

CITY OF
HAYWARD
HEART OF THE BAY

**FY2012 Recommended
Operating Budget**

Susan Stark, Interim Director of Finance

May 31, 2011



INTRODUCTION

FISCAL YEAR 2012

Presentation Approach - 3 Budget Work Sessions

1st Work Session:

General Summary of City's Operating Revenues & Expenditures
Selected Department(s) Overview & Department Head Comments
Council Discussion

2nd & 3rd Work Sessions:

Selected Department(s) Overview & Department Head Comments
Council Discussion



INTRODUCTION

May 31 Tentatively Scheduled: Police Department Fire Department
Library & Community Services

June 7 Tentatively Scheduled: Finance Development Services
Public Works
Capital Improvement Program Budget

June 14 Tentatively Scheduled: Maintenance Services City Manager
Human Resources City Attorney
City Clerk Technology Services



INTRODUCTION

June 14 *(continued)*

Brief Wrap Up of Work Sessions Provided by Finance
Public Hearing

June 21

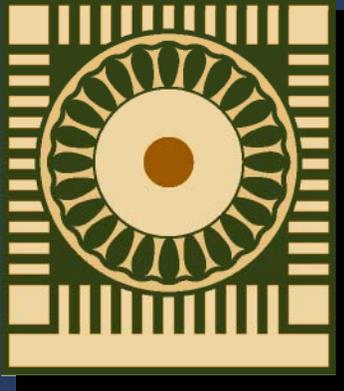
Budget Adoption

“Service Delivery Outcomes”

To be formally completed in Adopted Budget



FY2012 Recommended Operating Budget



May 31

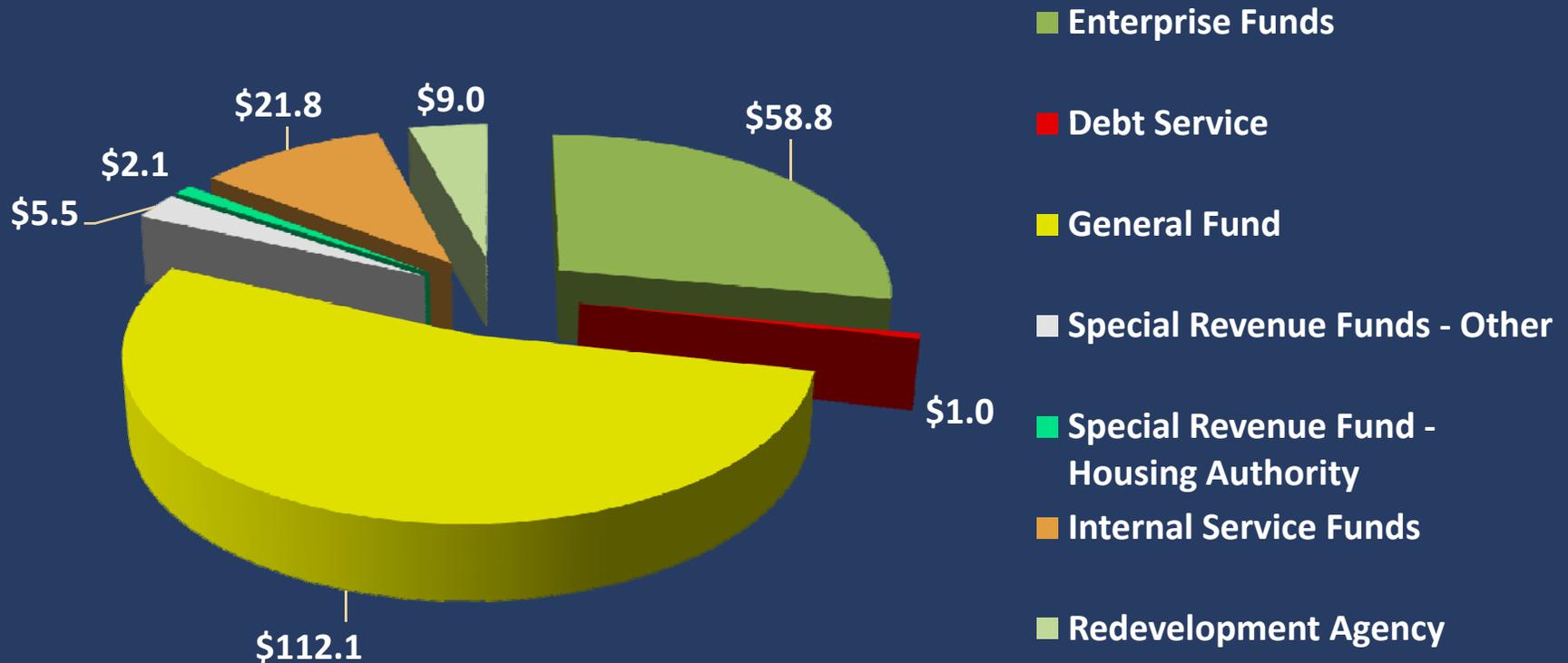
General Summary of City's Operating
Revenues & Expenditures



