eligible businesses to stimulate at least nine new jobs for low and moderate income Hayward residents.</li> <li>5. Continue Summer Concert Series to include at least four annual concerts, four annual Movies on the Plaza, and other ancillary activities.</li> </ol>

	<b>Core Services</b>	<b>Performance Measures</b>
<b>Neighborhood and Community Preservation Services</b>	<ul style="list-style-type: none"> <li>● Implement the Neighborhood Partnership Strategic Plan to increase resident engagement in civic and neighborhood improvement activities.</li> <li>● Enhance communication between Hayward constituents and the City.</li> <li>● Conduct Code Enforcement - in combination with service coordination, education, assistance, and persuasion - to correct Hayward Municipal Code violations and to create a safe, healthy, clean, and attractive community.</li> <li>● Support neighborhood and community improvement projects and activities conducted by neighborhood groups.</li> <li>● Implement and support special projects aimed at improving the health and safety of Hayward neighborhoods, including: Synchronized Multi-agency Safe Housing; Public Art Program; Keep Hayward Clean and Green Task Force; Blight Buster Program; and neighborhood-based disaster preparation programs.</li> <li>● Provide staff support to the Keep Hayward Clean and Green Task Force.</li> <li>● Submit applications for awards that recognize innovative and outstanding City programs and projects and for grants that supplement and compliment General Fund-supported City services.</li> <li>● Manage inter-agency agreements between the City and other public and private agencies.</li> </ul>	<ol style="list-style-type: none"> <li>1. A minimum of 15 neighborhood meetings and the annual Neighborhood Leadership Academy (to include youth and adult participants) will be conducted in FY 2012, to enhance communication and partnerships between constituents and City officials.</li> <li>2. Web-based social media and translation services will be made available to constituents to enhance communication and partnerships with City officials.</li> <li>3. Customers reporting community appearance issues and code violations to the City will rate their satisfaction with City services as above average.</li> <li>4. Concise, complete, and accurate code enforcement case files will be used to support abatements, public hearings, warrant processes, and required statistical reports that measure caseloads, timeliness, efficiencies, cost recovery, and accountability.</li> <li>5. Allocate Neighborhood Improvement Grants and Neighborhood Initiated Civic Engagement (NICE) Hayward Neighborhood Awards to neighborhood groups in support of neighborhood and community improvement projects and activities.</li> <li>6. Support the Keep Hayward Clean and Green Task Force efforts in monthly clean up events (avg. ten annually) and the implementation of the Adopt-A-Block Program. Minimum of two adopt programs launched per quarter.</li> <li>7. Minimum of two new Corridor Improvement Projects, three new Neighborhood Partnership Program efforts and two Blight Buster Volunteer Projects annually.</li> </ol>

	<b>Core Services</b>	<b>Performance Measures</b>
<b>Redevelopment Agency</b>	<p>Plan and implement redevelopment projects in order to promote physical and economic revitalization and achieve the goals of the Hayward Redevelopment Plan, including the following:</p> <ul style="list-style-type: none"> <li>• Construct public improvements, such as parking facilities, infrastructure, parks, and beautification projects.</li> <li>• Support transit-oriented development in Downtown and South Hayward BART Station areas.</li> <li>• Preserve existing residential and commercial areas, and promote re-use of obsolete buildings via assistance to property owners for rehabilitation.</li> <li>• Assemble underutilized, dilapidated, or poorly configured properties for development of new housing and commercial uses, assist with property clearance, relocation, and environmental remediation, negotiate, and administer redevelopment agreements.</li> <li>• Coordinate downtown promotional efforts, including events, advertising, banners, farmers market, and Downtown Business Improvement Area.</li> <li>• Support planning projects in the Redevelopment Area.</li> </ul>	<ol style="list-style-type: none"> <li>1. Continue to proactively respond to State proposals related to redevelopment agencies so as to protect the City's assets and best interests.</li> <li>2. Undertake Foothill Blvd. Façade Improvement Design and Installation as part of Downtown Retail Attraction effort. Finalize façade designs for Block 1 and 2 and work with property owners to facilitate construction of improvements.</li> <li>3. Continue to support the redevelopment of the City Center site; finalize deconstruction of Centennial Hall. Support efforts to clear the eleven-story privately owned office building and City Center garage.</li> <li>4. Finalize and implement groundwater remediation plan at Cinema Place project site.</li> <li>5. Execute purchase agreement for residual Burbank School site.</li> </ol>

	<b>Core Services</b>	<b>Performance Measures</b>
<b>Affordable Housing Program</b>	<ul style="list-style-type: none"> <li>• Preserve and expand the supply and variety of housing, including affordable housing, in the City of Hayward and in the Redevelopment Project Area.</li> <li>• Facilitate, and provide land and financing for the creation of new affordable housing.</li> <li>• Develop and implement programs and resources to combat home foreclosures.</li> <li>• Provide assistance to first-time homebuyers and administer First Time Homebuyer Program.</li> <li>• Rehabilitate single and multi-family rental housing residences.</li> <li>• Monitor City-sponsored affordable housing projects and administer regulatory agreements.</li> <li>• Administer the City's Inclusionary Housing Ordinance.</li> <li>• Participate in the HOME Consortium to obtain HOME Investment Partnership Program funds.</li> </ul>	<ol style="list-style-type: none"> <li>1. Continue implementation of the Route 238 Opportunity to Purchase Home Program. Ensure CalTrans tenant survey, complete appraisals and inspect all eligible corridor homes, complete home purchase, or payment of stipend for remaining affected tenants.</li> <li>2. Continue to implement the NSP1 and NSP2 foreclosed home acquisition, rehabilitation, and sale program; complete all rounds of program funding and close out project.</li> <li>3. Make up to fifteen loans under the First Time Homebuyer Program (not including the Neighborhood Stabilization and Route 238 Opportunity to Purchase Homes Programs).</li> </ol>

### FY 2011 Departmental Performance

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1. Hired new Assistant City Manager.
2. Assured competent backfill of management and leadership in the Finance Department following resignation of Finance Director.
3. Facilitated the quarterly Business Visitation Program to visit Hayward's major sales tax revenue producers and large employers (three per quarter; twelve per year).
4. Continued quarterly meetings with Southland Mall Manager and targeted approach to attract regional mall tenants.
5. Utilized financial and informational resources to optimize the delivery of business services in order to attract and retain new businesses, assisted in expansion of local businesses, all of which aid in producing new job opportunities.
6. Continued development and update of the Economic Development Website "Hayward Open for Business."
7. In conjunction with the Buxton Company, developed a retail attraction strategy program in order to fill vacant sites in key commercial corridors.
8. Funded two new Small Business Revolving Loans resulting in ten new jobs.
9. Provided assistance to over 160 businesses, 50 commercial brokers, and 34 small business loan clients looking to relocate or expand their respective businesses to the City of Hayward.
10. Facilitated two free, small business workshops through the Alameda County Small Business Development Center.
11. Orchestrated four free, Investor Roundtable Series forums through collaboration with the Northern Silicon Valley Partnership.
12. Continued the Buy/Shop Hayward campaign which included a Winter Promotional Shop Hayward Campaign and a Vendor Fair that encourages business-to-business transactions.
13. Conducted seventeen Phase I Neighborhood Partnership meetings in eight additional Hayward neighborhoods in FY 2011, totaling sixty-one Phase I neighborhood meetings in seventeen neighborhoods since the inception of the Program in September of 2007. Additional ongoing staff support was provided to seven neighborhoods in Phase II of the Neighborhood Partnership Program. Enhanced accessibility of neighborhood meetings to mono-lingual Spanish speaking participants was achieved using English/Spanish outreach and meeting materials and through the use of simultaneous translation during all neighborhood meetings.
14. In May 2011, the Neighborhood Services BLOG was launched, featuring: (A) an online venue for online conversations regarding neighborhood and community issues, events, projects, and public meetings; (B) links to other online neighborhood and community organization related websites; (C) posting of related

literature, publications, and associations – locally and world-wide – and the opportunity for constituents to share opinions and additional resources; (D) information about neighborhood-focused City programs and services – and the opportunity for participants to provide ongoing feedback; (E) networking opportunities for residents and other neighborhood stakeholders - both within and across Hayward neighborhoods; and (F) online tools for constituents to evaluate City programs and services, community meetings and events, as well as the effectiveness of neighborhood organizations and their projects, events and activities.

15. Administered four Neighborhood Improvement Program (NIP) grants, totaling \$9,091, to Hayward neighborhood groups in support of resident-initiated neighborhood improvement projects.
16. Managed and coordinated activities resulting in the removal of 80 Union Pacific Rail Road cargo trains that presented long-term blight, as well as health and safety, concerns in Hayward neighborhoods.
17. Brokered a partnership between the Eden Regional Occupational Program (Eden ROP) – Construction and Green Technology students and the Prospect Hill Neighborhood Association leading to the construction of a tool shed and landscape improvements to the neighborhood organization's community garden.
18. Formed a partnership between Chabot College (Associated Student Organization and faculty), the Keep Hayward Clean and Green Task Force, and Hayward residents in order to address multiple issues, including:
  - A. Improved appearance of neighborhoods adjacent to Chabot College;
  - B. Increased awareness of, and financial support for: Low-income Chabot College students; victims of domestic violence; and food for the Alameda County Food Bank to assist in its fight against hunger in Alameda County; and
  - C. Improved relations between the Chabot College student body and residents living adjacent to Chabot College.
19. Provided various means and opportunities to community stakeholders to give input on proposed revisions to the Hayward Noise Ordinance. Also, collaborated with the City Attorney's Office in developing enhancements to the Noise Ordinance based on input provided by Council and members of the community; the revised Noise Ordinance was adopted by the City Council in April 2011.
20. In collaboration with the Hayward Police Department's Youth and Family Service Bureau, and the Hayward Unified School District, secured a two-year California Gang Reduction, Intervention and Prevention (CalGRIP) grant in the amount of \$369,309. The resulting programs and services will reduce and prevent at-risk youth from becoming involved, or continuing to be involved, with gangs and gang activity in calendar years 2011 and 2012.
21. Collaborated with other City Departments on the preparation of reports and presentations given to the Hayward Local Agency Committee (HLAC), and subsequently to the Hayward City Council, regarding the multi-pronged approach being used by the City and its community partners to prevent, intervene, and suppress gang activity in Hayward.
22. In conjunction with the Library and Community Services Department, and the Planning Division of the Development Services Department, initiated a coordinated effort with the Hayward Recreation and Park District (HARD) and PG&E to improve and optimize the use of the Hayward Community Gardens.

23. Exploring with various City and community stakeholders different ways that the City can support the expansion and practice of urban farming and related local food and gardening activities in Hayward neighborhoods that will both create jobs as well as healthy food for Hayward residents.
24. Provided assistance to over fifty-six individuals seeking help with obtaining information or services, twenty of which were complex issues involving multiple City Departments and/or multiple agencies in the community.
25. During FY 2011, administered the Volunteer Hayward Program, which placed 1,039 volunteers in various City Departments and strengthened the City's ability to deliver services and conduct special projects that benefit Hayward constituents.
26. The Hayward Blight Busters Program, which enhances Community Preservation (CP) Code Enforcement capacity and expedites the processing of CP cases with the assistance of trained community volunteers, was expanded and is now still operating in both the Fairway Park and Eden Gardens neighborhoods. Fairway Park Blight Buster Volunteers reported over 350 Community Preservation cases since its inception in October 2008. Eden Gardens Blight Busters (trained in October 2009) began reporting cases in January 2010. To-date, over 215 code enforcement cases have been opened with assistance of Eden Gardens Blight Busters.
27. Annually participate in over ten (approximately once per month) Synchronized Multi-agency Action for Safe Housing (SMASH) Operations with other City Department representatives and coordinated by the Hayward Police Department to address problem properties with residents that have multiple criminal and property code violations.
28. Implemented two Corridor Improvement Projects (Downtown: A St. – D. St. and Foothill Blvd. – Grand Ave., Tennyson Area: Harder from Santa Clara to Soto, Grand and Jackson St.). Both projects investigating over 600 properties.
29. Implemented two Neighborhood Partnership Program Community Preservation efforts, assisting in the correction of over 80 properties with violations to date.
30. Other community blight reduction strategies include: increased proactive abatement procedures (raising abatements to approximately 150+ for FY 2011), the implementation of real estate property title clouding procedures (three in FY 2011), expedited lien and administrative hearing procedures (ten in FY 2011), expedited warrant processes and the implementation of prevention measures (i.e., the Downtown Mural Art Program, Downtown News-Rack Improvement Project, Corridor Improvement Projects (two) and proactive efforts within each of the Neighborhood Partnership Areas (three to date). The development and use of community partnerships (e.g.; KHCG Task Force, Blight Busters (two), and Neighborhood Clean-up Volunteers via the Neighborhood Partnership Program) have also contributed significantly to improving the livability of the Hayward community.
31. Ongoing use of Access Hayward and Government Outreach (i.e., the code enforcement dedicated portion of the City's CRM system) resulting in enhanced capacity to process, track, report, and manage code enforcement cases. The program also enhances staff's ability to evaluate program performance via automated customer satisfaction tool. Estimated 4,700+ cases to be completed for FY 2011.

32. Secured Redevelopment, Capital Improvement, and Community Development Block Grant funds to support the Hayward Public Arts Program, initiated as a pro-active code enforcement and community improvement strategy to mitigate graffiti and improve the appearance of the Hayward community. Local artists were procured to create public murals on privately owned building walls, as well as on utility boxes, under passes, public benches, and Library book drop boxes.
33. Continued improvement and efficiency of City code enforcement activities through the revision of the Community Preservation Ordinance as well as revisions to private property lien and administrative hearing processes.
34. In coordination with the Maintenance Services Department, provided staff support to the Keep Hayward Clean and Green (KHCG) Task Force including: the development of a twelve-month Task Force meeting agenda plan; assistance with monthly meetings and community clean-up events; and with the promotion of Task Force meetings and community clean-up events on the City's website and at Neighborhood Partnership Program neighborhood meetings. Also, in conjunction with the City Attorney's Office and City Clerk's Office, supported the development of Keep Hayward Clean and Green (KHCG) Task Force Bylaws and revised processes pertaining to the recruitment and appointment of KHCG Task Force members.
35. Proactively responded to State proposal to eliminate redevelopment agencies so as to protect the Agency's assets and best interests.
36. Continued leadership and project management of redevelopment in South Hayward BART area. Finalized revised phasing plan for project in 2011 to adjust to current economic conditions. Finalized and approved parking JPA with BART and executed loan agreement with Eden Housing for balance of City's funding commitment to the project.
37. Designs completed for Foothill Boulevard Façade Initiative and loan agreements executed with all but two property owners. Continue to facilitate implementation of the Façade program.
38. Finalization negotiations for development of the Residual Burbank School site and executed Purchase Agreement for the property.
39. Received approval of final groundwater remediation plan for the Cinema Place project from the Regional Water Quality Control Board and began final remediation work.
40. During FY 2011, completed rehabilitation of Tennyson Gardens, a 96-unit rental apartment complex for low-income families. Funding for the rehabilitation and acquisition of the project included a \$1.5 million Low/Mod loan from the Redevelopment Agency. This, along with the City's refunding of the development's existing tax-exempt bonds, allowed the new owner to ensure the project's long-term affordability and viability.
41. Implemented federal Neighborhood Stabilization Program (NSP) and rehabilitated five properties, which were sold to income-eligible homebuyers. Two more acquisitions were in process and should be completed by the end of the fiscal year.

42. Continued implementation of Route 238 Settlement Agreement. Ninety-nine percent (99%) of SR238 tenants were interviewed and offered Lump Sum Settlements. Of those, 16% opted for the Opportunity to Purchase a Home Program and 84% chose a check payout.
43. Utilized approximately \$750,000 in First Time Homebuyer funds to make 22 loans. Sponsored and attended four homebuyer education seminars.
44. Several foreclosure-prevention resources were posted on the City's webpage and letters (approximately 4,700) containing foreclosure prevention materials were mailed to local residents who received notices of default and notices of trustee sale. In addition, in partnership with real estate agents and a non-profit organization, the City organized four foreclosure prevention seminars.
45. In December 2010, the City Council adopted an interim relief Inclusionary Housing Ordinance that will be effective until December 31, 2012. The interim Ordinance lowered the in-lieu fees for most housing product types, allowed developers to pay in-lieu fees "by right," and delayed payments of those fees to close of escrow.
46. Six affordable housing developments that have units funded with HOME funds were audited and inspected to ensure compliance with HOME program guidelines and Federal equal housing opportunity standards. Thirteen properties were monitored and were required to either submit financial reports, new move-in and recertification applications, rent rolls, certifications per City regulatory agreements. Five properties were mandated to submit CDLAC certificates, which in turn were reported to the State.
47. Worked with Eden Housing to obtain entitlements in order to develop an additional twenty-two low to moderate income senior housing units at the corner of "B" and Grand Streets, directly across from the Downtown BART station.

### Significant Changes in FY 2011

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Following appointment of the Assistant City Manager to the City Manager position in May 2010, the organization spent most of the year settling in under the new leadership structure. In October 2010, a new Assistant City Manager was hired to fill the vacancy in this role.

At the end of December 2010, the Redevelopment Agency Director retired after a long tenure with the City and the Assistant City Manager served in the Interim Director role for a good portion of the fiscal year. In January 2011, the newly elected Governor proposed the elimination of redevelopment agencies throughout the State as part of his budget plan. For much of the second half of FY 2011, Agency staff were focused on understanding the implications of the Governor's plan and developing strategies for protecting the Agency's assets and meeting existing obligations. As of the printing of this budget, there has been no resolution to the redevelopment agency question. As such, staff has proposed a "status quo" Agency budget for FY 2012 that only funds staffing, ongoing obligations and contracts, required debt service, and pass through payments with no new projects proposed. If the State takes further actions to eliminate or modify redevelopment agencies, staff would return to Council separately to present a plan for addressing the Agency's budget at that time.

**City Manager's Office  
FY 2012  
Service Delivery  
Outcomes**

**SUPPORTED PRIORITY and/or INITIATIVE**

	Safe	Clean	Green	Land Use	Fiscal Stability	Organizational Health
1. Continue promotion of Hayward to desired retailers.				X	X	
2. Assist developers, brokers, and commercial property owners in filling commercial sites.				X	X	
3. Continue improving and updating the Economic Development website "Hayward Open for Business."				X	X	
4. Continue to support Hayward business community by assisting their project needs through facilitating meetings with appropriate Development Services staff.				X	X	
5. Expand the "Buy Hayward/Shop Hayward First Program."					X	
6. Strengthen and improve the weekly "College Discount Day" Program.					X	
7. Finalize Economic Development Strategic Plan and begin implementation.				X	X	X

**City Manager's Office  
FY 2012  
Service Delivery  
Outcomes**

**SUPPORTED PRIORITY and/or INITIATIVE**

	Safe	Clean	Green	Land Use	Fiscal Stability	Organizational Health
8. Continue implementation of the Neighborhood Partnership Program Strategic Plan.	X	X				X
9. Continue to augment and improve services and outreach to non-English speaking constituents.						X
10. Continue development of Online Neighborhood Partnership Networks.	X	X				X
11. Continue to seek funding and implement the City's Public Art program.		X			X	
12. Continue the operation of the Blight Buster Volunteer Program.	X	X			X	
13. Continue support to the Keep Hayward Clean and Green Task Force (including Adopt-A-Block).	X	X	X			
14. Continue implementation and operation of the Corridor Improvement Projects.	X	X				
15. Continue support of SMASH operations.	X	X				

**City Manager's Office  
FY 2012  
Service Delivery  
Outcomes**

**SUPPORTED PRIORITY and/or INITIATIVE**

	Safe	Clean	Green	Land Use	Fiscal Stability	Organizational Health
16. Continue development and implementation of ten-year financial planning process.					X	X
17. Increase accountability through personnel evaluations and clear communication of ethical and work values						X
18. Continue City Center redevelopments, as warranted.				X		
19. Continue implementation of South Hayward BART TOD.				X		
20. Continue Retail Attraction Program; complete Foothill Blvd. as warranted.				X	X	
21. NSPI/NSPII Foreclosed Home Program: complete all rounds of home acquisition/rehab/re-sale and program close-out.	X			X	X	
22. Continue implementation of Rt. 238 Settlement Agreement.				X	X	

### FY 2012 Core Service Objectives

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1. Provide balanced budgets for Council consideration for FY 2013 and FY 2014.
2. Hire a new Police Chief.
3. Hire a new Finance Director.
4. Reaffirm Council priorities and assure that the organization continues to effectively address those priorities.
5. Assure that the Office of the City Manager is and continues to be a strong, reliable partner and resource for Mayor and Council.
6. Explore mechanisms for improving relationships and partnerships with HUSD given the hiring of a new superintendent and develop collaborative strategies for increasing academic performance in Hayward schools.
7. Provide leadership and project management for a potential Public Facilities Bond Measure for police, fire, and library facilities.
8. Finalize Economic Development Strategic Plan and begin work on implementation.
9. Provide at least three small business loans to eligible businesses in order to stimulate job growth.
10. Provide assistance to various businesses, commercial brokers, and small business loan clients looking to relocate or expand their respective businesses to the City of Hayward.
11. Facilitate six Small Business Workshops through the Small Business Development Center.
12. Organize, develop, and deliver eleven business recognition award presentations.
13. Provide economic overview updates based on attendance at regional events/summits.
14. Continue to participate in Northern Silicon Valley Partnership (NSVP) and work on the following annual events: four venture capital pitch events; twelve monthly meetings per year; two career forums; one technology tradeshow; one small business forum; and one entrepreneurship workshop.
15. Attend at least five International Council of Shopping Centers/Urban Land Institute events for retail attraction and recruitment.
16. Meet with Southland Mall Manager quarterly in order to provide future retailers, brokers, and commercial tenants with information on available sites at Southland Mall.
17. Coordinate and attend major business grand openings to foster a "business friendly" environment.

## City Manager's Office

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18. Participate and work in conjunction with the Hayward Chamber of Commerce to promote events (i.e. Street Parties, Light Up the Season, business expos, and host one Chamber mixer) and to foster business outreach and community involvement.
19. Continue to participate and support the East Bay Economic Development Alliance by attending trade show events, Director Council Meetings, and peer sharing events in order to continue the East Bay Regional Economic Development Partnership.
20. Continue development of "College Discount Days" and partnership with California State University East Bay and Chabot College to encourage students to "Shop Hayward."
21. Continue to provide economic development presentations for various local organizations, such as Latino Business Roundtable, Chamber Board of Directors, Leadership Hayward, Cal State East Bay Hospitality Program, and various others.
22. Facilitate Hayward Summer Concert Series, Movies on the Plaza, and various events located at Hayward City Hall Plaza in order to showcase increased community involvement for Hayward residents.
23. Continue to respond to major regional economic issues in a timely fashion such as NUMMI plant closure.
24. Continue to respond/apply for grant opportunities and funding mechanisms that assist in the development of current and future economic development programs.
25. Continue implementation of the Neighborhood Partnership Program Strategic Plan with expanded support to neighborhoods in Phase II of the Program, and special focus on implementation of neighborhood-based disaster preparedness activities.
26. Provide ongoing assistance to Hayward constituents needing help accessing City and community services.
27. Strengthen City inter-departmental coordination of resources and services, as well as coordination between the City and other public and private service organizations.
28. Facilitate the execution of inter-agency agreements between the City and Hayward Area Recreation and Park District, Hayward Unified School District, and other local public agencies as needed, and monitor the implementation of contracted services.
29. Submit applications for at least one City award, and at least one grant application, designed to enhance the City's capacity to deliver needed community services. Assure the proper administration of funded projects.
30. Assist with the development of a non-profit entity to take over the administration of the Public, Education, and Government (PEG) Cable Television operations; help promote (PEG), Access Hayward, social media, and other strategies that enhance City/Community communications.

## City Manager's Office

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31. Resolve a minimum of 4,000 Community Preservation Code Enforcement cases in FY 2012.
32. Continue implementation of the Blight Buster Program.
33. Participate in approximately one SMASH Operation per month. (Some operations address multiple problem properties, each with multiple code violations.)
34. In conjunction with the Maintenance Services Department, administer and provide staff support at monthly Keep Hayward Clean and Green Task Force meetings, as well as monthly community clean-up events and the newly implemented Adopt-A-Block program.
35. Create at least five public mural art projects designed to mitigate community blight, create jobs, and improve the general appearance of the Hayward community in FY 2012.
36. Continue to proactively respond to State proposals related to redevelopment agencies so as to protect the City's assets and best interests.
37. Continue to staff Hayward Redevelopment Advisory Committee and Downtown Business Improvement Area Committee and serve as liaison for Hayward Farmers Market.
38. Continue to administer BIA contracts for sidewalk steam cleaning, banner installation and rotation, Chamber/promoter-coordinated events, and staff coordination of Light Up the Season.
39. Undertake Foothill Blvd. Façade Improvement Design and Installation as part of Downtown Retail Attraction effort. Finalize façade designs for Block 1 and 2 and work with property owners to facilitate construction of improvements.
40. Continue to support the redevelopment of the City Center site; finalize deconstruction of Centennial Hall. Support efforts to clear the eleven-story privately owned office building and City Center garage.
41. Finalize and implement groundwater remediation plan at Cinema Place project site.
42. Execute purchase agreement for residual Burbank School site.
43. Provide leadership and project management for the South Hayward BART Transit Oriented Development project.
44. Administer First Time Homebuyer Loan program and make up to fifteen loans (not including Neighborhood Stabilization and Route 238 Opportunity to Purchase Home programs).

## City Manager's Office

45. Continue implementation of the Route 238 Opportunity to Purchase Home Program. Ensure completion of CalTrans tenant survey, complete appraisals and inspect all eligible corridor homes, complete home purchase, or payment of stipend for remaining affected tenants.
46. Administer Inclusionary Housing Ordinance and Agreements.
47. Continue foreclosure prevention efforts: informational mailers, coordination, and presentation at foreclosure prevention seminars.
48. Continue participation in Alameda County HOME Consortium Technical Advisory Committee.
49. Continue to monitor affordable housing developments, subject to City regulatory agreements; respond to complaints as needed.

### Significant Changes Planned for FY 2012

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At the end of December 2010, the Redevelopment Agency Director retired after a long tenure with the City and the Assistant City Manager served in the Interim Director role for a good portion of the fiscal year. In January 2011, the newly elected Governor proposed the elimination of redevelopment agencies throughout the State as part of his budget plan. For much of the second half of FY 2011, Agency staff were focused on understanding the implications of the Governor's plan and developing strategies for protecting the Agency's assets and meeting existing obligations. As of the printing of this budget, there has been no resolution to the redevelopment agency question. As such, staff has proposed a "status quo" Agency budget for FY 2012 that only funds staffing, ongoing obligations and contracts, required debt service, and pass through payments with no new projects proposed. If the State takes further actions to eliminate or modify redevelopment agencies, staff would return to Council separately to present a plan for addressing the Agency's budget at that time.

The Redevelopment Agency has been challenged by the decline in property tax increment revenues over the past few years as a result of the economic downturn and continues to struggle to fund its ongoing commitments and obligations. This was exacerbated in FY 2010 and FY 2011 when the Agency had to pay the State approximately \$4.4 million to the Supplemental Education Revenue Augmentation Fund. This has created significant cash flow issues in the Agency. Even though staff is proposing a "status quo" budget (pending further State action), the elimination of a vacant Redevelopment Project Manager position is proposed in order to present a balanced Redevelopment Agency budget for FY 2012.

The Community Preservation Program is the other area that will face significant change in FY 2012. In order to meet the recommended 10% budget reduction target identified by the City Manager, staff is proposing the elimination of one Community Preservation Inspector. This will result in reduced response times and longer case closure times due to increased caseloads per inspector and will cause a reduction of revenues, as each inspector generates approximately \$23,200 annually. It will also result in the elimination of all pro-active efforts such as Blight Busters, Neighborhood Partnership, and Corridor Improvements. In addition, the Fire Department resumed responsibility for the weed abatement program within the Fairview Fire Protection District only in FY

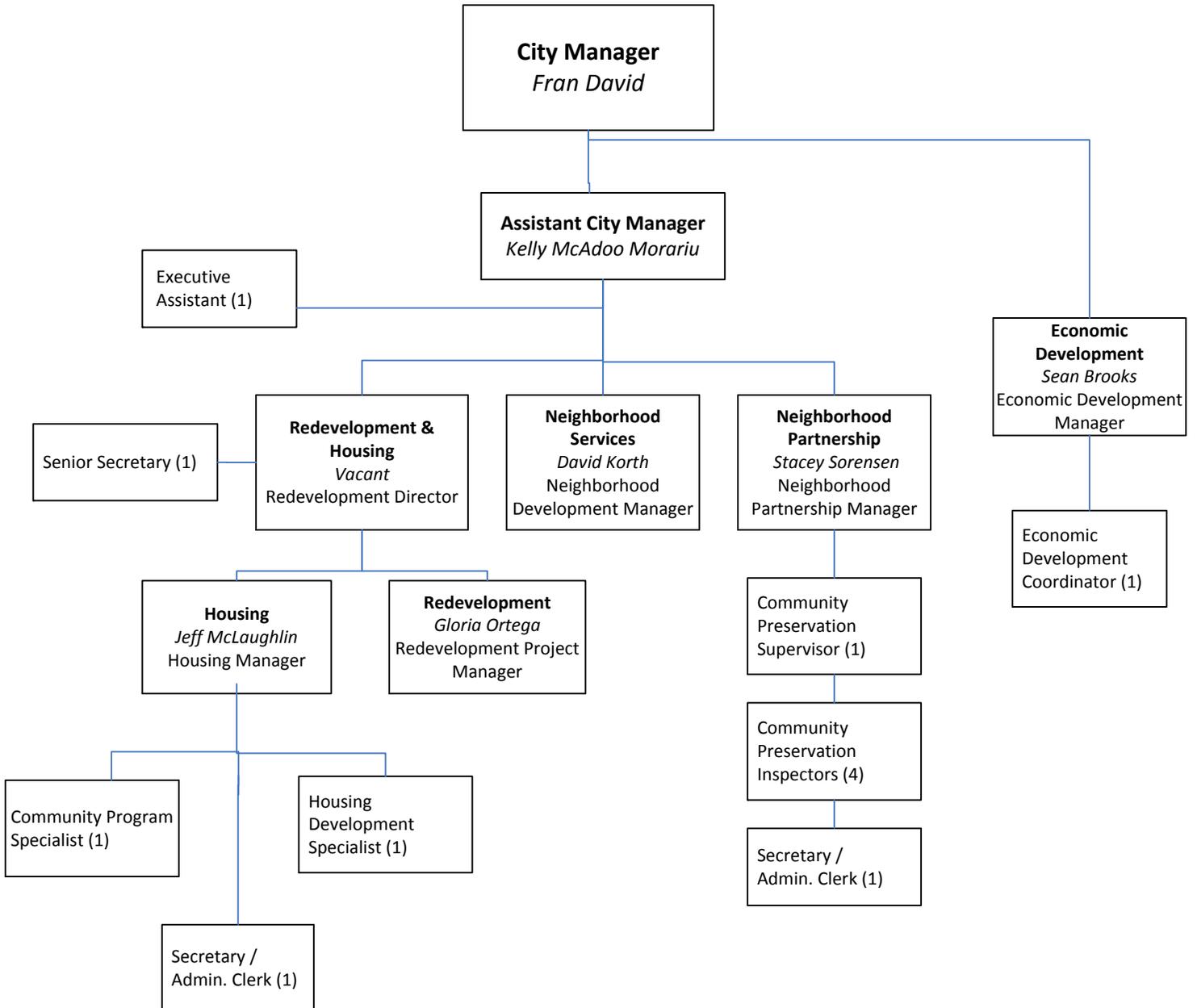
## City Manager's Office

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2011, to allow for a more accurate alignment of responsibilities and duties with respect to fire prevention. Community Preservation staff have performed this work for over fifteen years and the transfer of this piece of the program will not impact the case load for Community Preservation staff as the Fairview areas were historically completed on an overtime basis only.

# Office of the City Manager

**FY 2012 STAFFING**  
**20.0 FTE**



<b>Department Staffing Summary (FY 2008 - 2012)</b>					
	<b>Adopted 2008</b>	<b>Adopted 2009</b>	<b>Adopted 2010</b>	<b>Adjusted 2011</b>	<b>Adopted 2012</b>
<i>Please note that City Manager Office, Development Services, Finance, Library, Maintenance Services, and Public Works have undergone significant reorganization within the last several years. The staffing schedule presented here reflects the current organizational structure and cannot be used with prior years' budget documents.</i>					
<b>City Manager Department</b>					
<b>ALL FUNDS SUMMARY</b>					
City Manager	1	1	1	1	1
Assistant City Manager	1	1	1	1	1
Redevelopment Director	1	1	1	1	1
Neighborhood Development Manager	1	1	1	1	1
Economic Development Manager	0	1	1	1	1
Housing Manager	0	0	1	1	1
Redevelopment Project Manager <sup>1</sup>	2	2	2	2	1
Economic Development Coordinator	0	0	1	1	1
Neighborhood Partnership Manager	0	1	1	1	1
Assistant To The City Manager	1	1	0	0	0
Community Preservation Supervisor	0	0	0	1	1
Economic Development Specialist	1	1	0	0	0
Housing Development Specialist	1	1	1	1	1
Senior Community Preservation Supervisor	1	1	1	0	0
Home Ownership Coordinator	1	0	0	0	0
Executive Assistant <sup>1</sup>	1	1	1	1	1
Community Preservation Specialist	0	2	0	0	0
Community Preservation Inspector <sup>2</sup>	5	5	5	5	4
Community Programs Specialist	0	1	1	1	1
Senior Secretary	1	1	1	1	1
Secretary (Conf)	1	0	0	0	0
Secretary	2	2	2	2	2
	<b>21</b>	<b>24</b>	<b>22</b>	<b>22</b>	<b>20</b>

**Staffing Changes to Recommended FY 2012:**

1. Decrease - 1.0 FTE Redevelopment Project Manager.
2. Decrease - 1.0 FTE Community Preservation Inspector.

**Department Summary**

All Funds Summary - By Category

**City Manager Department**

All Funds

<b>All Funds Summary - By Category</b>				
<b>Funding:</b>				
General, Redevelopment, and Special Revenue funds.				

	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Adopted
<b>RESOURCES</b>				
<b>Revenue and Transfers In From Other Funds</b>				
General Fund Revenue	120,150	144,566	117,960	96,197
Housing Mortgage Rev Bond Prog	191,164	179,840	166,974	146,734
Home Loan Program	102,825	122,356	2,010,375	590,000
Rental Housing Development Grants	31,918	20,044	-	-
Downtown Business Improvement Prog	111,664	105,364	112,647	113,547
Redevelopment Agency	17,400,442	11,623,013	11,382,372	11,056,869
Housing Authority	-	-	1,063,157	2,093,709
Home Ownership Loan Program	-	-	15,734	50,779
Neighborhood Stabilization Grant Program	-	1,033,388	522,678	-
	17,958,163	13,228,571	15,391,897	14,147,835
<b>(Contribution to)/ Use of Fund Balance</b>				
Housing Mortgage Rev Bond Prog	(40,829)	3,785	1,007,462	57,642
Home Loan Program	11,588	(14,238)	25,362	-
Rental Housing Development Grants	(31,918)	(20,044)	-	-
Downtown Business Improvement Prog	(24,123)	19,388	13,663	4,103
Redevelopment Agency	(835,887)	12,586,739	7,846,895	(710,546)
Housing Authority	-	-	868,010	303,258
Home Ownership Loan Program	-	-	(30,734)	49,221
Neighborhood Stabilization Grant Program	-	(276,201)	274,623	-
	(921,169)	12,299,429	10,005,281	(296,322)
<b>Fund Subsidy</b>				
General Fund Subsidy	2,491,364	2,439,323	2,663,327	2,842,931
<b>Total Resources</b>	<b>19,528,358</b>	<b>27,967,323</b>	<b>28,060,505</b>	<b>16,694,444</b>
<b>OUTLAYS</b>				
<b>Expenditures</b>				
Salary				
Regular	1,934,126	2,054,025	2,179,908	2,115,596
Overtime	34,982	26,316	22,000	22,000
Vacancy Savings	-	-	(85,874)	-
FY11 EE Commitment - FY12 Furloughs	-	-	(139,172)	(137,889)
Benefits	-	-	-	-
Medical Benefits	212,471	209,897	235,399	245,867
Retiree Medical	-	-	44,710	34,257
Other Benefits	122,499	126,684	119,626	155,033
PERS	366,795	381,026	422,692	547,819
Charges (to)/from other programs	(124,645)	(237,599)	19,438	65,828
<i>Net Staffing Expense</i>	<b>2,546,228</b>	<b>2,560,349</b>	<b>2,818,727</b>	<b>3,048,511</b>

<b>Department Summary</b>	<b>City Manager Department</b>			
All Funds Summary - By Category	All Funds			
<b>All Funds Summary - By Category</b>				
<i>Continued</i>				
	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Adopted
Supplies & Services	1,540,137	3,240,265	3,161,259	2,208,845
Pass Thru Payments	1,973,028	1,239,244	1,412,099	1,437,732
ERAF Payments	-	7,842,748	910,283	-
Grants & Loans	759,781	2,555,424	3,950,991	3,446,839
Community Promotions	-	114,611	118,266	118,851
HUSD/HARD Contracts	266,714	237,927	236,081	233,928
Hayward Clean and Green	4,421	4,527	13,300	10,000
Neighborhood Initiatives	5,000	-	24,200	20,000
Eden Info & Referral	-	50,000	-	50,000
Internal Service Fees	324,394	231,264	242,438	231,117
Maintenance & Utilities	32,377	34,982	36,829	37,324
Property Acquisition	2,823,854	-	-	-
Project Expenditures	2,133,882	222,523	465,691	-
Capital	3,405	-	12,277	-
<i>Net Operating Expense</i>	<b>9,866,993</b>	<b>15,773,515</b>	<b>10,583,714</b>	<b>7,794,636</b>
<b>Transfers to Other Funds</b>	<b>7,115,137</b>	<b>9,633,459</b>	<b>14,658,064</b>	<b>5,851,297</b>
<b>Total Outlays</b>	<b>19,528,358</b>	<b>27,967,323</b>	<b>28,060,505</b>	<b>16,694,444</b>
<b>Net Change</b>	-	-	-	-

**Department Summary**

All Funds Summary - By Category

**City Manager Department**

All Funds

**All Funds Summary - By Program**

**Funding:**

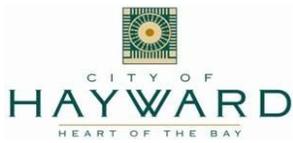
Redevelopment and Special Revenue funds.

	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Adopted
<b>RESOURCES</b>				
<b>Revenue and Transfers In From Other Funds</b>				
General Fund Revenue	120,150	144,566	117,960	96,197
Housing Mortgage Rev Bond Prog	191,164	179,840	166,974	146,734
Home Loan Program	102,825	122,356	2,010,375	590,000
Rental Housing Development Grants	31,918	20,044	-	-
Downtown Business Improvement	111,664	105,364	112,647	113,547
Redevelopment Agency Operating	14,333,164	8,942,496	9,901,749	9,020,030
Low & Moderate Housing	2,997,866	2,223,279	1,037,026	2,036,839
Low & Mod Housing, Home Ownership Loans	69,412	457,238	443,597	-
Housing Authority	-	-	1,063,157	2,093,709
Home Ownership Loan Program	-	-	15,734	50,779
Neighborhood Stabilization Grant Program	-	1,033,388	522,678	-
	17,958,163	13,228,571	15,391,897	14,147,835
<b>(Contribution to)/ Use of Fund Balance</b>				
Housing Mortgage Rev Bond Prog	(40,829)	3,785	1,007,462	57,642
Home Loan Program	11,588	(14,238)	25,362	-
Rental Housing Development Grants	(31,918)	(20,044)	-	-
Downtown Business Improvement	(24,123)	19,388	13,663	4,103
Redevelopment Agency Operating	544,843	5,971,326	4,208,331	(710,546)
Low & Moderate Housing	(1,551,318)	6,442,651	3,517,161	-
Low & Mod Housing, Home Ownership Loans	170,588	172,762	121,403	-
Housing Authority	-	-	868,010	303,258
Home Ownership Loan Program	-	-	(30,734)	49,221
Neighborhood Stabilization Program	-	(276,201)	274,623	-
	(921,169)	12,299,429	10,005,281	(296,322)
<b>Fund Subsidy</b>				
General Fund Subsidy	2,491,364	2,439,323	2,663,327	2,842,931
<b>Total Resources</b>	<b>19,528,358</b>	<b>27,967,323</b>	<b>28,060,505</b>	<b>16,694,444</b>
<b>OUTLAYS</b>				
<b>Expenditures and Transfer Out to Other Funds</b>				
Office of the City Manager	2,611,514	2,583,889	2,781,287	2,939,128
Housing Mortgage Rev Bond Prog	150,335	183,625	1,174,436	204,376
Home Loan Program	114,413	108,118	2,035,737	590,000
Rental Housing Development Grants	-	-	-	-
Downtown Business Improvement	87,541	124,752	126,310	117,650
Redevelopment Agency Operating	14,878,007	14,913,822	14,110,080	8,309,484
Low & Moderate Housing	1,446,548	8,665,930	4,554,187	2,036,839
L&M Housing, Home Ownership Loans	240,000	630,000	565,000	-
Housing Authority	-	-	1,731,167	1,896,967
Home Ownership Loan Program	-	-	185,000	600,000
Neighborhood Stabilization Program	-	757,187	797,301	-
<b>Total Outlays</b>	<b>19,528,358</b>	<b>27,967,323</b>	<b>28,060,505</b>	<b>16,694,444</b>
<b>Net Change</b>	-	-	-	-

<b>Department Staffing Summary (FY 2008 - 2012)</b>					
	<b>Adopted 2008</b>	<b>Adopted 2009</b>	<b>Adopted 2010</b>	<b>Adjusted 2011</b>	<b>Adopted 2012</b>
<i>Please note that City Manager Office, Development Services, Finance, Library, Maintenance Services, and Public Works have undergone significant reorganization within the last several years. The staffing schedule presented here reflects the current organizational structure and cannot be used with prior years' budget documents.</i>					
<b>City Manager Department General Fund (100)</b>					
City Manager	1	1	1	1	1
Assistant City Manager	1	1	1	1	1
Neighborhood Development Manager	1	1	1	1	1
Economic Development Manager	0	1	1	1	1
Neighborhood Partnership Manager	0	1	1	1	1
Assistant To The City Manager	1	1	0	0	0
Community Preservation Supervisor	0	0	0	1	1
Senior Community Preservation Inspector	1	1	1	0	0
Executive Assistant	1	1	1	1	1
Community Preservation Specialist	0	2	0	0	0
Community Preservation Inspector <sup>1</sup>	5	5	5	5	4
Secretary (Conf)	1	0	0	0	0
Secretary	1	1	1	1	1
	<b>13</b>	<b>16</b>	<b>13</b>	<b>13</b>	<b>12</b>

**Staffing Changes to Recommended FY 2012:**

1. Decrease 1.0 FTE Community Preservation Inspector.



Department Summary

Department: 100-1200

City Manager Department

General Fund

**City Manager Department - General Fund Summary**

**Description:**

Office of the City Manager, Economic Development, Neighborhood Services, and Community Preservation.

	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Adopted
<b>RESOURCES</b>				
<b>Revenue</b>				
Community Preservation Fees	120,150	142,993	116,860	96,197
Other Revenue	-	1,573	1,100	-
<b>Total Resources</b>	<b>120,150</b>	<b>144,566</b>	<b>117,960</b>	<b>96,197</b>
<b>OUTLAYS</b>				
<b>Expenditures</b>				
Salary				
Regular	1,384,401	1,403,269	1,458,576	1,402,199
Overtime	34,982	26,141	22,000	22,000
Vacancy Savings	-	-	(74,799)	-
FY11 EE Commitment - FY12 Furloughs	-	-	(88,887)	(90,744)
Benefits	-	-	-	-
Medical Benefits	135,460	136,441	150,280	154,707
Retiree Medical	-	-	28,353	21,636
Other Benefits	86,591	84,557	80,719	100,376
PERS	252,541	254,585	293,804	355,951
Charges (to)/from other programs	(178,040)	(249,164)	(255,780)	(217,168)
<i>Net Staffing Expense</i>	<b>1,715,935</b>	<b>1,655,829</b>	<b>1,614,266</b>	<b>1,748,957</b>
Maintenance & Utilities	5,786	7,562	9,165	9,180
Supplies & Services	359,552	326,165	561,738	564,860
Community Promotions	-	114,611	118,266	118,851
HUSD/HARD Contracts	266,714	237,927	236,081	233,928
Hayward Clean and Green	4,421	4,527	13,300	10,000
Neighborhood Initiatives	5,000	-	24,200	20,000
Eden Info & Referral	-	50,000	-	50,000
Internal Service Fees	250,701	187,268	191,994	183,352
Capital	3,405	-	12,277	-
<i>Net Operating Expense</i>	<b>895,579</b>	<b>928,060</b>	<b>1,167,021</b>	<b>1,190,171</b>
<b>Total Outlays</b>	<b>2,611,514</b>	<b>2,583,889</b>	<b>2,781,287</b>	<b>2,939,128</b>
<b>General Fund Subsidy</b>	<b>2,491,364</b>	<b>2,439,323</b>	<b>2,663,327</b>	<b>2,842,931</b>

<b>Program Staffing Summary (FY 2008 - 2012)</b>					
	<b>Adopted 2008</b>	<b>Adopted 2009</b>	<b>Adopted 2010</b>	<b>Adjusted 2011</b>	<b>Adopted 2012</b>
<i>Please note that City Manager Office, Development Services, Finance, Library, Maintenance Services, and Public Works have undergone significant reorganization within the last several years. The staffing schedule presented here reflects the current organizational structure and cannot be used with prior years' budget documents.</i>					
<b>City Manager Department - Office of the City Manager General Fund (100)</b>					
City Manager	1	1	1	1	1
Assistant City Manager	1	1	1	1	1
Assistant To The City Manager	1	1	0	0	0
Executive Assistant	1	1	1	1	1
Secretary (Conf)	1	0	0	0	0
	<b>5</b>	<b>4</b>	<b>3</b>	<b>3</b>	<b>3</b>

Staffing Changes to Recommended FY 2012:

1. None.

**Program Summary**

Programs: 100-1201

**City Manager Department**

**General Fund**

<b>Office of the City Manager</b>
<b>Description:</b> Office of the City Manager.

	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Adopted
<b>RESOURCES</b>				
<b>Revenue</b>				
None	-	-	-	-
<b>Total Resources</b>	-	-	-	-
<b>OUTLAYS</b>				
<b>Expenditures</b>				
Salary				
Regular	723,862	492,278	488,681	488,748
Overtime	13,479	-	-	-
Vacancy Savings	-	-	(24,639)	-
FY11 EE Commitment - FY12 Furloughs	-	-	(30,011)	(31,359)
Benefits				
Medical Benefits	49,472	38,945	43,233	45,450
Retiree Medical	-	-	6,543	5,409
Other Benefits	41,067	30,198	25,870	32,266
PERS	117,698	88,265	99,072	114,335
Charges (to)/from other programs	8,338	(78,955)	-	-
<i>Net Staffing Expense</i>	953,916	570,731	608,749	654,849
Maintenance & Utilities	608	1,108	1,700	1,700
Supplies & Services	262,466	107,086	282,981	298,258
Internal Service Fees	67,829	78,815	74,596	77,813
Capital			717	
<i>Net Operating Expense</i>	330,903	187,009	359,994	377,771
<b>Total Outlays</b>	<b>1,284,819</b>	<b>757,740</b>	<b>968,743</b>	<b>1,032,620</b>
<b>General Fund Subsidy</b>	<b>1,284,819</b>	<b>757,740</b>	<b>968,743</b>	<b>1,032,620</b>
<b><u>FY 2012 Major Budget Items:</u></b>	<b><u>FY 2012 Significant Budget Changes:</u></b>			
1. None	1. Auto allowance reduction.			

<b>Department Staffing Summary (FY 2008 - 2012)</b>					
	<b>Adopted 2008</b>	<b>Adopted 2009</b>	<b>Adopted 2010</b>	<b>Adjusted 2011</b>	<b>Adopted 2012</b>
<i>Please note that City Manager Office, Development Services, Finance, Library, Maintenance Services, and Public Works have undergone significant reorganization within the last several years. The staffing schedule presented here reflects the current organizational structure and cannot be used with prior years' budget documents.</i>					
<b>City Manager Department</b>					
<b>Small Business Loan Fund (227)</b>					
Economic Development Coordinator	0	0	1	1	1
Economic Development Specialist	1	1	0	0	0
	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>

Staffing Changes to Recommended FY 2012:

1. None.

Note: Funding and staffing for the Small Business Loan Program is reflected here, since funded with CDBG funds. However, the Small Business Loan Program is administered by the Office of the City Manager.

<b>Program Staffing Summary (FY 2008 - 2012)</b>					
	<b>Adopted 2008</b>	<b>Adopted 2009</b>	<b>Adopted 2010</b>	<b>Adjusted 2011</b>	<b>Adopted 2012</b>
<i>Please note that City Manager Office, Development Services, Finance, Library, Maintenance Services, and Public Works have undergone significant reorganization within the last several years. The staffing schedule presented here reflects the current organizational structure and cannot be used with prior years' budget documents.</i>					
<b>City Manager Department - Economic Development Program General Fund (100)</b>					
Economic Development Manager	0	1	1	1	1
	<b>0</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>

Staffing Changes to Recommended FY 2012:

1. None.

**Program Summary**

Program: 100-4603

**City Manager Department**

**General Fund**

<b>Economic Development</b>
<b>Description:</b> Economic Development.

	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Adopted
<b>RESOURCES</b>				
<b>Revenue</b>				
Other Revenue		1,573	1,100	-
<b>Total Resources</b>	-	<b>1,573</b>	<b>1,100</b>	-
<b>OUTLAYS</b>				
<b>Expenditures</b>				
Salary				
Regular	-	117,552	137,342	142,834
Overtime	-	-	-	-
Vacancy Savings	-	-	(6,730)	-
FY11 EE Commitment - FY12 Furloughs	-	-	(8,437)	(9,432)
Benefits				
Medical Benefits	-	5,893	6,258	14,200
Retiree Medical	-	-	2,181	1,803
Other Benefits	-	7,400	7,830	10,728
PERS	-	19,112	27,844	38,179
Charges (to)/from other programs	3,506	(83,033)	(162,998)	(169,168)
<i>Net Staffing Expense</i>	3,506	66,924	3,290	29,144
Maintenance & Utilities		77	300	300
Supplies & Services	38,337	77,062	157,505	198,259
Community Promotions	-	114,611	118,266	118,851
Internal Service Fees		3,171	3,313	3,857
Capital				
<i>Net Operating Expense</i>	38,337	194,921	279,384	321,267
<b>Total Outlays</b>	<b>41,843</b>	<b>261,845</b>	<b>282,674</b>	<b>350,411</b>
<b>General Fund Subsidy</b>	<b>41,843</b>	<b>260,272</b>	<b>281,574</b>	<b>350,411</b>
<b><u>FY 2012 Major Budget Items:</u></b>	<b><u>FY 2012 Significant Budget Changes:</u></b>			
1. \$169,168 staffing charges to RDA.	1. None			
2. \$50,000 Community Promotions.				

<b>Program Staffing Summary (FY 2008 - 2012)</b>					
	<b>Adopted 2008</b>	<b>Adopted 2009</b>	<b>Adopted 2010</b>	<b>Adjusted 2011</b>	<b>Adopted 2012</b>
<i>Please note that City Manager Office, Development Services, Finance, Library, Maintenance Services, and Public Works have undergone significant reorganization within the last several years. The staffing schedule presented here reflects the current organizational structure and cannot be used with prior years' budget documents.</i>					
<b>City Manager Department - Neighborhood Services Program General Fund (100)</b>					
Neighborhood Development Manager	1	1	1	1	1
Neighborhood Partnership Manager	0	1	1	1	1
Community Preservation Supervisor	0	0	0	1	1
Sr. Community Preservation Inspector	1	1	1	0	0
Community Preservation Specialist	0	2	0	0	0
Community Preservation Inspector <sup>1</sup>	5	5	5	5	4
Secretary	1	1	1	1	1
	<b>8</b>	<b>11</b>	<b>9</b>	<b>9</b>	<b>8</b>

Staffing Changes to Recommended FY 2012:

1. Decrease - 1.0 FTE Community Preservation Inspector.

**Division Summary**

Division: 100-1220

**City Manager Department**

**General Fund**

<b>Neighborhood Services</b>
<b>Description:</b>
Neighborhood Services Administration and Community Preservation.

	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Adopted
<b>RESOURCES</b>				
<b>Revenue</b>				
Community Preservation Fees	120,150	142,993	116,860	96,197
Other Revenue	-	-	-	-
Administrative Citations	-	-	-	-
<b>Total Resources</b>	<b>120,150</b>	<b>142,993</b>	<b>116,860</b>	<b>96,197</b>
<b>OUTLAYS</b>				
<b>Expenditures</b>				
Salary				
Regular	660,539	793,439	832,553	770,617
Overtime	21,503	26,141	22,000	22,000
Vacancy Savings	-	-	(43,430)	-
FY11 EE Commitment - FY12 Furloughs	-	-	(50,439)	(49,953)
Benefits				
Medical Benefits	85,988	91,603	100,789	95,057
Retiree Medical	-	-	19,629	14,424
Other Benefits	45,524	46,959	47,019	57,382
PERS	134,843	147,208	166,888	203,437
Charges (to)/from other programs	(189,884)	(87,176)	(92,782)	(48,000)
<i>Net Staffing Expense</i>	758,513	1,018,174	1,002,227	1,064,964
Maintenance & Utilities	5,178	6,377	7,165	7,180
Supplies & Services	58,749	142,017	121,252	68,343
HUSD/HARD Contracts	266,714	237,927	236,081	233,928
Hayward Clean and Green	4,421	4,527	13,300	10,000
Neighborhood Initiatives	5,000	-	24,200	20,000
Eden Info & Referral	-	50,000	-	50,000
Internal Service Fees	182,872	105,282	114,085	101,682
Capital	3,405	-	11,560	-
<i>Net Operating Expense</i>	526,339	546,130	527,643	491,133
<b>Total Outlays</b>	<b>1,284,852</b>	<b>1,564,304</b>	<b>1,529,870</b>	<b>1,556,097</b>
<b>General Fund Subsidy</b>	<b>1,164,702</b>	<b>1,421,311</b>	<b>1,413,010</b>	<b>1,459,900</b>

**FY 2012 Major Budget Items:**

1. \$199,044 for Boys and Girls club.
2. \$15,000 neighborhood initiative.
3. \$50,000 Eden Info & Referral program.

**FY 2012 Significant Budget Changes:**

1. Reduced staffing.

<b>Department Staffing Summary (FY 2008 - 2012)</b>					
	<b>Adopted 2008</b>	<b>Adopted 2009</b>	<b>Adopted 2010</b>	<b>Adjusted 2011</b>	<b>Adopted 2012</b>
<i>Please note that City Manager Office, Development Services, Finance, Library, Maintenance Services, and Public Works have undergone significant reorganization within the last several years. The staffing schedule presented here reflects the current organizational structure and cannot be used with prior years' budget documents.</i>					
<b>City Manager Department</b>					
<b>Housing Mortgage Bond Fund (245)</b>					
Housing Development Specialist	1	1	0	0	0
Community Programs Specialist	0	0	1	1	1
	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>

Staffing Changes to Recommended 2012:

1. None.

**Fund Summary**

Fund: 245

**City Manager Department**

Special Revenue Fund

**Housing Mortgage Revenue Bond Program**

**Description:**

Collects fees for the issuance of tax-exempt revenue bonds, and for the monitoring of bond-financed affordable rental housing.

	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Adopted
<b>Beginning Working Capital Balance July 1</b>	<b>2,035,732</b>	<b>2,076,561</b>	<b>2,072,776</b>	<b>1,065,314</b>
<b>RESOURCES</b>				
<b>Revenue</b>				
Interest	65,018	30,017	42,152	21,912
Mortgage Bonds Admin Fee	126,146	149,823	124,822	124,822
<b>Total Resources</b>	<b>191,164</b>	<b>179,840</b>	<b>166,974</b>	<b>146,734</b>
<b>OUTLAYS</b>				
<b>Expenditures</b>				
Salary				
Regular	83,799	79,603	74,849	92,706
Overtime	-	-	-	-
Vacancy Savings	-	-	(1,095)	-
FY11 EE Commitment - FY12 Furloughs	-	-	(4,589)	(6,139)
Benefits				
Medical Benefits	5,873	16,237	17,031	18,635
Retiree Medical	-	-	2,181	1,803
Other Benefits	6,401	5,298	4,871	6,621
PERS	17,200	15,531	15,174	25,155
Charges (to)/from other programs	26,728	52,591	39,221	39,221
<i>Net Staffing Expense</i>	<b>140,001</b>	<b>169,260</b>	<b>147,643</b>	<b>178,002</b>
Supplies & Services	3,187	6,097	18,019	18,019
Internal Service Fees	5,102	5,745	5,785	5,217
<i>Net Operating Expense</i>	<b>8,289</b>	<b>11,842</b>	<b>23,804</b>	<b>23,236</b>
<b>Fund Transfers Out to</b>				
Liability Insurance Premium	2,045	2,523	2,989	3,138
MISC Transfer Out to Other Departments	-	-	1,000,000	-
	<b>2,045</b>	<b>2,523</b>	<b>1,002,989</b>	<b>3,138</b>
<b>Total Outlays</b>	<b>150,335</b>	<b>183,625</b>	<b>1,174,436</b>	<b>204,376</b>
<b>Net Change</b>	<b>40,829</b>	<b>(3,785)</b>	<b>(1,007,462)</b>	<b>(57,642)</b>
<b>Ending Working Capital Balance JUNE 30</b>	<b>2,076,561</b>	<b>2,072,776</b>	<b>1,065,314</b>	<b>1,007,672</b>
<b>FY 2012 Major Budget Items:</b>	<b>FY 2012 Significant Budget Changes:</b>			
1. None	1. None			

**Fund Summary**

Fund: 228

**City Manager Department**

Special Revenue Fund

**HOME Investment Partnerships Block Grant Program**

**Description:**

Funds the acquisition, rehabilitation and construction of housing affordable to low-income households as well as to provide homebuyer and tenant-based rental assistance. Hayward receives an annual allocation through the Alameda County HOME Consortium.

	FY 2009	FY 2010	FY 2011	FY 2012
	Actual	Actual	Estimated	Adopted
<b>Beginning Working Capital Balance</b>				
<b>July 1</b>	(791)	(12,379)	1,859	(23,503)
<b>RESOURCES</b>				
<b>Revenue</b>				
Grants	102,825	122,356	2,010,375	590,000
<b>Total Fund Revenue</b>	<b>102,825</b>	<b>122,356</b>	<b>2,010,375</b>	<b>590,000</b>
<b>OUTLAYS</b>				
<b>Expenditures</b>				
Salary				
Regular	-	-	-	-
Overtime	-	-	-	-
Vacancy Savings	-	-	-	-
FY11 EE Commitment - FY12 Furloughs	-	-	-	-
Benefits				
Medical Benefits	-	-	-	-
Retiree Medical	-	-	-	-
Other Benefits	-	-	-	-
PERS	-	-	-	-
Charges (to)/from other programs	24,722	20,699	31,827	28,500
<i>Net Staffing Expense</i>	24,722	20,699	31,827	28,500
Grants & Loans	88,341	87,419	2,002,410	560,000
Supplies & Services	1,350	-	1,500	1,500
<i>Net Operating Expense</i>	89,691	87,419	2,003,910	561,500
<b>Total Outlays</b>	<b>114,413</b>	<b>108,118</b>	<b>2,035,737</b>	<b>590,000</b>
<b>Net Change</b>	<b>(11,588)</b>	<b>14,238</b>	<b>(25,362)</b>	<b>-</b>
<b>Ending Working Capital Balance</b>				
<b>JUNE 30</b>	<b>(12,379)</b>	<b>1,859</b>	<b>(23,503)</b>	<b>(23,503)</b>
<b>FY 2012 Major Budget Items:</b>	<b>FY 2012 Significant Budget Changes:</b>			
1. \$560,000 grants and loans.	1. Lower grants and loans.			

**Fund Summary**

Fund: 226

**City Manager Department**

Special Revenue Fund

**Rental Housing Development Grants**

Description:

Funds remaining from an affordable housing program that no longer exists.

	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Adopted
<b>Beginning Working Capital Balance July 1</b>	<b>1,104,241</b>	<b>1,136,159</b>	<b>1,156,203</b>	<b>1,156,203</b>
<b>RESOURCES</b>				
<b>Revenue</b>				
Interest Earned	31,918	20,044	-	-
<b>Total Resources</b>	<b>31,918</b>	<b>20,044</b>	<b>-</b>	<b>-</b>
<b>OUTLAYS</b>				
<b>Expenditures</b>				
None.	-	-	-	-
<b>Total Outlays</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Change</b>	<b>31,918</b>	<b>20,044</b>	<b>-</b>	<b>-</b>
<b>Ending Working Capital Balance JUNE 30</b>	<b>1,136,159</b>	<b>1,156,203</b>	<b>1,156,203</b>	<b>1,156,203</b>
<b>FY 2012 Major Budget Items:</b>	<b>FY 2012 Significant Budget Changes:</b>			
1. None	1. None			

Fund Summary

Fund: 270

City Manager Department

Special Revenue Fund

**Downtown Business Improvement Program**

Description:

Provides funding to improve and promote the downtown area.

	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Adopted
<b>Beginning Working Capital Balance July 1</b>	<b>122,434</b>	<b>146,557</b>	<b>127,169</b>	<b>113,506</b>
<b>RESOURCES</b>				
<b>Fund Revenue</b>				
Business License Surcharge	52,314	48,540	55,000	56,000
Interest Income	4,096	1,503	2,397	2,297
Other Revenue	254	321	250	250
	<b>56,664</b>	<b>50,364</b>	<b>57,647</b>	<b>58,547</b>
<b>Fund Transfers In From</b>				
Redevelopment Agency Operating Fund	55,000	55,000	55,000	55,000
	<b>55,000</b>	<b>55,000</b>	<b>55,000</b>	<b>55,000</b>
<b>Total Resources</b>	<b>111,664</b>	<b>105,364</b>	<b>112,647</b>	<b>113,547</b>
<b>OUTLAYS</b>				
<b>Expenditures</b>				
Supplies & Services	87,541	124,752	126,310	117,650
<i>Net Operating Expense</i>	<b>87,541</b>	<b>124,752</b>	<b>126,310</b>	<b>117,650</b>
<b>Total Outlays</b>	<b>87,541</b>	<b>124,752</b>	<b>126,310</b>	<b>117,650</b>
<b>Net Change</b>	<b>24,123</b>	<b>(19,388)</b>	<b>(13,663)</b>	<b>(4,103)</b>
<b>Ending Working Capital Balance JUNE 30</b>	<b>146,557</b>	<b>127,169</b>	<b>113,506</b>	<b>109,403</b>
<b>FY 2012 Major Budget Items:</b>	<b>FY 2012 Significant Budget Changes:</b>			
1. None	1. None			

Summary

City Manager Department

Fund: 451, 452, 453

Redevelopment Agency Fund

**Hayward Redevelopment Agency Summary**

**Funding:**  
Property Tax.

	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Adopted
<b>Beginning Working Capital Balance July 1</b>	<b>21,745,507</b>	<b>22,581,394</b>	<b>9,994,655</b>	<b>2,147,760</b>
<b>RESOURCES</b>				
<b>Revenue and Transfers In From Other Funds</b>				
Redevelopment Agency	10,892,164	8,942,496	8,962,607	9,020,030
Low & Moderate Housing	2,997,866	2,223,279	1,037,026	2,036,839
Low & Moderate Housing Loan Prog	69,412	57,238	43,597	-
	<b>13,959,442</b>	<b>11,223,013</b>	<b>10,043,230</b>	<b>11,056,869</b>
<b>Fund Transfers In From Other Funds</b>				
Total, Fund 451-453	3,441,000	400,000	1,339,142	-
	<b>3,441,000</b>	<b>400,000</b>	<b>1,339,142</b>	<b>-</b>
<b>Total Resources</b>	<b>17,400,442</b>	<b>11,623,013</b>	<b>11,382,372</b>	<b>11,056,869</b>
<b>OUTLAYS</b>				
<b>Expenditures</b>				
Salary				
Regular	465,926	571,153	541,460	335,973
Overtime	-	175	-	-
Vacancy Savings	-	-	(8,699)	-
FY11 EE Commitment - FY12 Furloughs	-	-	(39,938)	(22,176)
Benefits				
Medical Benefits	71,138	57,219	48,069	41,164
Retiree Medical	-	-	11,995	5,409
Other Benefits	29,507	36,829	28,537	26,138
PERS	97,054	110,910	92,379	89,969
Charges (to)/from other programs	1,945	(73,328)	226,224	258,738
<i>Net Staffing Expense</i>	<b>665,570</b>	<b>702,958</b>	<b>900,027</b>	<b>735,215</b>
Supplies & Services	1,088,507	2,766,952	2,366,695	1,381,359
Pass Thru Payments	1,973,028	1,239,244	1,412,099	1,437,732
ERAF Payments	-	7,842,748	910,283	-
Grants & Loans	671,440	1,738,720	923,283	2,036,839
Internal Service Fees	68,591	38,251	39,698	28,821
Maintenance & Utilities	26,591	27,420	27,664	28,144
Property Acquisition	2,823,854	-	-	-
Project Expenditures	2,133,882	222,523	465,691	-
Capital	-	-	-	-
<i>Net Operating Expense</i>	<b>8,785,893</b>	<b>13,875,858</b>	<b>6,145,413</b>	<b>4,912,895</b>

**Fund Summary**

Fund: 451, 452, 453

**City Manager Department**

Redevelopment Agency Fund

<b>Hayward Redevelopment Agency Summary</b>				
<i>Continued:</i>				
	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Adopted
<b>Fund Transfers Out to Other Funds</b>				
Total, Fund 451-453	7,113,092	9,630,936	12,183,827	4,698,213
	7,113,092	9,630,936	12,183,827	4,698,213
<b>Total Outlays</b>	<b>16,564,555</b>	<b>24,209,752</b>	<b>19,229,267</b>	<b>10,346,323</b>
<b>Net Change</b>	<b>835,887</b>	<b>(12,586,739)</b>	<b>(7,846,895)</b>	<b>710,546</b>
<b>Ending Working Capital Balance JUNE 30</b>	<b>22,581,394</b>	<b>9,994,655</b>	<b>2,147,760</b>	<b>2,858,306</b>

<b>Department Staffing Summary (FY 2008 - 2012)</b>					
	<b>Adopted 2008</b>	<b>Adopted 2009</b>	<b>Adopted 2010</b>	<b>Adjusted 2011</b>	<b>Adopted 2012</b>
<i>Please note that City Manager Office, Development Services, Finance, Library, Maintenance Services, and Public Works have undergone significant reorganization within the last several years. The staffing schedule presented here reflects the current organizational structure and cannot be used with prior years' budget documents.</i>					
<b>City Manager Department Redevelopment Operating Fund (451)</b>					
Redevelopment Director	1	1	1	1	1
Redevelopment Project Manager <sup>1</sup>	2	2	2	2	1
Senior Secretary	1	1	1	1	1
	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>3</b>

Staffing Changes to Recommended FY 2012:

1. Decrease - 1.0 FTE Redevelopment Project Manager.

**Fund Summary**

**City Manager Department**

Fund: 451

Redevelopment Agency Fund

**Redevelopment Agency - Operating Fund**

**Description:**

Redevelopment Agency operating fund.

	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Adopted
<b>Beginning Working Capital Balance July 1</b>	<b>11,173,804</b>	<b>10,628,961</b>	<b>4,657,635</b>	<b>449,304</b>
<b>RESOURCES</b>				
<b>Fund Revenue</b>				
Property Tax (80% Tax Increment)	10,104,170	8,144,522	8,086,463	8,147,354
Interest on Fund Balance	172,596	64,766	12,000	449
Loan Interest	-	2,273	2,705	3,020
Principal Payments	-	50,000	21,760	12,790
HUSD Pass Thru Fee	192,265	153,967	144,119	146,735
School Impact Fee Reimb	189,603	330,239	429,800	430,000
Park In-lieu Fees	166,223	79,484	147,960	161,000
Lease Pmt - Cinema Place	88,864	50,000	50,000	50,000
Project Revenue	-	-	-	-
Developer Garage Maint Pmts	-	-	66,900	68,682
Other Revenue	(21,557)	67,245	900	-
	<b>10,892,164</b>	<b>8,942,496</b>	<b>8,962,607</b>	<b>9,020,030</b>
<b>Fund Transfers In from</b>				
Trsfr from CIP - Return unspent funds	3,441,000	-	484,000	-
D/S From Housing Authority - SERAF Payment	-	-	455,142	-
	<b>3,441,000</b>	<b>-</b>	<b>939,142</b>	<b>-</b>
<b>Total Resources</b>	<b>14,333,164</b>	<b>8,942,496</b>	<b>9,901,749</b>	<b>9,020,030</b>
<b>OUTLAYS</b>				
<b>Fund Expenditures</b>				
<b>Salary</b>				
Regular	360,540	421,713	363,397	335,973
Overtime	-	175	-	-
Vacancy Savings	-	-	(6,137)	-
FY11 EE Commitment - FY12 Furloughs	-	-	(28,422)	(22,176)
<b>Benefits</b>				
Medical Benefits	46,415	37,319	30,305	41,164
Retiree Medical	-	-	7,633	5,409
Other Benefits	21,413	26,520	16,983	26,138
PERS	75,106	81,837	56,645	89,969
Charges (to)/from other programs	35,278	(6,354)	256,000	258,738
<i>Net Staffing Expense</i>	<b>538,752</b>	<b>561,210</b>	<b>696,404</b>	<b>735,215</b>
<b>Supplies &amp; Services</b>				
Supplies & Services	955,289	2,565,511	2,293,890	1,381,359
Pass Thru Payments	1,973,028	1,239,244	1,412,099	1,437,732
ERAF Payments	-	4,421,374	910,283	-
Internal Service Fees	58,387	23,589	29,777	28,821
Maintenance & Utilities	26,591	27,420	27,664	28,144
Projects	2,133,882	222,523	465,691	-
Property Acquisition	2,118,854	-	-	-
Capital	-	-	-	-
<i>Net Operating Expense</i>	<b>7,266,031</b>	<b>8,499,661</b>	<b>5,139,404</b>	<b>2,876,056</b>

**Fund Summary continued**

**City Manager Department**

Fund: 451

**Redevelopment Agency Fund**

**Redevelopment Agency - Operating Fund**

*Continued*

	<b>FY 2009</b>	<b>FY 2010</b>	<b>FY 2011</b>	<b>FY 2012</b>
	<b>Actual</b>	<b>Actual</b>	<b>Estimated</b>	<b>Adopted</b>
<b>Fund Transfers Out to</b>				
DS - 2004 HRA TABS	3,268,573	3,373,058	3,372,682	3,369,681
DS - 2006 HRA TABS	541,540	558,305	559,340	639,340
DS - Water	410,000	-	1,079,777	-
DS - Sewer	470,000	-	837,223	-
DS - General Fund	544,928	-	-	-
General Fund - Loan Repayment	-	-	1,420,000	-
General Fund - Cost Allocation	598,438	381,939	396,130	408,014
General Fund - Misc	-	-	-	-
General Fund - Public Art	90,000	90,000	90,000	90,000
General Fund - Community Promotion	75,000	75,000	75,000	75,000
Capital Transfer	947,000	-	-	-
Capital Improvement Program	-	1,200,000	225,000	-
RDA Capital Project	-	-	-	-
Liability Insurance Premium	58,589	107,043	51,469	54,042
Downtown Business Improvement	55,000	55,000	55,000	55,000
Misc Trsfr - Debt Service	9,891	7,091	7,136	7,136
Misc Trsfr - TABS	-	-	100,000	-
Water Fund	4,265	5,515	5,515	-
	<b>7,073,224</b>	<b>5,852,951</b>	<b>8,274,272</b>	<b>4,698,213</b>
<b>Total Outlays</b>	<b>14,878,007</b>	<b>14,913,822</b>	<b>14,110,080</b>	<b>8,309,484</b>
<b>Net Change</b>	<b>(544,843)</b>	<b>(5,971,326)</b>	<b>(4,208,331)</b>	<b>710,546</b>
<b>Ending Working Capital Balance</b>				
<b>JUNE 30</b>	<b>10,628,961</b>	<b>4,657,635</b>	<b>449,304</b>	<b>1,159,850</b>
<b><u>FY 2012 Major Budget Items:</u></b>				
1. \$1,437,732 for Pass Through payments.			3. \$258,738 for Staffing Charges.	
2. \$564,266 for Special Services.			4. \$642,963 for Loan payments.	

<b>Department Staffing Summary (FY 2008 - 2012)</b>					
	<b>Adopted 2008</b>	<b>Adopted 2009</b>	<b>Adopted 2010</b>	<b>Adjusted 2011</b>	<b>Adopted 2012</b>
<i>Please note that City Manager Office, Development Services, Finance, Library, Maintenance Services, and Public Works have undergone significant reorganization within the last several years. The staffing schedule presented here reflects the current organizational structure and cannot be used with prior years' budget documents.</i>					
<b>City Manager Department</b>					
<b>Low &amp; Moderate Housing Fund (452)</b>					
Housing Manager <sup>1</sup>	0	0	1	1	0
Housing Development Specialist <sup>2</sup>	0	0	1	1	0
Home Ownership Coordinator	1	0	0	0	0
Community Programs Specialist	0	1	0	0	0
Secretary <sup>3</sup>	1	1	1	1	0
	<b>2</b>	<b>2</b>	<b>3</b>	<b>3</b>	<b>0</b>

**Staffing Changes to Recommended FY 2012:**

1. Decrease - 1.0 FTE Housing Manager - Moved to Fund 241.
2. Decrease - 1.0 FTE Housing Development Specialist - Moved to Fund 241.
3. Decrease - 1.0 FTE Secretary - Moved to Fund 241.

**Fund Summary**

Fund: 452

**City Manager Department**

Redevelopment Agency Fund

**Low & Moderate Housing Fund**

**Description:**

The Low and Moderate Housing Fund provides housing assistance within and outside of the Redevelopment Area.

	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Adopted
<b>Beginning Working Capital Balance July 1</b>	<b>9,921,071</b>	<b>11,472,389</b>	<b>5,029,738</b>	<b>1,512,577</b>
<b>RESOURCES</b>				
<b>Revenue</b>				
Property Tax (20% Tax Increment)	2,526,043	2,036,131	988,522	2,036,839
Fund Interest	323,004	110,370	12,747	-
Sale of Land	-	-	-	-
Interest Income	143,451	46,598	15,988	-
Principal Income	-	28,223	19,629	-
Other Revenue	5,368	1,957	140	-
<b>Total Resources</b>	<b>2,997,866</b>	<b>2,223,279</b>	<b>1,037,026</b>	<b>2,036,839</b>
<b>OUTLAYS</b>				
<b>Expenditures</b>				
Salary				
Regular	105,386	149,440	178,063	-
Overtime	-	-	-	-
Vacancy Savings	-	-	(2,562)	-
FY11 EE Commitment - FY12 Furloughs	-	-	(11,516)	-
Benefits				
Medical Benefits	24,723	19,900	17,764	-
Retiree Medical	-	-	4,362	-
Other Benefits	8,094	10,309	11,554	-
PERS	21,948	29,073	35,734	-
Charges (to)/from other programs	(33,333)	(66,974)	(29,776)	-
<i>Net Staffing Expense</i>	<b>126,818</b>	<b>141,748</b>	<b>203,623</b>	-
Supplies & Services	133,218	201,441	72,805	-
ERAF Payments	-	3,421,374	-	-
Grants & Loans	431,440	1,108,720	358,283	2,036,839
Internal Service Fees	10,204	14,662	9,921	-
Maintenance & Utilities	-	-	-	-
Property Acquisition	705,000	-	-	-
Capital	-	-	-	-
<i>Net Operating Expense</i>	<b>1,279,862</b>	<b>4,746,197</b>	<b>441,009</b>	<b>2,036,839</b>

**Fund Summary Continued**

**City Manager Department**

Fund: 452

Redevelopment Agency Fund

**Low & Moderate Housing Fund**

Continued:

	FY 2009	FY 2010	FY 2011	FY 2012
	Actual	Actual	Estimated	Adopted
<b>Fund Transfers Out to</b>				
General Fund - Cost Allocation	35,778	31,689	26,233	-
Misc. Transfer to General Fund		41,250		
Liability Insurance Premium	4,090	5,046	5,978	-
Capital Improvement Program	-	3,300,000	2,000,000	-
Route 238 Settlement Agr Admin Fund			1,477,344	
Low & Moderate Housing Fund	-	400,000	400,000	-
Total Transfers Out	<b>39,868</b>	<b>3,777,985</b>	<b>3,909,555</b>	-
<b>Total Outlays</b>	<b>1,446,548</b>	<b>8,665,930</b>	<b>4,554,187</b>	<b>2,036,839</b>
<b>Net Change</b>	<b>1,551,318</b>	<b>(6,442,651)</b>	<b>(3,517,161)</b>	-
<b>Ending Working Capital Balance</b>				
<b>JUNE 30</b>	<b>11,472,389</b>	<b>5,029,738</b>	<b>1,512,577</b>	<b>1,512,577</b>
<b>FY 2012 Major Budget Items:</b>	<b>FY 2012 Significant Budget Changes:</b>			
1. None.	1. Budget moved to Fund 247.			

**Fund Summary**

Fund: 453

**City Manager Department**

Redevelopment Agency

**Low & Moderate Housing - Home Ownership Loans**

Description:

First time homebuyer assistance loans.

