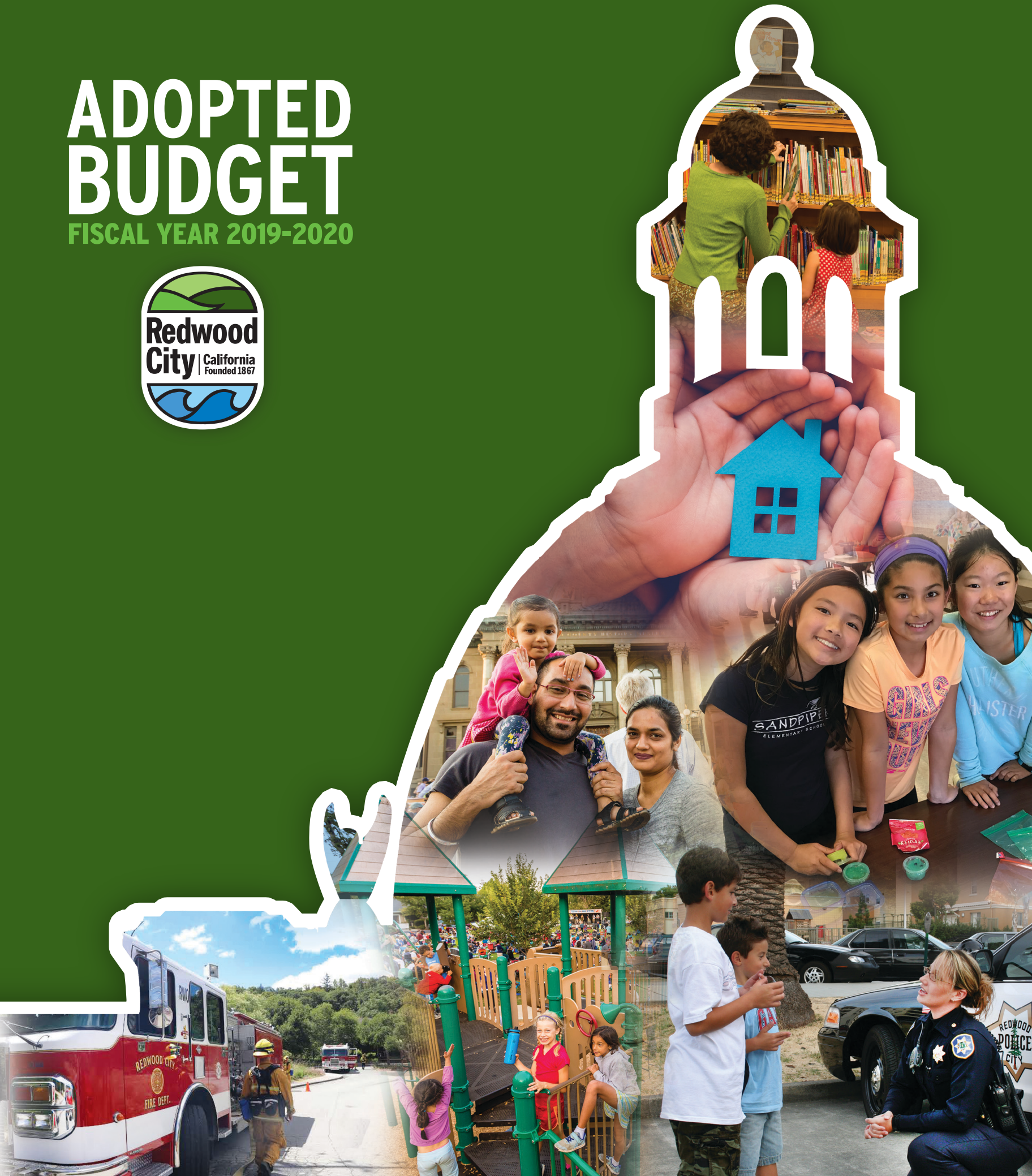


ADOPTED BUDGET

FISCAL YEAR 2019-2020



**CITY OF REDWOOD CITY
REDWOOD CITY, CALIFORNIA**

**ADOPTED BUDGET
FISCAL YEAR 2019-2020**

CITY COUNCIL

Ian Bain, Mayor

Diane Howard, Vice Mayor

Alicia C. Aguirre, Council Member

Janet Borgens, Council Member

Giselle Hale, Council Member

Shelly Masur, Council Member

Diana Reddy, Council Member

CITY MANAGER

Melissa Stevenson Diaz

PREPARED BY

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Jennifer Chang, Carlyne Kerans, Senior Accountants