Fiscal Year 2012

ALL FUNDS

Revenues by Fund Type \$210.3 million *(excludes transfers in)*

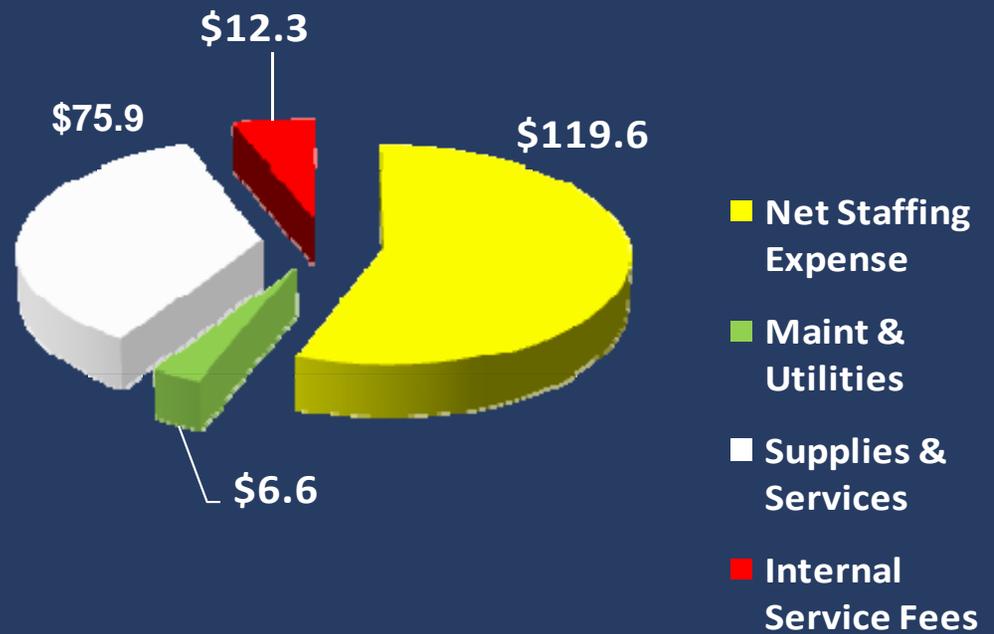


Fiscal Year 2012

All Funds
Expenditures \$214.4m
(excludes transfer out)

- **Net Staffing Expense** **56%**
- **Maintenance & Utilities** **3%**
- **Supplies & Services** **35%**
- **Internal Service Fees** **6%**

