

# REQUEST FOR PROPOSALS FISCAL YEAR 2015-2016 COMMUNITY AGENCY FUNDING

This PDF version of the FY 2015-2016 application materials is provided for informational purposes only, as applications for FY 2015-2016 funding must be submitted ONLINE at [www.citydataservices.net](http://www.citydataservices.net). All applicants will complete the Common Application, regardless of the Category in which funding is sought. Applicants are strongly encouraged to read the instructions completely before starting the application.

## **Application Deadline: Friday, October 24, 2014, 5PM**

Late applications will not be considered.

### **HOW TO ACCESS THE ONLINE APPLICATION**

#### **CURRENTLY-FUNDED AGENCIES**

Agencies that are currently funded in FY 2014-2015 that wish to apply for FY 2015-2016 funding will find the application under the "Reports" tab when logged onto [www.citydataservices.net](http://www.citydataservices.net).

#### **NEW APPLICANTS**

Agencies that are not currently funded, should log onto [www.citydataservices.net](http://www.citydataservices.net) and use HAY2015 (case sensitive) as both their Username and Password. Applicants will be prompted for some basic information and then issued a unique Username and Password. By logging on with these new credentials, the FY 2015-2016 Common Application may be accessed.

# COMMON APPLICATION INSTRUCTIONS

## Project Proposal Categories

- Services
  - Arts and Music
  - Crises Prevention and Intervention
  - Education and Youth Services
  - Health and Wellness
  - Housing Services
  - Services for Seniors and People with Disabilities
  - Transportation
- Infrastructure
  - Acquisition
  - Facilities Improvements
  - Housing Rehabilitation
  - Other
- Economic Development
  - Direct Financial Assistance to For-Profit Business
  - Entrepreneurial Incubator
  - Job Readiness and Job Training
  - Job Placement
  - Microenterprise Development
  - Technical Assistance to Businesses

## Funding Sources

- CDBG (Infrastructure)
- CDBG (Housing-Related Services)
- General Fund (Social Services)
- General Fund (Arts & Events)
- Measure B – Paratransit

This document can be made available in alternative accessible formats upon request, in accordance with the Americans with Disabilities Act of 1990. Please request the desired accommodation by calling:

**City of Hayward  
Community Services Division**

Reception: (510) 583-4250

TDD: (510) 247-3340

FAX: (510) 583-3650

Electronic copies of these materials are available for download on the City of Hayward website: [www.hayward-ca.gov](http://www.hayward-ca.gov).



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## FY 2015-2016 FUNDING PROCESS CALENDAR

DATE	EVENT
<b>August</b>	
Sat., 8/16	30-Day Notice of Funding Availability Published in the Daily Review and City of Hayward website
<b>September</b>	
Wed., 9/17 10:00AM	Funding Forum Hosted in Council Chambers
<b>October</b>	
Fri., 10/24	<b>Application Deadline</b> Due 5:00PM, All Categories
Fri., 10/31	Community Services Commission Begins Application Review
<b>November</b>	
Sat., 11/15 9:00AM – 5:00PM	Infrastructure Application Review Committee Interviews Includes: Economic Development, Acquisition, Facilities Improvements, Housing Rehabilitation, and Other
Wed., 11/19 7:00PM	Infrastructure Draft Funding Recommendations Established by Community Services Commission Infrastructure Public Comment Period Begins
<b>December</b>	
Sat. 12/13	Services Application Review Committee Interviews, Part 1 Includes: <i>Crises Prevention and Intervention</i> and <i>Housing Services</i>
<b>January</b>	
Sat. 1/10 9:00AM – 5:00PM	Services Application Review Committee Interviews, Part 2 Includes: <i>Education and Youth Services</i> , <i>Health and Wellness</i> and <i>Services for Seniors and People with Disabilities</i>
Wed., 1/21 7:00PM	Services Draft Funding Recommendations Established by Community Services Commission Services Public Comment Period Begins
<b>February</b>	
Sat., 2/7 9:00AM – 5:00PM	Arts and Music Application Review Committee Interviews
Wed., 2/18 7:00PM	Infrastructure and Services Public Comment Period Closes Infrastructure and Services Final Funding Recommendations Established by Community Services Commission Arts and Music Draft Funding Recommendations Established by Community Services Commission Arts and Music Public Comment Period Begins
<b>March</b>	
Sat., 3/7	30-Day Public Notice of City Council Public Hearing
Wed., 3/18 7:00PM	Arts and Music Public Comment Period Closes Arts and Music Final Funding Recommendations Established by Community Services Commission
<b>April</b>	
Tues., 4/7 7:00PM	City Council Work Session
Tues., 4/21 7:00PM	City Council Public Hearing