	FY 2009	FY 2010	FY 2011	FY 2012
	Actual	Actual	Estimated	Adopted
<b>Beginning Working Capital Balance</b>				
<b>July 1</b>	<b>650,632</b>	<b>480,044</b>	<b>307,282</b>	<b>185,879</b>
<b>RESOURCES</b>				
<b>Revenue</b>				
Interest on Fund Balance	24,389	5,006	884	-
Loan Interest	16,404	27,549	17,826	-
Principal Payments	28,619	22,383	21,047	-
Other Revenue	-	2,300	3,840	-
Total Revenue	<b>69,412</b>	<b>57,238</b>	<b>43,597</b>	-
<b>Fund Transfers In From</b>				
Low & Moderate Housing Fund	-	400,000	400,000	-
Total Transfers In	-	<b>400,000</b>	<b>400,000</b>	-
<b>Total Resources</b>	<b>69,412</b>	<b>457,238</b>	<b>443,597</b>	-
<b>OUTLAYS</b>				
<b>Expenditures</b>				
Grants & Loans	240,000	630,000	565,000	-
Net Operating Expense	<b>240,000</b>	<b>630,000</b>	<b>565,000</b>	-
<b>Total Outlays</b>	<b>240,000</b>	<b>630,000</b>	<b>565,000</b>	-
<b>Net Change</b>	<b>(170,588)</b>	<b>(172,762)</b>	<b>(121,403)</b>	-
<b>Ending Working Capital Balance</b>				
<b>JUNE 30</b>	<b>480,044</b>	<b>307,282</b>	<b>185,879</b>	<b>185,879</b>
<b>FY 2012 Major Budget Items:</b>	1. \$600,000 for approximately 20 First-Time Homebuyer loans.		<b>FY 2012 Significant Budget Changes:</b>	1. Budget moved to Fund 241.

Fund Summary  
Fund: 224

City Manager Department  
Special Revenue Fund

### Neighborhood Stabilization Grant Program

**Description:**

Stabilize communities that have suffered from foreclosures and abandonment.

	FY 2009	FY 2010	FY 2011	FY 2012
	Actual	Actual	Estimated	Adopted
<b>Beginning Working Capital Balance</b>				
<b>July 1</b>	-	-	-	-
<b>RESOURCES</b>				
<b>Revenue</b>				
Grant	-	1,031,811	522,678	-
Principal Payments	-	-	-	-
Interest Payments	-	1,577	-	-
Other Revenue	-	-	-	-
<b>Total Revenue</b>	-	<b>1,033,388</b>	<b>522,678</b>	-
<b>Total Resources</b>	-	<b>1,033,388</b>	<b>522,678</b>	-
<b>OUTLAYS</b>				
<b>Expenditures</b>				
Salary				
Regular	-	-	-	-
Overtime	-	-	-	-
Vacancy Savings	-	-	-	-
FY11 EE Commitment - FY12 Furloughs	-	-	-	-
Benefits				
Medical Benefits	-	-	-	-
Retiree Medical	-	-	-	-
Other Benefits	-	-	-	-
PERS	-	-	-	-
Charges (to)/from other programs	-	11,603	-	-
<i>Net Staffing Expense</i>	-	<b>11,603</b>	-	-
Supplies & Services	-	16,299	-	-
Grants & Loans	-	729,285	797,301	-
<i>Net Operating Expense</i>	-	<b>745,584</b>	<b>797,301</b>	-
<b>Total Outlays</b>	-	<b>757,187</b>	<b>797,301</b>	-
<b>Net Change</b>	-	<b>276,201</b>	<b>(274,623)</b>	-
<b>Ending Working Capital Balance</b>				
<b>JUNE 30</b>	-	<b>276,201</b>	<b>1,578</b>	<b>1,578</b>
<b><u>FY 2012 Major Budget Items:</u></b>	<b><u>FY 2012 Significant Budget Changes:</u></b>			
1. None	1. One time grant in FY2010.			

<b>Department Staffing Summary (FY 2008 - 2012)</b>					
	<b>Adopted 2008</b>	<b>Adopted 2009</b>	<b>Adopted 2010</b>	<b>Adjusted 2011</b>	<b>Adopted 2012</b>
<i>Please note that City Manager Office, Development Services, Finance, Library, Maintenance Services, and Public Works have undergone significant reorganization within the last several years. The staffing schedule presented here reflects the current organizational structure and cannot be used with prior years' budget documents.</i>					
<b>City Manager Department</b>					
<b>Housing Authority Fund (241)</b>					
Housing Manager <sup>1</sup>	0	0	0	0	1
Housing Development Specialist <sup>2</sup>	0	0	0	0	1
Secretary <sup>3</sup>	0	0	0	0	1
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3</b>

**Staffing Changes to Recommended FY 2012:**

1. Increase - 1.0 FTE Housing Manager - Moved from Fund 452.
2. Increase - 1.0 FTE Housing Development Specialist - Moved from Fund 452.
3. Increase - 1.0 FTE Secretary - Moved from Fund 452.

Fund Summary

City Manager Department

Fund: 241

Housing Authority Fund

<b>Housing Authority Fund</b>
<p><b>Description:</b> The Housing Authority Fund provides housing assistance within and outside of the Redevelopment Area.</p>

	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Adopted
<b>Beginning Working Capital Balance</b>				
<b>July 1</b>	-	-	1,212,576	344,566
<b>RESOURCES</b>				
<b>Revenue</b>				
Contribution In	-	-	1,033,094	2,036,839
Fund Interest	-	-	12,253	3,444
Sale of Land	-	-	-	-
Interest Income	-	-	7,742	22,179
Principal Income	-	-	10,068	31,247
Other Revenue	-	-	-	-
<b>Total Resources</b>	-	-	<b>1,063,157</b>	<b>2,093,709</b>
<b>OUTLAYS</b>				
<b>Expenditures</b>				
Salary				
Regular	-	-	105,023	284,718
Overtime	-	-	-	-
Vacancy Savings	-	-	(1,281)	-
FY11 EE Commitment - FY12 Furloughs	-	-	(5,758)	(18,830)
Benefits				
Medical Benefits	-	-	20,019	31,361
Retiree Medical	-	-	2,181	5,409
Other Benefits	-	-	5,499	21,898
PERS	-	-	21,335	76,744
Charges (to)/from other programs	-	-	(22,054)	(43,463)
<i>Net Staffing Expense</i>	-	-	<b>124,964</b>	<b>357,837</b>
Supplies & Services	-	-	86,997	125,457
ERAF Payments	-	-	-	-
Grants & Loans	-	-	42,997	250,000
Internal Service Fees	-	-	4,961	13,727
Maintenance & Utilities	-	-	-	-
Property Acquisition	-	-	-	-
Capital	-	-	-	-
<i>Net Operating Expense</i>	-	-	<b>134,955</b>	<b>389,184</b>

**Fund Summary**

Fund: 241

**City Manager Department**

Housing Authority Fund

**Housing Authority Fund**

*Continued:*

	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Adopted
<b>Fund Transfers Out to</b>				
General Fund - Cost Allocation	-	-	13,117	40,531
Liability Insurance Premium	-	-	2,989	9,415
Capital Improvement Program	-	-	1,000,000	1,100,000
RDA Fund - SERAF Payment	-	-	455,142	-
Housing Authority First-Time Homebuyer Fund	-	-	200,000	500,000
Total Transfers Out	-	-	<b>1,671,248</b>	<b>1,649,946</b>
<b>Total Outlays</b>	-	-	<b>1,931,167</b>	<b>2,396,967</b>
<b>Net Change</b>	-	-	<b>(868,010)</b>	<b>(303,258)</b>
<b>Ending Working Capital Balance</b>				
<b>JUNE 30</b>	-	-	<b>344,566</b>	<b>41,308</b>
<b><u>FY 2012 Major Budget Changes:</u></b>				
1. New Fund in FY2011 and part of budget for FY2012 come from Fund 451.				

Fund Summary

Fund: 247

City Manager Department

Housing Authority - Home Ownership Loan Fund

**Housing Authority - Home Ownership Loans**

Description:

First time homebuyer assistance loans.

	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Adopted
<b>Beginning Working Capital Balance July 1</b>	-	-	185,236	215,970
<b>RESOURCES</b>				
<b>Revenue</b>				
Interest on Fund Balance	-	-	216	660
Loan Interest	-	-	7,105	24,183
Principal Payment	-	-	8,153	21,836
Other Revenue	-	-	260	4,100
			15,734	50,779
<b>Fund Transfers In From</b>				
Housing Authority Fund	-	-	200,000	500,000
Total Transfers In	-	-	200,000	500,000
<b>Total Resources</b>	-	-	215,734	550,779
<b>OUTLAYS</b>				
<b>Expenditures</b>				
Grants & Loans	-	-	185,000	600,000
Net Operating Expense	-	-	185,000	600,000
<b>Total Outlays</b>	-	-	185,000	600,000
<b>Net Change</b>	-	-	30,734	(49,221)
<b>Ending Working Capital Balance JUNE 30</b>	-	-	215,970	166,749
<b>FY 2012 Major Budget Changes:</b>				
1. New Fund in FY2011 and part of budget for FY2012 come from Fund 453.				

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## Development Services Department

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Director: David Rizk

### Department Mission Statement

*The mission of the Development Services Department is to manage the future development of Hayward, in order to assure the economic and environmental health of the community and a high quality of life for its residents, protect the health and safety of the community through building inspection and enforcement of standards in our existing rental stock, and provide new housing opportunities for the residents of the City.*

**Development Services  
Department**

	<b>Core Services</b>	<b>Performance Measures</b>
<b>Development Services Administration</b>	<ul style="list-style-type: none"> <li>• Manage efficient and customer-oriented departmental service delivery to the public</li> <li>• Direct departmental resources in accordance with basic departmental functions, City Council priorities and budgetary limitations</li> <li>• Implement special projects in line with adopted City Council priorities</li> <li>• Provide growth and development policy recommendations</li> </ul>	<ol style="list-style-type: none"> <li>1. Provide customer service that results in good or excellent responses to Permit Center survey cards 95% of the time related to overall service, courtesy of staff, and knowledge of professional staff</li> <li>2. Complete projects related to City Council priorities within adopted budget limitations</li> </ol>

**Development Services  
Department**

	<b>Core Services</b>	<b>Performance Measures</b>
<b>Building Division</b>	<ul style="list-style-type: none"> <li>• Process all building permit applications in a timely manner for compliance with City and State codes and ordinances</li> <li>• Inspect construction for compliance with approved plans and City and State regulations</li> <li>• Provide timely response to complaints related to potential rental housing and construction code violations</li> <li>• Provide information related to construction codes to Hayward citizens and contractors</li> <li>• Perform mandatory code inspections on rental housing units, in accordance with established Rental Housing Program schedules and within resource constraints</li> </ul>	<ol style="list-style-type: none"> <li>1. Comply with established processing time-frames for building permit application reviews 90% of the time</li> <li>2. Achieve a goal of processing 90% or more of all permits as over-the counter permits</li> <li>3. Inspect all life and safety violations by end of next business day and all other violations within five business days</li> </ol>

**Development Services  
Department**

	<b>Core Services</b>	<b>Performance Measures</b>
<b>Planning Division</b>	<ul style="list-style-type: none"> <li>• Process discretionary planning applications in a timely manner for land development</li> <li>• Provide timely review of building permit applications related to planning/design, landscape, and development review issues</li> <li>• Provide research and analysis for development, refinement, and implementation of long-range land-use policies and plans in line with adopted City Council priorities and State and Federal laws</li> <li>• Initiate development of land-use related policies, in accordance with adopted City Council priorities</li> <li>• Coordinate with other jurisdictions and organizations on land-use issues</li> <li>• Administer the Park Dedication In-Lieu Fee Trust Fund accounts</li> <li>• Provide oversight of the annual assessments associated with the City’s Landscape and Lighting Districts and Maintenance Districts and establishment of new zones/districts</li> </ul>	<ol style="list-style-type: none"> <li>1. Comply with the established review time-frames for planning application submittals of 30 days for initial reviews and 15 days for re-submittals 95% of the time</li> <li>2. Process to completion each planning application involving an administrative decision within 6 weeks of determining application to be complete, and each application involving hearings within 12 weeks of determining application to be complete</li> <li>3. Provide comments on regular Building Permit plan checks within established time frames 95% of the time</li> </ol>

## **FY 2011 Departmental Performance**

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1. Development Services Administration: Provide Good/Excellent Customer Service - Through the first three quarters of Fiscal Year 2011, the objective of receiving good or excellent responses to Permit Center survey cards at least 95 percent of the time related to overall service, courtesy of staff, and knowledge of professional staff was met.
2. Development Services Administration: Complete City Council Priorities Projects – The following section includes discussion regarding these projects.
3. Building Division: Comply with Established Time-Frames for Permit Application Reviews at Least 90 Percent of the Time – This standard was not met in that reviews were completed within established time-frames only 71 percent of the time through March 31, 2011.
4. Building Division: Achieve a Goal of Processing at Least 90 Percent of all Permits as Over-the-Counter Permits – Through the first three quarters of Fiscal Year 2011, 76 percent of all permits were processed as over-the-counter permits (permit issued on same day application submitted). However, over 90 percent of permits associated with small projects or special trades were processed as over-the-counter permits.
5. Building Division: Inspect all Life and Safety Violations by End of Next Business Day and all Other Violations within Five Business Days – Based on the data available, this standard was met.
6. Planning Division: Comply with the Established Review Time-Frames for Planning Applications at Least 95 Percent of the Time – Through March 31, 2011, compliance with established time-frames for initial reviews was met 96 percent of the time, and for second and subsequent reviews, 86 percent of the time.
7. Planning Division: Complete Processing of Planning Applications Involving Administrative Decisions Within 6 Weeks, and Applications Involving Public Hearings Within 12 Weeks - Through March 31, 2011, projects involving administrative decisions were processed within established time-frames 88 percent of the time, and projects involving public hearings were processed within established time-frames 94 percent of the time.
8. Planning Division: Provide Comments on Regular Building Permit Applications within Established Time-Frames 95 Percent of the Time - Through March 31, 2011, this standard was met, based on data available.
9. Disaster Preparedness (Crime and Public Safety Priority) – Staff developed and submitted a draft Annex document related to the Association of Bay Area Government’s (ABAG’s) update of its Multi-Jurisdictional Local Hazard Mitigation Plan (Plan). After such document is approved by ABAG and the Federal Emergency Management Agency (FEMA), a Local Hazard Mitigation Plan will be adopted by City Council and incorporated into the Hayward General Plan Safety Element, anticipated for the fall of 2011. Such Plan will increase the likelihood that funding will be available to Hayward during disaster events.

## Development Services Department

10. Rental Inspection Program Overhaul (Cleanliness Priority) – Due to unresolved litigation, this priority has been placed on hold. Once litigation is resolved, and if this continues to be identified as a priority by City Council, staff will analyze whether portions of the City’s Rental Housing Ordinance and/or Program should be revised, and will present recommendations for those revisions, including possibly a self-certification component.
11. Historic Preservation Ordinance (Land Use and Sustainability Priority) – Staff completed processing a Historic Preservation Program, which included approval in June of 2010 by City Council of a historic resources inventory and historic context statement, and adoption of amendments to the City’s Historic Preservation Ordinance, goals and objectives for historic preservation, and a resolution to accept Mills Act contracts. Staff presented the City Council with a recommendation during a February 2011 work session to not exclude all multi-family properties of a certain age from the evaluation process. Staff will be presenting Council with additional information in Fiscal Year 2012 regarding implementation of the Preservation Program.
12. South Hayward BART Form-Based Code Adoption (Land Use and Sustainability Priority) - Staff prepared and presented a draft Supplemental Environmental Impact Report (SEIR) to the City Council and Planning Commission in April of 2011, and will present a revised Form-Based Code and Final SEIR for Commission and Council consideration for adoption during the summer of 2011.
13. City Center Project (Land Use and Sustainability Priority) - No further processing of permit applications has been done related to this project, due to the project proponent not moving forward due to lack of financing.
14. Residential Solar Funding & Commercial Solar Program (Land Use and Sustainability Priority) - Staff continues to explore options for financing/funding to encourage renewable energy (including solar) installations on residential and commercial properties. Such efforts have been significantly undermined by the position of the Federal government and lending agencies related to concerns with Property Assessed Clean Energy (PACE) programs, which would establish a financing structure that would allow property owners to pay for the cost of installations through property tax bill payments. Staff continues to explore other options, including development of a residential energy efficiency rebate program that utilizes \$250,000 of Federal Energy Efficiency and Conservation Block Grant funds, partnering with other agencies that would provide opportunities for coordinated/multiple solar installations on industrial buildings, and a program involving low interest loans for residential installations.
15. Mission Corridor Specific Plan (Land Use and Sustainability Priority) - Development of a Specific Plan and Form-Based Code, along with a related environmental impact report (EIR) and other technical studies, continued through Fiscal Year 2011. In response to comments received at the City Council and Planning Commission work sessions in June of 2010, staff presented in February of 2011 a Preferred Regulating Plan and two Alternative Regulating Plans associated with the Draft Form-Based Code, which included development policies, infrastructure needs assessment, implementation strategies, and fiscal impacts. Staff will present a revised Draft Specific Plan/Form-Based Code and Draft EIR to Planning Commission and City Council in the fall of 2011, with final adoption anticipated for the spring of 2012.

## Development Services Department

16. Housing Element Update (Land Use and Sustainability Priority) - A new Housing Element for the General Plan was adopted by the City Council on June 22, 2010, which was subsequently certified by the State Housing and Community Development Department in July of 2010. Staff began working on implementing the various programs identified in the Housing Element during the last quarter of Fiscal Year 2011, with implementation of additional programs anticipated for Fiscal Year 2012.
17. Seniors Only Mobile Home Park Ordinance (Land Use and Sustainability Priority) – This project has been put on hold, pending resolution of lawsuits within California related to similar projects.
18. Industrial Zoning and General Plan Review (Land Use and Sustainability Priority) – Because City Council did not include this as a Fiscal Year 2012 Priority when such priorities were adopted in February of 2011, because it is anticipated that the City will begin a General Plan Update in Fiscal Year 2012, and due to higher priority items and limited resources, this item was not addressed during Fiscal Year 2011.
19. Possible Annexation Areas Evaluation (Land Use and Sustainability Priority) – Related to this priority, City staff worked with Alameda County Community Development Agency staff in Fiscal Year 2011 to develop a memorandum of understanding (MOU) related to a cooperative approach in designing and improving enhancements along the Foothill Boulevard Corridor entrance into the City of Hayward. Such MOU, anticipated to be finalized in the summer of 2011, will form the basis for an expanded discussion with County staff regarding annexation evaluation.
20. South Hayward BART TOD Project (Land Use and Sustainability Priority) – Staff worked with the project proponents in processing a revision to the project that would entail re-phasing to encompass only the project area between Dixon Street and Mission Boulevard. Such proposal was presented to City Council during a March 8, 2011 work session. Staff also worked with the proponent and BART to develop and finalize an access study related to the BART property, as well as developing the framework for formation of a future Joint Powers Authority that would administer and oversee parking revenue and fees, etc.
21. Census 2010 Participation (Fiscal Stability) - Worked with Census staff to distribute Census information flyers at the Downtown Hayward Farmer’s Market, hosted a Complete Count workshop at Hayward City Hall, and participated in other pre-Census activities, leading up to the Census 2010 count in April of 2010.
22. New Construction Codes Adopted – Building staff processed in November of 2010 adoption by City Council of the 2010 California Building Code (CBC), 2010 California Historical Building Code, 2010 California Existing Building Code, 2010 California Green Building Code, 2010 California Residential Code, 2009 International Code for Property Maintenance, 2010 California Mechanical Code, 2010 California Electrical Code, and the 2010 California Plumbing Code. Building staff also attended several training workshops and sessions regarding the new codes.
23. Revisions to Hayward’s Green Building Ordinance – Building staff processed revisions to the City’s ‘Green Building Ordinance for Private Development’ that included revised green building standards for commercial developments, and received approval for such revisions from the California Energy Commission and California Building Standards Commission.

## Development Services Department

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24. Revisions to the Fee Schedule – Department staff developed recommendations regarding the Fiscal Year 2012 Fee Schedule, including revisions to building fees, which if adopted, will lead to more efficient permit processing and accurate fees.
25. Interactive Voice Response (IVR) System - Building staff worked with the Technology Services Department to implement a new IVR system for the Building Division to allow inspections to be scheduled via the telephone system, which became operational in January of 2011.
26. Energy Efficiency Rebate Programs – Staff developed and launched in March of 2011 three programs that offer rebates for installation of energy efficiency improvements associated with: 1) Large Energy Users; 2) Non-Profit or Governmental Entities; and 3) Single Family Homeowners. Funding for the rebates totals over \$750,000 and is provided as part of Hayward’s \$1.36M in Federal Energy Efficiency and Conservation Block Grant funds.
27. Climate Action Plan (CAP) Implementation and Emissions Inventory Update – In March and April of 2011, Planning staff and the City’s Sustainability Coordinator provided the Sustainability Committee, the City Council, and the Planning Commission an annual update on the status of CAP implementation and an update on Hayward’s emissions inventory.
28. Residential Energy Conservation Ordinance (RECO) – Planning staff, in coordination with the City’s consultant, developed and presented contents of a draft Residential Energy Conservation Ordinance (RECO) to the Sustainability Committee in March of 2011, after conducting several meetings. Such efforts will be beneficial if a RECO is adopted by Hayward and/or if a model ordinance/toolkit is developed for Alameda County jurisdictions.
29. Sustainable Communities Strategy – Planning staff participated in analysis and review of the Bay Area’s Initial Vision Scenario (IVS), which will be used to develop the Bay Area’s first Sustainable Communities Strategy (SCS). An overview of the IVS and its potential impacts on Hayward was presented to the City Council and Planning Commission during a joint work session on April 19, 2011. A SCS, which will identify where and how growth through 2035 will be accommodated, is required to be developed for the Bay Area by SB 375.

## **Development Services Department**

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### **Significant Changes in FY 2011**

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Regarding staffing, the number of employees in the Department did not change from Fiscal Year 2010, but there were changes made organizationally to improve customer service and improve Department efficiency. The Supervising Building Inspector position in the Building Division remained unfilled, one of two Administrative Clerk II positions in the Planning Division was eliminated, and an additional Permit Technician position in the Building Division was created.

**Development Services  
Department  
FY 2012 Service  
Delivery Outcomes**

	Safe	Clean	Green	Land Use	Fiscal Stability	Organizational Health
1. Continue to implement near-term strategies and actions of the Hayward Climate Action Plan.			X			
2. Fund and implement residential and commercial energy efficiency photovoltaic and hot water solar programs.			X			
3. Position Hayward and gain recognition as a Healthy City under the national and state program.			X			
4. Resolve all zoning and related issues in the 238 Corridor and develop a Corridor land disposition strategy.				X		
5. Fully expend Federal Energy Efficiency and Conservation Block Grant funds, including funds associated with three energy efficiency rebate programs.			X			
6. Develop and implement the Mission Boulevard Corridor Specific Plan, to include a Form-Based Code.				X	X	
7. Implement the South Hayward BART/Mission Boulevard Form-Based Code.				X	X	
8. Complete and adopt a Multi-Jurisdictional Local Hazard Mitigation Plan.	X				X	

<b>Development Services Department FY 2012 Service Delivery Outcomes</b>	Safe	Clean	Green	Land Use	Fiscal Stability	Organizational Health
9. Implement programs of the adopted Housing Element, including: a) amending the Zoning Ordinance regarding homeless shelters and supportive, transitional and single-room-occupancy housing; b) adopting a Universal Design Ordinance; and c) incorporating Crime Prevention through Environmental Design components and Crime-Free Prevention Program participation in multi-development standards of the Zoning Ordinance.	X			X		
10. Begin process to develop a new Housing Element by reviewing regional housing needs allocation numbers released by ABAG.				X		
11. Establish a process, schedule, cost estimate, and identification of funding sources for an update of the General Plan.				X	X	
12. Participate in regional planning efforts to develop a Sustainable Communities Strategy.			X	X		

Development Services Department FY 2012 Service Delivery Outcomes	Safe	Clean	Green	Land Use	Fiscal Stability	Organizational Health
13. Improve the appearance of gateways and corridors into the City in coordination with Alameda County.		X		X		
14. Continue implementation of the South Hayward BART TOD Project by securing a lifestyle grocery store for South Hayward and by identifying financing/funding strategies and sources.				X		
15. Update the Downtown Plan, as resources allow.	X	X	X	X	X	
16. Implementation of Historic Preservation Program including: a) development of the Prospect Hill Historic District; b) develop local planning and zoning incentives for historical properties; c) adding properties to the City Register; and d) developing list of potentially significant multi-family residential properties.				X		

<b>Development Services Department FY 2012 Service Delivery Outcomes</b>	<b>Safe</b>	<b>Clean</b>	<b>Green</b>	<b>Land Use</b>	<b>Fiscal Stability</b>	<b>Organizational Health</b>
	17. Process revisions to the City's Sign Ordinance, as resources allow.		X		X	
18. Pursue and support the City Center project.				X		
19. Continue to implement improvements to the Permit Center and development review processes and procedures.				X	X	
20. Continue to educate and train the public and Building Division staff regarding the 2010 Codes, including the California Green Building Code and its compatibility with the City's Green Building Ordinance.			X	X		

## Development Services Department

### FY 2012 Core Service Objectives

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1. Provide exemplary customer service to the public, other City departments, City commissions and committees, and to the City Council, including responding to inquiries on the same day and processing development applications in a timely manner within established review time-frames.
2. Provide information quarterly that summarizes Department activity levels, to assist with managing the operations of the Department.
3. Ensure staff is informed and trained on latest codes, trends and programs in the construction trades industry, including green building techniques.
4. Evaluate fees, to ascertain if cost recovery is occurring and if adjustments to the fee schedule are warranted.
5. Provide support for Council's Sustainability Committee efforts and Climate Action Plan implementation.
6. Support departmental reorganizations in City and assess staffing and permitting processes related to new organizational structure in the Department.

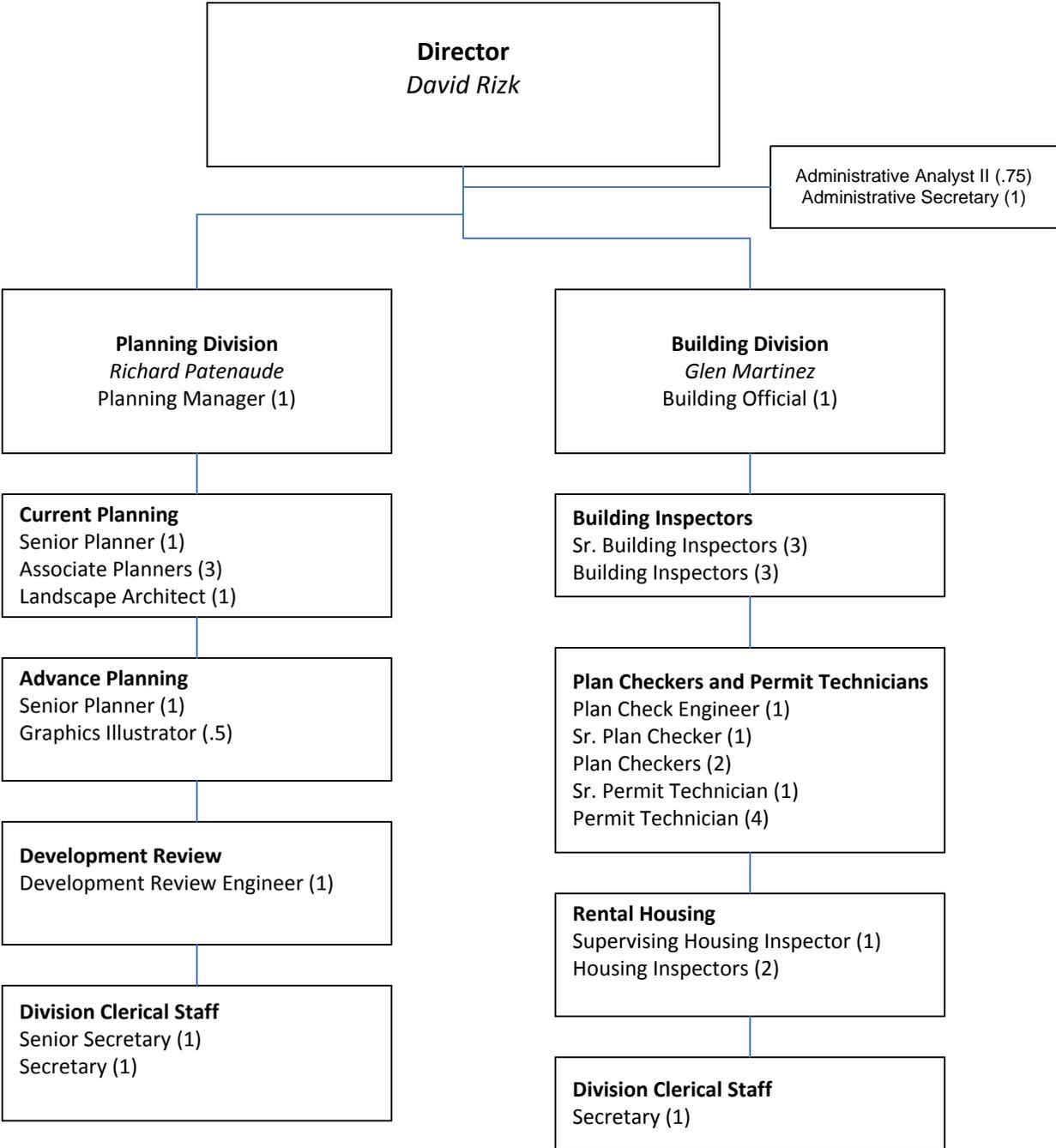
### Significant Changes Planned for FY 2012

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The Development Services Department will experience a net reduction of 5.0 full time equivalent positions (FTEs) for Fiscal Year 2012. Although the Landscape Architect position will be transferred from the Public Works Department to its historic location within the Planning Division in the Development Services Department, the Planning Division will be losing two clerical positions (Senior Secretary and Administrative Clerk II), as well as the Development Review Specialist position. Depending on the level of activity at the Permit Center and number of applications submitted, such reductions may impact the timeliness of processing of applications and responding to inquiries at the Permit Center counter.

The Building Division will experience a reduction of three positions, one of which is the vacant position of Supervising Building Inspector. If the level of construction activity increases, a reduction of Building Inspectors from four to three could impact the ability of Building Division staff to continue to conduct inspections the next business day after an inspection request is received. Also, a reduction in Rental Housing Inspectors from three to two will reduce the frequency of mandatory inspections of rental housing units within focus areas from every 3 years to every 4½ years, and inspections of units within non-focus areas from seven to ten years to ten to fifteen years.

Development Services



<b>Department Staffing Summary (FY 2008 - 2012)</b>					
	<b>Adopted 2008</b>	<b>Adopted 2009</b>	<b>Adopted 2010</b>	<b>Adjusted 2011</b>	<b>Adopted 2012</b>
<i>Please note that City Manager Office, Development Services, Finance, Library, Maintenance Services, and Public Works have undergone significant reorganization within the last several years. The staffing schedule presented here reflects the current organizational structure and cannot be used with prior years' budget documents.</i>					
<b>Development Services Department</b>					
<b>ALL FUNDS SUMMARY</b>					
Director Of Community & Economic Development	1	1	0	0	0
Development Services Director	0	0	1	1	1
City Building Official	1	1	1	1	1
Planning Manager	1	1	1	1	1
Landscape Architect <sup>1</sup>	1	1	0	0	1
Principal Planner	1	1	0	0	0
Development Review Engineer	1	1	1	1	1
Supervising Building Inspector <sup>2</sup>	1	1	1	1	0
Supervising Housing Inspector	0	0	0	1	1
Plan Checking Engineer	1	1	1	1	1
Senior Planner	2	2	2	2	2
Assoc Planner	3	3	3	3	3
Senior Plan Checker	0	0	0	1	1
Senior Building Inspector/Electrical	1	1	1	1	1
Senior Building Inspector/Plum-Mech.	1	1	1	1	1
Senior Building Inspector/Structural	1	1	1	1	1
Administrative Analyst II <sup>3</sup>	1	1	1	1	0.75
Plan Checker	3	3	3	2	2
Senior Housing Inspector	1	1	1	0	0
Development Review Specialist <sup>4</sup>	1	1	1	1	0
Building Inspector <sup>5</sup>	5	6	4	4	3
Assistant Planner	2	1	0	0	0
Housing Inspector <sup>6</sup>	4	4	3	3	2
Senior Permit Technician	1	1	1	1	1
Administrative Secretary	1	1	1	1	1
Graphics/Planning Illustrator	0.5	0.5	0.5	0.5	0.5
Permit Technician <sup>7</sup>	2	2	2	3	4
Senior Secretary <sup>8</sup>	3	3	2	2	1
Secretary	2	2	2	2	2
Administrative Clerk II <sup>9</sup>	4	4	3	2	0
	<b>46.5</b>	<b>46.5</b>	<b>38.5</b>	<b>38.5</b>	<b>33.25</b>

**Department Staffing Summary (FY 2008 - 2012)**

	Adopted 2008	Adopted 2009	Adopted 2010	Adjusted 2011	Adopted 2012
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*Please note that City Manager Office, Development Services, Finance, Library, Maintenance Services, and Public Works have undergone significant reorganization within the last several years. The staffing schedule presented here reflects the current organizational structure and cannot be used with prior years' budget documents.*

**Staffing Changes to Recommended FY 2012:**

1. Increase - 1.0 FTE Landscape Architect (Transferred from Public Works).
2. Decrease - 1.0 FTE Supervising Building Inspector.
3. Decrease - .25 FTE Administrative Analyst II (Transferred to Library & Community Services).
4. Decrease - 1.0 FTE Development Review Specialist.
5. Decrease - 1.0 FTE Building Inspector.
6. Decrease - 1.0 FTE Housing Inspector.
7. Increase - 1.0 FTE Permit Technician.
8. Decrease - 1.0 FTE Senior Secretary.
9. Decrease - 2.0 FTE Administrative Clerk II.

**Department Summary**

All Funds Summary - By Category

**Development Services Department**

All Funds

<b>All Funds Summary - By Category</b>				
<b>Funding:</b> General Fund, Energy Efficiency Cons. Block Grant, and Park				
	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Adopted
<b>RESOURCES</b>				
<b>Revenue</b>				
General Fund Revenue	3,673,993	4,029,060	3,444,256	3,519,143
Park Districts	622,682	253,874	107,841	111,075
Energy Efficiency Conserv. Block Grant	-	101,248	1,260,652	-
	<b>4,296,675</b>	<b>4,384,182</b>	<b>4,812,749</b>	<b>3,630,218</b>
<b>(Contribution)/Use of Fund Balance</b>				
Park District Funds	(543,729)	(177,092)	(31,541)	(34,775)
	<b>(543,729)</b>	<b>(177,092)</b>	<b>(31,541)</b>	<b>(34,775)</b>
<b>Fund Subsidy</b>				
General Fund Subsidy	1,610,896	944,362	2,043,546	1,701,000
<b>Total Resources</b>	<b>5,363,842</b>	<b>5,151,452</b>	<b>6,824,754</b>	<b>5,296,443</b>
<b>OUTLAYS</b>				
<b>Expenditures</b>				
Salary	-	-	-	-
Regular	3,257,530	3,098,661	3,595,258	3,264,499
Overtime	3,348	5,772	2,700	2,700
Vacancy Savings	-	-	(190,186)	-
FY11 EE Commitment - FY12 Furloughs	-	-	(219,204)	(215,103)
<b>Benefits</b>				
Medical Benefits	455,703	409,079	482,574	418,313
Retiree Medical	-	-	85,059	19,833
Other Benefits	209,861	199,071	220,730	286,369
PERS	654,786	602,890	724,707	848,157
Charges (to)/from other programs	(413,807)	(341,228)	(353,442)	(438,199)
<i>Net Staffing Expense</i>	<b>4,167,421</b>	<b>3,974,245</b>	<b>4,348,196</b>	<b>4,186,569</b>
Maintenance & Utilities	12,467	12,355	14,068	13,791
Supplies & Services	510,637	301,386	422,069	344,781
Internal Service Fees	673,317	750,086	760,269	751,302
Capital	-	12,132	19,500	-
Projects	-	101,248	1,260,652	-
<i>Net Operating Expense</i>	<b>1,196,421</b>	<b>1,177,207</b>	<b>2,476,558</b>	<b>1,109,874</b>
<i>Transfers Out to Other Funds</i>	-	-	-	-
<b>Total Outlays</b>	<b>5,363,842</b>	<b>5,151,452</b>	<b>6,824,754</b>	<b>5,296,443</b>
<b>Net Change</b>	-	<b>0</b>	-	-

**Department Summary**

All Funds Summary - By Program

**Development Services Department**

All Funds

**All Funds Summary - By Program**

**Description:**

General Fund, Energy Efficiency Cons. Block Grant, and Park

	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Adopted
<b>RESOURCES</b>				
<b>Revenue</b>				
Administration	83	-	-	-
Building	3,220,612	3,581,579	3,232,180	3,231,138
Planning	453,298	447,481	212,076	288,005
Energy Efficiency Conserv. Block Grant	-	101,248	1,260,652	-
Park Districts	622,682	253,874	107,841	111,075
	<b>4,296,675</b>	<b>4,384,182</b>	<b>4,812,749</b>	<b>3,630,218</b>
<b>(Contribution)/Use of Fund Balance</b>				
Park District Funds	(543,729)	(177,092)	(31,541)	(34,775)
	<b>(543,729)</b>	<b>(177,092)</b>	<b>(31,541)</b>	<b>(34,775)</b>
<b>Fund Subsidy</b>				
General Fund Subsidy	1,610,896	944,362	2,043,546	1,701,000
<b>Total Resources</b>	<b>5,363,842</b>	<b>5,151,452</b>	<b>6,824,754</b>	<b>5,296,443</b>
<b>OUTLAYS</b>				
<b>Expenditures</b>				
Administration	462,643	353,048	405,628	406,957
Building	3,026,739	2,994,483	3,424,380	3,282,089
Planning	1,795,507	1,625,891	1,657,794	1,531,097
Energy Efficiency Conserv. Block Grant	-	101,248	1,260,652	-
Park Districts	78,953	76,782	76,300	76,300
	<b>5,363,842</b>	<b>5,151,452</b>	<b>6,824,754</b>	<b>5,296,443</b>
<b>Total Outlays</b>	<b>5,363,842</b>	<b>5,151,452</b>	<b>6,824,754</b>	<b>5,296,443</b>
<b>Net Change</b>	-	(0)	-	-

<b>Department Staffing Summary (FY 2008 - 2012)</b>					
	Adopted 2008	Adopted 2009	Adopted 2010	Adjusted 2011	Adopted 2012
<i>Please note that City Manager Office, Development Services, Finance, Library, Maintenance Services, and Public Works have undergone significant reorganization within the last several years. The staffing schedule presented here reflects the current organizational structure and cannot be used with prior years' budget documents.</i>					
<b>Development Services Department</b>					
<b>General Fund (100)</b>					
Director of Community & Economic Development	1	1	0	0	0
Development Services Director	0	0	1	1	1
City Building Official	1	1	1	1	1
Planning Manager	1	1	1	1	1
Landscape Architect <sup>1</sup>	1	1	0	0	1
Principal Planner	1	1	0	0	0
Development Review Engineer	1	1	1	1	1
Supervising Building Inspector <sup>2</sup>	1	1	1	1	0
Supervising Housing Inspector	0	0	0	1	1
Plan Checking Engineer	1	1	1	1	1
Senior Planner	2	2	2	2	2
Assoc Planner	3	3	3	3	3
Senior Plan Checker	0	0	0	1	1
Senior Building Inspector/Electrical	1	1	1	1	1
Senior Building Inspector/Plum-Mech.	1	1	1	1	1
Senior Building Inspector/Structural	1	1	1	1	1
Administrative Analyst II <sup>3</sup>	1	1	1	1	0.75
Plan Checker	3	3	3	2	2
Senior Housing Inspector	1	1	1	0	0
Development Review Specialist <sup>4</sup>	1	1	1	1	0
Building Inspector <sup>5</sup>	5	6	4	4	3
Assistant Planner	2	1	0	0	0
Housing Inspector <sup>6</sup>	4	4	3	3	2
Senior Permit Technician	1	1	1	1	1
Administrative Secretary	1	1	1	1	1
Graphics/Planning Illustrator	0.5	0.5	0.5	0.5	0.5
Permit Technician <sup>7</sup>	2	2	2	3	4
Senior Secretary <sup>8</sup>	3	3	2	2	1
Secretary	2	2	2	2	2
Administrative Clerk II <sup>9</sup>	4	4	3	2	0
	<b>46.5</b>	<b>46.5</b>	<b>38.5</b>	<b>38.5</b>	<b>33.25</b>

**Staffing Changes to Recommended FY 2012:**

1. Increase - 1.0 FTE Landscape Architect (Transferred from Public Works).
2. Decrease - 1.0 FTE Supervising Building Inspector.

**Department Staffing Summary (FY 2008 - 2012)**

	<b>Adopted 2008</b>	<b>Adopted 2009</b>	<b>Adopted 2010</b>	<b>Adjusted 2011</b>	<b>Adopted 2012</b>
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*Please note that City Manager Office, Development Services, Finance, Library, Maintenance Services, and Public Works have undergone significant reorganization within the last several years. The staffing schedule presented here reflects the current organizational structure and cannot be used with prior years' budget documents.*

- 3. Decrease - .025 FTE Administrative Analyst II (Transferred to Library & Community Services).
- 4. Decrease - 1.0 FTE Development Review Specialist.
- 5. Decrease - 1.0 FTE Building Inspector.
- 6. Decrease - 1.0 FTE Housing Inspector.
- 7. Increase - 1.0 FTE Permit Technician.
- 8. Decrease - 1.0 FTE Senior Secretary.
- 9. Decrease - 2.0 FTE Administrative Clerk II.

**Department Summary**

Department: 100-3600

**Development Services Department**

**General Fund**

**General Fund Summary**

**Description:**

Administration, Building, and Planning.

	<b>FY 2009 Actual</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Estimated</b>	<b>FY 2012 Adopted</b>
<b>RESOURCES</b>				
<b>Revenue</b>				
Licenses & Permits	1,578,603	1,591,363	1,222,095	1,353,236
From Other Agencies	147,166	160,000	-	-
Fees & Service Charges	1,944,664	2,275,580	2,217,451	2,165,690
Other Revenue	3,560	2,117	4,710	217
<b>Total Resources</b>	<b>3,673,993</b>	<b>4,029,060</b>	<b>3,444,256</b>	<b>3,519,143</b>
<b>OUTLAYS</b>				
<b>Expenditures</b>				
Salary				
Regular	3,257,530	3,098,661	3,595,258	3,264,499
Overtime	3,348	5,772	2,700	2,700
Vacancy Savings	-	-	(190,186)	-
FY11 EE Commitment - FY12 Furloughs	-	-	(219,204)	(215,103)
Benefits				
Medical Benefits	455,703	409,079	482,574	418,313
Retiree Medical	-	-	85,059	19,833
Other Benefits	209,861	199,071	220,730	286,369
PERS	654,786	602,890	724,707	848,157
Charges (to)/from other programs	(417,760)	(343,010)	(354,742)	(439,499)
<i>Net Staffing Expense</i>	<b>4,163,468</b>	<b>3,972,463</b>	<b>4,346,896</b>	<b>4,185,269</b>
Maintenance & Utilities	12,467	12,355	14,068	13,791
Supplies & Services	435,637	226,386	347,069	269,781
Internal Service Fees	673,317	750,086	760,269	751,302
Capital	-	12,132	19,500	-
<i>Net Operating Expense</i>	<b>1,121,421</b>	<b>1,000,959</b>	<b>1,140,906</b>	<b>1,034,874</b>
<b>Total Outlays</b>	<b>5,284,889</b>	<b>4,973,422</b>	<b>5,487,802</b>	<b>5,220,143</b>
<b>General Fund Subsidy</b>	<b>1,610,896</b>	<b>944,362</b>	<b>2,043,546</b>	<b>1,701,000</b>

<b>Program Staffing Summary (FY 2008 - 2012)</b>					
	<b>Adopted 2008</b>	<b>Adopted 2009</b>	<b>Adopted 2010</b>	<b>Adjusted 2011</b>	<b>Adopted 2012</b>
<i>Please note that City Manager Office, Development Services, Finance, Library, Maintenance Services, and Public Works have undergone significant reorganization within the last several years. The staffing schedule presented here reflects the current organizational structure and cannot be used with prior years' budget documents.</i>					
<b>Development Services Department - Development Services Administration Program General Fund (100)</b>					
Director Of Community & Economic Development	1	1	0	0	0
Development Services Director	0	0	1	1	1
Administrative Analyst II <sup>1</sup>	1	1	1	1	0.75
Administrative Secretary	1	1	1	1	1
	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>2.75</b>

**Staffing Changes to Recommended FY 2012:**

1. Decrease - 0.25 FTE Administrative Analyst II (Transferred to Library & Community Services).



**Program Summary**

**Development Services Department**

Program: 100 - 4601

**General Fund**

**Administration**

**Description:**  
Department Administration.

	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Adopted
<b>RESOURCES</b>				
<b>Revenue</b>				
Other Revenue	83	-	-	-
<b>Total Resources</b>	<b>83</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>OUTLAYS</b>				
<b>Expenditures</b>				
Salary				
Regular	311,704	297,657	325,853	339,893
Overtime	-	-	-	-
Vacancy Savings	-	-	(17,296)	-
FY11 EE Commitment - FY12 Furloughs	-	-	(19,873)	(21,443)
Benefits	-	-	-	-
Medical Benefits	44,108	42,498	49,696	47,413
Retiree Medical	-	-	6,543	-
Other Benefits	11,973	16,437	16,348	26,420
PERS	54,501	58,543	66,062	76,113
Charges (to)/from other programs	(12,385)	(110,886)	(78,442)	(117,663)
<i>Net Staffing Expense</i>	<b>409,901</b>	<b>304,249</b>	<b>348,891</b>	<b>350,733</b>
Maintenance & Utilities	754	1,478	777	500
Supplies & Services	8,189	10,219	16,461	16,738
Internal Service Fees	43,799	35,470	39,499	38,986
Capital	-	1,632	-	-
<i>Net Operating Expense</i>	<b>52,742</b>	<b>48,799</b>	<b>56,737</b>	<b>56,224</b>
<b>Total Outlays</b>	<b>462,643</b>	<b>353,048</b>	<b>405,628</b>	<b>406,957</b>
<b>General Fund Subsidy</b>	<b>462,560</b>	<b>353,048</b>	<b>405,628</b>	<b>406,957</b>
<b>FY 2012 Major Budget Items:</b>		<b>FY 2012 Significant Budget Changes:</b>		
1. 75% of Administrative Analyst II charged to other programs.		1. Increased charge out to CDBG Fund.		

<b>Division Staffing Summary (FY 2008 - 2012)</b>					
	<b>Adopted 2008</b>	<b>Adopted 2009</b>	<b>Adopted 2010</b>	<b>Adjusted 2011</b>	<b>Adopted 2012</b>
<i>Please note that City Manager Office, Development Services, Finance, Library, Maintenance Services, and Public Works have undergone significant reorganization within the last several years. The staffing schedule presented here reflects the current organizational structure and cannot be used with prior years' budget documents.</i>					
<b>Development Services Department - Planning Division</b>					
<b>General Fund (100)</b>					
Planning Manager	1	1	1	1	1
Landscape Architect <sup>1</sup>	1	1	0	0	1
Principal Planner	1	1	0	0	0
Development Review Engineer	1	1	1	1	1
Senior Planner	2	2	2	2	2
Assoc Planner	3	3	3	3	3
Development Review Specialist <sup>2</sup>	1	1	1	1	0
Assistant Planner	2	1	0	0	0
Graphics/Planning Illustrator	0.5	0.5	0.5	0.5	0.5
Senior Secretary <sup>3</sup>	2	2	2	2	1
Secretary	1	1	1	1	1
Administrative Clerk II <sup>4</sup>	2	2	2	2	0
	<b>17.5</b>	<b>16.5</b>	<b>13.5</b>	<b>13.5</b>	<b>10.5</b>

**Staffing Changes to Recommended FY 2012:**

1. Increase - 1.0 FTE Landscape Architect (position was transferred from Public Works).
2. Decrease - 1.0 FTE Development Review Specialist.
3. Decrease - 1.0 FTE Senior Secretary.
4. Decrease - 2.0 FTE Administrative Clerk II.

**Division Summary**

Division: 100 - 1500

**Development Services Department**

General Fund

**Planning**

**Description:**

Current and Advanced planning; Rt 238 Bypass Study, and Mt. Eden Annexation II.

	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Adopted
<b>RESOURCES</b>				
<b>Revenue</b>				
Licenses & Permits	62,696	89,558	82,095	90,236
From Other Agencies	147,166	160,000	-	-
Fees & Service Charges	240,217	197,509	129,771	197,552
Other Revenue	3,219	414	210	217
<b>Total Resources</b>	<b>453,298</b>	<b>447,481</b>	<b>212,076</b>	<b>288,005</b>
<b>OUTLAYS</b>				
<b>Expenditures</b>				
<b>Salary</b>				
Regular	1,213,001	1,095,343	1,236,500	1,096,423
Overtime	1,221	780	500	500
Vacancy Savings	-	-	(64,978)	-
FY11 EE Commitment - FY12 Furloughs	-	-	(75,753)	(75,287)
<b>Benefits</b>				
Medical Benefits	142,733	133,655	146,155	113,524
Retiree Medical	-	-	30,534	19,833
Other Benefits	71,892	73,145	82,274	80,262
PERS	241,597	214,105	250,680	290,097
Charges (to)/from other programs	(405,896)	(231,862)	(276,300)	(321,836)
<i>Net Staffing Expense</i>	<b>1,264,548</b>	<b>1,285,166</b>	<b>1,329,612</b>	<b>1,203,516</b>
<b>Maintenance &amp; Utilities</b>				
Maintenance & Utilities	860	1,081	1,650	1,650
<b>Supplies &amp; Services</b>				
Supplies & Services	327,779	82,605	63,014	59,412
<b>Internal Service Fees</b>				
Internal Service Fees	202,320	257,039	263,518	266,519
<b>Capital</b>				
Capital	-	-	-	-
<i>Net Operating Expense</i>	<b>530,959</b>	<b>340,725</b>	<b>328,182</b>	<b>327,581</b>
<b>Total Outlays</b>	<b>1,795,507</b>	<b>1,625,891</b>	<b>1,657,794</b>	<b>1,531,097</b>
<b>General Fund Subsidy</b>	<b>1,342,209</b>	<b>1,178,410</b>	<b>1,445,718</b>	<b>1,243,092</b>
<b>FY 2012 Major Budget Items:</b>		<b>FY 2012 Significant Budget Changes:</b>		
1. \$321,836 staff time charged to other programs.		1. Reduced staffing.		
2. \$266,519 Internal Service Fees.				

<b>Division Staffing Summary (FY 2008 - 2012)</b>					
	<b>Adopted 2008</b>	<b>Adopted 2009</b>	<b>Adopted 2010</b>	<b>Adjusted 2011</b>	<b>Adopted 2012</b>
<i>Please note that City Manager Office, Development Services, Finance, Library, Maintenance Services, and Public Works have undergone significant reorganization within the last several years. The staffing schedule presented here reflects the current organizational structure and cannot be used with prior years' budget documents.</i>					
<b>Development Services Department - Building Division</b>					
<b>General Fund (100)</b>					
City Building Official	1	1	1	1	1
Supervising Building Inspector <sup>1</sup>	1	1	1	1	0
Supervising Housing Inspector	0	0	0	1	1
Plan Checking Engineer	1	1	1	1	1
Senior Plan Checker	0	0	0	1	1
Sr. Building Inspector/Electrical	1	1	1	1	1
Sr. Building Inspector/Plum-Mech.	1	1	1	1	1
Sr. Building Inspector/Structural	1	1	1	1	1
Plan Checker	3	3	3	2	2
Senior Housing Inspector	1	1	1	0	0
Building Inspector <sup>2</sup>	5	6	4	4	3
Housing Inspector <sup>3</sup>	4	4	3	3	2
Senior Permit Technician	1	1	1	1	1
Permit Technician <sup>4</sup>	2	2	2	3	4
Senior Secretary	1	1	0	0	0
Secretary	1	1	1	1	1
Administrative Clerk II	2	2	1	0	0
	<b>26</b>	<b>27</b>	<b>22</b>	<b>22</b>	<b>20</b>

**Staffing Changes to Recommended FY 2012:**

1. Decrease - 1.0 FTE Supervising Building Inspector.
2. Decrease - 1.0 FTE Building Inspector.
3. Decrease - 1.0 FTE Housing Inspector.
4. Increase - 1.0 FTE Permit Technician.

**Division Summary**

Division: 100 - 2700

**Development Services Department**

**General Fund**

<b>Building</b>
<b>Description:</b> Building and Rental Inspection.

	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Adopted
<b>RESOURCES</b>				
<b>Revenue</b>				
Licenses & Permits	1,515,907	1,501,805	1,140,000	1,263,000
Fees & Service Charges	1,704,447	2,078,071	2,087,680	1,968,138
Other Revenue	258	1,703	4,500	
<b>Total Resources</b>	<b>3,220,612</b>	<b>3,581,579</b>	<b>3,232,180</b>	<b>3,231,138</b>
<b>OUTLAYS</b>				
<b>Expenditures</b>				
Salary				
Regular	1,732,825	1,705,661	2,032,905	1,828,183
Overtime	2,127	4,992	2,200	2,200
Vacancy Savings	-	-	(107,912)	
FY11 EE Commitment - FY12 Furloughs	-	-	(123,578)	(118,373)
Benefits				
Medical Benefits	268,862	232,926	286,723	257,376
Retiree Medical	-	-	47,982	-
Other Benefits	125,996	109,489	122,108	179,687
PERS	358,688	330,242	407,965	481,947
Charges (to)/from other programs	521	(262)	-	-
<i>Net Staffing Expense</i>	<b>2,489,019</b>	<b>2,383,048</b>	<b>2,668,393</b>	<b>2,631,020</b>
Supplies & Services	99,669	133,562	267,594	193,631
Internal Service Fees	427,198	457,577	457,252	445,797
Maintenance & Utilities	10,853	9,796	11,641	11,641
Capital	-	10,500	19,500	-
<i>Net Operating Expense</i>	<b>537,720</b>	<b>611,435</b>	<b>755,987</b>	<b>651,069</b>
<b>Total Outlays</b>	<b>3,026,739</b>	<b>2,994,483</b>	<b>3,424,380</b>	<b>3,282,089</b>
<b>General Fund Subsidy</b>	<b>(193,873)</b>	<b>(587,096)</b>	<b>192,200</b>	<b>50,951</b>
<b>FY 2012 Major Budget Items:</b>	<b>FY 2012 Significant Budget Changes:</b>			
1. \$132,078 in outside plan check contracts.	1. Reduced staffing.			
2. \$445,797 Internal Service Fees.				

**Fund Summary**

Fund: 261, 262, 263, 264, 265

**Development Services Department**

Special Revenue Fund

**Park Districts**

**Description: Zones A-E**

There is a requirement to dedicate land, or pay an in-lieu fee for public park.

	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Adopted
<b>Beginning Working Capital Balance</b>	1,969,611	2,513,340	2,690,432	2,721,973
<b>RESOURCES</b>				
<b>Revenue</b>				
Interest and Rents	73,854	37,004	-	-
Other Revenue	548,828	216,870	107,841	111,075
<b>Total Resources</b>	<b>622,682</b>	<b>253,874</b>	<b>107,841</b>	<b>111,075</b>
<b>OUTLAYS</b>				
<b>Expenditures</b>				
Salary	-	-	-	-
Regular	-	-	-	-
Overtime	-	-	-	-
Vacancy Savings	-	-	-	-
FY11 EE Commitment - FY12 Furloughs	-	-	-	-
Benefits				
Medical Benefits	-	-	-	-
Retiree Medical	-	-	-	-
Other Benefits	-	-	-	-
PERS	-	-	-	-
Charges (to)/from other programs	3,953	1,782	1,300	1,300
<i>Net Staffing Expense</i>	<b>3,953</b>	<b>1,782</b>	<b>1,300</b>	<b>1,300</b>
Supplies & Services	75,000	75,000	75,000	75,000
<i>Net Operating Expense</i>	<b>75,000</b>	<b>75,000</b>	<b>75,000</b>	<b>75,000</b>
<b>Fund Transfers Out to Other Funds</b>				
RDA TABS - Capital Fund	-	-	-	-
<b>Total Outlays</b>	<b>78,953</b>	<b>76,782</b>	<b>76,300</b>	<b>76,300</b>
<b>Net Change</b>	<b>543,729</b>	<b>177,092</b>	<b>31,541</b>	<b>34,775</b>
<b>Ending Fund Balance June 30</b>	<b>2,513,340</b>	<b>2,690,432</b>	<b>2,721,973</b>	<b>2,756,748</b>

**Grant Program**  
Program: 233-5057

**Development Services Department**  
ARRA Stimulus Fund

**Energy Efficiency and Conservation Block Grant (EECBG)**

**Description:**

Funds projects that reduce energy use, decrease fossil fuel emissions, and improve energy efficiency.

	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Adopted
<b>RESOURCES</b>				
<b>Revenue</b>				
Grant	-	101,248	1,260,652	-
<b>Total Resources</b>	-	<b>101,248</b>	<b>1,260,652</b>	-
<b>OUTLAYS</b>				
<b>Expenditures</b>				
Projects	-	101,248	1,260,652	-
Net Operating Expense	-	101,248	1,260,652	-
<b>Total Outlays</b>	-	<b>0</b>	-	-
<b>Net Change</b>	-	<b>(0)</b>	-	-



## Finance Department

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Director: Tracy Vesely

### Department Mission Statement

*The mission of the Finance Department is to ensure financial stability and compliance with goals, policies and regulations; to provide timely and accurate financial information to City departments and to the public; and to administer the City's assets, including cash and investments, in a prudent and intelligent manner.*

## Finance Department

	<b>Core Services</b>	<b>Performance Measures</b>
<b>Finance Administration</b>	<ul style="list-style-type: none"> <li>• Monitor City-wide internal controls</li> <li>• Develop and administer City-wide budget</li> <li>• Conduct Treasury/Investment management</li> <li>• Perform special projects</li> </ul>	<ol style="list-style-type: none"> <li>1. Present operating budget for adoption, under the direction of the City Manager.</li> <li>2. Invest City funds, in compliance with approved policy, 100% of the time.</li> <li>3. Meet investment reporting deadlines 100% of the time.</li> </ol>
<b>Accounting Division</b>	<ul style="list-style-type: none"> <li>• Assure accurate and timely financial reporting</li> <li>• Administer and complete the City's accounts payable obligations</li> <li>• Prepare and manage invoicing and accounts receivable billings</li> <li>• Provide debt administration</li> <li>• Process payroll and employee benefit payments</li> </ul>	<ol style="list-style-type: none"> <li>1. Meet financial reporting deadlines 100% of the time.</li> <li>2. Generate invoices for recovery of billable City staff time and services within 30 days, 95% of the time.</li> <li>3. Ensure all invoices submitted for payment to outside vendors have appropriate level of approval 100% of the time.</li> </ol>
<b>Revenue</b>	<ul style="list-style-type: none"> <li>• Provide cashiering services for all departments.</li> <li>• Maintain daily cash management of City funds.</li> <li>• Conduct revenue collection services.</li> <li>• Maintain tax and license administration, billing and collection.</li> <li>• Process utility billing for City water and sewer services.</li> </ul>	<ol style="list-style-type: none"> <li>1. Receive feedback from customers that reflect above average customer service 95% of the time related to courtesy, timeliness, and ability to address customer request.</li> <li>2. Maintain high collection rate, with a collection account ratio averaging better than 90%.</li> <li>3. Maintain record of 100% timely mailing of utility bills to all residents.</li> </ol>
<b>Purchasing</b>	<ul style="list-style-type: none"> <li>• Provide procurement services to City departments.</li> <li>• Ensure compliance with City purchasing mandates.</li> <li>• Facilitate competitive bid process to ensure fairness.</li> <li>• Facilitate disposal of surplus equipment.</li> <li>• Provide mail services to City departments</li> </ul>	<ol style="list-style-type: none"> <li>1. Meet purchase process timelines 95% of the time: single purchase (10 working days); bids and quotes (6 weeks); proposals (8 weeks).</li> <li>2. Review minimum of 90% of all open purchase orders for compliance annually.</li> </ol>

**FY 2011 Departmental Performance**

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1. Developed financial agreement to receive utility payments directly from customers' personal online banking accounts electronically, adding another method customers may pay their water bills conveniently.
2. Expanded City website to allow payment of all City invoices, such as parking fines, permits, fees, and business licenses, and not just limited to water utility payments.
3. Monitored City accounts receivables frequently and provided departments with collection status reports.
4. Ensured all energy, cable, and communication providers doing business in the City are compliant with payment of Utility Users Tax.
5. Disposed of asset equipment from Centennial Hall through on-line public auction.
6. Established a network of purchasing agencies to include, but not limited to, local Hayward public entities and create a pool of purchasing power to support "Buy Hayward First Program."
7. Coordinated purchasing resources with other local Hayward public agencies during local or regional disaster.
8. Provided leadership assistance to the Environmentally Preferred Purchasing Committee to ensure mutual program needs are met, conferred, and resolved.
9. Created on-going training and workshops to departments to provide Budgetary, Purchasing, and Financial guidance to assist with fiscal planning and understanding critical budget status indicators using report writing tools.
10. Began process of getting the organization ready for the selection of a new Financial Enterprise System.
11. Completed and filed audited financial reports with federal, state, and bond rating agencies in a timely manner.
12. Payment requests for City bond obligations and vendors were appropriately approved and paid on time in order to avoid late fees/interest.
13. Successfully established credit payments to over 50 vendors, and generated revenue of over \$20,000 in FY 2011. Vendors will be asked periodically to register for credit payments to expand paperless payments.
14. Prepared monthly city invoices timely and accurately to recover cost for services and reimburse city resources.
15. Processed city employee payroll on time and filed regulatory payroll tax returns accurately and timely.

**Finance Department  
FY 2012  
Service Delivery  
Outcomes**

**SUPPORTED PRIORITY and/or INITIATIVE**

	Safe	Clean	Green	Land Use	Fiscal Stability	Organizational Health
1. Lead task force to develop specifications for citywide ERP system to include permit processing; invoicing; and processing for the following:						
a. Budgeting and financial systems: enhanced report writing ability with data available to all levels of management					X	X
b. Interface of Purchasing system with Budget and Accounts Payable; transactions at point of entry minimizes risk of error and duplication of staff time.					X	X
c. Streamline Payroll system to an electronic entry instead of manual timesheets.			X		X	X

**FY 2012 Core Service Objectives**

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1. Continue expansion of City website to accommodate further customer service enhancements such as Business License application, renewals, and fee payment.
2. Explore feasibility of cashiering system that receives payments for planning permits while also updating planning application status.
3. Implement automated telephone messages to customers to remind of overdue water utility accounts.
4. Increase participation of local Hayward vendors in providing emergency supplies, services, mobile communication, or equipment during local or regional disaster.
5. Assure customers can pay all City bills on-line and/or electronically.
6. Develop Environmentally Preferred Purchasing Policy to be submitted for Council approval.
7. Develop comprehensive credit card policy.
8. Enterprise Resource Planning (ERP) project kick-off to include needs assessment, process mapping, RFP documentation draft/review, proposal assessment and award.
9. Continue "How to Reduce Postage Cost and Waste" workshops.

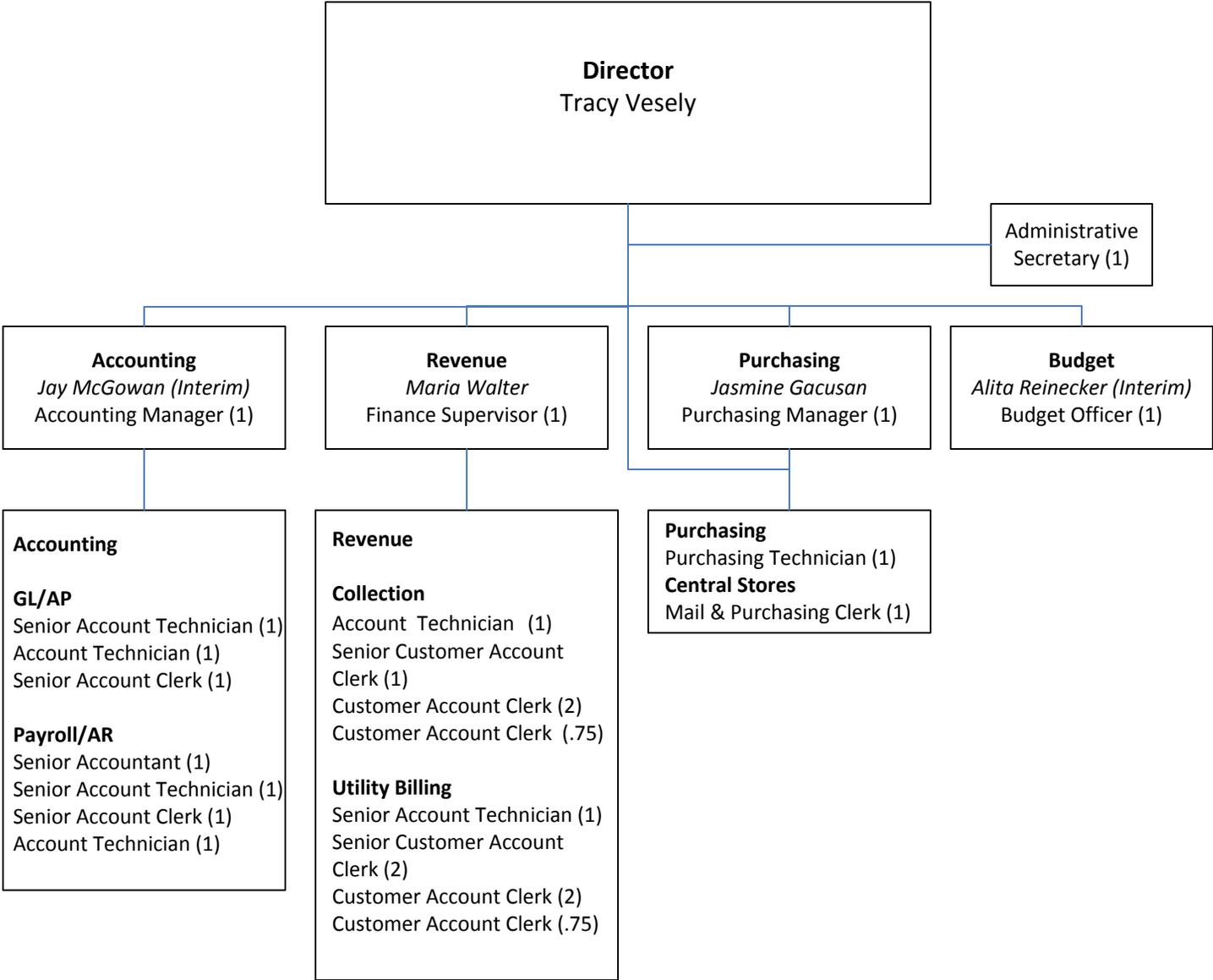
**Significant Changes Planned for FY 2012**

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As part of the necessary budget tightening, the Finance Department lost a Customer Account Clerk position. This was a front line staff position that deals with the public on a daily basis. Remaining staff will endeavor to meet all demands in an efficient, courteous, and timely manner; however the staff reduction will result in some delays in processing payments, answering and returning customer phone calls, and the average wait time for walk-in customers.

**FY 2012 STAFFING  
25.50 FTE**

**Finance**



<b>Department Staffing Summary (FY 2008 - 2012)</b>					
	<b>Adopted 2008</b>	<b>Adopted 2009</b>	<b>Adopted 2010</b>	<b>Adjusted 2011</b>	<b>Adopted 2012</b>
<i>Please note that City Manager Office, Development Services, Finance, Library, Maintenance Services, and Public Works have undergone significant reorganization within the last several years. The staffing schedule presented here reflects the current organizational structure and cannot be used with prior years' budget documents.</i>					
<b>Finance Department</b>					
<b>ALL FUNDS SUMMARY</b>					
Director Of Finance	1	1	1	1	1
Finance Operations Manager <sup>1</sup>	0	0	0	1	0
Purchasing & Services Manager	1	1	1	1	1
Accounting Manager <sup>1</sup>	0	0	1	0	1
Budget Officer	1	1	1	1	1
Revenue Manager	1	1	1	0	0
Revenue Officer <sup>2</sup>	0	0	0	1	0
Finance Supervisor <sup>2</sup>	0	0	0	0	1
Senior Accountant	2	2	1	1	1
Administrative Analyst II	0	1	1	0	0
Collections Officer	1	0	0	0	0
Senior Accounting Technician <sup>3</sup>	4	4	3	5	3
Administrative Secretary	1	1	1	1	1
Accounting Technician <sup>3</sup>	1	1	2	1	3
Purchasing Assistant <sup>4</sup>	1	1	1	1	0
Purchasing Technician <sup>4</sup>	0	0	0	0	1
Senior Account Clerk	3	3	3	2	2
Senior Customer Account Clerk	3	3	3	3	3
Customer Account Clerk <sup>5</sup>	6.5	6.5	4.5	6.25	5.5
Mail & Purchasing Clerk	1	1	1	1	1
Finance Technician	0	0	0	0	0
	<b>27.5</b>	<b>27.5</b>	<b>25.5</b>	<b>26.25</b>	<b>25.5</b>

**Staffing Changes to Recommended FY 2012:**

1. Reclass - 1.0 FTE Finance Operations Manager to 1.0 FTE Accounting Manager.
2. Reclass - 1.0 FTE Revenue Officer to 1.0 FTE Finance Supervisor.
3. Reclass - 2.0 FTE Senior Accounting Technician to 2.0 FTE Accounting Technician.
4. Reclass - 1.0 FTE Purchasing Assistant to 1.0 Purchasing Technician.
5. Decrease - 0.75 FTE Customer Account Clerk.

**Department Summary**

All Funds Summary - By Category

**Finance Department**

All Funds

**All Funds Summary - By Category**

**Funding:**

General Fund, Water, and Debt Service funds.

	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Adopted
<b>RESOURCES</b>				
<b>Revenue and Transfers In From Other Funds</b>				
General Fund Revenue	3,827,871	3,454,557	3,650,000	3,650,000
Debt Service	9,935,518	8,245,512	7,708,714	7,795,751
	<b>13,763,389</b>	<b>11,700,069</b>	<b>11,358,714</b>	<b>11,445,751</b>
<b>(Contribution)/Use of Fund Balance</b>				
Debt Service Funds	<b>(1,380,470)</b>	<b>624,816</b>	<b>736,642</b>	<b>76,158</b>
<b>Fund Subsidy</b>				
General Fund Subsidy	(1,043,982)	(602,347)	(551,623)	(706,149)
Water Fund Subsidy	818,504	901,049	972,724	956,760
	<b>(225,479)</b>	<b>298,702</b>	<b>421,101</b>	<b>250,611</b>
<b>Total Resources</b>	<b>12,157,440</b>	<b>12,623,587</b>	<b>12,516,457</b>	<b>11,772,520</b>
<b>OUTLAYS</b>				
<b>Expenditures By Category</b>				
Salary				
Regular	1,929,644	1,867,094	2,076,221	2,015,151
Overtime	24,195	10,016	8,000	8,000
Vacancy Savings	-	-	(95,607)	-
FY11 Employee Commitment - FY12 Furloughs	-	-	(127,765)	(129,442)
Benefits				
Medical Benefits	208,369	210,404	279,906	287,557
Retiree Medical	-	-	58,887	46,878
Other Benefits	146,173	151,001	136,435	155,277
PERS	342,302	327,090	422,768	517,164
Charges (to)/from other programs	(65,164)	(64,881)	(14,803)	(14,803)
<i>Net Staffing Expense</i>	<b>2,585,519</b>	<b>2,500,724</b>	<b>2,744,042</b>	<b>2,885,782</b>
Maintenance & Utilities	57,991	35,510	10,640	7,665
Supplies & Services	453,028	731,512	837,089	520,461
Internal Service Fees	340,793	380,742	390,572	398,958
Postage	221,809	171,500	139,636	139,336
Principal	3,557,844	3,595,641	3,256,577	3,501,671
Interest	4,801,790	4,621,937	4,457,138	4,310,647
Capital	-	-	713	-
<i>Net Operating Expense</i>	<b>9,433,255</b>	<b>9,536,842</b>	<b>9,092,365</b>	<b>8,878,738</b>
<b>Transfers Out To Other Funds</b>	<b>138,666</b>	<b>586,021</b>	<b>680,050</b>	<b>8,000</b>
<b>Total Outlays</b>	<b>12,157,440</b>	<b>12,623,587</b>	<b>12,516,457</b>	<b>11,772,520</b>
<b>Net Change</b>	-	-	-	-

**Department Summary**

All Funds Summary - By Program

**Finance Department**

All Funds

**All Funds Summary - By Program**

**Funding:**

General Fund, Water, and Debt Service funds.

	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Adopted
<b>RESOURCES</b>				
<b>Revenue</b>				
General Fund	3,827,871	3,454,557	3,650,000	3,650,000
Debt Service	9,935,518	8,245,512	7,708,714	7,795,751
	<b>13,763,389</b>	<b>11,700,069</b>	<b>11,358,714</b>	<b>11,445,751</b>
<b>(Contribution)/Use of Fund Balance</b>				
Debt Service Funds	<b>(1,380,470)</b>	<b>624,816</b>	<b>736,642</b>	<b>76,158</b>
<b>Fund Subsidy</b>				
General Fund Subsidy	(1,043,982)	(602,347)	(551,623)	(706,149)
Water Fund Subsidy	818,504	901,049	972,724	956,760
	<b>(225,479)</b>	<b>298,702</b>	<b>421,101</b>	<b>250,611</b>
<b>Total Resources</b>	<b>12,157,440</b>	<b>12,623,587</b>	<b>12,516,457</b>	<b>11,772,520</b>
<b>OUTLAYS</b>				
<b>Expenditures By Program</b>				
Administration	447,914	531,275	829,912	585,098
Accounting	1,039,768	1,096,693	1,113,699	1,194,443
Purchasing	546,346	559,956	504,503	549,545
Revenue	749,861	664,286	650,263	614,765
Utility Billing	818,504	901,049	972,724	956,760
Debt Service	8,555,048	8,870,328	8,445,356	7,871,909
<b>Total Outlays</b>	<b>12,157,440</b>	<b>12,623,587</b>	<b>12,516,457</b>	<b>11,772,520</b>
<b>Net Change</b>	-	-	-	-

<b>Department Staffing Summary (FY 2008 - 2012)</b>					
	<b>Adopted 2008</b>	<b>Adopted 2009</b>	<b>Adopted 2010</b>	<b>Adjusted 2011</b>	<b>Adopted 2012</b>
<i>Please note that City Manager Office, Development Services, Finance, Library, Maintenance Services, and Public Works have undergone significant reorganization within the last several years. The staffing schedule presented here reflects the current organizational structure and cannot be used with prior years' budget documents.</i>					
<b>Finance Department General Fund (100)</b>					
Director Of Finance	1	1	1	1	1
Finance Operations Manager <sup>1</sup>	0	0	0	1	0
Purchasing & Services Manager	1	1	1	1	1
Accounting Manager <sup>1</sup>	0	0	1	0	1
Budget Officer	1	1	1	1	1
Revenue Manager	1	1	1	0	0
Revenue Officer <sup>2</sup>	0	0	0	1	0
Finance Supervisor <sup>2</sup>	0	0	0	0	1
Senior Accountant	2	2	1	1	1
Administrative Analyst II	0	1	1	0	0
Collections Officer	1	0	0	0	0
Senior Accounting Technician <sup>3</sup>	3	3	2	4	2
Administrative Secretary	1	1	1	1	1
Accounting Technician <sup>3</sup>	1	1	2	1	3
Purchasing Assistant <sup>4</sup>	1	1	1	1	0
Purchasing Technician <sup>4</sup>	0	0	0	0	1
Senior Account Clerk	3	3	3	2	2
Senior Customer Account Clerk	1	1	1	1	1
Customer Account Clerk <sup>5</sup>	3	3.75	1.75	2.75	2
Mail & Purchasing Clerk	1	1	1	1	1
Finance Technician	0	0	0	0	0
	<b>21</b>	<b>21.75</b>	<b>19.75</b>	<b>19.75</b>	<b>19</b>

**Staffing Changes to Recommended FY 2012:**

1. Reclass - 1.0 FTE Finance Operations Manager to 1.0 FTE Accounting Manager.
2. Reclass - 1.0 FTE Revenue Officer to 1.0 FTE Finance Supervisor.
3. Reclass - 2.0 FTE Senior Accounting Technician to 2.0 FTE Accounting Technician.
4. Reclass - 1.0 FTE Purchasing Assistant to 1.0 FTE Purchasing Technician.
5. Decrease - 0.75 FTE Customer Account Clerk.

**Department Summary**

**Finance Department**

Department: 100-1700

**General Fund**

**General Fund - Summary**

**Description:**

Administration, Accounting, Purchasing, and Revenue.

	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Adopted
<b>RESOURCES</b>				
<b>Revenue</b>				
Business Tax	2,502,991	2,337,016	2,400,000	2,400,000
Transient Occupancy Tax	1,324,880	1,109,925	1,250,000	1,250,000
Other Revenue	-	7,616	-	-
	-----	-----	-----	-----
<b>Total Resources</b>	<b>3,827,871</b>	<b>3,454,557</b>	<b>3,650,000</b>	<b>3,650,000</b>
<b>OUTLAYS</b>				
<b>Expenditures</b>				
Salary				
Regular	1,581,275	1,501,791	1,655,936	1,627,254
Overtime	13,731	9,149	2,000	2,000
Vacancy Savings	-	-	(89,796)	-
FY11 Employee Commitment - FY12 Furloughs	-	-	(102,438)	(104,030)
Benefits	-	-	-	-
Medical Benefits	165,133	175,409	223,608	238,660
Retiree Medical	-	-	43,620	34,257
Other Benefits	116,112	121,736	105,806	120,757
PERS	273,243	261,017	338,838	413,082
Charges (to)/from other programs	(172,540)	(233,115)	(144,923)	(144,377)
<i>Net Staffing Expense</i>	1,976,954	1,835,987	2,032,651	2,187,603
	-----	-----	-----	-----
Maintenance & Utilities	56,445	33,975	2,200	2,200
Supplies & Services	314,847	557,874	660,973	344,345
Internal Service Fees	294,004	328,731	337,540	345,703
Postage	141,639	95,643	64,300	64,000
Capital	-	-	713	-
<i>Net Operating Expense</i>	806,935	1,016,223	1,065,726	756,248
	-----	-----	-----	-----
<b>Total Outlays</b>	<b>2,783,889</b>	<b>2,852,210</b>	<b>3,098,377</b>	<b>2,943,851</b>
<b>General Fund Subsidy</b>	<b>(1,043,982)</b>	<b>(602,347)</b>	<b>(551,623)</b>	<b>(706,149)</b>

<b>Program Staffing Summary (FY 2008 - 2012)</b>					
	<b>Adopted 2008</b>	<b>Adopted 2009</b>	<b>Adopted 2010</b>	<b>Adjusted 2011</b>	<b>Adopted 2012</b>
<i>Please note that City Manager Office, Development Services, Finance, Library, Maintenance Services, and Public Works have undergone significant reorganization within the last several years. The staffing schedule presented here reflects the current organizational structure and cannot be used with prior years' budget documents.</i>					
<b>Finance Department - Finance Administration Program General Fund (100)</b>					
Director Of Finance	1	1	1	1	1
Budget Officer	1	1	1	1	1
Administrative Secretary	1	1	1	1	1
	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>

Staffing Changes to Recommended FY 2012:

1. None.

**Program Summary**

Program: 100-1711

**Finance Department**

**General Fund**

**Administration**

**Description:**

Department Administration.