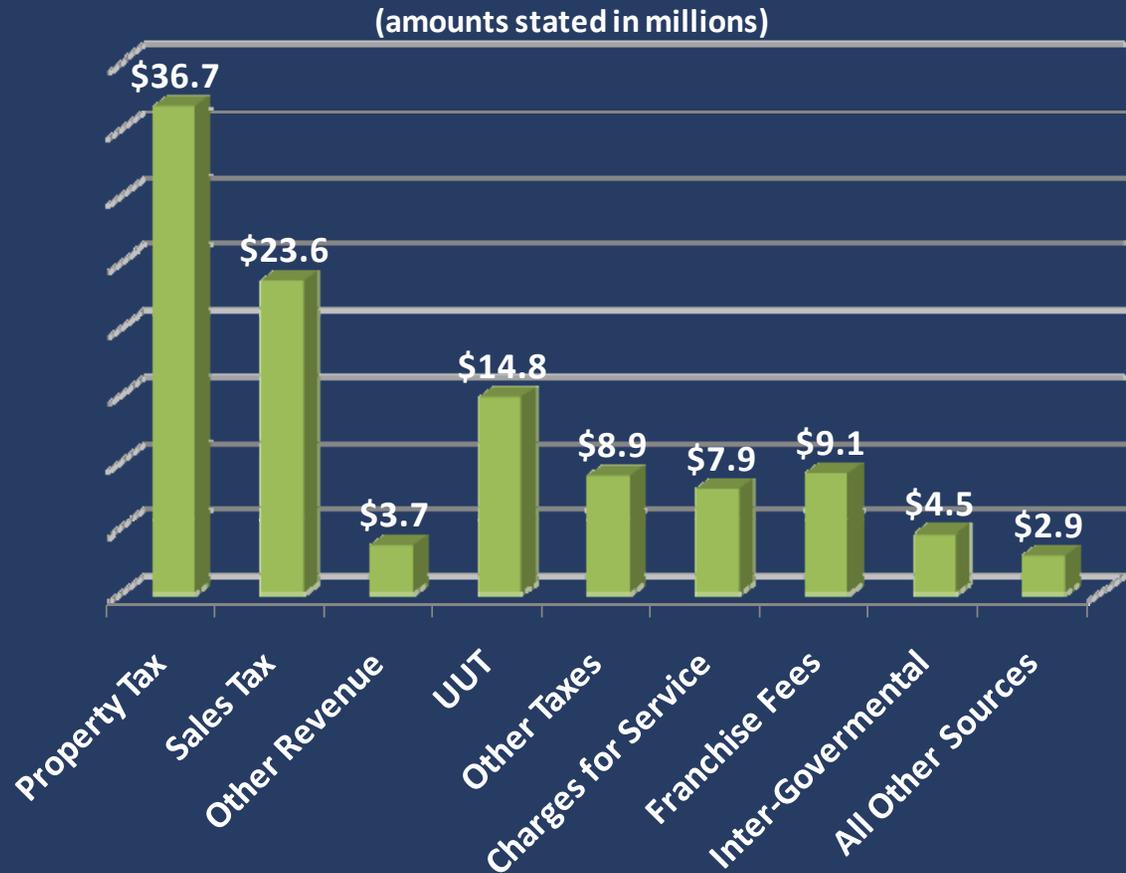
(amounts stated in millions)



Fiscal Year 2012

GENERAL FUND Revenue \$112.1m (excludes transfers in)

- Property Tax 33%
- Sales Tax 21%
- Utility Users Tax 13%
- Other Taxes 8%
- Franchise Fees 8%
- Charges for Service 7%
- Inter-Governmental 4%
- Other Revenue 3%
- All Other Sources 3%



Fiscal Year 2012

General Fund Expenditures \$113.83m *(excludes transfers out)*

- Net Staffing Expense 84%
- Maintenance & Utilities 2%
- Supplies & Services 6%
- Internal Service Fees 8%
- Capital & All Other <1%

(amounts stated in millions)



- Net Staffing Expense
- Maint. & Utilities
- Internal Service Fees
- Capital
- Supplies & Services



Fiscal Year 2012

FY2012 GENERAL FUND SUMMARY

(amounts stated in millions)

| | | |
|---|------------|--------------|
| Revenues | \$112.1 | |
| Transfers In | <u>5.6</u> | |
| Total Resources | | \$ 117.7 |
| Expense | \$113.8 | |
| Transfers Out | <u>8.3</u> | |
| Total Outlay | | <u>122.1</u> |
| NET RESOURCES OVER / (UNDER) OUTLAY | | \$ (4.4) |
| USE OF FUND BALANCE / RESERVES TO BALANCE BUDGET: | <u>4.4</u> | |