## OVERVIEW OF THE CITY OF HAYWARD FUNDING PROCESS

In April 2015 the City of Hayward will award approximately \$1,000,000 in federal Community Development Block Grant (CDBG) funds for community and economic development programs for the City. Subject to available funding, the City may also allocate funds from its General Fund and local Measure B Paratransit funds for the provision of eligible services for low-income Hayward residents, including seniors, people who have disabilities, and youth. Funds may also be allocated to support Hayward-based activities that improve the quality of life in Hayward, such as arts and music programs. All programs are to be implemented between July 1, 2015 and June 30, 2015. Applicants must be non-profit organizations.

Prior to preparing and submitting an application, applicants should be aware of the following eligibility guidelines:

1. Applicants must be nonprofit entities and meet the City of Hayward Minimum Contracting and Reporting Standards (page 3).
2. To be eligible for CDBG funding, projects must meet at least one of the following HUD National Objectives:  
*\* City staff will verify that a project meets a national objective before CDBG funds are recommended.*
  - A. Benefit people whose income is at or below 80% of the area median income;  
(See CDBG Program Income Limits, page 10);
  - B. Provide services in a predominantly low-income area;  
(See Hayward HUD Low-Income Census Tracts Map, page 11)
  - C. Eliminate slums and blight.
3. CDBG-funded activities must also fall into one of the following Categories of Need:
  - A. Affordable Housing (not construction costs)
  - B. Economic Development
  - C. Facilities Rehabilitation and Improvements
  - D. Public Services (Proposed services must be housing-related)
4. All projects must benefit exclusively low-income Hayward residents, seniors, people who have disabilities, or youth.
5. Projects that support one or more of the City Council Priorities (page 12) will be more competitive than those that do not. Projects that produce ancillary benefits that support one or more of the City Council Priorities by serving the broader Hayward community will be more competitive than those that do not.

**NOTE:** A sample contract is available for review online on the City of Hayward website. All applicable federal and local regulations must be met before, during, and after a funded project is undertaken. Applicants that have not previously received an award are strongly encouraged to request a sample contract to become familiar with program requirements before submitting an application.

All Real Property improved or acquired with CDBG funds must comply with real property and disposition requirements per 24 CFR 570.505. When a property is no longer needed for the intended use or meeting a national objective, the City must be compensated at the percentage of its participation.

## MINIMUM CONTRACTING AND REPORTING STANDARDS

Should your agency receive an allocation of City funds, please be advised that in order to execute a contract and receive the funding, your agency will be required to meet these minimum standards:

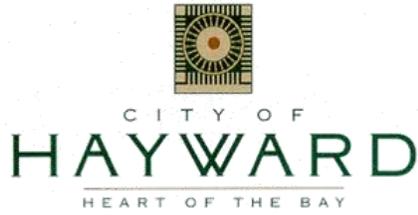
1. All applicants are required complete and submit a Common Application for City Funding.
2. Complete agendas, minutes, attachments and reports from your agency's six most recent board meetings (leading up to July 1, 2015) are required to be submitted. Throughout the year complete board packets, including reports and attachments, must be provided to the City.
3. A copy of the Board of Directors meeting schedule for FY 2015-2016, and the location of where those meetings will be conducted, must be on file at the City.
4. A copy of the board-approved, balanced FY 2015-2016 agency-wide budget that includes sources and uses - **OR** - a budget and an allocation schedule for FY 2015-2016 must be on file at the City.
5. In order to be eligible to apply for City funding, an applicant must have completed an independent fiscal audit for FY 2012-2013 (or calendar year 2013). If awarded funding, in order to execute a FY 2015-2016 contract, each agency must have completed an independent fiscal audit for FY 2013-2014 (or calendar year 2014). Submission of the management letters that accompanied the audits is also required. If there were any findings in the audits, a letter from the board of directors explaining the corrective measures taken to resolve the problem(s) must be provided.