	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Adopted
<b>RESOURCES</b>				
<b>Revenue</b>				
None	-	-	-	-
<b>Total Resources</b>	-	-	-	-
<b>OUTLAYS</b>				
<b>Expenditures</b>				
Salary				
Regular	392,622	321,213	329,647	362,791
Overtime	253	2,211	-	-
Vacancy Savings	-	-	(17,831)	-
FY11 Employee Commitment - FY12 Furloughs	-	-	(22,393)	(22,431)
Benefits				
Medical Benefits	6,561	6,827	7,101	18,635
Retiree Medical	-	-	6,543	5,409
Other Benefits	33,712	20,179	20,431	23,065
PERS	62,080	61,982	74,039	79,329
Charges (to)/from other programs	(149,539)	(130,522)	5,000	5,000
<i>Net Staffing Expense</i>	345,689	281,890	402,537	471,798
Maintenance & Utilities	737	695	1,200	1,200
Supplies & Services	60,210	213,058	388,862	76,840
Internal Service Fees	41,278	35,579	36,300	35,260
Postage	-	53	300	-
Capital	-	-	713	-
<i>Net Operating Expense</i>	102,225	249,385	427,375	113,300
<b>Total Outlays</b>	<b>447,914</b>	<b>531,275</b>	<b>829,912</b>	<b>585,098</b>
<b>General Fund Subsidy</b>	<b>447,914</b>	<b>531,275</b>	<b>829,912</b>	<b>585,098</b>
<b><u>FY 2012 Major Budget Items:</u></b>	<b><u>FY 2012 Significant Budget Changes:</u></b>			
1. \$35,260 Internal Service Fees.	1. In FY2011, additional services of consultants for Finance Director and Budget Officer vacant positions.			
2. \$45,000 services expense.				

<b>Division Staffing Summary (FY 2008 - 2012)</b>					
	<b>Adopted 2008</b>	<b>Adopted 2009</b>	<b>Adopted 2010</b>	<b>Adjusted 2011</b>	<b>Adopted 2012</b>
<i>Please note that City Manager Office, Development Services, Finance, Library, Maintenance Services, and Public Works have undergone significant reorganization within the last several years. The staffing schedule presented here reflects the current organizational structure and cannot be used with prior years' budget documents.</i>					
<b>Finance Department - Accounting Division</b>					
<b>General Fund (100)</b>					
Finance Operations Manager <sup>1</sup>	0	0	0	1	0
Accounting Manager <sup>1</sup>	0	0	1	0	1
Senior Accountant	2	2	1	1	1
Senior Accounting Technician <sup>2</sup>	3	3	2	3	2
Accounting Technician <sup>2</sup>	0	0	1	1	2
Senior Account Clerk	3	3	3	2	2
Finance Technician	0	0	0	0	0
	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>

**Staffing Changes to Recommended FY 2012:**

1. Reclass - 1.0 FTE Finance Operations Manager of 1.0 FTE Accounting Manager.
2. Reclass - 1.0 FTE Senior Accounting Technician to 1.0 FTE Accounting Technician.

**Accounting**

**Description:**

Accounting program.

	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Adopted
<b>RESOURCES</b>				
<b>Revenue</b>				
Other Revenue	-	1,624	-	-
<b>Total Resources</b>	-	<b>1,624</b>	-	-
<b>OUTLAYS</b>				
<b>Expenditures</b>				
Salary				
Regular	572,773	615,168	659,102	655,900
Overtime	8,965	5,094	2,000	2,000
Vacancy Savings	-	-	(35,949)	-
FY11 Employee Commitment - FY12 Furloughs	-	-	(40,230)	(42,372)
Benefits				
Medical Benefits	75,684	95,149	113,925	119,882
Retiree Medical	-	-	17,448	14,424
Other Benefits	38,449	51,373	40,934	49,691
PERS	101,573	103,054	132,966	173,331
Charges (to)/from other programs	(19,569)	(56,336)	(50,772)	(49,066)
<i>Net Staffing Expense</i>	777,875	813,502	839,424	923,790
Maintenance & Utilities	3,048	2,261	500	500
Supplies & Services	8,368	9,751	12,187	12,187
Internal Service Fees	86,303	99,494	101,982	102,966
Audit	162,994	167,098	155,606	151,000
Postage	1,180	4,587	4,000	4,000
Capital	-	-	-	-
<i>Net Operating Expense</i>	261,893	283,191	274,275	270,653
<b>Total Outlays</b>	<b>1,039,768</b>	<b>1,096,693</b>	<b>1,113,699</b>	<b>1,194,443</b>
<b>General Fund Subsidy</b>	<b>1,039,768</b>	<b>1,095,069</b>	<b>1,113,699</b>	<b>1,194,443</b>
<b>FY 2012 Major Budget Items:</b>	<b>FY 2012 Significant Budget Changes:</b>			
1. \$151,000 financial audit.	1. None			
2. \$102,966 Internal Service Fees.				
3. \$49,066 staffing charged to other programs.				

<b>Division Staffing Summary (FY 2008 - 2012)</b>					
	<b>Adopted 2008</b>	<b>Adopted 2009</b>	<b>Adopted 2010</b>	<b>Adjusted 2011</b>	<b>Adopted 2012</b>
<i>Please note that City Manager Office, Development Services, Finance, Library, Maintenance Services, and Public Works have undergone significant reorganization within the last several years. The staffing schedule presented here reflects the current organizational structure and cannot be used with prior years' budget documents.</i>					
<b>Finance Department - Purchasing Division</b>					
<b>General Fund (100)</b>					
Purchasing & Services Manager	1	1	1	1	1
Purchasing Assistant <sup>1</sup>	1	1	1	1	0
Purchasing Technician <sup>1</sup>	0	0	0	0	1
Mail & Purchasing Clerk	1	1	1	1	1
	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>

**Staffing Changes to Recommended FY 2012:**

1. Reclass - 1.0 FTE Purchasing Assistant to 1.0 FTE Purchasing Technician.

**Purchasing and Central Services**

**Description:**

Purchasing and Central Services.

	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Adopted
<b>RESOURCES</b>				
<b>Revenue</b>				
Other Revenue	-	5,992	-	-
<b>Total Resources</b>	-	5,992	-	-
<b>OUTLAYS</b>				
<b>Expenditures</b>				
Salary				
Regular	212,244	230,840	257,051	249,723
Overtime	18	-	-	-
Vacancy Savings	-	-	(13,057)	-
FY11 Employee Commitment - FY12 Furloughs	-	-	(14,982)	(16,055)
Benefits				
Medical Benefits	23,307	16,458	21,357	29,899
Retiree Medical	-	-	6,543	5,409
Other Benefits	16,804	23,991	16,136	18,995
PERS	37,730	35,682	49,535	65,627
Charges (to)/from other programs	(6,738)	(402)	(11,119)	(11,119)
<i>Net Staffing Expense</i>	283,365	306,569	311,464	342,479
Maintenance & Utilities	52,599	31,019	300	300
Supplies & Services	32,937	67,089	40,438	40,438
Internal Service Fees	91,279	112,922	117,301	131,328
Postage	86,166	42,357	35,000	35,000
Capital	-	-	-	-
<i>Net Operating Expense</i>	262,981	253,387	193,039	207,066
<b>Total Outlays</b>	546,346	559,956	504,503	549,545
<b>General Fund Subsidy</b>	546,346	553,964	504,503	549,545
<b>FY 2012 Major Budget Items:</b>	<b>FY 2012 Significant Budget Changes:</b>			
1. \$35,000 Postage.	1. None			
2. \$131,328 Internal Service Fees.				

<b>Division Staffing Summary (FY 2008 - 2012)</b>					
	<b>Adopted 2008</b>	<b>Adopted 2009</b>	<b>Adopted 2010</b>	<b>Adjusted 2011</b>	<b>Adopted 2012</b>
<i>Please note that City Manager Office, Development Services, Finance, Library, Maintenance Services, and Public Works have undergone significant reorganization within the last several years. The staffing schedule presented here reflects the current organizational structure and cannot be used with prior years' budget documents.</i>					
<b>Finance Department - Revenue Division</b>					
<b>General Fund (100)</b>					
Revenue Manager	1	1	1	0	0
Revenue Officer <sup>1</sup>	0	0	0	1	0
Finance Supervisor <sup>1</sup>	0	0	0	0	1
Administrative Analyst II	0	1	1	0	0
Collections Officer	1	0	0	0	0
Senior Accounting Technician <sup>2</sup>	0	0	0	1	0
Accounting Technician <sup>2</sup>	1	1	1	0	1
Senior Customer Account Clerk	1	1	1	1	1
Customer Account Clerk <sup>3</sup>	3	3.75	1.75	2.75	2
	<b>7</b>	<b>7.75</b>	<b>5.75</b>	<b>5.75</b>	<b>5</b>

**Staffing Changes to Recommended FY 2012:**

1. Reclass - 1.0 FTE Revenue Officer to 1.0 FTE Finance Supervisor.
2. Reclass - 1.0 FTE Senior Accounting Technician to 1.0 FTE Accounting Technician.
3. Decrease - 0.75 FTE Customer Account Clerk.

**Revenue**

**Description:**

Revenue collection program.

	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Adopted
<b>RESOURCES</b>				
<b>Revenue</b>				
Business Tax	2,502,991	2,337,016	2,400,000	2,400,000
Transient Occupancy Tax	1,324,880	1,109,925	1,250,000	1,250,000
<b>Total Resources</b>	<b>3,827,871</b>	<b>3,446,941</b>	<b>3,650,000</b>	<b>3,650,000</b>
<b>OUTLAYS</b>				
<b>Expenditures</b>				
Salary				
Regular	403,636	334,570	410,136	358,840
Overtime	4,495	1,844	-	-
Vacancy Savings	-	-	(22,959)	-
FY11 Employee Commitment - FY12 Furloughs	-	-	(24,833)	(23,172)
Benefits				
Medical Benefits	59,581	56,975	81,225	70,244
Retiree Medical	-	-	13,086	9,015
Other Benefits	27,147	26,193	28,305	29,006
PERS	71,860	60,299	82,298	94,795
Charges (to)/from other programs	3,306	(45,855)	(88,032)	(89,192)
<i>Net Staffing Expense</i>	570,025	434,026	479,226	449,536
Maintenance & Utilities	61	-	200	200
Supplies & Services	50,338	100,878	63,880	63,880
Internal Service Fees	75,144	80,736	81,957	76,149
Postage	54,293	48,646	25,000	25,000
Capital	-	-	-	-
<i>Net Operating Expense</i>	179,836	230,260	171,037	165,229
<b>Total Outlays</b>	<b>749,861</b>	<b>664,286</b>	<b>650,263</b>	<b>614,765</b>
<b>General Fund Subsidy</b>	<b>(3,078,010)</b>	<b>(2,782,655)</b>	<b>(2,999,737)</b>	<b>(3,035,235)</b>
<b>FY 2012 Major Budget Items:</b>		<b>FY 2012 Significant Budget Changes:</b>		
1. \$89,192 staffing charged to other programs.		1. Reduced staffing.		
2. \$76,149 Internal Service fees.				

<b>Program Staffing Summary (FY 2008 - 2012)</b>					
	<b>Adopted 2008</b>	<b>Adopted 2009</b>	<b>Adopted 2010</b>	<b>Adjusted 2011</b>	<b>Adopted 2012</b>
<i>Please note that City Manager Office, Development Services, Finance, Library, Maintenance Services, and Public Works have undergone significant reorganization within the last several years. The staffing schedule presented here reflects the current organizational structure and cannot be used with prior years' budget documents.</i>					
<b>Finance Department - Utility Billing Program Water Fund (621)</b>					
Senior Accounting Technician	1	1	1	1	1
Senior Customer Account Clerk	2	2	2	2	2
Customer Account Clerk	3.5	2.75	2.75	3.5	3.5
	<b>6.5</b>	<b>5.75</b>	<b>5.75</b>	<b>6.5</b>	<b>6.5</b>

Staffing Changes to Recommended FY 2012:

1. None.

## Utility Billing

**Description:**

The Utility Billing Program is financially supported by Water fund revenues, but operated and managed by the Finance Department.

The entire Water fund is presented in the Public Works section. This program is reflected here for presentation purposes only.

	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Adopted
<b>RESOURCES</b>				
<b>Revenue</b>				
None		-	-	-
<b>Total Resources</b>	-	-	-	-
<b>OUTLAYS</b>				
<b>Expenditures</b>				
Salary				
Regular	348,369	365,303	420,285	387,897
Overtime	10,464	867	6,000	6,000
Vacancy Savings	-	-	(5,811)	-
FY11 Employee Commitment - FY12 Furloughs	-	-	(25,327)	(25,412)
Benefits				
Medical Benefits	43,236	34,995	56,298	48,897
Retiree Medical	-	-	15,267	12,621
Other Benefits	30,061	29,265	30,629	34,520
PERS	69,059	66,073	83,930	104,082
Charges (to)/from other programs	86,397	145,928	121,804	121,258
<i>Net Staffing Expense</i>	587,586	642,431	703,075	689,863
Maintenance & Utilities	1,546	1,535	8,440	5,465
Supplies & Services	102,413	129,215	132,841	132,841
Internal Service Fees	46,789	52,011	53,032	53,255
Postage	80,170	75,857	75,336	75,336
Capital	-	-	-	-
<i>Net Operating Expense</i>	230,918	258,618	269,649	266,897
<b>Total Outlays</b>	<b>818,504</b>	<b>901,049</b>	<b>972,724</b>	<b>956,760</b>
<b>Water Fund Subsidy</b>	<b>818,504</b>	<b>901,049</b>	<b>972,724</b>	<b>956,760</b>
<b>FY 2012 Major Budget Items:</b>		<b>FY 2012 Significant Budget Changes:</b>		
1. \$75,336 postage.		1. None		
2. \$50,000 credit card service charge.				
3. \$121,258 staff charges from other programs.				

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## Debt Service Fund

### Certificates of Participation

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#### Certificates of Participation 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.

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#### Use of Proceeds

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##### **2002 ABAG Lease Revenue Bonds**

In FY2002, the City issued \$7.5 million in principal for ABAG Lease Revenue Bonds, Series 2001-02, at rates of 3% to 5% of which the proceeds were used to finance the cost of acquiring capital assets, facility energy retrofitting, and to refund and retire various capital lease and certificate of participation obligations. This bond issue was divided up and is repayable by various funds including the General Fund, Facilities Internal Services Fund, Water Fund, and Wastewater Fund. The General Fund share of the debt is 36% and is reflected in the next table.

##### **2007 Certificates of Participation Civic Center**

Provided \$31.8 million to enable the City to refinance the 1996 Civic Center certificates financing the new City Hall, which includes a parking project, and the acquisition of land to be used for a housing project.

##### **Motorola Radios Lease Agreement**

Accounts for a capital lease debt of Police radios.

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#### Source of Repayment Funds

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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.

The following page lists all Certificate of Participation and Lease Purchase agreements funded with by the General Fund.

**Debt Service Fund**  
**Certificates of Participation**

<b>FY2011- Certificate of Participation and Lease Purchase Agreements</b>						
<b>Types of Obligation</b>	<b>Date of Issue</b>	<b>Date of Maturity</b>	<b>Interest Rates</b>	<b>Authorized and Issued</b>	<b>Outstanding at June 30, 2010</b>	<b>FY2011 Prin. &amp; Int. Requirement</b>
2002 ABAG Refunding <sup>1</sup>	12/01/01	12/01/20	3.0%-5.0%	\$1,309,835	\$789,610	\$86,996
2007 COP Refunding <sup>1</sup>	08/01/07	08/01/26	4.0%-4.5%	\$31,820,000	\$29,045,000	\$2,614,775
2007 Motorola Radios <sup>2</sup>	01/01/07	01/01/12	5.48%	\$298,596	\$128,378	\$69,512
<b>Total</b>				<b>\$33,428,431</b>	<b>\$29,962,988</b>	<b>\$2,771,283</b>

Note: 1. Certificate of Participation, 2. Lease Purchase Agreement

<b>FY2012 - Certificate of Participation and Lease Purchase Agreements</b>						
<b>Types of Obligation</b>	<b>Date of Issue</b>	<b>Date of Maturity</b>	<b>Interest Rates</b>	<b>Authorized and Issued</b>	<b>Outstanding at June 30, 2011</b>	<b>FY2012 Prin. &amp; Int. Requirement</b>
2002 ABAG Refunding <sup>1</sup>	12/01/01	12/01/20	3.0%-5.0%	\$1,309,835	\$721,010	\$86,033
2007 COP Refunding <sup>1</sup>	08/01/07	08/01/26	4.0%-4.5%	\$31,820,000	\$27,605,000	\$2,625,775
2007 Motorola Radios <sup>2</sup>	01/01/07	01/01/12	5.48%	\$298,596	\$65,901	\$69,512
<b>Total</b>				<b>\$33,428,431</b>	<b>\$28,391,911</b>	<b>\$2,781,320</b>

**Fund Summary**

Fund: 320, 325, 326, 331, 332, 333

**Finance Department**

**Debt Service Funds**

**Certificates of Participation**

**Description:**

Transfers of funds from various sources for payment of interest and principal on COPS issued on the City's behalf.

<i>\$'s in 1,000s</i>	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Adopted
<b>Beginning Fund Balance July 1</b>	<b>291,420</b>	<b>195,059</b>	<b>161,651</b>	<b>164,651</b>
<b>Fund Revenue</b>				
Interest Income	5,259	3,842	3,000	3,000
Other Revenue	-	-	-	-
<b>Total Revenues</b>	<b>5,259</b>	<b>3,842</b>	<b>3,000</b>	<b>3,000</b>
<b>Fund Expenditures</b>				
Supplies & Services	2,917	2,690	2,273	2,273
Interest	1,324,301	1,263,011	1,200,206	1,134,649
Principal Retirement	1,512,844	1,510,141	1,571,077	1,646,671
	2,840,062	2,775,842	2,773,556	2,783,593
<b>Total Expenditures</b>	<b>2,840,062</b>	<b>2,775,842</b>	<b>2,773,556</b>	<b>2,783,593</b>
<b>Fund Transfers Out</b>				
Misc Trsfr Gen Fund	2,472	1,127	-	-
Close out to Gen Fund	103,616	-	-	-
Misc Trsfr to HPFA Retrofit	-	-	-	-
Solar Panel Sys	-	35,413	-	-
	106,088	36,540	-	-
<b>Fund Transfers In</b>				
D/S ABAG 2001-02 - Gen Fund	97,912	86,808	86,996	86,033
D/S City Hall - Gen Fund	2,674,189	2,616,122	2,614,775	2,625,775
Misc Trsfr Gen Fund	2,917	2,690	2,273	2,273
D/S Solar Panel - Facilities	-	-	-	-
D/S Main Frame Computer - Tech Svc	-	-	-	-
D/S VOIP Phone Equipment - Tech Svc	-	-	-	-
D/S Motorola Radios - PD - Gen Fund	69,512	69,512	69,512	69,512
	2,844,530	2,775,132	2,773,556	2,783,593
<b>Net Transfers</b>	<b>2,738,442</b>	<b>2,738,592</b>	<b>2,773,556</b>	<b>2,783,593</b>
<b>Net Change</b>	<b>(96,361)</b>	<b>(33,408)</b>	<b>3,000</b>	<b>3,000</b>
<b>Ending Fund Balance JUNE 30</b>	<b>195,059</b>	<b>161,651</b>	<b>164,651</b>	<b>167,651</b>

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## Debt Service Fund

### Hayward Redevelopment Agency

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#### Hayward Redevelopment Agency (RDA) Debt Service

Tax Allocation Bonds, also 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 properties that are financed with bond proceeds. Tax increment bonds are used to finance the redevelopment of blighted areas.

#### Use of Proceeds

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##### 2004 RDA Tax Allocation Bonds

Provided \$44.8 million in financing for a variety of public projects as well as to retire outstanding balance of the 1996 Agency bonds. Projects included various improvements to public parking in the downtown, as well as public improvements associated with construction of the new Burbank School and expanded Cannery Park.

##### 2006 RDA Tax Allocation Bonds

Provided \$11.8 million financing associated with increased costs for a variety of public improvement including the Cinema Place parking structure in the downtown, as well as public improvements associated with construction of the new Burbank School and expanded Cannery Park.

##### 1990 Water Fund Advance

The advance from Water Fund was retired in FY2011.

##### 2003 Sewer Fund Advance

The advance from Sewer Fund was retired in FY2011.

#### 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 \$11.2 million. The repayments are annual installments of \$800,000 each July 1 and accrue interest on the unpaid balance equal to the average rate the City earns in its investment pool.

#### Source of Repayment Funds

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Funding for loan principal and interest payments and advances from other funds comes from the Redevelopment Agency's share of tax increment revenues.

The following are the RDA loans and bond debt.

## Debt Service Fund

### Hayward Redevelopment Agency

<b>FY2011 – Hayward Redevelopment Agency Debt</b>						
<b>Types of Obligation</b>	<b>Date of Issue</b>	<b>Date of Maturity</b>	<b>Interest Rates</b>	<b>Authorized and Issued</b>	<b>Outstanding at June 30, 2010</b>	<b>FY2011 Prin. &amp; Int. Requirement</b>
1990 Water Fund Advance	2/1/96	6/1/2017*	3.0%-5.2%	\$5,946,333	\$1,041,075	\$1,079,777
2003 Sewer Fund Loan	2/7/03	3/31/13*	2.25%-3.0%	\$2,350,000	\$831,877	\$837,223
2004 RDA Tax Allocation Bonds	6/4/2004	3/1/2034	3.00%-5.23%	\$44,790,000	\$39,770,000	\$3,372,682
2006 RDA Tax Allocation Bond	6/1/2006	3/1/2036	3.75%-4.30%	\$11,800,000	\$11,800,000	\$559,340
2008 RDA Repayment Agreement	6/1/2008	6/30/2022	2.0%-5.0%	\$11,186,217	\$9,223,475	\$1,420,000
<b>Total</b>				<b>\$76,072,550</b>	<b>\$62,666,427</b>	<b>\$7,269,022</b>

<b>FY2012 – Hayward Redevelopment Agency Debt</b>						
<b>Types of Obligation</b>	<b>Date of Issue</b>	<b>Date of Maturity</b>	<b>Interest Rates</b>	<b>Authorized and Issued</b>	<b>Outstanding at June 30, 2011</b>	<b>FY2012 Prin. &amp; Int. Requirement</b>
2004 RDA Tax Allocation Bond	6/4/2004	3/1/2034	3.00%-5.23%	\$44,790,000	\$38,370,000	\$3,369,682
2006 RDA Tax Allocation Bond	6/1/2006	3/1/2036	3.75%-4.30%	\$11,800,000	\$11,800,000	\$639,340
2008 RDA Repayment Agreement	6/1/2008	6/30/2022	2.0%-5.0%	\$11,186,217	\$7,973,212	\$800,000
<b>Total</b>				<b>\$76,072,550</b>	<b>\$58,143,212</b>	<b>\$4,809,022</b>

**Fund Summary**

Fund: 311

Finance Department

Debt Service Funds

**Redevelopment Agency Debt Service**

**Description:**

Funding for loan principal and interest payments comes from the Hayward Redevelopment Agency's share of tax increment revenues.

<i>\$'s in 1,000s</i>	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Adopted
<b>Beginning Fund Balance</b>				
<b>July 1</b>	<b>4,017,562</b>	<b>4,011,164</b>	<b>4,009,381</b>	<b>4,010,381</b>
<b>Fund Revenue</b>				
Interest Income	110,240	626	1,000	1,000
Other Revenue	-	-	-	-
<b>Total Revenue</b>	<b>110,240</b>	<b>626</b>	<b>1,000</b>	<b>1,000</b>
<b>Fund Expenditures</b>				
Supplies & Services	9,891	7,091	7,136	7,136
Interest	2,662,272	2,598,772	2,532,022	2,469,022
Principal Retirement	1,270,000	1,335,000	1,400,000	1,540,000
<b>Total Expenditures</b>	<b>3,942,163</b>	<b>3,940,863</b>	<b>3,939,158</b>	<b>4,016,158</b>
<b>Fund Transfers Out to fund</b>				
D/S TABS from RDA	-	-	-	-
D/S Sidewalk/Streetscape	-	-	-	-
TABS - Misc	7,578	-	-	-
	<b>7,578</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Fund Transfers In from</b>				
D/S RDA 2004 TABS	3,268,573	3,373,058	3,372,682	3,369,682
D/S RDA 2006 TABS	541,540	558,305	559,340	639,340
Misc Trsfr RDA	22,990	7,091	7,136	7,136
	<b>3,833,103</b>	<b>3,938,454</b>	<b>3,939,158</b>	<b>4,016,158</b>
<b>Net Transfers</b>	<b>3,825,525</b>	<b>3,938,454</b>	<b>3,939,158</b>	<b>4,016,158</b>
<b>Net Change</b>	<b>(6,398)</b>	<b>(1,783)</b>	<b>1,000</b>	<b>1,000</b>
<b>Ending Fund Balance</b>				
<b>JUNE 30</b>	<b>4,011,164</b>	<b>4,009,381</b>	<b>4,010,381</b>	<b>4,011,381</b>
<i>Note: Redevelopment (RDA) Debt Service is presented here, with other City debt administered by the Finance Department, however, on the All Funds Summary page, this budget is presented under the RDA section</i>				

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## Debt Service Fund

### Special Assessments

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#### Special Assessments

A special assessment is a charge imposed against a property in a particular locality because that property receives a special benefit by virtue of some public improvement, separate and apart from the general benefit accruing to the public at large. Special assessments may be apportioned according to the value of the benefit received, rather than the cost of the improvement.

The City has sponsored special assessment debt issues 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, whereas the "benefited" property owners pay a tax to fund the principle and interest of the bond used to fund the improvements. Repayment services are handled by outside firms.

#### Use of Proceeds

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##### Limited Obligation Improvement Bond – Local Improvement District (LID)

###### 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)

###### CFD 1

Eden Shores public street improvements, including traffic signals, and various sanitary sewer and storm facilities.

###### CFD 2

Community Facilities District to finance Police protection services in the Cannery Place area. There is no debt issued related to CFD 2.

#### Source of Repayment Funds

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

The following page lists all Special Assessments paid from this Fund.

## Debt Service Fund

### Special Assessments

<b>FY2011 – Special Assessment Debt Service</b>						
<b>Types of Obligation</b>	<b>Date of Issue</b>	<b>Date of Maturity</b>	<b>Interest Rates</b>	<b>Authorized and Issued</b>	<b>Outstanding at June 30, 2010</b>	<b>FY2011 Prin. &amp; Int. Requirement</b>
1994 - LID 16	06/02/94	09/02/19	6.75%-7.1%	\$3,000,000	\$1,700,000	\$236,380
1997 - LID 16-A	08/14/97	09/02/10	6.75%-7.0%	\$50,952	\$5,500	\$5,693
1999 - LID 17	08/05/99	09/02/24	4.5%-6.125%	\$396,014	\$300,000	\$32,659
2002 - CFD 1	07/01/02	09/01/32	3.75%-6.5%	\$9,965,000	\$9,525,000	\$735,678
<b>Total</b>				<b>\$13,411,966</b>	<b>\$11,530,500</b>	<b>\$1,010,409</b>

Note: The City contracts with Willdan Financials for administration of the LIDs listed above.  
The City contracts with Goodwin Consulting Group for administration of the CFD listed above.

<b>FY2012 – Special Assessment Debt Service</b>						
<b>Types of Obligation</b>	<b>Date of Issue</b>	<b>Date of Maturity</b>	<b>Interest Rates</b>	<b>Authorized and Issued</b>	<b>Outstanding at June 30, 2011</b>	<b>FY2012 Prin. &amp; Int. Requirement</b>
1994 - LID 16	06/02/94	09/02/19	6.75%-7.1%	\$3,000,000	\$1,580,000	\$237,565
1999 - LID 17	08/05/99	09/02/24	4.5%-6.125%	\$396,014	\$285,000	\$31,778
2002 - CFD 1	07/01/02	09/01/32	3.75%-6.5%	\$9,965,000	\$9,380,000	\$752,633
<b>Total</b>				<b>\$13,361,014</b>	<b>\$11,245,000</b>	<b>\$1,021,976</b>

Note: The City contracts with Willdan Financials for administration of the LIDs listed above.  
The City contracts with Goodwin Consulting Group for administration of the CFD listed above.

**Fund Summary**

Fund: 500-599, 870, 871

Finance Department

Debt Service Funds

**Special Assessment District Debt Service**

**Description:**

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

<i>\$'s in 1,000s</i>	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Adopted
<b>Beginning Fund Balance</b>				
<b>July 1</b>	<b>3,957,597</b>	<b>5,440,826</b>	<b>4,851,201</b>	<b>4,110,559</b>
<b>Fund Revenue</b>				
Special Assessment Revenue	3,043,114	965,854	976,000	976,000
Interest Income	74,272	12,123	16,000	16,000
Other Revenue	-	-	-	-
<b>Total Revenue</b>	<b>3,117,386</b>	<b>977,977</b>	<b>992,000</b>	<b>992,000</b>
<b>Fund Expenditures</b>				
Net Expense Transfers	20,980	22,306	8,316	8,316
Supplies & Services	22,960	34,642	33,866	33,866
Interest	815,217	760,154	724,910	706,976
Principal Retirement	775,000	750,500	285,500	315,000
	1,634,157	1,567,602	1,052,592	1,064,158
<b>Total Expenditures</b>	<b>1,634,157</b>	<b>1,567,602</b>	<b>1,052,592</b>	<b>1,064,158</b>
<b>Fund Transfers In from</b>				
LID 16-17, Comm Fac Dist (CFD) #1	25,000	549,481	-	-
	<b>25,000</b>	<b>549,481</b>	-	-
<b>Fund Transfers Out to</b>				
Local Imprv Dist (LID) Debt Svc	-	522,481	-	-
LID 17 Debt Svc	-	-	-	-
General Fund	-	-	530,050	8,000
CFD #1 Close Admin Account	-	-	150,000	-
CFD #1 Admin Expense	25,000	27,000	-	-
	<b>25,000</b>	<b>549,481</b>	<b>680,050</b>	<b>8,000</b>
<b>Net Transfers</b>	<b>-</b>	<b>-</b>	<b>(680,050)</b>	<b>(8,000)</b>
<b>Net Change</b>	<b>1,483,229</b>	<b>(589,625)</b>	<b>(740,642)</b>	<b>(80,158)</b>
<b>Ending Fund Balance</b>				
<b>JUNE 30</b>	<b>5,440,826</b>	<b>4,851,201</b>	<b>4,110,559</b>	<b>4,030,401</b>



## Fire Department

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**Director: Chief Craig Bueno**

### ***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 regulatory and educational programs.*

## Fire Department

	<b>Core Services</b>	<b>Performance Measures</b>
<b>Fire Administration</b>	<ul style="list-style-type: none"> <li>• Department management</li> <li>• Administrative support</li> <li>• Planning and analysis</li> <li>• Establish and maintain professional relationships with Hayward leadership and business community</li> <li>• Provide representative leadership at regional, state and federal level</li> </ul>	<ol style="list-style-type: none"> <li>1. Provide operating budget direction and oversight in order to operate within approved budget</li> <li>2. Assure personnel have adequate resources and training to mitigate an array of emergencies</li> <li>3. Continue to provide for a professional representation of Department at school, hospital, volunteer and professional functions</li> </ol>
<b>Operations</b>	<ul style="list-style-type: none"> <li>• Conduct fire suppression operations</li> <li>• Conduct rescue operations</li> <li>• Conduct Emergency Medical Services/Advanced Life Support (ALS) with Continuous Quality Improvement to assure compliance with Alameda County protocols.</li> <li>• Provide Urban/Wildland Interface protection</li> <li>• Offer Statewide Mutual Aid</li> <li>• Assure disaster response preparedness for the City organization and the community</li> <li>• Provide public relations contact for emergency situations</li> </ul>	<ol style="list-style-type: none"> <li>1. Respond to emergency calls for service with first arriving units on scene in 5 minutes or less 90% of the time with balance of assignment arriving in less than 8 minutes</li> <li>2. Deliver Advanced Life Support(ALS) through Engine/Truck based paramedics which assure a paramedic on every piece of apparatus 24/7/365</li> <li>3. Provide mandated and elective training to operations (approximately one hundred and forty four hours/year) and regulatory personnel (approximately one hundred hours/year)</li> <li>4. Maintain thorough training records - managed through web-based Target Safety program</li> </ol>

# Fire Department

	Core Services	Performance Measures
Special Operations	<ul style="list-style-type: none"> <li>• Assure disaster preparedness for community</li> <li>• Manage fire prevention programs</li> <li>• Monitor hazardous materials regulation               <ul style="list-style-type: none"> <li>* Relinquish control of local CUPA (Certified Unified Program Agency) and default to the Cal EPA (California Environmental Protection Agency) and/or ALCO DPH (Alameda County Department of Public Health)</li> </ul> </li> <li>• Conduct fire plan checking services               <ul style="list-style-type: none"> <li>*Minimal Impact relative to Haz Mat Review</li> </ul> </li> <li>• Conduct fire investigations</li> <li>• Conduct hazardous materials facilities inspections               <ul style="list-style-type: none"> <li>*Eliminate authority to conduct hazardous materials facility inspections, plan review, cleanup over site, and code assistance and likely default to ALCO DPH or possibly Cal EPA.</li> </ul> </li> <li>• Conduct new construction inspections</li> <li>• Conduct annual permit inspections               <ul style="list-style-type: none"> <li>*Forego authority to collect fees for hazardous materials with authority and associated revenues going to ALCO DPH and/or Cal EPA</li> <li>*Relinquish local screening process negatively impacting Operations Division information and input on hazard mitigation</li> </ul> </li> <li>• Provide public education and Community Emergency Response Team (CERT) programs</li> <li>• Conduct Firefighter/paramedic academy</li> <li>• Conduct training programs               <ul style="list-style-type: none"> <li>*The overall impact of the position elimination(s) will need to be evaluated for entire budget period</li> </ul> </li> </ul>	<ol style="list-style-type: none"> <li>1. Perform approximately two thousand eight hundred fire and *four hundred hazardous material inspections in accordance with the Office of the State Fire Marshal               <ul style="list-style-type: none"> <li>*This number will be minimized</li> </ul> </li> <li>2. Provide plan review with a turnaround time of *five days on basic projects and *fifteen days on large facilities and tract developments in accordance with “best practice timeline” recommendation(s) from Structech Consulting (June 2009)               <ul style="list-style-type: none"> <li>*Prolonged Process</li> </ul> </li> <li>3. Provide disaster preparedness training and community education programs to bolster community state of readiness currently set at two sessions (-100)/year in conjunction with web-based resources (Access-Hayward)</li> </ol>

## Fire Department

### FY 2011 Departmental Performance

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1. Provided emergency services to citizens of Hayward and Fairview Fire Protection District, responding to over 14,500 alarms.
2. Provide Advance Life Support (ALS) services and respond to over 12,250 (2010 calendar year) calls for service, including performing over 28 defibrillations on cardiac arrest victims.
3. Participated in trial study using an automated CPR machine (Lucas Device) and new Biphasic 12-lead advanced EKG monitor/defibrillator that resulted in a significant increase in patient survivability; return of Spontaneous Circulation (saves) prior to implementation of Lucas Device and Life Pack 15 defib/EKG monitor was 7% - after is 27%.
4. Continuing to build partnerships to solidify a funding source for the purchase of this life saving equipment.
5. Provided mutual aid to Northern and Southern California wild-fires, providing over 177 hours of manpower with a reimbursement of \$44,103.
6. Enhanced the department's computer-web based training capabilities to track all personnel training records and provide an array of correspondence curriculum while keeping resources available in their respective fire response districts.
7. Worked on numerous grants applications in an effort to augment City and Fire Department operating budgets and enhance safety of the community.
8. Supported SMASH operations through cooperative code enforcement.
9. Continued to refine and update computer aided programming (Telestaff) to enhance the tracking of personnel leave balances, improve accuracy of payroll and overall fiscal accountability. This task will have to be completed by Battalion Chiefs due to proposed elimination of Admin Clerk position.
10. Took delivery of a new passenger van that will be used to assist in providing statewide mutual aid. The funding of the purchase came via state mutual aid reimbursement from services rendered by HFD.
11. Took delivery of new Type III Engine and trained all personnel in its operation. Will be housed at Fire Station 8 (Five Canyons Parkway). This engine was fully paid for by Fairview Fire Protection District.
12. Saved over \$19,500,000 in property value through aggressive firefighting and preventive efforts.

## Fire Department

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13. Updated a comprehensive Emergency Management Plan and EOC handbook to provide a quick reference for section leaders and their units while working in the EOC.
14. Provided Community Response Team disaster training to sixty citizens at a fraction of the cost of past CERT training, within existing budget.
15. Continued to refine the City's disaster preparedness web site:  
<http://www.hayward-caca.gov/departments/fire/DP/disaster>
16. Produced multiple Public Service Announcements (PSA) in cooperation with Chabot College and distributed through multiple media/web sources.
17. Provided fire protection education to more than 2,700 students through station tours. This task will have to be scheduled by Battalion Chiefs due to proposed elimination of Admin Clerk position.
18. Enhanced the Weed Abatement Program while solidifying a partnership with Maintenance Services Department.
19. Upgraded capacity of State requested mutual aid personnel through training and education.
20. Implemented a line-item intradepartmental encumbrance system to track expenditures/revenue, in an effort to accomplish financial accountability. This task will have to be completed by Battalion Chiefs in conjunction with remaining clerical staff due to proposed elimination of Admin Clerk position.
21. Provided CPR and first aid training to variety of city departments.
22. Working cooperatively with the Human Resources Department, developed and administered exams for all of HFD personnel classifications.
23. Working with PW Director and CIP committee, developed a ten-year Fire Department Capital Improvement Plan.
24. Instituted a new master fee schedule and despite economic downturn, increased revenue in an effort to fully fund the services provided through HFD Office of Fire Prevention.
25. Developed an ARFF Program in cooperation with the Hayward Executive Airport. Provided over 150 hours on duty ARFF training and Fire Control 5 for all Fire Station 6 personnel and outfitted the ARFF apparatus with necessary equipment.
26. Developed and implemented a citywide apartment mapping program.

## Fire Department

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### Significant Changes in FY 2011

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1. Instituted a new master fee schedule that accurately reflects the full cost of Fire Prevention services, including \*Hazardous Materials. The implementation of this new fee schedule resulted in the full reimbursement of services rendered and significantly increased revenues. The proposed position reductions may result in a proportional revenue decrease.
2. Office of the Fire Marshal was reorganized to reflect the priorities of the City. A Permit Tech position and Fire Protection Engineer position were added and an Assistant Fire Marshal position was eliminated - pending meet and confer with Hayward Firefighters Local 1909.
3. The Training Officer position was authorized to be upgraded and filled.
4. Eliminated Hazardous Materials Program Coordinator, Administrative Analyst III and Administrative Clerk.

**Fire Department  
FY 2012  
Service Delivery  
Outcomes**

**SUPPORTED PRIORITY and/or INITIATIVE**

	Safe	Clean	Green	Land Use	Fiscal Stability	Organizational Health
1. Increase survival chances of heart attack victims by equipping crews with Lucas Device and providing support and awareness of benefits of bystander CPR; offer classes through HFD to assist.	X					
2. Plan and work toward funding for replacement of fire apparatus on a regular schedule.					X	X
3. Increase the community element in disaster planning.	X					X
4. Identify funding to replace about 114 aging portable radios which will no longer be supported by the manufacturer after 2009.	X				X	X
5. Refine/improve the new ARFF program by providing continuing education and training in cooperation with Hayward Executive Airport; financed by enterprise funds/fees.	X				X	X

Fire Department FY 2012 Service Delivery Outcomes	SUPPORTED PRIORITY and/or INITIATIVE					
	Safe	Clean	Green	Land Use	Fiscal Stability	Organizational Health
6. Increase organizational capabilities related to Disaster Preparedness.	X					X
7. Aggressively pursue outside revenue source(s) to assist in supporting operations.					X	
8. Continue participation in Para-medicine trial studies while building a relationship with Alameda County EMS Agency, thus improving citizen survivability.	X					X
9. Support SMASH operations through diligent, aggressive code enforcement.	X					X
10. Provide accurate, up to date and relevant information through the City's user friendly disaster preparedness web site.	X		X			

**Fire Department  
FY 2012  
Service Delivery  
Outcomes**

**SUPPORTED PRIORITY and/or INITIATIVE**

	Safe	Clean	Green	Land Use	Fiscal Stability	Organizational Health
11. Identify funding to replace all of the Department's Self Contained Breathing Apparatus (SCBA), which are nearing the end of their service life.	X				X	X
12. Continue efforts to solidify a MOU for fire protection and EMS services with CSUEB.	X				X	X

## Fire Department

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### **FY 2012 Core Service Objectives**

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Special Operations - Develop replacement plan and funding source for Fire Station 7 in south -central Hayward.

Special Operations - Conduct a recruit academy to maintain full staffing capacities and control of overtime expenses. Not anticipating hiring during FY 2012.

Operations – Coordinate community disaster preparedness through support of Community Emergency Response Team (CERT) and web-based resources (Access-Hayward – Disaster Preparedness).

Operations - Prepare specifications and identify funding for replacement of Self Contained Breathing Apparatus (SCBA), which will be necessitated in order to meet standards established by the Department of Transportation.

Operations - Prepare specifications and identify funding for replacement of portable radios.

- AFG Grant applied & now pending
- Applied for appropriations request 2012
- Federal mandate in 2013

Operations - Prepare specifications and identify funding for replacement of defibrillators/monitors

- Incorporated into County wide RFP for ambulance transport company

Fire Administration – Identify funding for Battalion 2 (second Battalion in order to provide proper span-of-control for emergency operations).

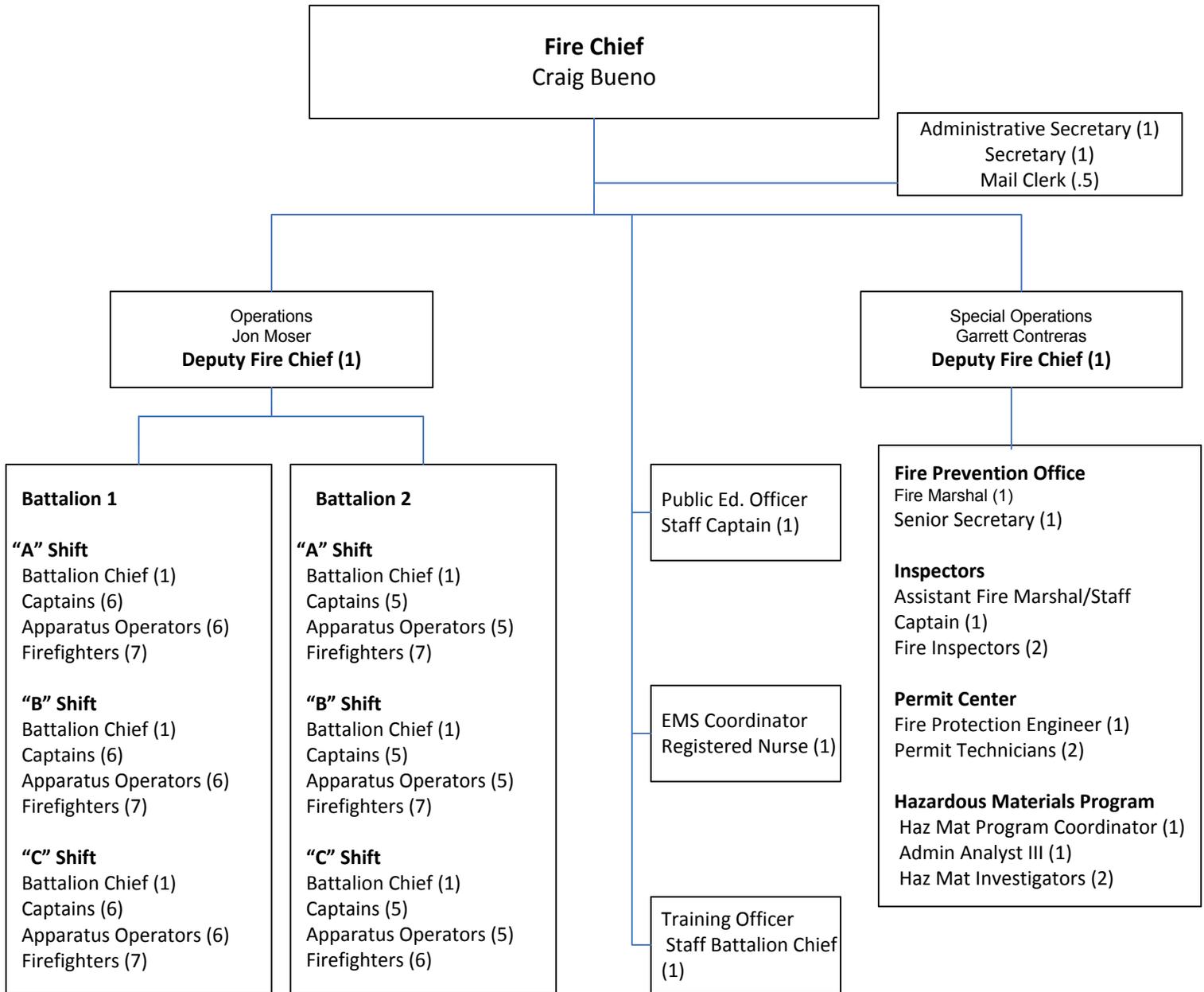
### **Significant Changes Planned for FY 2012**

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Staff reduction of Administrative Clerk II for FY 2012.

**FY 2012 STAFFING**  
**133.5 FTE**

**Fire**



<b>Department Staffing Summary (FY 2008 - 2012)</b>					
	<b>Adopted 2008</b>	<b>Adopted 2009</b>	<b>Adopted 2010</b>	<b>Adjusted 2011</b>	<b>Adopted 2012</b>
<b>Fire Department General Fund (100)</b>					
Fire Chief	1	1	1	1	1
Deputy Fire Chief	2	2	2	2	2
Fire Marshal	1	1	1	1	1
Fire Training Officer	0	0	0	1	1
Staff Fire Captain	4	4	4	2	2
Hazardous Materials Program Coordinator	1	1	1	1	1
Fire Protection Engineer	0	0	0	1	1
Emergency Medical Services Coordinator	1	1	1	1	1
Battalion Chief (56 Hr)	3	3	3	6	6
Fire Prevention Inspector	4	4	4	2	2
Administrative Analyst III	0	1	1	1	1
Environmental Specialist	1	0	0	0	0
Administrative Analyst II	1	1	0	0	0
Hazardous Materials Investigator	2	2	2	2	2
Fire Captain (56 Hr)	33	33	33	33	33
Administrative Secretary	1	1	1	1	1
Apparatus Operator (56 Hr)	33	33	33	33	33
Permit Technician	1	1	1	2	2
Firefighter (56 Hr)	43	43	43	41	41
Senior Secretary	1	1	1	1	1
Secretary	1	1	1	1	1
Administrative Clerk II <sup>1</sup>	2	2	1	1	0
Mail Clerk	1	1	1	0.5	0.5
	<b>137</b>	<b>137</b>	<b>135</b>	<b>134.5</b>	<b>133.5</b>

Staffing Changes to Recommended FY 2012:

1. Decrease - 1.0 FTE Administrative Clerk II.

**Department Summary**

**Fire Department**

General Fund - Summary By Category

General Fund

**General Fund - Summary By Category**

**Description:**

Administration, Special Operations, and Operations.

	<b>FY 2009 Actual</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Estimated</b>	<b>FY 2012 Adopted</b>
<b>RESOURCES</b>				
<b>Revenue</b>				
Licenses & Permits	1,060,307	1,234,452	1,252,909	1,277,971
Fees & Service Charges	653,845	789,035	660,413	673,624
Fairview FPD Reimbursement	2,161,933	2,432,402	2,332,890	2,450,000
EMS Reimbursement	458,077	471,830	471,825	471,825
Mutual Aid Reimbursement	545,581	449,997	50,000	390,000
Mt Eden Fire Services	40,433	40,255	-	-
Other Revenue	6,062	3,219	2,009	146
<b>Total Resources</b>	<b>4,926,238</b>	<b>5,421,190</b>	<b>4,770,046</b>	<b>5,263,566</b>
<b>OUTLAYS</b>				
<b>Expenditures</b>				
Salary	-	-	-	-
Regular	16,128,979	15,766,871	17,455,748	16,790,111
Overtime	2,342,622	2,323,186	1,871,000	1,714,502
Overtime - Mutual Aid Reimbursement	-	-	546,000	390,000
Vacancy Savings	-	-	(986,639)	(303,000)
FY11 EE Commitment - FY12 Furloughs	-	-	(1,096,054)	(66,530)
Benefits				
Medical Benefits	1,603,725	1,569,912	1,750,809	1,958,674
Retiree Medical	-	-	516,588	687,523
Other Benefits	1,714,985	1,899,588	1,812,665	1,763,629
PERS	4,114,338	4,063,303	4,923,712	4,801,549
Charges (to)/from other programs	60,467	33,725	48,000	48,000
<i>Net Staffing Expense</i>	25,965,116	25,656,585	26,841,829	27,784,458
Maintenance & Utilities	78,934	106,286	65,000	59,000
Supplies & Services	406,525	587,478	614,657	600,657
Internal Service Fees	1,450,287	1,604,483	1,680,299	1,654,162
Capital	10,231	9,253	-	-
<i>Net Operating Expense</i>	1,945,977	2,307,500	2,359,956	2,313,819
<b>Total Outlays</b>	<b>27,911,093</b>	<b>27,964,085</b>	<b>29,201,785</b>	<b>30,098,277</b>
<b>General Fund Subsidy</b>	<b>22,984,855</b>	<b>22,542,895</b>	<b>24,431,739</b>	<b>24,834,711</b>

\*Note: \$390,000 of FY 2012 budgeted overtime is budgeted for mutual aid.

**Department Summary**

**Fire Department**

General Fund - Summary By Program

General Fund

**General Fund - Summary By Program**

**Description:**

Administration, Special Operations, and Operations.

	<b>FY 2009 Actual</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Estimated</b>	<b>FY 2012 Adopted</b>
<b>RESOURCES</b>				
<b>Revenue</b>				
Administration	15	-	-	-
Special Operations	1,719,082	2,026,306	1,914,664	1,951,741
Operations	3,207,141	3,394,884	2,855,382	3,311,825
<b>Total Resources</b>	<b>4,926,238</b>	<b>5,421,190</b>	<b>4,770,046</b>	<b>5,263,566</b>
<b>OUTLAYS</b>				
<b>Expenditures</b>				
Administration	585,691	563,417	577,904	321,531
Special Operations	2,541,037	2,370,643	2,301,457	2,456,674
Operations*	24,784,365	25,030,025	26,322,424	27,320,072
<b>Total Outlays</b>	<b>27,911,093</b>	<b>27,964,085</b>	<b>29,201,785</b>	<b>30,098,277</b>
<b>General Fund Subsidy</b>	<b>22,984,855</b>	<b>22,542,895</b>	<b>24,431,739</b>	<b>24,834,711</b>

\*Note: \$390,000 of FY2012 budgeted overtime is budgeted for mutual aid.

<b>Division Staffing Summary (FY 2008 - 2012)</b>					
	<b>Adopted 2008</b>	<b>Adopted 2009</b>	<b>Adopted 2010</b>	<b>Adjusted 2011</b>	<b>Adopted 2012</b>
<b>Fire Department - Administration Division General Fund (100)</b>					
Fire Chief	1	1	1	1	1
Administrative Analyst II	1	1	0	0	0
Administrative Secretary	1	1	1	1	1
Secretary	1	1	1	1	1
	<b>4</b>	<b>4</b>	<b>3</b>	<b>3</b>	<b>3</b>

Staffing Changes to Recommended FY 2012:

1. None.

**Division Summary**  
Division: 100-1910

**Fire Department**  
**General Fund**

## Administration

**Description:**  
Department Administration.

	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Adopted
<b>RESOURCES</b>				
<b>Revenue</b>				
Other Revenue	15	-	-	-
<b>Total Resources</b>	<b>15</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>OUTLAYS</b>				
<b>Expenditures</b>				
Salary				
Regular	353,854	340,558	358,550	362,223
Overtime	-	-	-	-
Vacancy Savings	-	-	(19,662)	(303,000)
FY11 EE Commitment - FY12 Furloughs	-	-	(24,194)	(8,880)
Benefits				
Medical Benefits	27,980	17,751	19,459	20,814
Retiree Medical	-	-	8,397	-
Other Benefits	25,996	29,445	29,999	39,755
PERS	103,067	101,491	113,235	122,910
Charges (to)/from other programs	-	-	-	-
<i>Net Staffing Expense</i>	510,897	489,245	485,784	233,822
Maintenance & Utilities	400	573	500	500
Supplies & Services	9,215	15,821	31,096	31,096
Internal Service Fees	65,179	57,778	60,524	56,113
Capital	-	-	-	-
<i>Net Operating Expense</i>	74,794	74,172	92,120	87,709
<b>Total Outlays</b>	<b>585,691</b>	<b>563,417</b>	<b>577,904</b>	<b>321,531</b>
<b>General Fund Subsidy</b>	<b>585,676</b>	<b>563,417</b>	<b>577,904</b>	<b>321,531</b>
<b><u>FY 2012 Major Budget Items:</u></b>		<b><u>FY 2012 Significant Budget Changes:</u></b>		
1. \$303,000 vacancy savings.		1. Increased vacancy savings.		

<b>Division Staffing Summary (FY 2008 - 2012)</b>					
	<b>Adopted 2008</b>	<b>Adopted 2009</b>	<b>Adopted 2010</b>	<b>Adjusted 2011</b>	<b>Adopted 2012</b>
<b>Fire Department - Special Operations Division General Fund (100)</b>					
Deputy Fire Chief	1	1	1	0	0
Fire Marshal	1	1	1	1	1
Staff Fire Captain	3	3	4	2	2
Hazardous Materials Program Coordinator	1	1	1	1	1
Fire Protection Engineer	0	0	0	1	1
Fire Prevention Inspector	4	4	4	2	2
Administrative Analyst III	0	1	1	1	1
Environmental Specialist	1	0	0	0	0
Hazardous Materials Investigator	2	2	2	2	2
Permit Technician	1	1	1	2	2
Senior Secretary	1	1	1	1	1
Administrative Clerk II	1	1	0	0	0
	<b>16</b>	<b>16</b>	<b>16</b>	<b>13</b>	<b>13</b>

Staffing Changes to Recommended FY 2012:

1. None.

**Division Summary**  
Division: 100-1920

**Fire Department**  
**General Fund**

## Special Operations

**Description:**

Hazardous Materials and Fire Prevention programs.

	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Adopted
<b>RESOURCES</b>				
<b>Revenue</b>				
Licenses & Permits	1,060,307	1,234,452	1,252,909	1,277,971
Fees & Service Charges	653,845	789,035	660,413	673,624
Other Revenue	4,930	2,819	1,342	146
<b>Total Resources</b>	<b>1,719,082</b>	<b>2,026,306</b>	<b>1,914,664</b>	<b>1,951,741</b>
<b>OUTLAYS</b>				
<b>Expenditures</b>				
Salary				
Regular	1,656,679	1,484,072	1,462,126	1,446,447
Overtime	34,325	31,075	35,000	35,000
Vacancy Savings		-	(81,675)	-
FY11 EE Commitment - FY12 Furloughs		-	(89,021)	(49,530)
Benefits				
Medical Benefits	144,754	160,219	196,521	199,575
Retiree Medical	-	-	35,769	42,089
Other Benefits	128,030	130,428	124,252	133,397
PERS	366,830	333,092	369,960	412,734
Charges (to)/from other programs	(3,593)	-	-	-
<i>Net Staffing Expense</i>	2,327,025	2,138,886	2,052,932	2,219,712
Maintenance & Utilities				
	553	3,038	500	500
Supplies & Services	39,080	50,516	82,583	82,583
Internal Service Fees	174,379	178,203	165,442	153,879
Capital	-	-	-	-
<i>Net Operating Expense</i>	214,012	231,757	248,525	236,962
<b>Total Outlays</b>	<b>2,541,037</b>	<b>2,370,643</b>	<b>2,301,457</b>	<b>2,456,674</b>
<b>General Fund Subsidy</b>	<b>821,955</b>	<b>344,337</b>	<b>386,793</b>	<b>504,933</b>
<b>FY 2012 Major Budget Items:</b>		<b>FY 2012 Significant Budget Changes:</b>		
1. \$153,879 Internal Service Fees.		1. None.		

<b>Division Staffing Summary (FY 2008 - 2012)</b>					
	<b>Adopted 2008</b>	<b>Adopted 2009</b>	<b>Adopted 2010</b>	<b>Adjusted 2011</b>	<b>Adopted 2012</b>
<b>Fire Department - Operations Division General Fund (100)</b>					
Deputy Fire Chief	1	1	1	2	2
Fire Training Officer	0	0	0	1	1
Staff Fire Captain	1	1	0	0	0
Emergency Medical Services Coordinator	1	1	1	1	1
Battalion Chief (56 Hr)	3	3	3	6	6
Fire Captain (56 Hr)	33	33	33	33	33
Apparatus Operator (56 Hr)	33	33	33	33	33
Firefighter (56)	43	43	43	41	41
Administrative Clerk II <sup>1</sup>	1	1	1	1	0
Mail Clerk	1	1	1	0.5	0.5
	<b>117</b>	<b>117</b>	<b>116</b>	<b>118.5</b>	<b>117.5</b>

Staffing Changes to Recommended FY 2012:

1. Decrease - 1.0 FTE Administrative Clerk II.

**Division Summary**

Division: 100-1930

**Fire Department**

**General Fund**

**Operations**

**Description:**

Fire Operations.

	<b>FY 2009 Actual</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Estimated</b>	<b>FY 2012 Adopted</b>
<b>RESOURCES</b>				
<b>Revenue</b>				
Fairview FPD Reimbursement	2,161,933	2,432,402	2,332,890	2,450,000
EMS Reimbursement	458,077	471,830	471,825	471,825
Mutual Aid Reimbursement	545,581	449,997	50,000	390,000
Mt Eden Fire Services	40,433	40,255	-	-
Other Revenue	1,117	400	667	-
<b>Total Resources</b>	<b>3,207,141</b>	<b>3,394,884</b>	<b>2,855,382</b>	<b>3,311,825</b>
<b>OUTLAYS</b>				
<b>Expenditures</b>				
Salary				
Regular	14,118,446	13,942,241	15,635,072	14,981,441
Overtime	2,308,297	2,292,111	1,836,000	1,679,502
Overtime - Mutual Aid Reimbursement	-	-	546,000	390,000
Vacancy Savings	-	-	(885,302)	-
FY11 EE Commitment - FY12 Furloughs	-	-	(982,839)	(8,120)
Benefits				
Medical Benefits	1,430,991	1,391,942	1,534,829	1,738,285
Retiree Medical	-	-	472,422	645,434
Other Benefits	1,560,959	1,739,715	1,658,414	1,590,477
PERS	3,644,441	3,628,720	4,440,517	4,265,905
Charges (to)/from other programs	64,060	33,725	48,000	48,000
<i>Net Staffing Expense</i>	23,127,194	23,028,454	24,303,113	25,330,924
Maintenance & Utilities	77,981	102,675	64,000	58,000
Supplies & Services	358,230	521,141	500,978	486,978
Internal Service Fees	1,210,729	1,368,502	1,454,333	1,444,170
Capital	10,231	9,253	-	-
<i>Net Operating Expense</i>	1,657,171	2,001,571	2,019,311	1,989,148
<b>Total Outlays</b>	<b>24,784,365</b>	<b>25,030,025</b>	<b>26,322,424</b>	<b>27,320,072</b>
<b>General Fund Subsidy</b>	<b>21,577,225</b>	<b>21,635,141</b>	<b>23,467,042</b>	<b>24,008,247</b>
<b>FY 2012 Major Budget Items:</b>		<b>FY 2012 Significant Budget Changes:</b>		
1. \$1,444,170 Internal Service Fees.		1. Reduced staffing.		
2. \$390,000 overtime.		2. Reduced overtime.		



## Human Resources Department

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**Director: Fran Robustelli**

### **Department Mission Statement**

*The mission of the Human Resources Department is to provide professional guidance and expertise in the areas of Employee and Labor Relations, Benefits Administration, Recruitment and Selection, Safety, Training and Employee Development.*

## Human Resources Department

	Core Services	Performance Measures
Human Resources	<ul style="list-style-type: none"> <li>• Provide the City with effective and innovative full service Human Resources support.</li> <li>• Provide timely and collaborative employee and labor relations support to all City departments.</li> <li>• Administer Memoranda of Understanding (MOU's) with employee groups accurately.</li> <li>• Administer City wide Classification and Salary Plan.</li> <li>• Lead organizational change through implementation and support of organizational health and strategic planning initiatives.</li> <li>• Conduct thorough analysis and recommendations for classification and compensation studies.</li> <li>• Manage City-wide recruitment and selection program.</li> <li>• Administer City's employee benefits and provide counseling and assistance to new, terminating and retiring employees regarding benefit programs.</li> <li>• Provide pro-active support to all Departments and employees for leave management, in accordance with all applicable laws.</li> <li>• Manage position control, personnel action processing and personnel records maintenance.</li> <li>• Administer City-wide employee development and training program.</li> <li>• Serve as City staff liaison for Personnel Commission meetings.</li> </ul>	<ol style="list-style-type: none"> <li>1. Receive feedback from management team that reflects 95% of the time expectations exceeded for timeliness, accuracy of information provided and ability to assist with resolution of employee and labor relations matters</li> <li>2. Eligibility lists established on average within 12 weeks of approval to begin recruitment 95% of the time</li> <li>3. 100% attendance for mandatory training sponsored by Human Resources Department</li> <li>4. In partnership with Personnel Commission, establish annual goals and objectives related to the responsibilities of the Commission as outlined in the Municipal Code</li> </ol>

## Human Resources Department

	<b>Core Services</b>	<b>Performance Measures</b>
<b>Workers' Compensation</b>	<ul style="list-style-type: none"> <li>• Manage the City's self-insured Workers' Compensation program</li> <li>• Coordinate safety programs city-wide: including training, and compliance with OSHA mandates</li> <li>• Maintain the Injury and Illness Prevention Plan (IIPP)</li> </ul>	<ol style="list-style-type: none"> <li>1. Submit Workers Compensation claims to State within 5 days – 100% of the time</li> </ol>

## Human Resources Department

### FY 2011 Departmental Performance

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1. Centralized all Employee Relations matters into Human Resources, eliminating the need for full time outside consultant services. Met with employees, supervisors and employee representatives as necessary to resolve conflicts, grievances and discipline matters and improved labor relations through regular meetings with business agents and labor leadership.
2. Implemented all negotiated changes (side letters of agreement) to employee labor contracts, which allowed the City to implement significant cost savings in FY 2011. These changes included employee furloughs and other salary and benefit give-backs or deferrals.
3. Continued on-line processing for personnel & payroll action reports (PPAR's) using a laser fiche system with electronic approval processing.
4. Continued implementation of City-wide legally mandated training.
5. Partnered with Technology Services to begin selection and implementation of ERP System for the City of Hayward.
6. Assisted organization to address significant issues related to fiscal stability.
7. Continued to implement strategies to reduce the number and severity of workers compensation injuries.
8. Partnered with Police Department and assisted with the implementation of employee access to Pursuit Performance, a health and wellness program with on-line wellness plans.
9. Completed an RFP process and selection for a third party Workers' Compensation program.
10. Revised the City of Hayward's classification plan to be more in line with industry standards and provide a foundation for the organization regarding consistency of job titles, experience and education requirements, and distinguishing characteristics of classifications.
11. Completed comprehensive review of benefit programs, including identifying potential cost savings solutions.
12. Completed 15 classification and compensation studies.
13. Assisted with total of 61 recruitment, selection, and/or promotional actions, including 11 in public safety.
14. Working with the Personnel Commission, completed a comprehensive update of Chapter 2, Articles 3 and 4 of the Municipal Code, resulting in consistency amongst City documents and employment practices.

## Human Resources Department

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### **Significant Changes in FY 2011**

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1. Human Resources Department was reorganized to provide for a cross-training model resulting in more efficient coverage of all functions administered by Human Resources.
2. New Human Resources Manager was hired and began work in October 2010.
3. Re-structured the Human Resources Department and offered greater efficiency of staffing for the City by eliminating the Human Resources Administrative Secretary position and moved that position and person to share services with and fill a vacancy in the City Manager's Office.

**Human Resources Department  
FY 2012  
Service Delivery Outcomes**

**SUPPORTED PRIORITY and/or INITIATIVE**

	Safe	Clean	Green	Land Use	Fiscal Stability	Organization Health
1. Assist organization to address significant fiscal issues by working collaboratively with the Finance team and the employee groups to achieve financial goals while minimizing service reductions.					X	X
2. Working with the Personnel Commission, review and revise City Personnel Rules						X
3. Participate in the selection and implementation of an Enterprise Resource Program					X	X
4. Provide support to departments related to accountability and enforcement of personnel policies. Train departments to perform administrative investigations related to policy violations.						X

**FY 2012 Core Service Objectives**

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1. Assess HR services to all City departments and identify and implement improved processes that enhance communication indices by feedback from all levels in the organization.
2. Perform research and prepare to engage in full contract bargaining.
3. Complete two (2) HR core function programmatic assessments with recommendations for increased efficiencies, cost effectiveness and development of performance metrics.
4. Conduct Compliance Training needed for organization.
5. Prepare project plan prioritizing the review and revision of administrative rules related to employment rules and programs.
6. Conduct Compliance Training needed for employee groups.
7. Review job classifications as vacancies occur to update and align with the City-wide Classification Plan.
8. Continue research and options available to the City for benefit plan redesign, which would result in savings.
9. Implement outcomes of the Workers' Compensation Programmatic Assessment.
10. Continue to create and revise internal Department Standard Operating procedures to increase accuracy, quality and document institutional knowledge.

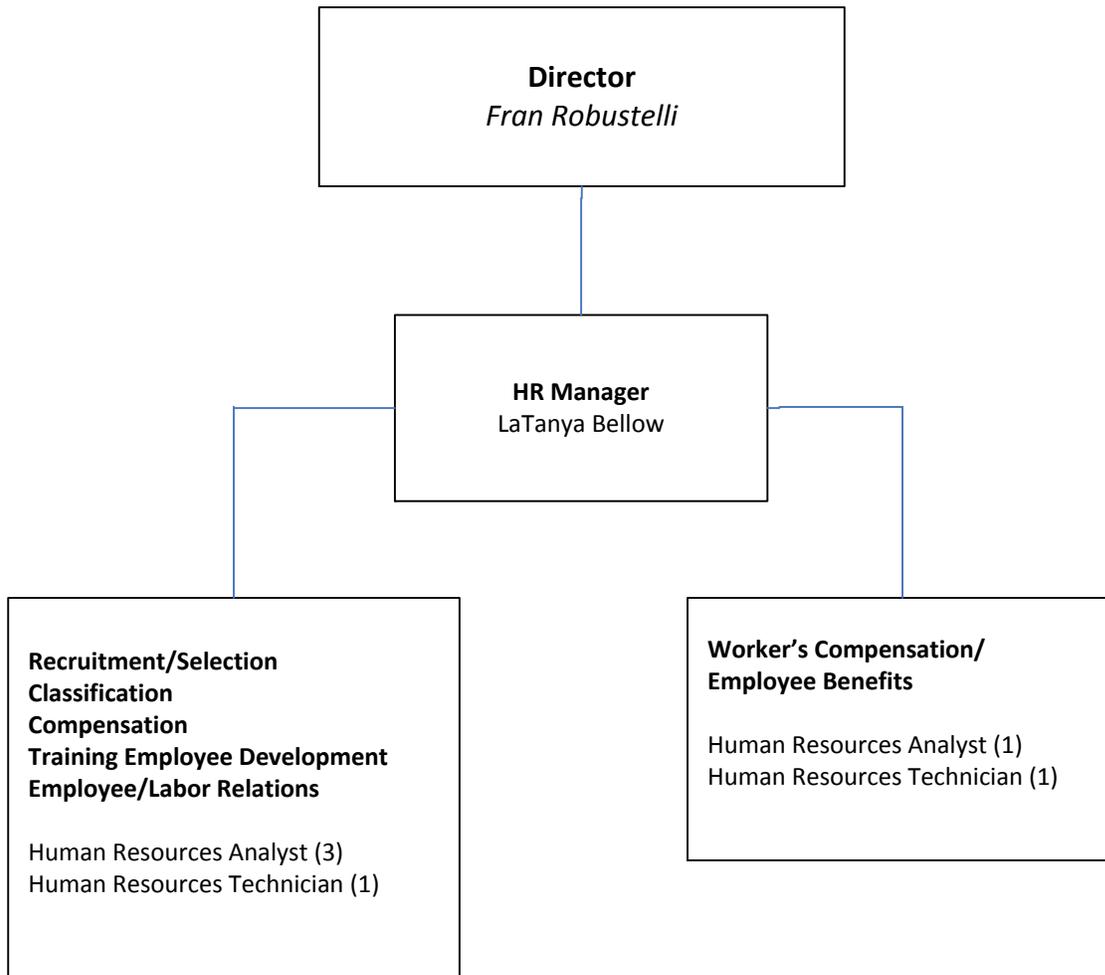
**Significant Changes Planned for FY 2012**

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As part of the necessary budget reductions, the Human Resources Department has reduced the total staffing levels by a Human Resources Administrative Secretary. This position has been transferred to the City Manager's Office in an effort to share support services between departments while reducing expenditures. This will impact the Department by reducing capacity on managing personnel filing systems and key administrative support to the Human Resources Director. The Department will aspire to maintain service levels by the Human Resources Director utilizing the entire team for various levels of support, streamlining internal systems through use of technology, and sharing resources with the City Manager's office when necessary.

**FY 2012 STAFFING  
8.00 FTE**

**Human Resources**



<b>Department Staffing Summary (FY 2008 - 2012)</b>					
	<b>Adopted 2008</b>	<b>Adopted 2009</b>	<b>Adopted 2010</b>	<b>Adjusted 2011</b>	<b>Adopted 2012</b>
<b>Human Resources Department ALL FUNDS SUMMARY</b>					
Human Resources Director	1	1	1	1	1
Human Resources Manager	0	0	0	1	1
Employee Benefits Administrator <sup>1</sup>	1	1	1	1	0
Senior Human Resources Analyst	1	1	1	0	0
Human Resources Analyst II <sup>2</sup>	2	2	3	3	4
Administrative Secretary (Conf)	1	0	0	0	0
Human Resources Administrative Secretary <sup>3</sup>	0	1	1	1	0
Human Resources Analyst I	1	1	0	0	0
Human Resources Technician <sup>4</sup>	0	2	1	1.75	2
Secretary (Conf)	2	0	0	0	0
	<b>9</b>	<b>9</b>	<b>8</b>	<b>8.75</b>	<b>8</b>

**Staffing Changes to Recommended FY 2012:**

1. Decrease - 1.0 FTE Employee Benefits Administrator.
2. Increase - 1.0 FTE Human Resources Analyst II.
3. Decrease - 1.0 FTE Human Resources Administrative Secretary (position transferring to Mayor's Office with partial support still to HR Director).
2. Increase - .75 FTE HR Technician to 1.0 FTE HR Technician.

**Department Summary**

All Funds Summary - By Category

**Human Resources Department**

All Funds

**All Funds Summary - By Category**

**Funding:**

General Fund and Internal Service funds.

	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Adopted
<b>RESOURCES</b>				
<b>Revenue and Transfers In from Other Funds</b>				
General Fund Revenue	127,072	64,196	-	-
Worker's Compensation Fund	4,862,074	5,647,395	5,591,841	6,197,627
Employee Benefits Fund	1,855,183	2,100,000	3,052,797	3,085,215
	<b>6,844,329</b>	<b>7,811,591</b>	<b>8,644,638</b>	<b>9,282,842</b>
<b>(Contributions)/Use of Fund Balance</b>				
Worker's Compensation	634,326	(37,413)	(115,278)	(265,467)
Employee Benefits	193,889	(38,983)	(649,047)	(487,806)
	<b>828,215</b>	<b>(76,396)</b>	<b>(764,325)</b>	<b>(753,273)</b>
<b>Fund Subsidy</b>				
General Fund Subsidy	1,043,547	1,079,385	1,461,940	1,882,311
	<b>1,043,547</b>	<b>1,079,385</b>	<b>1,461,940</b>	<b>1,882,311</b>
<b>Total Resources</b>	<b>8,716,091</b>	<b>8,814,580</b>	<b>9,342,253</b>	<b>10,411,880</b>
<b>OUTLAYS</b>				
<b>Expenditures By Expense Category</b>				
<b>Salary</b>				
Regular	609,626	629,759	844,273	751,519
Overtime	5,279	707	-	-
Vacancy Savings	-	-	(38,306)	-
FY11 EE Commitment - FY12 Furlough	-	-	(50,837)	(46,012)
<b>Benefits</b>				
Medical Benefits	87,656	83,313	127,075	124,059
Retiree Medical	-	-	19,629	14,424
Other Benefits	40,771	44,584	54,028	45,683
PERS	123,773	117,345	168,080	135,514
Charges (to)/from other programs	81,023	65,041	-	-
<i>Net Staffing Expense</i>	<b>948,128</b>	<b>940,749</b>	<b>1,123,942</b>	<b>1,025,187</b>
Worker's Compensation Expense	4,655,023	4,614,999	4,440,220	4,900,530
Retiree Medical Benefits	2,049,072	2,061,017	2,403,750	2,597,408
Maintenance & Utilities	1,385	859	500	500
Supplies & Services	745,924	853,632	1,103,023	1,610,052
Internal Service Fees	98,802	113,928	116,842	119,487
Capital	-	-	-	-
<i>Net Operating Expense</i>	<b>7,550,206</b>	<b>7,644,435</b>	<b>8,064,335</b>	<b>9,227,977</b>
<b>Transfers Out To Other Funds</b>	<b>217,757</b>	<b>229,396</b>	<b>153,976</b>	<b>158,715</b>
<b>Total Outlays</b>	<b>8,716,091</b>	<b>8,814,580</b>	<b>9,342,253</b>	<b>10,411,879</b>
<b>Net Change</b>	-	-	-	-

**Department Summary**

All Funds Summary - By Program

**Human Resources Department**

All Funds

**All Funds Summary - By Program**

**Funding:**

General Fund and Internal Service funds.

	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Adopted
<b>RESOURCES</b>				
<b>Revenue and Transfers In from Other Funds</b>				
General Fund	127,072	64,196	-	-
Worker's Compensation Fund	4,862,074	5,647,395	5,591,841	6,197,627
Employee Benefits Fund	1,855,183	2,100,000	3,052,797	3,085,215
	<b>6,844,329</b>	<b>7,811,591</b>	<b>8,644,638</b>	<b>9,282,842</b>
<b>(Contributions)/Use of Fund Balance</b>				
Worker's Compensation	634,326	(37,413)	(115,278)	(265,467)
Employee Benefits	193,889	(38,983)	(649,047)	(487,806)
	<b>828,215</b>	<b>(76,396)</b>	<b>(764,325)</b>	<b>(753,273)</b>
<b>Fund Subsidy</b>				
General Fund Subsidy	<b>1,043,547</b>	<b>1,079,385</b>	<b>1,461,940</b>	<b>1,882,311</b>
<b>Total Resources</b>	<b>8,716,091</b>	<b>8,814,580</b>	<b>9,342,253</b>	<b>10,411,880</b>
<b>OUTLAYS</b>				
<b>Expenditures and Transfer Out to Other Funds By Program</b>				
HR - General Fund	1,170,619	1,143,581	1,461,940	1,882,311
Worker's Compensation	5,496,400	5,609,982	5,476,563	5,932,160
Employee Benefits	2,049,072	2,061,017	2,403,750	2,597,408
<b>Total Outlays</b>	<b>8,716,091</b>	<b>8,814,580</b>	<b>9,342,253</b>	<b>10,411,879</b>
<b>Net Change</b>	-	-	-	-

<b>Department Staffing Summary (FY 2008 - 2012)</b>					
	<b>Adopted 2008</b>	<b>Adopted 2009</b>	<b>Adopted 2010</b>	<b>Adjusted 2011</b>	<b>Adopted 2012</b>
<b>Human Resources Department General Fund (100)</b>					
Human Resources Director	1	1	1	1	1
Human Resources Manager	0	0	0	1	1
Senior Human Resources Analyst	1	1	1	0	0
Human Resources Analyst II	2	2	3	3	3
Administrative Secretary (Conf)	1	0	0	0	0
Human Resources Administrative Secretary <sup>1</sup>	0	1	1	1	0
Human Resources Analyst I	1	1	0	0	0
Human Resources Technician <sup>2</sup>	0	1	0	0.75	1
Secretary (Conf)	1	0	0	0	0
	<b>7</b>	<b>7</b>	<b>6</b>	<b>6.75</b>	<b>6</b>

**Staffing Changes to Recommended FY 2012:**

1. Decrease - 1.0 FTE Human Resources Administrative Secretary (position transferring to Mayor's Office with partial support still to HR Director).
2. Increase - .75 FTE HR Technician to 1.0 FTE HR Technician.

**Department Summary**

Department: 100-1600

**Human Resources Department**

**General Fund**

**Human Resources**

**Description:**

Human Resources.