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 Recommended |
|--------------------------------------|-------------------------|---------------------|-------------------------|---------------------|----------------------------|---------------------|------------------------------|
| Reserved for: | | | | | | | |
| Encumbrances | 974 | (718) | 256 | 0 | 256 | 4 | 260 |
| Advances to Redevelopment Agency | 9,841 | (696) | 9,145 | (1,420) | 7,725 | (800) | 6,925 |
| Inventory | 12 | 7 | 19 | 0 | 19 | 1 | 20 |
| Prepaid expenses | 1 | 14 | 15 | 0 | 15 | 0 | 15 |
| <i>Total Reserved Fund Balance</i> | \$10,828 | (1,393) | \$9,435 | (1,420) | 8,015 | (795) | \$7,220 |
| Designated for: | | | | | | | |
| Economic Uncertainty | 7,000 | 2,350 | 9,350 | 2,148 | 11,498 | (4,685) | 6,813 |
| Liquidity | 3,500 | 1,175 | 4,675 | 1,074 | 5,749 | 61 | 5,810 |
| Emergencies | - | - | - | 3,000 | 3,000 | 1,000 | 4,000 |
| Hotel Conference Center | 1,000 | - | 1,000 | (810) | 190 | 0 | 190 |
| Retirement Reserve | 522 | - | 522 | (522) | 0 | 0 | - |
| Police Staffing | 1,000 | - | 1,000 | 0 | 1,000 | 0 | 1,000 |
| Contingencies | 8,737 | 2,083 | 10,820 | (5,248) | 5,572 | 0 | \$5,572 |
| <i>Total Designated Fund Balance</i> | \$21,759 | 5,608 | \$27,367 | -\$358 | \$27,009 | -\$3,624 | \$23,385 |
| | | | | | | | |
| Total Reserved and Designated | \$32,587 | 4,215 | \$36,802 | -\$1,778 | \$35,024 | -\$4,419 | \$30,605 |



Fiscal Year 2012

Special Revenue Funds

Revenue \$7.5m
(excludes transfers in)

Other Taxes

Housing Authority / \$2.0m

Landscape & Lighting Districts / \$0.8m

Federal Grants

CDBG; HOME Loan Program / \$2.6 m

County Measure B

½ Cent Sales Tax for Transportation / 0.7m

County Measure D

Parcel tax to help reduce waste / \$0.6

State & Local

Grant Programs

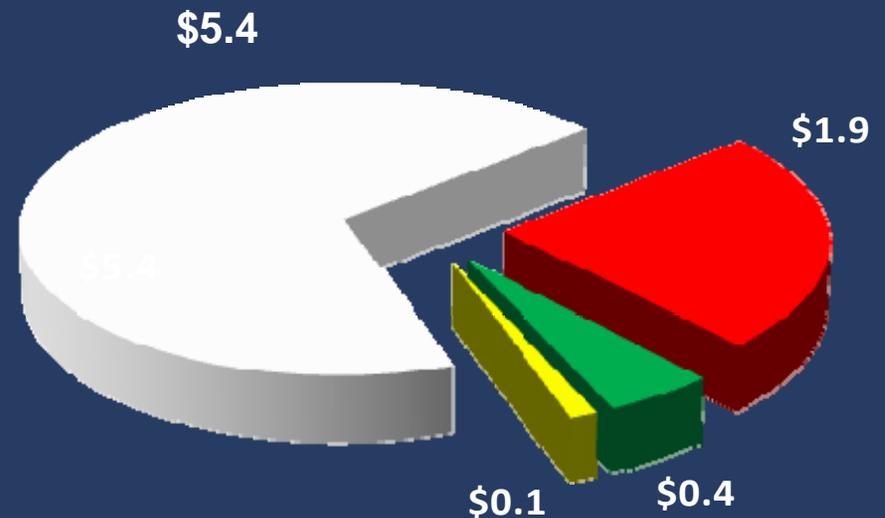


Fiscal Year 2012

Special Revenue Funds Expenditures \$7.8m *(excludes transfers out)*

(amounts stated in millions)

- Net Staffing Expense 25%
- Maintenance & Utilities 5%
- Supplies & Services 69%
- Internal Service Fees 1%



- Net Staffing Expense
- Maint. & Utilities
- Internal Service Fees
- Supplies & Services



Fiscal Year 2012

Enterprise Funds

Revenue \$58.8m

(excludes transfers in)

- Charge for Services

Airport \$ 2.6m

Stormwater \$ 2.6m

Wastewater \$ 19.6m

Water \$ 33.2m

(amounts stated in millions)