Jun Nguyen, Revenue Services Manager

Alex Khojikian, Deputy City Manager

Deanna La Croix, Management Analyst

Meghan Horrigan, Public Communications Manager

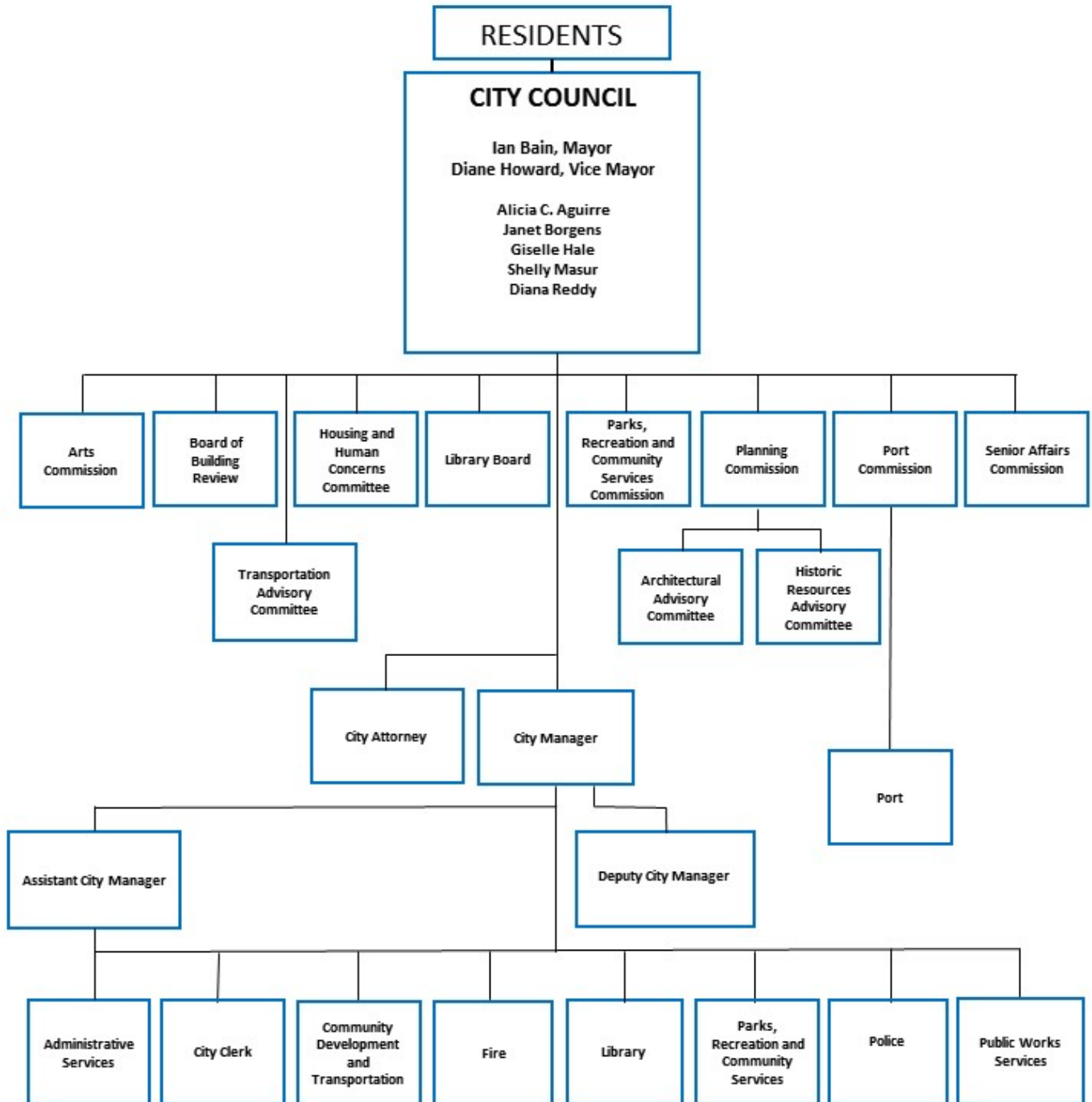
Theresa Yee, Capital Improvement Program Manager