	<b>FY 2009 Actual</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Estimated</b>	<b>FY 2012 Adopted</b>
<b>RESOURCES</b>				
<b>Revenue</b>				
Medicare Part D Subsidy	122,073	55,196	-	-
HR Outside Training	4,999	9,000	-	-
Other Revenue	-	-	-	-
<b>Total Resources</b>	<b>127,072</b>	<b>64,196</b>	<b>-</b>	<b>-</b>
<b>OUTLAYS</b>				
<b>Expenditures</b>				
Salary				
Regular	453,058	472,501	676,001	602,347
Overtime	2,095	364	-	-
Vacancy Savings	-	-	(35,916)	-
FY11 EE Commitment - FY12 Furlough	-	-	(40,519)	(36,782)
Benefits				
Medical Benefits	58,809	55,597	96,097	94,507
Retiree Medical	-	-	15,267	10,818
Other Benefits	29,795	32,937	42,480	35,413
PERS	92,501	87,250	133,966	108,309
Charges (to)/from other programs	59,900	45,130	(87,098)	(87,020)
<i>Net Staffing Expense</i>	<b>696,158</b>	<b>693,779</b>	<b>800,278</b>	<b>727,592</b>
Maintenance & Utilities	1,385	859	500	500
Supplies & Services	394,055	360,624	570,638	1,062,838
Internal Service Fees	79,021	88,319	90,524	91,381
Capital Outlay	-	-	-	-
<i>Net Operating Expense</i>	<b>474,461</b>	<b>449,802</b>	<b>661,662</b>	<b>1,154,719</b>
<b>Total Outlays</b>	<b>1,170,619</b>	<b>1,143,581</b>	<b>1,461,940</b>	<b>1,882,311</b>
<b>General Fund Subsidy</b>	<b>1,043,547</b>	<b>1,079,385</b>	<b>1,461,940</b>	<b>1,882,311</b>
<b>FY 2012 Major Budget Items:</b>				
1. \$195,000 special services and claims.				
2. \$ 100,000 for employee training.				
3. \$680,000 unemployment expense.				
4. \$87,020 of staffing charged to Workers' Compensation Fund.				
<b>FY 2012 Significant Budget Changes:</b>				
1. Increased unemployment expense.				

<b>Department Staffing Summary (FY 2008 - 2012)</b>					
	<b>Adopted 2008</b>	<b>Adopted 2009</b>	<b>Adopted 2010</b>	<b>Adjusted 2011</b>	<b>Adopted 2012</b>
<b>Human Resources Department Worker's Compensation Fund (710)</b>					
Employee Benefits Administrator <sup>1</sup>	1	1	1	1	0
Human Resources Analyst II <sup>2</sup>	0	0	0	0	1
Human Resources Technician	0	1	1	1	1
Secretary (Conf)	1	0	0	0	0
	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>

Staffing Changes to Recommended FY 2012:

1. Decrease - 1.0 FTE Employee Benefits Administrator.
2. Increase - 1.0 FTE Human Resources Analyst II.

**Fund Summary**

**Human Resources Department**

Fund: 710

Internal Service Fund

**Worker's Compensation**

**Description:**

The City is self-insured for Worker's Compensation.

	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Adopted
<b>Beginning Working Capital Balance</b>				
<b>July 1</b>	<b>1,930,766</b>	<b>1,296,440</b>	<b>1,333,853</b>	<b>1,449,131</b>
<b>RESOURCES</b>				
<b>Revenue</b>				
Worker's Compensation Premium	4,536,286	5,626,005	5,561,841	5,847,627
Interest	25,638	21,222	30,000	40,000
Other Revenue	150	168	-	-
<i>Total Revenue</i>	<b>4,562,074</b>	<b>5,647,395</b>	<b>5,591,841</b>	<b>5,887,627</b>
<b>Fund Transfers In from</b>				
General Fund	300,000	-	-	310,000
<i>Total Transfers In</i>	<b>300,000</b>	<b>-</b>	<b>-</b>	<b>310,000</b>
<b>Total Resources</b>	<b>4,862,074</b>	<b>5,647,395</b>	<b>5,591,841</b>	<b>6,197,627</b>
<b>Fund Expenditures</b>				
Salary				
Regular	156,568	157,258	168,272	149,172
Overtime	3,184	343	-	-
Vacancy Savings	-	-	(2,390)	-
FY11 EE Commitment - FY12 Furlough	-	-	(10,318)	(9,230)
Benefits				
Medical Benefits	28,847	27,716	30,978	29,552
Retiree Medical	-	-	4,362	3,606
Other Benefits	10,976	11,647	11,548	10,270
PERS	31,272	30,095	34,114	27,205
Charges (to)/from other programs	21,123	19,911	87,098	87,020
<i>Net Staffing Expense</i>	<b>251,970</b>	<b>246,970</b>	<b>323,664</b>	<b>297,595</b>
Worker's Compensation Expense	4,655,023	4,614,999	4,440,220	4,900,530
Maintenance & Utilities	-	-	-	-
Supplies & Services	351,869	493,008	532,385	547,214
Internal Service Fees	19,781	25,609	26,318	28,106
Capital Outlay	-	-	-	-
<i>Net Operating Expense</i>	<b>5,026,673</b>	<b>5,133,616</b>	<b>4,998,923</b>	<b>5,475,850</b>

**Fund Summary Continued**

**Human Resources Department**

Fund: 710

Internal Service Fund

**Worker's Compensation**

*Continued*

	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Adopted
<b>Fund Transfers Out to</b>				
General Fund - Cost Allocation	213,667	224,350	147,998	152,438
Liability Insurance Premium	4,090	5,046	5,978	6,277
<i>Total Transfers Out</i>	<b>217,757</b>	<b>229,396</b>	<b>153,976</b>	<b>158,715</b>
<b>Total Outlays</b>	<b>5,496,400</b>	<b>5,609,982</b>	<b>5,476,563</b>	<b>5,932,160</b>
<b>Net Change</b>	<b>(634,326)</b>	<b>37,413</b>	<b>115,278</b>	<b>265,467</b>
<b>Ending Working Capital Balance</b>				
<b>JUNE 30</b>	<b>1,296,440</b>	<b>1,333,853</b>	<b>1,449,131</b>	<b>1,714,598</b>
<b><u>FY 2012 Major Budget Items:</u></b>		<b><u>FY 2012 Significant Budget Changes:</u></b>		
1. \$87,020 of staffing charged from other program.		1. Increased workers compensation expense.		
2. \$4,900,530 workers compensation expense.				
3. \$547,214 Internal Service Fees.				

**Fund Summary**

**Human Resources Department**

Fund: 740

Internal Service Fund

**Employee Benefits**

**Description:**

Funds employee retiree medical expense.

	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Adopted
<b>Beginning Working Capital Balance July 1</b>	<b>193,620</b>	<b>(269)</b>	<b>38,714</b>	<b>687,761</b>
<b>RESOURCES</b>				
<b>Revenue</b>				
General Fund Subsidy	1,855,183	-	-	-
Fire - Payroll Contribution	-	-	135,000	-
Police - City Paid 1%	-	-	232,616	232,816
Retiree Medical Premium	-	-	2,685,181	2,852,399
	<b>1,855,183</b>	<b>-</b>	<b>3,052,797</b>	<b>3,085,215</b>
<b>Fund Transfers In</b>				
Transfer from General Fund	-	2,100,000	-	-
	<b>-</b>	<b>2,100,000</b>	<b>-</b>	<b>-</b>
<b>Total Resources</b>	<b>1,855,183</b>	<b>2,100,000</b>	<b>3,052,797</b>	<b>3,085,215</b>
<b>OUTLAYS</b>				
<b>Expenditures</b>				
Admin Fee	48,000	56,544	78,750	82,688
Police	780,418	870,870	900,000	973,440
Fire	500,268	658,735	700,000	757,120
Misc	720,386	474,868	725,000	784,160
<b>Retiree Medical Expense</b>	<b>2,049,072</b>	<b>2,061,017</b>	<b>2,403,750</b>	<b>2,597,408</b>
<b>Total Outlays</b>	<b>2,049,072</b>	<b>2,061,017</b>	<b>2,403,750</b>	<b>2,597,408</b>
<b>Net Change</b>	<b>(193,889)</b>	<b>38,983</b>	<b>649,047</b>	<b>487,806</b>
<b>Ending Working Capital Balance JUNE 30</b>	<b>(269)</b>	<b>38,714</b>	<b>687,761</b>	<b>1,175,567</b>
<b>FY 2012 Major Budget Items:</b>		<b>FY 2012 Significant Budget Changes:</b>		
1. Contribution from public safety included here.		1. OPEB contributions for Fire are frozen for two years starting in FY2012.		
2. Retiree Medical Premiums charged per employee.				

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## **Library and Community Services Department**

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**Director: Sean Reinhart**

### **Department Mission Statement**

*The mission of the Library and Community Services Department is to preserve and enhance the quality of life for the Hayward community through neighborhood-oriented services, community-based problem solving, and information and resources that are relevant, accessible, and responsive to the community.*

## Library and Community Services Department

	<b>Core Services</b>	<b>Performance Measures</b>
<b>Library and Community Services Administration</b>	<ul style="list-style-type: none"> <li>• Serve as City/Community liaison</li> <li>• Foster grant development and management</li> <li>• Administer and maintain Library Commission proceedings</li> <li>• Manage, implement, and evaluate department programs and activities</li> <li>• Administer department budget</li> </ul>	<ol style="list-style-type: none"> <li>1. Meet department budget and grant reporting deadlines 100% of the time</li> <li>2. Receive feedback from customers that reflect above average customer satisfaction with department services 90% of the time</li> <li>3. Bring in new grants and volunteer/intern resources in an amount equal to at least 10% of total department General Fund budget</li> </ol>
<b>Library Operations and Systems</b>	<ul style="list-style-type: none"> <li>• Deliver excellent customer service</li> <li>• Manage two public library facilities</li> <li>• Acquire, catalog, organize, circulate, and maintain library materials collection</li> <li>• Maintain the library website and electronic resource collections</li> <li>• Manage the Integrated Library System</li> </ul>	<ol style="list-style-type: none"> <li>1. Fulfill 90% of library customers' materials requests within 4 business days</li> <li>2. Increase customer use of electronic payment systems by 10%, reflecting increased customer satisfaction with library operations, services and systems</li> </ol>
<b>Library Public Services</b>	<ul style="list-style-type: none"> <li>• Deliver excellent customer service</li> <li>• Manage library collections</li> <li>• Develop educational and cultural programs</li> <li>• Manage and implement the Hayward Literacy Plus program</li> <li>• Support the efforts of local schools to achieve academic excellence</li> </ul>	<ol style="list-style-type: none"> <li>1. Improve student test scores in library Homework Support Centers by 10%, reflecting accuracy and effectiveness of tutor training and instruction</li> <li>2. Increase circulation of library materials 9%, reflecting increased customer satisfaction with the quality and selection of library collections</li> </ol>

## Library and Community Services Department

<b>Grant Programs and Technical Assistance</b>	<ul style="list-style-type: none"> <li>• Deliver excellent customer service</li> <li>• Manage and implement the Community Development Block Grant Program (CDBG)</li> <li>• Manage and implement the Social Services Grant Program</li> <li>• Provide technical assistance to community service organizations in relation to the above programs</li> <li>• Provide technical assistance and support to other City departments for community-related projects, e.g. Mural Art Program, Community Preservation / Synchronized Multi Agency Safe Housing (SMASH), etc.</li> <li>• Administer and maintain Citizens Advisory and Human Services Commission proceedings</li> </ul>	<ol style="list-style-type: none"> <li>1. Meet Federal Community Development Block Grant (CDBG) reporting deadlines 100% of the time</li> <li>2. Maintain 100% compliance with Federal CDBG program regulations, procurement regulations, labor standards regulations, and environmental review</li> <li>3. Execute the joint strategic plan developed by the Citizens Advisory and Human Services Commissions to increase the collective impact of the CDBG and Social Services Programs through improved coordination of those programs</li> </ol>
<b>Property Rehabilitation</b>	<ul style="list-style-type: none"> <li>• Deliver excellent customer service</li> <li>• Manage the Property Rehabilitation Program, including:               <ul style="list-style-type: none"> <li>○ Housing Rehabilitation Loans and</li> <li>○ Minor Home Repair Grants</li> </ul> </li> </ul>	<ol style="list-style-type: none"> <li>1. Make 3-7 housing rehabilitation loans as needed, and 30 - 60 minor home repair grants to improve accessibility and make health/safety repairs for income-eligible homeowners, including seniors and people who have disabilities</li> <li>2. Maintain 100% compliance with applicable regulations and laws governing procurement processes</li> </ol>
<b>Paratransit</b>	<ul style="list-style-type: none"> <li>• Deliver excellent customer service</li> <li>• Manage and implement the Hayward Paratransit Program</li> </ul>	<ol style="list-style-type: none"> <li>1. Meet Alameda County Transportation Commission (ACTC) grant reporting deadlines 100% of the time</li> <li>2. Maintain 100% compliance with ACTC contract guidelines with regard to service performance and financial reporting</li> <li>3. Improve dispatch and route efficiency through the acquisition of appropriate technology</li> <li>4. Receive feedback from customers that reflect above average customer satisfaction 90% of the time</li> </ol>

## **FY 2011 Departmental Performance**

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1. Increased circulation of library materials 11% with no increase in related expenditures (total circulation was 1,175,615 in FY 2010; projected total circulation in FY 2011 is 1,300,000).
2. Operated six volunteer programs with 300+ volunteers who contributed over 15,000+ volunteer hours of service in support of department activities and fundraising. Total volunteer hours served in FY 2011 currently exceeds FY 2009 volunteer hours served by 20%.
3. Completed the preliminary design phase of the new Library and Community Learning Center facility project.
4. Worked in partnership with Hayward Unified School District to create joint-use school / public library facilities in local schools (homework centers, wifi / internet access, and library book vending machines), beginning with Longwood Elementary School in September 2011.
5. Implemented a \$101,750 grant from First 5 Alameda County (F5AC) to provide bilingual caregiver-child preschool classes for Spanish-speaking children in Hayward ages three and under.
6. Organized and executed a Summer Reading Game for 3,800 participating Hayward children to support and maintain their reading skills during the summer out-of-school months, funded by Friends of the Library donations.
7. Organized and executed the third annual Big Read community-wide reading campaign, funded by a \$17,050 grant from National Endowment for the Arts.
8. Administered \$1.7 million in Community Development Block Grant funding (CDBG) to various nonprofit and governmental organizations in support of 25 projects (construction and program services) that serve low income Hayward residents in identified CDBG priority areas.
9. Administered \$400,000 in General Fund monies allocated to provide Social Services Program grant funding to private, nonprofit and public social services agencies for 24 projects that serve disadvantaged low- income Hayward residents.
10. Made 5 housing rehabilitation loans and 35 minor home repair grants for income-eligible homeowners, including seniors and people with disabilities.
11. Administered Federal American Recovery and Reinvestment Act (ARRA) Community Development Block Grant Entitlement Grant (CDBG-R) funding in the amount of \$460,027 (three year stimulus funding), in support of projects that benefit low-income Hayward residents impacted by the economic recession.

## Library and Community Services Department

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12. Administered Federal American Recovery and Reinvestment Act (ARRA) Emergency Shelter Grant (ESG) Homeless Prevention funding in the amount of \$703,342 (three year stimulus funding), for programs that benefit Hayward residents who are at risk of becoming homeless, or to “rapidly re-house” persons who have recently become homeless.
13. Completed the joint strategic plan developed by the Citizens Advisory and Human Services Commissions to increase the collective impact of the CDBG and Social Services Programs through improved coordination of those programs.
14. Transitioned the CDBG and Social Services funding recommendation process to a two-year cycle to better coincide with the City’s two-year budget cycle.

**Library and  
Community Services  
Department  
FY 2012  
Service Delivery  
Outcomes**

**SUPPORTED PRIORITY and/or INITIATIVE**

	Safe	Clean	Green	Land Use	Fiscal Stability	Organizational Health
1. Augment and improve library / education services to Spanish speaking Hayward residents, especially to children and job-seekers.	X				X	
2. Operate After-School Homework Centers for youth in support of the Council priority of Academic Excellence. Pursue opportunities to expand this model to local schools in partnership with HUSD.	X				X	
3. Develop systems and programs to expand library services to underserved neighborhoods (e.g. with book vending machines in public areas and/or schools).	X				X	
4. Increase subscriptions to the Fines-Free Library Loan program; continue to refine service in response to changing community needs and expectations.					X	X

**Library and  
Community Services Department  
FY 2012  
Service Delivery  
Outcomes**

**SUPPORTED PRIORITY and/or INITIATIVE**

	Safe	Clean	Green	Land Use	Fiscal Stability	Organizational Health
5. Administer Community Development Block Grant funding (CDBG) to nonprofit or governmental organizations for projects that serve low income Hayward residents in identified CDBG priority areas.		X	X		X	
6. Administer the City's Social Services Program grant funding to support private nonprofit and public social services agencies that serve disadvantaged low- income Hayward residents.		X	X		X	
7. Administer the City's Para transit service for people who are unable to use other forms of public transportation because of a medical condition or disability.	X		X		X	

**Library and  
Community Services Department  
FY 2012  
Service Delivery  
Outcomes**

**SUPPORTED PRIORITY and/or INITIATIVE**

	Safe	Clean	Green	Land Use	Fiscal Stability	Organizational Health
8. Administer the City’s Housing Rehabilitation Programs for low-income homeowners aged 65 or older, or persons with disabilities.	X	X	X	X		
9. Administer Federal ARRA CDBG-R funding to benefit low-income Hayward residents impacted by the economic recession, in compliance with Federal regulations.					X	
10. Administer Federal ARRA ESG Homeless Prevention funding for programs that benefit Hayward residents who are at risk of becoming homeless or to “rapidly re-house” persons who have recently become homeless.	X	X			X	

**FY 2012 Core Service Objectives**

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1. Deliver innovative, excellent customer service that is responsive to the changing needs and expectations of the Hayward community.
2. Secure new grants and volunteer/intern resources in an amount equal to at least 15% of total department general fund budget. Implement a grant management system for the efficient and effective administration and evaluation of grant resources.
3. Continue to provide Afterschool Homework Support Centers for youth in both library facilities, and pursue expansion opportunities in partnership with HUSD.
4. Lead effort to plan and fund a new Library and Community Learning Center facility.
5. Administer Community Development Block Grant funding (CDBG) to nonprofit or governmental organizations for projects that serve low income Hayward residents in identified CDBG priority areas.
6. Administer the City's Social Services Program grant funding to support private nonprofit and public social services agencies that serve disadvantaged low- income Hayward residents.
7. Continue to refine the Social Services and Community Development Block Grant Programs to include the strategic allocation of these resources in alignment with the City's Neighborhood Services Initiative. Implement Council-approved a strategic plan and develop a robust evaluation system for CDBG and Social Services Grant Programs.
8. Administer the City's Housing Rehabilitation Programs for low-income homeowners aged 65 or older, or who are persons with disabilities.
9. Administer federal ARRA CDBG-R funding to benefit low-income Hayward residents impacted by the economic recession, in compliance with federal regulations.
10. Administer federal ARRA ESG Homeless Prevention funding for programs that benefit Hayward residents who are at risk of becoming homeless or to "rapidly re-house" persons who have recently become homeless.
11. Administer the City's Paratransit service for people who are unable to use other forms of public transportation because of a medical condition or disability.
12. Increase total volunteer hours served in support of Library and Community Services activities, to build capacity and empower community members to be partners in achieving their desired quality of life.

## Library and Community Services Department

13. Continue to work with local community organizations and other stakeholder agencies (e.g., HARD, HUSD, PG&E) to develop and strengthen the Hayward Community Gardens for the benefit of low- and middle-income Hayward residents to the extent possible within available resources.
14. Augment and improve library / education services to Spanish speaking Hayward residents, especially to children and job-seekers.
15. Develop systems and programs to expand library services to underserved neighborhoods (e.g. with book vending machines in public areas and/or schools).
16. Work together across divisions to integrate the activities of Library and Community Services.

### Significant Changes Planned for FY 2012

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The Library and Community Services (L&CS) department's approach to the "new normal" created by the Great Recession has been to carefully manage the savings created by staff attrition over time. The department understood and responded to the long-term implications of the economic recession early on, and proactively put in motion processes to manage staff attrition, meet increasing service demands, and realize long-term employee cost savings, beginning in 2009 when the recession took hold.

This managed staff attrition process has yielded a 12.6% vacancy rate in Library and Community Services as of mid-year FY 2011, creating annualized General Fund cost savings of \$472,950. This was achieved through careful stewardship and management of naturally occurring staff attrition in the department over a period of three years, combined with the implementation of new automation and self-service technologies to meet increasing service demands during the same period.

In response to City-wide resource limitations projected in FY 2012 and beyond, significant L&CS department changes recommended at the close of FY 2011 include the elimination of six (6) vacant positions in the Library Services Division (4.6 FTE total): Supervising Librarian (1.0 FTE); Lead Library Assistant (1.0 FTE); Librarian I (1.0 FTE); Librarian I (0.5 FTE); Library Assistant (0.5 FTE); and Senior Library Page (0.6 FTE).

#### Service Impacts

Hayward's two library facilities were visited 625,000 times in FY 2010, an average of 12,000 visits per week. Public access to library facilities is the core service of the Library division; most other essential library functions flow from this access, including internet access for job seekers, offering a safe out-of-school-time place for children, delivering homework help to teens, and tutoring illiterate and/or ESL adults to read and write English.

Because the six eliminated positions eliminated in FY 2012 are vacant, and in light of the heavy demand for open hours among public library users in Hayward to support their educational and information needs, a reduction in library operating hours in FY 2012 is neither necessary nor recommended. However, because the Library

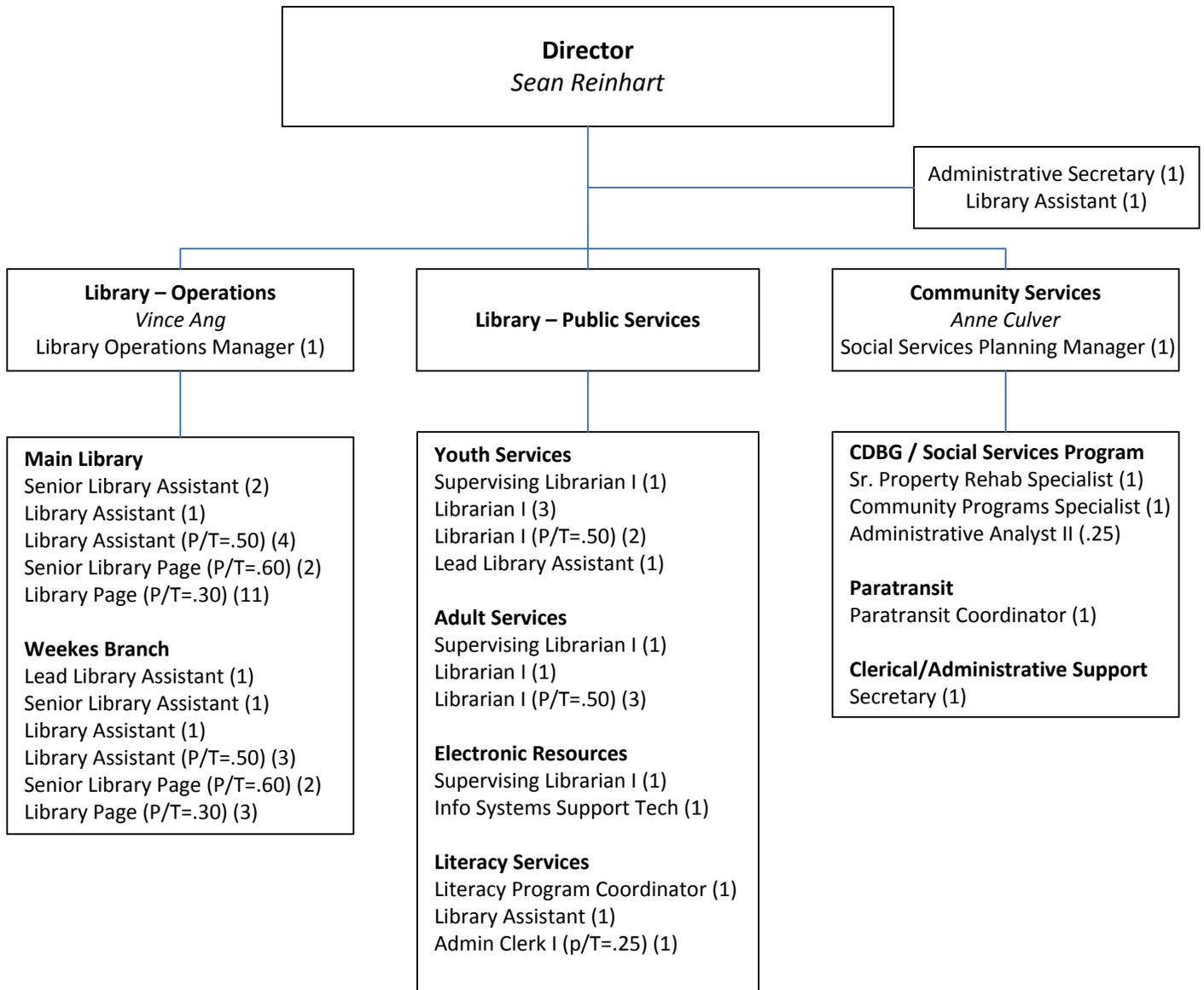
## **Library and Community Services Department**

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Services staff runs very lean as it is, and library use is projected to increase by an additional 10% in FY 2012, immediate service reductions in other areas would be necessary to refocus available resources toward direct public service during open hours. These service reductions will include among others: a 33% reduction in early childhood education and parenting programs; a 50% reduction in outreach activities to Hayward elementary schools to support literacy; a 75% reduction in after-school programs for teens (not including the Homework Centers); and due to significant additional reductions anticipated at the State level to FY 2012 funding support for adult literacy services, a 25% reduction to the adult literacy program activities. These service reductions would result in (respectively): approximately 450 fewer children ages 0-3 and parents attending early childhood literacy and parenting classes per month; approximately 3,500 fewer elementary school students supported by literacy outreach per quarter; 50 fewer days per year in which structured programs are offered for teens in the library after school (not including the Homework Centers); and 30 fewer illiterate or low-literate Hayward adults who learn to read through the Literacy program per year.

**FY 2012 STAFFING**  
**39.1 FTE**

**Library and Community Services**



<b>Department Staffing Summary (FY 2008 - 2012)</b>					
	<b>Adopted 2008</b>	<b>Adopted 2009</b>	<b>Adopted 2010</b>	<b>Adjusted 2011</b>	<b>Adopted 2012</b>
<i>Please note that City Manager Office, Development Services, Finance, Library, Maintenance Services, and Public Works have undergone significant reorganization within the last several years. The staffing schedule presented here reflects the current organizational structure and cannot be used with prior years' budget documents.</i>					
<b>Library &amp; Community Services Department</b>					
<b>ALL FUNDS SUMMARY</b>					
Library & Neighborhood Services Director	1	1	1	0	0
Library & Community Services Director	0	0	0	1	1
Social Services Planning Manager	1	1	1	1	1
Senior Property Rehabilitation Specialist	1	1	1	1	1
Community Development Specialist	1	0	0	0	0
Administrative Analyst II <sup>1</sup>	0	1	0	0	0.25
Property Rehabilitation Specialist	1	1	1	0	0
Library Operations Manager	1	1	1	1	1
Library Systems Manager	1	0	0	0	0
Supervising Librarian I <sup>2</sup>	3	4	4	4	3
Paratransit Coordinator	1	1	1	1	1
Community Programs Specialist	1	1	1	1	1
Librarian II	0.5	0.5	0	0	0
Administrative Secretary	1	1	1	1	1
Information Systems Support Technician	1	1	1	1	1
Librarian I <sup>3</sup>	8	8	8	8	6.5
Literacy Program Coordinator	1	1	1	1	1
Lead Library Assistant <sup>4</sup>	3	3	3	3	2
Secretary	2	2	1	1	1
Senior Library Assistant	3	3	3	3	3
Library Assistant <sup>5</sup>	9	9	8	8	7.5
Administrative Clerk I	0.25	0.25	0.25	0.25	0.25
Senior Library Page <sup>6</sup>	3	3	3	3	2.4
Library Page	5.7	5.1	4.2	4.2	4.2
	<b>49.45</b>	<b>48.85</b>	<b>44.45</b>	<b>43.45</b>	<b>39.1</b>

**Staffing Changes to Recommended FY 2012:**

1. Increase - 0.25 FTE Administrative Analyst II (Transferred from Development Services).
2. Decrease - 1.0 FTE Supervising Librarian I.
3. Decrease - 1.5 FTE Librarian I.
4. Decrease - 1.0 FTE Lead Library Assistant.
5. Decrease - 0.5 FTE Library Assistant.
6. Decrease - 0.6 FTE Senior Library Page.

**Department Summary**

**Library & Community Services Department**

All Funds Summary - By Category

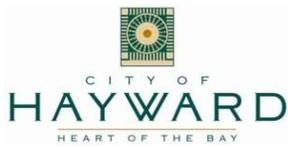
All Funds

**All Funds Summary - By Category**

**Funding:**

General and Special Revenue funds.

	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Adopted
<b>RESOURCES</b>				
<b>Revenue and Transfers In From Other Funds</b>				
General Fund Revenue	423,057	323,935	394,065	194,000
Community & Econ Block Grant	2,682,714	2,736,097	2,669,292	2,768,995
Paratransit Program	614,047	833,216	551,500	633,950
Community & Economic Block - Stimulus Grants	-	246,449	23,689	-
Homeless Prev Rapid Housing - Stimulus Grants	-	130,248	573,094	-
	<b>3,719,818</b>	<b>4,269,945</b>	<b>4,211,640</b>	<b>3,596,945</b>
<b>(Contribution)/Use of Fund Balance</b>				
Community & Econ Block Grant	(144,335)	(962,591)	966,679	781,106
Paratransit Program	150,671	(144,086)	71,625	118,532
Community & Economic Block - Stimulus Grants	-	(78,425)	254,582	-
Homeless Prev Rapid Housing - Stimulus Grants	-	-	-	-
	<b>6,336</b>	<b>(1,185,102)</b>	<b>1,292,886</b>	<b>899,638</b>
<b>Fund Subsidy</b>				
General Fund Subsidy	<b>4,256,380</b>	<b>4,451,250</b>	<b>4,986,867</b>	<b>4,704,242</b>
<b>Total Resources</b>	<b>7,982,534</b>	<b>7,536,093</b>	<b>10,491,393</b>	<b>9,200,825</b>
<b>OUTLAYS</b>				
<b>Expenditures</b>				
<b>Salary</b>				
Regular	2,495,803	2,545,556	2,967,276	2,696,258
Overtime	1,881	-	-	-
Vacancy Savings	-	-	(138,554)	-
FY11 Employee Commitment - FY12 Furloughs	-	-	(180,358)	(174,440)
<b>Benefits</b>				
Medical Benefits	352,224	325,965	397,681	417,391
Retiree Medical	-	-	139,584	106,377
Other Benefits	173,449	180,321	220,735	206,226
PERS	545,999	459,237	593,128	694,102
Charges (to)/from other programs	171,497	33,839	172,085	90,224
<i>Net Staffing Expense</i>	<b>3,740,853</b>	<b>3,544,918</b>	<b>4,171,577</b>	<b>4,036,138</b>
Maintenance & Utilities	177,597	175,798	185,302	177,627
Supplies & Services	2,794,915	2,269,504	3,674,773	3,429,039
Stimulus Grant	-	298,272	851,365	-
Grants	452,750	404,500	405,500	336,000
Internal Service Fees	674,703	717,535	717,342	716,754
Project Costs	-	-	-	-
Capital	79,510	13,656	65,883	13,933
<i>Net Operating Expense</i>	<b>4,179,475</b>	<b>3,879,265</b>	<b>5,900,165</b>	<b>4,673,353</b>
<b>Transfers to Other Funds</b>				
	<b>62,206</b>	<b>111,910</b>	<b>419,651</b>	<b>491,334</b>
<b>Total Outlays</b>	<b>7,982,534</b>	<b>7,536,093</b>	<b>10,491,393</b>	<b>9,200,825</b>
<b>Net Change</b>	-	-	-	-



**Department Summary**

**Library & Community Services Department**

All Funds Summary - By Program

All Funds

**All Funds Summary - By Program**

**Funding:**

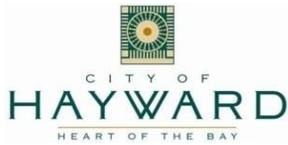
General and Special Revenue funds.

	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Adopted
<b>RESOURCES</b>				
<b>Revenue and Transfers in from Other Funds</b>				
General Fund Revenue	423,057	323,935	394,065	194,000
Community & Econ Block Grant	2,682,714	2,736,097	2,669,292	2,768,995
Paratransit Program	614,047	833,216	551,500	633,950
Community & Economic Block - Stimulus Grants	-	246,449	23,689	-
Homeless Prev Rapid Housing - Stimulus Grants	-	130,248	573,094	-
	<b>3,719,818</b>	<b>4,269,945</b>	<b>4,211,640</b>	<b>3,596,945</b>
<b>(Contribution)/Use of Fund Balance</b>				
Community & Econ Block Grant	(144,335)	(962,591)	966,679	781,106
Paratransit Program	150,671	(144,086)	71,625	118,532
Community & Economic Block - Stimulus Grants	-	(78,425)	254,582	-
Homeless Prev Rapid Housing - Stimulus Grants	-	-	-	-
	<b>6,336</b>	<b>(1,185,102)</b>	<b>1,292,886</b>	<b>899,638</b>
<b>Fund Subsidy</b>				
General Fund Subsidy	<b>4,256,380</b>	<b>4,451,250</b>	<b>4,986,867</b>	<b>4,704,242</b>
<b>Total Resources</b>	<b>7,982,534</b>	<b>7,536,093</b>	<b>10,491,393</b>	<b>9,200,825</b>
<b>OUTLAYS</b>				
<b>Expenditures and Transfers Out to Other Funds</b>				
Administration	366,624	280,911	419,519	453,032
Library Services	3,850,310	4,034,894	4,444,990	4,050,884
Community Services	462,503	459,380	516,423	394,326
Community & Econ Block Grant	2,538,379	1,773,506	3,635,971	3,550,101
Paratransit Program	764,718	689,130	623,125	752,482
Community & Economic Block - Stimulus Grants	-	168,024	278,271	-
Homeless Prev Rapid Housing - Stimulus Grants	-	130,248	573,094	-
<b>Total Outlays</b>	<b>7,982,534</b>	<b>7,536,093</b>	<b>10,491,393</b>	<b>9,200,825</b>
<b>Net Change</b>	-	-	-	-

<b>Department Staffing Summary (FY 2008 - 2012)</b>					
	<b>Adopted 2008</b>	<b>Adopted 2009</b>	<b>Adopted 2010</b>	<b>Adjusted 2011</b>	<b>Adopted 2012</b>
<i>Please note that City Manager Office, Development Services, Finance, Library, Maintenance Services, and Public Works have undergone significant reorganization within the last several years. The staffing schedule presented here reflects the current organizational structure and cannot be used with prior years' budget documents.</i>					
<b>Library &amp; Community Services Department*</b>					
<b>General Fund (100)</b>					
Library & Neighborhood Services Director	1	1	1	0	0
Library & Community Services Director	0	0	0	1	1
Social Services Planning Manager	1	1	0	0	0
Administrative Analyst II	0	1	0	0	0
Library Operations Manager	1	1	1	1	1
Library Systems Manager	1	0	0	0	0
Supervising Librarian I <sup>1</sup>	3	4	4	4	3
Community Programs Specialist	1	1	0	0	0
Librarian II	0.5	0.5	0	0	0
Administrative Secretary	1	1	1	1	1
Information Systems Support Technician	1	1	1	1	1
Librarian I <sup>2</sup>	8	8	8	8	6.5
Literacy Program Coordinator	1	1	1	1	1
Lead Library Assistant <sup>3</sup>	3	3	3	3	2
Secretary	1	1	0	0	0
Senior Library Assistant	3	3	3	3	3
Library Assistant <sup>4</sup>	9	9	8	8	7.5
Administrative Clerk I	0.25	0.25	0.25	0.25	0.25
Senior Library Page <sup>5</sup>	3	3	3	3	2.4
Library Page	5.7	5.1	4.2	4.2	4.2
	<b>44.45</b>	<b>44.85</b>	<b>38.45</b>	<b>38.45</b>	<b>33.85</b>

**Staffing Change to Recommended FY 2012:**

1. Decrease - 1.0 FTE Supervising Librarian I.
2. Decrease - 1.5 FTE Librarian I.
3. Decrease - 1.0 FTE Lead Library Assistant.
4. Decrease - 0.5 FTE Library Assistant.
5. Decrease - 0.6 FTE Senior Library Page.



**Department Summary**

Department: 100 - 3300

**Library & Community Services Department**

**General Fund**

**General Fund Summary**

**Description:**

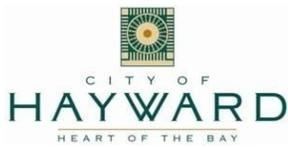
Administration, Library, and Community Services.

	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Adopted
<b>RESOURCES</b>				
<b>Revenue</b>				
Library Fines	107,703	98,862	106,555	107,000
Grants	311,488	224,967	287,510	87,000
Other Revenue	3,866	106	-	-
<b>Total Resources</b>	<b>423,057</b>	<b>323,935</b>	<b>394,065</b>	<b>194,000</b>
<b>OUTLAYS</b>				
<b>Expenditures</b>				
Salary				
Regular	2,102,601	2,101,258	2,402,318	2,113,103
Overtime	1,821	-	-	-
Vacancy Savings	-	-	(130,797)	-
FY11 Employee Commitment - FY12 Furloughs	-	-	(145,787)	(135,727)
Benefits	-	-	-	-
Medical Benefits	307,761	262,207	314,128	322,219
Retiree Medical	-	-	126,498	95,559
Other Benefits	149,417	151,861	186,482	162,384
PERS	468,212	371,985	478,753	536,148
Charges (to)/from other programs	(201,915)	52,933	84,348	48,451
<i>Net Staffing Expense</i>	<i>2,827,897</i>	<i>2,940,244</i>	<i>3,315,943</i>	<i>3,142,137</i>
Maintenance & Utilities	177,250	175,624	185,102	177,627
Supplies & Services	583,146	580,686	734,153	553,017
Grants	452,750	404,500	405,500	336,000
Internal Service Fees	558,884	660,475	674,351	675,528
Capital	79,510	13,656	65,883	13,933
<i>Net Operating Expense</i>	<i>1,851,540</i>	<i>1,834,941</i>	<i>2,064,989</i>	<i>1,756,105</i>
<b>Total Outlays</b>	<b>4,679,437</b>	<b>4,775,185</b>	<b>5,380,932</b>	<b>4,898,242</b>
<b>General Fund Subsidy</b>	<b>4,256,380</b>	<b>4,451,250</b>	<b>4,986,867</b>	<b>4,704,242</b>

<b>Program Staffing Summary (FY 2008 - 2012)</b>					
	<b>Adopted 2008</b>	<b>Adopted 2009</b>	<b>Adopted 2010</b>	<b>Adjusted 2011</b>	<b>Adopted 2012</b>
<i>Please note that City Manager Office, Development Services, Finance, Library, Maintenance Services, and Public Works have undergone significant reorganization within the last several years. The staffing schedule presented here reflects the current organizational structure and cannot be used with prior years' budget documents.</i>					
<b>Library &amp; Community Services Department - Library &amp; Community Services Administration Program General Fund (100)</b>					
Library & Neighborhood Services Director	0	1	1	0	0
Library & Community Services Director	0	0	0	1	1
Administrative Analyst II	0	1	0	0	0
Administrative Secretary	0	1	1	1	1
Library Assistant	0	1	1	1	1
	<b>0</b>	<b>4</b>	<b>3</b>	<b>3</b>	<b>3</b>

Staffing Changes to Recommended FY 2012:

1. None.



**Program Summary**

Program: 100-3331

**Library & Community Services Department**

**General Fund**

<b>Administration</b>
<b>Description:</b> Department administration.

	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Adopted
<b>RESOURCES</b>				
<b>Revenue</b>				
None	-	-	-	-
<b>Total Resources</b>	-	-	-	-
<b>OUTLAYS</b>				
<b>Expenditures</b>				
Salary				
Regular	249,392	162,134	282,241	287,164
Overtime	-	-	-	-
Vacancy Savings	-	-	(15,301)	-
FY11 Employee Commitment - FY12 Furloughs	-	-	(17,270)	(18,112)
Benefits				
Medical Benefits	40,471	35,431	48,264	52,430
Retiree Medical	-	-	6,543	5,409
Other Benefits	13,008	10,875	16,350	20,314
PERS	48,333	31,370	57,220	62,801
Charges (to)/from other programs	(30,290)	-	-	-
<i>Net Staffing Expense</i>	320,914	239,810	378,047	410,006
Maintenance & Utilities	-	-	-	-
Supplies & Services	2,560	777	-	-
Internal Service Fees	43,150	40,324	41,472	43,026
Capital	-	-	-	-
<i>Net Operating Expense</i>	45,710	41,101	41,472	43,026
<b>Total Outlays</b>	<b>366,624</b>	<b>280,911</b>	<b>419,519</b>	<b>453,032</b>
<b>General Fund Subsidy</b>	<b>366,624</b>	<b>280,911</b>	<b>419,519</b>	<b>453,032</b>
<b><u>FY 2012 Major Budget Items:</u></b>	<b><u>FY 2012 Significant Budget Changes:</u></b>			
1. \$43,026 Internal Service Fees.	1. None			

<b>Division Staffing Summary (FY 2008 - 2012)</b>					
	<b>Adopted 2008</b>	<b>Adopted 2009</b>	<b>Adopted 2010</b>	<b>Adjusted 2011</b>	<b>Adopted 2012</b>
<i>Please note that City Manager Office, Development Services, Finance, Library, Maintenance Services, and Public Works have undergone significant reorganization within the last several years. The staffing schedule presented here reflects the current organizational structure and cannot be used with prior years' budget documents.</i>					
<b>Library &amp; Community Services Department - Library Services Division</b>					
<b>General Fund (100)</b>					
Library & Neighborhood Services Director	1	0	0	0	0
Library Operations Manager	1	1	1	1	1
Library Systems Manager	1	0	0	0	0
Supervising Librarian <sup>1</sup>	3	4	4	4	3
Librarian II	0.5	0.5	0	0	0
Administrative Secretary	1	0	0	0	0
Information Systems Support Technician	1	1	1	1	1
Librarian I <sup>2</sup>	8	8	8	8	6.5
Literacy Program Coordinator	1	1	1	1	1
Lead Library Assistant <sup>3</sup>	3	3	3	3	2
Senior Library Assistant	3	3	3	3	3
Library Assistant <sup>4</sup>	9	8	7	7	6.5
Administrative Clerk I	0.25	0.25	0.25	0.25	0.25
Senior Library Page <sup>5</sup>	3	3	3	3	2.4
Library Page	5.7	5.1	4.2	4.2	4.2
	<b>41.45</b>	<b>37.85</b>	<b>35.45</b>	<b>35.45</b>	<b>30.85</b>

**Staffing Changes to Recommended FY 2012:**

1. Decrease - 1.0 FTE Supervising Librarian I.
2. Decrease - 1.5 FTE Librarian I.
3. Decrease - 1.0 FTE Lead Library Assistant.
4. Decrease - 0.5 FTE Library Assistant.
5. Decrease - 0.6 FTE Senior Library Page.



**Division Summary**

Division: 100-3310

**Library & Community Services Department**

**General Fund**

**Library Services**

**Description:**  
Library services.

	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Adopted
<b>RESOURCES</b>				
<b>Revenue</b>				
Library Fines	107,703	98,862	106,555	107,000
Grants	311,488	224,967	287,510	87,000
Other Revenue	3,866	106	-	-
<b>Total Resources</b>	<b>423,057</b>	<b>323,935</b>	<b>394,065</b>	<b>194,000</b>
<b>OUTLAYS</b>				
<b>Expenditures</b>				
Salary				
Regular	1,725,020	1,939,124	2,120,077	1,825,939
Overtime	1,821	-	-	-
Vacancy Savings	-	-	(115,496)	-
FY11 Employee Commitment - FY12 Furloughs	-	-	(128,517)	(117,615)
Benefits				
Medical Benefits	255,983	226,776	265,864	269,789
Retiree Medical	-	-	119,955	90,150
Other Benefits	129,247	140,986	170,132	142,070
PERS	393,550	340,615	421,533	473,347
Charges (to)/from other programs	(5,391)	43	33,300	-
<i>Net Staffing Expense</i>	2,500,230	2,647,544	2,886,848	2,683,680
Maintenance & Utilities	177,508	175,624	185,052	177,577
Supplies & Services	241,470	198,118	278,593	144,767
Books & Materials	335,858	379,801	395,735	398,425
Internal Service Fees	515,734	620,151	632,879	632,502
Capital	79,510	13,656	65,883	13,933
<i>Net Operating Expense</i>	1,350,080	1,387,350	1,558,142	1,367,204
<b>Total Outlays</b>	<b>3,850,310</b>	<b>4,034,894</b>	<b>4,444,990</b>	<b>4,050,884</b>
<b>General Fund Subsidy</b>	<b>3,427,253</b>	<b>3,710,959</b>	<b>4,050,925</b>	<b>3,856,884</b>
<b>FY 2012 Major Budget Items:</b>		<b>FY 2012 Significant Budget Changes:</b>		
1. \$398,425 for publications and books.		1. Reduced staffing.		
2. \$632,502 Internal Service Fees.				

<b>Division Staffing Summary (FY 2008 - 2012)</b>					
	<b>Adopted 2008</b>	<b>Adopted 2009</b>	<b>Adopted 2010</b>	<b>Adjusted 2011</b>	<b>Adopted 2012</b>
<i>Please note that City Manager Office, Development Services, Finance, Library, Maintenance Services, and Public Works have undergone significant reorganization within the last several years. The staffing schedule presented here reflects the current organizational structure and cannot be used with prior years' budget documents.</i>					
<b>Library &amp; Community Services Department - Community Services Division</b>					
<b>General Fund (100)</b>					
Social Services Planning Manager	1	1	0	0	0
Community Programs Specialist	1	1	0	0	0
Secretary	1	1	0	0	0
	<b>3</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>0</b>

Staffing Changes to Recommended FY 2012:

1. None.



**Division Summary**

Division: 100-3320

**Library & Community Services Department**

**General Fund**

<b>Community Services</b>
Social Services Program.

	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Adopted
<b>RESOURCES</b>				
<b>Revenue</b>				
None	-	-	-	-
<b>Total Resources</b>	-	-	-	-
<b>OUTLAYS</b>				
<b>Expenditures</b>				
Salary				
Regular	128,189			
Overtime				
Vacancy Savings				
FY11 Employee Commitment - FY12 Furloughs				
Benefits				
Medical Benefits	11,307			
Retiree Medical	-			
Other Benefits	7,162			
PERS	26,329			
Charges (to)/from other programs	(166,234)	52,890	51,048	48,451
<i>Net Staffing Expense</i>	6,753	52,890	51,048	48,451
Maintenance & Utilities	(258)	-	50	50
Supplies & Services	3,258	1,990	59,825	9,825
Grants	452,750	404,500	405,500	336,000
Internal Service Fees	-	-	-	-
Capital	-	-	-	-
<i>Net Operating Expense</i>	455,750	406,490	465,375	345,875
<b>Total Outlays</b>	<b>462,503</b>	<b>459,380</b>	<b>516,423</b>	<b>394,326</b>
<b>General Fund Subsidy</b>	<b>462,503</b>	<b>459,380</b>	<b>516,423</b>	<b>394,326</b>

**FY 2012 Major Budget Items:**

1. \$336,000 social services grants.
2. \$48,451 staffing charge from other programs.

**FY 2012 Significant Budget Changes:**

1. Reduced funding from grant.

<b>Department Staffing Summary (FY 2008 - 2012)</b>					
	<b>Adopted 2008</b>	<b>Adopted 2009</b>	<b>Adopted 2010</b>	<b>Adjusted 2011</b>	<b>Adopted 2012</b>
<i>Please note that City Manager Office, Development Services, Finance, Library, Maintenance Services, and Public Works have undergone significant reorganization within the last several years. The staffing schedule presented here reflects the current organizational structure and cannot be used with prior years' budget documents.</i>					
<b>Library &amp; Community Services Department</b>					
<b>Community Development Block Grant Fund</b>					
Social Services Planning Manager	0	0	1	1	1
Senior Property Rehabilitation Specialist	1	1	1	1	1
Community Development Specialist	1	0	0	0	0
Property Rehabilitation Specialist	1	1	1	0	0
Community Programs Specialist	0	0	1	1	1
Secretary	1	1	1	1	1
Administrative Analyst II <sup>1</sup>	0	0	0	0	0.25
	<b>4</b>	<b>3</b>	<b>5</b>	<b>4</b>	<b>4.25</b>

Staffing Changes to Recommended FY 2012:

1. Increase - 0.25 FTE Administrative Analyst II (Transferred from Development Services).



**Fund Summary**

223, 225, 227, 229, 230, 231

**Library & Community Services Department**

**Special Revenue Fund**

**Community & Economic Block Grant - By Category**

**Description:**

Funds received from the U.S. Department of Housing and Urban Development. Activities include providing housing, neighborhood facilities, and economic development serving low and moderate-income residents and downtown commercial building facade improvements.

	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Adopted
<b>Beginning Working Capital Balance</b>				
<b>July 1</b>	<b>690,152</b>	<b>862,941</b>	<b>1,825,532</b>	<b>858,853</b>
<b>RESOURCES</b>				
<b>Revenue</b>				
Grants	2,426,458	2,481,453	2,032,157	2,043,128
Delayed Loan Payments	91,663	78,671	100,000	100,000
Principal Payments	50,159	96,392	156,537	173,600
Interest Earned	13,998	31,392	38,091	40,824
Other Revenue	100,436	8,039	2,500	2,500
	<b>2,682,714</b>	<b>2,695,947</b>	<b>2,329,285</b>	<b>2,360,052</b>
<b>Transfers In From Other Funds</b>				
From Com Econ Dev Blk Grant to Sm Bus Loans	-	-	150,000	-
From Revlvg Loan to Com Econ Dev Blk Grant	-	-	28,510	-
From HRLP Loan to HRLP Admin	-	-	-	197,235
From Sm Bus Loan to Sm Bus Loan Delivery	-	40,150	161,497	211,708
	<b>-</b>	<b>40,150</b>	<b>340,007</b>	<b>408,943</b>
<b>Total Resources</b>	<b>2,682,714</b>	<b>2,736,097</b>	<b>2,669,292</b>	<b>2,768,995</b>
<b>OUTLAYS</b>				
<b>Expenditures</b>				
Salary				
Regular	315,988	362,932	474,309	493,791
Overtime	60	-	-	-
Vacancy Savings	-	-	(6,516)	-
FY11 Employee Commitment - FY12 Furloughs	-	-	(29,051)	(32,805)
Benefits				
Medical Benefits	32,715	51,268	70,452	80,833
Retiree Medical	-	-	10,905	9,015
Other Benefits	18,026	23,266	28,821	36,459
PERS	62,249	71,399	96,158	133,936
Charges (to)/from other programs	373,437	(46,473)	122,470	32,702
<i>Net Staffing Expense</i>	<b>802,475</b>	<b>462,392</b>	<b>767,548</b>	<b>753,931</b>
Maintenance & Utilities	347	174	200	-
Supplies & Services	58,750	41,635	139,634	138,800
Internal Service Fees	102,391	49,729	35,550	34,024
Grants	1,512,210	1,119,497	2,287,185	2,146,282
Project Costs	-	-	-	-
<i>Net Operating Expense</i>	<b>2,491,673,698</b>	<b>1,211,035</b>	<b>2,462,569</b>	<b>2,319,106</b>

**Fund Summary continued**  
223, 225, 227, 229, 230, 231

**Library & Community Services Department**  
Special Revenue Fund

**Community & Economic Block Grant - By Category**

Continued

	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Adopted
<b>Fund Transfers Out to</b>				
From Com Econ Dev Blk Grant to Sm Bus Loans	-	-	150,000	-
From Revlvg Loan to Com Econ Dev Blk Grant	-	-	28,510	
From HRLP Loan to HRLP Admin				197,235
From Sm Bus Loan to Sm Bus Loan Delivery	-	40,150	161,497	211,708
Cost Allocation to General Fund	56,071	44,791	50,901	52,428
Liability Insurance Premium	6,135	15,138	14,946	15,693
	<b>62,206</b>	<b>100,079</b>	<b>405,854</b>	<b>477,064</b>
<b>Total Outlays</b>	<b>2,538,379</b>	<b>1,773,506</b>	<b>3,635,971</b>	<b>3,550,101</b>
<b>Net Difference Gain (Use) of Fund Bal</b>	<b>144,335</b>	<b>962,591</b>	<b>(966,679)</b>	<b>(781,106)</b>
<b>Ending Working Capital Balance JUNE 30</b>	<b>862,941</b>	<b>1,825,532</b>	<b>858,853</b>	<b>77,747</b>
<b><u>FY 2012 Major Budget Items:</u></b>	<b><u>FY 2012 Significant Budget Changes:</u></b>			
1. \$2,043,128 in grant revenue.	1. None			

**Fund Summary Continued**

Fund: 223, 225, 227, 229, 230, 231

**Library & Community Services Department**

**Special Revenue Fund**

**Community & Economic Block Grant - By Program**

**Description:**

Funds received from the U.S. Department of Housing and Urban Development. Activities include providing housing, neighborhood facilities, and economic development serving low and moderate-income residents and downtown commercial building facade improvements.

	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Adopted
<b>Beginning Working Capital Balance July 1</b>	<b>690,152</b>	<b>862,941</b>	<b>1,825,532</b>	<b>858,853</b>
<b>RESOURCES</b>				
<b>Revenue</b>				
223 Revolving Loan Program - Admin	-	149,875	180,000	197,235
225 Comm Econ Dev Blk Grant	1,739,839	2,184,728	1,880,667	1,664,157
227 Small Business Loan Delivery	71,099	187,828	161,497	211,708
229 Revolving Loan Program	553,908	88,195	100,000	290,971
230 Rental Rehab Grant	-	-	-	-
231 Small Business Revolving Loan	317,868	125,471	347,128	404,924
<b>Total Resources</b>	<b>2,682,714</b>	<b>2,736,097</b>	<b>2,669,292</b>	<b>2,768,995</b>
<b>OUTLAYS</b>				
<b>Expenditures</b>				
223 Revolving Loan Program - Admin	-	90,089	203,184	197,235
225 Comm Econ Dev Blk Grant	2,048,490	1,213,627	2,793,195	1,739,367
227 Small Business Loan Delivery	189,683	149,832	199,585	211,708
229 Revolving Loan Program	-	28	128,510	990,083
230 Rental Rehab Grant	-	-	-	-
231 Small Business Revolving Loan	300,206	319,930	311,497	411,708
<b>Total Outlays</b>	<b>2,538,379</b>	<b>1,773,506</b>	<b>3,635,971</b>	<b>3,550,101</b>
<b>Net Difference Gain (Use) of Fund Bal</b>	<b>144,335</b>	<b>962,591</b>	<b>(966,679)</b>	<b>(781,106)</b>
<b>Ending Working Capital Balance JUNE 30</b>	<b>862,941</b>	<b>1,825,532</b>	<b>858,853</b>	<b>77,747</b>
<b>FY 2012 Major Budget Items:</b>			<b>FY 2012 Significant Budget Changes:</b>	

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## Community Development Block Grant Debt

Matt Jimenez Community Center (MJCC)

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Provided funding to enable the City to acquire the facility, formerly known as the Boys and Girls Club. Operating costs for this facility are budgeted in the CDBG Fund, under the Library Department.

<b>FY2011- Certificate of Participation and Lease Purchase Agreements</b>						
<b>Types of Obligation</b>	<b>Date of Issue</b>	<b>Date of Maturity</b>	<b>Interest Rates</b>	<b>Authorized and Issued</b>	<b>Outstanding at June 30, 2010</b>	<b>FY2011 Prin. &amp; Int. Requirement</b>
2004 Site Acquisition	09/01/04	09/20/16	4.66%	\$1,215,000	\$740,339	\$133,330

<b>FY2012 - Certificate of Participation and Lease Purchase Agreements</b>						
<b>Types of Obligation</b>	<b>Date of Issue</b>	<b>Date of Maturity</b>	<b>Interest Rates</b>	<b>Authorized and Issued</b>	<b>Outstanding at June 30, 2011</b>	<b>FY2012 Prin. &amp; Int. Requirement</b>
2004 Site Acquisition	09/01/04	09/20/16	4.66%	\$1,215,000	\$640,358	\$133,330

<b>Department Staffing Summary (FY 2008 - 2012)</b>					
	<b>Adopted 2008</b>	<b>Adopted 2009</b>	<b>Adopted 2010</b>	<b>Adjusted 2011</b>	<b>Adopted 2012</b>
<i>Please note that City Manager Office, Development Services, Finance, Library, Maintenance Services, and Public Works have undergone significant reorganization within the last several years. The staffing schedule presented here reflects the current organizational structure and cannot be used with prior years' budget documents.</i>					
<b>Library &amp; Community Services Department</b>					
<b>Paratransit Fund (246)</b>					
Paratransit Coordinator	1	1	1	1	1
	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>

Staffing Changes to Recommended FY 2012:

1. None.

**Fund Summary**

Fund: 246

**Library & Community Services Department**

**Special Revenue Fund**

<b>Measure B - Paratransit Program</b>
Provision of door-to-door transportation for older adults and persons with disabilities.

	FY 2009	FY 2010	FY 2011	FY 2012
	Actual	Actual	Estimated	Adopted
<b>Beginning Working Capital Balance</b>				
<b>July 1</b>	<b>278,045</b>	<b>127,374</b>	<b>271,460</b>	<b>199,835</b>
<b>RESOURCES</b>				
<b>Revenue</b>				
Interest	2,159	3,082	1,500	3,000
Measure B	611,888	830,080	550,000	630,950
Other Revenue	-	54	-	-
<b>Total Resources</b>	<b>614,047</b>	<b>833,216</b>	<b>551,500</b>	<b>633,950</b>
<b>OUTLAYS</b>				
<b>Expenditures</b>				
Salary				
Regular	77,214	81,366	90,649	89,364
Overtime	-	-	-	-
Vacancy Savings	-	-	(1,241)	-
FY11 Employee Commitment - FY12 Furloughs	-	-	(5,520)	(5,908)
Benefits				
Medical Benefits	11,748	12,490	13,101	14,339
Retiree Medical	-	-	2,181	1,803
Other Benefits	6,006	5,194	5,432	7,383
PERS	15,538	15,853	18,217	24,018
Charges (to)/from other programs	(25)	27,379	(34,733)	9,071
<i>Net Staffing Expense</i>	<b>110,481</b>	<b>142,282</b>	<b>88,086</b>	<b>140,070</b>
Maintenance & Utilities	-	-	-	-
Supplies & Services	640,809	527,686	513,801	590,940
Internal Service Fees	13,428	7,331	7,441	7,202
Capital	-	-	-	-
<i>Net Operating Expense</i>	<b>654,237</b>	<b>535,017</b>	<b>521,242</b>	<b>598,142</b>



**Fund Summary**

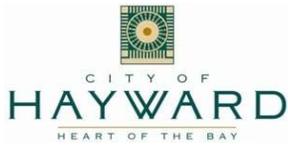
Fund: 246

**Library & Community Services Department**

**Special Revenue Fund**

<b>Measure B - Paratransit Program</b>
<i>Continued</i>

	FY 2009	FY 2010	FY 2011	FY 2012
	Actual	Actual	Estimated	Adopted
<b>Fund Transfers Out</b>				
Cost Allocation to GF	-	9,308	10,808	11,132
Liability Insurance Premium	-	2,523	2,989	3,138
<i>Transfers Out</i>	-	<b>11,831</b>	<b>13,797</b>	<b>14,270</b>
<b>Total Outlays</b>	<b>764,718</b>	<b>689,130</b>	<b>623,125</b>	<b>752,482</b>
<b>Net Difference Gain (Use) of Fund Bal</b>	<b>(150,671)</b>	<b>144,086</b>	<b>(71,625)</b>	<b>(118,532)</b>
<b>Ending Working Capital Balance</b>				
<b>JUNE 30</b>	<b>127,374</b>	<b>271,460</b>	<b>199,835</b>	<b>81,303</b>
<b><u>FY 2012 Major Budget Items:</u></b>	<b><u>FY 2012 Significant Budget Changes:</u></b>			
1. \$469,749 in contract services.	1. None			



**Grant Program Summary**

**Library & Community Services Department**

Fund: 221-5051, 5053-5055

**Special Revenue Fund**

<b>Community &amp; Economic Block - Stimulus Grants</b>
<p>Create suitable living environments, provide decent affordable housing and create economic opportunities, for persons of low and moderate income.</p>

	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Adopted
<b>RESOURCES</b>				
<b>Revenue</b>				
Interest		290		
Grant		245,871	23,689	
Other Revenue	-	288	-	-
<b>Total Resources</b>	-	<b>246,449</b>	<b>23,689</b>	-
<b>OUTLAYS</b>				
<b>Expenditures</b>				
Salary	-	-	-	-
Regular				
Overtime				
Vacancy Savings				
FY11 Employee Commitment - FY12 Furloughs				
Benefits				
Medical Benefits				
Retiree Medical				
Other Benefits				
PERS				
Charges (to)/from other programs	-	-	-	-
<i>Net Staffing Expense</i>	-	-	-	-
Projects (Grants and Loans)	-	168,024	278,271	-
<i>Net Operating Expense</i>	-	168,024	278,271	-
<b>Total Outlays</b>	-	<b>168,024</b>	<b>278,271</b>	-
<b>Net Change</b>	-	<b>(78,425)</b>	<b>254,582</b>	-
<b><u>FY 2012 Major Budget Items:</u></b>		<b><u>FY 2012 Significant Budget Changes:</u></b>		
1. N/A		1. None		



**Grant Program Summary**

**Library & Community Services Department**

Fund: 232-5056

**Special Revenue Fund**

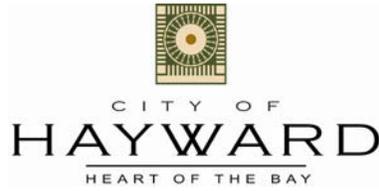
**Homeless Prev Rapid Housing - Stimulus Grants**

**Description:**

Create suitable living environments, provide decent affordable housing and create economic opportunities, for persons of low and moderate income.

	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Adopted
<b>RESOURCES</b>				
<b>Revenue</b>				
Interest	-	-	-	-
Grant	-	130,248	573,094	-
Other Revenue	-	-	-	-
<b>Total Resources</b>	-	<b>130,248</b>	<b>573,094</b>	-
<b>OUTLAYS</b>				
<b>Expenditures</b>				
Salary				
Regular	-	-	-	-
Overtime	-	-	-	-
Vacancy Savings	-	-	-	-
FY11 Employee Commitment - FY12 Furloughs	-	-	-	-
Benefits				
Medical Benefits	-	-	-	-
Retiree Medical	-	-	-	-
Other Benefits	-	-	-	-
PERS	-	-	-	-
Charges (to)/from other programs	-	-	-	-
<i>Net Staffing Expense</i>	-	-	-	-
Projects (Grants and Loans)	-	130,248	573,094	-
<i>Net Operating Expense</i>	-	130,248	573,094	-
<b>Total Outlays</b>	-	<b>130,248</b>	<b>573,094</b>	-
<b>Net Change</b>	-	-	-	-
<b><u>FY 2012 Major Budget Items:</u></b>		<b><u>FY 2012 Significant Budget Changes:</u></b>		
1. N/A		1. None		

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## **Maintenance Services Department**

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**Director: Matt McGrath**

### **Department Mission Statement**

*The mission of the Maintenance Services Department is to provide for the maintenance of City streets, landscaping, facilities, and City vehicles/equipment. The department's emphasis will be to support the City Council's priorities related to cleanliness and the Neighborhood Services Initiative (NSI) and to enhance, the quality of life for City residents.*

## Maintenance Services Department

	Core Services	Performance Measures
Street Maintenance	<ul style="list-style-type: none"> <li>• Perform street and sidewalk repair</li> <li>• Shopping cart removal</li> <li>• Storm water management and urban runoff control activities</li> <li>• Street sweeping program</li> <li>• Install and maintain street symbols, striping, curb painting, and City street signs</li> <li>• Provide assistance to the Keep Hayward Clean, Green Task Force, Adopt a Block, and other volunteer groups</li> <li>• Provide graffiti removal on public right of way</li> </ul>	<ol style="list-style-type: none"> <li>1. Retain possession of service requests 100% of the time until closed</li> <li>2. Secure or repair all hazardous street and sidewalk issues within 24 hours</li> <li>3. Enforce “No Parking” during street sweeping 100% of the time</li> <li>4. Remove illegal dumping within 72 hours</li> <li>5. Abate graffiti within 48 hours on public property or public right of way</li> </ol>
Landscape Maintenance	<ul style="list-style-type: none"> <li>• Maintain landscaping for City-owned properties, including medians and islands</li> <li>• Administer landscape contracts for thirteen Landscape and Lighting Assessment Districts</li> <li>• Administer landscape contracts for two Maintenance Districts</li> <li>• Administer landscape contracts for City-owned properties</li> <li>• Maintain City street trees, including plantings</li> <li>• Maintain irrigation systems</li> <li>• Participate in community activities</li> <li>• Administer memorial tree plantings</li> </ul>	<ol style="list-style-type: none"> <li>1. Retain possession of service requests 100% of the time until closed</li> <li>2. CRM surveys show an above average response 95% of the time</li> <li>3. Secure all hazardous landscape conditions within 24 hours</li> <li>4. Respond and/or inspect all CRM requests within 48 hours</li> </ol>
Fleet Management	<ul style="list-style-type: none"> <li>• Maintain and repair fleet of 374 City vehicles</li> <li>• Operation, maintenance, and replacement of mobile radio units</li> <li>• Manage vehicle orders and take delivery of new vehicles</li> <li>• Provide for disposal of surplus vehicles and parts</li> <li>• Perform truck/trailer inspections (over 26 Gross Vehicle Weight) to comply with Biennial Inspection of Terminals (BIT) program audits by the California Highway Patrol</li> </ul>	<ol style="list-style-type: none"> <li>1. Retain possession of service requests 100% of the time until closed</li> <li>2. Ensure 100% of emergency road service calls are responded to within 30 minutes during business hours and within one hour after hours</li> <li>3. Ensure the Hayward Police Department Patrol Division does not have more than eight vehicles out of service at one time</li> <li>4. Ensure Hayward Fire Department has either a front line or reserve fire apparatus in-service at each station at all times</li> </ol>

## Maintenance Services Department

<b>Facilities Management</b>	<ul style="list-style-type: none"> <li>• Maintain and repair City-owned buildings and facilities</li> <li>• Administer and direct maintenance, janitorial, and security services contracts</li> <li>• Maintain Citywide HVAC system</li> <li>• Manage internal and external use of City Hall</li> <li>• Maintain three City-owned parking structures</li> <li>• Provide graffiti removal on public right of way and City facilities.</li> </ul>	<ol style="list-style-type: none"> <li>1. Retain possession of service requests 100% of the time until closed</li> <li>2. Change HVAC filters three times per year</li> <li>3. Exercise major Emergency Generators monthly, and service annually</li> <li>4. Respond to HVAC issues within 24 hours</li> </ol>
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## **FY 2011 Department Performance**

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1. Street Maintenance – Assisted Keep Hayward Clean and Green Task Force, Adopt a Block, and other volunteer groups by supporting monthly meetings and assisting with 11 clean-up events. Staff attended KHCG’s monthly meetings for planning, follow-up, and feedback.
2. Street Maintenance – Focused efforts in downtown area, A to D street and Watkins to Second Street, to include municipal lots. Replaced or repaired all faded, damaged City signs, and repainted street symbols. Patched pavement and sidewalks as needed. To date, staff has removed over 4,000 square feet of graffiti, patched and repaired 24 sections of hazardous sidewalk, and replaced a total of 18 signs due to miscellaneous damage or graffiti. Streets Section re-painted 500 feet of red, white, and yellow curb in the downtown area.
3. Street Maintenance – Expanded the Street Sweeping Ticket Writing Program by posting eight additional streets to improve the effectiveness of street sweeping. Continued maximum enforcement on all posted streets.
4. Street Maintenance – Continued to utilize surveillance cameras to deter illegal dumping and graffiti by rotating cameras to various locations.
5. Street Maintenance - Continued to monitor and communicate with City stores to maintain success with reduced number of shopping carts on City streets.
6. Street Maintenance - Continued to support Keep Hayward Clean and Green monthly cleanups by removing an average of 20 cubic yards at each of their 11 annual events.
7. Street Maintenance – Supplied and installed anti-graffiti coating/sealant on all completed and on-going Mural Art Program projects.
8. Landscape Maintenance - Focused efforts in downtown area, A to D Street and Watkins to Second Street, to include municipal lots. Cleaned and manicured landscaping and medians, including the trimming of the trees, and planting a tree in every empty tree well, if applicable. Planted 10 new trees in the downtown area.
9. Landscape Maintenance – Planted 150 new trees throughout the City.
10. Landscape Maintenance - Held the 25<sup>th</sup> Arbor Day on May 21, 2011 and qualified for Hayward’s 24th recognition as a Tree City USA (in 2010).
11. Landscape Maintenance – Completed renovated Landscaping Improvement Project at the corner of Jackson Street and Silva Street.
12. Landscape Maintenance – Completed landscape maintenance on three major thoroughfares (Tennyson Road, Harder Road, and D Street).

## Maintenance Services Department

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13. Landscape Maintenance - Upgraded/repaired irrigation systems on major thoroughfares (Industrial Parkway and Hesperian Boulevard).
14. Fleet Management –Purchased the following vehicles using lease financing: two sweepers; three fire engines; fourteen police patrol cars; two police vans; one police sedan; and one library van. Completed specifications for two diesel trucks, with specifications for two additional diesel trucks in progress. Updated police patrol car purchases from Ford Crown Victorias to Dodge Chargers, due to the Crown Victorias no longer being manufactured.
15. Fleet Management –Analyzed City fleet to ensure excess vehicles were identified and either sold or reassigned where best utilized.
16. Fleet Management – Improved corridor appearance by providing equipment and training to department staff assigned to clean downtown areas. Provided on-going support to keep vehicles serviced, repaired, and in-service for departmental needs to support Council priorities.
17. Fleet Management - Maintained and updated fleet replacement plan.
18. Fleet Management – Ensured police and fire vehicles were given priority service to minimize impact on public safety.
19. Fleet Management – Worked with departments to explore ways to reduce the number of vehicles in the fleet by reviewing low use vehicles and department sharing of vehicles, rather than individually assigned vehicles.
20. Fleet Management- Continued to gather data from Global Position System (GPS) units in fleet vehicles. Added six additional GPS devices to vehicles this fiscal year, for a total of sixty-six units.
21. Facilities Management - Submitted a California Energy Commission low-interest loan application for energy saving lighting retrofits and solar power installations; estimated to save \$110,000 in annual utility expense.
22. Facilities Management – Managed Centennial Hall security, and assisted with Centennial Hall surplus property distribution and sale prior to demolition.
23. Facilities Management - Maintained and updated facilities replacement plan.
24. Facilities Management – Managed and completed the following capital improvement projects: (1) completed emergency generator replacements at Fire Stations #2-3-4-5; (2) replaced roof at Fire Station #4; (3) replaced drapery at Fire Station #4; (4) replaced underground storage tank piping at Police Department; (5) replaced carpet at Police Department line-up room; (6) installed new card access system at City Hall; and (7) re-furbished Centennial Hall parking deck atop Safeway Store.

## Maintenance Services Department

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25. Facilities Management – Completed additions/alterations/remodeling of facilities, to include: (1) created a Battalion Chief’s office at Fire Station #7; (2) remodeled Street Section office; (3) created a public counter in the City Manager’s Office and in the Development Services office at City Hall; (4) built storage area at City Hall, first floor; (5) built interview room in Council Chambers TV broadcast area; (6) installed roof over Police Department emergency power automatic transfer switch; and (7) replaced roof at Police Department gun range.
26. Facilities Management - Coordinated City’s 2010 Blues Festival; event held July 2010.

### **Significant Changes in FY 2011**

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1. Reorganized Landscape Maintenance Division - reclassification of one Maintenance Worker to a Secretary position.
2. Reorganized Fleet Management Division - reclassification of one Equipment Mechanic II to a Senior Equipment Mechanic position.

**Maintenance Services Department  
FY 2012  
Service Delivery Outcomes**

**SUPPORTED PRIORITY and/or INITIATIVE**

	Safe	Clean	Green	Land Use	Fiscal Stability	Organizational Health
1. Street Maintenance – Assist Keep Hayward Clean and Green Task Force and Adopt a Block by supporting monthly meetings and assisting in the removal of debris during Task Force clean-up events.	X	X	X			
2. Street Maintenance –Work on corridor appearance by focusing efforts on Hesperian Boulevard from Industrial North to Highway 92. Revisit the Tennyson Road corridor, focusing efforts on eliminating all graffiti. Repair or replace all faded or damaged City signs, patch sidewalks, and streets, and repaint curbs and street symbols.	X	X	X			
3. Landscape Maintenance – Work on corridor appearance by focusing efforts on Hesperian Boulevard from Industrial North to Highway 92. Revisit the Tennyson Road corridor, by cleaning medians and planting new trees in tree wells without trees.	X	X	X			

**Maintenance Services Department  
FY 2012  
Service Delivery Outcomes**

**SUPPORTED PRIORITY and/or INITIATIVE**

	Safe	Clean	Green	Land Use	Fiscal Stability	Organizational Health
4. Fleet Management - Continue to explore the expansion of additional GPS units for the fleet, for increased fuel savings, reduced maintenance costs, safety, and accountability of assets.			X		X	
5. Fleet Management – Make recommendations regarding surplus vehicles, as necessary, to obtain cost savings without negatively impacting City operations.			X		X	
6. Facilities Management – Coordinate and manage building projects. Encourage the use of sustainable and recycled products in these maintenance projects.			X			

**FY 2012 Core Service Objectives**

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1. Street Maintenance - Assist Keep Hayward Clean and Green Task Force, Adopt a Block, and other volunteer groups' with monthly cleanups by removing collected debris.
2. Street Maintenance - Supply and install anti-graffiti coating/sealant on all completed and on-going Mural Art Program projects.
3. Street Maintenance - Post additional streets for street sweeping, in an effort to better clean problem areas in which vehicles frequently do not move.
4. Landscape Maintenance - Hold the 26th Arbor Day (May 2012) and qualify for the 25th recognition as a Tree City USA (submit application December 2011).
5. Landscape Maintenance - Abate graffiti on street trees within 48 hours.
6. Landscape Maintenance - Plant 150 street trees citywide.
7. Fleet Management - Complete 100% of smog, aerial certifications, and BIT inspections.
8. Fleet Management – Work to reduce the number of take home vehicles to reduce fuel and maintenance costs. Establish a take home vehicle radius that keeps City assets near the City in case of emergencies and disasters.
9. Fleet Management - Maintain and update fleet replacement plan.
10. Facilities Management – Administer capital improvement projects, to include: (1) replace underground storage tank fuel lines at fire stations; (2) replace roof at Fire Station #3; (3) replace emergency generator at Fire Station #6; and (4) seal Centennial Hall parking deck atop Foothill Safeway.
11. Facilities Management – Pending notification of award, administer California Energy Commission's low-interest loan for \$887,000 in energy savings lighting retrofits. Retrofits are planned for: (1) City Hall; (2) Police Department; (3) Fleet Management; (4) City Hall Parking Garage; (5) Cinema Place Parking Garage; and solar power installations at Streets building and Utilities building. The retrofit and solar power installation project is estimated to provide \$110,000 in annual electricity savings.
12. Facilities Management - Maintain and update facilities replacement plan.
13. Facilities Management - Coordinate City's 2011 Blues Festival; event to be held in July 2011.

## Maintenance Services Department

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### Significant Changes Planned for FY 2012

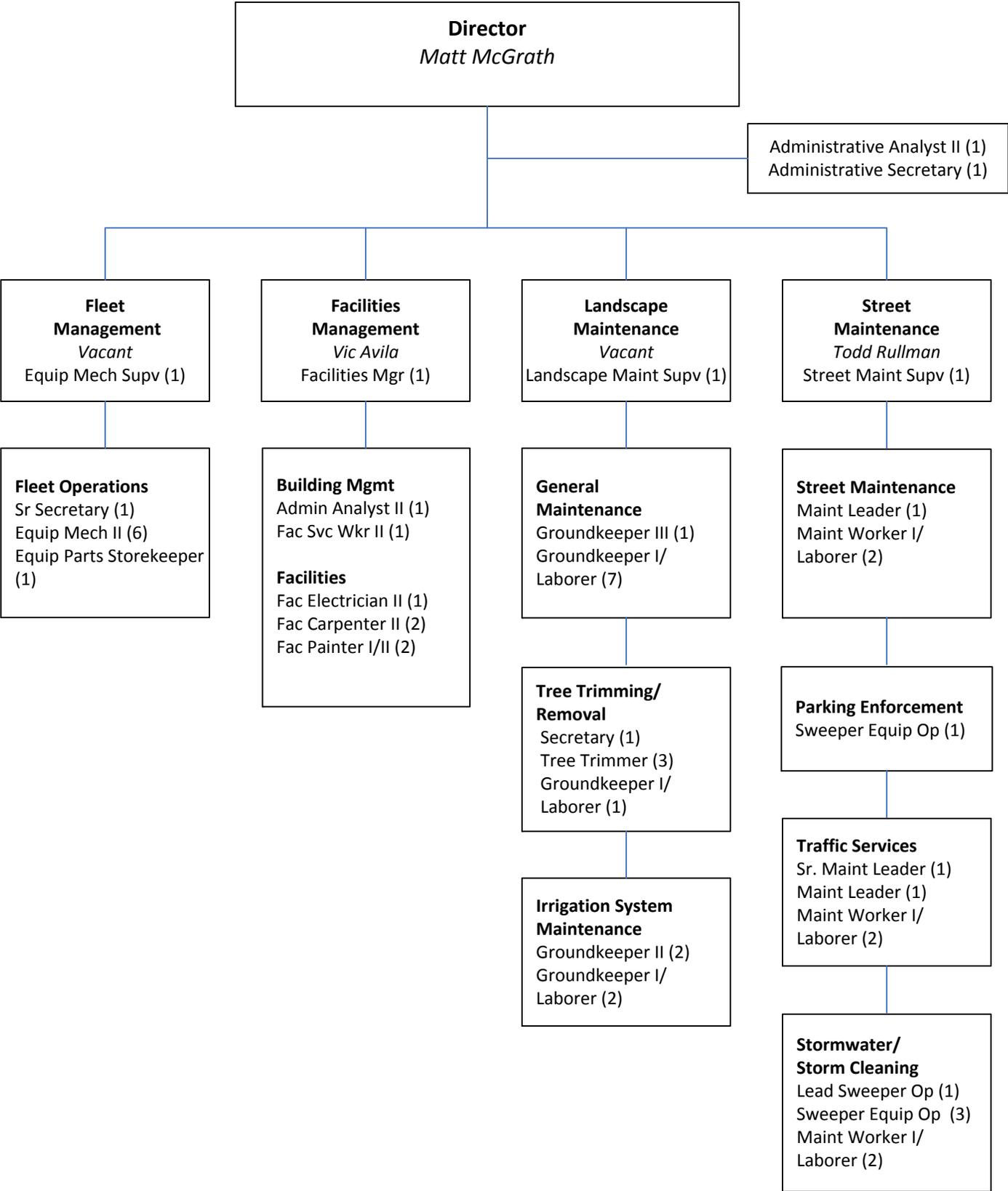
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The FY 2012 staff reduction of 6.0 FTE in the Maintenance Services Department will impact staff's response time to abating graffiti, tree maintenance, debris removal, and landscape maintenance of City medians. The work load from the Storekeeper/Expeditor position deletion will be absorbed by existing staff.