Charge for Services

All Other Sources

- All Other Sources

Interest ; Misc. Income \$0.8m

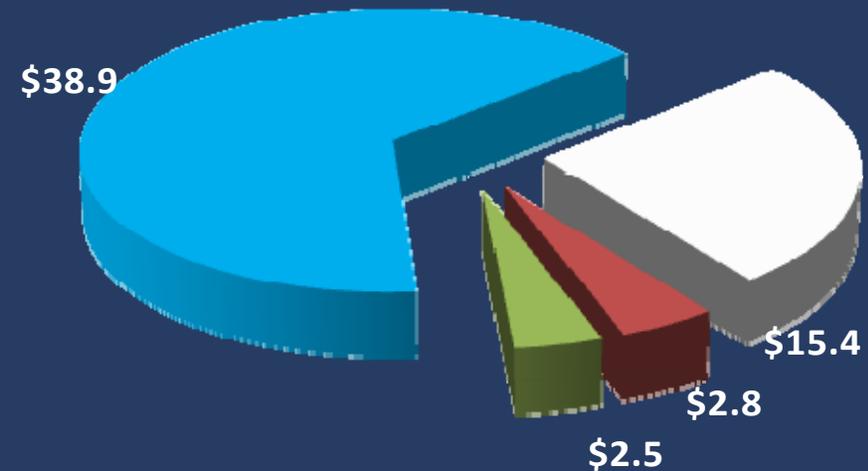


Fiscal Year 2012

Enterprise Funds Expenses \$59.6m (excludes transfers out)

- Net Staffing Expense 26%
- Maintenance & Utilities 5%
- Supplies & Services 65%
*Water Purchase \$24m or
62% of Supplies & Services Budget*
- Internal Service Fees 4%

(amounts stated in millions)



■ Net Staffing Expense

■ Maint. & Utilities

■ Internal Service Fees

■ Supplies & Services



Fiscal Year 2012

Four Major Internal Service Funds

Technology Services

Technology support & solutions

Managed by Technology Services Dept

Maintenance Services

Facilities & Fleet Maintenance

Managed by Maintenance Services Dept

Employee Benefits & Workers Comp

Retiree Medical & Workers Comp Activities

Managed by Human Resources Dept

Risk Management

Claims & Litigation / Managed by City Attorney's Office

Revenue / Primary Resources

Charges to all departments

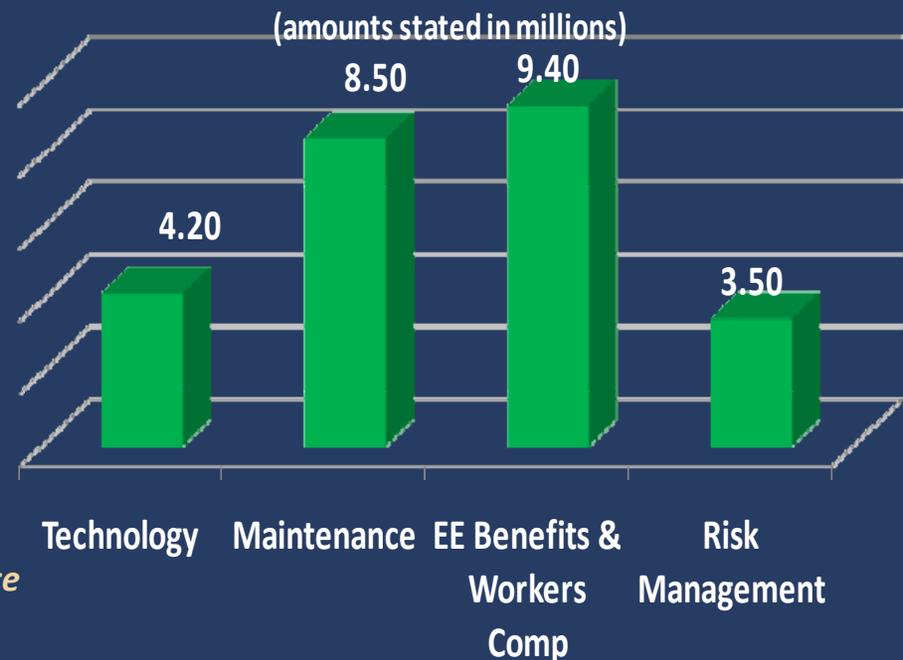
Transfers In from other funds

Loan proceeds used for lease / purchase

Internal Service Funds

Resources \$25.6m

(includes transfers in)



Fiscal Year 2012

Internal Service Funds Outlay

(includes Transfers Out)