*Agencies that do not have a current audit as described above are eligible to apply for City funding only under the auspices of a fiscal agent that can meet this standard. The fiscal agent must apply for the funding, and if granted, the fiscal agent may utilize up to 10% of the grant for its own expenses.*

6. The City requires general liability insurance (usually a minimum of \$1,000,000, but this depends on the funded activity) with an endorsement policy listing the City as additionally insured, in addition to other types of insurance policies that the proposed project may require.
7. Agencies with an allocation over \$25,000 must be in compliance with Hayward Living Wage Ordinances, with current rate earnings provided at \$11.67 per hour with health coverage or \$13.49 per hour without health coverage. If an employee that opts out of health coverage, agency may offer the lower rate (\$11.67) only if the employee can provide proof of third-party coverage.
8. If this would be the first time your agency received funding from the City, you will be required to submit a copy of the data collection tool you would use to meet City reporting requirements.

A sample contract is available for review online on the City of Hayward website. Funds will be forfeited if a contract is not executed by September 30, 2015. Technical assistance is available upon request. Please call or email City staff as follows:

Dawn Jaeger	510-583-4238	<a href="mailto:dawn.jaeger@hayward-ca.gov">dawn.jaeger@hayward-ca.gov</a>
Dana Bailey	510-583-4252	<a href="mailto:dana.bailey@hayward-ca.gov">dana.bailey@hayward-ca.gov</a>
Rachael McNamara	510-583-4228	<a href="mailto:rachael.mcnamara@hayward-ca.gov">rachael.mcnamara@hayward-ca.gov</a>
Shauna Nischik	510-583-4247	<a href="mailto:shauna.nischik@hayward-ca.gov">shauna.nischik@hayward-ca.gov</a>



**FY 2015-2016 COMMON APPLICATION FOR CITY FUNDING**

**SECTION I. ADMINISTRATION**

1. Applicant Name \_\_\_\_\_

2. Program Name \_\_\_\_\_

3. Program Address \_\_\_\_\_

4. Contact Name \_\_\_\_\_

5. Contact Phone \_\_\_\_\_

6. Contact Email \_\_\_\_\_

**SECTION II. ELIGIBILITY**

7. Is the Applicant a fiscal agent for another organization?  Yes  No  
 If YES, please provide the name of that organization. \_\_\_\_\_

8. Is Applicant currently an IRS-approved non-profit entity?  Yes  No

9. Is Applicant currently a State of CA-approved nonprofit entity?  Yes  No

10. Has Applicant completed a fiscal audit within the past 12 months?  Yes  No  
 (Attach a FY 2012-2013 independent fiscal audit)

**SECTION III. BUDGET**

11. What is the total organizational/agency budget? \_\_\_\_\_  
 (Attach a board-approved, line-item, agency-wide budget)

12. What is the total cost of the proposed program or project? \_\_\_\_\_  
 (Attach a program budget to include expenditures and anticipated revenue sources.)

13. Of that total on line 12, what amount is being requested from the City of Hayward? \_\_\_\_\_  
 (Minimum grant amount is \$10,000)

**SECTION IV. PROGRAM**

14. This application requests funding for an activity in the following category and subcategories (check only one category, multiple subcategories may be selected):