#### Staffing Reductions

1. Landscape Maintenance (net loss of two positions): 1) eliminate Landscape Manager position; 2) eliminate Groundskeeper II position; 3) eliminate Groundskeeper I position; and 4) add Landscape Maintenance Supervisor.
2. Street Maintenance (net loss of two positions): 1) eliminate Maintenance Worker position; and 2) eliminate Laborer position.
3. Fleet Management (net loss of one position): 1) eliminate Fleet Manager position; 2) eliminate Senior Equipment Mechanic position; and 3) add Equipment Mechanic Supervisor.
4. Facilities Management (net loss of one position): 1) eliminate Storekeeper/Expeditor position.

**Maintenance Services**



### Department Staffing Summary (FY 2008 - 2012)

	Adopted 2008	Adopted 2009	Adopted 2010	Adjusted 2011	Adopted 2012
<p><i>Please note that City Manager Office, Development Services, Finance, Library, Maintenance Services, and Public Works have undergone significant reorganization within the last several years. The staffing schedule presented here reflects the current organizational structure and cannot be used with prior years' budget documents.</i></p>					
<b>Maintenance Services Department</b>					
<b>ALL FUNDS SUMMARY</b>					
Director Of Maintenance Services	0	1	1	1	1
Equipment Manager <sup>1</sup>	1	1	1	1	0
Facilities & Building Manager	1	1	1	1	1
Landscape Maintenance Manager <sup>2</sup>	1	1	1	1	0
Streets Maintenance Manager	1	0	0	0	0
Equipment Maintenance Supervisor <sup>3</sup>	1	1	0	0	1
Streets Maintenance Supervisor	1	1	1	1	1
Landscape Maintenance Supervisor <sup>4</sup>	1	1	0	0	1
Facilities Lead Worker	1	1	0	0	0
Administrative Analyst II	1	2	2	2	2
Electrician II	2	2	1	1	1
Auditorium Coordinator	1	1	0	0	0
Senior Maintenance Leader	1	1	1	1	1
Groundskeeper III	1	1	1	1	1
Facilities Painter II	1	1	1	1	1
Facilities Carpenter II	2	2	2	2	2
Equipment Mechanic II <sup>5</sup>	5	5	7	7	6
Administrative Secretary	0	1	1	1	1
Lead Sweeper Equipment Operator <sup>6</sup>	0	0	0	1	0
Senior Sweeper Equipment Operator <sup>6</sup>	0	0	0	0	1
Facilities Painter I	1	1	1	1	1
Tree Trimmer	3	3	3	3	3
Maintenance Leader	2	2	2	2	2
Groundskeeper II <sup>7</sup>	3	3	3	3	2
Equipment Mechanic I	3	3	0	0	0
Senior Secretary	3	1	1	1	1
Sweeper Equipment Operator <sup>8</sup>	5	5	5	3	4
Maintenance Worker/Laborer <sup>9</sup>	8	8	8	9	6
Auditorium Lead Worker	1	1	0	0	0
Equipment Parts Storekeeper	1	1	1	1	1
Storekeeper - Expediter <sup>10</sup>	1	1	1	1	0
Groundskeeper I/Laborer <sup>11, 12</sup>	16	16	12	12	10
Facilities Service Worker II	1	1	1	1	1
Equipment Service Attendant	1	1	0	0	0

<b>Department Staffing Summary (FY 2008 - 2012)</b>					
	<b>Adopted 2008</b>	<b>Adopted 2009</b>	<b>Adopted 2010</b>	<b>Adjusted 2011</b>	<b>Adopted 2012</b>
<i>Please note that City Manager Office, Development Services, Finance, Library, Maintenance Services, and Public Works have undergone significant reorganization within the last several years. The staffing schedule presented here reflects the current organizational structure and cannot be used with prior years' budget documents.</i>					
Facilities Service Worker I	3	3	0	0	0
Administrative Clerk I	0.5	0.5	0	0	0
Secretary <sup>12</sup>	0	0	0	0	1
	<b>74.5</b>	<b>74.5</b>	<b>59</b>	<b>59</b>	<b>53</b>

**Staffing Changes to Recommended FY 2012:**

1. Decrease - 1.0 FTE Equipment Manager.
2. Decrease - 1.0 FTE Landscape Maintenance Manager.
3. Increase - 1.0 FTE Equipment Maintenance Supervisor.
4. Increase - 1.0 FTE Landscape Maintenance Supervisor.
5. Decrease - 1.0 FTE Equipment Mechanic II (was reclassified to Senior Equipment Mechanic in FY11).
6. Reclass - 1.0 FTE Lead Sweeper Equipment Operator to 1.0 FTE Senior Sweeper Equipment Operator (Reclassified to wrong JCN in FY11).
7. Decrease - 1.0 FTE Groundskeeper II.
8. Reclass - 1.0 FTE Maintenance Worker to 1.0 FTE Sweeper Equipment Operator (Reclassified to wrong JCN in FY11).
9. Decrease - 2.0 FTE Maintenance Worker/Laborer.
10. Decrease - 1.0 FTE Storekeeper - Expediter.
11. Decrease - 1.0 FTE Groundskeeper I/Laborer.
12. Reclass - 1.0 FTE Groundskeeper I to 1.0 FTE Secretary in FY11.

**Department Summary**

**Maintenance Services Department**

All Funds Summary - By Category

All Funds

**All Funds Summary - By Category**

**Funding:**

General Fund; Water Fund; Stormwater Fund; Facilities Mgmt Fund; Centennial Hall; and Mgmt Fleet Fund.

	<b>FY 2009 Actual</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Estimated</b>	<b>FY 2012 Adopted</b>
<b>RESOURCES</b>				
<b>Revenue</b>				
General Fund Revenue	34,244	27,572	213,681	156,620
Stormwater Revenue	4,425	1,148	-	1,000
Facilities Revenue	2,784,734	3,176,028	3,248,584	3,717,708
Centennial Hall Revenue	290,726	60,368	-	-
Fleet Revenue	4,697,660	5,564,747	7,716,638	4,819,404
LLD/MD	813,290	644,012	791,759	791,752
	<b>8,625,079</b>	<b>9,473,875</b>	<b>11,970,662</b>	<b>9,486,484</b>
<b>(Contribution)/Use of Fund Balance</b>				
Facilities	411,701	6,461	(283,978)	(407,863)
Centennial Hall	(64,758)	(40,378)	-	-
Fleet Management	(521,559)	(825,558)	(491,036)	114,854
LLD/MD	(135,220)	(25,865)	100,285	82,710
	<b>(309,836)</b>	<b>(885,340)</b>	<b>(674,729)</b>	<b>(210,299)</b>
<b>Fund Subsidy</b>				
General Fund Subsidy - Maint Svc	3,604,886	3,653,526	3,826,294	3,646,381
General Fund Subsidy - Facilities	-	-	-	-
Stormwater Fund Subsidy - Streets	1,153,009	1,453,517	1,507,809	1,465,123
Water Fund Subsidy - Landscape	656,753	548,656	696,996	739,276
	<b>5,414,648</b>	<b>5,655,699</b>	<b>6,031,099</b>	<b>5,850,780</b>
<b>Transfers In From Other Funds</b>				
	<b>628,450</b>	<b>520,953</b>	<b>441,250</b>	<b>-</b>
<b>Total Resources</b>	<b>14,358,340</b>	<b>14,765,187</b>	<b>17,768,282</b>	<b>15,126,965</b>
<b>OUTLAYS</b>				
<b>Expenditures</b>				
Salary	-	-	-	-
Regular	4,303,240	4,111,334	4,379,532	3,891,126
Overtime	271,833	258,085	245,300	201,300
Vacancy Savings	-	-	(158,503)	-
FY11 EE Commitment - FY12 Furlough	-	-	(278,866)	(271,400)
<b>Benefits</b>				
Medical Benefits	756,284	735,197	785,429	899,672
Retiree Medical	-	-	128,679	77,529
Other Benefits	514,453	583,585	527,491	571,194
PERS	868,850	785,708	883,412	978,436
Charges (to)/from other programs	(484,886)	(353,681)	(160,867)	(166,052)
<i>Net Staffing Expense</i>	<b>6,229,774</b>	<b>6,120,228</b>	<b>6,351,607</b>	<b>6,181,805</b>
Maintenance & Utilities	2,384,828	2,382,915	2,455,526	2,565,694
Supplies & Services	2,147,697	2,254,192	2,382,309	2,305,679
Internal Service Fees	1,700,538	1,555,314	1,593,832	1,523,026
Debt Service	1,231,575	1,038,692	1,463,547	1,360,361
Capital Outlay	152,051	72,460	-	-
<i>Net Operating Expense</i>	<b>7,616,689</b>	<b>7,303,573</b>	<b>7,895,214</b>	<b>7,754,760</b>
<b>Transfers Out to Other Funds</b>				
	<b>511,877</b>	<b>1,341,386</b>	<b>3,521,461</b>	<b>1,190,400</b>
<b>Total Outlays</b>	<b>14,358,340</b>	<b>14,765,187</b>	<b>17,768,282</b>	<b>15,126,965</b>
<b>Net Change</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**Department Summary**

All Funds Summary - By Program

**Maintenance Services Department**

All Funds

**All Funds Summary - By Program**

**Funding:**

General Fund; Water Fund; Stormwater Fund; Facilities Mgmt Fund; Centennial Hall; and Mgmt Fleet Fund.

	<b>FY 2009</b>	<b>FY 2010</b>	<b>FY 2011</b>	<b>FY 2012</b>
	<b>Actual</b>	<b>Actual</b>	<b>Estimated</b>	<b>Adopted</b>
<b>RESOURCES</b>				
<b>Revenue</b>				
Administration - General Fund	-	-	-	-
Landscape - General Fund	1,171	3,864	6,500	6,620
Streets - General Fund	33,073	23,708	207,181	150,000
Streets - Stormwater	4,425	1,148	-	1,000
Facilities - Internal Svc Fund	2,784,734	3,271,428	3,411,584	3,717,708
Centennial Hall - Enterprise Fund	290,726	60,368	-	-
Fleet Management - Internal Svc Fund	4,697,660	5,564,747	7,716,638	4,819,404
LLD/MD - Special Revenue Fund	813,290	644,012	791,759	791,752
	8,625,079	9,569,275	12,133,662	9,486,484
<b>(Contribution)/Use of Fund Balance</b>				
Facilities	411,701	6,461	(283,978)	(407,863)
Centennial Hall	(64,758)	(40,378)	-	-
Fleet Management	(521,559)	(825,558)	(491,036)	114,854
LLD/MD	(135,220)	(25,865)	100,285	82,710
	(309,836)	(885,340)	(674,729)	(210,299)
<b>Fund Subsidy</b>				
Gen Fund Subsidy - Maint Svc	3,604,886	3,653,526	3,826,294	3,646,381
Gen Fund Subsidy - Facilities	-	-	-	-
Gen Fund Subsidy - Centennial Hall	628,450	253,121	-	-
Transfers In - Fleet Management	-	172,432	278,250	-
Water Fund Subsidy - Landscape	656,753	548,656	696,996	739,276
Stormwater Subsidy - Streets	1,153,009	1,453,517	1,507,809	1,465,123
	6,043,098	6,081,252	6,309,349	5,850,780
<b>Total Resources</b>	<b>14,358,340</b>	<b>14,765,187</b>	<b>17,768,282</b>	<b>15,126,965</b>
<b>OUTLAYS</b>				
<b>Expenditures</b>				
Administration - Gen Fund	201,351	176,080	209,195	227,383
Landscape - Gen Fund	2,102,707	2,174,416	2,373,054	2,208,193
Landscape - Water Fund	656,753	548,656	696,996	739,276
Streets - Gen Fund	1,335,072	1,330,602	1,457,726	1,367,425
Streets - Stormwater Fund	1,157,434	1,454,665	1,507,809	1,466,123
Facilities	3,196,435	3,277,889	3,127,606	3,309,845
Centennial Hall	854,418	273,111	-	-
Fleet	4,176,101	4,911,621	7,503,852	4,934,258
LLD/MD	678,070	618,147	892,044	874,462
<b>Total Outlays</b>	<b>14,358,340</b>	<b>14,765,187</b>	<b>17,768,282</b>	<b>15,126,965</b>
<b>Net Change</b>	-	-	-	-

<b>Department Staffing Summary (FY 2008 - 2012)</b>					
	<b>Adopted 2008</b>	<b>Adopted 2009</b>	<b>Adopted 2010</b>	<b>Adjusted 2011</b>	<b>Adopted 2012</b>
<i>Please note that City Manager Office, Development Services, Finance, Library, Maintenance Services, and Public Works have undergone significant reorganization within the last several years. The staffing schedule presented here reflects the current organizational structure and cannot be used with prior years' budget documents.</i>					
<b>Maintenance Services Department</b>					
<b>General Fund (100)</b>					
Director Of Maintenance Services	0	1	1	1	1
Landscape Maintenance Manager <sup>1</sup>	1	1	1	1	0
Streets Maintenance Manager	1	0	0	0	0
Streets Maintenance Supervisor	1	1	1	1	1
Landscape Maintenance Supervisor <sup>2</sup>	1	1	0	0	1
Administrative Analyst II	0	1	1	1	1
Senior Maintenance Leader	1	1	1	1	1
Groundskeeper III	1	1	1	1	1
Administrative Secretary	0	1	1	1	1
Tree Trimmer	3	3	3	3	3
Maintenance Leader	2	2	2	2	2
Groundskeeper II <sup>3</sup>	1	1	1	1	0
Senior Secretary	2	0	0	0	0
Maintenance Worker/Laborer <sup>4,5</sup>	6	6	6	7	4
Sweeper Equipment Operator <sup>5</sup>	0	0	0	0	1
Groundskeeper I/Laborer <sup>6,7</sup>	14	14	10	10	8
Secretary <sup>7</sup>	0	0	0	0	1
	<b>34</b>	<b>34</b>	<b>29</b>	<b>30</b>	<b>26</b>

**Staffing Changes to Recommended FY 2012:**

1. Decrease - 1.0 FTE Landscape Maintenance Manager.
2. Increase - 1.0 FTE Landscape Maintenance Supervisor.
3. Decrease - 1.0 FTE Groundskeeper II.
4. Decrease - 2.0 FTE Maintenance Worker/Laborer.
5. Reclass - 1.0 FTE Maintenance Worker to 1.0 FTE Sweeper Equipment Operator (Reclassified to wrong JCN in FY11).
6. Decrease - 1.0 FTE Groundskeeper I/Laborer.
7. Reclass - 1.0 FTE Groundskeeper I to 1.0 FTE Secretary in FY11.

**Department Summary**

Department: 100 - 3500

**Maintenance Services Department**

**General Fund**

**General Fund Summary**

**Description:**

Administration, Landscape Maintenance, and Street

	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Adopted
<b>RESOURCES</b>				
<b>Revenue</b>				
Interest & Rents	29,877	16,629	56,181	-
Fees & Service Charges	(4,155)	851	156,000	156,120
Other Revenue	8,522	10,092	1,500	500
<b>Total Resources</b>	<b>34,244</b>	<b>27,572</b>	<b>213,681</b>	<b>156,620</b>
<b>OUTLAYS</b>				
<b>Expenditures</b>				
Salary				
Regular	1,899,085	1,863,371	2,186,304	1,904,019
Overtime	151,316	129,529	145,500	101,500
Vacancy Savings	-	-	(126,856)	-
FY11 EE Commitment - FY12 Furlough	-	-	(139,322)	(133,418)
Benefits				
Medical Benefits	379,396	370,655	446,478	438,308
Retiree Medical	-	-	65,430	46,878
Other Benefits	228,847	264,858	259,794	256,742
PERS	394,491	360,503	442,387	493,286
Charges (to)/from other programs	(800,420)	(674,635)	(668,173)	(625,390)
<i>Net Staffing Expense</i>	<b>2,252,715</b>	<b>2,314,281</b>	<b>2,611,542</b>	<b>2,481,925</b>
Maintenance & Utilities	226,227	246,082	258,362	233,912
Supplies & Services	201,974	210,272	240,846	216,346
Internal Service Fees	958,214	910,463	929,225	870,818
Capital Outlay	-	-	-	-
<i>Net Operating Expense</i>	<b>1,386,415</b>	<b>1,366,817</b>	<b>1,428,433</b>	<b>1,321,076</b>
<b>Total Outlays</b>	<b>3,639,130</b>	<b>3,681,098</b>	<b>4,039,975</b>	<b>3,803,001</b>
<b>General Fund Subsidy</b>	<b>3,604,886</b>	<b>3,653,526</b>	<b>3,826,294</b>	<b>3,646,381</b>

<b>Program Staffing Summary (FY 2008 - 2012)</b>					
	<b>Adopted 2008</b>	<b>Adopted 2009</b>	<b>Adopted 2010</b>	<b>Adjusted 2011</b>	<b>Adopted 2012</b>
<i>Please note that City Manager Office, Development Services, Finance, Library, Maintenance Services, and Public Works have undergone significant reorganization within the last several years. The staffing schedule presented here reflects the current organizational structure and cannot be used with prior years' budget documents.</i>					
<b>Maintenance Services Department - Maintenance Services Administration Program General Fund (100)</b>					
Director Of Maintenance Services	0	1	1	1	1
Administrative Analyst II	0	1	1	1	1
Administrative Secretary	0	1	1	1	1
	<b>0</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>

Staffing Changes to Recommended FY 2012:

1. None.

**Program Summary**

Program: 100-3501, 100-2657

**Maintenance Services Department**

**General Fund**

**Administration**

**Description:**

Department administration.

	<b>FY 2009 Actual</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Estimated</b>	<b>FY 2012 Adopted</b>
<b>RESOURCES</b>				
<b>Revenue</b>				
None	-	-	-	-
<b>Total Resources</b>	-	-	-	-
<b>OUTLAYS</b>				
<b>Expenditures</b>				
Salary				
Regular	251,148	287,203	332,030	335,868
Overtime	360	-	-	-
Vacancy Savings	-	-	(17,160)	
FY11 EE Commitment - FY12 Furlough	-	-	(20,261)	(21,204)
Benefits				
Medical Benefits	30,523	36,487	38,114	47,218
Retiree Medical	-	-	6,543	5,409
Other Benefits	14,442	16,832	17,389	20,988
PERS	52,097	56,409	67,313	75,390
Charges (to)/from other programs	(184,462)	(247,507)	(263,353)	(266,588)
<i>Net Staffing Expense</i>	<b>164,108</b>	<b>149,424</b>	<b>160,615</b>	<b>197,081</b>
Maintenance & Utilities	-	-	2,016	2,016
Supplies & Services	8,509	3,980	6,725	6,725
Internal Service Fees	28,734	22,676	39,839	21,561
Capital Outlay	-	-	-	-
<i>Net Operating Expense</i>	<b>37,243</b>	<b>26,656</b>	<b>48,580</b>	<b>30,302</b>
<b>Total Outlays</b>	<b>201,351</b>	<b>176,080</b>	<b>209,195</b>	<b>227,383</b>
<b>General Fund Subsidy</b>	<b>201,351</b>	<b>176,080</b>	<b>209,195</b>	<b>227,383</b>
<b>FY 2012 Major Budget Items:</b>		<b>FY 2012 Significant Budget Changes:</b>		
1. \$266,588 staffing charged to other programs.		1. None		

<b>Division Staffing Summary (FY 2008 - 2012)</b>					
	<b>Adopted 2008</b>	<b>Adopted 2009</b>	<b>Adopted 2010</b>	<b>Adjusted 2011</b>	<b>Adopted 2012</b>
<i>Please note that City Manager Office, Development Services, Finance, Library, Maintenance Services, and Public Works have undergone significant reorganization within the last several years. The staffing schedule presented here reflects the current organizational structure and cannot be used with prior years' budget documents.</i>					
<b>Maintenance Services Department - Street Maintenance Division</b>					
<b>General Fund (100)</b>					
Streets Maintenance Manager	1	0	0	0	0
Streets Maintenance Supervisor	1	1	1	1	1
Senior Maintenance Leader	1	1	1	1	1
Maintenance Leader	2	2	2	2	2
Senior Secretary	1	0	0	0	0
Maintenance Worker/Laborer <sup>1,2</sup>	6	6	6	7	4
Sweeper Equipment Operator <sup>2</sup>	0	0	0	0	1
	<b>12</b>	<b>10</b>	<b>10</b>	<b>11</b>	<b>9</b>

**Staffing Changes to Recommended FY 2012:**

1. Decrease 1.0 FTE Maintenance Worker/Laborer.
2. Reclass - 1.0 FTE Maintenance Worker to 1.0 FTE Sweeper Equipment Operator (Reclassified to wrong JCN in FY11).

**Division Summary**

Division: 100-2400

**Maintenance Services Department**

**General Fund**

**Street Maintenance**

**Description:**

General field maintenance, street patching, sidewalk repair, and traffic services.

	<b>FY 2009 Actual</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Estimated</b>	<b>FY 2012 Adopted</b>
<b>RESOURCES</b>				
<b>Revenue</b>				
Interest & Rents	29,877	16,629	56,181	-
Fees & Service Charges	(5,191)	27	150,000	150,000
Other Revenue	8,387	7,052	1,000	-
<b>Total Resources</b>	<b>33,073</b>	<b>23,708</b>	<b>207,181</b>	<b>150,000</b>
<b>OUTLAYS</b>				
<b>Expenditures</b>				
Salary				
Regular	639,938	646,516	776,989	631,756
Overtime	120,860	103,817	115,000	71,000
Vacancy Savings	-	-	(45,735)	-
FY11 EE Commitment - FY12 Furlough	-	-	(49,651)	(43,481)
Benefits				
Medical Benefits	135,513	131,846	168,034	167,091
Retiree Medical	-	-	23,991	16,227
Other Benefits	87,228	101,541	99,669	95,888
PERS	132,831	121,905	156,668	168,867
Charges (to)/from other programs	(360,908)	(318,764)	(345,186)	(268,333)
<i>Net Staffing Expense</i>	<b>755,462</b>	<b>786,861</b>	<b>899,779</b>	<b>839,015</b>
Maintenance & Utilities	42,568	51,055	60,395	60,395
Supplies & Services	124,230	138,557	145,009	145,009
Internal Service Fees	412,812	354,129	352,543	323,006
Capital Outlay	-	-	-	-
<i>Net Operating Expense</i>	<b>579,610</b>	<b>543,741</b>	<b>557,947</b>	<b>528,410</b>
<b>Total Outlays</b>	<b>1,335,072</b>	<b>1,330,602</b>	<b>1,457,726</b>	<b>1,367,425</b>
<b>General Fund Subsidy</b>	<b>1,302,000</b>	<b>1,306,894</b>	<b>1,250,545</b>	<b>1,217,425</b>
<b>FY 2012 Major Budget Items:</b>		<b>FY 2012 Significant Budget Changes:</b>		
1. \$268,333 staffing charged to other programs.		1. Reduced staffing.		
2. \$323,006 Internal Service Fees.		2. Reduced overtime.		
3. \$119,820 field supplies.				

<b>Division Staffing Summary (FY 2008 - 2012)</b>					
	<b>Adopted 2008</b>	<b>Adopted 2009</b>	<b>Adopted 2010</b>	<b>Adjusted 2011</b>	<b>Adopted 2012</b>
<i>Please note that City Manager Office, Development Services, Finance, Library, Maintenance Services, and Public Works have undergone significant reorganization within the last several years. The staffing schedule presented here reflects the current organizational structure and cannot be used with prior years' budget documents.</i>					
<b>Maintenance Services Department - Landscape Division</b>					
<b>General Fund (100)</b>					
Landscape Maintenance Manager <sup>1</sup>	1	1	1	1	0
Landscape Maintenance Supervisor <sup>2</sup>	1	1	0	0	1
Groundskeeper III	1	1	1	1	1
Tree Trimmer	3	3	3	3	3
Groundskeeper II <sup>3</sup>	1	1	1	1	0
Senior Secretary	1	0	0	0	0
Groundskeeper I/Laborer <sup>4,5</sup>	14	14	10	10	8
Secretary <sup>5</sup>	0	0	0	0	1
	<b>22</b>	<b>21</b>	<b>16</b>	<b>16</b>	<b>14</b>

**Staffing Changes to Recommended FY 2012:**

1. Decrease - 1.0 FTE Landscape Maintenance Manager.
2. Increase - 1.0 FTE Landscape Maintenance Supervisor.
3. Decrease - 1.0 FTE Groundskeeper II.
4. Decrease - 2.0 FTE Groundskeeper I/Laborer.
5. Reclass - 1.0 FTE Groundskeeper I to 1.0 FTE Secretary in FY11.

**Division Summary**

Division: 100-2300

**Maintenance Services Department**

**General Fund**

**Landscape Maintenance**

**Description:**

General fund landscape and tree trimming/removal activities.

	<b>FY 2009 Actual</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Estimated</b>	<b>FY 2012 Adopted</b>
<b>RESOURCES</b>				
<b>Revenue</b>				
Fees & Service Charges	1,036	824	6,000	6,120
Other Revenue	135	3,040	500	500
<b>Total Resources</b>	<b>1,171</b>	<b>3,864</b>	<b>6,500</b>	<b>6,620</b>
<b>Outlays</b>				
<b>Expenditures</b>				
Salary				
Regular	1,007,999	929,652	1,077,285	936,395
Overtime	30,096	25,712	30,500	30,500
Vacancy Savings	-	-	(63,961)	-
FY11 EE Commitment - FY12 Furlough	-	-	(69,410)	(68,733)
Benefits				
Medical Benefits	213,360	202,322	240,330	223,999
Retiree Medical	-	-	34,896	25,242
Other Benefits	127,177	146,485	142,736	139,866
PERS	209,563	182,189	218,406	249,029
Charges (to)/from other programs	(255,050)	(108,364)	(59,634)	(90,469)
<i>Net Staffing Expense</i>	<b>1,333,145</b>	<b>1,377,996</b>	<b>1,551,148</b>	<b>1,445,829</b>
Maintenance & Utilities	183,659	195,027	195,951	171,501
Supplies & Services	69,235	67,735	89,112	64,612
Internal Service Fees	516,667	533,658	536,843	526,251
Capital Outlay	-	-	-	-
<i>Net Operating Expense</i>	<b>769,562</b>	<b>796,420</b>	<b>821,906</b>	<b>762,364</b>
<b>Total Outlays</b>	<b>2,102,707</b>	<b>2,174,416</b>	<b>2,373,054</b>	<b>2,208,193</b>
<b>General Fund Subsidy</b>	<b>2,101,536</b>	<b>2,170,552</b>	<b>2,366,554</b>	<b>2,201,573</b>
<b><u>FY 2012 Major Budget Items:</u></b>	<b><u>FY 2012 Significant Budget Changes:</u></b>			
1. \$90,469 staffing charged to other programs.	1. Reduced staffing.			
2. \$161,925 maintenance expense.	2. Reduced maintenance expense and supplies expense.			
3. \$526,251 Internal Service Fees.				

<b>Program Staffing Summary (FY 2008 - 2012)</b>					
	<b>Adopted 2008</b>	<b>Adopted 2009</b>	<b>Adopted 2010</b>	<b>Adjusted 2011</b>	<b>Adopted 2012</b>
<i>Please note that City Manager Office, Development Services, Finance, Library, Maintenance Services, and Public Works have undergone significant reorganization within the last several years. The staffing schedule presented here reflects the current organizational structure and cannot be used with prior years' budget documents.</i>					
<b>Maintenance Services Department - Landscape Program Water Fund (621)</b>					
Groundskeeper II	2	2	2	2	2
Groundskeeper I	2	2	2	2	2
	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>

Staffing Changes to Recommended FY 2012:

1. None.

**Program Summary**

Program: 621-2323

**Maintenance Services Department**

Enterprise Fund

**Landscape Maintenance (Water Fund)**

**Description:**

Water Conservation. The Water fund is presented in the Public Works section.

	<b>FY 2009 Actual</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Estimated</b>	<b>FY 2012 Adopted</b>
<b>RESOURCES</b>				
<b>Revenue</b>				
None	-	-	-	-
<b>Total Resources</b>	-	-	-	-
<b>Outlays</b>				
<b>Expenditures</b>				
Salary				
Regular	237,509	244,055	263,512	258,351
Overtime	6,411	4,502	6,000	6,000
Vacancy Savings	-	-	(3,972)	-
FY11 EE Commitment - FY12 Furlough	-	-	(17,110)	(18,220)
Benefits				
Medical Benefits	47,348	48,628	50,884	70,064
Retiree Medical	-	-	8,724	5,409
Other Benefits	33,591	41,287	37,750	45,159
PERS	49,439	48,030	53,424	70,218
Charges (to)/from other programs	86,450	(57,444)	13,804	13,252
<i>Net Staffing Expense</i>	<b>460,748</b>	<b>329,058</b>	<b>413,016</b>	<b>450,233</b>
Maintenance & Utilities	146,293	129,693	168,749	168,749
Supplies & Services	15,889	11,050	19,856	19,856
Internal Service Fees	33,823	78,855	95,375	100,438
Capital Outlay	-	-	-	-
<i>Net Operating Expense</i>	<b>196,005</b>	<b>219,598</b>	<b>283,980</b>	<b>289,043</b>
<b>Total Outlays</b>	<b>656,753</b>	<b>548,656</b>	<b>696,996</b>	<b>739,276</b>
<b>Water Fund Subsidy</b>	<b>656,753</b>	<b>548,656</b>	<b>696,996</b>	<b>739,276</b>
<b><u>FY 2012 Major Budget Items:</u></b>				
1. \$100,438 Internal Service Fees.				
<b><u>FY 2012 Significant Budget Changes:</u></b>				
1. None				

<b>Division Staffing Summary (FY 2008 - 2012)</b>					
	<b>Adopted 2008</b>	<b>Adopted 2009</b>	<b>Adopted 2010</b>	<b>Adjusted 2011</b>	<b>Adopted 2012</b>
<i>Please note that City Manager Office, Development Services, Finance, Library, Maintenance Services, and Public Works have undergone significant reorganization within the last several years. The staffing schedule presented here reflects the current organizational structure and cannot be used with prior years' budget documents.</i>					
<b>Maintenance Services Department - Street Maintenance Division</b>					
<b>Stormwater Fund (602)</b>					
Lead Sweeper Equipment Operator <sup>1</sup>	0	0	0	1	0
Senior Sweeper Equipment Operator <sup>1</sup>	0	0	0	0	1
Sweeper Equipment Operator	5	5	5	3	3
Maintenance Worker/Laborer	2	2	2	2	2
	<b>7</b>	<b>7</b>	<b>7</b>	<b>6</b>	<b>6</b>

Staffing Changes to Recommended FY 2012:

1. Reclass - 1.0 FTE Lead Sweeper Equipment Operator to 1.0 FTE Senior Sweeper Equipment Operator (Reclassified to wrong JCN in FY11).

**Division Summary**

Division: 602-2400

**Maintenance Services Department**

**Enterprise Fund**

**Street Maintenance (Stormwater Fund)**

**Description:**

Storm drain maintenance and street cleaning/sweeping. The Stormwater Fund is presented in its entirety the Public Works section.

	<b>FY 2009 Actual</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Estimated</b>	<b>FY 2012 Adopted</b>
<b>RESOURCES</b>				
<b>Revenue</b>				
Other Revenue	1,232	-	-	1,000
Interest and Rents	3,193	1,148	-	-
<b>Total Resources</b>	<b>4,425</b>	<b>1,148</b>	<b>-</b>	<b>1,000</b>
<b>OUTLAYS</b>				
<b>Expenditures</b>				
Salary				
Regular	396,131	433,339	399,440	387,963
Overtime	32,072	47,673	33,000	33,000
Vacancy Savings	-	-	(5,979)	-
FY11 EE Commitment - FY12 Furlough	-	-	(25,614)	(27,054)
Benefits				
Medical Benefits	76,508	88,015	75,225	83,051
Retiree Medical	-	-	13,086	10,818
Other Benefits	54,551	74,946	55,613	64,565
PERS	81,330	84,276	80,127	104,265
Charges (to)/from other programs	194,379	376,024	433,652	375,117
<i>Net Staffing Expense</i>	<b>834,971</b>	<b>1,104,273</b>	<b>1,058,550</b>	<b>1,031,725</b>
Maintenance & Utilities	2,538	17,677	18,644	18,644
Supplies & Services	71,659	80,894	116,534	116,534
Internal Service Fees	248,265	251,821	314,081	299,220
Capital Outlay	-	-	-	-
<i>Net Operating Expense</i>	<b>322,463</b>	<b>350,392</b>	<b>449,259</b>	<b>434,398</b>
<b>Total Outlays</b>	<b>1,157,434</b>	<b>1,454,665</b>	<b>1,507,809</b>	<b>1,466,123</b>
<b>Stormwater Fund Subsidy</b>	<b>1,153,009</b>	<b>1,453,517</b>	<b>1,507,809</b>	<b>1,465,123</b>
<b>FY 2012 Major Budget Items:</b>		<b>FY 2012 Significant Budget Changes:</b>		
1. \$375,117 staffing charged from other programs.		1. None		
2. \$299,220 Internal Service Fees.				

<b>Department Staffing Summary (FY 2008 - 2012)</b>					
	<b>Adopted 2008</b>	<b>Adopted 2009</b>	<b>Adopted 2010</b>	<b>Adjusted 2011</b>	<b>Adopted 2012</b>
<i>Please note that City Manager Office, Development Services, Finance, Library, Maintenance Services, and Public Works have undergone significant reorganization within the last several years. The staffing schedule presented here reflects the current organizational structure and cannot be used with prior years' budget documents.</i>					
<b>Maintenance Services Department</b>					
<b>Facilities Fund (720)</b>					
Facilities & Building Manager	1	1	1	1	1
Facilities Lead Worker	1	1	0	0	0
Administrative Analyst II	1	1	1	1	1
Electrician II	2	2	1	1	1
Facilities Painter II	1	1	1	1	1
Facilities Carpenter II	2	2	2	2	2
Facilities Painter I	1	1	1	1	1
Storekeeper - Expediter <sup>1</sup>	1	1	1	1	0
Facilities Service Worker II	1	1	1	1	1
	<b>11</b>	<b>11</b>	<b>9</b>	<b>9</b>	<b>8</b>

**Staffing Changes to Recommended FY 2012:**

1. Decrease - 1.0 FTE Storekeeper - Expediter.

## Facilities Internal Services Debt

### 2002 ABAG Lease Revenue Bonds

In FY2002, the City issued \$7.5 million in principal for ABAG Lease Revenue Bonds, Series 2001-02, at rates of 3% to 5% of which part of the proceeds were used to finance the cost of acquiring equipment, building energy retrofitting, and to refund and retire various capital lease and certificate of participation obligations. This bond issue was divided up and is repayable by various funds. The Facilities Internal Services Fund share of the debt is reflected in the table.

### 2005 Solar Power Electrical Generating System

In FY2008, this financing provided funding to enable the City to enter into a lease purchase agreement to purchase solar power electrical generating system for the City's Barnes Court warehouse, which will provide "green energy" to that facility. The total cost of the project was \$1.8 million of which \$900,000 was paid by Pacific Gas & Electric under the Self Generation Incentive Program authorized by the California Public Utilities Commission.

<b>FY2011 – Maintenance Services and Lease Purchase Agreements</b>						
<b>Types of Obligation</b>	<b>Date of Issue</b>	<b>Date of Maturity</b>	<b>Interest Rates</b>	<b>Authorized and Issued</b>	<b>Outstanding at June 30, 2010</b>	<b>FY2011 Prin. &amp; Int. Requirement</b>
2002- ABAG Energy Retrofit Rfdg	12/01/01	12/01/12	5.0%	\$730,000	\$250,000	\$90,200
2005 Solar Power Energy	03/01/05	03/15/30	4.5%	\$1,035,000	\$920,000	\$73,888
<b>Total</b>				<b>\$1,765,000</b>	<b>\$1,170,000</b>	<b>\$164,088</b>

<b>FY2012 – Maintenance Services and Lease Purchase Agreements</b>						
<b>Types of Obligation</b>	<b>Date of Issue</b>	<b>Date of Maturity</b>	<b>Interest Rates</b>	<b>Authorized and Issued</b>	<b>Outstanding at June 30, 2011</b>	<b>FY2012 Prin. &amp; Int. Requirement</b>
2002- ABAG Energy Retrofit Rfdg	12/01/01	12/01/12	5.0%	\$730,000	\$170,000	\$86,500
2005 Solar Power Energy	03/01/05	03/15/30	4.5%	\$1,035,000	\$890,000	\$72,538
<b>Total</b>				<b>\$1,765,000</b>	<b>\$1,060,000</b>	<b>\$159,038</b>

**Fund Summary**

Fund: 720

**Maintenance Services Department**

Internal Service Fund

<b>Facilities Management</b>
<p><b>Description:</b> Management of City facilities.</p>

	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Adopted
<b>Beginning Working Capital Balance</b>				
<b>July 1</b>	(45,051)	(456,752)	(463,213)	(179,235)
<b>RESOURCES</b>				
<b>Revenue</b>				
Facilities Service Fee	2,674,121	3,073,359	3,150,584	3,683,708
Interest & Rents	83,574	89,182	83,000	20,000
Fees & Service Charges	27,039	13,487	15,000	14,000
Other Revenue	-	-	-	-
General Fund Subsidy	-	-	-	-
	2,784,734	3,176,028	3,248,584	3,717,708
<b>Transfer In</b>				
From General Fund	-	95,400	163,000	-
	-	95,400	163,000	-
<b>Total Resources</b>	<b>2,784,734</b>	<b>3,271,428</b>	<b>3,411,584</b>	<b>3,717,708</b>
<b>OUTLAYS</b>				
<b>Expenditures</b>				
<b>Salary</b>				
Regular	733,098	734,699	749,113	670,249
Overtime	47,538	34,577	39,800	39,800
Vacancy Savings	-	-	(10,673)	-
FY11 EE Commitment - FY12 Furlough	-	-	(47,177)	(45,997)
<b>Benefits</b>				
Medical Benefits	112,750	108,211	113,032	180,829
Retiree Medical	-	-	19,629	14,424
Other Benefits	76,916	91,161	82,521	86,598
PERS	140,394	134,310	150,165	129,464
Charges (to)/from other programs	(13,827)	(1,423)	-	11,119
<i>Net Staffing Expense</i>	<b>1,096,869</b>	<b>1,101,535</b>	<b>1,096,410</b>	<b>1,086,486</b>
Maintenance	611,324	725,530	454,245	600,000
Utilities	763,714	828,896	786,948	848,814
Supplies & Services	268,562	250,977	292,038	278,998
Internal Service Fees	140,807	140,886	133,668	116,639
Capital Outlay	-	5,910	-	-
Debt Service Payments	86,300	65,196	164,088	159,038
<i>Net Operating Expense</i>	<b>1,870,707</b>	<b>2,017,395</b>	<b>1,830,987</b>	<b>2,003,489</b>

**Fund Summary continued**

**Maintenance Services Department**

Fund: 720

Internal Service Fund

<b>Facilities Management</b>
<i>Continued</i>

	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Adopted
<b>Fund Transfers Out to</b>				
General Fund - Cost Allocation	135,000	136,251	105,035	108,187
Liability Insurance Premium	22,496	22,708	30,174	31,683
Debt Svc - Solar Panels	71,363	-	-	-
Transfer to Capital	-	-	65,000	80,000
	<b>228,859</b>	<b>158,959</b>	<b>200,209</b>	<b>219,870</b>
<b>Total Outlays</b>	<b>3,196,435</b>	<b>3,277,889</b>	<b>3,127,606</b>	<b>3,309,845</b>
<b>Net Change</b>	<b>(411,701)</b>	<b>(6,461)</b>	<b>283,978</b>	<b>407,863</b>
<b>Ending Working Capital Balance JUNE 30</b>	<b>(456,752)</b>	<b>(463,213)</b>	<b>(179,235)</b>	<b>228,628</b>

*Note: Former phone system changed to VoIP System in FY 09. Debt Service for VoIP purchase is now budgeted in Tech Svc Dept.*

**FY 2012 Major Budget Items:**

1. \$845,000 utility expense.
2. \$600,000 field and office maintenance expense.
3. \$168,000 field supplies.

**FY 2012 Significant Budget Changes:**

1. Increased both maintenance and utilities expense.

<b>Department Staffing Summary (FY 2008 - 2012)</b>					
	<b>Adopted 2008</b>	<b>Adopted 2009</b>	<b>Adopted 2010</b>	<b>Adjusted 2011</b>	<b>Adopted 2012</b>
<i>Please note that City Manager Office, Development Services, Finance, Library, Maintenance Services, and Public Works have undergone significant reorganization within the last several years. The staffing schedule presented here reflects the current organizational structure and cannot be used with prior years' budget documents.</i>					
<b>Maintenance Services Department</b>					
<b>Centennial Hall Fund (660)</b>					
Administrative Analyst II	0	0	1	0	0
Auditorium Coordinator	1	1	0	0	0
Auditorium Leadworker	1	1	1	0	0
Facilities Service Worker	3	3	3	0	0
Administrative Clerk I	0.5	0.5	0.5	0	0
	<b>5.5</b>	<b>5.5</b>	<b>5.5</b>	<b>0</b>	<b>0</b>

Staffing Changes to Recommended FY 2012:

1. None.

**Fund Summary**

**Maintenance Services Department**

Fund: 660

Enterprise Fund

**Centennial Hall**

**Description:**

Centennial Hall. Closed October 2009.

	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Adopted
<b>Beginning Working Capital Balance</b>				
July 1	(118,544)	(53,786)	(13,408)	(13,408)
<b>RESOURCES</b>				
<b>Revenue</b>				
Interest & Rents	288,183	42,954	-	-
Other Revenue	2,543	17,414	-	-
	<b>290,726</b>	<b>60,368</b>	-	-
<b>Fund Transfers In from</b>				
General Fund - Subsidy	628,450	253,121	-	-
	<b>628,450</b>	<b>253,121</b>	-	-
<b>Total Resources</b>	<b>919,176</b>	<b>313,489</b>	-	-
<b>OUTLAYS</b>				
<b>Expenditures</b>				
Salary				
Regular	232,847	61,517	-	-
Overtime	6,089	727	-	-
Vacancy Savings	-	-	-	-
FY11 EE Commitment - FY12 Furlough	-	-	-	-
Benefits				
Medical Benefits	37,391	18,902	-	-
Retiree Medical	-	-	-	-
Other Benefits	32,244	9,288	-	-
PERS	48,427	16,355	-	-
Charges (to)/from other programs	1,109	3,213	-	-
<i>Net Staffing Expense</i>	<b>358,107</b>	<b>110,002</b>	-	-
Maintenance & Utilities	96,430	55,096	-	-
Supplies & Services	94,655	47,182	-	-
Internal Service Fees	193,124	52,677	-	-
Capital Outlay	-	8,154	-	-
<i>Net Operating Expense</i>	<b>384,209</b>	<b>163,109</b>	-	-

**Fund Summary Continued**

**Maintenance Services Department**

660

Enterprise Fund

<b>Centennial Hall</b>
<i>Continued</i>

	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Adopted
<b>Fund Transfers Out to</b>				
Liability Insurance Premium	12,102	-	-	-
General Fund - Cost Allocation	100,000	-	-	-
	<b>112,102</b>	-	-	-
<b>Total Outlays</b>	<b>854,418</b>	<b>273,111</b>	-	-
<b>Net Change</b>	<b>64,758</b>	<b>40,378</b>	-	-
<b>Ending Working Capital Balance JUNE 30</b>	<b>(53,786)</b>	<b>(13,408)</b>	<b>(13,408)</b>	<b>(13,408)</b>

**FY 2012 Major Budget Items:**

1. None.

**FY 2012 Significant Budget Changes:**

1. Closed in October 2009.

<b>Department Staffing Summary (FY 2008 - 2012)</b>					
	<b>Adopted 2008</b>	<b>Adopted 2009</b>	<b>Adopted 2010</b>	<b>Adjusted 2011</b>	<b>Adopted 2012</b>
<i>Please note that City Manager Office, Development Services, Finance, Library, Maintenance Services, and Public Works have undergone significant reorganization within the last several years. The staffing schedule presented here reflects the current organizational structure and cannot be used with prior years' budget documents.</i>					
<b>Maintenance Services Department</b>					
<b>Fleet Fund (730)</b>					
Equipment Manager <sup>1</sup>	1	1	1	1	0
Equipment Maintenance Supervisor <sup>2</sup>	1	1	0	0	1
Equipment Mechanic II <sup>3</sup>	5	5	7	7	6
Equipment Mechanic I	3	3	0	0	0
Senior Secretary	1	1	1	1	1
Equipment Parts Storekeeper	1	1	1	1	1
Equipment Service Attendant	1	1	0	0	0
Senior Equipment Mechanic	0	0	0	0	0
	<b>13</b>	<b>13</b>	<b>10</b>	<b>10</b>	<b>9</b>

**Staffing Changes to Recommended FY 2012:**

1. Decrease - 1.0 FTE Equipment Manager.
2. Increase - 1.0 FTE Equipment Maintenance Supervisor.
3. Decrease -1.0 FTE Equipment Mechanic II (This position was reclassified to a Senior Equipment Mechanic in FY11).

## Fleet Internal Service Fund Debt

### 2002 ABAG Lease Revenue Bonds

In FY2002, the City issued \$7.5 million in principal for ABAG Lease Revenue Bonds, Series 2001-02, at rates of 3% to 5% of which part of the proceeds were used to finance the cost of acquiring fire apparatus equipment, building energy retrofitting, and to refund and retire various capital lease and certificate of participation obligations. This bond issue was divided up and is repayable by various funds. The Fleet Internal Service Fund share of the debt is reflected in the table.

### 2005 and 2007 Equipment Lease

The Fleet Fund entered in capital lease purchase agreements for acquiring various trucks and public safety vehicles.

### 2009 Sewer Loan Advance

The Fleet Fund received funding for various utility vehicles specifically for the Wastewater Fund.

### 2011 Equipment Leases

The Fleet Fund entered in lease purchase agreements for acquiring various trucks and public safety vehicles.

### 2012 Equipment Leases (Planned)

The Fleet Fund expected to enter in lease purchase agreements for acquiring various trucks and public safety vehicles.

FY2011 – Maintenance Services and Lease Purchase Agreements						
Types of Obligation	Date of Issue	Date of Maturity	Interest Rates	Authorized and Issued	Outstanding at June 30, 2010	FY2011 Prin. & Int. Requirement
2002 ABAG Fire Apparatus	12/01/01	12/01/11	5.0%	\$1,745,000	\$410,000	\$214,750
2005 Equip Lease-Trucks	01/30/06	01/30/11	3.92%	\$1,656,763	\$357,565	\$368,111
2007 Equip Lease	07/27/07	07/27/12	4.06%	\$1,290,863	\$575,277	\$327,256
2009 Fleet Loan from Sewer	10/20/09	012/31/16	2.0%	\$1,000,000	\$1,000,000	\$160,119
2011 Equip Lease	FY 2011	FY 2020	2.85%-5.05%	\$3,170,082		\$229,223
<b>Total</b>				<b>\$8,862,708</b>	<b>\$2,342,842</b>	<b>\$1,299,459</b>

FY2012 – Maintenance Services and Lease Purchase Agreements						
Types of Obligation	Date of Issue	Date of Maturity	Interest Rates	Authorized and Issued	Outstanding at June 30, 2011	FY2012 Prin. & Int. Requirement
2002 ABAG Fire Apparatus	12/01/01	12/01/11	5.0%	\$1,745,000	\$210,000	\$215,250
2007 Equip Lease	07/27/07	07/27/12	4.06%	\$1,290,863	\$268,294	\$220,366
2009 Fleet Loan from Sewer	10/20/09	012/31/16	2.0%	\$1,000,000	\$857,143	\$157,262

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## Fleet Internal Service Fund Debt

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<b>FY2012 – Maintenance Services and Lease Purchase Agreements</b>						
<b>Types of Obligation</b>	<b>Date of Issue</b>	<b>Date of Maturity</b>	<b>Interest Rates</b>	<b>Authorized and Issued</b>	<b>Outstanding at June 30, 2011</b>	<b>FY2012 Prin. &amp; Int. Requirement</b>
2011 Equip Lease	FY 2011	FY 2018	2.85%-5.05%	\$3,170,082	\$2,988,198	\$458,445
2012 (Planned) Equip Lease	FY 2012	FY 2019	4.0%	\$814,000	\$0	\$150,000
<b>Total</b>				<b>\$8,019,945</b>	<b>\$4,323,635</b>	<b>\$1,201,323</b>

**Fund Summary**

Fund: 730

**Maintenance Services Department**

**Internal Service Fund**

**Fleet Management**

**Description:**

Operation, maintenance of City fleet, including debt service.

	<b>FY 2009 Actual</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Estimated</b>	<b>FY 2012 Adopted</b>
<b>Beginning Working Capital Balance July 1</b>	<b>(990,547)</b>	<b>(468,988)</b>	<b>356,570</b>	<b>847,606</b>
<b>RESOURCES</b>				
<b>Revenue</b>				
Vehicle Maint/Operating Rate	4,531,207	4,527,169	4,546,556	4,005,404
Interest	5,967	8,895	-	-
Loan Proceeds for Leasing		1,000,000	3,170,082	814,000
Fire Mutual Aid Reimb	98,123	299	-	-
Other Revenue	62,363	28,384	-	-
<b>Total Resources</b>	<b>4,697,660</b>	<b>5,564,747</b>	<b>7,716,638</b>	<b>4,819,404</b>
<b>Fund Transfers In from</b>				
Misc. Transfer from General Fund		20,800		
Misc. Transfer from Sewer Fund		17,415		
Misc. Transfer from Water Fund		17,415		
Misc. Transfer from Debt Service		35,413	200,000	
Asset Transfer from Other		81,389		
Misc. Transfer from Fire Capital	-	-	78,250	-
	-	<b>172,432</b>	<b>278,250</b>	-
<b>Total Resources</b>	<b>4,697,660</b>	<b>5,737,179</b>	<b>7,994,888</b>	<b>4,819,404</b>
<b>OUTLAYS</b>				
<b>Expenditures</b>				
<b>Salary</b>				
Regular	804,570	774,353	781,163	670,544
Overtime	28,407	41,077	21,000	21,000
Vacancy Savings	-	-	(11,023)	-
FY11 EE Commitment - FY12 Furlough	-	-	(49,643)	(46,711)
<b>Benefits</b>				
Medical Benefits	102,891	100,786	99,810	127,420
Retiree Medical	-	-	21,810	-
Other Benefits	88,304	102,045	91,813	118,130
PERS	154,769	142,234	157,309	181,203
Charges (to)/from other programs	(6,281)	(31,324)	-	-
<i>Net Staffing Expense</i>	<b>1,172,660</b>	<b>1,129,171</b>	<b>1,112,239</b>	<b>1,071,586</b>
Maintenance & Utilities	161,347	160,202	385,380	314,195
Supplies & Services	75,377	175,285	66,627	68,266
Fuel	732,342	728,114	743,852	767,127
Auto Parts	439,827	383,918	453,560	405,320
Internal Service Fees	126,306	120,612	121,483	135,911
Debt Service Payments	1,145,275	973,496	1,299,459	1,201,323
Capital	152,051	58,396	-	-
<i>Net Operating Expense</i>	<b>2,832,525</b>	<b>2,600,023</b>	<b>3,070,361</b>	<b>2,892,142</b>

**Fund Summary continued**

**Maintenance Services Department**

Fund: 730

Internal Service Fund

<b>Fleet Management</b>
<i>Continued</i>

	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Adopted
<b>Fund Transfers Out to</b>				
Liability Insurance Premium	35,916	35,599	41,296	43,360
Misc. Transfer to Fleet Mgmt Capital		1,001,139	3,170,082	814,000
General Fund - Cost Allocation	135,000	145,689	109,874	113,170
	<b>170,916</b>	<b>1,182,427</b>	<b>3,321,252</b>	<b>970,530</b>
<b>Total Outlays</b>	<b>4,176,101</b>	<b>4,911,621</b>	<b>7,503,852</b>	<b>4,934,258</b>
<b>Net Change</b>	<b>521,559</b>	<b>825,558</b>	<b>491,036</b>	<b>(114,854)</b>
<b>Ending Working Capital Balance JUNE 30</b>	<b>(468,988)</b>	<b>356,570</b>	<b>847,606</b>	<b>732,752</b>

**FY 2012 Major Budget Items:**

1. \$296,320 auto repair.
2. \$405,320 auto parts.
3. \$767,127 fuel and oil.

**FY 2012 Significant Budget Changes:**

1. Reduced auto parts.
2. \$814,000 equipment lease of Police vehicles.

**Funds Summary**

**Maintenance Services Department**

Fund: 818-839

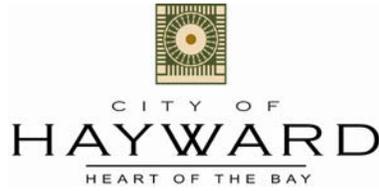
Special Revenue

**Landscape & Lighting Districts and Maintenance Districts Summary**

**Description:**

Landscape & Lighting, and Maintenance

	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Adopted
<b>Beginning Working Capital Balance July 1</b>	<b>2,259,528</b>	<b>2,394,748</b>	<b>2,420,613</b>	<b>2,320,328</b>
<b>Fund Revenue</b>				
Special Assessments	741,098	610,058	791,759	791,752
Interest and Rents	72,192	33,954	-	-
Other Revenue	-	-	-	-
<b>Total Resources</b>	<b>813,290</b>	<b>644,012</b>	<b>791,759</b>	<b>791,752</b>
<b>Fund Expenditures</b>				
Salary	-	-	-	-
Regular				
Overtime				
Vacancy Savings				
FY11 EE Commitment - FY12 Furloughss				
Benefits				
Medical Benefits				
Retiree Medical				
Other Benefits				
PERS				
Charges (to)/from other programs	53,704	31,908	59,850	59,850
<i>Net Staffing Expense</i>	<b>53,704</b>	<b>31,908</b>	<b>59,850</b>	<b>59,850</b>
Maintenance & Utilities	376,955	219,739	383,198	381,380
Supplies & Services	247,411	366,500	448,996	433,232
Capital Expenditure	-	-	-	-
<i>Net Operating Expense</i>	<b>624,366</b>	<b>586,239</b>	<b>832,194</b>	<b>814,612</b>
<b>Total Outlays</b>	<b>678,070</b>	<b>618,147</b>	<b>892,044</b>	<b>874,462</b>
<b>Net Change</b>	<b>135,220</b>	<b>25,865</b>	<b>(100,285)</b>	<b>(82,710)</b>
<b>Ending Working Capital Balance JUNE 30</b>	<b>2,394,748</b>	<b>2,420,613</b>	<b>2,320,328</b>	<b>2,237,618</b>
<b><u>FY 2012 Major Budget Items:</u></b>	<b><u>FY 2012 Significant Budget Changes:</u></b>			
1. \$59,850 staff charged from other programs.	1. None			



## **Mayor & City Council Department**

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**Mayor: Michael Sweeney**  
**Council Member: Barbara Halliday**  
**Council Member: Olden Henson**  
**Council Member: Marvin Peixoto**  
**Council Member: Bill Quirk**  
**Council Member: Mark Salinas**  
**Council Member: Francisco Zermeño**

### **Department Mission Statement**

*The mission of the Hayward City Council is to represent the residents of Hayward, provide policy and programmatic direction to the City and City staff, and ensure staff accountability for carrying out policies that are responsive to the needs of the community.*

**Mayor & City Council  
Department**

	<b>Core Services</b>	<b>Performance Measures</b>
<b>Mayor and City Council</b>	<ul style="list-style-type: none"> <li>• Provide policy, legislation, and program priority direction to the City Manager.</li> <li>• Act as Chairperson and Board members of the Hayward Redevelopment Agency.</li> <li>• Respond to constituent issues.</li> <li>• Hear and decide land-use appeals and related land-use issues.</li> <li>• Monitor fiscal health and stability of the organization.</li> <li>• Develop and/or track and respond to Federal &amp; State legislation.</li> <li>• Represent City on Regional Boards, Commissions, and Agencies.</li> <li>• Provide direction to the City Manager, the City Attorney, and the City Clerk.</li> </ul>	

**FY 2011 Departmental Performance**

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1. Actively worked to address the City's Fiscal Crisis by approving cost-saving amendments to employee contracts.
2. Provided support to volunteer group: Keep Hayward Clean and Green Task Force.
3. Participated in the Local Alternative Transportation Improvement Program (LATIP).
4. Continued participation in the Neighborhood Partnership Program and sponsored and attended neighborhood improvement meetings.
5. Continued to work with Alameda County Transportation Improvement Authority (ACTIA) on the I-880/SR 92 Reliever Route Project.
6. Provided annual funding to further develop and strengthen the Eden Social Services Information and Referral Hotline: the 2-1-1 program in Alameda County.
7. Continued focus by Hayward Local Agencies Committee (HLAC) on school performance and safety issues.
8. Adopted new Noise Ordinance.
9. Adoption in November 2010 of new versions of the various State Building Codes.
10. Participated on Bay Area Water Supply and Conservation Agency (BAWSCA) and Stopwaste.org.
11. Represented Hayward at meetings of regional agencies, League of California Cities, and county Sustainable Communities Strategies.
12. Improved process for oversight, including amending contracts for consistency of three direct reporting employees.
13. Participated development of and approved City's response to Governor's plan to eliminate Redevelopment Agencies.
14. Worked with staff to move plan for development of South Hayward BART area forward despite changing circumstances.
15. Participated in process to formulate and approve Form Based Code zoning changes for Mission-Foothill corridor.
16. Adopted new process for receiving and reviewing agenda packets, achieving environmental and monetary savings.
17. Responded to constituent concerns throughout the city.

## Mayor & City Council Department

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### Significant Changes in FY 2011

The department completed a restructuring of administrative support staffing in the Mayor and City Council office by moving an Administrative Secretary position from Human Resources to the Mayor and Council office. Cost savings and efficiencies were realized through the elimination of a higher classification replaced by this position and now shared between this office and the Human Resources Department. This change will be reflected in the FY 2012 budget.

**Mayor & City Council Department  
FY2012  
Service Delivery Outcomes**

1. Take policy action in the following areas:\*\*\*

<p><b>Crime and Public Safety</b></p> <ul style="list-style-type: none"> <li>- BART Safety Station</li> <li>- Crime Prevention through Environmental Design</li> <li>- School Safety Partnerships, Youth Master Plan</li> <li>- Video Surveillance Alternatives</li> <li>- Disaster Preparedness</li> <li>- Implement Field Offices, North &amp; South</li> <li>- SMASH Program</li> <li>- Revenue for Public Safety Staffing</li> <li>- Gang Injunction Implementation</li> <li>- Strengthened Enforcement</li> </ul> <p><b>Organizational Health</b></p> <ul style="list-style-type: none"> <li>- Performance Accountability</li> <li>- Technology Strategic Plan</li> <li>- Permit Center Improvements</li> <li>- CRM Software Implementation</li> <li>- Boards, Commissions &amp; Council Committee Review</li> </ul> <p><b>Land Use and Sustainability</b></p> <ul style="list-style-type: none"> <li>- Historic Preservation Ordinance</li> <li>- South Hayward BART Plan Revisited</li> <li>- City Center Project</li> <li>- Route 238 Land Use Study</li> <li>- Mt. Eden Annexation, Phase II</li> <li>- Climate Action Plan</li> <li>- Environmental Landscape Requirements</li> <li>- Residential Solar Funding &amp; Commercial Solar Program</li> <li>- Facilities Planning; Arts, Cultural Center, Animal Control, Station 7, PD, Library</li> <li>- Mission Corridor Specific Plan</li> <li>- Recycled Water Use Evaluation, Conservation</li> <li>- 'Seniors Only' Mobile Home Park Ordinance</li> <li>- Housing Element Update</li> </ul>	<p><b>Cleanliness</b></p> <ul style="list-style-type: none"> <li>- Neighborhood Partnership Program</li> <li>- Administrative Citation Program Overhaul</li> <li>- Blight Elimination through RDA</li> <li>- Consolidated Public Nuisance Ordinance</li> <li>- Volunteer Programming Enhancements</li> <li>- Public Art Program</li> <li>- New Ordinance Implementation and Enforcement</li> <li>- Neighborhood Services Strategic Plan</li> <li>- Street Sweeping &amp; Parking Enforcement</li> <li>- Revenue for Cleanliness Efforts</li> <li>- Bank of Car Sales in Public Row</li> <li>- Support of KHCG Task Force</li> </ul> <p><b>Fiscal Stability</b></p> <ul style="list-style-type: none"> <li>- Revenue Measure</li> <li>- Long Range Financial Planning</li> <li>- Financial Management Capacity</li> <li>- Targeted Economic Development, Film &amp; Media</li> <li>- Fiscal Crisis Management</li> <li>- Business Visitation Program, Chamber Partnerships</li> <li>- Buy Hayward First Program</li> <li>- Retail Attraction Strategy</li> </ul>
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\*\*\* These outcomes will be revised and updated upon completion of the budget process and final Council adoption of priorities and initiatives in June 2011.

## Mayor & City Council Department

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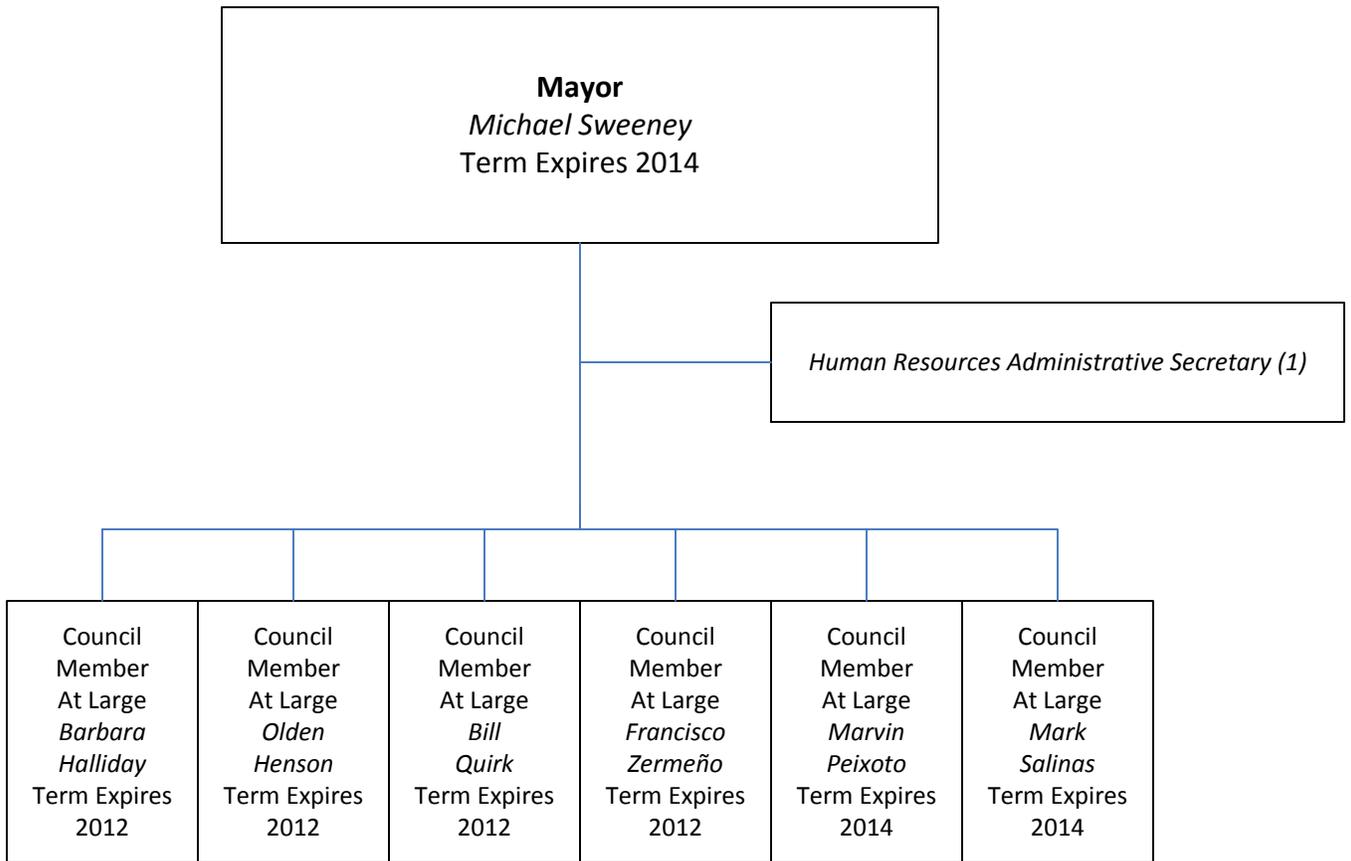
### Significant Changes Planned for FY 2012

---

The department completed a restructuring of administrative support staffing in the Mayor and City Council office by moving an Administrative Secretary position from Human Resources to the Mayor and Council office. Cost savings and efficiencies were realized through the elimination of a higher classification replaced by this position and now shared between this office and the Human Resources Department. This change will be reflected in the FY 2012 budget.

**FY 2012 STAFFING**  
**8.0 FTE**

**Mayor & City Council**



<b>Department Staffing Summary (FY 2008 - 2012)</b>					
	<b>Adopted 2008</b>	<b>Adopted 2009</b>	<b>Adopted 2010</b>	<b>Adjusted 2011</b>	<b>Adopted 2012</b>
<b>Mayor &amp; Council Department General Fund (100)</b>					
Mayor	1	1	1	1	1
City Council	6	6	6	6	6
Administrative Secretary (Conf) <sup>1</sup>	1	1	1	1	0
Technical Assistant	0.5	0	0	0	0
HR Administrative Secretary <sup>2</sup>	0	0	0	0	1
	<b>8.5</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>

Staffing Changes to Recommended FY 2012:

1. Decrease - 1.0 FTE Administrative Secretary (Conf).
2. Increase - 1.0 FTE HR Administrative Secretary (Position moved from HR but still supports the HR Director part-time with Labor Relations matters).

**Department Summary**

Department: 100-1100

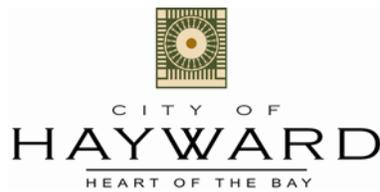
**Mayor & Council Department**

**General Fund**

<b>Office of the Mayor and City Council</b>
<b>Description:</b> Office of the Mayor and City Council.

	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Adopted
<b>RESOURCES</b>				
None	-	-	-	-
<b>Total Resources</b>	-	-	-	-
<b>OUTLAYS</b>				
<b>Expenditures</b>				
Salary				
Regular	263,387	262,333	272,631	267,946
Overtime	-	-	-	-
Vacancy Savings	-	-	(16,591)	-
FY11 EE Commitment - FY12 Furloughs	-	-	(5,014)	(16,201)
Benefits				
Medical Benefits	59,455	62,588	68,460	83,460
Retiree Medical	-	-	17,448	14,424
Other Benefits	29,046	24,508	27,833	20,913
PERS	32,516	30,099	45,141	45,562
Charges (to)/from other programs	569	-	-	-
<i>Net Staffing Expense</i>	<b>384,973</b>	<b>379,528</b>	<b>409,908</b>	<b>416,104</b>
Maintenance & Utilities	-	-	-	-
Supplies & Services	39,534	32,480	58,628	58,628
Internal Service Fees	29,691	35,308	36,233	36,835
Community Promotions	135,349	-	-	-
Capital Outlay	-	-	-	-
<i>Net Operating Expenses</i>	<b>204,573</b>	<b>67,788</b>	<b>94,861</b>	<b>95,463</b>
<b>Total Outlays</b>	<b>589,547</b>	<b>447,316</b>	<b>504,769</b>	<b>511,567</b>
<b>General Fund Subsidy</b>	<b>589,547</b>	<b>447,316</b>	<b>504,769</b>	<b>511,567</b>
<b><u>FY 2012 Major Budget Items:</u></b>	<b><u>FY 2012 Significant Budget Changes:</u></b>			
1. \$25,400 City membership dues.	1. None.			

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## Police Department

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**Director: Chief Diane Urban**

### **Department Mission Statement**

*We, the members of the Hayward Police Department, are committed to being responsive to our community in the delivery of quality services. Recognizing our responsibility to maintain order, while affording dignity and respect to every individual, our objective is to improve the quality of life through a community partnership which promotes safe, secure neighborhoods.*

	<b>Core Services</b>	<b>Performance Measures</b>
<b>Field Operations</b>	<ul style="list-style-type: none"> <li>• Respond to calls from the community ranging from life threatening incidents to crimes in progress to citizen complaints</li> <li>• Provide directed patrol services focused on reducing criminal activity and improving the quality of life in our community</li> <li>• Enhance the directed patrol services by creating sub-beats. Assign officers a smaller geographical area to concentrate their directed patrols</li> <li>• Investigate crime</li> <li>• Investigate traffic collisions</li> <li>• Manage enforcement-related traffic safety throughout the City</li> <li>• Provide neighborhood liaisons through the District Commands to facilitate crime prevention, problem solving, and self-sufficiency</li> <li>• Aggressively address neighborhood complaints of illegal drug use and sales</li> <li>• Maximize neighborhood safety through ongoing directed enforcement activities targeting gang-related and violent street crimes</li> <li>• Advancement of community partnerships (Neighborhood Partnership Program, Community Academy, Business Academy, Multi-housing Crime Free Training)</li> <li>• Advancement of multi-agency partnerships (Synchronized Multi Agency Safe Housing Operations)</li> </ul>	<ol style="list-style-type: none"> <li>1. Officers will arrive on scene for Priority 1 calls within 5 minutes of the time of dispatch 90% of the time</li> <li>2. Ninety percent of all patrol officers will initiate a crime reduction or neighborhood improvement project within their respective beat or sub-beat</li> <li>3. Emphasize proactive anti-gang enforcement by the Special Duty Unit with the goal of maintaining the current rate of gang related arrests and probation/parole searches</li> <li>4. Emphasize traffic &amp; D.U.I. enforcement with the goal of achieving a 3% reduction in injury and in alcohol related collisions</li> <li>5. Increase D.U.I. enforcement with the goal of increasing the number of drunken driving arrests by 10%</li> <li>6. Increase the number of community partnerships by 10%</li> <li>7. Increase the number of Neighborhood Block Captains by 20%</li> </ol>

**Police  
Department**

<p style="writing-mode: vertical-rl; transform: rotate(180deg);"><b>Special Operations</b></p>	<ul style="list-style-type: none"> <li>• Follow-up investigation of major crimes</li> <li>• Evaluate and investigate establishments for vice and alcohol code compliance</li> <li>• Manage the Law Enforcement Accreditation Maintenance Process</li> <li>• Conduct crime scene evidence collection and processing</li> <li>• Catalog, store, and dispose of evidence</li> <li>• Conduct uniformed school campus patrols</li> <li>• Provide youth and family counseling services</li> <li>• Provide compliance evaluation and enforcement for zoning and conditional use permits</li> <li>• Provide homeland security liaison and coordination with Federal, State, &amp; local agencies</li> <li>•</li> </ul>	<ol style="list-style-type: none"> <li>1. Improve the clearance rate in Murder, Rape, Robbery and Burglary cases handled by investigators</li> <li>2. Decrease the number of alcohol related violations by licensed establishments by 10%</li> <li>3. Complete the CALEA assessment process, and achieve accreditation</li> <li>4. Decrease the number of evidence items stored beyond legally required periods by 10%</li> <li>5. Increase the number of juvenile truancy violators diverted from judicial sanctions by 10%</li> <li>6. Maintain active involvement in Hayward related homeland security cases, which would otherwise be handled solely by Federal agencies</li> </ol>
<p style="writing-mode: vertical-rl; transform: rotate(180deg);"><b>Support Operations</b></p>	<ul style="list-style-type: none"> <li>• Provide around-the-clock 911 and non-emergency answering services</li> <li>• Prioritize and dispatch appropriate police and fire responses</li> <li>• Provide temporary detention of persons arrested</li> <li>• Receive, process, and maintain criminal and other public records</li> <li>• Process warrants, subpoenas, and civil orders per State and local mandates</li> <li>• Enforce City, State, and federal laws involving animals, animal licensing and rabies prevention</li> <li>• Provide adoption services and assistance in resolving animal related issues</li> <li>• Maintain an active volunteer program that supplements the Animal Shelter's operation</li> </ul>	<ol style="list-style-type: none"> <li>1. Dispatch Priority 1 calls for service within 5 minutes 90% of the time</li> <li>2. Meet HPD goal of re-contacting citizens waiting for non-emergency police response if their call is holding over 30 minutes 80% of the time</li> <li>3. Increase adoption/rescue rate of animals by 5%</li> <li>4. Increase active volunteer staff at Animal Services by 5%</li> </ol>

## **FY 2011 Departmental Performance**

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1. A 4/10 schedule was developed for the Patrol Bureau. However due to contractual agreement with the Hayward Police Officers Association, Department will continue with the current 3/12 configuration.
2. Ongoing evaluation of speech recognition software for the purpose of reducing the amount of time Patrol Officers spent writing incident reports.
3. Created and implemented a Crime Free Hotel/Motel Program.
4. Assigned four police officers to the District Commanders to assist with addressing crime and quality of life issues.
5. Expanded efforts to interdict drug trafficking by rejoining the Alameda County Narcotics Task Force. This action provides an investigative component to address high-level and sophisticated trafficking operations, and augments the efforts of the in-house undercover narcotics unit, which focuses primarily on mid-level trafficking in Hayward.
6. Support Operations: after six months of work on the New World CAD/RMS project, implementation is on schedule for November 2011.
7. Maintained the Volunteer Ambassador Program at approximately the same level as last year, with a focus on the downtown area.
8. Completed the partnership with the Identity Theft Council, a non-profit group of security experts who assist identity theft victims in Hayward. Department completed this objective in FY2011 with the implementation of an online reporting system and was the first Police Department in the nation to implement this partnership.
9. Continued exploring the provision of on-line crime prevention and security information to the community.
10. Completed selection and design of an online crime database to provide real-time trend information to the public at the neighborhood level. This database will go live in conjunction with the "go-live" date of the New World Records Management System.
11. The SMASH Program was recognized by the International Association of Chiefs of Police as a model program and a "Best Practice" in law enforcement. A five-minute video was produced and shown throughout the October 2010 IACP Conference in Orlando, Florida.
12. Received Advanced Law Enforcement Accreditation Award from the Commission on Accreditation for Law Enforcement Agencies on March 26, 2011.
13. Completed the first stages of development of a Gang Injunction Program, including program design and selection of the initial gang on which an application for injunction will focus. Further development of this program extends into FY 2012.

14. Received a 2-year extension of the CalGrip Grant that focuses on Gang education, prevention and diversion of youth at risk for joining gangs.

### **Significant Changes in FY 2011**

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1. Eliminated one Police Records Clerk position in the Records Bureau. This was a part of the plan for funding the New World acquisition and is in anticipation of efficiencies provided by this new records management system.
2. Eliminated two part time Crossing Guard positions. These positions were unfilled since the Hayward Unified School District assumed full responsibility for the program. There is no service level impact.
3. Added one Community Service Officer in the Traffic Bureau in support of the Redflex Photo-Red Light System.
4. Assigned four police officers to the District Commanders to assist with addressing crime and quality of life issues.
5. Due to the impending fiscal crisis facing the City (a projected \$17 million deficit for FY 2012) we began the process of identifying positions to be eliminated at the start and/or mid-way through the FY. Thus far, twelve sworn positions and five non-sworn positions have been identified for elimination, with four of the sworn positions being vacant as of April, 2011.

Police Department FY 2012 Service Delivery Outcomes	SUPPORTED PRIORITY and/or INITIATIVE					
	Safe	Clean	Green	Land Use	Fiscal Stability	Organizational Health
1. Provide more timely information on neighborhood crime patterns to officers by using mapping applications.	X					
2. Continue to explore alternative police reporting options to increase officer discretionary time.	X				X	X
3. Decrease the turnaround time in contacting victims of less violent crimes.	X					
4. Improve domestic violence services, through grant funding, by creating a multidisciplinary Domestic Violence Response Team.	X				X	X
5. Fine tune the integration of the new CAD/RMS system.	X				X	X

### **FY 2012 Core Service Objectives**

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1. Continue and expand Gang Awareness Training to reach at least 500 members of the community.
2. Respond to crime trends by identifying, investigating, and solving burglaries in real time, and providing support to the burglary prevention efforts of District and Patrol operations
3. Improve domestic violence services, through grant funding, by creating a multidisciplinary Domestic Violence Response Team.
4. With the significant reduction in staffing that we'll face in FY2012, sworn and non-sworn, we need to develop a strategy that minimizes the impact of this reduced staffing. We will look at departmental reorganization and the reprioritization of our Department goals and objectives.

### **Significant Changes Planned for FY 2012**

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1. Reduction of 10 sworn officer positions.

The FY2012 Police Department Budget reflects a reduction in sworn staffing of five (5) sworn officer positions effective July 1, 2011 and an additional five (5) sworn officer positions effective January 1, 2012. Of the (10) sworn position reductions, (4) are from uniformed patrol, (3) are from traffic enforcement and (3) are from criminal investigations.

These staff reduction will certainly have some impact on department service delivery. However, with proper planning and oversight these impacts will be minimal. The reduction of four patrol officers will result in four of the seven patrol teams being staffed with one less officer. Officer discretionary time that is spent on pro-active activity will be somewhat diminished and the Department may incur some increase in overtime to maintain minimum staffing levels. The Department's ability to respond to emergency calls-for-service will not be significantly impacted.

The reduction in the Traffic Bureau will undoubtedly have some impact on traffic enforcement efforts and may require an adjustment to the current schedule. The assignment of Traffic Officers to the night shifts may need to be eliminated or modified in favor of maintaining an adequate traffic enforcement presence during morning and evening commute hours. This change may impact drunken driving enforcement efforts; however, the impact will be minimal.

The loss of three Inspectors/Detectives will result in fewer criminal cases being investigated and will increase the work-load of remaining staff. Prioritization and case management will become critical components for Department supervisory /management staff to oversee and monitor. Staff will have to explore options to adequately address the loss of investigators, and perhaps have more investigative follow-up conducted by patrol officers.