CITY OF REDWOOD CITY

EXECUTIVE TEAM

City Manager.....	Melissa Stevenson Diaz
City Attorney.....	Veronica Ramirez
City Clerk.....	Pamela Aguilar
Assistant City Manager – Administrative Services	Kimbra McCarthy
Deputy City Manager	Alex Khojikian
Community Development and Transportation (acting).....	Steven Turner
Fire.....	Stan Maupin
Library.....	Derek Wolfgram
Parks, Recreation and Community Services.....	Chris Beth
Police	Dan Mulholland
Public Works Services.....	Terence Kyaw

2019



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PREFACE

PREFACE

The staff report that follows was submitted to the City Council on June 24, 2019 along with the resolution that, upon approval by the City Council, adopted the FY 2019-20 budget.

The staff report outlines two accounting changes made to the Recommended Budget submitted to Council during the study session and this document has been updated throughout to reflect those changes. Additionally, the titles to the schedules and graphics have been updated to read “Adopted” throughout.

PREFACE



STAFF REPORT

To the Honorable Mayor and City Council
From the City Manager

DATE: June 24, 2019

SUBJECT

Adoption of City of Redwood City Fiscal Year 2019-20 Budget, City of Redwood City Five-Year Capital Improvement Program, and Successor Agency to the Redwood City Redevelopment Agency Fiscal Year 2019-20 Budget

RECOMMENDATION

By motion of the City Council, adopt a City Council Resolution adopting the Fiscal Year 2019-20 Budget; and adopt a City Council Resolution approving and adopting the Five-Year Capital Improvement Program.

By motion of the Successor Agency Board, adopt a Successor Agency Resolution adopting the Fiscal Year 2019-20 Budget for the Successor Agency to the Redwood City Redevelopment Agency.

STRATEGIC INITIATIVE

Government Operations

BACKGROUND

On February 25, 2019, the City Council held a Study Session on the development of the FY 2019-20 Recommended Operating Budget and provided feedback to staff. A copy of the February 25 staff report is available here: [February 25, 2019 Staff Report](#). The Recommended Operating Budget incorporates that feedback and addresses the City Council's top three priorities of housing, transportation, and children and youth. Additionally, the Recommended Operating Budget provides policy direction on fiscal sustainability by relying on ongoing revenues to fund ongoing expenses, using one-time revenues for one-time expenses, maintaining adequate reserves, and addressing long-term liabilities.

On June 10, 2019, the City Council held a study session to receive the FY 2019-20 Recommended Operating Budget and provide direction for the FY 2019-20 Adopted Budget. A copy of the staff report is available here: [June 10, 2019 Staff Report](#). The City Council directed no fiscal changes to the Recommended Budget as submitted; however, the following changes have been made to the FY 2019-20 Recommended Operating Budget and are included in the proposed FY 2019-20 Adopted Budget:

PREFACE

- Increase expenditures in the Police Department to fully fund two new Parking Enforcement Officer positions of \$256,000. The positions were included in the Recommended Budget, but the associated funding was inadvertently omitted.
- Use of FY 2018-19 year-end operating balance: Increase of \$30,000 to fully fund a transportation demand management report tool and safe routes to school consultant. The amount in the Recommended Budget was estimated to only fund the Vera Bike Boulevard project, and the associated funding for the report tool and the consultant was inadvertently omitted.