<input type="checkbox"/> <b>Services</b>	<input type="checkbox"/> <b>Infrastructure</b>	<input type="checkbox"/> <b>Economic Development</b>
<input type="checkbox"/> Arts and Music	<input type="checkbox"/> Acquisition	<input type="checkbox"/> Direct Financial Assistance to For-Profit Businesses
<input type="checkbox"/> Crises Prevention and Intervention	<input type="checkbox"/> Facilities Improvements	<input type="checkbox"/> Job Readiness and Job Training
<input type="checkbox"/> Education and Youth Services	<input type="checkbox"/> Housing Rehabilitation	<input type="checkbox"/> Job Placement
<input type="checkbox"/> Health and Wellness	<input type="checkbox"/> Other _____	<input type="checkbox"/> Microenterprise Development
<input type="checkbox"/> Housing Services		<input type="checkbox"/> Technical Assistance to Businesses
<input type="checkbox"/> Services for Seniors and People with Disabilities		
<input type="checkbox"/> Transportation		





## FY 2015-2016 COMMON APPLICATION INSTRUCTIONS

### SECTION I. ADMINISTRATION

1. Provide the name of the Applicant agency. If the Applicant is a fiscal agent, there will be an opportunity later, in question 7, to name the sub-recipient.
2. Provide the name of the Program if different from the Applicant Name.
3. Provide the local address where services are provided. This may be different than the Applicant mailing address, and that is okay. Use the service delivery address to answer this question. If the Applicant is a fiscal agent, please provide the service delivery address of the sub-recipient.
4. Provide the name of the person authorized to speak with City representatives regarding the proposal. Usually, this is the Executive Director. The person identified should be able to speak knowledgeably and specifically about the application. If the applicant is a fiscal agent, it is expected that the fiscal agent should be familiar enough with the proposal to respond to most questions.
5. Provide a phone number where the person identified in question 4 may be reached.
6. Provide the email address for the contact person identified in question 3. Please double-check for typos; email is the most common way the City will make contact with Applicants.

### SECTION II. ELIGIBILITY

7. If the Applicant named in question 1 is a fiscal agent, please check Yes, and provide the name of the sub-recipient agency as the response to this question. If the Applicant is not a fiscal agent, please check No.
8. Check Yes if the Applicant is an IRS-approved non-profit entity. If the answer to this question is No, then a fiscal agent must be used. *The fiscal agent must apply for the funding.*
9. Check Yes if the Applicant is a non-profit entity registered with the Office of the Secretary of State. If the answer to this question is No, then a fiscal agent must be used. *The fiscal agent must apply for the funding.*
10. Check Yes if the Applicant has completed a fiscal audit within the past 12 months. Attach a FY 2012-2013 independent fiscal audit. If the Applicant has not completed a fiscal audit within the past 12 months, then a fiscal agent must be used. *The fiscal agent must apply for the funding.*

### SECTION III. BUDGET

11. Please indicate the amount of the entire agency budget. Attach a board-approved, line-item, agency-wide budget. The budget should include both revenues and expenditures. If the board has not yet approved a budget for the fiscal year, attach the most recent board-approved agency-wide budget.
12. Please indicate the amount of the proposed program or project (not agency-wide) budget. Attach a line-item budget for the proposed program or project. The budget should include both revenues and expenditures.
13. Please indicate the amount of funds that is being requested from the City of Hayward. The minimum grant amount is \$10,000.

## FY 2015-2016 COMMON APPLICATION INSTRUCTIONS

### SECTION IV. PROGRAM

14. Check only ONE category box that represents the funds requested in your application. Check as many subcategories as appropriate. Your application will receive consideration in all the Categories before it is evaluated competitively in the most appropriate Category. If your agency is submitting more than one application (e.g., one for Services, and one for a Facilities Improvement), each application must be submitted separately. *Consult with City staff if you are unsure of which Category you should apply.*