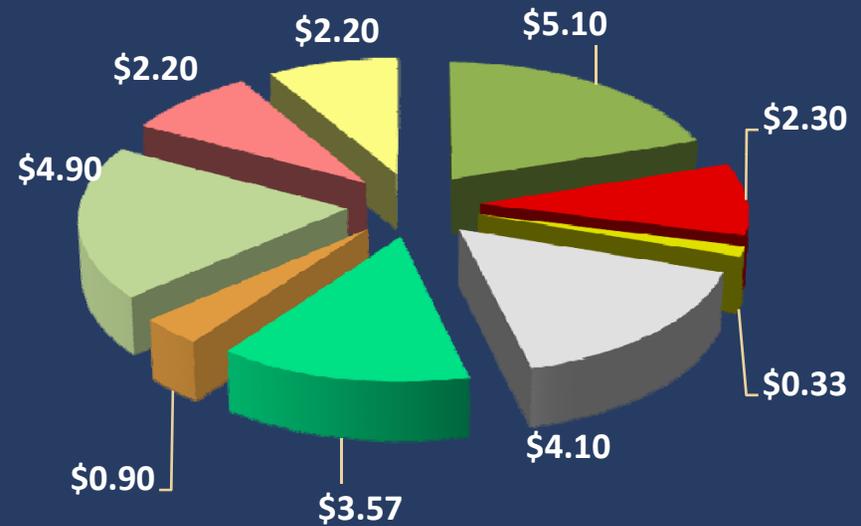
| | |
|-------------------------|------|
| Net Staffing | 20% |
| Workers Compensation | 19% |
| Supplies & Service | 14% |
| Maintenance & Utilities | 9% |
| Internal Service Fees | 1.3% |
| Debt Service | 8.6% |
| Designated Liabilities | 8.6% |
| Insurance | 3.5% |
| Other | 16% |

Internal Service Funds

Outlay \$25.6m

(includes transfers out)

(amounts stated in millions)