2. Reduction of six (6) non-sworn positions.

The FY2012 Police Department Budget reflects a reduction in non-sworn staffing of six (6) non-sworn positions effective July 1, 2011. The Jail Manager, one Youth and Family Services Bureau Counseling Supervisor, the Crime Prevention Supervisor, two Police Records Clerks, one Animal Care Attendant, and one Property Room Technician will all be eliminated.

The loss of the Jail Manager will necessitate a significant reorganization. The current Manager of the Property/Evidence Room and Crime Scene Unit will take on the added responsibility of managing the Jail. Those three units will all be assigned to the Support Services Division. From an operational perspective, the Department doesn't foresee any significant impact on how business gets done or in Departmental efficiency.

The loss of one YFSB Supervisor will increase the workload of the remaining Supervisor and probably result in the YFSB Manager taking on a share of the clinical supervision. While this situation is not ideal, it should not impact service delivery. The Police Records Clerk position that will be eliminated will also come from YFSB. The workload related to the clerical position will be absorbed by Police Records Clerks assigned to other areas and although not ideal, the Department will make the necessary adjustments.

The Crime Prevention Supervisor position that is being eliminated will have no significant impact on service delivery to the public. Duties previously assigned to that position will be absorbed by the remaining two Crime Prevention Specialists and the four District Police Officers. Elimination of the Property Room Technician will impact the efficiency of the Property/Evidence Room to some degree; however, the impact will be limited to timeliness, rather than the quality of the process.

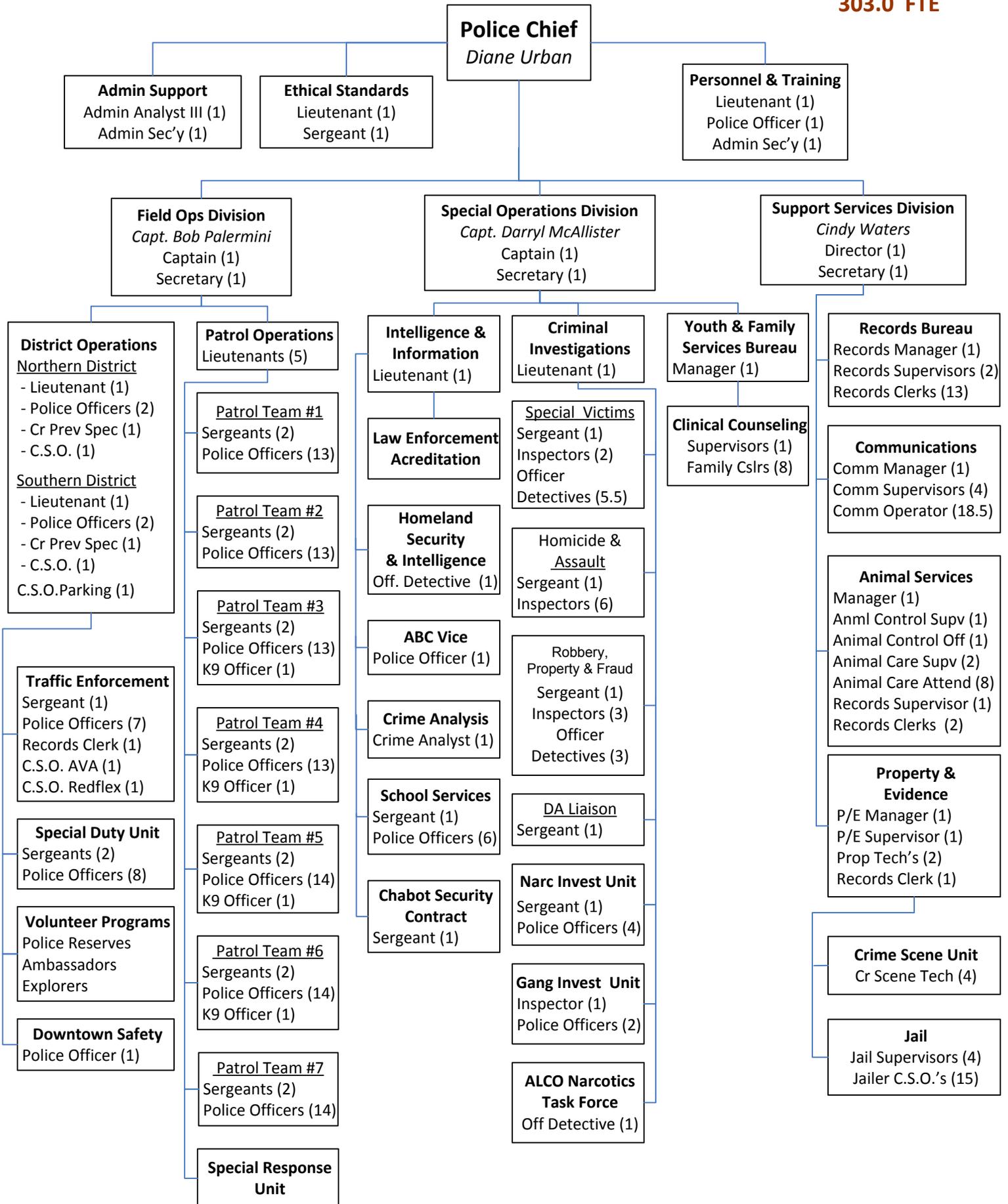
The elimination of an Animal Care Attendant will have a significant impact in the services provided by the Animal Shelter. This loss will result in assigning the Animal Care Attendant who currently manages the Volunteer Program to "full-time" attendant duties, thus reducing the oversight and supervision provided to volunteers. In all likelihood, the services that volunteers provide to the public will be reduced. Staffing at the Shelter will be at a very minimal level and public hours may be reduced as a result. The Department will only have 8 Animal Care Attendants to care for in excess of 200 animals, seven days a week.

**Summary**

The loss of any staff, sworn or non-sworn will obviously have some impact on delivery of services to the public. With that said, if staffing reductions are at the numbers reflected above, the Department does not foresee the need to significantly change the manner in which staff now provides services. The District Policing concept can remain in place and staff efforts devoted to "quality-of-life" issues will continue forward. The Department's status as a CALEA accredited law enforcement agency will be unaffected and the majority of the public will see little change in police services.

# Police Department

**FY 2012 STAFFING**  
**303.0 FTE**



### Department Staffing Summary (FY 2008 - 2012)

	Adopted 2008	Adopted 2009	Adopted 2010	Adjusted 2011	Adopted 2012
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*Please note that City Manager Office, Development Services, Finance, Library, Maintenance Services, and Public Works have undergone significant reorganization within the last several years. The staffing schedule presented here reflects the current organizational structure and cannot be used with prior years' budget documents.*

**Police Department  
ALL FUNDS SUMMARY**

Chief Of Police	1	1	1	1	1
Police Captain	3	2	2	2	2
Operations Support Director	1	1	1	1	1
Police Lieutenant	9	11	11	11	11
Youth & Family Services Manager	0	1	1	1	1
Police Sergeant	23	22	24	25	25
Inspector <sup>1</sup>	14	14	13	13	12
Police Officer <sup>2</sup>	140	141	140	149	142.5
Counseling Supervisor <sup>3</sup>	2	2	2	2	1
Administrative Analyst III	1	1	2	2	2
Animal Services Manager	1	1	1	1	1
Communications Manager	0	1	1	1	1
Jail Manager <sup>4</sup>	0	1	1	1	0
Records Manager	0	1	1	1	1
Property/Evidence Manager	0	0	0	1	1
Property & Evidence Supervisor	1	1	1	1	1
Administrative Analyst II	1	1	0	0	0
Communications Supervisor	1	4	4	4	4
Family Counselor I	9	8	8	8	8
Jail Supervisor	1	4	4	4	4
Police Records Supervisor	1	0	0	0	0
Communications Operator	14.5	14.5	14.5	18.5	18.5
Police Identification Specialist	1	1	0	0	0
Senior Communications Operator	4	0	0	0	0
Veterinary Technician	1	1	0	0	0
Crime Prevention Supervisor <sup>5</sup>	0	1	1	1	0
Senior Crime Prevention Specialist	1	0	0	0	0
Administrative Secretary	2	2	2	2	2
Animal Services Supervisor	0	1	1	1	1
Records Supervisor	0	3	3	3	3
Crime Scene Technician	5	5	4	4	4
Senior Jailer	4	0	0	0	0
Community Service Officer <sup>6</sup>	26	26	22	19	20
Crime Prevention Specialist	2	2	2	2	2
Property Technician <sup>7</sup>	0	0	0	3	2
Animal Control Officer	2	2	1	1	1
Secretary	3	3	3	3	3
Police Records Clerk II <sup>8</sup>	21	21	19	19	17

<b>Department Staffing Summary (FY 2008 - 2012)</b>					
	<b>Adopted 2008</b>	<b>Adopted 2009</b>	<b>Adopted 2010</b>	<b>Adjusted 2011</b>	<b>Adopted 2012</b>
<i>Please note that City Manager Office, Development Services, Finance, Library, Maintenance Services, and Public Works have undergone significant reorganization within the last several years. The staffing schedule presented here reflects the current organizational structure and cannot be used with prior years' budget documents.</i>					
Senior Animal Control Officer	1	0	0	0	0
Senior Police Records Clerk	3	0	0	0	0
Animal Shelter Supervisor	0	1	2	2	2
Animal Care Attendant <sup>9</sup>	7	7	7	9	8
Senior Animal Care Attendant	1	0	0	0	0
Traffic Safety Assistant <sup>10</sup>	1.2	1.2	1.2	1.2	0
	<b>308.7</b>	<b>309.7</b>	<b>300.7</b>	<b>317.7</b>	<b>303.00</b>

**Staffing Changes to Recommended FY 2012:**

1. Decrease - 1.0 FTE Inspector.
2. Decrease - 6.5 FTE Police Officers July 1, 2011 and 2.5 FTE Police Officers January 1, 2012.
3. Decrease - 1.0 FTE Counseling Supervisor.
4. Decrease - 1.0 FTE Jail Manager.
5. Decrease - 1.0 FTE Crime Prevention Supervisor.
6. Increase - 1.0 FTE Community Service Officer (Redflex CSO added FY11).
7. Decrease - 1.0 FTE Property Technician.
8. Decrease - 2.0 FTE Police Records Clerk II.
9. Decrease - 1.0 FTE Animal Care Attendant.
10. Decrease - 1.2 FTE Traffic Safety Assistant.

**Department Summary**

All Funds Summary - By Category

**Police Department**

All Funds

**All Funds Summary - By Category**

**Funding:**

General Fund, Special Revenue, and Enterprise funds.

	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Adopted
<b>RESOURCES</b>				
<b>Revenue and Transfers in from Other Funds</b>				
General Fund Revenue	3,453,366	4,832,041	5,737,837	5,875,624
Community Oriented Policing Grant	100,259	161,066	157,658	-
Byrnes Grant	21,200	440,143	85,942	76,942
Narcotic Asset Seizure	30,640	71,340	-	-
	<b>3,605,465</b>	<b>5,504,590</b>	<b>5,981,437</b>	<b>5,952,566</b>
<b>(Contribution)/Use of Fund Balance</b>				
Community Oriented Policing Grant	5,818	(69,443)	-	-
Byrnes Grant	60,015	(409)	-	-
Narcotic Asset Seizure	26,643	(53,276)	537	-
	<b>92,476</b>	<b>(123,128)</b>	<b>537</b>	<b>-</b>
<b>Fund Subsidy</b>				
General Fund Subsidy	<b>48,102,992</b>	<b>48,840,918</b>	<b>53,054,631</b>	<b>52,854,377</b>
<b>Total Resources</b>	<b>51,800,933</b>	<b>54,222,380</b>	<b>59,036,605</b>	<b>58,806,943</b>
<b>OUTLAYS</b>				
<b>Expenditures By Expense Category</b>				
Salary	-	-	-	-
Regular	28,789,819	29,305,236	32,849,979	30,692,999
Overtime	2,356,885	2,451,904	2,792,891	1,572,192
Vacancy Savings	-	-	(1,492,133)	-
FY11 EE Commitment - FY12 Furloughs	-	-	(1,881,542)	(549,578)
Benefits	-	-	-	-
Medical Benefits	3,661,682	3,864,646	4,327,151	4,646,167
Retiree Medical	-	-	1,300,114	1,598,308
Other Benefits	3,467,200	4,258,467	4,686,518	4,360,399
PERS	7,616,811	7,596,852	9,001,625	9,766,428
Charges (to)/from other programs	(4,120)	26,327	-	-
<i>Net Staffing Expense</i>	<b>45,888,277</b>	<b>47,503,432</b>	<b>51,584,603</b>	<b>52,086,915</b>
Maintenance & Utilities	388,701	361,887	516,942	507,723
Supplies & Services	1,649,947	2,083,148	2,406,827	2,188,383
Internal Service Fees	3,444,073	3,809,383	4,284,633	3,946,980
Capital	242,643	286,965	-	-
<i>Net Operating Expense</i>	<b>5,725,364</b>	<b>6,541,383</b>	<b>7,208,402</b>	<b>6,643,086</b>
<b>Transfers to other funds</b>	<b>187,292</b>	<b>177,565</b>	<b>243,600</b>	<b>76,942</b>
<b>Total Outlays</b>	<b>51,800,933</b>	<b>54,222,380</b>	<b>59,036,605</b>	<b>58,806,943</b>
<b>Net Change</b>	-	-	-	-

**Department Summary**

All Funds Summary - By Program

**Police Department**

All Funds

**All Funds Summary - By Program**

**Funding:**

General Fund and Special Revenue funds.

	<b>FY 2009 Actual</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Estimated</b>	<b>FY 2012 Adopted</b>
<b>RESOURCES</b>				
<b>Revenue and Transfers in from Other Funds</b>				
Office of the Chief	95,593	52,323	52,000	52,000
Field Operations	469,458	902,840	1,340,344	1,457,976
Special Operations	1,358,932	1,567,165	1,660,932	1,662,132
Support Services	1,141,060	1,955,492	1,095,886	1,114,841
Special Programs	388,323	354,221	1,588,675	1,588,675
Community Oriented Policing Grant	100,259	161,066	157,658	-
Byrnes Grant	21,200	440,143	85,942	76,942
Narcotic Asset Seizure	30,640	71,340	-	-
	<b>3,605,465</b>	<b>5,504,590</b>	<b>5,981,437</b>	<b>5,952,566</b>
<b>(Contribution)/Use of Fund Balance</b>				
Community Oriented Policing Grant	5,818	(69,443)	-	-
Byrnes Grant	60,015	(409)	-	-
Narcotic Asset Seizure	26,643	(53,276)	537	-
	<b>92,476</b>	<b>(123,128)</b>	<b>537</b>	<b>-</b>
<b>Fund Subsidy</b>				
General Fund Subsidy	<b>48,102,992</b>	<b>48,840,918</b>	<b>53,054,631</b>	<b>52,854,377</b>
<b>Total Resources</b>	<b>51,800,933</b>	<b>54,222,380</b>	<b>59,036,605</b>	<b>58,806,943</b>
<b>OUTLAYS</b>				
<b>Expenditures and Transfer Out to Other Funds</b>				
Office of the Chief	2,257,253	2,239,745	2,210,827	2,074,357
Field Operations	29,118,214	28,600,049	31,301,542	31,077,001
Special Operations	10,741,467	11,908,416	13,829,198	13,656,801
Support Services	9,067,631	10,524,364	9,779,745	10,317,344
Special Programs (Grants)	371,793	400,385	1,671,156	1,604,498
Community Oriented Policing Grant	106,077	91,623	157,658	-
Byrnes Grant	81,215	439,734	85,942	76,942
Narcotic Asset Seizure	57,283	18,064	537	-
<b>Total Outlays</b>	<b>51,800,933</b>	<b>54,222,380</b>	<b>59,036,605</b>	<b>58,806,943</b>
<b>Net Change</b>	-	-	-	-
<b><u>FY 2012 Major Budget Items:</u></b>		<b><u>FY 2012 Significant Budget Changes:</u></b>		

Department Staffing Summary (FY 2008 - 2012)					
	Adopted 2008	Adopted 2009	Adopted 2010	Adjusted 2011	Adopted 2012
<b>Police Department</b>					
<b>General Fund (100)</b>					
Chief Of Police	1	1	1	1	1
Police Captain	3	2	2	2	2
Operations Support Director	1	1	1	1	1
Police Lieutenant	9	11	11	11	11
Youth & Family Services Manager	0	1	1	1	1
Police Sergeant	23	22	24	25	25
Inspector <sup>1</sup>	14	14	13	13	12
Police Officer <sup>2</sup>	140	141	140	149	142.5
Counseling Supervisor <sup>3</sup>	2	2	2	2	1
Administrative Analyst III	1	1	2	2	2
Animal Services Manager	1	1	1	1	1
Communications Manager	0	1	1	1	1
Jail Manager <sup>4</sup>	0	1	1	1	0
Records Manager	0	1	1	1	1
Property/Evidence Manager	0	0	0	1	1
Property & Evidence Supervisor	1	1	1	1	1
Administrative Analyst II	1	1	0	0	0
Communications Supervisor	1	4	4	4	4
Family Counselor I	9	8	8	8	8
Jail Supervisor	1	4	4	4	4
Police Records Supervisor	1	0	0	0	0
Communications Operator	14.5	14.5	14.5	18.5	18.5
Police Identification Specialist	1	1	0	0	0
Senior Communications Operator	4	0	0	0	0
Veterinary Technician	1	1	0	0	0
Crime Prevention Supervisor <sup>5</sup>	0	1	1	1	0
Senior Crime Prevention Specialist	1	0	0	0	0
Administrative Secretary	2	2	2	2	2
Animal Services Supervisor	0	1	1	1	1
Records Supervisor	0	3	3	3	3
Crime Scene Technician	5	5	4	4	4
Senior Jailer	4	0	0	0	0
Community Service Officer <sup>6</sup>	26	26	22	19	20
Crime Prevention Specialist	2	2	2	2	2
Property Technician <sup>7</sup>	0	0	0	3	2
Animal Control Officer	2	2	1	1	1
Secretary	3	3	3	3	3
Police Records Clerk II <sup>8</sup>	21	21	19	19	17
Senior Animal Control Officer	1	0	0	0	0
Senior Police Records Clerk	3	0	0	0	0
Animal Shelter Supervisor	0	1	2	2	2

<b>Department Staffing Summary (FY 2008 - 2012)</b>					
	<b>Adopted 2008</b>	<b>Adopted 2009</b>	<b>Adopted 2010</b>	<b>Adjusted 2011</b>	<b>Adopted 2012</b>
Animal Care Attendant <sup>9</sup>	7	7	7	9	8
Senior Animal Care Attendant	1	0	0	0	0
Traffic Safety Assistant <sup>10</sup>	1.2	1.2	1.2	1.2	0
	<b>308.7</b>	<b>309.7</b>	<b>300.7</b>	<b>317.7</b>	<b>303</b>

Staffing Changes to Recommended FY 2012:

1. Decrease - 1.0 FTE Inspector.
2. Decrease - 6.5 FTE Police Officers July 1, 2011 and 2.5 FTE Police Officers January 1, 2012.
3. Decrease - 1.0 FTE Counseling Supervisor.
4. Decrease - 1.0 FTE Jail Manager.
5. Decrease - 1.0 FTE Crime Prevention Supervisor.
6. Increase - 1.0 FTE Community Service Officer (Redflex CSO added FY11).
7. Decrease - 1.0 FTE Property Technician.
8. Decrease - 2.0 FTE Police Records Clerk II.
9. Decrease - 1.0 FTE Animal Care Attendant.
10. Decrease - 1.2 FTE Traffic Safety Assistant.

**Department Summary**

Department: 100-1800

**Police Department**

**General Fund**

**General Fund Summary**

**Description:**

Office of the Chief, Field Ops Special Ops Spt Svcs, and Spec

	<b>FY 2009 Actual</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Estimated</b>	<b>FY 2012 Adopted</b>
<b>RESOURCES</b>				
<b>Revenue</b>				
Licenses & Permits	271,144	306,210	282,383	288,031
Photo Red Light	234,196	631,193	1,085,000	1,198,000
Interest & Rents	1,795	5	-	-
Intergovernmental	1,875,935	2,762,389	3,263,023	3,263,023
Fees & Service Charges	1,062,310	1,104,725	1,104,131	1,126,200
Other Revenue	7,986	27,519	3,300	370
<b>Total Resources</b>	<b>3,453,366</b>	<b>4,832,041</b>	<b>5,737,837</b>	<b>5,875,624</b>
<b>OUTLAYS</b>				
<b>Expenditures</b>				
Salary	-	-	-	-
Regular	28,789,819	29,305,236	32,849,979	30,692,999
Overtime	2,356,885	2,451,904	2,792,891	1,572,192
Vacancy Savings	-	-	(1,492,133)	-
FY11 EE Commitment - FY12 Furlough:	-	-	(1,881,542)	(549,578)
Benefits				
Medical Benefits	3,661,682	3,864,646	4,327,151	4,646,167
Retiree Medical	-	-	1,300,114	1,598,308
Other Benefits	3,467,200	4,258,467	4,686,518	4,360,399
PERS	7,616,811	7,596,852	9,001,625	9,766,428
Charges (to)/from other programs	(4,120)	26,327	-	-
<i>Net Staffing Expense</i>	<b>45,888,277</b>	<b>47,503,432</b>	<b>51,584,603</b>	<b>52,086,915</b>
Maintenance & Utilities	388,701	361,887	516,942	507,723
Supplies & Services	1,630,389	1,943,794	2,406,290	2,188,383
Internal Service Fees	3,444,073	3,809,383	4,284,633	3,946,980
Capital	204,918	54,463	-	-
<i>Net Operating Expense</i>	<b>5,668,081</b>	<b>6,169,527</b>	<b>7,207,865</b>	<b>6,643,086</b>
<b>Total Outlays</b>	<b>51,556,358</b>	<b>53,672,959</b>	<b>58,792,468</b>	<b>58,730,001</b>
<b>General Fund Subsidy</b>	<b>48,102,992</b>	<b>48,840,918</b>	<b>53,054,631</b>	<b>52,854,377</b>

<b>Division Staffing Summary (FY 2008 - 2012)</b>					
	<b>Adopted 2008</b>	<b>Adopted 2009</b>	<b>Adopted 2010</b>	<b>Adjusted 2011</b>	<b>Adopted 2012</b>
<b>Police Department - Office of the Chief Division General Fund (100)</b>					
Chief Of Police	1	1	1	1	1
Police Lieutenant	2	2	2	2	2
Police Sergeant	0	0	1	1	1
Inspector	1	1	0	0	0
Police Officer <sup>1</sup>	1	1	1	1	0
Administrative Analyst III	1	1	1	1	1
Administrative Secretary	2	2	2	2	2
	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>7</b>

Staffing Changes to Recommended FY 2012:

1. Decrease 1.0 FTE Police Officer.

**Division Summary**

Division: 100-1801

**Police Department**

**General Fund**

**Office of the Chief**

**Description:**

Office of the Chief, Office of Ethical Standards, and Human Resources.

	<b>FY 2009 Actual</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Estimated</b>	<b>FY 2012 Adopted</b>
<b>RESOURCES</b>				
<b>Revenue</b>				
Licenses & Permits	-	-	-	-
Intergovernmental	95,593	52,323	52,000	52,000
Fees & Svc Charges	-	-	-	-
Other Revenue	-	-	-	-
<b>Total Resources</b>	<b>95,593</b>	<b>52,323</b>	<b>52,000</b>	<b>52,000</b>
<b>OUTLAYS</b>				
<b>Expenditures</b>				
Salary				
Regular	1,139,096	985,202	1,052,492	916,185
Overtime	18,516	23,383	18,000	9,174
Vacancy Savings	-	-	(15,918)	-
FY11 EE Commitment - FY12 Furlough:	-	-	(65,906)	(33,797)
Benefits				
Medical Benefits	92,363	107,749	118,576	108,286
Retiree Medical	-	-	32,560	32,024
Other Benefits	115,782	133,589	137,869	120,617
PERS	225,876	278,481	316,161	322,098
Charges (to)/from other programs	79,151	102,309	-	-
<i>Net Staffing Expense</i>	<b>1,670,784</b>	<b>1,630,713</b>	<b>1,593,834</b>	<b>1,474,587</b>
Maintenance & Utilities	14,213	12,208	15,500	12,500
Supplies & Services	410,399	472,009	468,137	466,137
Internal Service Fees	161,857	124,815	133,356	121,133
Capital	-	-	-	-
<i>Net Operating Expense</i>	<b>586,469</b>	<b>609,032</b>	<b>616,993</b>	<b>599,770</b>
<b>Total Outlays</b>	<b>2,257,253</b>	<b>2,239,745</b>	<b>2,210,827</b>	<b>2,074,357</b>
<b>General Fund Subsidy</b>	<b>2,161,660</b>	<b>2,187,422</b>	<b>2,158,827</b>	<b>2,022,357</b>
<b><u>FY 2012 Major Budget Items:</u></b>		<b><u>FY 2012 Significant Budget Changes:</u></b>		
1. \$100,000 Field Supplies.		1. Staffing reduction and reorganization.		
2. \$130,280 Training.				
3. \$121,133 Internal Service Fees.				

<b>Division Staffing Summary (FY 2008 - 2012)</b>					
	<b>Adopted 2008</b>	<b>Adopted 2009</b>	<b>Adopted 2010</b>	<b>Adjusted 2011</b>	<b>Adopted 2012</b>
<b>Police Department - Field Operations Division General Fund (100)</b>					
Police Captain	1	1	1	1	1
Police Lieutenant	6	7	7	7	7
Police Sergeant	18	17	17	17	17
Police Officer <sup>1</sup>	120	119	120	116	111.5
Crime Prevention Supervisor <sup>2</sup>	1	1	1	1	0
Community Service Officer <sup>3</sup>	7	7	4	4	5
Crime Prevention Specialist	2	2	2	2	2
Secretary	1	1	1	1	1
Police Records Clerk II	1	1	1	1	1
Traffic Safety Assistant <sup>4</sup>	1.2	1.2	1.2	1.2	0
	<b>158.2</b>	<b>157.2</b>	<b>155.2</b>	<b>151.2</b>	<b>145.5</b>

**Staffing Changes to Recommended FY 2012:**

1. Decrease - 4.5 FTE Police Officers.
2. Decrease - 1.0 FTE Crime Prevention Supervisor.
3. Increase - 1.0 FTE Community Services Officer (Redflex CSO Added FY11).
4. Decrease - 1.2 FTE Traffic Safety Assistants.

**Division Summary**

Division: 100-1802

**Police Department**

**General Fund**

**Field Operations**

**Description:**

Patrol, Special Enforcement, Community Services, and Abandoned Vehicle. Includes Photo Red Light revenue and contract expense.

	<b>FY 2009 Actual</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Estimated</b>	<b>FY 2012 Adopted</b>
<b>RESOURCES</b>				
<b>Revenue</b>				
Licenses and Permits	28,588	35,234	29,182	29,766
Photo Red Light	234,196	631,193	1,085,000	1,198,000
Intergovernmental	67,817	36,286	1,700	1,700
Fees & Service Charges	136,717	177,217	223,662	228,140
Other Revenue	2,140	22,910	800	370
<b>Total Resources</b>	<b>469,458</b>	<b>902,840</b>	<b>1,340,344</b>	<b>1,457,976</b>
<b>OUTLAYS</b>				
<b>Expenditures</b>				
Salary				
Regular	16,571,602	15,931,751	17,350,032	16,125,320
Overtime	1,523,365	1,383,509	1,607,000	900,324
Vacancy Savings	-	-	(467,489)	-
FY11 EE Commitment - FY12 Furlough:	-	-	(970,059)	(39,053)
Benefits				
Medical Benefits	2,060,430	2,043,483	2,166,673	2,334,149
Retiree Medical	-	-	752,038	933,448
Other Benefits	2,254,395	2,635,897	2,736,903	2,580,247
PERS	4,748,547	4,479,433	5,115,407	5,398,009
Charges (to)/from other programs	(353,498)	(452,251)	-	-
<i>Net Staffing Expense</i>	<b>26,804,841</b>	<b>26,021,822</b>	<b>28,290,505</b>	<b>28,232,444</b>
Maintenance & Utilities	9,321	7,096	16,400	16,400
Supplies & Services	321,292	541,994	717,222	794,344
Internal Service Fees	1,851,616	2,029,137	2,277,415	2,033,813
Capital	131,144	-	-	-
<i>Net Operating Expense</i>	<b>2,313,373</b>	<b>2,578,227</b>	<b>3,011,037</b>	<b>2,844,557</b>
<b>Total Outlays</b>	<b>29,118,214</b>	<b>28,600,049</b>	<b>31,301,542</b>	<b>31,077,001</b>
<b>General Fund Subsidy</b>	<b>28,648,756</b>	<b>27,697,209</b>	<b>29,961,198</b>	<b>29,619,025</b>
<b>FY 2012 Major Budget Items:</b>				
1. \$1,415,823 Overtime.				
2. \$705,480 Photo Red Light Contract.				
3. \$2,033,813 Internal Service Fees.				
<b>FY 2012 Significant Budget Changes:</b>				
1. Staffing reduction and reorganization.				

<b>Division Staffing Summary (FY 2008 - 2012)</b>					
	<b>Adopted 2008</b>	<b>Adopted 2009</b>	<b>Adopted 2010</b>	<b>Adjusted 2011</b>	<b>Adopted 2012</b>
<b>Police Department - Special Operations Division General Fund (100)</b>					
Police Captain	2	1	1	1	1
Police Lieutenant	1	2	2	2	2
Police Sergeant	5	5	6	7	7
Inspector <sup>1</sup>	13	13	13	13	12
Police Officer <sup>2</sup>	20	21	19	23	22
Youth & Family Services Manager	1	1	1	1	1
Counseling Supervisor <sup>3</sup>	2	2	2	2	1
Administrative Analyst III	0	0	1	1	1
Property/Evidence Manager	0	0	0	1	1
Property & Evidence Supervisor	1	1	1	1	1
Administrative Analyst II	1	1	0	0	0
Family Counselor I	9	8	8	8	8
Police Identification Specialist	1	1	0	0	0
Crime Scene Technician	5	5	4	4	4
Community Service Officer	4	4	3	0	0
Property Technician <sup>4</sup>	0	0	0	3	2
Secretary	1	1	1	1	1
Police Records Clerk II	3	3	2	2	2
Property/Evidence Manager	0	0	0	0	0
	<b>69</b>	<b>69</b>	<b>64</b>	<b>70</b>	<b>66</b>

**Staffing Changes to Recommended FY 2012:**

1. Decrease - 1.0 FTE Inspector.
2. Decrease - 1.0 FTE Police Officer.
3. Decrease - 1.0 FTE Counseling Supervisor.
4. Decrease - 1.0 FTE Property Technician.

**Division Summary**

Division: 100-1803

**Police Department**

**General Fund**

**Special Operations**

**Description:**

Criminal Investigations, Crime Analysis, Intel & Information Property & Evidence, Crime Scene Unit, and Youth & Family Services.

	<b>FY 2009 Actual</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Estimated</b>	<b>FY 2012 Adopted</b>
<b>RESOURCES</b>				
<b>Revenue</b>				
Licenses & Permits	23,420	20,102	19,843	20,240
Intergovernmental	1,256,781	1,481,495	1,601,052	1,601,052
Fees & Service Charges	78,731	65,568	40,037	40,840
Other Revenue	-	-	-	-
<b>Total Resources</b>	<b>1,358,932</b>	<b>1,567,165</b>	<b>1,660,932</b>	<b>1,662,132</b>
<b>OUTLAYS</b>				
<b>Expenditures</b>				
<b>Salary</b>				
Regular	6,057,317	6,423,534	7,764,846	7,211,522
Overtime	499,546	696,954	621,453	341,694
Vacancy Savings	-	-	(338,740)	-
FY11 EE Commitment - FY12 Furlough:	-	-	(442,360)	(120,428)
<b>Benefits</b>				
Medical Benefits	703,667	814,145	991,805	1,090,135
Retiree Medical	-	-	295,648	340,569
Other Benefits	710,875	910,567	1,062,460	1,008,680
PERS	1,624,306	1,665,967	2,155,495	2,313,039
Charges (to)/from other programs	(9,904)	33,168	-	-
<i>Net Staffing Expense</i>	<b>9,585,807</b>	<b>10,544,335</b>	<b>12,110,607</b>	<b>12,185,211</b>
<b>Maintenance &amp; Utilities</b>				
Maintenance & Utilities	40,296	44,377	62,187	60,963
<b>Supplies &amp; Services</b>				
Supplies & Services	387,608	419,668	701,324	537,157
<b>Internal Service Fees</b>				
Internal Service Fees	708,494	845,573	955,080	873,470
<b>Capital</b>				
Capital	19,262	54,463	-	-
<i>Net Operating Expense</i>	<b>1,155,660</b>	<b>1,364,081</b>	<b>1,718,591</b>	<b>1,471,590</b>
<b>Total Outlays</b>	<b>10,741,467</b>	<b>11,908,416</b>	<b>13,829,198</b>	<b>13,656,801</b>
<b>General Fund Subsidy</b>	<b>9,382,535</b>	<b>10,341,251</b>	<b>12,168,266</b>	<b>11,994,669</b>
<b><u>FY 2012 Major Budget Items:</u></b>		<b><u>FY 2012 Significant Budget Changes:</u></b>		
1. \$508,800 Safety Holiday Pay.		1. Staffing reduction and reorganization.		
2. \$137,089 Special Services.				
3. \$873,470 Internal Service Fees.				

<b>Division Staffing Summary (FY 2008 - 2012)</b>					
	<b>Adopted 2008</b>	<b>Adopted 2009</b>	<b>Adopted 2010</b>	<b>Adjusted 2011</b>	<b>Adopted 2012</b>
<b>Police Department - Support Services Division General Fund (100)</b>					
Operations Support Director	1	1	1	1	1
Animal Services Manager	1	1	1	1	1
Communications Manager	0	1	1	1	1
Jail Manager <sup>1</sup>	0	1	1	1	0
Records Manager	0	1	1	1	1
Communications Supervisor	1	4	4	4	4
Jail Supervisor	1	4	4	4	4
Communications Operator	14.5	14.5	14.5	18.5	18.5
Senior Communications Operator	4	0	0	0	0
Veterinary Technician	1	1	0	0	0
Animal Services Supervisor	0	1	1	1	1
Records Supervisor	1	3	3	3	3
Senior Jailer	4	0	0	0	0
Community Service Officer	15	15	15	15	15
Animal Control Officer	2	2	1	1	1
Secretary	1	1	1	1	1
Police Records Clerk II <sup>2</sup>	17	17	16	16	14
Senior Animal Control Officer	1	0	0	0	0
Senior Police Records Clerk	3	0	0	0	0
Animal Shelter Supervisor	0	1	2	2	2
Animal Care Attendant <sup>3</sup>	7	7	7	9	8
Senior Animal Care Attendant	1	0	0	0	0
	<b>75.5</b>	<b>75.5</b>	<b>73.5</b>	<b>79.5</b>	<b>75.5</b>

Staffing Changes to Recommended FY 2012:

1. Decrease - 1.0 FTE Jail Manager.
2. Decrease - 2.0 FTE Police Records Clerk II.
3. Decrease - 1.0 FTE Animal Care Attendant.

**Division Summary**

Division: 100-1804

**Police Department**

**General Fund**

**Support Services**

**Description:**

Police Records Management, Jail, Animal Services Bureau, Public Safety.

	<b>FY 2009 Actual</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Estimated</b>	<b>FY 2012 Adopted</b>
<b>RESOURCES</b>				
<b>Revenue</b>				
Licenses & Permits	219,136	250,874	233,358	238,025
Interest & Rents	1,795	5	-	-
Intergovernmental	67,421	838,064	19,596	19,596
Fees & Service Charges	846,862	861,940	840,432	857,220
Other Revenue	5,846	4,609	2,500	-
<b>Total Resources</b>	<b>1,141,060</b>	<b>1,955,492</b>	<b>1,095,886</b>	<b>1,114,841</b>
<b>OUTLAYS</b>				
<b>Expenditures</b>				
Salary				
Regular	5,021,804	5,964,749	5,775,275	5,494,626
Overtime	315,458	348,058	321,000	321,000
Vacancy Savings	-	-	(655,496)	-
FY11 EE Commitment - FY12 Furlough:	-	-	(352,404)	(356,300)
Benefits				
Medical Benefits	805,222	899,269	926,828	986,393
Retiree Medical	-	-	174,480	137,028
Other Benefits	386,148	578,414	598,922	591,605
PERS	1,018,082	1,172,971	1,141,131	1,415,823
Charges (to)/from other programs	29,283	32,827	-	-
<i>Net Staffing Expense</i>	<b>7,575,997</b>	<b>8,996,288</b>	<b>7,929,736</b>	<b>8,590,175</b>
Maintenance & Utilities	324,871	298,206	422,855	417,860
Supplies & Services	444,657	420,012	508,372	390,745
Internal Service Fees	722,106	809,858	918,782	918,564
Capital	-	-	-	-
<i>Net Operating Expense</i>	<b>1,491,634</b>	<b>1,528,076</b>	<b>1,850,009</b>	<b>1,727,169</b>
<b>Total Outlays</b>	<b>9,067,631</b>	<b>10,524,364</b>	<b>9,779,745</b>	<b>10,317,344</b>
<b>General Fund Subsidy</b>	<b>7,926,571</b>	<b>8,568,872</b>	<b>8,683,859</b>	<b>9,202,503</b>
<b><u>FY 2012 Major Budget Items:</u></b>		<b><u>FY 2012 Significant Budget Changes:</u></b>		
1. \$321,000 Overtime.		1. Staffing reduction and reorganization.		
2. \$ 165,000 Portable Communication Equipment.				
3. \$193,940 Special Services.				
4. \$918,564 Internal Service Fees.				

<b>Division Staffing Summary (FY 2008 - 2012)</b>					
	<b>Adopted 2008</b>	<b>Adopted 2009</b>	<b>Adopted 2010</b>	<b>Adjusted 2011</b>	<b>Adopted 2012</b>
<b>Police Department - Special Programs General Fund (100)</b>					
Police Officer	0	0	0	9	9
	<b>0</b>	<b>0</b>	<b>0</b>	<b>9</b>	<b>9</b>

Staffing Changes to Recommended FY 2012:

1. None.

**Division Summary**

Division: 100 - 1805

**Police Department**

**General Fund**

<b>Special Programs (Grants)</b>	
<b>Description:</b>	
Temporary grants.	

	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Adopted
<b>RESOURCES</b>				
<b>Revenue</b>				
Grant Revenue	388,323	354,221	1,588,675	1,588,675
<b>Total Resources</b>	<b>388,323</b>	<b>354,221</b>	<b>1,588,675</b>	<b>1,588,675</b>
<b>OUTLAYS</b>				
<b>Expenditures</b>				
Salary				
Regular	-	-	907,334	945,346
Overtime	-	-	225,438	-
Vacancy Savings	-	-	(14,490)	-
FY11 EE Commitment - FY12 Furloughs	-	-	(50,813)	-
Benefits				
Medical Benefits	-	-	123,269	127,204
Retiree Medical	-	-	45,388	155,239
Other Benefits	-	-	150,364	59,250
PERS	-	-	273,431	317,459
Charges (to)/from other programs	250,848	310,274	-	-
<i>Net Staffing Expense</i>	<b>250,848</b>	<b>310,274</b>	<b>1,659,921</b>	<b>1,604,498</b>
Maintenance & Utilities	-	-	-	-
Supplies & Services	66,433	90,111	11,235	-
Internal Service Fees	-	-	-	-
Capital	54,512	-	-	-
<i>Net Operating Expense</i>	<b>120,945</b>	<b>90,111</b>	<b>11,235</b>	<b>-</b>
<b>Total Outlays</b>	<b>371,793</b>	<b>400,385</b>	<b>1,671,156</b>	<b>1,604,498</b>
<b>General Fund Subsidy</b>	<b>(16,530)</b>	<b>46,164</b>	<b>82,481</b>	<b>15,823</b>
<b><u>FY 2012 Major Budget Items:</u></b>		<b><u>FY 2012 Significant Budget Changes:</u></b>		
1. Nine Police Officers.		1. None.		

**Fund Summary**

Fund: 278

**Police Department**

**Special Revenue Fund**

**Citizen's Option for Public Safety Grant**

**Description:**

Grant funds are required to be deposited into a special revenue

	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Adopted
<b>Beginning Working Capital Balance July 1</b>	-	-	-	-
<b>RESOURCES</b>				
<b>Revenue</b>				
Interest	259	-	-	-
Intergovernmental	100,000	161,066	157,658	-
<b>Total Resources</b>	<b>100,259</b>	<b>161,066</b>	<b>157,658</b>	<b>-</b>
<b>OUTLAYS</b>				
<b>Fund Transfers Out to</b>				
Trsfr to General Fund	106,077	91,623	157,658	-
	<b>106,077</b>	<b>91,623</b>	<b>157,658</b>	<b>-</b>
<b>Total Outlays</b>	<b>106,077</b>	<b>91,623</b>	<b>157,658</b>	<b>-</b>
<b>Net Change</b>	<b>(5,818)</b>	<b>69,443</b>	<b>-</b>	<b>-</b>
<b>Ending Working Capital Balance JUNE 30</b>	-	69,443	69,443	69,443
<b><u>FY 2012 Major Budget Items:</u></b>	<b><u>FY 2012 Significant Budget Changes:</u></b>			
1. None.	1. No funding for COPS Frontline Program.			

**Fund Summary**

**Police Department**

Fund: 273

**Special Revenue Fund**

**Byrne Justice Assistance Grant**

**Description:**

Grant revenue transferred to offset General Fund expense.

	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Adopted
<b>Beginning Working Capital Balance</b>				
<b>July 1</b>	60,015	-	-	-
<b>RESOURCES</b>				
<b>Revenue</b>				
Interest	-	930	-	-
Intergovernmental	21,200	439,213	85,942	76,942
<b>Total Resources</b>	<b>21,200</b>	<b>440,143</b>	<b>85,942</b>	<b>76,942</b>
<b>OUTLAYS</b>				
<b>Expenditures</b>				
Salary				
Regular	-	-	-	-
Overtime	-	-	-	-
Vacancy Savings	-	-	-	-
FY11 EE Commitment - FY12 Furlough:	-	-	-	-
Benefits				
Medical Benefits	-	-	-	-
Retiree Medical	-	-	-	-
Other Benefits	-	-	-	-
PERS	-	-	-	-
Charges (to)/from other programs	-	-	-	-
<i>Net Staffing Expense</i>	-	-	-	-
Maintenance & Utilities	-	-	-	-
Supplies & Services	-	133,326	-	-
Internal Service Fees	-	-	-	-
Capital	-	220,466	-	-
<i>Net Operating Expense</i>	-	<b>353,792</b>	-	-
<b>Fund Transfers Out</b>				
Trsfr to General Fund	81,215	85,942	85,942	76,942
<b>Total Outlays</b>	<b>81,215</b>	<b>439,734</b>	<b>85,942</b>	<b>76,942</b>
<b>Net Difference Gain (Use) of Fund Bal</b>	<b>(60,015)</b>	<b>409</b>	<b>-</b>	<b>-</b>
<b>Ending Working Capital Balance</b>				
<b>JUNE 30</b>	-	409	-	-
<b>FY 2012 Major Budget Items:</b>	<b>FY 2012 Significant Budget Changes:</b>			
1. None	1. None			

**Fund Summary**

Fund: 271, 272, 276, 277

**Police Department**

Special Revenue Fund

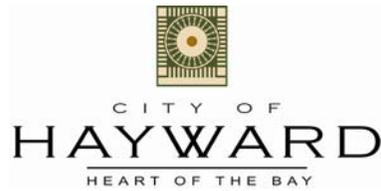
**Narcotic Asset Seizure**

**Description:**

Asset seizure funds are deposited and expended in this fund.

	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Adopted
<b>Beginning Working Capital Balance</b>				
<b>July 1</b>	<b>81,053</b>	<b>54,414</b>	-	-
<b>RESOURCES</b>				
<b>Revenue</b>				
Fines & Forfeitures	29,008	69,580	-	-
Interest	1,632	1,760	-	-
<b>Total Resources</b>	<b>30,640</b>	<b>71,340</b>	-	-
<b>OUTLAYS</b>				
<b>Expenditures</b>				
Salary				
Regular	-	-	-	-
Overtime	-	-	-	-
Vacancy Savings	-	-	-	-
FY11 EE Commitment - FY12 Furlough:	-	-	-	-
Benefits				
Medical Benefits	-	-	-	-
Retiree Medical	-	-	-	-
Other Benefits	-	-	-	-
PERS	-	-	-	-
Charges (to)/from other programs	-	-	-	-
<i>Net Staffing Expense</i>	-	-	-	-
Maintenance & Utilities	-	-	-	-
Supplies & Services	19,558	6,028	537	-
Internal Service Fees	-	-	-	-
Capital	37,725	12,036	-	-
<i>Net Operating Expense</i>	57,283	18,064	537	-
<b>Total Outlays</b>	<b>57,283</b>	<b>18,064</b>	<b>537</b>	<b>-</b>
<b>Net Difference Gain (Use) of Fund Bal</b>	<b>(26,643)</b>	<b>53,276</b>	<b>(537)</b>	<b>-</b>
<b>Ending Working Capital Balance</b>				
<b>JUNE 30</b>	<b>54,414</b>	<b>107,690</b>	<b>107,153</b>	<b>107,153</b>
<b><u>FY 2012 Major Budget Items:</u></b>	<b><u>FY 2012 Significant Budget Changes:</u></b>			
1. None	1. None			

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## **Public Works Department**

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**Director: Robert Bauman**

### **Department Mission Statement**

*The mission of the Public Works Department is to plan, construct and maintain Hayward's Public infrastructure, provide for the safety and well-being of its citizens by regulating the construction of land-related improvements, preserve its environmental and cultural assets, regulate its disposition of solid waste and assist in the planning of its orderly growth and development.*

**Public Works  
Department**

	<b>Core Services</b>	<b>Performance Measures</b>
<b>Administration</b>	<ul style="list-style-type: none"> <li>• Set overall direction of the Department</li> <li>• Provide support services to operating divisions</li> </ul>	<ol style="list-style-type: none"> <li>1. Submit agenda reports by the due date to Agenda Manager at least 80% of the time</li> </ol>
<b>Engineering and Transportation</b>	<ul style="list-style-type: none"> <li>• Develop and implement the Capital Improvement Program (CIP) and oversee the financial health of each project contained within the CIP</li> <li>• Provide construction inspection of all public improvements</li> <li>• Review all development-related plans and specifications pertaining to large projects.</li> <li>• Respond to citizen inquiries, analyze and review traffic-related concerns, and potentially construct traffic control devices such as speed lumps, signing, and striping</li> <li>• Prepare, review, and comment on all traffic studies for both development and major capital projects</li> <li>• Represent the City of Hayward at regional planning and funding agencies including the Alameda County Congestion Management Agency and the Alameda County Transportation Improvement Authority</li> <li>• Oversee the work of the City’s contractor who maintains all of Hayward’s traffic signals</li> <li>• Install new streetlights when requested by the public and oversee all streetlight maintenance work performed through the City’s contract with Alameda County.</li> <li>• Support Neighborhood Improvement Programs by attending meetings, listening to concerns posed by residents, and implementing projects to address those concerns</li> </ul>	<ol style="list-style-type: none"> <li>1. Ensure at least a 95% positive response rate to CRM requests in terms of courtesy, attentiveness, and responsive to customer’s request</li> <li>2. Prepare and deliver for adoption the Capital Improvement Program on-time to Council and the public</li> <li>3. Continue process to recover 60% of costs for knock downs of street lights and traffic signals from insurers and private parties</li> <li>4. Review and comment on development proposals from Development Services Dept. within established deadlines 90% of time</li> </ol>

**Public Works  
Department**

<b>Utilities</b>	<ul style="list-style-type: none"> <li>• Maintain and operate the Water Distribution System, including reservoirs, pump stations, and water mains</li> <li>• Maintain and operate the wastewater collection and treatment system, including lift station pumps and force mains, sewer mains, and water pollution control facility processes</li> <li>• Design and construct utilities infrastructure improvement and replacement projects</li> <li>• Implement the City’s federally mandated water pollution source control and stormwater management programs to prevent the discharge of pollutants to the City’s sewer system from industrial, commercial, and residential sources</li> <li>• Manage the City’s contract with Waste Management of Alameda County to provide solid waste collection, disposal and recycling services</li> <li>• Implement additional recycling programs to divert waste materials from the landfill</li> </ul>	<ol style="list-style-type: none"> <li>1. Deliver drinking water that meets all federal and state quality standards and the Water System’s State Dept of Heath permit requirements 100% of the time</li> <li>2. Dispose of wastewater in accordance with all federal and state regulations so that the City’s applicable National Pollutant Discharge Elimination System Permit is not violated at any time</li> <li>3. Maintain a residential per-capita water usage, using public education, conservation, block rate setting, etc., that is in the bottom half among all Bay Area water purveyors</li> <li>4. Review and comment on utilities-related aspects of development projects within five days of receipt 95% of the time</li> <li>5. Annually inspect 200 industrial and commercial business facilities to ensure that sanitary sewer discharge and stormwater runoff are in compliance with applicable local, state and federal standards and permits</li> <li>6. Respond within two working days to complaints regarding missed pickups of solid waste and recycling containers 95% of the time</li> <li>7. Limit the number of sanitary sewer overflows (SSOs) to six per year</li> <li>8. Limit water outages in any neighborhood resulting from main breaks or system repairs to a maximum of once every five years, and to a duration of less than four hours during the day, and less than eight hours at night</li> <li>9. Ensure that 50% of electric energy used at the wastewater treatment plant is generated through renewable sources (not fossil fuel-based), such as solar and bio-gas</li> </ol>
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**Public Works  
Department**

<b>Airport</b>	<ul style="list-style-type: none"> <li>• Operate and maintain the Hayward Executive Airport in a safe and secure manner</li> <li>• Manage development activities for Airport-owned properties, seeking new development opportunities where possible for both aviation and non-aviation related property</li> <li>• Respond to citizen inquiries, analyze, review, and provide feedback regarding airport related noise, development activity and operations of the Airport</li> <li>• Manage federal and state capital improvement grant money for airport related projects</li> </ul>	<ol style="list-style-type: none"> <li>1. Airport Safety measured by Annual FAA Audit results and unresolved discrepancies list. The goal is zero annual safety related discrepancies. Safety related discrepancies will be resolved by next scheduled audit period.</li> <li>2. Responses to citizen inquiries will be handled within 72 hours through written response, e-mail or direct telephone contact</li> <li>3. Grant funding success will be measured by FAA responsiveness to annual ACIP program submittals and funding approval above annual entitlement amount of \$150,000 for safety and capacity related Capital projects</li> </ol>
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**FY 2011 Departmental Performance**

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1. Completed Final Design and Right of Way acquisition phases of Rt. 238 Corridor Improvement Project and initiated construction phase.
2. Completed preliminary design and environmental phases of re-scoped 880/92 Reliever Route Project – Phase I.
3. Completed construction of the Carlos Bee Boulevard Realignment project.
4. Completed construction for phase II of the Mount Eden Annexation Improvements project.
5. Completed construction of one megawatt solar photovoltaic project at the Water Pollution Control Facility. The project was formally commissioned in March 2011.
6. Delayed start of construction on the Water Pollution Control Facility Improvements Phase II. Design of components of Phase II will begin in calendar year 2011. The commissioning and debugging of Phase I was more extensive and time consuming than anticipated. Also, based on staff's experience with Phase I performance, considering various alternatives to the project components initially envisioned under Phase II.
7. Issued request for proposals for installation of new cogeneration technology at the Water Pollution Control Facility to reduce reliance on purchased energy sources. However, project was postponed due to funding uncertainties and to further evaluate the two best alternatives, ultra low emission internal combustion engines (ICEs) and fuel cells, which is an emerging technology. The RFP was reissued, and a design/build vendor will be selected before the end of calendar year 2011.
8. Initiated design of grease receiving and processing facility at the Water Pollution Control Facility. Facility will be constructed in FY 2012.
9. Completed construction of the Highland 1,000 Reservoir Replacement in January 2011.
10. Substantially completed construction of D Street Reservoir seismic retrofit and roof replacement.
11. Implemented Asset Management Plans for Sewer and Water Funds with NexGen software. Plans will assess the condition and expected lifespan of major facilities and will update facility replacement funding strategies. Software will be functional by the end of FY 2011 and will be integrated with GIS system in FY 2012.
12. Completed 2010 Urban Water Management Plan and submitted to the State Department of Water Resources.
13. Implemented a Dental Amalgam Recovery Program Ordinance in compliance with the San Francisco Bay Mercury Watershed Permit Requirement. About ninety percent of dentists in Hayward are expected to be in compliance with the Ordinance by the end of FY 2011.

14. Implemented provisions to recover delinquent garbage bills incurred by single-family households as special assessments on property tax rolls.
15. Completed ordinance banning use of polystyrene foam food service containers by retail food vendors and requiring use of recyclable containers; outreach has begun for July 1, 2011 effective date.
16. Further increased commercial recycling participation from 1,300 to 1,445 businesses of the approximately 3,000 commercial accounts.
17. Developed an economic reuse plan for the Air National Guard site at the Airport and selected a master developer. However, implementation has been delayed due to difficulties encountered concerning the turnover of the property from the Department of Defense. A portion of the property is to be turned over to the City by Spring 2011.
18. Completed and submitted an Updated Airport Layout Plan and Narrative Report to the FAA. FAA approved the updated ALP on January 12, 2011.

#### **Significant Changes in FY 2011**

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1. Reorganize Airport Division – elimination of Administrative Intern position (0.5 FTE) and replaced with a Noise Abatement Analyst (0.5 FTE).

**Public Works Department  
FY 2012  
Service Delivery Outcomes**

**SUPPORTED PRIORITY and/or INITIATIVE**

	Safe	Clean	Green	Land Use	Fiscal Stability	Organizational Health
1. Continue the first phase of construction associated with the Route 238 Corridor Improvement Project and commence with the second and third phases of construction.				X	X	
2. Complete Final Design and initiate Right-of-Way acquisition phases of 880/92 Reliever Route Project Phase I.				X	X	
3. Complete analysis to determine staffing and funding requirements needed to maintain relinquished state highways and enhanced landscaping, installed as part of Rt 238 Corridor Improvement Project.				X	X	X
4. Initiate construction of Water Pollution Control Facility Improvements Phase II Project.				X	X	
5. Implement a commercial solid waste roll-off survey project to survey a total of 200 roll-offs to determine if they should be routed to recycling or composting facilities.			X			

**Public Works Department  
FY 2012  
Service Delivery Outcomes**

**SUPPORTED PRIORITY and/or INITIATIVE**

	Safe	Clean	Green	Land Use	Fiscal Stability	Organizational Health
6. Design the recycled water distribution pipeline to serve the area within a mile of the wastewater treatment plant to distribute 500,000 gallons of recycled water.			X		X	
7. Construct the Utility Center renovation and Training Center addition.				X	X	
8. Rehabilitate the 16" water transmission main rehab between the Highland 250 and 500 reservoirs.	X			X	X	
9. If proven feasible, begin year 1 of 3 year program to convert to Smart Water Meters citywide.			X		X	
10. Implement the chosen technology to replace the WPCF aging co-generation system to a modern, efficient, and clean & green system.			X		X	
11. Complete Water System Master Plan Update.				X	X	
12. Complete sewer collection system flow monitoring and Master Plan Update.				X	X	
13. Complete WPCF Master Plan update.				X	X	

**Public Works Department  
FY 2012  
Service Delivery Outcomes**

**SUPPORTED PRIORITY and/or INITIATIVE**

	Safe	Clean	Green	Land Use	Fiscal Stability	Organizational Health
14. Make incremental changes as needed at the Water Pollution Control Facility to accommodate Russell City Energy Center, including work needed to provide water service and wastewater treatment for RCEC.				X	X	
15. Design and Construct new administrative offices and terminal building for Hayward Executive Airport.				X	X	

### **FY 2012 Core Service Objectives**

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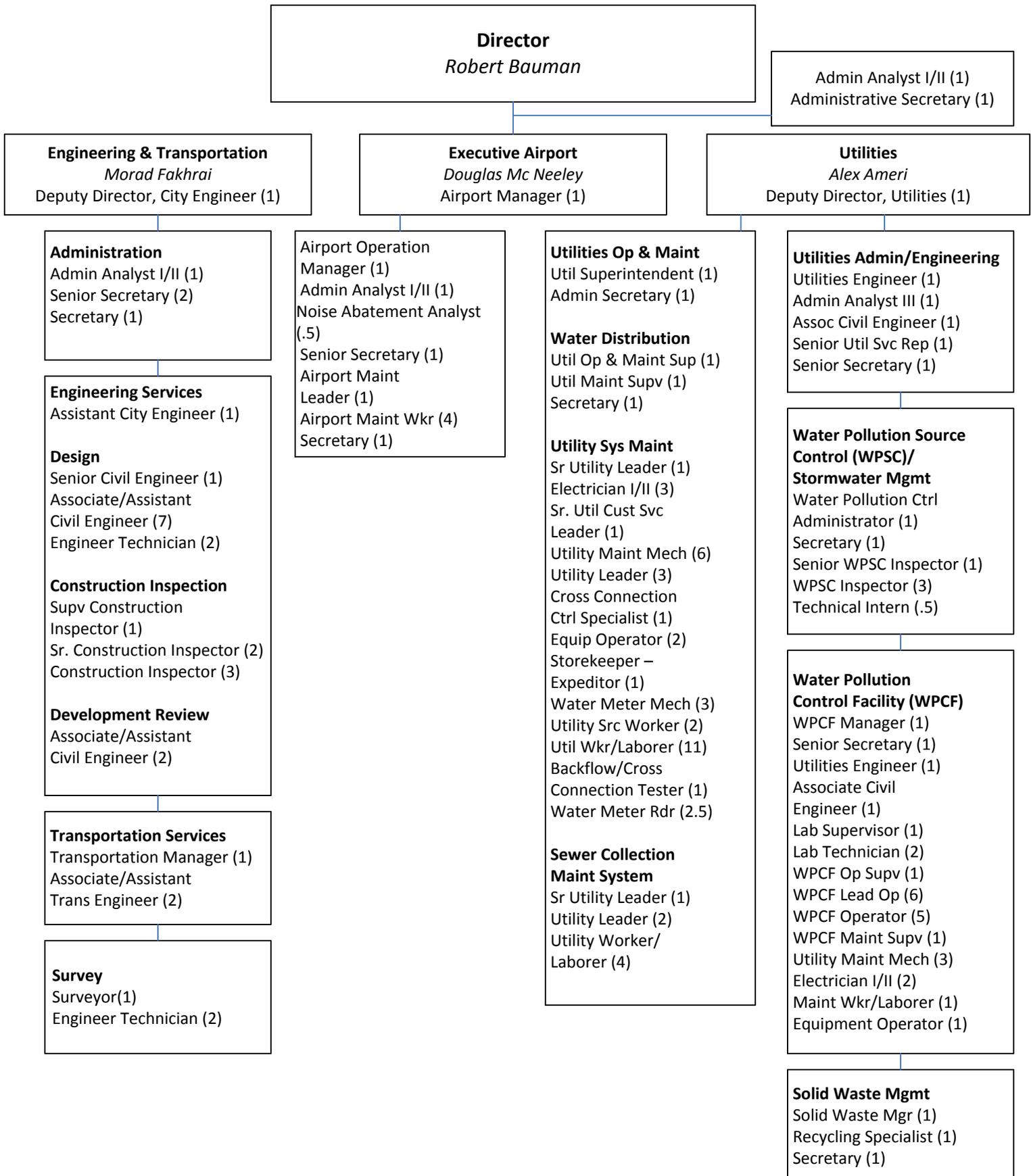
1. Rehabilitate and remodel the WPCF Administration Building.
2. Modify treatment process to allow for construction of west trickling filter replacement.
3. Complete water and sewer data conversion and migration to GIS format.
4. Prepare for consideration and action by Council an ordinance barring the use of plastic and other single-use bags in large stores.
5. Work with California Air National Guard and Department of Air Force to achieve environmental closure and turnover of CANG property.
6. Seek FAA AIP assistance for design completion of Sulphur Creek improvements.

### **Significant Changes Planned for FY 2012**

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1. Generation of a \$625,000 increase in General Fund savings through permanent transfer of street light and traffic system energy and maintenance costs to Gas Tax Fund.
2. Elimination of the Landscape Architect position in the Water Fund. This position was previously eliminated from the General Fund and absorbed by the Water Fund in 2009 in order for the position to manage a limited duration water conservation effort. In cooperation with Development Services Department, the position will be maintained in General Fund but will continue provide some support to Public Works and be partially funded in the Water Fund.
3. Elimination of three positions in the Engineering and Transportation Division. The positions are an Associate Transportation Engineer, a Construction Inspector and a Survey Engineer, saving approximately \$419,000 in the General Fund. As workload increases, it is possible to obtain some additional design, inspection and survey assistance from existing consultant contracts. The biggest issue is lack of sufficient transportation operations staffing, which is about half other cities Hayward's size. This will continue to affect staff responsiveness to citizen and neighborhood requests.
4. Elimination of a total of nine additional Enterprise Funded positions as shown below saving approximately \$1 million. Will demonstrate to rate payers that the City's utility staff are working to be as cost effective as possible:
  - Sewer Fund: WPCF Operations & Maintenance Manager;  
WPCF Operator, Lab Technician; and  
WPSC Inspector
  - Stormwater Fund: WPSC Inspector
  - Water Fund: Three Utility Workers
  - Recycling Fund: Intern
  - Airport Fund: Reduced Administrative Secretary to Senior Secretary

**Public Works**



<b>Department Staffing Summary (FY 2008 - 2012)</b>					
	Adopted 2008	Adopted 2009	Adopted 2010	Adjusted 2011	Adopted 2012
<i>Please note that City Manager Office, Development Services, Finance, Library, Maintenance Services, and Public Works have undergone significant reorganization within the last several years. The staffing schedule presented here reflects the current organizational structure and cannot be used with prior years' budget documents.</i>					
<b>Public Works Department</b>					
<b>ALL FUNDS SUMMARY</b>					
Director Of Public Works	1	1	1	1	1
Deputy Director Of Public Works	2	2	2	2	2
Utilities Superintendent	1	1	1	1	1
Assistant City Engineer	0	1	1	1	1
Airport Manager	1	1	1	1	1
Water Pollution Control Facility (WPCF) Manager	1	1	1	1	1
Design & Construction Services Manager	1	0	0	0	0
Landscape Architect <sup>1</sup>	0	0	1	1	0
Transportation Manager	1	1	1	1	1
Utilities Operations & Maintenance Manager	1	1	1	1	1
WPCF Operations & Maintenance Manager <sup>2</sup>	1	1	1	1	0
Utilities Engineer	2	2	2	2	2
Senior Civil Engineer	0	1	1	1	1
Supervising Construction Inspector	1	1	1	1	1
Survey Engineer <sup>3</sup>	1	1	1	1	0
Senior Transportation Planner	1	1	0	0	0
Airport Operations Manager	1	1	1	1	1
Utilities Maintenance Supervisor	1	1	1	1	1
WPCF Maintenance Supervisor	1	1	1	1	1
WPCF Operations Supervisor	1	1	1	1	1
Lab Supervisor	1	1	1	1	1
Water Pollution Control Admin	1	1	1	1	1
Assoc Civil Engineer/Assist Civil Engineer	11	11	11	11	11
Assoc Transportation Engineer <sup>4</sup>	2	2	2	2	1
Administrative Analyst III	1	1	1	1	1
Solid Waste Manager	1	1	1	1	1
Associate Transportation Planner	1	1	0	0	0
Senior Construction Inspector	0	0	0	2	2
Administrative Analyst II/I	4	3	3	3	3
Electrician II	5	5	5	5	5
Assistant Transportation Engineer	1	1	1	1	1
Senior Water Pollution Source Control Inspector	1	1	1	1	1
Real Property Associate	1	1	0	0	0
Surveyor	2	1	1	1	1
Senior Utility Leader	2	2	2	2	2
Water Pollution Source Control Inspector <sup>5</sup>	5	5	5	5	3
Construction Inspector <sup>6</sup>	8	6	6	4	3
WPCF Lead Operator	6	6	6	6	6

<b>Department Staffing Summary (FY 2008 - 2012)</b>					
	<b>Adopted 2008</b>	<b>Adopted 2009</b>	<b>Adopted 2010</b>	<b>Adjusted 2011</b>	<b>Adopted 2012</b>
<i>Please note that City Manager Office, Development Services, Finance, Library, Maintenance Services, and Public Works have undergone significant reorganization within the last several years. The staffing schedule presented here reflects the current organizational structure and cannot be used with prior years' budget documents.</i>					
Senior Utility Customer Service Leader	1	1	1	1	1
Senior Utility Service Rep.	1	1	1	1	1
Recycling Specialist	1	1	1	1	1
Utilities Maintenance Mechanic	9	9	9	9	9
Laboratory Technician <sup>7</sup>	3	3	3	3	2
WPCF Operator <sup>8</sup>	6	6	6	6	5
Engineering Technician	6	6	4	4	4
Utility Leader	5	5	5	5	5
Administrative Secretary <sup>9</sup>	3	3	3	3	2
Airport Maintenance Leader	1	1	1	1	1
Cross Connection Control Specialist	1	1	1	1	1
Water Meter Mechanic	3	3	3	3	3
Equipment Operator	2	3	3	3	3
Utilities Service Worker	2	2	2	2	2
Utility Worker <sup>10</sup>	18	18	18	18	15
Senior Secretary <sup>9</sup>	4	4	4	4	5
Airport Maintenance Worker	3	3	3	4	4
Maintenance Worker	2	1	1	1	1
Storekeeper - Expediter	1	1	1	1	1
Backflow/Cross Connection Tester	1	1	1	1	1
Water Meter Reader	2.5	2.5	2.5	2.5	2.5
Secretary	4	4	5	5	5
Administrative Clerk II	2	2	0	0	0
Airport Attendant	1	1	1	0	0
Administrative Intern <sup>11</sup>	1.25	1.25	1.5	1.5	0
Technical Intern	0.5	0.5	0.5	0.5	0.5
Noise Abatement Analyst <sup>12</sup>	0	0	0	0	0.5
	<b>156.25</b>	<b>153.25</b>	<b>148.5</b>	<b>148.5</b>	<b>135.5</b>

**Staffing Changes to Recommended FY 2012:**

1. Decrease - 1.0 FTE Landscape Architect.
2. Decrease - 1.0 FTE WPCF Operations & Maintenance Manager.
3. Decrease - 1.0 FTE Survey Engineer.
4. Decrease - 1.0 FTE Associate Transportation Engineer.
5. Decrease - 2.0 FTE Water Pollution Source Control Inspectors.
6. Decrease - 1.0 FTE Construction Inspector.
7. Decrease - 1.0 FTE Laboratory Technician.
8. Decrease - 1.0 FTE WPCF Operator.

**Department Staffing Summary (FY 2008 - 2012)**

	Adopted 2008	Adopted 2009	Adopted 2010	Adjusted 2011	Adopted 2012
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*Please note that City Manager Office, Development Services, Finance, Library, Maintenance Services, and Public Works have undergone significant reorganization within the last several years. The staffing schedule presented here reflects the current organizational structure and cannot be used with prior years' budget documents.*

9. Reclass - 1.0 FTE Administrative Secretary to 1.0 FTE Senior Secretary.

10. Decrease - 3.0 FTE Utility Workers.

11. Decrease - 1.5 FTE Administrative Intern.

12. Increase - 0.5 FTE Noise Abatement Analyst.

**Department Summary**

All Funds Summary - By Category

**Public Works Department**

All Funds

**All Funds Summary - By Category**

**Funding:**

General Fund, Special Revenue, and Enterprise funds.

	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Adopted
<b>RESOURCES</b>				
<b>Revenue and Transfers In from Other Funds</b>				
General Fund Revenue	126,405	212,786	88,138	257,498
Recycling Program	798,683	525,198	739,173	574,500
Airport Maint & Operation	3,188,126	2,944,417	3,153,125	3,108,150
Stormwater Maint & Operation	2,841,676	2,731,144	2,652,000	2,591,000
Waste Water Maint & Operation	20,054,307	22,292,743	21,232,710	21,788,920
Water Maint & Operation	28,191,096	27,385,661	29,294,287	33,865,371
Regional Water Inter-Tie	91,143	310,783	50,000	50,000
	<b>55,291,436</b>	<b>56,402,732</b>	<b>57,209,433</b>	<b>62,235,439</b>
<b>(Contribution)/Use of Fund Balance</b>				
Recycling Program	2,225,501	1,113,843	543,200	307,987
Airport Maint & Operation	(170,496)	(311,181)	113,482	550,988
Stormwater Maint & Operation	(838,889)	(426,063)	10,450	(45,909)
Waste Water Maint & Operation	(1,113,731)	325,201	494,825	1,402,010
Water Maint & Operation	451,152	1,544,845	3,218,194	6,824,658
Regional Water Inter-Tie	(59,836)	(100,115)	-	-
	<b>493,701</b>	<b>2,146,530</b>	<b>4,380,151</b>	<b>9,039,734</b>
<b>Fund Subsidy</b>				
General Fund Subsidy	<b>2,640,061</b>	<b>2,390,455</b>	<b>2,945,939</b>	<b>1,539,134</b>
<b>Total Resources</b>	<b>58,425,198</b>	<b>60,939,717</b>	<b>64,535,523</b>	<b>72,814,307</b>
<b>OUTLAYS</b>				
<b>Expenditures By Expense Category</b>				
<b>Salary</b>				
Regular	11,677,561	12,337,768	13,893,715	12,645,366
Overtime	403,028	536,824	392,300	388,300
Vacancy Savings	-	-	(345,978)	-
FY11 Employee Commitment - FY12 Furloughs	-	-	(868,972)	(854,728)
<b>Benefits</b>				
Medical Benefits	1,703,664	1,795,659	2,063,582	2,160,851
Retiree Medical	-	-	357,504	277,662
Other Benefits	1,162,227	1,390,413	1,339,604	1,504,497
PERS	2,339,000	2,319,483	2,788,091	3,349,674
Charges (to)/from other programs	(2,902,884)	(3,315,449)	(2,263,945)	(2,389,317)
<i>Net Staffing Expense</i>	<b>14,382,596</b>	<b>15,064,698</b>	<b>17,355,901</b>	<b>17,082,305</b>
<b>Maintenance &amp; Utilities</b>				
Maintenance & Utilities	3,234,138	3,415,267	3,937,992	2,795,701
Supplies & Services	9,219,381	11,347,207	10,304,547	10,153,669
Internal Service Fees	2,334,547	2,556,990	3,235,311	3,076,399
Water Purchases	14,045,747	14,121,641	16,200,000	24,100,000
Debt Service	3,104,225	5,033,826	4,892,849	5,118,427
Capital	140,938	4,066	-	-
<i>Net Operating Expense</i>	<b>32,078,976</b>	<b>36,478,997</b>	<b>38,570,699</b>	<b>45,244,196</b>
<b>Transfers Out to Other Funds</b>				
	<b>11,963,626</b>	<b>9,396,022</b>	<b>8,608,923</b>	<b>10,487,806</b>
<b>Total Outlays</b>	<b>58,425,198</b>	<b>60,939,717</b>	<b>64,535,523</b>	<b>72,814,307</b>
<b>Net Change</b>	-	-	-	-

**Department Summary**

All Funds Summary - By Program

**Public Works Department**

All Funds

**All Funds Summary - By Program**

**Funding:**

General Fund, Special Revenue, and Enterprise funds.

	<b>FY 2009</b>	<b>FY 2010</b>	<b>FY 2011</b>	<b>FY 2012</b>
	<b>Actual</b>	<b>Actual</b>	<b>Estimated</b>	<b>Adopted</b>
<b>RESOURCES</b>				
<b>Revenue and Transfers in from Other Funds</b>				
General Fund Revenue	126,405	212,786	88,138	257,498
Recycling Program	798,683	525,198	739,173	574,500
Hayward Executive Airport	3,188,126	2,944,417	3,153,125	3,108,150
Stormwater	2,841,676	2,731,144	2,652,000	2,591,000
Wastewater	20,054,307	22,292,743	21,232,710	21,788,920
Water	28,191,096	27,385,661	29,294,287	33,865,371
Regional Water Inter-Tie	91,143	310,783	50,000	50,000
	<b>55,291,436</b>	<b>56,402,732</b>	<b>57,209,433</b>	<b>62,235,439</b>
<b>(Contribution)/Use of Fund Balance</b>				
Recycling Program	2,225,501	1,113,843	543,200	307,987
Hayward Executive Airport	(170,496)	(311,181)	113,482	550,988
Stormwater	(838,889)	(426,063)	10,450	(45,909)
Wastewater	(1,113,731)	325,201	494,825	1,402,010
Water	451,152	1,544,845	3,218,194	6,824,658
Regional Water Inter-Tie	(59,836)	(100,115)	-	-
	<b>493,701</b>	<b>2,146,530</b>	<b>4,380,151</b>	<b>9,039,734</b>
<b>Fund Subsidy</b>				
General Fund Subsidy	<b>2,640,061</b>	<b>2,390,455</b>	<b>2,945,939</b>	<b>1,539,134</b>
	<b>58,425,198</b>	<b>60,939,717</b>	<b>64,535,523</b>	<b>72,814,307</b>
<b>OUTLAYS</b>				
<b>Expenditures and Transfer Out to Other Funds By Program</b>				
General Fund	2,766,466	2,603,241	3,034,077	1,796,632
Recycling	3,024,184	1,639,041	1,282,373	882,487
Executive Airport	3,017,630	2,633,236	3,266,607	3,659,138
Stormwater	2,002,787	2,305,081	2,662,450	2,545,091
Wastewater	18,940,576	22,617,944	21,727,535	23,190,930
Water	28,642,248	28,930,506	32,512,481	40,690,029
Regional Water Inter-Tie	31,307	210,668	50,000	50,000
	<b>58,425,198</b>	<b>60,939,717</b>	<b>64,535,523</b>	<b>72,814,307</b>
<b>Net Change</b>	-	-	-	-

<b>Department Staffing Summary (FY 2008 - 2012)</b>					
	<b>Adopted 2008</b>	<b>Adopted 2009</b>	<b>Adopted 2010</b>	<b>Adjusted 2011</b>	<b>Adopted 2012</b>
<i>Please note that City Manager Office, Development Services, Finance, Library, Maintenance Services, and Public Works have undergone significant reorganization within the last several years. The staffing schedule presented here reflects the current organizational structure and cannot be used with prior years' budget documents.</i>					
<b>Public Works Department</b>					
<b>General Fund (100)</b>					
Director Of Public Works	1	1	1	1	1
Deputy Director Of Public Works	1	1	1	1	1
Assistant City Engineer	0	1	1	1	1
Design & Construction Services Mgr	1	0	0	0	0
Transportation Manager	1	1	1	1	1
Senior Civil Engineer	0	1	1	1	1
Supervising Construction Inspector	1	1	1	1	1
Survey Engineer <sup>1</sup>	1	1	1	1	0
Senior Transportation Planner	1	1	0	0	0
Assoc Civil Engineer/Assist Civil Engineer	9	9	9	9	9
Assoc Transportation Engineer <sup>2</sup>	2	2	2	2	1
Associate Transportation Planner	1	1	0	0	0
Senior Construction Inspector	0	0	0	2	2
Administrative Analyst II/I	2	2	2	2	2
Assistant Transportation Engineer	1	1	1	1	1
Real Property Associate	1	1	0	0	0
Surveyor	2	1	1	1	1
Construction Inspector <sup>3</sup>	8	6	6	4	3
Engineering Technician	6	6	4	4	4
Administrative Secretary	1	1	1	1	1
Senior Secretary	2	2	2	2	2
Secretary	1	1	1	1	1
Administrative Clerk II	1	1	0	0	0
Administrative Intern	0.75	0.75	0	0	0
	<b>44.75</b>	<b>42.75</b>	<b>36</b>	<b>36</b>	<b>33</b>

**Staffing Changes to Recommended FY 2012:**

1. Decrease - 1.0 FTE Survey Engineer.
1. Decrease - 1.0 FTE Associate Transportation Engineer.
3. Decrease - 1.0 FTE Construction Inspector.

**Department Summary**

Department: 100-2000

**Public Works Department**

**General Fund**

**General Fund Summary**

**Description:**

Administration, Engineering & Transportation, and Solid Waste.

	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Adopted
<b>RESOURCES</b>				
<b>Revenue</b>				
Interest & Rents	27,286	21,802	-	24,931
Intergovernmental	5,903	17,710	4,800	4,800
Fees & Service Charges	71,105	71,393	53,338	197,767
Other Revenue	22,111	101,881	30,000	30,000
<b>Total Resources</b>	<b>126,405</b>	<b>212,786</b>	<b>88,138</b>	<b>257,498</b>
<b>OUTLAYS</b>				
<b>Expenditures</b>				
Salary				
Regular	3,262,417	3,086,534	3,640,743	3,329,367
Overtime	-	-	6,400	6,400
Vacancy Savings	-	-	(188,903)	-
FY11 Employee Commitment - FY12 Furloughs	-	-	(221,279)	(215,173)
Benefits				
Medical Benefits	345,175	353,441	416,091	437,346
Retiree Medical	-	-	78,336	59,499
Other Benefits	227,846	196,847	211,061	254,214
PERS	644,532	587,834	731,154	851,391
Charges (to)/from other programs	(3,462,089)	(3,376,006)	(3,512,624)	(3,603,831)
<i>Net Staffing Expense</i>	<b>1,017,881</b>	<b>848,650</b>	<b>1,160,979</b>	<b>1,119,213</b>
Maintenance & Utilities	1,141,199	1,110,764	1,195,863	11,073
Supplies & Services	29,112	41,918	82,617	83,007
Internal Service Fees	578,274	601,909	594,618	583,339
Capital	-	-	-	-
<i>Net Operating Expense</i>	<b>1,748,585</b>	<b>1,754,591</b>	<b>1,873,098</b>	<b>677,419</b>
<b>Total Outlays</b>	<b>2,766,466</b>	<b>2,603,241</b>	<b>3,034,077</b>	<b>1,796,632</b>
<b>General Fund Subsidy</b>	<b>2,640,061</b>	<b>2,390,455</b>	<b>2,945,939</b>	<b>1,539,134</b>

<b>Program Staffing Summary (FY 2008 - 2012)</b>					
	<b>Adopted 2008</b>	<b>Adopted 2009</b>	<b>Adopted 2010</b>	<b>Adjusted 2011</b>	<b>Adopted 2012</b>
<i>Please note that City Manager Office, Development Services, Finance, Library, Maintenance Services, and Public Works have undergone significant reorganization within the last several years. The staffing schedule presented here reflects the current organizational structure and cannot be used with prior years' budget documents.</i>					
<b>Public Works Department - Public Works Administration Program General Fund (100)</b>					
Director Of Public Works	1	1	1	1	1
Administrative Analyst II/I	1	1	1	1	1
Administrative Secretary	1	1	1	1	1
Administrative Intern	0.75	0.75	0	0	0
	<b>3.75</b>	<b>3.75</b>	<b>3</b>	<b>3</b>	<b>3</b>

Staffing Changes to Recommended FY 2012:

1. None.

**Program Summary**

Program: 100-2011

**Public Works Department**

**General Fund**

**Administration**

**Description:**

Department administration.