- **Services**, Check this box if the application requests funds to provide the following types of services:
  - **Arts and Music**: artist or cultural programs, series, or activities. Examples include but are not limited to concerts, cultural assemblies, and art galleries.
  - **Crises Prevention and Intervention**: immediate basic needs services, or other types of urgent services to low-income residents. Examples include but are not limited to food pantries, information and referral systems, and case management for vulnerable populations.
  - **Education and Youth Services**: provide community or individual education or youth development. Examples include but are not limited to youth case management, after-school programs, adult literacy, and tutoring.
  - **Health and Wellness**: support community and personal health and wellness. Examples include but are not limited to health-related case management, health-care occupational training, events that promote health and wellness, mental health counseling, and other therapeutic services.
  - **Housing**: support housing stability. Examples include but are not limited to rental assistance, fair housing services, legal services, landlord and tenant mediation, information workshops, rapid rehousing, homelessness prevention, street outreach, and shelter services.
  - **Services for Seniors and People with Disabilities**: provide services to seniors or people with disabilities. Examples include but are not limited to legal services, information workshops, support services, case management, job training, and therapeutic care.
  - **Transportation**: provide transportation related services to eligible low income seniors and people who have disabilities. Examples include but are not limited to travel training, volunteer driver programs, and meal delivery services.
- **Infrastructure**: Check this box if the application requests funds to provide the following types of projects:
  - **Acquisition**: acquisition of real property to be used for services to low-income Hayward residents.
  - **Facilities Improvements**: rehabilitate or repair an existing local facility. This includes but is not limited to the rehabilitation of commercial property and non-profit facilities.
  - **Housing Rehabilitation**: rehabilitate residential property.
  - **Other**: construction or development project that does not clearly fit into one of the provided funding categories. Provide a brief description of the project proposed.
- **Economic Development**: Check this box if the application requests funds to support the following types of local economic development and/or the job creation:
  - **Direct Financial Assistance to For-Profit Businesses**: assist a private, for-profit business with direct finances. Assistance may include grants, loans, and loan guarantees.
  - **Job Readiness and Job Training**: skill building activities for employees or potential employees.
  - **Job Placement**: placing individuals into paid employment. This may include part time, full time, temporary and/or permanent placements.
  - **Microenterprise Development**: activities designed to foster the development, support, and expansion of businesses that have five or fewer employees, one or more of whom ones the enterprise.
  - **Technical Assistance to Businesses**: training and assistance to businesses on topics such as business planning or accounting.

15. Please indicate the number of years of experience the Applicant (or service organization, if using a fiscal agent) has provided the proposed services to Hayward residents. If the activities proposed are a new type of service to augment an existing service, please indicate the number of years operating the existing service.

16. Performance Measures and Goals: Answer the criterion/criteria for the Category of funds requested in the application.

- A. Services or Economic Development**: Indicate the number of unduplicated low-income Hayward individuals the proposed program would directly assist during FY 2014-2015. Please do not provide the number of households assisted as the response to this question.
- B. Facilities Rehabilitation**: Indicate the number of unduplicated low-income individuals who would directly benefit from facility improvements during FY 2014-2015 or at the time of project completion.
- C. Economic Development**: Estimate the number of permanent, full-time equivalent (2080 hours), jobs for low-income individuals that would be created, and/or the number of businesses that would be assisted. Temporary jobs should be estimated as unduplicated low-income Hayward residents above (Criterion A.)

**SECTION V. NARRATIVE QUESTIONS**

The online Common Application will not allow you to exceed the word limits that apply to each of the narrative questions. The most competitive responses will be concise, within the framework provided, and articulate logical connections between proposed activities and one or more of the City Council Priorities. Review page 2 of this application packet, which summarizes the CDBG Program eligibility guidelines, as well as the City Council Priorities (page 12).

17. Identify the City Council Priority(s) the Application proposal most clearly supports. Many of the City Council Priorities pertain to safety, health and wellness, and quality of life in various Hayward neighborhoods. The “Top Priorities,” Clean, Safe, and Green, pertain to the efforts by City programs to beautify and improve the quality of life in our neighborhoods. It may be helpful to interpret the values represented by the Priorities to demonstrate connections, and link those values to your proposed project.

Example: A drop-in center submits an application to hire a substance abuse counselor to work with at-risk youth who are trying to stop using drugs and alcohol. Under the City Council’s “Safe” Priority is a commitment to support intervention programs to reduce gang violence. A substance abuse counselor would support their young clients’ efforts to prevent addictions and the health issues and problematic behavior that can go along with them.

18. The City Council Priorities seek to improve the quality of life for all Hayward residents, including those who have limited incomes. Please explain if or how the services proposed in the application would have a beneficial effect on the overall community. Again, it may be helpful to interpret the values represented by the City Council Priorities and link those values to your program and the broader community.