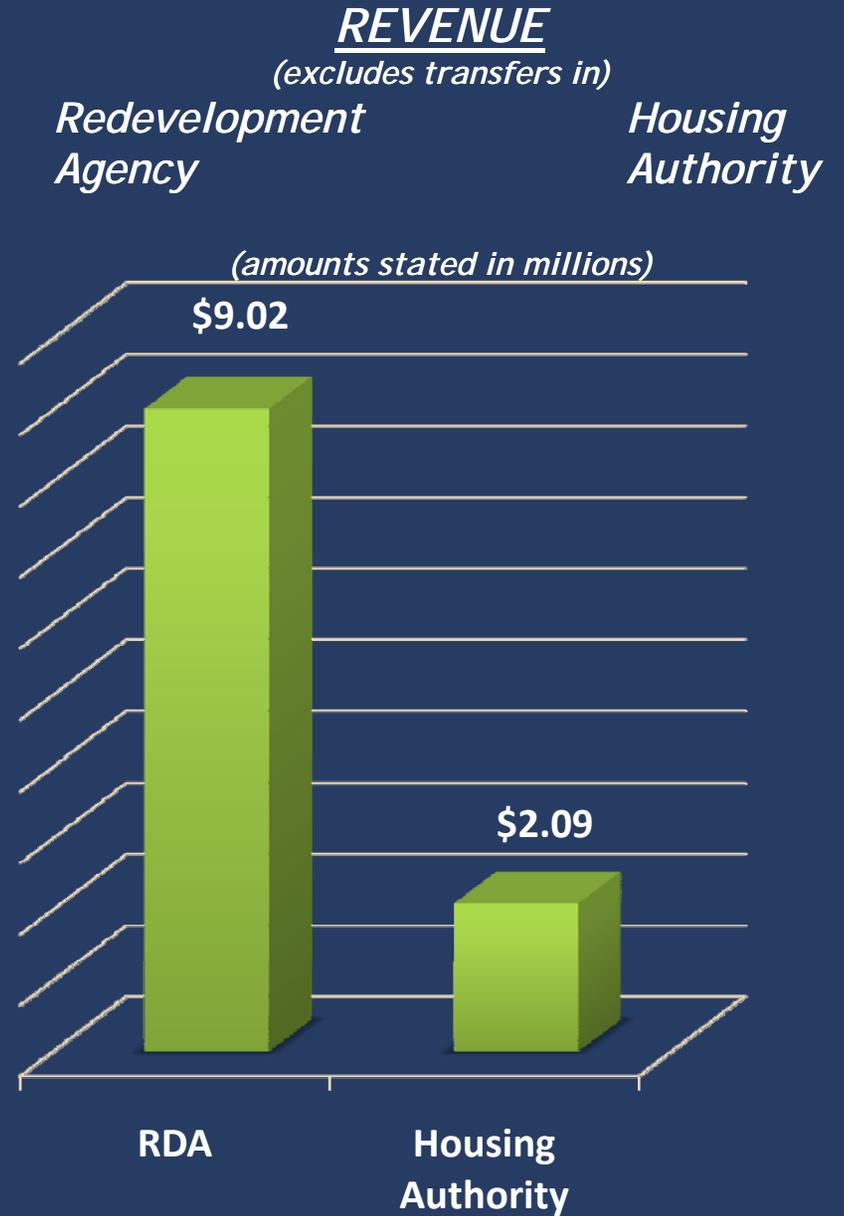


- Net Staffing Expense
- Internal Service Fees
- Supplies & Services
- Workers Comp
- Designated Liabilities
- Maint. & Utilities
- Other
- Insurance
- Debt Service



Fiscal Year 2012

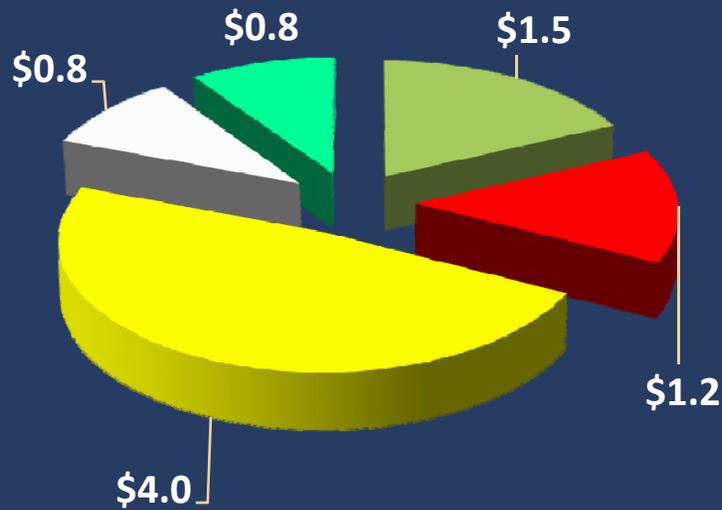
| | <u>RDA</u> | <u>Housing Authority</u> |
|-------------------------------|-----------------|--------------------------|
| Property Tax Increment | \$ 8.15 | \$ 2.04 |
| All Other Sources | | |
| Interest & Principal | \$ 0.02 | \$ 0.05 |
| Pass Thru Fee HUSD | \$ 0.15 | n/a |
| Reimbursable Development Fees | \$0.59 | n/a |
| Miscellaneous | <u>\$0.11</u> | <u>n/a</u> |
| TOTAL: | \$ 9.02m | \$ 2.09m |



FY2012

Redevelopment Agency Outlay \$8.3m

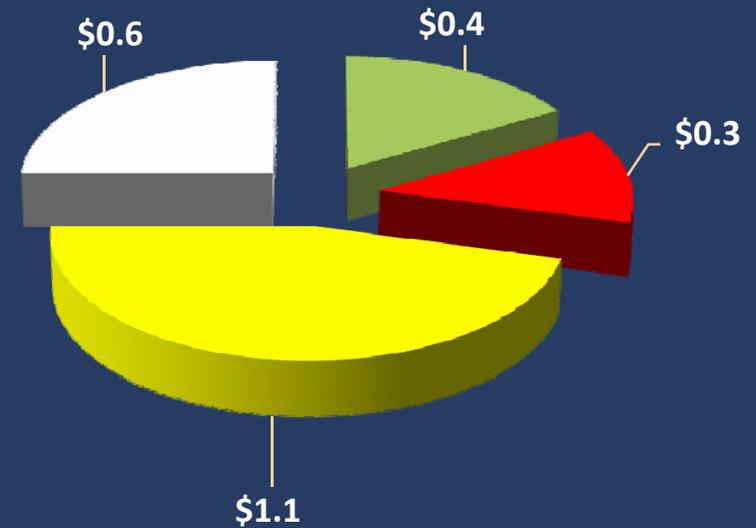
(amounts stated in millions)