	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Adopted
<b>RESOURCES</b>				
None	-	-	-	-
<b>Total Resources</b>	-	-	-	-
<b>OUTLAYS</b>				
<b>Expenditures</b>				
Salary				
Regular	417,514	326,124	351,176	351,509
Overtime				
Vacancy Savings			(17,350)	-
FY11 Employee Commitment - FY12 Furloughs			(21,233)	(21,962)
Benefits				
Medical Benefits	18,593	19,318	20,202	22,850
Retiree Medical			6,543	5,409
Other Benefits	20,102	18,823	18,978	23,353
PERS	67,059	62,647	70,344	76,746
Charges (to)/from other programs	(491,741)	(396,590)	(442,356)	(442,872)
<i>Net Staffing Expense</i>	<b>31,527</b>	<b>30,322</b>	<b>(13,696)</b>	<b>15,033</b>
Maintenance & Utilities	1,576	1,279	1,174	1,174
Supplies & Services	5,279	5,617	11,405	11,405
Internal Service Fees	39,218	42,084	42,663	39,157
Capital	-	-	-	-
<i>Net Operating Expense</i>	<b>46,073</b>	<b>48,980</b>	<b>55,242</b>	<b>51,736</b>
<b>Total Outlays</b>	<b>77,600</b>	<b>79,302</b>	<b>41,546</b>	<b>66,769</b>
<b>General Fund Subsidy</b>	<b>77,600</b>	<b>79,302</b>	<b>41,546</b>	<b>66,769</b>
<b>FY 2012 Major Budget Items:</b>	<b>FY 2012 Significant Budget Changes:</b>			
1. \$442,872 staffing charged to other programs.	1. None.			

<b>Division Staffing Summary (FY 2008 - 2012)</b>					
	<b>Adopted 2008</b>	<b>Adopted 2009</b>	<b>Adopted 2010</b>	<b>Adjusted 2011</b>	<b>Adopted 2012</b>
<i>Please note that City Manager Office, Development Services, Finance, Library, Maintenance Services, and Public Works have undergone significant reorganization within the last several years. The staffing schedule presented here reflects the current organizational structure and cannot be used with prior years' budget documents.</i>					
<b>Public Works Department - Engineering &amp; Transportation Division</b>					
<b>General Fund (100)</b>					
Deputy Director Of Public Works	1	1	1	1	1
Assistant City Engineer	0	1	1	1	1
Design & Construction Services Manager	1	0	0	0	0
Transportation Manager	1	1	1	1	1
Senior Civil Engineer	0	1	1	1	1
Supervising Construction Inspector	1	1	1	1	1
Survey Engineer <sup>1</sup>	1	1	1	1	0
Senior Transportation Planner	1	1	0	0	0
Assoc Civil Engineer/Assist Civil Engineer	9	9	9	9	9
Assoc Transportation Engineer <sup>2</sup>	2	2	2	2	1
Associate Transportation Planner	1	1	0	0	0
Senior Construction Inspector <sup>1</sup>	0	0	0	2	2
Administrative Analyst II	1	1	1	1	1
Assistant Transportation Engineer	1	1	1	1	1
Real Property Associate	1	1	0	0	0
Surveyor	2	1	1	1	1
Construction Inspector <sup>3</sup>	8	6	6	4	3
Engineering Technician	6	6	4	4	4
Senior Secretary	2	2	2	2	2
Secretary	1	1	1	1	1
Administrative Clerk II	1	1	0	0	0
	<b>41</b>	<b>39</b>	<b>33</b>	<b>33</b>	<b>30</b>

**Staffing Changes to Recommended FY 2012:**

1. Decrease - 1.0 FTE Associate Transportation Engineer.
2. Decrease - 1.0 FTE Survey Engineer.
3. Decrease - 1.0 FTE Construction Inspector.

**Division Summary**

Division: 100 - 2100

**Public Works Department**

**General Fund**

**Engineering & Transportation**

**Description:**

Eng & Transportation Svc; Plan Checking, Survey and Mapping, Construction Inspection, Design, Transportation Planning & Op, and Street Lighting.

	<b>FY 2009 Actual</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Estimated</b>	<b>FY 2012 Adopted</b>
<b>RESOURCES</b>				
<b>Revenue</b>				
Interest & Rents	27,286	21,802	-	24,931
Intergovernmental	5,903	17,710	4,800	4,800
Fees & Service Charges	71,105	71,393	53,338	188,767
Other Revenue	22,111	101,881	30,000	30,000
<b>Total Resources</b>	<b>126,405</b>	<b>212,786</b>	<b>88,138</b>	<b>248,498</b>
<b>OUTLAYS</b>				
<b>Expenditures</b>				
Salary				
Regular	2,844,903	2,760,410	3,289,567	2,977,858
Overtime			6,400	6,400
Vacancy Savings			(171,553)	-
FY11 Employee Commitment - FY12 Furloughs			(200,046)	(193,211)
Benefits				
Medical Benefits	326,582	334,123	395,889	414,496
Retiree Medical			71,793	54,090
Other Benefits	207,744	178,024	192,083	230,861
PERS	577,473	525,187	660,810	774,645
Charges (to)/from other programs	(2,992,624)	(3,003,825)	(3,096,413)	(3,187,104)
<i>Net Staffing Expense</i>	<b>964,078</b>	<b>793,919</b>	<b>1,148,530</b>	<b>1,078,035</b>
Maintenance & Utilities	1,139,122	1,109,267	1,194,299	9,899
Supplies & Services	23,814	34,862	67,239	67,239
Internal Service Fees	539,056	559,825	551,955	544,182
Capital	-	-	-	-
<i>Net Operating Expense</i>	<b>1,701,992</b>	<b>1,703,954</b>	<b>1,813,493</b>	<b>621,320</b>
<b>Total Outlays</b>	<b>2,666,070</b>	<b>2,497,873</b>	<b>2,962,023</b>	<b>1,699,355</b>
<b>General Fund Subsidy</b>	<b>2,539,665</b>	<b>2,285,087</b>	<b>2,873,885</b>	<b>1,450,857</b>
<b><u>FY 2012 Major Budget Items:</u></b>				
1. \$3,187,204 staffing charged to other programs.				
2. \$544,182 Internal Services Fees.				
<b><u>FY 2012 Significant Budget Changes:</u></b>				
1. Staffing reduced including move of Landscape Architect to Development Services.				
2. Capitalized large maintenance and utility expenses.				

<b>Program Staffing Summary (FY 2008 - 2012)</b>					
	<b>Adopted 2008</b>	<b>Adopted 2009</b>	<b>Adopted 2010</b>	<b>Adjusted 2011</b>	<b>Adopted 2012</b>
<i>Please note that City Manager Office, Development Services, Finance, Library, Maintenance Services, and Public Works have undergone significant reorganization within the last several years. The staffing schedule presented here reflects the current organizational structure and cannot be used with prior years' budget documents.</i>					
<b>Public Works Department - Recycling/Solid Waste Program Recycling Fund (215)</b>					
Solid Waste Manager	1	1	1	1	1
Recycling Specialist	1	1	1	1	1
Secretary	1	1	1	1	1
Administrative Intern <sup>1</sup>	0	0	1	1	0
	<b>3</b>	<b>3</b>	<b>4</b>	<b>4</b>	<b>3</b>

**Staffing Changes to Recommended FY 2012:**

1. Decrease - 1.0 FTE Administrative Intern.

**Program Summary**

Program: 100 - 4632

**Public Works Department**

**General Fund**

**Solid Waste Program**

**Description:**

Oversee the City's contract with Waste Management of Alameda County.

	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Adopted
<b>RESOURCES</b>				
<b>Revenue</b>				
Fees & Service Charges	-	-	-	9,000
<b>Total Resources</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>9,000</b>
<b>OUTLAYS</b>				
<b>Expenditures</b>				
Salary				
Regular				
Overtime				
Vacancy Savings				
FY11 Employee Commitment - FY12 Furloughs				
Benefits				
Medical Benefits				
Retiree Medical				
Other Benefits				
PERS				
Charges (to)/from other programs	22,276	24,409	26,145	26,145
<i>Net Staffing Expense</i>	<b>22,276</b>	<b>24,409</b>	<b>26,145</b>	<b>26,145</b>
Maintenance & Utilities	501	218	390	-
Supplies & Services	19	1,439	3,973	4,363
Internal Service Fees	-	-	-	-
Capital	-	-	-	-
<i>Net Operating Expense</i>	<b>520</b>	<b>1,657</b>	<b>4,363</b>	<b>4,363</b>
<b>Total Outlays</b>	<b>22,796</b>	<b>26,066</b>	<b>30,508</b>	<b>30,508</b>
<b>General Fund Subsidy</b>	<b>22,796</b>	<b>26,066</b>	<b>30,508</b>	<b>21,508</b>
<b>FY 2012 Major Budget Items:</b>		<b>FY 2012 Significant Budget Changes:</b>		
1. \$26,145 staffing charged from recycling fund.		1. None.		

**Fund Summary**

Fund: 213, 214, 215, 216

**Public Works Department**

Special Revenue Fund

**Recycling Program**

**Description:**

City's Recycling Program.

	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Adopted
<b>Beginning Working Capital Balance</b>				
<b>July 1</b>	<b>4,508,543</b>	<b>2,283,042</b>	<b>1,169,199</b>	<b>625,999</b>
<b>RESOURCES</b>				
<b>Revenue</b>				
Interest & Rents	83,331	16,165	20,000	12,000
Intergovernmental	710,932	506,258	716,673	560,000
Other Revenue	4,420	2,775	2,500	2,500
<i>Total Revenue</i>	<b>798,683</b>	<b>525,198</b>	<b>739,173</b>	<b>574,500</b>
<b>Fund Transfers In - None</b>	-	-	-	-
<b>Total Resources</b>	<b>798,683</b>	<b>525,198</b>	<b>739,173</b>	<b>574,500</b>
<b>OUTLAYS</b>				
<b>Expenditures</b>				
Salary				
Regular	170,520	211,825	271,398	236,582
Overtime	302	633		
Vacancy Savings		-	(3,636)	-
FY11 Employee Commitment - FY12 Furloughs		-	(15,630)	(15,750)
Benefits				
Medical Benefits	21,954	29,673	35,494	62,895
Retiree Medical		-	6,543	5,409
Other Benefits	9,210	15,080	17,285	19,596
PERS	29,255	29,646	48,485	64,244
Charges (to)/from other programs	138,505	85,429	65,995	65,127
<i>Net Staffing Expense</i>	<b>369,746</b>	<b>372,286</b>	<b>425,934</b>	<b>438,103</b>
Maintenance & Utilities	68	-	4,098	4,098
Supplies & Services	803,440	1,192,387	740,420	326,663
Internal Service Fees	27,619	29,073	29,504	28,495
Capital	-	-	-	-
<i>Net Operating Expense</i>	<b>831,127</b>	<b>1,221,460</b>	<b>774,022</b>	<b>359,256</b>

**Fund Summary**

Fund: 213, 214, 215, 216

**Public Works Department**

Special Revenue Fund

**Recycling Program**

*Continued*

	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Adopted
<b>Fund Transfers Out to</b>				
Cost Allocation to General Fund	60,000	37,726	70,460	72,573
General Fund	1,757,176	-	-	-
Liability Insurance Premium	6,135	7,569	11,957	12,555
<i>Total Transfers Out</i>	<b>1,823,311</b>	<b>45,295</b>	<b>82,417</b>	<b>85,128</b>
<b>Total Outlays</b>	<b>3,024,184</b>	<b>1,639,041</b>	<b>1,282,373</b>	<b>882,487</b>
<b>Net Change</b>	<b>(2,225,501)</b>	<b>(1,113,843)</b>	<b>(543,200)</b>	<b>(307,987)</b>
<b>Ending Working Capital Balance JUNE 30</b>	<b>2,283,042</b>	<b>1,169,199</b>	<b>625,999</b>	<b>318,012</b>
<b><u>FY 2012 Major Budget Items:</u></b>	<b><u>FY 2012 Significant Budget Changes:</u></b>			
1. \$65,127 staffing charged from other programs.	1. Reduced special services.			

<b>Department Staffing Summary (FY 2008 - 2012)</b>					
	<b>Adopted 2008</b>	<b>Adopted 2009</b>	<b>Adopted 2010</b>	<b>Adjusted 2011</b>	<b>Adopted 2012</b>
<i>Please note that City Manager Office, Development Services, Finance, Library, Maintenance Services, and Public Works have undergone significant reorganization within the last several years. The staffing schedule presented here reflects the current organizational structure and cannot be used with prior years' budget documents.</i>					
<b>Public Works Department</b>					
<b>Airport Fund (631)</b>					
Airport Manager	1	1	1	1	1
Airport Operations Manager	1	1	1	1	1
Administrative Analyst II/I	1	1	1	1	1
Administrative Secretary <sup>1</sup>	1	1	1	1	0
Airport Maintenance Leader	1	1	1	1	1
Airport Maintenance Worker	3	3	3	4	4
Secretary	0	0	1	1	1
Senior Secretary <sup>1</sup>	0	0	0	0	1
Administrative Clerk II	1	1	0	0	0
Airport Attendant	1	1	1	0	0
Administrative Intern <sup>2</sup>	0.5	0.5	0.5	0.5	0
Noise Abatement Analyst <sup>3</sup>	0	0	0	0	0.5
	<b>10.5</b>	<b>10.5</b>	<b>10.5</b>	<b>10.5</b>	<b>10.5</b>

**Staffing Changes to Recommended FY 2012:**

1. Reclass - 1.0 FTE Administrative Secretary to 1.0 FTE Senior Secretary.
2. Decrease - 0.5 FTE Administrative Intern.
3. Increase - 0.5 FTE Noise Abatement Analyst.

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## Airport Fund Debt Service

### 2001 Water System Improvement Project

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In October 2001, the City issued \$5 million in Certificates of Participation to finance construction of the Hesperian Booster Pump Station. The 2001 COPs bear interest at 2% to 4.75% . The Airport received a loan from the water fund and is responsible for a portion of the debt.

<b>FY2011 – Airport Department</b>						
<b>Types of Obligation</b>	<b>Date of Issue</b>	<b>Date of Maturity</b>	<b>Interest Rates</b>	<b>Authorized and Issued</b>	<b>Outstanding at June 30, 2010</b>	<b>FY2011 Prin. &amp; Int. Requirement</b>
2001 Water Improvement	10/24/01	10/01/26	3%-4.75%	\$2,890,000	\$2,200,000	\$192,019
<b>Total</b>				<b>\$2,890,000</b>	<b>\$2,200,000</b>	<b>\$192,019</b>

<b>FY2012 – Airport Department</b>						
<b>Types of Obligation</b>	<b>Date of Issue</b>	<b>Date of Maturity</b>	<b>Interest Rates</b>	<b>Authorized and Issued</b>	<b>Outstanding at June 30, 2011</b>	<b>FY2012 Prin. &amp; Int. Requirement</b>
2001 Water Improvement	10/24/01	10/01/26	3%-4.75%	\$2,890,000	\$2,105,000	\$193,119
<b>Total</b>				<b>\$2,890,000</b>	<b>\$2,105,000</b>	<b>\$193,119</b>

**Fund Summary**

Fund: 631, 633

**Public Works Department**

**Enterprise Fund**

**Hayward Executive Airport**

**Description:**

Operation and maintenance of Hayward Executive Airport.

	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Adopted
<b>Beginning Working Capital Balance</b>				
<b>July 1</b>	<b>10,672,643</b>	<b>10,843,139</b>	<b>11,154,320</b>	<b>11,040,838</b>
<b>RESOURCES</b>				
<b>Revenue</b>				
Property Tax	-	-	-	-
Interest & Rents	398,903	158,964	223,000	165,503
Land Rent	1,409,848	1,445,645	1,482,355	1,495,535
Hanger Rent	996,660	1,017,882	1,021,320	1,036,872
Fees & Service Charges	4,795	4,533	45,450	25,450
Other Revenue	377,920	317,393	381,000	384,790
<i>Total Revenue</i>	<b>3,188,126</b>	<b>2,944,417</b>	<b>3,153,125</b>	<b>3,108,150</b>
<b>Total Resources</b>	<b>3,188,126</b>	<b>2,944,417</b>	<b>3,153,125</b>	<b>3,108,150</b>
<b>OUTLAYS</b>				
<b>Expenditures</b>				
<b>Salary</b>				
Regular	653,265	711,176	815,168	817,484
Overtime	11,312	19,644	21,000	17,000
Vacancy Savings	-	-	(11,267)	-
FY11 Employee Commitment - FY12 Furloughs	-	-	(50,479)	(55,375)
<b>Benefits</b>				
Medical Benefits	84,576	85,786	98,061	129,321
Retiree Medical	-	-	21,810	19,833
Other Benefits	64,188	81,248	81,542	102,411
PERS	126,908	127,757	160,589	218,769
Charges (to)/from other programs	68,980	99,109	114,478	112,424
<i>Net Staffing Expense</i>	<b>1,009,229</b>	<b>1,124,720</b>	<b>1,250,902</b>	<b>1,361,867</b>
Maintenance & Utilities	167,502	190,082	239,374	240,848
Supplies & Services	430,435	278,858	442,254	437,384
Internal Service Fees	169,965	192,129	267,805	245,171
Capital	139,503	-	-	-
Project Expenditure	-	-	-	-
<i>Net Operating Expense</i>	<b>907,405</b>	<b>661,069</b>	<b>949,433</b>	<b>923,403</b>

**Fund Summary**

631, 633

**Public Works Department**

Enterprise Fund

**Hayward Executive Airport**

Continued:

	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Adopted
<b>Fund Transfers Out to</b>				
Cost Allocation to General Fund	163,106	65,686	110,855	114,181
General Fund - Property Tax	-	-	-	-
Liability Insurance Premium	43,371	53,340	63,398	66,568
Asset Transfer to Fleet Management		28,421		
Water Maint Fund for DS	194,519	-	192,019	193,119
Airport Capital Fund	700,000	700,000	700,000	1,000,000
<i>Total Transfers Out</i>	<b>1,100,996</b>	<b>847,447</b>	<b>1,066,272</b>	<b>1,373,868</b>
<b>Total Outlays</b>	<b>3,017,630</b>	<b>2,633,236</b>	<b>3,266,607</b>	<b>3,659,138</b>
<b>Net Change</b>	<b>170,496</b>	<b>311,181</b>	<b>(113,482)</b>	<b>(550,988)</b>
<b>Ending Working Capital Balance</b>				
<b>JUNE 30</b>	<b>10,843,139</b>	<b>11,154,320</b>	<b>11,040,838</b>	<b>10,489,850</b>
<b>FY 2012 Major Budget Items:</b>	<b>FY 2012 Significant Budget Changes:</b>			
1. \$112,424 staffing charged from other programs.	1. Staffing reorganization.			
2. \$108,416 utilities.				
3. \$245,171 Internal Service Fees.				

<b>Department Staffing Summary (FY 2008 - 2012)</b>					
	<b>Adopted 2008</b>	<b>Adopted 2009</b>	<b>Adopted 2010</b>	<b>Adjusted 2011</b>	<b>Adopted 2012</b>
<i>Please note that City Manager Office, Development Services, Finance, Library, Maintenance Services, and Public Works have undergone significant reorganization within the last several years. The staffing schedule presented here reflects the current organizational structure and cannot be used with prior years' budget documents.</i>					
<b>Public Works Department</b>					
<b>Stormwater Fund (602)</b>					
Water Pollution Control Admin	1	1	1	1	1
Administrative Analyst II	1	0	0	0	0
Water Pollution Control Source Inspector <sup>1</sup>	2	2	2	2	1
Secretary	1	1	1	1	1
	<b>5</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>3</b>
<b>Maintenance Services Department - Street Maintenance Division</b>					
<b>Stormwater Fund (602)</b>					
Lead Sweeper Equipment Operator <sup>2</sup>	0	0	0	1	0
Senior Sweeper Equipment Operator <sup>2</sup>	0	0	0	0	1
Sweeper Equipment Operator	5	5	5	3	3
Maintenance Worker	2	2	2	2	2
	<b>7</b>	<b>7</b>	<b>7</b>	<b>6</b>	<b>6</b>

**Staffing Changes to Recommended FY 2012:**

1. Decrease - 1.0 FTE Water Pollution Control Source Inspector.
2. Reclasse - 1.0 FTE Lead Sweeper Equipment Operator to 1.0 FTE Senior Sweeper Equipment Operator (Reclassified to wrong JCN in FY11).

**Fund Summary**

Fund: 601, 602

**Public Works Department**

Enterprise Fund

<b>Stormwater</b>	
<b>Description:</b>	
City's water pollution source control/storm water management programs.	

	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Adopted
<b>Beginning Working Capital Balance</b>				
<b>July 1</b>	<b>948,409</b>	<b>1,787,298</b>	<b>2,213,361</b>	<b>2,202,911</b>
<b>RESOURCES</b>				
<b>Revenue</b>				
Stormwater Inspection Fees	23,812	14,302	16,000	16,000
Stormwater Fees	1,978,661	2,001,673	1,900,000	1,950,000
Street Cleaning Fees	789,442	684,556	694,000	600,000
Interest	32,977	28,263	41,000	23,000
Vehicle Maint. & Op. Rate	3,193	-	-	-
Other Revenue	13,591	2,350	1,000	2,000
<i>Total Revenue</i>	<b>2,841,676</b>	<b>2,731,144</b>	<b>2,652,000</b>	<b>2,591,000</b>
<b>Total Resources</b>	<b>2,841,676</b>	<b>2,731,144</b>	<b>2,652,000</b>	<b>2,591,000</b>
<b>OUTLAYS</b>				
<b>Expenditures</b>				
Salary				
Regular	675,139	771,277	740,614	646,491
Overtime	33,538	47,910	34,000	34,000
Vacancy Savings	-	-	(10,509)	-
FY11 Employee Commitment - FY12 Furloughs	-	-	(46,212)	(43,909)
Benefits				
Medical Benefits	108,523	120,052	109,078	104,559
Retiree Medical			21,810	16,227
Other Benefits	75,864	96,133	77,490	86,037
PERS	137,324	143,338	148,121	172,770
Charges (to)/from other programs	268,444	413,592	567,361	526,172
<i>Net Staffing Expense</i>	<b>1,298,832</b>	<b>1,592,302</b>	<b>1,641,753</b>	<b>1,542,347</b>
Maintenance & Utilities	8,331	21,991	30,931	30,931
Supplies & Services	312,388	312,695	499,298	494,798
Internal Service Fees	289,001	299,361	369,845	352,115
Capital	-	-	-	-
<i>Net Operating Expense</i>	<b>609,720</b>	<b>634,047</b>	<b>900,074</b>	<b>877,844</b>

**Fund Summary**

Fund: 601, 602

**Public Works Department**

Enterprise Fund

**Stormwater**

*Continued*

	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Adopted
<b>Fund Transfers Out to</b>				
Cost Allocation to General Fund	68,261	50,963	87,731	90,363
Liability Insurance Premium	25,974	27,769	32,892	34,537
Capital Trsfr for Stormwater Sys Imp.	-	-	-	-
<i>Total Transfers Out</i>	<b>94,235</b>	<b>78,732</b>	<b>120,623</b>	<b>124,900</b>
<b>Total Outlays</b>	<b>2,002,787</b>	<b>2,305,081</b>	<b>2,662,450</b>	<b>2,545,091</b>
<b>Net Change</b>	<b>838,889</b>	<b>426,063</b>	<b>(10,450)</b>	<b>45,909</b>
<b>Ending Working Capital Balance JUNE 30</b>	<b>1,787,298</b>	<b>2,213,361</b>	<b>2,202,911</b>	<b>2,248,820</b>
<b><u>FY 2012 Major Budget Items:</u></b>	<b><u>FY 2012 Significant Budget Changes:</u></b>			
1. \$526,172 staffing charged from other programs.	1. Reduced staffing.			
2. \$352,155 Internal Service Fees.				

<b>Department Staffing Summary (FY 2008 - 2012)</b>					
	<b>Adopted 2008</b>	<b>Adopted 2009</b>	<b>Adopted 2010</b>	<b>Adjusted 2011</b>	<b>Adopted 2012</b>
<i>Please note that City Manager Office, Development Services, Finance, Library, Maintenance Services, and Public Works have undergone significant reorganization within the last several years. The staffing schedule presented here reflects the current organizational structure and cannot be used with prior years' budget documents.</i>					
<b>Public Works Department</b>					
<b>Waste Water Fund (612)</b>					
Water Pollution Control Facility (WPCF) Manager	1	1	1	1	1
WPCF Operations & Maintenance Manager <sup>1</sup>	1	1	1	1	0
Utilities Engineer	1	1	1	1	1
WPCF Maintenance Supervisor	1	1	1	1	1
WPCF Operations Supervisor	1	1	1	1	1
Lab Supervisor	1	1	1	1	1
Assoc Civil Engineer	1	1	1	1	1
Electrician II	4	4	4	4	4
Senior Water Pollution Source Control Inspector	1	1	1	1	1
Senior Utility Leader	1	1	1	1	1
Water Pollution Source Control Inspector <sup>2</sup>	3	3	3	3	2
WPCF Lead Operator	6	6	6	6	6
Utilities Maintenance Mechanic	4	4	4	4	4
Laboratory Technician <sup>3</sup>	3	3	3	3	2
WPCF Operator <sup>4</sup>	6	6	6	6	5
Utility Leader	2	2	2	2	2
Equipment Operator	0	1	1	1	1
Utility Worker	4	4	4	4	4
Senior Secretary	1	1	1	1	1
Maintenance Worker	2	1	1	1	1
Technical Intern	0.5	0.5	0.5	0.5	0.5
	<b>44.5</b>	<b>44.5</b>	<b>44.5</b>	<b>44.5</b>	<b>40.5</b>

**Staffing Changes to Recommended FY 2012:**

1. Decrease - 1.0 FTE WPCF Operations & Maintenance Manager.
2. Decrease - 1.0 FTE Water Pollution Source Control Inspector.
3. Decrease - 1.0 FTE Laboratory Technician.
4. Decrease - 1.0 FTE WPCF Operator.

## Wastewater Fund Debt Service

### 2002 ABAG Lease Revenue Bonds

In FY2002, the City issued \$7.5 million in principal for ABAG Lease Revenue Bonds, Series 2001-02, at rates of 3% to 5% of which the proceeds were used to finance the cost of acquiring equipment, building energy retrofitting, and to refund and retire various capital lease and certificate of participation obligations. This bond issue was divided up and is repayable by various funds including the General Fund, Facilities Internal Services Fund, Water Fund, and Wastewater Fund. The Wastewater Fund share of the debt is reflected in the table.

### 2007 Sewer Refunding Certificates of Participation (COPs)

The City's 2007 Sewer Refunding Certificates of Participation are due August 1, 2026 and bear interest at rates of 4.0% and 4.5% . The proceeds from the 2007 COPs were used to advance refund the remaining outstanding balance on the City's 1996 and 1998 Sewer System Improvement COPs.

### State Water Resources Control Board (SWCB 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.

### 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. Beginning on December 22, 2011, the principal together with interest thereon, is due and payable in semiannual installments over 14 years.

<b>FY2011 – Sewer Department and Lease Purchase Agreements</b>						
<b>Types of Obligation</b>	<b>Date of Issue</b>	<b>Date of Maturity</b>	<b>Interest Rates</b>	<b>Authorized and Issued</b>	<b>Outstanding at June 30, 2010</b>	<b>FY2011 Prin. &amp; Int. Requirement incl. issuance</b>
2002 ABAG-24 Refunding	12/01/01	12/01/12	5.0%	\$702,583	\$207,695	\$83,530
2007 Sewer Refunding	08/15/07	02/01/18	3.5%-4.0%	\$9,880,000	\$7,195,000	\$1,208,694
SWCB Loan	08/01/06	06/30/28	0.0%	\$54,550,018	\$51,824,623	\$2,727,501
<b>Total</b>				<b>\$65,132,601</b>	<b>\$59,227,318</b>	<b>\$4,019,725</b>

## Wastewater Fund Debt Service

### FY2012 – Sewer Department and Lease Purchase Agreements

Types of Obligation	Date of Issue	Date of Maturity	Interest Rates	Authorized and Issued	Outstanding at June 30, 2011	FY2012 Prin. & Int. Requirement incl. issuance
2002 ABAG-24 Refunding	12/01/01	12/01/12	5.0%	\$702,583	\$141,995	\$84,262
2007 Sewer Refunding	08/15/07	02/01/18	3.5%-4%	\$9,880,000	\$6,255,000	\$1,214,619
SWCB Loan	08/01/06	06/30/28	0.0%	\$54,550,018	\$49,846,093	\$2,727,501
WPCF Solar Energy Loan	2/18/11	6/22/25	3.0%	\$2,450,000		\$219,714
<b>Total</b>				<b>\$67,582,601</b>	<b>\$56,243,088</b>	<b>\$4,246,096</b>

**Fund Summary**

**Public Works Department**

Fund: 611, 612

Enterprise Fund

Wastewater	
<b>Description:</b>	
Maintain and operate facilities to collect, treat and dispose of waste water.	

	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Adopted
<b>Beginning Working Capital Balance</b>				
<b>July 1</b>	<b>11,240,817</b>	<b>12,354,548</b>	<b>12,029,347</b>	<b>11,534,522</b>
<b>RESOURCES</b>				
<b>Revenue</b>				
Sewer Service Charge	16,549,571	16,387,815	17,600,000	17,500,000
Sewer Connection Charge	2,255,933	2,738,022	1,500,000	2,000,000
EBDA Maint. By City	34,316	39,643	16,000	16,000
Other Fees	103,539	87,561	80,000	80,000
Interest	281,336	111,424	227,300	121,000
Other Revenue - Mt. Eden Annexation		1,116,676		
Other Revenue	331,662	(561)	-	-
<i>Total Revenue</i>	<b>19,556,357</b>	<b>20,480,580</b>	<b>19,423,300</b>	<b>19,717,000</b>
<b>Fund Transfers In from</b>				
DS Bag 2001	84,524	84,920	83,530	84,262
DS 96 Sewer Refunding	-	-	-	-
Capital Transfer from ST SYS	50,000			
Misc Trsfr WWTP Replacement	1,011	1,086	575	575
DS CA WPCF Loan/Sewer		-	-	260,000
DS 07 Sewer Rev Refunding	362,415	363,460	362,608	364,386
DS CA SWRCB Loan/Sewer	-	1,362,697	1,362,697	1,362,697
<i>Total Transfers In</i>	<b>497,950</b>	<b>1,812,163</b>	<b>1,809,410</b>	<b>2,071,920</b>
<b>Total Resources</b>	<b>20,054,307</b>	<b>22,292,743</b>	<b>21,232,710</b>	<b>21,788,920</b>
<b>OUTLAYS</b>				
<b>Expenditures</b>				
Salary				
Regular	2,895,073	3,204,519	3,770,805	3,372,702
Overtime	147,673	193,905	117,800	117,800
Vacancy Savings			(64,639)	-
FY11 Employee Commitment - FY12 Furloughs			(239,182)	(232,704)
Benefits				
Medical Benefits	486,089	535,716	666,108	648,941
Retiree Medical		-	95,964	73,923
Other Benefits	330,947	419,730	422,342	464,741
PERS	589,195	609,075	757,909	909,692
Charges (to)/from other programs	880,924	648,044	1,054,339	949,963
<i>Net Staffing Expense</i>	<b>5,329,901</b>	<b>5,610,989</b>	<b>6,581,446</b>	<b>6,305,058</b>
Maintenance & Utilities	1,009,898	1,064,725	1,527,618	1,571,918
Supplies & Services	3,945,427	5,787,702	4,485,248	4,490,256
Internal Service Fees	539,215	601,231	853,365	791,130
Debt Service	2,221,748	4,150,940	4,019,725	4,246,096
Capital	1,435	4,066	-	-
<i>Net Operating Expense</i>	<b>7,717,723</b>	<b>11,608,664</b>	<b>10,885,956</b>	<b>11,099,400</b>

**Fund Summary**

Fund: 611, 612

**Public Works Department**

Enterprise Fund

**Wastewater**

*Continued*

	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Adopted
<b>Fund Transfers Out to</b>				
Cost Allocation to General Fund	364,821	337,870	406,530	418,725
Liability Insurance Premium	241,522	297,758	353,603	367,747
Street System Improvement	-	-	-	-
Sewer Capital Reserves	1,000,000	1,000,000	1,000,000	1,000,000
WWTP Capital Reserves	2,000,000	1,000,000	1,000,000	2,000,000
Misc. Transfer to Equipment Management		17,415		
Asset Transfer to Fleet Management		17,471		
Connection Fee to Sewer Imprvmnt	2,286,609	2,727,777	1,500,000	2,000,000
<i>Total Transfers Out</i>	<b>5,892,952</b>	<b>5,398,291</b>	<b>4,260,133</b>	<b>5,786,472</b>
<b>Total Outlays</b>	<b>18,940,576</b>	<b>22,617,944</b>	<b>21,727,535</b>	<b>23,190,930</b>
<b>Net Change</b>	<b>1,113,731</b>	<b>(325,201)</b>	<b>(494,825)</b>	<b>(1,402,010)</b>
<b>Ending Working Capital Balance JUNE 30</b>	<b>12,354,548</b>	<b>12,029,347</b>	<b>11,534,522</b>	<b>10,132,512</b>
<b><u>FY 2012 Major Budget Items:</u></b>	<b><u>FY 2012 Significant Budget Changes:</u></b>			
1. \$949,963 staffing charged from other programs.	1. Reduced staffing.			
2. \$791,130 Internal Service Fees.				
3. \$4,246,096 debt service.				

<b>Department Staffing Summary (FY 2008 - 2012)</b>					
	<b>Adopted 2008</b>	<b>Adopted 2009</b>	<b>Adopted 2010</b>	<b>Adjusted 2011</b>	<b>Adopted 2012</b>
<i>Please note that City Manager Office, Development Services, Finance, Library, Maintenance Services, and Public Works have undergone significant reorganization within the last several years. The staffing schedule presented here reflects the current organizational structure and cannot be used with prior years' budget documents.</i>					
<b>Public Works Department</b>					
<b>Water Fund (621)</b>					
Deputy Director Of Public Works	1	1	1	1	1
Utilities Superintendent	1	1	1	1	1
Landscape Architect <sup>1</sup>	0	0	1	1	0
Utilities Operations & Maintenance Mgr	1	1	1	1	1
Utilities Engineer	1	1	1	1	1
Utilities Maintenance Supervisor	1	1	1	1	1
Assoc Civil Engineer	1	1	1	1	1
Administrative Analyst III	1	1	1	1	1
Electrician II	1	1	1	1	1
Senior Utility Leader	1	1	1	1	1
Senior Utility Customer Service Leader	1	1	1	1	1
Senior Utility Service Rep.	1	1	1	1	1
Utilities Maintenance Mechanic	5	5	5	5	5
Utility Leader	3	3	3	3	3
Administrative Secretary	1	1	1	1	1
Cross Connection Control Specialist	1	1	1	1	1
Water Meter Mechanic	3	3	3	3	3
Equipment Operator	2	2	2	2	2
Utilities Service Worker	2	2	2	2	2
Utility Worker <sup>2</sup>	14	14	14	14	11
Senior Secretary	1	1	1	1	1
Storekeeper - Expediter	1	1	1	1	1
Backflow/Cross Connection Tester	1	1	1	1	1
Water Meter Reader	2.5	2.5	2.5	2.5	2.5
Secretary	1	1	1	1	1
	<b>48.5</b>	<b>48.5</b>	<b>49.5</b>	<b>49.5</b>	<b>45.5</b>
<b>Finance Department</b>					
<b>Water Fund (621)</b>					
Senior Accounting Technician	1	1	1	1	1
Senior Customer Account Clerk	2	2	2	2	2
Customer Account Clerk	3.5	2.75	2.75	3.5	3.5
	<b>6.5</b>	<b>5.75</b>	<b>5.75</b>	<b>6.5</b>	<b>6.5</b>

**Department Staffing Summary (FY 2008 - 2012)**

	<b>Adopted 2008</b>	<b>Adopted 2009</b>	<b>Adopted 2010</b>	<b>Adjusted 2011</b>	<b>Adopted 2012</b>
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*Please note that City Manager Office, Development Services, Finance, Library, Maintenance Services, and Public Works have undergone significant reorganization within the last several years. The staffing schedule presented here reflects the current organizational structure and cannot be used with prior years' budget documents.*

**Staffing Changes to Recommended FY 2012:**

1. Decrease - 1.0 FTE Landscape Architect (transferred to Development Services).
2. Decrease - 2.0 FTE Utility Worker.

## Water Fund Debt Service

### 1996 Hayward Public Financing Authority (HPFA)

In February 1996, the City issued \$6.4 million in Lease Revenue Refunding Bonds; Series 1996 to advance refund \$5.9 million of outstanding 1989 Lease Revenue Bonds. Improvements, initially financed with 1989 lease revenue bonds, and which have been completed include a Reservoir Telemetry Control System, installation of two emergency electrical generators used to pump water in the event of electrical failure, fuel tanks, and replacement of 16,600 feet of water mains. The 1996 bonds bear interest at 3% to 5.2% and are due serially each June 1. Bond payments are made with transfers from the Water Replacement and Water Improvement Funds in the Capital Improvement Program budget.

### 2001 Water System Improvement Project

In October 2001, the City issued \$5 million in Certificates of Participation to finance construction of the Hesperian Booster Pump Station. The 2001 COPs bear interest at 2% to 4.75%.

### 2002 ABAG Lease Revenue Bonds

In FY2002, the City issued \$7.5 million in principal for ABAG Lease Revenue Bonds, Series 2001-02, at rates of 3% to 5% of which the proceeds were used to finance the cost of acquiring equipment, building energy retrofitting, and to refund and retire various capital lease and certificate of participation obligations. This bond issue was divided up and is repayable by various funds. The share owed by the Water Fund is shown in the table.

### 2004 Water System Improvement Project

In January 2004, the City issued \$6.8 million in Certificates of Participation to the design and construction of a new booster pump station. The 2004 COPs are payable from net revenue from operations of the City's water system. The 2004 COPs bear interest serially of 2% to 4.375%.

FY2011 – Water Department and Lease Purchase Agreements						
Types of Obligation	Date of Issue	Date of Maturity	Interest Rates	Authorized and Issued	Outstanding at June 30, 2010	FY2011 Prin. & Int. Requirement incl. issuance
1996 HPFA Refunding	02/01/96	06/01/14	3%-5.2%	\$6,440,000	\$2,010,000	\$562,600
2001 Water Improvement	10/24/01	10/01/26	3%-4.75%	\$5,030,000	\$2,685,000	\$446,619
2002 ABAG-24 Refunding	12/01/01	12/01/12	5.0%	\$702,583	\$207,695	\$83,530
2004 Water Improvement	01/21/04	10/01/24	2%-4.375%	\$6,845,000	\$6,330,000	\$342,975
<b>Total</b>				<b>\$19,017,583</b>	<b>\$11,232,695</b>	<b>\$1,435,724</b>

FY2012 – Water Department and Lease Purchase Agreements						
Types of Obligation	Date of Issue	Date of Maturity	Interest Rates	Authorized and Issued	Outstanding at June 30, 2011	FY2012 Prin. & Int. Requirement incl. issuance
1996 HPFA Refunding	02/01/96	06/01/14	3%-5.2%	\$6,440,000	\$1,550,000	\$564,600
2001 Water Improvement	10/24/01	10/01/26	3%-4.75%	\$5,030,000	\$2,350,000	\$443,019
2002 ABAG-24 Refunding	12/01/01	12/01/12	5.0%	\$702,583	\$141,995	\$84,262
2004 Water Improvement	01/21/04	10/01/24	2%-4.375%	\$6,845,000	\$6,235,000	\$345,050
<b>Total</b>				<b>\$19,017,583</b>	<b>\$10,276,995</b>	<b>\$1,436,931</b>

**Fund Summary**

**Public Works Department**

Fund: 621

Enterprise Fund

<b>Water</b>	
<b>Description:</b>	
Activities associated with the purchase, transmission, and distribution of a high quality, reliable supply of water.	

	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Adopted
<b>Beginning Working Capital Balance</b>				
<b>July 1</b>	<b>19,715,223</b>	<b>19,264,071</b>	<b>17,719,226</b>	<b>14,501,032</b>
<b>RESOURCES</b>				
<b>Revenue</b>				
Water Sales	22,505,690	22,068,236	25,000,000	29,000,000
Water Service Charges	3,009,450	2,943,776	2,900,000	3,600,000
Installation Fees	974,280	251,564	250,000	250,000
Other Fees and Charges	522,823	137,258	200,000	200,000
Interest & Rents	656,210	346,525	348,140	218,000
Other Revenue - Mt. Eden Annexation		1,116,676		
Other Revenue	-	64,226	60,000	60,000
<i>Total Revenue</i>	<b>27,668,453</b>	<b>26,928,261</b>	<b>28,758,140</b>	<b>33,328,000</b>
<b>Fund Transfers In from</b>				
D/S ABAG 2001-02 (ABAG XXIV)	84,524	84,920	83,530	84,262
D/S 01 Water System Transfer	87,933	62,039	89,110	87,465
D/S 04 Water System Transfer	157,173	158,460	171,488	172,525
Misc. Transfer from Airport		-	192,019	193,119
Misc. Transfer from Water Improv Fund	193,013	151,981		
1.8 Payment Water Maint. To Op.	-	-	-	-
Misc. Transfer from CDF #1 Trustee	-	-	-	-
<i>Total Transfers In</i>	<b>522,643</b>	<b>457,400</b>	<b>536,147</b>	<b>537,371</b>
<b>Total Resources</b>	<b>28,191,096</b>	<b>27,385,661</b>	<b>29,294,287</b>	<b>33,865,371</b>
<b>OUTLAYS</b>				
<b>Expenditures</b>				
Salary				
Regular	4,021,147	4,352,437	4,654,987	4,242,740
Overtime	210,203	274,732	213,100	213,100
Vacancy Savings	-	-	(67,024)	-
FY11 Employee Commitment - FY12 Furloughs	-	-	(296,190)	(291,817)
Benefits				
Medical Benefits	657,347	670,991	738,750	777,789
Retiree Medical	-	-	133,041	102,771
Other Benefits	454,172	581,375	529,884	577,498
PERS	811,786	821,833	941,833	1,132,808
Charges (to)/from other programs	(799,517)	(1,355,473)	(585,994)	(471,672)
<i>Net Staffing Expense</i>	<b>5,355,138</b>	<b>5,345,895</b>	<b>6,262,387</b>	<b>6,283,217</b>
Water Purchases	14,045,747	14,121,641	16,200,000	24,100,000
Maintenance & Utilities	881,574	993,492	930,108	926,833
Supplies & Services	3,694,707	3,727,048	4,047,210	4,314,061
Internal Service Fees	730,473	833,287	1,120,174	1,076,149
Debt Service	882,477	882,886	873,124	872,331
Capital	-	-	-	-
<i>Net Operating Expense</i>	<b>20,234,978</b>	<b>20,558,354</b>	<b>23,170,616</b>	<b>31,289,374</b>

Fund Summary  
621

**Public Works Department**  
Enterprise Fund

<b>Water</b>
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*Continued*

	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Adopted
<b>Fund Transfers Out to</b>				
Cost Allocation to General Fund	855,833	741,518	800,680	824,700
Liability Insurance Premium	196,299	231,827	278,798	292,738
Capital Reserves to Water	2,000,000	2,000,000	2,000,000	2,000,000
Asset Transfer to Fleet Management		35,497		
Misc Trsfr	-	17,415	-	-
<i>Net Transfers Out</i>	<b>3,052,132</b>	<b>3,026,257</b>	<b>3,079,478</b>	<b>3,117,438</b>
<b>Total Outlays</b>	<b>28,642,248</b>	<b>28,930,506</b>	<b>32,512,481</b>	<b>40,690,029</b>
<b>Net Change</b>	<b>(451,152)</b>	<b>(1,544,845)</b>	<b>(3,218,194)</b>	<b>(6,824,658)</b>
<b>Ending Working Capital Balance JUNE 30</b>	<b>19,264,071</b>	<b>17,719,226</b>	<b>14,501,032</b>	<b>7,676,374</b>
<b>FY 2012 Major Budget Items:</b>	<b>FY 2012 Significant Budget Changes:</b>			
1. \$24,100,000 in water purchases.	2. Reduced staffing.			
2. \$858,374 utilities expense.				
3. \$1,076,149 Internal Services Fees.				

**Fund Summary**

Fund: 628

**Public Works Department**

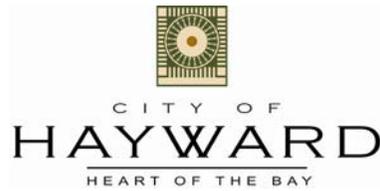
Enterprise Fund

**Regional Water Inter-Tie**

**Description:**

Maintenance and Operation of the Regional Water Inter-tie Project.

	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Adopted
<b>Beginning Working Capital Balance</b>				
<b>July 1</b>	(816)	59,020	159,135	159,135
<b>RESOURCES</b>				
<b>Revenue</b>				
SFPUC/EBMUD Reimbursement	90,771	310,420	50,000	50,000
Interest	372	363	-	-
<i>Net Revenue</i>	<b>91,143</b>	<b>310,783</b>	<b>50,000</b>	<b>50,000</b>
<b>Total Resources</b>	<b>91,143</b>	<b>310,783</b>	<b>50,000</b>	<b>50,000</b>
<b>OUTLAYS</b>				
<b>Expenditures</b>				
Salary	-	-	-	-
Regular				
Overtime				
Vacancy Savings				
FY11 Employee Commitment - FY12 Furloughs				
Benefits				
Medical Benefits				
Retiree Medical				
Other Benefits				
PERS				
Charges (to)/from other programs	1,869	169,856	32,500	32,500
<i>Net Staffing Expense</i>	<b>1,869</b>	<b>169,856</b>	<b>32,500</b>	<b>32,500</b>
Maintenance & Utilities	25,566	34,213	10,000	10,000
Supplies & Services	3,872	6,599	7,500	7,500
Internal Service Fees	-	-	-	-
<i>Net Operating Expense</i>	<b>29,438</b>	<b>40,812</b>	<b>17,500</b>	<b>17,500</b>
<b>Total Outlays</b>	<b>31,307</b>	<b>210,668</b>	<b>50,000</b>	<b>50,000</b>
<b>Net Change</b>	<b>59,836</b>	<b>100,115</b>	-	-
<b>Ending Working Capital Balance</b>				
<b>JUNE 30</b>	<b>59,020</b>	<b>159,135</b>	<b>159,135</b>	<b>159,135</b>
<b>FY 2012 Major Budget Items:</b>	<b>FY 2012 Significant Budget Changes:</b>			
1. \$32,500 staffing charged from other programs.	1. None.			



## Technology Services Department

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Director: Clancy Priest

### Department Mission Statement

*The mission of the Technology Services Department is to provide access to and support of technology resources, for both information and communication, which is timely, accurate, reliable and secure.*

## Technology Services Department

	Core Services	Performance Measures
Administration	<ul style="list-style-type: none"> <li>• Manage strategic planning for technology</li> <li>• Develop long-range technology needs and financial planning</li> <li>• Manage day-to-day use of technology resources</li> <li>• Provide business process analysis in support of technology implementation</li> <li>• Manage the Cable Franchise and PEG</li> <li>• Advance sustainability of technology systems</li> </ul>	<ol style="list-style-type: none"> <li>1. Meet organization wide business continuity goal of 99.999% system uptime</li> <li>2. Cable cast 100% of Council and Planning Commission meetings and make webcasts of meetings available to public on City Website within 48 hours of meeting conclusion</li> <li>3. Make new website content available to public within 24 hours of submission by City department. Make content corrections within 24 hours of notification</li> <li>4. Meet 5 year desktop computer replacement cycle goal. An adequate system refresh cycle enhances customer service by maintaining staff productivity.</li> </ol>
Network Systems	<ul style="list-style-type: none"> <li>• Maintain network file servers</li> <li>• Maintain network infrastructure</li> <li>• Manage telecommunications systems</li> <li>• Maintain email system</li> </ul>	
Client Systems	<ul style="list-style-type: none"> <li>• Manage desktop computers and accessories</li> <li>• Maintain business application suite and provide training</li> <li>• Assist with other desktop applications</li> </ul>	
Data Systems	<ul style="list-style-type: none"> <li>• Maintain and provide custom programming for Financial Management Information System</li> <li>• Maintain Public Safety Computer Aided Dispatch System</li> <li>• Monitor Public Safety Records Management Systems</li> <li>• Maintain and provide regular upgrades to city-wide Geographic Information System</li> <li>• Monitor city-wide Document Imaging System.</li> <li>• Assist with other departmental systems applications</li> </ul>	
Customer Interface Systems	<ul style="list-style-type: none"> <li>• Update and maintain the City Website</li> <li>• Provide video streaming of Council and other civic meetings</li> <li>• Support cable-casting of Council and other civic meetings</li> <li>• Provide Council Chamber technical support</li> <li>• Maintain the City's Social Networking presence</li> </ul>	

**FY 2011 Departmental Performance**

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1. Assisted with technical issues for the City budget preparations.
2. CAD/RMS build team support and administration configuration.
3. Provided project management for the CAD/RMS and ERP system implementations.
4. Implemented Interactive Voice Response system for Building Inspection.
5. Completed ERP process mapping and requirements definition.
6. Implemented new EOC laptops for use in an emergency.
7. Expanded audio/video systems in three departments for conference rooms.
8. Created seven new blogs and trained individuals responsible for administering them.
9. Created a prototype website using Web 2.0 coding guidelines.
10. Assisted with the quarterly newsletter "Hayward Highlights" electronically via the website.
11. Created a web section for Hayward Executive Airport within the primary website.
12. Overhauled the way public agendas and their attached assets are accessed on the website.
13. Completed Windows 7 and Office 2010 testing and created client desktop images.
14. Completed paperless agenda project, including roll-out of iPads to Mayor/Council and training.
15. SharePoint development from version 2007 to 2010.
16. Refining SharePoint Mysites, Department Sites, forms and Workflows for release in Q1 FY 2012.
17. Evaluation and testing of a more cost-effective Police Mobile Data Computer solution.
18. Upgrade of City broadcast technologies and implementation of field video and in-house studio.
19. Completed replacement of City Training Room desktop computers with "zero clients."
20. Replaced the internal Network Domain Controller system.
21. Expanded and refined Network backup capacity.
22. Implementation of organization wide Web Filtering.
23. Engineered and implemented 238 Project Construction Worksite Network Connectivity.
24. Installed free Wifi and Book Vending machine at Longwood Elementary School for HUSD.
25. Implemented the first City Wide Annual Password Change to support CALEA accreditation.
26. Implementation and configuration of the CAD/RMS Servers.
27. Installed new Internet Router system with tertiary network connectivity and satellite system.

## Technology Services Department

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28. Improved the security and "Firewall" systems for City network.
29. Expanded the virtualization of network servers.
30. Created new Notification Maps/Lists (~50 projects) for Planning/Public Works.
31. Updated General Plan and Zoning maps for Development Services.
32. Implemented AT&T reverse 911 updates, improving our emergency notification system.
33. Upgraded Pictometry dataset and created new workspace files for users.
34. Refined the mosaic ortho tiles into a seamless dataset for website and users.
35. Installed new storage appliance for GIS data.
36. Virtualized database server to improve and stabilize all GIS web services.
37. Completed New World Systems administration and configuration.
38. Developed new datasets to support CAD/RMS with vendor.
39. Built new terrain based dataset for use as a contour and line-of-sight analysis system.
40. Assembled various Census 2010 tables and geographic data into usable GIS layers.
41. Upgraded and configured new ETeam EOC system for the organization.
42. Made progress on key milestones related to the Public/Educational/Government (PEG) initiative.

### **Significant Changes in FY 2011**

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1. Management of reduced resources.

Technology Services Department FY 2012 Service Delivery Outcomes	SUPPORTED PRIORITY and/or INITIATIVE					
	Safe	Clean	Green	Land- Use	Fiscal Stability	Organizational Health
1. Project manage CAD/RMS implementation for Public Safety.	X				X	X
2. Update the Technology Strategic Plan to include revised departmental needs and updated timelines based on anticipated funding in FY 2012 budget and capital improvement program.					X	X
3. Refine 10-Year technology replacement schedule to include establishment of appropriate technology replacement fee for incorporation into FY 2013 departmental operational budgeting.					X	X
4. Complete due diligence for an Enterprise Resource Planning system. Work with the City Manager's Office and other stakeholders to identify system requirements, industry best practices, funding and implementation strategies.					X	X
5. Implement Social Media and improve Web services both internally and externally with continuous improvement.	X	X	X	X		X
6. Continue to support Departmental e-Government initiatives.				X	X	X
7. Complete the process of implementing Sharepoint technologies throughout the enterprise.				X	X	X
8. Continue to refine and improve departmental service delivery across the organization through continual improvement and training to support staff development.					X	X

Technology Services Department FY 2012 Service Delivery Outcomes	SUPPORTED PRIORITY and/or INITIATIVE					
	Safe	Clean	Green	Land-Use	Fiscal Stability	Organizational Health
9. Work with Public Safety to improve service levels and ensure technological stability.	X				X	X

### FY 2012 Core Service Objectives

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1. Continue the virtualization of both the network and desktop systems for enhanced sustainability.
2. Make progress with the ERP project.
3. Provide increased support of Public Safety.
4. Refine and increase EOC technology.
5. Implement Technology Governance.
6. Create a Community Media Center to provide PEG services.

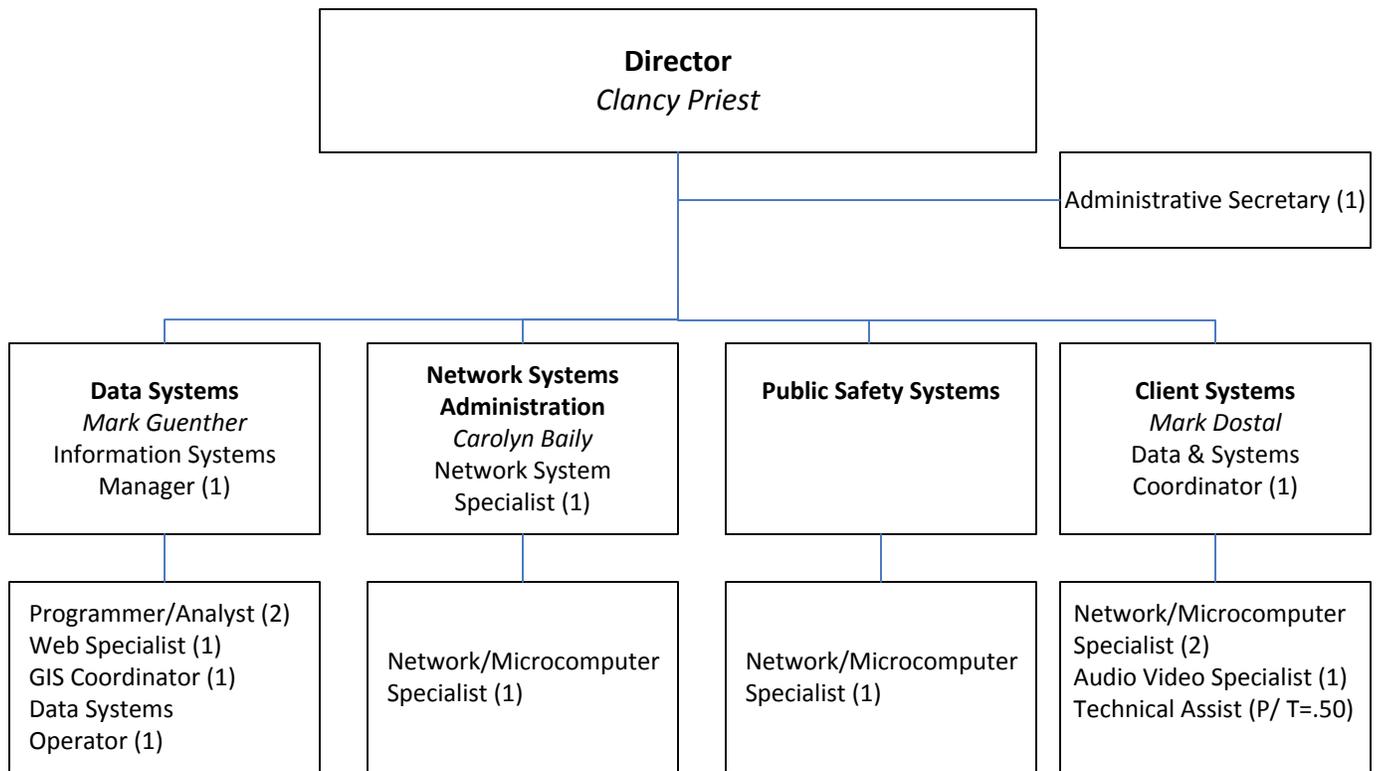
### Significant Changes Planned for FY 2012

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- Elimination of Network System Specialist dedicated to Public Safety.
  - This will significantly impact our ability to provide technology services to Public Safety. With the loss of this position this will severely impact our service level and limit our ability address needs in a timely manner.
- Elimination of charges for and transfer to Technology Capital Fund.
  - This will impact our ability to fund future needs.
- Reduction in discretionary budget of \$52K.
  - This will severely impact our ability to address unfunded needs. These funds were used to purchase equipment and services for technology system failures or to enhance our existing systems.

**FY 2012 STAFFING**  
**15.50 FTE**

**Technology Services Department**



<b>Department Staffing Summary (FY 2008 - 2012)</b>					
	<b>Adopted 2008</b>	<b>Adopted 2009</b>	<b>Adopted 2010</b>	<b>Adjusted 2011</b>	<b>Adopted 2012</b>
<i>Please note that City Manager Office, Development Services, Finance, Library, Maintenance Services, and Public Works have undergone significant reorganization within the last several years. The staffing schedule presented here reflects the current organizational structure and cannot be used with prior years' budget documents.</i>					
<b>Technology Services Department</b>					
<b>Technology Services Fund (725)</b>					
Tech Services Director	1	1	1	1	1
Information Systems Manager	0	1	1	1	1
Data & Systems Coordinator	1	1	1	1	1
Network Systems Specialist <sup>1</sup>	2	1	1	2	1
Geographic Info Systems Coordinator	1	1	1	1	1
Programmer Analyst	3	3	3	2	2
Web Specialist	1	1	1	1	1
Network/Microcomputer Specialist	4	4	4	4	4
Senior Information Systems Support Tech	0	1	0	0	0
Administrative Secretary	0	0	0	1	1
Information Systems Support Technician	1	0	0	0	0
Computer Operator	1	1	0	0	0
Audio Video Specialist	0	0	0	1	1
Secretary (Conf)	0	1	1	0	0
Data Systems Operator	1	1	1	1	1
Technical Assistant	0	0.5	0.5	0.5	0.5
	<b>16</b>	<b>17.5</b>	<b>15.5</b>	<b>16.5</b>	<b>15.5</b>

Staffing Changes to Recommended FY 2012:

1. Decrease - 1.0 FTE Network Systems Specialist.

Fund Summary

Technology Service Department

Fund: 725

Internal Service Fund

**Technology Services**

**Description:**

Citywide Technology Services.

	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Adopted
<b>Beginning Working Capital Balance July 1</b>	<b>2,353,240</b>	<b>2,393,614</b>	<b>469,671</b>	<b>466,539</b>
<b>RESOURCES</b>				
<b>Revenue</b>				
Technology Internal Service Fee	3,709,443	4,061,715	4,540,125	3,946,581
Fund Interest	5,026	28,304	6,000	6,000
PEG Revenue	117,627	217,941	220,000	220,000
Other Revenue	16,874	31,181	-	-
General Fund Subsidy	-	-	-	-
<i>Total Revenue</i>	<b>3,848,970</b>	<b>4,339,141</b>	<b>4,766,125</b>	<b>4,172,581</b>
<b>Fund Transfers In from</b>				
General Fund	-	125,600	-	-
<i>Total Transfers In</i>	-	<b>125,600</b>	-	-
<b>Total Resources</b>	<b>3,848,970</b>	<b>4,464,741</b>	<b>4,766,125</b>	<b>4,172,581</b>
<b>OUTLAYS</b>				
<b>Expenditures</b>				
<b>Salary</b>				
Regular	1,382,278	1,394,649	1,556,856	1,468,576
Overtime	45,617	45,544	41,000	41,000
Vacancy Savings	-	-	(21,101)	-
FY11 Employee Commitment - FY12 Furloughs	-	-	(94,992)	(94,405)
<b>Benefits</b>				
Medical Benefits	152,196	152,141	193,741	197,234
Retiree Medical	-	-	34,896	28,848
Other Benefits	74,447	107,723	107,153	103,343
PERS	265,695	261,177	312,465	375,643
Charges (to)/from other programs	(19,969)	(3,140)	-	-
<i>Net Salary &amp; Benefits</i>	<b>1,900,264</b>	<b>1,958,094</b>	<b>2,130,018</b>	<b>2,120,239</b>
Maintenance & Utilities	556,261	566,825	777,774	628,720
Supplies & Services	432,119	659,533	730,320	664,486
Internal Service Fees	98,307	115,483	119,317	139,621
Debt Svc Computer Equip	109,979	109,979	101,814	115,976
Debt Svc VOIP	524,110	524,109	262,054	-
Debt Svc CAD/RMS	-	-	466,591	412,782
Capital	1,768	41,667	-	-
<i>Net Operating Expense</i>	<b>1,722,544</b>	<b>2,017,596</b>	<b>2,457,870</b>	<b>1,961,585</b>
<b>Fund Transfers Out to</b>				
General Fund - Cost Allocation	150,000	122,625	127,877	131,713
Technology Services Capital Fund	-	2,250,000	-	-
Liability Insurance Premium	35,788	40,369	53,492	56,167
	<b>185,788</b>	<b>2,412,994</b>	<b>181,369</b>	<b>187,880</b>
<b>Total Outlays</b>	<b>3,808,596</b>	<b>6,388,684</b>	<b>4,769,257</b>	<b>4,269,704</b>
<b>Net Change</b>	<b>40,374</b>	<b>(1,923,943)</b>	<b>(3,132)</b>	<b>(97,123)</b>
<b>Ending Working Capital Balance JUNE 30</b>	<b>2,393,614</b>	<b>469,671</b>	<b>466,539</b>	<b>369,416</b>

**FY 2012 Major Budget Items:**

- \$461,220 hardware maintenance.
- \$232,424 software maintenance.
- \$267,962 contract services.

**FY 2012 Significant Budget Changes:**

- Reduced staffing.
- Reduced maintenance expense and supplies expense.

## Technology Services Fund Debt

### 2006 Computer Lease

This capital lease for computer equipment concluded in FY2011.

### 2007 Voice Over Internet Protocol (VOIP) Lease

This lease purchase of the phone system at City Hall and the computerized telephone system at outlying facilities concluded in FY2011.

### 2011 Computer Lease

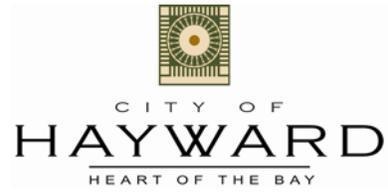
Technology Services entered in a capital lease for computer equipment.

### Computer Aided Dispatch/ Records Management System (CAD/RMS) Replacement

Internal funding for this Public Safety project comes from the Sewer Fund with interest equal to the City's investment portfolio rate of return. The debt service will be made with possible grant funding, reduction of existing maintenance costs, and salary savings achieved through elimination of one Police Records Clerk position.

FY2011 – Technology Services and Lease Purchase Agreements						
Types of Obligation	Date of Issue	Date of Maturity	Interest Rates	Authorized and Issued	Outstanding at June 30, 2010	FY2011 Prin. & Int. Requirement
2006 Computer Lease	03/19/06	03/30/11	4%-5%	\$491,602	\$80,959	\$82,485
2007 VOIP Lease	09/15/07	09/15/10	4.44%	\$1,300,927	\$256,274	\$262,054
CAD/RMS Replacement	06/23/09	06/30/14	2%	\$2,250,000	\$2,250,000	\$466,591
2011 Computer Lease	03/11/11	04/01/14	2.98%	\$332,434		\$19,329
<b>Total</b>				<b>\$4,374,963</b>	<b>\$2,587,233</b>	<b>\$830,459</b>

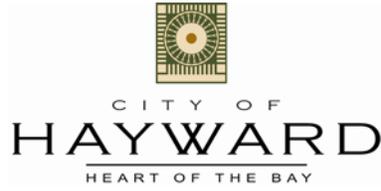
FY2012 – Technology Services and Lease Purchase Agreements						
Types of Obligation	Date of Issue	Date of Maturity	Interest Rates	Authorized and Issued	Outstanding at June 30, 2011	FY2012 Prin. & Int. Requirement
CAD/RMS Replacement	06/23/09	06/30/14	2%	\$2,250,000	\$1,875,000	\$412,782
2011 Computer Lease	03/11/11	04/01/14	2.98%	\$332,434	\$314,734	\$115,976
<b>Total</b>				<b>\$2,582,434</b>	<b>\$2,189,734</b>	<b>\$528,758</b>



## Supplemental Information

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## **Supplemental Information**

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**Gann Appropriation Limit**

### Gann Appropriation Limit

State Proposition 4, commonly known as the Gann Initiative, was approved by California voters in November 1979. Proposition 4 created Article XIII B of the State Constitution, which places limits on the amount of revenue that can be spent by government agencies. This is referred to as the Gann Appropriation Limit, or Gann Limit.

A subsequent related State initiative, Proposition 111, was approved by the voters in June 1990 and provided new adjustment formulas to make the Gann Limit more responsive to local growth issues and to address concerns regarding the accountability of local governments in adopting their limits. Prior to each fiscal year, city councils must adopt by resolution the Gann Appropriation Limit for the city for the upcoming year. In addition, cities are required to conduct a review of their limits during annual financial audits.

The appropriations limitation imposed by Propositions 4 and 111 creates a restriction on the amount of revenue that can be appropriated in any fiscal year. The limit is based on actual appropriations during the 1978-79 fiscal year and is increased each year using population and inflation growth factors. Only revenues that are classified as "proceeds of taxes" are subject to the limit. The use of "non-tax proceeds" (user fees, rental income, franchise fees, Gas Tax revenue) is not restricted.

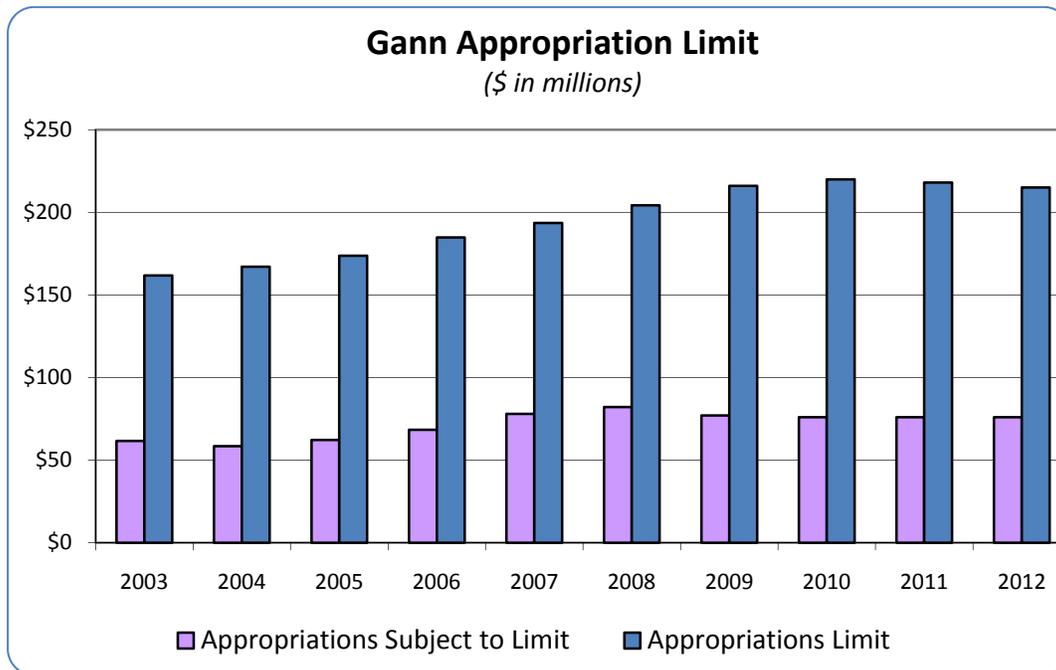
During any fiscal year, a city may not appropriate any proceeds of taxes it receives in excess of its established limit. Excess funds received in any year may be carried into the subsequent year for use if the city is below its limit for that year. Any excess funds remaining after the second year would be required to be returned to local taxpayers by reducing tax rates or fees. As an alternative, a majority of the voters may approve an "override" to increase the city's appropriation limit.

The Gann Limit's appropriation restriction had little impact in the early 1980's as a result of the high rate of inflation during that period. Because the appropriation limit for most cities increased faster than actual revenue grew, cities were generally below their limits. This trend changed during the mid 1980s, as exemplified by the State of California's \$1.1 billion refund to taxpayers in 1987 when it collected revenues in excess of its limit.

The Limit also served as the major barrier to increasing taxes on gasoline in the late 1980s. In recent years, the trend has reversed again for most cities. As the rate of revenue growth slows and the growth factors, especially population, increase at a steady rate, cities are experiencing comfortable gaps between their appropriation limits and their actual appropriations.

Hayward's appropriation limit far exceeds our actual appropriations, which is represented on the following chart.

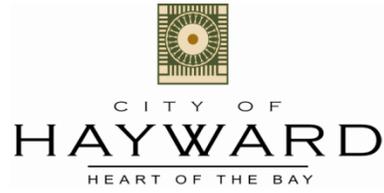
## Supplemental Information Gann Appropriations Limit



### Gann Appropriation Limit

Fiscal Year	Population Factor	Inflation Factor	Total Adjustment Factor	Appropriations Limit	% Change	Appropriations Subject to Limit	% of Limit Appropriated
2003	1.4900	-1.2700	1.0020	\$161,736,376	0.2%	\$61,637,910	38.1%
2004	0.8200	2.3100	1.0315	\$167,042,568	3.2%	\$58,400,562	35.0%
2005	0.7200	3.2800	1.0402	\$173,764,360	4.0%	\$62,165,120	35.8%
2006	1.0300	5.2600	1.0634	\$184,787,972	6.3%	\$68,399,894	37.0%
2007	0.7400	3.9600	1.0473	\$193,526,595	11.4%	\$78,021,824	40.3%
2008	1.0700	4.4200	1.0554	\$204,242,163	10.5%	\$82,136,688	40.2%
2009	0.0116	4.4500	1.0193	\$216,147,439	11.7%	\$77,285,005	35.8%
2010	1.3000	0.6200	1.0193	\$220,314,761	7.9%	\$76,355,082	34.7%
2011	1.4000	-2.5400	0.98824	\$217,723,859	0.7%	\$75,558,103	34.7%
2012	1.3900	-2.5100	0.98845	\$215,163,426	-2.3%	\$76,362,500	35.5%

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## **Supplemental Information**

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**Master Fee Budget Resolution**

HAYWARD CITY COUNCIL

RESOLUTION NO. 11-045

Introduced by Council Member Henson

RESOLUTION ADOPTING A REVISED MASTER FEE SCHEDULE, INCLUDING A REVISED FINE AND BAIL SCHEDULE, RELATING TO FEES AND CHARGES FOR DEPARTMENTS IN THE CITY OF HAYWARD AND RESCINDING RESOLUTIONS NO. 10-061 and NO. 09-085 AND ALL AMENDMENTS THERETO

WHEREAS, Section 15273 of the California Environmental Quality Act (CEQA) Guidelines states that CEQA does not apply to the establishment, modification, structuring, restructuring, or approval of rates, tolls, fares, and other charges by public agencies which the public agency finds are for the purposes of:

1. Meeting operating expenses, including employee wage rates and fringe benefits;
2. Purchasing or leasing supplies, equipment, or materials;
3. Meeting financial reserve needs and requirements;
4. Obtaining funds necessary for capital projects necessary to maintain service within existing service areas; or
5. Obtaining funds necessary to maintain intra-city transfers as are authorized by city Charter; and

WHEREAS, the City Council finds and determines that this action is exempt from CEQA based on the foregoing provisions.

WHEREAS, in November 2010, California voters approved Proposition 26, which amended Article XIII C of the State constitution regarding the adoption of fees and taxes. Proposition 26 seeks to assure that taxes, which must be approved by the voters, are not disguised as fees, which can be approved by legislative bodies, such as a city council. The proposed Master Fee Schedule (MFS), including the proposed Fine and Bail Schedule, is compliant.

NOW, THEREFORE, BE IT RESOLVED that the City Council of the City of Hayward hereby adopts certain changes in both the Master Fee Schedule and the Fine and Bail Schedule relating to fees and charges for all departments of the City of Hayward, either on its face or as applied, the invalidity of such provision shall not affect the other provisions of this Master Fee Schedule and the Fine and Bail Schedule, and the applications thereof; and to that end the provisions of this Master Fee Schedule and the Fine and Bail Schedule shall be deemed severable.

BE IT FURTHER RESOLVED that Resolutions No. 10-061 and No. 09-085, and all amendments thereto are hereby rescinded.

BE IT FURTHER RESOLVED that this resolution shall become effective as of July 4, 2011.

IN COUNCIL, HAYWARD, CALIFORNIA May 3, 2011

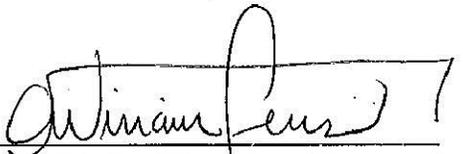
ADOPTED BY THE FOLLOWING VOTE:

AYES: COUNCIL MEMBERS: Zermeño, Quirk, Halliday, Peixoto, Salinas, Henson  
MAYOR: Sweeney

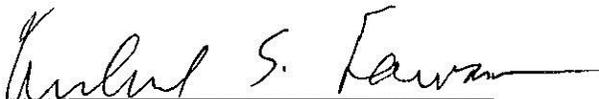
NOES: COUNCIL MEMBERS: None

ABSTAIN: COUNCIL MEMBERS: None

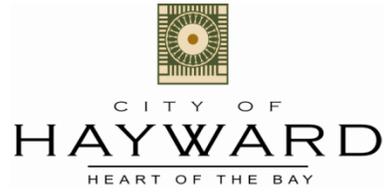
ABSENT: COUNCIL MEMBERS: None

ATTEST:   
City Clerk of the City of Hayward

APPROVED AS TO FORM:

  
City Attorney of the City of Hayward

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## **Supplemental Information**

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## **Capital Improvement Program**



CITY OF  
**HAYWARD**  
HEART OF THE BAY

April 21, 2011

Honorable Mayor and City Council:

This letter serves to transmit the Capital Improvement Program (CIP) FY 2012 Update for your consideration. The City Council will review this document during a work session in May. Beforehand, the Planning Commission will have reviewed the document for conformance with the General Plan.

As with the City's operating budget, the FY 2012 CIP is in the second year of the two-year budget cycle. The FY 2012 Update includes revised costs for projects already included for FY 2011 and FY 2012. However, unlike the first year of the two-year CIP budget cycle, new projects were not solicited for the Update, and consideration of new requests was limited to those very few projects added because of major changes in circumstances, such as obtaining grant funding for the project. Also, since no projects are added for FY 2021, this updated CIP document covers only the next 9 years and not 10 years (i.e. FY 2012 through FY 2020). Staff made limited changes in projects scheduled for future years only where necessary because of revisions to projected funding programs.

The City Council must formally adopt the second year of the CIP budget as required by the City Charter and in order to comply with certain grant requirements. The following discussion related to the FY 2012 Update highlights several new, critical projects and a couple of important modifications to existing projects. It should be noted that consistent with the intent of this being a second year of a two-year budget cycle, non-essential information was not included and individual project expenditure pages were only included for new projects or those with significant changes.

Over the last few years, the number of funds within the document has grown by the addition of a redevelopment tax allocation bond fund, a redevelopment capital project fund and a redevelopment low/moderate housing fund. However, as Council is aware, it took steps earlier this year to protect redevelopment funds from actions proposed by the Governor; thus, these capital funds show no projects beyond FY 2011. This low/moderate housing fund has been replaced by a capital fund in the City's Housing Authority (Fund 242), which assumed responsibility for administration of remaining low/moderate housing funds coming from property tax increment revenues. The document reflects these changes. Last year, Council added new operating capital funds for Police, Fire, Maintenance Services, and funds for Fleet replacement. Council added all of these funds in order to better understand and capture a more complete picture of the overall capital needs for each of the departments and to allow for the prioritization of projects versus the amount of funding available each fiscal year. The organization of the CIP was also revised with a separate divider for the internal service funds and the new operating capital replacement funds, which is continued in this update.

**OFFICE OF THE CITY MANAGER**

777 B STREET, HAYWARD, CA 94541-5007

TEL: 510/583-4300 • FAX: 510/583-3601 • TDD: 510/247-3340

In the past, the City did not address the recurring capital purchase needs of the major operating departments (Police, Fire, and Maintenance Services) in a systematic way. The three new capital funds identify recurring replacement needs, such as hoses for the Fire Department and armored vests for the Police Department. Each of these funds started with a transfer from General Fund reserves in FY 2010. As noted in the FY 2011 CIP, each of these funds did not have sufficient General Fund dollars to fund critical needs beyond FY 2011 and, therefore, showed significant deficits. However, as part of critically looking at the 10 year General Fund forecast, staff identified transfers to each of these capital funds to eliminate those deficits.

Similarly, in FY 2011, for the first time, the budget included Fleet capital replacement funds, one for General Fund vehicles and one for Enterprise vehicles. General Fund vehicle needs are separated as to Police, Fire, and all others. In the FY 2011 CIP, the budget identified significant deficits in each of the future years in the document, based on optimum replacement timelines. Again, as part of critically looking at the 10 year General Fund forecast, transfers were included based on acceptable funding levels; Maintenance Services identified critical fleet needs that could be accomplished within that funding.

### **Unrestricted Funds**

As was the case last year, there continues to be minimal unrestricted funding available for CIP-related projects. Much of the unrestricted funding available in the FY 2012 CIP continues to be allocated towards addressing Council's priorities, especially as they pertain to improving the attractiveness and safety of neighborhoods.