Example: A homeless shelter requests funding for overnight security staffing. The housing complex is located in an area that is frequently the target of graffiti tagging and auto burglaries. Under Council’s “Safe” Priority there is a commitment to improve the safety in Hayward’s residential neighborhoods. By providing a visible, consistent presence, the overnight security staff could have a deterrent effect on crimes at the homeless shelter, and a stabilizing effect on the adjacent areas as well.

19. Outline and describe specific steps the agency has taken within the last two years to seek revenue sources other than City funding. Highlight new revenue sources that have been secured.

20. The City encourages applicants to partner with other local services providers to maximize impact to the community. Outline and describe how the agency collaborates with other local service providers. If the application is a joint partnership with other providers, provide specific funding amounts that comprise the total proposed program budget for each partner included in the application. Attach letters of collaboration from partner agencies addressed to the lead agency/applicant.

21. Client Eligibility: Answer the criterion for the Category of funds requested in the application.

- A. Services:** Explain how the Applicant would verify, document, and report that 100% of the clients benefiting from the City’s funding are low-income Hayward residents.
- B. Infrastructure:** Explain the need for the project by discussing the existing condition and how it would change if funds were awarded (e.g. removal of blight or rehabilitation of a deteriorated building). Also explain how the Applicant would verify, document, and report the number of low-income Hayward residents that would benefit.
- C. Economic Development:** Explain how the Applicant would verify, document, and report that 100% of the clients benefiting from the City’s funding are low-income Hayward residents AND/OR how would the proposed activity create jobs, and what system(s) would be put in place to ensure the jobs would be filled by low-income individuals – AND/OR – how would the applicant measure and report the effectiveness of assistance provided to business owners, and explain the type of business owners served (e.g. low income, microenterprise)?

**PLEASE NOTE:** The application requires the authorization of the Applicant’s Board of Directors. Upon request, a copy of the Board Resolution authorizing its submission must be provided.