- Pass Through Payments
- Admin & Indirect Cost
- Debt Service
- Loan Payment/City
- Activities

Housing Authority Outlay \$2.4m

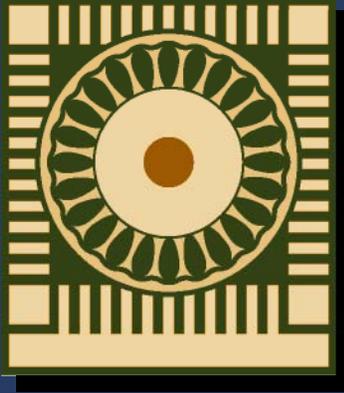
(amounts stated in millions)



- Admin & Indirect Cost
- Minor Home Repair
- SoHayward BART Afford Housing
- 1st Time Home Buyer



FY2012 Recommended Operating Budget



May 31

**Selected Department(s) Overview &
Department Head Comments**

Tentatively Scheduled:

**Police Department
Fire Department
Library & Community Services**



Police Department FY2011 Accomplishments

- Accreditation: CALEA accreditation received March 26th, 2011
- Completed first stages of Gang Injunction Program
- Enhanced our District Command with the addition of four (4) officers
- Re-joined the Alameda County Narcotics Task Force
- New World CAD/RMS System well under-way, with “go-live” date in Fall 2011
- Completed selection and design of an online crime database to provide real-time trend information to the public at the neighborhood level.
- Identity Theft Council: Non-profit group of security experts who assist identity theft victims in Hayward.
- The SMASH Program
- CalGrip Grant
- Crime Free Hotel/Motel Program



Fiscal Year 2012 Police Department

Administration / 3.5%

Administrative Services

Field Operations / 53%

Patrol; Special Enforcement; Community Services; & Abandoned Vehicles

Special Operations / 23%

Criminal Investigation; Crime Analysis, Intel, & Information; Property & Evidence; Crime Scene Unit; Youth & Family Services

Support Services / 17.5%

Police Records Mgmt; Jail; Animal Services; Public Safety

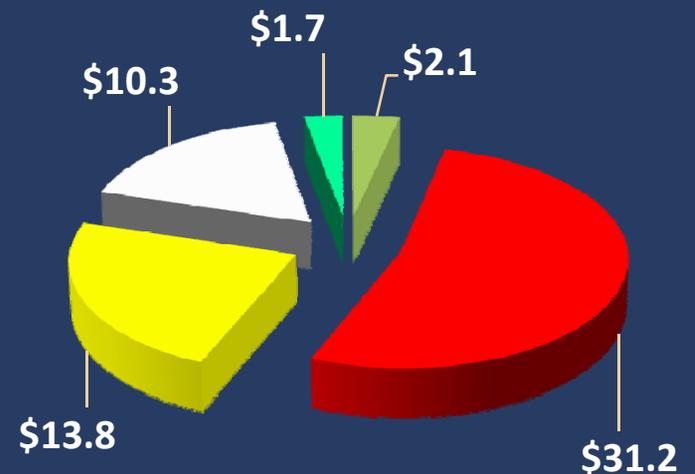
Special / Grant Funded Programs / 3%

Funding use to supplement Police activities / COPS

Budget by Division

\$59.1m

(amounts stated in millions)



■ Administration

■ Field Operations

■ Special Operations

■ Support Services

■ Special / Grant Funded Programs



Fiscal Year 2012 Police Department

FY2012 Significant Changes

Reduction of 17.7 Full Time Equivalent (FTE)

Addition of 1.0 FTE / Community Service Officer

Patrol Bureau Impact

6 patrol teams staffed with 1 less

Pro-activity may be diminished

Traffic Bureau Impact

Possible Schedule Adjustment; Night shift modified

Inspectors / Detectives Impact

Fewer cases investigated; Workload increased

Non-Sworn Impact

Significant reorganization; Increased workload;
Possible Animal Shelter hours reduced

Staffing (FTE)