Although the economy is showing signs of improvement, the City's budget picture is still precarious, at best. In order to help address the City's continuing General Fund shortfall, annual maintenance and energy costs for streetlight and traffic signals will be re-allocated from the General Fund to the Gas Tax Fund; costs associated with this work have been incorporated into the CIP as new projects. Unlike previous increases in Gas Tax transfers, this re-allocation should not be viewed as a short-term solution but is, instead, proposed as a long-term structural change that will permanently off-load this cost burden from the General Fund to the Gas Tax Fund in the CIP. The net result of this change will be a General Fund savings of over \$625,000 per year, which is in addition to the over \$800,000 additional Gas Tax transfer already programmed as a onetime measure for FY 2012. The permanent reduction of Gas Tax funds available for pavement rehabilitation would have had an unacceptable impact in the condition of the City's streets and roads, except for new revenue coming from the voter-approved additional \$10 fee assessed on registered vehicles in Alameda County. The City expects to receive \$488,000 next year for street and road improvements although the details of fund distribution is still being developed by Alameda County Transportation Commission. While this new source of revenue was to have provided additional funding to address the backlog in local streets and roads needs, so far there has been no indication that the City is restricted from using it to backfill reductions in other streets and roads funding expenditures. Combined with some transfers from the Route 238 Trust Fund over the next several years, funding in the Gas Tax Fund will be adequate to restore the annual slurry seal project in FY 2013, which had been reduced/eliminated due to the extra transfers to the General Fund over the last four years.

Consistent with the priorities established by Council, staff has continued to be heavily involved

with the highly successful Neighborhood Partnership Program. Many of the issues raised at these neighborhood meetings have been implemented, such as new speed control measures (i.e. speed lumps) and improved lighting. Such efforts will continue into FY 2012; however, the amount and flexibility of funds available to address neighborhood concerns is diminished. Staff will not be able to respond as quickly or to the extent as we have in the past few years.

The City continues to implement other successful appearance-related projects based on existing funding. The painting of murals in the downtown and along Foothill Boulevard continues as part of the Redevelopment Agency-funded City Gateways Project; residents have let it be known that this effort is appreciated and widely supported throughout the community. However, future funding for additional murals is at risk due to the Governor's proposal to eliminate redevelopment agencies throughout the State.

Another major project that serves to improve the appearance of the City is the Median Landscaping Improvement Project. Current Maintenance Services Department efforts have led to the beautification and improvement of landscaping along key thoroughfares throughout the City. In order to better delineate and describe the various median improvement projects that will take place over the next 10 years, staff separated the project locations into new, individual projects; these are listed individually in the CIP by the fiscal year in which the work will be completed.

It is important to note that both the Neighborhood Improvement Project and the City's Gateway Project continue to be budgeted out of the City's Capital Improvement Fund. They rely on revenues received from construction tax, non-discretionary reimbursements from outside agencies, and the assumed development on Orchard that would have acquired a portion of Traynor Avenue. As of now, this development is not proceeding and the revenue has been deferred in the budget. While the fund currently enjoys an adequate fund balance (most of this is reserved for the New Library Programming/Design Project), that could change if the predicted Traynor Avenue land sale does not occur. In this scenario, other funding sources would need to be identified in order to continue with all existing planned projects.

### **Library**

A continuing key project in the Capital Improvement Fund is the design and construction of a new library. Several factors have affected the preliminary design process. The recommended site entails acquiring land from the US Postal Service. Funding is available to complete this acquisition during FY 2012, along with completion of the preliminary design process. Although delayed, this project continues to be a high-priority item for staff and the community, and will be pursued during the coming fiscal year so that the project does not lose momentum. As noted in last year's transmittal, the planned donation of \$10 million from Calpine will favorably position the City to establish a funding foundation from which to pursue bond or alternate funding for construction of the new library in the coming years. In order to address this and other major infrastructure projects, staff added a new project to the Capital Improvement Fund for advance infrastructure bond and program development planning. This new project will fund expenses necessary to plan for other potential infrastructure projects contemplated, e.g. a new Police building and replacement fire stations.

### **Streets and Roads**

With the assistance of Federal, State and local funding, the City was able to complete work on

several larger-scale projects associated with pavement rehabilitation and sidewalks during FY 2011. The City completed a total of 7 major pavement rehabilitation or reconstruction-related projects at a total of over \$11 million. Two of the more major projects included the safety improvements to the Carlos Bee curve from Overlook to Mission, which was completed in March of this year, at a total cost of approximately \$1.4 million, and a \$5.7 million project, which improved and brought the Mt. Eden Phase II Annexation Area up to City standards. Among the items included in this project were pavement rehabilitation and sidewalk, curb and gutter improvements. For FY 2012, the most critical pavement-related project involves commencement of the design phase for the 880/92 Reliever Route Phase I project, which includes construction of the Whitesell Street extension, and now includes improvements along the Winton Avenue corridor. Design and right-of-way acquisition for the project will take place over the next 2 years, and construction is expected to start during the latter part of FY 2013. As noted in prior staff reports on this item, nearly all of the costs associated with the design and construction of the reliever route project will be reimbursed from Measure B funds through the Alameda County Transportation Commission (ACTC) and staff will continue to work proactively to minimize the right-of-way impacts of the project.

The Route 238 Corridor Improvement Project continues to progress at a steady pace. In July 2010, the first phase of construction commenced on the project. Thus far, key milestones have been reached on time and according to schedule; staff will continue to carefully monitor the progress of the contractor and advise Council of any significant changes to the timing for this project.

As Council is aware, staff succeeded in getting support for use of LATIP funding to add two additional segments to the Route 238 Corridor Improvement Project so that similar improvements can be made to the remaining portions of the Mission Boulevard corridor under State ownership (i.e. A Street to the northern City limit and Industrial to the southern City limit). While staff hopes that both of these segments can proceed together shortly after completion of the existing project, that will depend on both the sale of Caltrans' surplus right-of-way to generate LATIP funds and the timing of the Rule 20A undergrounding, critical to both segments. A new Route 238 Corridor Improvement Project-Phase II has been added in FY 2014 to complete both of these segments with LATIP funding to cover the estimated \$24.5 million cost.

### **Livable Neighborhoods**

City staff continued to focus efforts on supporting livable neighborhoods through the evaluation, design, and construction/improvement of sidewalks and wheelchair ramps throughout the City. During FY 2011, staff targeted Districts 2 and 3 for improvement at a cost of approximately \$1 million. In addition, new sidewalks were installed along D Street, Cypress Street, Western Boulevard, and Huntwood/Sandoval at a cost of about \$500,000, thereby greatly improving pedestrian safety in that area. Similar funding is set aside for the FY 2012 projects, which will include commencing work in Districts 6 and 9, and Bellina Street. These and other expenditures designed to benefit and encourage pedestrian and other non-vehicular activity are highlighted in the Livable Neighborhoods section of the CIP.

### **Redevelopment**

As mentioned above, due to the uncertainty involving the State's potential actions against redevelopment agencies across California as part of the Governor's plan to balance the State

budget, Council took action to use any available funds remaining in the Redevelopment Capital Project Fund to reduce existing RDA debt to the General Fund and Sewer and Water Capital Funds. At the time of publication of this version of the document, the State has not taken any final actions on redevelopment. As such, the Agency Board will be considering a “status quo” budget for FY 2012 that does not contemplate any transfers to the Redevelopment Capital Fund. If it appears that the City will be able to continue redevelopment activities under the auspices of the Redevelopment Agency, staff will likely return to the Agency Board for modifications to both the Operating and Capital budgets early in FY 2012. As mentioned previously, the Low/Moderate Housing Capital fund has been replaced by a capital fund in the City’s Housing Authority (Fund 242), which assumed responsibility for administration of remaining low/moderate housing funds coming from property tax increment revenues. The document reflects these changes. As part of finalizing the City’s proposed operating budget, appropriations were re-allocated between FY 2012 and FY 2013 for the South Hayward BART Affordable Housing Project in the Housing Authority - Capital Fund to be consistent with revenue expectations.

### **Utilities**

Utilities-related expenditures continue to reflect a comprehensive plan developed to address needs pertaining to the Water Distribution System, Sewer Collection System, and Water Pollution Control Facility (WPCF). The CIP includes improvement and replacement projects to ensure that the water and sewer infrastructure needed to deliver critical utilities services is reliable, efficient, and appropriately sized to meet the needs of the community.

Major water system projects in the near term focus on the replacement and renovation of existing water storage reservoirs to increase storage capacity and improve structural reliability. In FY 2011, construction was completed on replacement of the existing one million gallon (MG) Highland 1000 Reservoir, off La Mesa Drive with a new 2.2 MG structure to address a storage deficiency. Work was also completed on a seismic retrofit of the D Street Reservoir. The retrofit included replacing the roof with an aluminum roof and installing a cast-in-place inner concrete wall. In addition, the Highland 250 and Maitland reservoirs are currently scheduled to undergo seismic upgrades over the next two to three years. In future years, projects to replace the existing 1 MG High School Reservoir, located above City Center Drive, with a 3 MG facility, and to construct a new 2 MG reservoir on Hesperian Boulevard are included to improve storage capacity. Staff added another project to FY 2012 to improve the reliability and probability that the 24” Mission aqueduct can be quickly returned to service after a major earthquake. Various water main replacement and improvement projects are included to ensure that system capacity requirements are achieved and that facilities are maintained for optimal operating efficiency.

In order to keep pace with changing conditions and to assess future needs, the CIP includes an update to the Water System Master Plan in FY 2012 to evaluate the system, in view of current conditions and the improvements made in recent years. Additional funding would be proposed in subsequent years for projects that will be recommended in the update. A Master Plan update is also planned for the Sewer Collection System in FY 2012, with funding provided in future years to implement recommendations resulting from these planning efforts.

The Sewer Collection System will undergo several pipeline improvements in the next few years. These improvements are planned to either replace pipelines that are showing signs of age and require frequent maintenance and repair, or to upsize undersized mains to increase their hydraulic

capacity to handle current and near-term future flows. Many of the projects in future years center around updating technology to most efficiently monitor and maintain facilities, and implementing preventative maintenance and cleaning schedules to keep the facilities operating at optimum efficiency.

Noteworthy near-term Water Pollution Control Facility (WPCF) projects include Phase II Improvements that will enclose the effluent channel and convert an existing gravity thickener to a new primary clarifier. Enclosing the channel would reduce maintenance and operational impacts of using an open dirt channel and our master plan identifies a need for an additional primary clarifier. Design of the effluent channel enclosure will commence in FY 2012, with construction planned for the following year. The conversion of the gravity thickener has been delayed to FY 2013, due to other priorities. Work is also scheduled to begin in FY 2012 on replacement of an existing trickling filter that is inefficient and does not meet current seismic standards. This project is also part of the WPCF Phase II Improvements.

Several new projects have been added to the Utilities CIP. The first new project will explore in some detail the feasibility of constructing an even larger solar facility at the WPCF. A second project will construct fiber optic cable to the WPCF to improve reliability and capacity of communications between the WPCF and City Hall. The final new project in the sewer capital funds involves a thorough hydraulic evaluation and modification of the headworks pumps at the WPCF to address maximum pumping requirements when only three of the four pumps are operable.

In addition to improvement and replacement projects, the CIP identifies resource efficiency opportunities within the Utilities systems.

#### *Water Distribution System*

- **Water Conservation.** Funding is continued for City rebate programs for residents and businesses to replace existing fixtures, such as toilets, with high efficiency models that exceed the fixture efficiency currently required by the State Plumbing Code. A new project in the amount of \$100,000 was also added to FY 2012 to diagnose and repair leaks along the City's water mains.
- **"Smart" Water Metering.** A new project was added in FY 2011 to evaluate the feasibility of converting existing water meters to "smart" meters, enabling customers to obtain accurate real-time water use information and better manage their water consumption. Because of the accuracy and immediacy of "smart" meters, significant water savings may be achieved, although such an endeavor would be costly. Thus, it is critical that the City review carefully all of the issues, including issues encountered with "smart" meters by other utility providers, before making a decision on whether to proceed with a conversion. Assuming that the results of the study are positive, funding is included to implement a conversion project beginning in FY 2012.
- **Water Efficient Demonstration Garden.** Funding is included to construct a water efficient demonstration garden along the walkway connecting City Hall to BART. The project will replace existing turf and non-native plant species with low water-using and native plant

materials, incorporating Bay-Friendly practices and integrated pest control.

### *Water Pollution Control Facility*

- **Solar Energy.** A recently completed project that constructed a one megawatt solar facility at the WPCF will enable the facility to draw a significant amount of needed energy from an alternative renewable source.
- **Enhancement of Co-Generation System.** Staff has begun the RFP process to select a design/build contractor to upgrade the Co-Generation system, making the WPCF capable of generating power for all of its electrical needs. A smaller supporting project, expected to commence construction during FY 2012, involves the installation of a grease receiving and processing facility. Waste grease can be put to beneficial use at the WPCF by increasing digester gas production, which can then be utilized in the planned major improvement to the Plant's energy co-generation system.
- **Recycled Water.** In order to make more efficient use of potable water, the City is pursuing the opportunity to produce recycled water, in cooperation with Calpine, and to develop a distribution system to deliver the excess tertiary treated recycled water to nearby sites for use in landscape irrigation and some industrial processes.

### **Airport**

A primary focus at the Airport during FY 2012 will be the ongoing effort to rehabilitate pavement along the Airport's taxiways with the rehabilitation of taxiway Delta. Annual funding of \$350,000 is also provided to address pavement rehabilitation throughout the Airport. Similar to the City's street pavement rehabilitation, a program is now in place to bi-annually monitor and update pavement conditions on the Airport, starting in FY 2013. The program will greatly assist Engineering and Airport staff in targeting which pavement segments would be the best candidates for future pavement rehabilitation work. A new project was added to fund required Sulphur Creek ten-year monitoring and a final new project was added to separate the shelter costs from other expenditures associate with the City's crash rescue equipment.

One other critical project that will commence next fiscal year with the help of Federal funding involves the design and construction of a project to enclose portions of Sulphur Creek in order to address a safety issue resulting from the existing open channel that crosses the runway safety areas. The total amount of investment planned at the Airport from FY 2012 through FY 2020 is approximately \$30 million, with much of the funding for these projects dependent on projected Federal Aviation Administration (FAA) grants under the Airport Improvement Program as well as transfers from the Airport's operating fund.

### **Facilities**

The Internal Service Fund for Facilities, which was implemented in FY 2010, is utilized to exclusively address the improvements and upkeep necessary for many of the City's older buildings, such as the Police Department and various fire stations. Some of the more prominent projects in this fund include HVAC upgrades, roof repair and replacement, and the replacement of flooring and carpet at various City facilities. The projects contained within this fund are

dependent on facility charges originating from supported departments. The long-term goal is to develop sufficient reserves in the Facilities Fund to address City-wide improvements and maintenance on an on-going and systematic basis.

A new energy conservation project was added this year whereby lighting system upgrades are planned for the Police Department, City Hall, Fleet Maintenance building, City Hall parking garage (B and Watkins Street), and Cinema Place parking garage. Lighting upgrades in the three buildings include: energy saving fluorescent fixtures; occupancy sensors; computer-controlled light timing for energy efficiency; and LED exit lights. In addition, this project includes the addition of two solar panel arrays, one on a Corporation Yard building and one on the Utility Center building, totaling about 80KW. The combined energy savings from these projects will save about \$112,000 in electricity costs annually for the City. Financing for the project is provided through a low interest loan from the California Energy Commission, which will be paid back through energy savings and California Solar Initiative rebates.

### **Technology Services**

Another Internal Service Fund addresses the aging information technology infrastructure and the unmet technology needs throughout the City. Starting in FY 2009 and continuing through FY 2012, many of the City's desktop computers were replaced with newer, more efficient models; this replacement cost is an ongoing, annual expense as the life span of most desktops is no more than four years. As part of finalizing the City's proposed operating budget, additional General Fund transfers are proposed to fund critical information technology needs previously on the City's unfunded list. In brief, the key changes included the addition of three new projects in the Technology Services Fund for GIS improvements and the installation of software packages for enterprise content management and sharepoint business intelligence. Technology Service Fund appropriations were also increased in FY 2012 for the replacement of public safety mobile units and network servers. Other technology infrastructure improvements that have no long-term replacement funding or inadequate funding at this time are included in the Identified Capital Needs document, which is discussed in greater detail in the next section of this letter.

The largest project in this fund is the replacement of the City's financial system with an Enterprise Resource Planning (ERP) system. Needs analysis and scoping is presently ongoing. As noted last year, it is possible that a full ERP could cost \$6 million. The fund includes the transfer of \$1 million in General Fund reserves set aside last year, increasing the available ERP funding to \$3.5 million. A funding source for the remaining \$2.5 million has yet to be identified; therefore, that unfunded portion of the project is also included on the Identified Capital Needs list.

As noted above, this Internal Service Fund will also serve to replace other items, such as network servers and public safety mobile units, as well as other business technology needs. Successful implementation of projects within this fund is dependent both on the last year of transfers from the Capital Improvement Fund and the assessment of Information Technology Charges on supported departments. And, like the other technology shortfalls mentioned above, there is no source yet identified for accumulating funds to replace major systems like the new CAD/RMS system in the out years at the end of their useful lives.

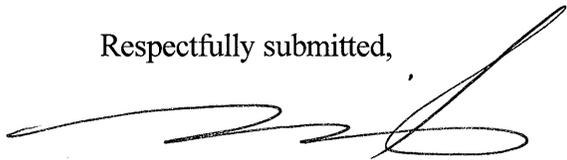
## Identified Capital Needs

The last section of the CIP is the Identified Capital Needs section. The list, which was significantly modified in last year's CIP, was further reviewed this year. Some of the projects on the prior list were deleted because they have been programmed within the CIP. Specifically, all of the previous median landscaping projects are being addressed either through the addition of the Route 238 Corridor Improvement Project (Phase II) or the new individual projects in the Street System Improvements Fund. It is also worth noting that many of the projects that are to be included as part of any potential future bond measure (i.e. a new Police facility and construction of a new Fire Station #7) are also identified in this document.

In order to create a more thorough and comprehensive document that reflects all of the City's needs, many other projects were added as well and are noted with shading. The Technology Services section of the document includes shortfalls in budgeted program replacements, such as for public safety mobile laptops, and quite a few new identified unmet needs from the IT Strategic Plan, including replacement of the network file share and backup system and improvements to the City's geographic information system (GIS). Major streetscape projects were added to the Street Improvement Projects section based on staff's submission of identified projects for the next update of the Countywide Transportation Plan. Also added, from the Countywide Transportation Plan submittal process, are improvements to most of the I-880 and I-92 interchanges in the industrial area, which will improve City access to and from the freeway. The Airport and the Police Department added a couple of projects to the document, as well. As a result of the additions/revisions to this list, the total value of the unfunded projects in the Identified Capital Needs document exceeds \$377 million.

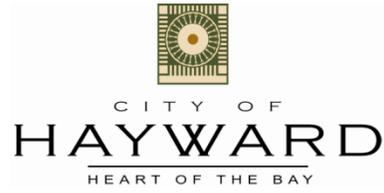
Although the City's revenue streams continue to erode, staff has re-doubled our efforts to dedicate as many financial and staff-related resources as possible towards projects deemed as most critical to both the community and Council. Last year, the Budget and CIP planning teams took the first step by programming funding for critical identified capital needs in the General Fund 10 Year Financial Forecast as transfers to the CIP. Even though General Fund transfers have been identified to fund critical Police, Fire, and Maintenance capital and fleet replacement needs, significant unmet needs still exist for information technology programs and other projects. The continuing General Fund structural deficit makes fully funding these needs very difficult. With the addition of the new funds added in FY 2011 and proposed for FY 2012 as well as an update of the costs and transfers needed to fund those projects, we now have a better understanding of what lies ahead. Attached to this letter is a summary of the key assumptions (Attachment A) that were used in preparing the CIP FY 2012 Update. The staff and I look forward to discussing projects and issues embodied in this capital plan.

Respectfully submitted,



Fran David  
City Manager

Attachment A – Assumptions



## **Supplemental Information**

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**Budget Policies & Procedures**

## Supplemental Information Budget Policies and Practices

### Budget Process

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As part of the City of Hayward’s budget process, the City budget is prepared in conformance with the professional standards of the Government Finance Officers Association (GFOA), the California Society of Municipal Finance Officers (CSMFO), and the National Advisory Council on State and Local Budgeting (NACSLB) principles.

The NACSLB budgeting principles are outlined below.

#### Principle I – Establish Broad Goals

- Element 1  
Assess community needs, priorities, challenges and opportunities
- Element 2  
Identify opportunities and challenges for government services, capital assets, and management
- Element 3  
Develop and disseminate broad goals

#### Principle II – Develop Approaches

- Element 4  
Adopt financial policies
- Element 5  
Develop programmatic, operating, and capital policies and plans
- Element 6  
Develop programs and services that are consistent with policies and plan
- Element 7  
Develop management strategies

#### Principle III – Develop Budget

- Element 8  
Develop a process for preparing and adopting a budget
- Element 9  
Develop and evaluate financial options
- Element 10  
Make choices necessary to adopt a budget

#### Principle IV – Evaluate Performance

- Element 11  
Monitor, measure, and evaluate performance
- Element 12  
Make adjustments as needed

### Budget Basis

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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.

## Supplemental Information Budget Policies and Practices

### Budget Preparation Calendar

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The development, evaluation, and production of the operating budget are lengthy processes that involve many staff members.

The following schedule outlines the major elements in the operating budget development process. The schedule is approximate and covers one complete budget cycle.

#### December

Finance staff works with the City Manager's Office to design the upcoming budget document; with the goal being to present the Council with a document that is easily understood, and contains the information necessary for the Council to make reasoned policy decisions.

Finance staff develops department budget instructions and guidelines in preparation for distribution to department staff.

#### January

Budget instructions are distributed and departments begin work on their budgets.

The City Manager's Office, with assistance from Finance staff, reviews, prepares, and presents a mid-year financial update to the City Council. The report compares actual revenues and expenditures to budget. If adjustments to the current budget are indicated, recommendations are developed.

#### February

The City Manager's Office works with and presents to Council the Mid-year Budget Review. During the meeting, the status of the current year's budget is evaluated, and any necessary adjustments are discussed and subsequently acted upon.

At this meeting, the Council sets its programmatic

priorities and establishes policy direction for the upcoming budget cycle. Information from this meeting is incorporated into the budget development process. Further budget preparation instructions are distributed to department staff at this time.

#### March

Finance staff reviews department submissions, obtains additional information, refines revenue and expenditure projections, and compiles a draft budget document for review by the City Manager.

#### April

The City Manager reviews the draft budget document and makes final decisions regarding budget proposals. City Manager input is incorporated into the final copy of the recommended budget.

#### May

The City Manager's Recommended Budget is presented to the Council. A series of Council work sessions coordinated by the City Manager's Office are held to review the recommended budget in detail. During this time, departments provide additional information, as requested. The public is invited to attend these work sessions and is afforded the opportunity to address the Council.

#### June

A public hearing is conducted by the City Manager's Office for the purpose of receiving public input on the Recommended Operating and Capital Budgets, the Redevelopment Agency budget, the Master Fee Schedule, and the Gann Appropriation Limit. At this time, the Council provides direction to staff regarding any desired revisions to the recommended budget.

The Council adopts resolutions implementing the operating and capital budgets, the Redevelopment Agency budget, the Master Fee Schedule, and the Gann Appropriation Limit. The resolutions reflect changes to the recommended budget as directed by the Council based on its budget deliberations.

## Supplemental Information Budget Policies and Practices

### July

July 1, the newly adopted budget becomes effective. Finance staff incorporates the Council's final budget decisions into the budget document. The financial, personnel, and narrative sections are updated as necessary to reflect changes made during the Council works sessions and public hearings.

### August

The adopted budget, which reflects modifications made by the Council from the recommended budget, is printed and distributed.

### Accounting for the budget

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The budget conforms to Generally Accepted Accounting Principles (GAAP) with the exception of the treatment of loans made and loan payments collected by the Community Development Block Grant Fund.

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.

## Supplemental Information Financial Reports in the Budget

The following describes the various types of revenues and expenditure categories presented in the budget document.

### Revenues

Each budget summary report presents five years of data; three years of actual revenue, one year of estimated revenue, and one year of budgeted revenue.

Revenue categories are as follows:

- **Licenses and Permits** – includes charges for City licenses and permits.
- **Fines and Forfeitures** – Includes criminal, parking, and administrative citations.
- **Interest and Rents** – interest earned, or rents charged
- **From Other Agencies** – revenue or grant funds received from Federal, State, or other local agencies.
- **Fees and Service** - includes charges for City fees and services.
- **Other Revenue** – other revenue as not described above.

On some summary reports, additional revenue items are itemized if they make up a large percent of the revenue.

### Expenditures

Each budget summary report presents five years of data; three years of actual expenditures, one year of estimated expenditures, and one year of budgeted expenditures.

Expenditure categories are as follows:

- **Salary & Benefits** consist of direct pay and employee benefits such as retirement and medical insurance.
- **Charges to/(from) other programs** consist of an employee charging another department for their staff time.
- **Maintenance and Utilities** consist of all costs of repairs and maintenance not performed by City employees, as well as electrical or other utility costs.
- **Supplies and Services** represent all other purchased services and supplies.
- **Service Fees** represent the charge for service from one City department to another. Three types of services are charged in this way; facilities management, fleet management, and technology services.
- **Capital expense** represents all non-durable goods purchased in excess of \$1,000. Interdepartmental charges and credits represent employee salary and benefit charges from one department to another.

On some summary reports, additional expenditure items are itemized if they make up a large percent of the revenue.

## Supplemental Information Financial Reports in the Budget

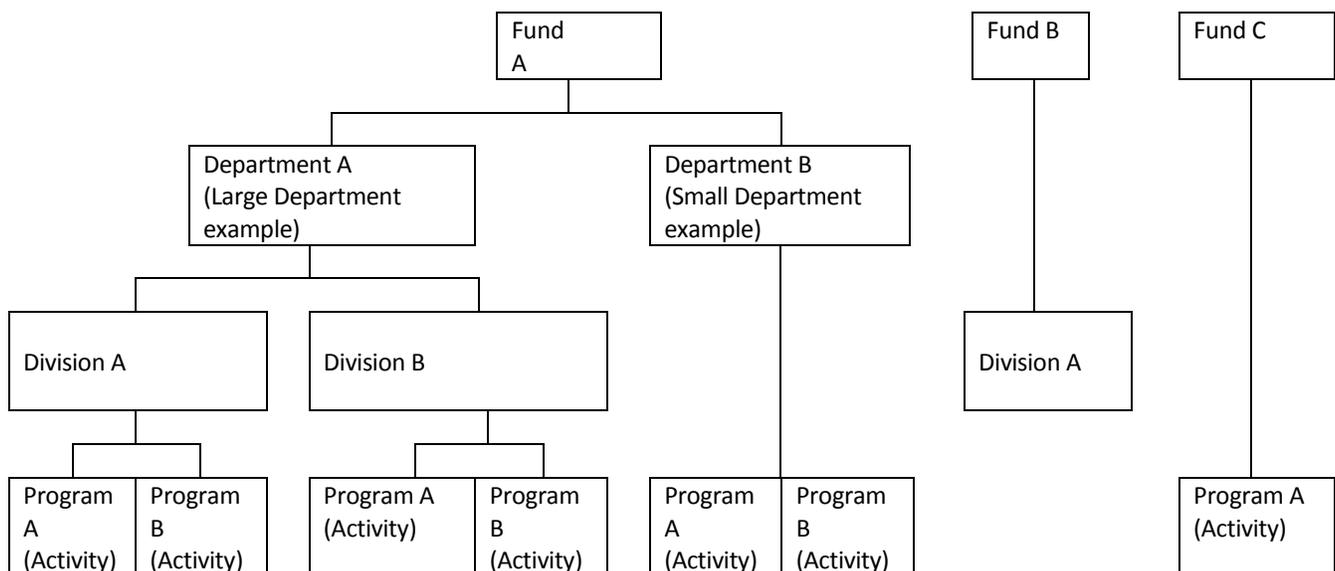
### Report Layout

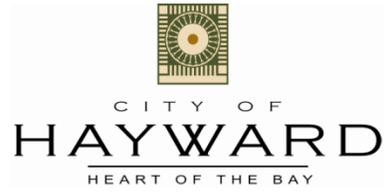
The City budget is a summary of fund budgets. All City accounts are organized on a fund basis; each of which is considered a separate entity. Each fund has revenues, expenditures, fund transfers, and a cash balance. The largest fund is the General Fund, where most City services are funded. The General Fund is the only fund that is presented at the more detailed department and division reporting levels.

The following levels of reporting are presented in the budget, described from largest to the smallest.

- Fund.** The broadest organizational reporting level is the fund. All government resources are allocated to and accounted for in individual funds, based upon the purpose(s) for which they are to be used. Funds may be used to account for programs or specific revenue and expenditures, such as the receipt and use of grant fund.
- Department.** The department report is the highest summary level of reporting within a fund. Department reports can either summarize one or more divisions or one or more programs. Department summaries are presented where there are one or more one departments located within a fund; such as in the General Fund.
- Division.** A division report summarizes one or more programs. Division summaries are used in large departments or funds, where there are many programs.
- Program** - The program level is the building block of the financial reporting system and is the smallest reporting level presented. Program reports are presented when a substantial level of detail is desired. An operation or project can have as many programs as it needs to properly account for use of its resources.

The following examples show budget reporting at different levels of detail.





## **Supplemental Information**

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### **Financial Policies & Procedures**

## Supplemental Information Financial Policies and Practices

### Budget Control

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

Appropriations requiring Council action include:

- Expenditures from Reserves or Designated Fund Balances.
- New appropriations, not approved in the adopted budget.
- Any contract for professional service included in the annual budget that will cost more than \$25,000 shall be executed by the City Manager only upon approval of the contract by the City Council given at a meeting of the City Council.

Appropriations requiring City Manager action include:

- Transfers between funds.
- Any monies received during fiscal year 2010 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.

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, which are invested by the Finance Director.
- 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 in conjunction with the City Manager Department.

- Administer the City's payroll system to process personnel transactions and to review and pay personnel expenses.

Monthly financial reports on budget performance are reviewed by department managers, with a summary report forwarded to the City Council. Department staff is responsible for reviewing financial reports and recognizing apparent 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 staff prior to issuance to determine if funds are available.

## Supplemental Information Financial Policies and Practices

### Investment Policy

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The City's investment related activities include good cash management, which involve accurate cash projection, the expeditious collection of revenue, the control of disbursements, cost-effective banking relations, and a short-term borrowing program which coordinates working capital requirements and investment opportunity. In concert with these requirements are the many facets of an appropriate and secure short-term investment program.

### Investment Policy

The City Of Hayward incorporates a prudent and systematic investment process. Investment related activities are formalized in the form of written policies and procedures. The primary objective of the investment policy is 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, a specific issuer, or a specific class of securities.

An Investment Advisory Committee is appointed by the City Manager for the purpose of overseeing the implementation of the City's investment program and assuring it is consistent with the investment policy as approved by the Council. The investment advisory committee meets quarterly to determine general strategies and to monitor results. The City's investment policy is formally reviewed and approved

by the Investment Advisory Committee annually. The policy is then reviewed and approved by the City Council at a public meeting.

### Oversight

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

Controls deemed most important include: control of collusion, separation of duties, separating transaction authority from accounting and recordkeeping, custodial safekeeping, clear delegation of authority, specific limitations regarding securities losses and remedial action, written confirmation of telephone transactions, minimizing the number of authorized investment officials, documentation of transactions and strategies, and ethical standards.

### Reporting

Monthly and annual investment reports are distributed to the City Manager, City Council, and Investment Advisory Committee. The reports provide information regarding all investment activity that transpired over the period of the report, and include current economic conditions which affect the portfolio.

## Supplemental Information Financial Policies and Practices

### Reserves Policy

It is the policy of the City of Hayward to establish and maintain adequate financial reserves in order to avoid the negative effects of economic cycles upon essential services to the public and to assure that annual fluctuations in revenue receipts do not impede the City's ability to meet its expenditure obligations. During periods of economic sufficiency, these reserves shall be used as a source of supplemental revenue through prudent investments and earnings under policies of the City Council and for meeting short-term cash flow deficiencies. During periods of economic downturns, when revenues fail to meet the normal operating requirements of essential public services, or when need for disbursements temporarily exceeds receipts, these reserves may, upon the recommendation of the City Manager and the authorization of the City Council, be used in accordance with the standards set forth herein.

The minimum and maximum targets are as follows:

Name	Minimum	Maximum	Basis
General Fund-Economic Uncertainty	\$5,000,000	10% of the annual general fund operating appropriations	Sales tax, real property transfer tax and development related fees are sensitive to general economic cycles. Since they are major revenue sources to the general fund it is necessary to create a reserve that will allow the City to continue providing acceptable service levels during economic downturns.
General Fund-Liquidity	\$2,500,000	5% of the annual general fund operating appropriations	Certain major revenues of the general fund are passed through other government agencies, state and county. We cannot control the timing of when they make payments to the City. This reserve is to address short-term borrowing needs the City may encounter.
General Fund-Emergencies	\$10,000,000 (to be established over 10 year planning period)	3 months City payroll	To ensure that the City can provide essential services to the public during a disaster, a reserve for emergencies will be developed over the next 10 year planning period.
Fleet Management	Annual replacement requirements of existing assets	Long-term replacement requirements for existing and future assets	Accumulation of reserves will ensure timely replacement of city assets.
Facilities Replacement	Annual replacement requirements of existing assets	Long-term replacement requirements for existing and future assets	Accumulation of reserves will ensure timely replacement of city assets.
Name	Minimum	Maximum	Basis
Technology Replacement	Annual replacement requirements of existing assets	Long-term replacement requirements for existing and future assets	Accumulation of reserves will ensure timely replacement of city assets.
Risk Management-General Liability	\$1,000,000	Amount recommended by City Attorney	The City is self insured and therefore it is prudent to set aside reserves for an unforeseen claim.

## Supplemental Information Financial Policies and Practices

Retirement Benefit Liability (City to explore establishing a Trust Fund to hold and manage these reserves)	3% of annual payroll (to begin in 2010 and grow to minimum target over 10 year planning period)	Actuarial determined OPEB liability	Per GASB 45, City's must report the other Pension Employee Benefits (OPEB) Liability in financial statements. It is also recommended to set aside reserves for these obligations.
<p>The budget presented by the City Manager annually is required to include a recommendation for the amounts to be appropriated to these Reserves.</p> <p>In times of economic downturn, if revenues are insufficient to meet the normal operating requirements of essential services, funds contained in the Reserve for Economic Uncertainty or Reserve for Liquidity may be used if authorized by the City Council, based on the following priorities:</p> <ol style="list-style-type: none"> <li>1) Staffing levels in essential services shall be maintained, in order to avoid or reduce the necessity for lay-offs;</li> <li>2) A hiring freeze shall be implemented for designated positions as appropriate to maintain essential services to the public;</li> <li>3) User fees and services charges shall be utilized as fully as possible for those services for which they are appropriate;</li> <li>4) The level of the Reserve shall be restored in a timely manner as economic recovery occurs, consistent with the maintenance of essential services;</li> <li>5) Essential services and appropriate levels of such services shall be determined from time to time by the City Council upon the recommendation of the City Manager.</li> </ol>			
References			
<ul style="list-style-type: none"> <li>• <i>NACSLB's Framework for Improved State and Local Government Budgeting and Recommended Practices.</i></li> <li>• <i>Impact of Management Practices on Municipal Credit</i>, Fitch IBCA, May 4, 2000</li> <li>• <i>Budgeting a General Fund Reserve</i>, CSMFO, February 18, 2000</li> <li>• <i>City of Hayward City Council Resolution 89-180</i>, June 13, 1989</li> </ul>			

## Supplemental Information Financial Policies and Practices

### Debt Issuance and Management Parameters 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 determined;
2. Legal debt limitations or limitations established by policy, including limitations on the Pledge of the issuer's general credit shall be calculated;

Limits are generally set for legal, public policy, and financial reasons.

a. *Legal limits* may be determined by:

- State constitution or law,
  1. 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.
- Local charter, by-laws, resolution or ordinance, or covenant.

b. *Public Policy limits* can include:

- Purposes for which debt proceeds may be used or prohibited,
- Types of debt that may be issued or prohibited.
  1. 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;
- Relationship to and integration with the Capital Improvement Program, and
- Policy goals related to economic development, capital improvement financings, tax increment financing, and public-private partnerships.

c. *Financial limits* generally reflect public policy or other financial resource constraints, such as reduced use of a particular type of debt due to changing financial conditions. Appropriate debt limits can positively impact both bond ratings, if the government demonstrates adherence to such policies over time. Financial limits are often expressed as ratios customarily used by credit analysts. Different financial limits are used for different types of debt. Examples include:

- *Direct Debt* can be measured or limited by the following ratios:
  - ✓ Debt per capita,
  - ✓ Debt to personal income,
  - ✓ Debt to taxable property value, and
  - ✓ Debt service payments as a percentage of general fund revenues or expenditures.
- *Revenue Debt* levels are often limited by debt service coverage ratios (e.g., annual net pledged revenues to annual debt service) or credit rating impacts (e.g., additional bonds should not lower ratings) contained in bond covenants.
- *Conduit Debt* limitations may reflect the right of the issuing government to approve the borrower's creditworthiness, the purpose of the borrowing issue, or a minimum credit rating. Such limitations reflect sound public policy, particularly if there is a contingent impact on the general revenues of the government or marketability of the government's direct debt.

## Supplemental Information Financial Policies and Practices

- *Short-Term Debt Issuance* should describe the specific purposes and circumstances under which it can be used, as well as limitations in term or size of borrowing.
- 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. 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.
3. Debt structuring practices that are to be considered before issuance of debt:
    - maturity of the debt,
    - setting the maturities of the debt equal to or less than the useful life of the project, (debt should not be issued for a term greater than the useful life of the asset)
    - use of zero coupon bonds, capital appreciation bonds, deep discount bonds, or premium bonds,
    - debt service structure (level debt service payments, equal principal payments or other repayment structure defined by state law),
    - redemption provisions (mandatory and optional call features),
    - use of credit enhancement, such as bond insurance,
    - use of senior lien and junior lien obligations,
    - use of derivative products;
    - use of variable rate or fixed-rate debt, and
    - other structuring practices should be considered such as capitalized interest, deferral of principal and/or other internal credit support, including general obligation pledges.
  4. Additional consideration shall be given to credit objectives, such as:
    - maintenance of specific credit ratings, and
    - adherence to benchmark direct and overall debt ratios and other affordability targets;
  5. Authorized methods of sale shall be considered on a case by case basis, including: competitive sale, negotiated sale, and private placement;
    - a. The presence of the following factors may favor the use of a *competitive sale*:
      - The rating of the bonds, either credit-enhanced or unenhanced, is at least in the single-A category.
      - The bonds are general obligation bonds or full faith and credit obligations of the issuer or are secured by a strong, known and long-standing revenue stream.
    - b. The presence of the following factors may favor the use of a *negotiated sale*:
      - The rating of the bonds, either credit-enhanced or unenhanced, is lower than single-A category.
      - Bond issuance or other credit enhancement is unavailable or not cost-effective.
      - The structure of the bonds has features such as a pooled bond program, variable rate debt, deferred interest bonds, or other bonds that may be better suited to negotiation.
      - The issuer desires to target underwriting participation to include disadvantaged business enterprises (DBEs) or local firms.
      - Other factors that the issuer, in consultation with its financial advisor, believes favor the use of a negotiated sale process.
  6. Method of selecting outside finance professionals shall be consistent with the City's procurement practices;
  7. Refunding of debt calculations;
  8. Primary and secondary market disclosure practices;
  9. Compliance with federal tax law provisions, such as arbitrage requirements;
  10. Integration of capital-planning and debt-financing activities; and
  11. Investment of bond proceeds where otherwise not covered by explicit written law or written investment policy.

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

## Supplemental Information Financial Policies and Practices

establishing limits on the debt program and providing sufficient flexibility to respond to unforeseen circumstances and new opportunities. Finally, the Finance Director 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.

### References

- Developing Formal Debt Policies," *Government Finance Review*, August 1991.
- "Preparing a Municipal Debt Policy Statement," *Government Finance Review*, June 1994.
- Audio Cassette Tape, GFOA Annual Conference Session, "Debt Affordability Analysis: A Comparative Approach," 1996.
- An Elected Official's guide to Debt Issuance, J.B. Kurish and Patricia Tigue, GFOA, 2005.
- Debt Management Policy, GFOA Recommended Practice, 2003

## Supplemental Information Financial Policies and Practices

### Revenue Enhancements and Setting of Charges and Fees Policy

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. Circumstances where a charge or fee is set at less than 100 percent of full cost shall be identified. If the full cost of a good or service is not recovered, then an explanation of the City's rationale for this deviation should be provided. Some considerations that might influence Hayward's pricing practices are the need to regulate demand, the desire to subsidize a certain product, administrative concerns such as the cost of collection, and the promotion of other goals.
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. Information on charges and fees should be available to the public. This includes the City of Hayward 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.
4. Staff will regularly assess the cost and feasibility of collection and recovery. Although it may be determined that a high level of cost recovery may be appropriate for specific services, it may be impractical or too costly to establish a system to identify and charge the user. Accordingly, the feasibility of assessing and collecting charges should also be considered in developing user fees, especially if significant program costs are intended to be financed from that source.
5. Very low cost recovery levels are appropriate under the following circumstances:
  - a. There is *no* intended relationship between the amount paid and the benefit received. Almost all "social service" programs fall into this category as it is *expected* that one group will subsidize another.
  - b. When collecting fees is not cost-effective or will significantly impact the efficient delivery of the service.
  - c. If the service is non-recurring, generally delivered on a "peak demand" or emergency basis, cannot reasonably be planned for on an individual basis, and is not readily available from a private sector source. Many public safety services also fall into this category.
  - d. When collecting fees would discourage compliance with regulatory requirements and adherence is primarily self-identified, and as such, failure to comply would not be readily detected by the City. Many small-scale licenses and permits may fall into this category.
6. The use of service charges and fees as a major 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 could or do exist for the delivery of the services.
  - c. For equity or demand management purposes, it is intended that there be a direct relationship between the amount paid and the level and cost of the service received.
  - d. The use of the service is specifically discouraged. Police responses to disturbances or false alarms might fall into this category.
  - e. 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.
7. The following general concepts will be used in developing and implementing service charges and fees:
  - a. Revenues should not exceed the reasonable cost of providing the service.
  - b. Cost recovery goals should be based on the total cost of delivering the service, including direct costs, departmental administration costs, and organization-wide support costs such as accounting, personnel, data processing, vehicle maintenance and insurance.

## Supplemental Information Financial Policies and Practices

- c. The method of assessing and collecting fees should be simple as possible in order to reduce the administrative cost of collection.
- d. Charges and fees should be reviewed annually and adjusted by the Bay Area CPI increase, salary increases or by their applicable multipliers based on the cost of providing services.

### References

- *Catalog of Public Fees and Charges*, compiled by Dennis Strachota and Bruce Engelbrekt, GFOA, 1992.
- *Costing Government Services: A Guide for Decision Making*, Joseph T. Kelley, GFOA, 1984.
- "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

## Supplemental Information Financial Policies and Practices

### Multi-Year Capital Improvement Plan (CIP) *(Recommendation)*

The City of Hayward shall prepare and adopt comprehensive 10-year capital improvement plans to ensure effective management of capital assets. A prudent multi-year capital improvement plan identifies and prioritizes expected needs based on a community's strategic plan, establishes project scope and cost, details estimated amounts of funding from various sources, and projects future operating and maintenance costs.

**Identify needs.** The first step in capital planning is identifying needs. Using information, including development projections, strategic plans, comprehensive plans, facility master plans, regional plans, and citizen input processes, governments should identify present and future service needs that require capital infrastructure or equipment. In this process, attention should be given to:

- Capital assets that require repair, maintenance, or replacement that, if not addressed, will result in higher costs in future years
- Infrastructure improvements needed to support new development or redevelopment
- Projects with revenue-generating potential
- Improvements that support economic development
- Changes in community needs
- New policies, such as those related to sustainability and energy efficiency

**Determine costs.** The full extent of project costs should be determined when developing the multi-year capital improvement plan. Cost issues to consider include the following:

- The scope and timing of a planned project should be well defined in the early stages of the planning process
- Identify and use the most appropriate approaches, including outside assistance, when estimating project costs and potential revenues
- For projects programmed beyond the first year of the plan, Hayward should adjust cost projections based on anticipated inflation
- The ongoing operating costs associated with each project should be quantified, and the sources of funding for those costs should be identified
- 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
- Recognize the non-financial impacts of the project (e.g., environmental) on the community.

**Prioritize capital requests.** Hayward is continually faced with extensive capital needs and limited financial resources. Therefore, prioritizing capital project requests is a critical step in the capital improvement plan preparation process. When evaluating project submittals, Hayward should:

- Reflect the relationship of project submittals to financial and governing policies, plans, and studies
- Allow submitting departments to provide an initial prioritization
- Incorporate input and participation from major stakeholders and the general public
- Adhere to legal requirements and/or mandates
- Anticipate the operating budget impacts resulting from capital projects
- Apply analytical techniques, as appropriate, for evaluating potential projects (e.g., net present value, payback period, cost-benefit analysis, life cycle costing, cash flow modeling)
- Re-evaluate capital projects approved in previous multi-year capital improvement plans
- Use a rating system to facilitate decision-making

**Develop financing strategies.** Hayward recognizes the importance of establishing a viable financing approach for

## Supplemental Information Financial Policies and Practices

supporting the multi-year capital improvement plan. Financing strategies should align with expected project requirements while sustaining the financial health of the organization. While undertaking a capital financing plan Hayward should:

- Anticipate expected revenue and expenditure trends, including their relationship to multi-year financial plans
- Prepare cash flow projections of the amount and timing of the capital financing
- Continue compliance with all established financial policies
- Recognize appropriate legal constraints
- Consider and estimate funding amounts from all appropriate funding alternatives
- Ensure reliability and stability of identified funding sources
- Evaluate the affordability of the financing strategy, including the impact on debt ratios, taxpayers, ratepayers and others.

### References

- John Vogt, *Capital Budgeting and Finance: A Guide for Local Governments*, (Washington, D.C.: International City/County Management Association, 2004)
- National Advisory Council on State and Local Budgeting, *Recommended Budget Practices: A Framework for Improved State and Local Government Budgeting* (Chicago: GFOA, 1998)
- Patricia Tigue, *Capital Improvement Programming: A Guide for Smaller Governments* (Chicago: GFOA, 1996).
- 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 Practice: *Establishing Appropriate Capitalization Thresholds for Tangible Capital Assets* (2001)
- GFOA Recommended Practice: *Establishing the Useful Life of Capital Assets* (2002)
- GFOA Recommended Practice: *Establishment of Strategic Plans* (2005)

## Supplemental Information Financial Policies and Practices

### Internal Service Maintenance and Capital Replacement (*Recommendation*)

The City of Hayward established 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. This inventory should contain essential information including engineering description, location, physical dimensions and condition, “as-built” documents, warranties, maintenance history, book value and replacement cost. Operating cost information could also be included. Database and geographic information technologies should be employed to assist in this task.
2. Develop a policy to require periodic measurement of the physical condition of all existing capital assets including estimated remaining useful life of assets. Document the established methods of condition assessment. Periodically evaluate the capital program using data driven analysis of asset condition as well as past expenditure levels.
3. Establish condition/functional performance standards to be maintained for each category/component of capital assets. Such standards may be dictated by mandated safety requirements, federal or state funding requirements or applicable professional standards. 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 which encourage a high priority for those capital programs whose goal is maintaining the quality of existing assets. Consider earmarking fees or other revenue sources to help achieve this goal.
5. Allocate sufficient funds in the 10-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. At least annually, report on capital assets, including:
  - a. Condition ratings jurisdiction-wide
  - b. Condition ratings by geographical area, asset class, and other relevant factors
  - c. Indirect condition data (e.g., work orders, repeat repairs)
  - d. Replacement life cycle(s) by asset type
  - e. Year-to-Year changes in net asset value
  - f. Actual expenditures and performance data on capital maintenance compared to budgeted expenditures performance data (e.g., budgeted improvements compared to actual)
7. Report trends in spending and accomplishments in the jurisdiction’s Capital Improvements Program including trends in spending, replacement cycle, and other important factors for each major asset category.

#### References

- John Vogt, *Capital Budgeting and Finance: A Guide for Local Governments*, ICMA, 2004.
- Nicole Westerman, *Managing the Capital Planning Cycle: Best Practice Examples of Capital Program Management*, Government Finance Review, 2004.
- GFOA & National Advisory Council on State and Local Budgeting Best Practices in Public Budgeting (Practice #s 2.2, 5.2, 6.2, 11.5). – [www.GFOA.org/services/nacslb](http://www.GFOA.org/services/nacslb).
- GFOA Recommended Practice, *Capital Project Budget (2006)*; [www.GFOA.org](http://www.GFOA.org).
- GFOA Recommended Practice, *Establishing the Estimated Useful Lives of Capital Assets (2002, 2007)*; [www.GFOA.org](http://www.GFOA.org).  
GFOA Recommended Practice, *Considerations on the Use of the (GASB 34 Reporting Model) Modified Approach to Account for Infrastructure Assets (2002)*; [www.GFOA.org](http://www.GFOA.org).

## Supplemental Information Financial Policies and Practices

### Long Range Financial Forecasting in the Budget Preparation Process Policy

Hayward's budget shall include a long range financial forecast of General Fund revenues and expenditures including subsidy funds. The forecast will extend at least 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. To improve future forecasting, staff should analyze the variances between previous forecast and actual amounts. The variance analysis should consider the factors that influence revenue collections, expenditure levels, and forecast assumptions. The forecast shall include a fund balance calculation and any difference from established reserve levels.

#### References

- *Recommended Budget Practices: A Framework for Improved State and Local Government Budgeting*, NACSLB, 1998.
- *Recommended Budget Practices CD-ROM*, NACSLB, 1998.
- *Budget Awards Program: Illustrations and Examples of Program Criteria*, Juliet Carol Powdar, GFOA, 1999.

## Supplemental Information Financial Policies and Practices

### Balanced Budget Policy

The City of Hayward's balanced budget policy includes the following:

- Identification of and rationale for which operating resources and resource uses are included or excluded from the definition of a balanced budget calculation: The calculation includes operating revenues and expenditures only; capital maintenance or replacement is excluded; interfund transfers are excluded and highly variable components of ongoing revenues (such as the volatile component of real property transfer tax revenues or development-related revenue) shall be excluded on a case by case basis.
- Fund balances may be used as a resource for non-recurring expenditures.
- The budget must be balanced, upon adoption.
- The modified accounting accrual basis is used to define revenues and expenditures.
- The circumstances in which noncompliance with the balanced budget policy shall be permitted if fully disclosed (e.g. during the early stages of an economic downturn so that services can be reduced in an orderly fashion).
- Midterm reviews shall be used to take action to bring the budget into balance if adjustments are needed in the course of a fiscal period.
- The balanced budget policy will be applied over a 10-year financial planning horizon for the City's General Fund in order to identify and plan to avoid structural imbalances in the long term.

### References

- *NACSLB's Framework for Improved State and Local Government Budgeting and Recommended Practices.*
- *NACSLB's Practices located on GFOA's web site at [www.gfoa.org](http://www.gfoa.org)*

## Supplemental Information Financial Policies and Practices

### National Advisory Council on State and Local Budgeting (NACSLB) Budget Practices Policy

Hayward endorses the work of the NACSLB, including the NACSLB's definition, mission, and key characteristics of the budget process, stated as follows:

*Definition of the Budget Process:* The budget process consists of activities that encompass the development, implementation, and evaluation of a plan for the provision of services and capital assets.

*Mission of the Budget Process:* To help decision makers make informed choices about the provision of services and capital assets and to promote stakeholder participation in the process.

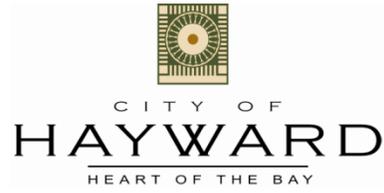
*Key Characteristics of the Budget Process:*

- \* Incorporates a long-term perspective;
- \* Establishes linkages to broad organizational goals;
- \* Focuses budget decisions on results and outcomes;
- \* Involves and promotes effective communication with stakeholders;
- \* Provides guidelines to Hayward's management and employees.
- \* Brief analysis discussing the current financial status, the immediate future status, and long-term trends.

Given the evolving nature of good budgeting and management, these NACSLB practices are not intended as mandatory prescriptions for Hayward. Rather, they are recommendations that provide a blueprint for Hayward to make improvements to their budget processes. Implementation of these practices is expected to be an incremental process that will take place over a number of years.

#### References

- \* NACSLB's Framework for Improved State and Local Government Budgeting and Recommended Practices.
- \* NACSLB's Practices located on GFOA's web site at [www.gfoa.org](http://www.gfoa.org).
- \* *Budget Awards Program: Illustrations and Examples of Program Criteria*, Juliet Carol Powdar, GFOA, 1999.



## Supplemental Information

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**Community Profile**

## Supplemental Information Community Profile

**Location: City Hall, 777 B Street, Hayward, California, 94541, United States.**

Hayward is located in the United States, State of California, County of Alameda, 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.



The City of Hayward encompasses 61 square miles ranging from the shore of the Bay eastward to the southern Oakland-Berkeley hills. The City of Hayward is known as the “Heart of the Bay,” not only for its central location but also for its accepting and caring environment.

### About the Area

The community is comprised of residences of all types and at a range of costs, major retail and commercial establishments, a California State University campus, a community college, two major hospitals, and state and county offices.

Largely due to its central Bay Area location and its direct access to interstate highways, rail lines, a trans-bay bridge, and public transit routes, Hayward serves as a major transportation hub and a center of commercial and industrial activity.

Hayward is home to a California State University campus (Cal State East Bay) and Chabot Community College. The Hayward Unified School District operates 25 elementary schools, five middle schools, and three high schools, an Alternative High School, English Language Center, Adult Education Center and a Child Care Center for pre-school children. Local technical and business colleges provide training programs designed to equip students with practical job skills. The vast educational and research resources of University of California campuses in Berkeley and San Francisco, and Stanford University, are located nearby.

From the hills to the shore, the Hayward terrain is as diverse as its community members. Green in the winter

## Supplemental Information Community Profile

and spring, golden brown in the summer and fall, the ridgelines afford a view of the bay and the surrounding areas. On Hayward's western border, a large protected portion of wetlands is a refuge for wildlife.

Scattered between the hills and shores are many neighborhood parks and greenbelts along the public utility right-of-way. Parks include the Japanese Gardens near downtown Hayward, and the Garin and Dry Creek Regional Parks, encompassing over 3,000 acres and 20 miles of hiking trails. Local parks are maintained by the Hayward Area Recreation and Park District. The district offers a full range of classes in recreation and art, and it manages community facilities such as the prize winning Japanese Tea Garden, Sulphur Creek Nature Center, and the Shoreline Interpretive Center.

Hayward visitors enjoy cultural finds such as the Hayward Arts Council's Green Shutter Gallery and the Sun Gallery (a museum and art education center); a Historical Museum; theatrical presentations and entertainment at Chabot College's Performing Arts Center, Cal State Hayward's University Theatre, or the City's conference and meeting facility, which hosts such diverse functions as community crab feeds and computer trade shows.

Hayward has two golf courses: an 18-hole professionally rated course, Skywest, located near the local airport, and Mission Hills, an executive course adjacent to a housing development along Mission Boulevard, one of the main thoroughfares bisecting the City.

Hayward enjoys a mild California climate, with an average temperature ranges between 67-47 degrees.

### Local Economy

Hayward is located at the crossroads of transportation, with four freeways serving Hayward, along with the transbay Hayward-San Mateo Bridge, two Bay Area Rapid Transit (BART) stations, and several Alameda County (AC) Transit bus routes. There are three international airports (Oakland, San Francisco, San Jose) located close by. In addition, Hayward has its own general aviation airport.

### History

Hayward was founded in 1852 by William Hayward, who purchased 40 acres of land encompassing what is now Downtown Hayward. The early Hayward community, with its location at the crossroads of commerce, its temperate climate, and its fertile soil, consisted of a stage coach stop, post office, general trading store, a dairy farm, and one of the area's finest hotel resorts. Hayward experienced tremendous growth during the post-war years and since the 1960's has grown at a steady and managed pace. Hayward was incorporated in 1876, with the City Charter being adopted in 1956.

#### Early Settlers

Before the appearance of the Spanish padres and the founding of Mission San Jose, the Hayward area was occupied by the Costanoan Indians for some 3,000 years. They lived in cone-shaped straw and mud huts, coming down from the hills to the bay to gather shellfish and hunt sea lions for their diet.

In 1843, Mexican Governor Michaeltoño rewarded Guillermo Castro for his past military and civil service by granting him "El Rancho San Lorenzo" – 27,000 acres of flatlands, hills and canyons now known as Hayward and Castro Valley. Castro erected an adobe house where the historic Hayward City Hall is located. Castro's corrals were in the area now occupied by the current Library and Post Office, and not far from the location of the

## Supplemental Information Community Profile

Hayward Area Historical Society Museum. By 1852, Don Castro had laid out the town of San Lorenzo, four blocks square, on the area surrounding his rancho adobe and rodeo plaza. He donated land for schools and public places and began to sell off parcels of land.

### How Hayward Got Its Name

In 1851, during the time of the Gold Rush, William Hayward made his way to “El Rancho San Lorenzo,” squatting on land in Palomares Canyon. In 1852, at the invitation of Don Guillermo Castro, Hayward bought 40 acres of land spanning what is now the downtown Hayward area. He opened a general trading store which soon prospered into a stagecoach stop, a post office, a hostelry and a dairy farm. Later, William Hayward became Post Master, Justice of Peace, County Supervisor and Eden Township Roadmaster. Hayward and his second wife, Rachel, also established the “Hayward’s Hotel,” one of the area’s finest resorts.

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. When the post office was established in 1860, the town was given the official name of “Haywood,” due to a clerical error. In 1876, “Haywood” was incorporated as the “Town of Haywards,” with a population of 1,100. In 1894, the “s” in “Haywards” was dropped and on September 18, 1928, the status of the community was changed to the “City of Hayward.”

### Early Transportation

In 1850, Hayward’s convenient ship access to San Francisco Bay and the Pacific beyond brought freighter industry to Hayward. Hayward was also the stagecoach stop between Oakland and San Jose. In 1865, the first railroad reached Hayward from Alameda via San Leandro. The “San Francisco, Alameda and Hayward Railroad” helped draw hundreds of new comers to the area – Mexicans, Danes, Germans, Irish and Portuguese immigrants. In 1868, a strong earthquake leveled the railroad station (located approximately where the Hayward BART station now stands), the Edmunson warehouses, most of the businesses, and the historic Castro Adobe. The earthquake fault, responsible for the springs and abundance of water that once attracted the early settlers to the downtown, would continue to play a major role in Hayward’s history.

The Central Pacific Railroad in 1869, the South Pacific Coast Narrow Gauge in 1875, and the Western Pacific Railroad in 1910, continued to open Hayward’s doors to travelers. The Hayward-San Mateo Bridge, built in 1929, and the rising popularity of the automobile attracted more and more people to Hayward. Hayward had become the crossroads of the Bay Area. Today, two BART stations, an Amtrak station, an extensive network of freeways, public transportation and easy access to San Francisco, Oakland and San Jose airports allow commuters and residents to travel to and from Hayward with ease.

### From a Town to a City

In the early decades of the 20<sup>th</sup> Century, the Hayward Area became known as the “Heart of the Garden of Eden” because of its temperate climate and fertile soil. Everything – produce, chickens, cattle, flowers – grew in abundance. By 1950, Hayward, grown to a population of 14,000, had become the “Apricot City” and home to Hunt’s Cannery.

## Supplemental Information Community Profile

After World War II, more and more newcomers flocked to Hayward as they searched for and found affordable housing, quick access to job markets and a lifestyle conducive to raising young families. The Hayward Post-war Planning Committee, formed in 1944, laid much of the groundwork for a self-sustaining and balanced community. The Committee 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.

By 1960, the population had swelled to 72,700. By the mid-1960's, Hayward's landscape changed from apricot trees and canneries to subdivisions and shopping centers. Hayward's growth continued through the 1970's and 1980's.

By 1990, with a population of 121,000, Hayward became one of the top 15 most ethnically-diverse communities in the nation. Here, people from many cultures live and work together to build a community reflective of its residents.

### Hayward Today

Today, the City of Hayward is known as the "Heart of the Bay," not only for its central location but also for its accepting and caring environment.

Hayward continues to plan for the future, maintaining a balance between the needs of our diverse residents and a growing business community. Hayward's Growth Management Strategy, designed with input from citizens, balances the needs of our growing population with the preservation of open space, and the need for economic development.

We are creating a pedestrian-friendly downtown with a balanced mix of housing, retail shops, offices and restaurants. The new Civic Center serves as the focal point for this revitalization. Encouraging new businesses to move to Hayward, expanding our sales tax base and strengthening our diverse economy are priorities.

## Supplemental Information Community Profile

### Snapshot: Hayward

**Web site:** [www.hayward-ca.gov](http://www.hayward-ca.gov)

**Date of incorporation:** 1876

**Type of City:** Charter City (Adopted 1956)  
<http://www.hayward-ca.gov/about/pdf/CHARTER.pdf>

**General Plan:** <http://www.hayward-ca.gov/about/general.shtm>

**Form of government:** Council-Manager

**City Flower:** Carnation

**Number of employees:** 786.35 FTE

**Area in square miles:** 62.55 square miles

**Libraries:** 2 (Main and Weeks Branch)

**City Buildings and Facilities:**  
<http://user.govoutreach.com/hayward/faq.php?cid=10778>

**Fire protection:** 9 stations, 122 sworn fire personnel

**Police protection:** 1 station, 190 sworn officers

**Population (as of 05/2011):** 144,186  
Source: (CA Department of Finance)  
3<sup>rd</sup> largest city in Alameda County, 37<sup>th</sup> largest in CA.

**Number of registered voters (as of 03/2011):** 55,790  
Source: Office of the City Clerk

**Single Family Home (as of 06/2011):**  
Source: Bay East Association of Realtors.  
Average Price: \$308,771

**Condominium (as of 06/2011):** Source: Bay East Association of Realtors.  
Average Price: \$189,297

#### Property Values – Net Assessed Value of Land and Improvements:

FY 2012 – City, \$14.5 Billion

#### Transportation:

Serviced by an extensive network of freeways and bus lines, Hayward has two BART stations (Hayward and South Hayward), an Amtrak station, and the Hayward Executive Airport, with easy access to San Francisco, Oakland, and San Jose airports. The following distances are from City Hall to:

**Hayward Executive Airport:** 2 miles

**Oakland International Airport:** 10 miles

**San Francisco International Airport:** 23 miles

**San Jose International Airport:** 27 miles

#### Sister Cities:

Funabashi, Japan

Ghazni, Afghanistan

#### Annual Events:

<http://user.govoutreach.com/hayward/faq.php?cid=10772>

#### Top Hayward Employers:

1.	Kaiser Permanente	2,200
2.	Alameda County	1,335
3.	Hayward Unified School District	1,776
4.	Cal State East Bay University	1,500
5.	St Rose Hospital	842
6.	City of Hayward	786
7.	Gillig Corporation	700
8.	Chabot College	615
9.	Bay Cities Auto Auction	500
10.	Kobe Precision Inc.	450

## Supplemental Information Community Profile

### Hayward Demographics (*Census 2010*)

Population	Hayward	U.S.
Total Population	144,186	308,745,538
Female	50.7%	50.8%
Male	49.3%	49.2%
18 years and over	75.5%	76.0%
65 years and over	10.2%	13.0%
Median Age	33.5	37.2
Average Family Size	3.6	3.1
Ethnicity		
White	34.2%	72.4%
Black or African American	11.9%	12.6%
American Indian and Alaska Native	1.0%	0.9%
Asian	22.0%	4.8%
Native Hawaiian and Other Pacific Islander	3.1%	0.2%
Other	20.8%	6.2%
Hispanic or Latino (of any race)	40.7%	16.3%

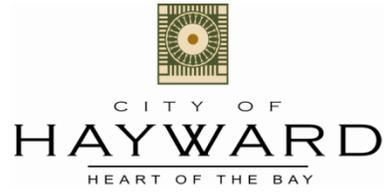
  

Housing Characteristics	Hayward	U.S.
Total Housing Units	48,296	131,704,730
Median Home Cost	\$270,000	\$177,000
Number of Households	45,365	116,716,292
Persons per Household	3.12	2.58

**Source:**

\*Census 2010 Demographic Profiles - The Census Bureau released the first set of 2010 Demographic Profiles for California, counties and places on May 12, 2011. These Profiles provide the first look at the demographic characteristics of the population including, age, sex, details about race including detailed Asian race and Hispanic groups, and housing status. The following extracts contain selected data from the Demographic Profile for California and the US.

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## Supplemental Information

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**Glossary**

## Supplemental Information Glossary and Acronyms

**2-1-1:** 2-1-1 is a free, non-emergency, confidential, 3-digit phone number and service that provides easy access to housing information, and critical health and human services. 2-1-1 operates 24 hours a day, 7 days a week with multi-lingual capabilities.

**Account Balance:** Total dollars remaining in an account after current revenues are added and current expenditures are subtracted.

**(ACTA) Alameda County Transportation Authority:** The agency that administers the Alameda County transportation sales tax program.

**(ACTIA) Alameda County Transportation Improvement Authority:** The agency that administers the re-authorized Alameda County transportation sales tax program.

**Activity:** An accounting entity created to capture the revenues and expenses connected with a specific unit of work or service responsibility.

**(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. It guarantees equal opportunity for individuals with disabilities in public accommodations, employment, transportation, State and local government services, and telecommunications.

**(ALS) Advanced Life Support:** implies that an emergency medical technician (EMT) is capable of performing advanced life support skills as either an EMT-A (Advanced), EMT-I (Intermediate) or an EMT-P (Paramedic), commonly referred to simply as a paramedic or medic. Also known as (FRALS) First Responder Advanced Life Support.

**Appropriation:** An authorization granted by the City Council to make expenditures and to incur obligations for specific purposes.

**(ARRA) American Recovery and Reinvestment Act:** On Feb. 13, 2009, Congress passed the American Recovery and Reinvestment Act of 2009. It was signed into law four days later. As a direct response to the economic crisis, the Recovery Act has three immediate goals: Create new jobs and save existing ones; Spur economic activity and invest in long-term growth; Foster unprecedented levels of accountability and transparency in government spending.

**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.

**Balanced Budget:** The budget for a fund is balanced when total budgeted resources, including revenues, transfers in from other funds, and unallocated fund balance from previous years meet or exceed total budgeted use of resources, including expenditures and transfers out to other funds.

**(BALIS) - Bay Area Library Information System:** organization of public libraries created to enhance local library and information services through cooperative resource sharing. It is one of fifteen such cooperatives in California which are helping their members share the resources to better serve library users. The BALIS service area covers three counties: Alameda, Contra Costa and San Francisco, with a combined population of approximately three million.

**(BART) Bay Area Rapid Transit:** providing train service throughout the San Francisco metropolitan area including the East Bay.

**Base Budget:** Estimate of the funding level required to continue existing service levels during the next fiscal year, including the deletion of current year funding for one-time activities and additions necessary to meet current expenditure patterns and to provide for anticipated inflationary cost increases.

**(BAAQMD) Bay Area Air Quality Management District:** Agency which sponsors programs and regulates industry and employers to promote clean air.

**(BIA) Business Improvement District:** is a public-private partnership in which businesses in a defined area pay an additional tax or fee in order to fund improvements within the district's boundaries. Also known as (DBI) Downtown Business Improvement.

**Bond:** Capital raised by issuing a written promise to pay a specified sum of money, called the face value or principal amount, with interest at predetermined intervals.

**Budget:** A comprehensive financial plan of operation embodying an estimate of proposed expenditures for a given period and the proposed means of financing them.

**(CAD/RMS) Public Safety Computer Aided Dispatch/Records Management System:** This system provides support for public safety dispatch and the management of the related records and reports that results from police and fire responses

**(CALEA) Commission on Accreditation for Law Enforcement Agencies:** It was created in 1979 as a credentialing authority through the joint efforts of law enforcement's major executive

## Supplemental Information Glossary and Acronyms

associations: International Association of Chiefs of Police (IACP); National Organization of Black Law Enforcement Executives (NOBLE); National Sheriffs' Association (NSA); and the Police Executive Research Forum (PERF). The purpose of CALEA's Accreditation Programs is to improve the delivery of public safety services, primarily by maintaining a body of standards, developed by public safety practitioners, covering a wide range of up-to-date public safety initiatives; establishing and administering an accreditation process; and recognizing professional excellence.

**(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.

**Debt Service:** The payment of interest and principal on borrowed funds.

**Deficit:** The result of an excess of expenditures over resources.

**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.

**Eden I & R (Information and Referral):** For over 34 years, Eden I & R has been successfully fulfilling its mission of "*linking people and resources*" by consistently and creatively responding to the community's changing needs. The agency's services are the results of collaborations that depend on the work of hundreds of community-based organizations. Because no other centralized source for health, housing, and human services information exists anywhere else in Alameda County, Eden I&R has become a critical resource for thousands of at-risk individuals, such as youth, non-English speakers, the economically disadvantaged, people living with HIV/AIDS, domestic violence survivors, the elderly, disabled, the homeless, and human service agencies seeking services or housing for their clients.

**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. In Hayward, examples of enterprise funds are those for water, sewer, and the airport.

**(EOC) Emergency Operations Center:** A centralized location where individuals responsible for responding to a large-scale emergency can have immediate communication with each other and with City management for the purpose of enhancing coordination in exercising direction and control of emergency response and recovery efforts.

**(ERAF) Educational Revenue Augmentation Fund:** In 1992, the State of California found itself in a serious deficit position. To meet its obligations to fund education at specified levels under Proposition 98, the state enacted legislation that shifted partial financial responsibility for funding education to local government (cities, counties, and special districts). The state did this by instructing county auditors to shift the allocation of local property tax revenues from local government to "educational revenue augmentation funds" (ERAFs), directing that specified amounts of city, county and other local agency property taxes be deposited into these funds to support schools.

**(ERP) Enterprise Resource Planning:** It is an integrated computer-based system used to manage internal and external resources including tangible assets, financial resources, materials, and human resources. It is a software architecture

## Supplemental Information Glossary and Acronyms

whose purpose is to facilitate the flow of information between all business functions inside the boundaries of the organization and manage the connections to outside stakeholders. Built on a centralized database and normally utilizing a common computing platform, ERP systems consolidate all business operations into a uniform and enterprise wide system environment

**(ESG) Emergency Shelter Grant:** The Emergency Shelter Grants program provides homeless persons with basic shelter and essential supportive services. It can assist with the operational costs of the shelter facility, and for the administration of the grant. ESG also provides short-term homeless prevention assistance to persons at imminent risk of losing their own housing due to eviction, foreclosure, or utility shutoffs. The City of Hayward does not receive a direct annual allocation of ESG funds.

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

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

**(FD) 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. Examples of funds used in the City of Hayward are the General Fund, the Community Development Block Grant Fund, and the Airport Operations Fund.

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

For the City of Hayward, franchise fees are charged to the following: Waste Management of Alameda County (WMAC) (collection and disposal of residential and commercial waste), Pacific Gas & Electric Company (PG&E) (distribution of electric power and natural gas), and Comcast Cable (cable television provider).

The City Of Hayward owns and operates its own water distribution and wastewater collection and treatment systems, in which it charges a franchise fee to the utility funds, as authorized by State law.

**(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.

**(GIS) Geographic Information System:** It is any system that captures, stores, analyzes, manages, and presents data that are linked to a location. In the simplest terms, GIS is the merging of cartography and database technology. GIS systems are used in cartography, remote sensing, land surveying, utility management, photogrammetric, geography, urban planning, emergency management, navigation, and localized search engines.

**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.

**(HA) 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 over 250,000 residents living within a 64 square-mile area which includes the City of Hayward, Castro Valley, San Lorenzo and the unincorporated Ashland, Cherryland and Fairview districts.

**(HODAG) Rental Housing Development Grant:** The Housing Development Action Grant program has been defunct since 1989. However, between 1983 and 1989, these funds were used to establish rent-stabilized housing for low income-eligible tenant households.

**(HOME) HOME Investment Partnerships Program:** HOME provides formula grants to States and localities that communities use-often in partnership with local nonprofit

## Supplemental Information Glossary and Acronyms

groups-to fund a wide range of activities that build, buy, and/or rehabilitate affordable housing for rent or homeownership or provide direct rental assistance to low-income people.

**(HRLP) Housing Rehabilitation Loan Program:** Through this CDBG-funded, City-operated program, grants and deferred, below-market-rate loans are made to eligible households to maintain their housing, by improving accessibility, correcting code violations, and making health and safety related repairs.

**(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

**(HUSD) Hayward Unified School District:** The Hayward Unified School District is comprised of 23 Elementary schools, 5 Middle schools, 3 High schools, an Alternative High School, English Language Center, Adult Education Center, and childcare centers for pre-school children. They have over 20,000 students in grades K-12 who interact with teachers in Hayward Unified's classrooms each day who bring with them diverse cultures, heritages, languages, and economic conditions.

**Interdepartmental Charges and Credits:** A mechanism through which one program may bill another program (charges) and be reimbursed (credits) for the cost of various services provided. Interdepartmental charges and credits are based on the actual, direct costs of the service provided. They function as cost allocation tools, allowing the financial reports to more accurately reflect the real cost of individual programs.

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

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

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

**(KHCG) Keep Hayward Clean and Green:** The KHCG Task Force was formed by the City Council to assist Council and City staff in addressing issues that impact community

appearance. The Task Force currently has 20 members, including a liaison from the Hayward Youth Commission. Members will get involved with clean-up efforts, encourage involvement by other community members, and assist the City in improving policies and procedures to support the overall KHCG effort.

**(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. As a form of benefit assessment, it is based on the concept of assessing only those properties that benefit from improvements financed, either directly or indirectly through increased property values. Because it is considered a benefit assessment, a 1972 Act assessment is not subject to Proposition 13 limitations.

**(L & M) Low and Moderate Housing Program:** The Low and Moderate Housing Fund provides housing assistance within and outside of the Redevelopment Area. Eligible activities include: assistance to first-time homebuyers; rehabilitation of single family and multifamily residences; gap financing for affordable housing; and acquisition, demolition, and new construction of rental or ownership housing.

**(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. It is intended that the costs and expenses of maintaining and operating such public improvements shall be payable from annual benefit assessments apportioned among the lots or parcels of property within the established maintenance district, the nature and formula.

**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.

**(MHR) Minor Home Repair:** The Minor Home Repair Program provides grants for low-income Hayward homeowners, including seniors and people with disabilities, to make accessibility modifications, correct code violations and health and safety related repairs. The program emphasizes energy-efficient options and environmentally-friendly materials.

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

**Non-recurring Costs:** One-time activities for which the expenditure should be budgeted only in the fiscal year in which the activity is undertaken.

## Supplemental Information Glossary and Acronyms

**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. The company provides natural gas and electric service to approximately 15 million people throughout a 70,000-square-mile service area in northern and central California. Pacific Gas and Electric Company and other utilities in the state are regulated by the California Public Utilities Commission. The CPUC was created by the state Legislature in 1911.

**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. Each City department may be responsible for a number of programs.

**Property Tax:** Property tax is an ad valorem (value-based) tax imposed on real property and tangible personal property within the City's jurisdiction.

The largest element of property tax includes secured or real property. For most of us, real property is our house and the land on which the house was built. Property Tax is determined by two factors: the assessed value of the

property and the tax rate for the area in which the property is located.

The two factors are controlled through the provisions of Proposition 13. The other element of property tax includes non-secured (or personal property), which is tangible property, such as machinery.

Business owners who have a taxable personal property cost of \$100,000 or more are required to submit a Business Property Statement annually. Similarly, owners of aircraft and boats are required to file a Vessel Property Statement.

**Proprietary Fund:** A term also used to describe enterprise funds or those funds used to account for City operations that are financed and operated like private business enterprises, i.e., facilities and services owned by the City.

**(RDA) Redevelopment Agency:** The Redevelopment Agency is an independent body responsible for developing and implementing redevelopment projects in the Hayward Redevelopment area. The Agency Board is comprised of the City Council. The fund supports expenditures related to the development and implementation of redevelopment projects in Hayward.

**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.

FY2013 & FY2014 will use new reserve definitions and the current Designation will be titled Committed, Assigned or Unassigned.

**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. It is typically paid by the buyer, but can be paid by the seller or a combination of the two. The City Council has the authority to set a real property transfer tax as a general tax. In FY 1992-93, the City increased its real property transfer tax to \$4.50 per thousand dollars, based on the full purchase price of residential, commercial, and industrial property transfers.

When combined with the \$1.10 documentary stamp tax levied by Alameda County, the total rate applied to property sales in Hayward is \$5.60 per thousand dollars.

## Supplemental Information

### Glossary and Acronyms

Real Property Transfer Tax is a volatile revenue source; based solely on the frequency and magnitude of local real estate transactions. As real estate transactions increase, so does this revenue source, assuming sales prices remain stable or increase.

**Salaries and Benefits:** A budget category that accounts for salaries of employees, overtime, and employee benefits, such as retire 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. Examples of Hayward special revenue funds are the Small Business Economic Development Loan, Recycling, and Local Law Enforcement Block Grant funds.

**Structural Deficit:** The permanent financial gap that results when, discounting economic cycles, ongoing revenues do not match or keep pace with ongoing expenditures.

**Supplies and Services:** An expenditure category used to account for all departmental expenses except for personnel, maintenance, utilities, and capital costs.

**(TOT) Transient Occupancy Tax:** A tax imposed on travelers who stay in temporary lodging facilities within the City.

**Undesignated Fund Balance:** Accounts used to record a portion of the fund balance not legally segregated for a specific use and, therefore available for appropriation.

**Use Tax:** Use Tax is an excise tax imposed on a person for the storage, use, or other consumption of tangible personal property purchased from any retailer.

**(UUT) Utility Users Tax:** The UUT may be imposed by a city on the consumption of utility services, including (but not limited to) electricity, gas, water, sewer, telephone (including cell phone and long distance), sanitation and cable television. The rate of the tax and the use of its revenues are determined by the local agency. A UUT may be imposed as a special tax, earmarked for a specific purpose, or a general tax to be used for a variety of municipal service needs at the discretion of the city council. The tax is levied by the city, collected by the utility as a part of its regular billing procedure, and then remitted to the city.

**(VLF) Vehicle License Fee:** The “true” VLF component is a tax on the ownership of a registered vehicle in place of taxing vehicles as personal property. The in-lieu tax is

calculated based on individual vehicles’ market value and depreciation rate.

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