## ATTACHMENTS

Attachment 1: CDBG Program Income Limits, Page 10

Attachment 2: Hayward HUD Low-Income Census Tracts Map, Page 11

Attachment 3: City Council Priorities, Page 12

Attachment 4: Glossary of Terms, Page 13



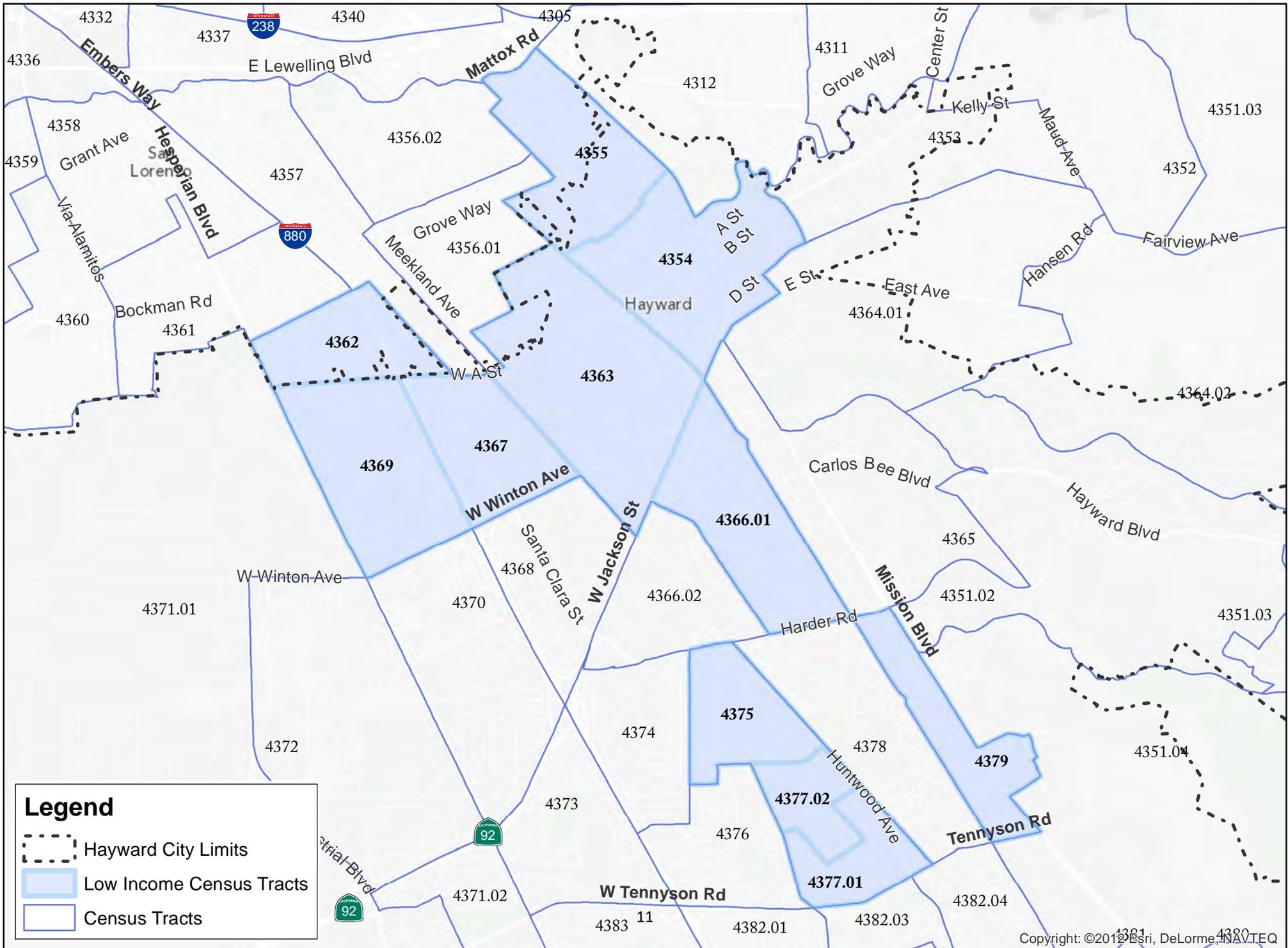
CITY OF  
**HAYWARD**  
HEART OF THE BAY

**COMMUNITY DEVELOPMENT BLOCK GRANT PROGRAM**  
**FY 14-15 INCOME LIMITS**

<b>Household Size</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>
<b>Extremely Low (30% LMI)</b>	\$19,350	\$22,100	\$24,850	\$27,600	\$29,850	\$32,050	\$34,250	\$36,450
<b>Very-Low (50% LMI)</b>	\$32,200	\$36,800	\$41,400	\$46,000	\$49,700	\$53,400	\$57,050	\$60,750
<b>Low (80% LMI)</b>	\$47,350	\$54,100	\$60,850	\$67,600	\$73,050	\$78,450	\$83,550	\$89,250

COMMUNITY SERVICES DIVISION  
COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) PROGRAM  
777 "B" STREET, HAYWARD, CA 94541-5007  
TEL: 510/583-4250 FAX: 510/583-3650 TDD: 510/247-3340

# Hayward HUD Low-Income Census Tracts



## Legend

-  Hayward City Limits
-  Low Income Census Tracts
-  Census Tracts



## SAFE

TOP PRIORITY

- Reduce all types of crime throughout the community; improve the Hayward experience in neighborhoods, retail areas, and public spaces, including significantly reducing unacceptable social behaviors such as aggressive panhandling, public intoxication, and related behaviors. Improve safety of school campuses and routes to and from schools
- Reduce gang violence in Hayward through aggressive and strategic law enforcement, use of all applicable legal initiatives (including gang injunctions), and implementation of prevention and intervention programs
- Eliminate sources of problems in neighborhoods, including the continued, consistent use of the SMASH Program
- Improve disaster preparedness in the community; and the ability of the municipal organization to manage disaster response and recovery (HLAC)
- Assure a safe infrastructure for the City including safe drinking water; properly collected and disposed garbage and refuse; properly collected, treated, and discharged wastewater and sewage; and safe travel ways for all travelers, including implementing the Complete Streets policy

## CLEAN

TOP PRIORITY

- Assure that Hayward is a community with minimum graffiti, litter, illegal dumping, and blight; and that the City provides and maintains attractive municipal spaces and buildings
- Continue, strengthen, and expand the Neighborhood Partnership Program
- Continue, strengthen, and expand the KHCG Task Force

## GREEN (SUSTAINABLE)

TOP PRIORITY

- Continue implementation of the Climate Action Plan
- Increase Hayward's sustainability as a community in all aspects of urban life
- Continue to implement the "Healthy City" program and to gain national and state recognition; focus on reducing childhood obesity in Hayward; strengthen the City's urban agriculture program
- Work to eliminate long-term homelessness in Hayward and identify housing for individuals when and where appropriate

## Organizational Health

- Assure that the City of Hayward maintains an organization that delivers high-quality services to the community by attracting, employing, and retaining quality employees
  - Hayward is viewed a a highly desirable place to work by people employed in the public sector throughout the Bay Area
  - Hayward is able to retain and attract quality employees as vacancies and need arise. The organization has good succession strategies into the future for all key positions
- Assure that the organization employs quality strategic, long-range planning for a healthy and strong future

## Land Use

- Support a safe, clean, and green community as defined by Council
- Support development of safe housing
- Assure a thriving business community, strong retail base, and healthy industrial sector
- Assure quality development and building projects in the City in all sectors and neighborhoods
- Assure continued development and expansion of Hayward's parks and open spaces

## Fiscal Stability

- Maintain a municipal corporation that is transparent to the public, and which operates annually within its revenue/income; assure that the organization is financially sustainable based on a rolling ten-year financial plan, with appropriate funding of all identifiable liabilities and areas of responsibility
- In the wake of the demise of redevelopment, develop and implement a strategy to assure successful economic development and the development of quality housing in Hayward; protect and grow quality private sector jobs, particularly in the industrial sector
- Maintain a healthy and growing tax base in all major revenues, particularly property tax and sales tax
- Develop and support the necessary elements to provide high-quality educational opportunities for all, throughout the community; improve the academic performance of all K-12 students
- Assure maximum efficiency in the use of organizational resources and physical assets, particularly as it relates to beneficial resource sharing among Hayward local agencies

## GLOSSARY OF TERMS

### **Agency-wide Budget**

Budget showing the agency's income and expenses for the entire organization for a fiscal or calendar year.

### **Organizational Budget**

Same as Agency-wide Budget. Budget showing the agency's income and expenses for the entire organization for a fiscal or calendar year.

### **Fiscal Agent**

A non-profit organization that applies on behalf of an organization or group. The fiscal sponsor accepts responsibility to serve as a fiscal conduit for a City of Hayward-funded project, receiving and disbursing funds related to the grant, and administering the requirements throughout the City of Hayward grant process. The sponsored organization or group completes the project activity.

### **Fiscal Audit**

The verification of the financial statements provided by an objective and independent accountant, with a view to express a financial audit opinion. The audit opinion is intended to provide reasonable assurance, but not absolute assurance, that the agency's financial statements are presented fairly, in all material respects, and/or give a true and fair view in accordance within generally accepted accounting principles.

### **Low-Income Residents**

Residents that fall within the City of Hayward's most recently published income limits, specifically earning 80% or below the local median income. See Attachment 1 for FY 2014-2015 income limits.

### **Permanent Full-Time Equivalent Jobs**

Jobs created that do not expire after a term or date and the employee is on the employer's payroll with a W-4. Full-Time Equivalency is calculated at 2080 hours per year.

### **Program/Project Budget**

A budget showing income and expenses of a specific project within an organization. This is different from the Agency-wide or Organizational Budget.

### **Unduplicated Clients**

A participant who is counted only once during the funding year, no matter how many direct services the client receives during a funding year. A participant who receives services throughout the year should be counted and reported no more than one time.

Please consult City staff if there is a term in the Request for Proposal in which you are unfamiliar.