ANALYSIS

FY 2019-20 Budget at-a-Glance

The FY 2019-20 Recommended Operating Budget for all funds totals \$301.6 million in revenues and \$290.3 million in expenditures. The General Fund revenue portion of the budget is \$157.4 million. In prioritizing the long-term fiscal sustainability of the City, the Recommended Budget is structurally balanced, while maintaining a General Fund reserve of 15 percent.

FY 2019-20 Budget (All Funds)

	FY 2019-20 Adopted Budget
Revenues	
General Fund	\$ 157,436,776 *
Special Revenue Funds	10,106,887
Capital Project Funds	2,351,000
Enterprise Funds	92,885,640
Internal Service Funds	38,829,790
Total Revenues	\$ 301,610,093
Expenditures	
General Fund	\$ 136,885,776
Special Revenue Funds	14,091,462
Capital Project Funds	14,658,860
Enterprise Funds	86,202,460
Internal Service Funds	38,476,377
Total Expenditures	\$ 290,314,935
Net Change in Fund Balance/Net Position	\$ 11,295,158

Full-Time Equivalents (FTE)

564.36

*Includes \$8,972,411 of Utility Users' Tax revenue that is transferred to the Capital Projects Fund

NOTE: Revenues and Expenditures are shown before transfers in/out

PREFACE

Five-Year Capital Improvement Program (CIP)

The CIP is a valuable resource for achieving the City Council's strategic priorities. Transportation and Water are two of the largest funded areas within the CIP. In recent years, City Council has reviewed a recommended CIP budget for the upcoming fiscal year in the spring, and approved a recommended CIP budget during the City Council budget sessions in June.

Funding for capital projects is derived from many sources, with the Utility Users Tax (UUT) being the primary revenue source utilized for all capital improvement projects. Dedicated revenue sources, which are restricted to specific purposes, include park impact fees, water and sewer enterprise funds, and various transportation funds including Measure A and Gas Tax revenues.

These sources are expected to contribute approximately \$158.4 million over the next five fiscal years, including approximately \$31.7 million in FY 2019-20. The recommended Five-Year CIP includes 84 projects with an estimated cost of \$238.9 million. Of this amount, \$24.8 million is expected to be spent in FY 2019-20 and \$214.1 million is expected to be spent in FY 2020-21 through FY 2023-24. These amounts do not include \$3.0 million for staff resources.

Only the recommended FY 2019-20 CIP budget is aligned with anticipated revenue and staffing, and will be requested for budget approval. The remaining fiscal years of the Five-Year CIP are for planning purposes, with projects beyond FY 2019-20 largely unfunded at this time. No budget approval for future fiscal years is requested at this time.

The table below provides a snapshot of the recommended Five-Year CIP by functional area.

Functional Area	Estimated 5-yr Cost
Facilities Total	\$ 15,006,000
Parking Total	880,000
Parks Total	12,125,000
Redwood Shores Levee/Lagoon Total	3,050,000
Sewer Total	40,924,000
Stormwater Total	33,850,000
Technology Total	8,723,572
Transportation Total	88,434,837
Water Total	35,906,000
Grand Total	\$ 238,899,409

Successor Agency to the Redevelopment Agency

Included in the FY 2019-20 Recommended Operating Budget presented to Council on June 10 was a budget for the Successor Agency. This budget appears in the Fiduciary Funds section, pages 378-379. The budget provides the necessary resources to finance the Successor Agency's obligations of \$3.7 million that will come due in FY 2019-20.

PREFACE

After reviewing the FY 2019-20 Recommended Operating Budget for the Successor Agency, the City Council directed no changes to the budget as submitted.

FISCAL IMPACT

Adopting the FY 2019-20 Recommended Operating Budget will provide authority for staff to continue municipal operations, including the development and construction of capital projects this coming fiscal year. General Fund revenues are budgeted at \$157.4 million and General Fund expenditures are budgeted at \$136.9 million. In addition, the Recommended Operating Budget includes revenues of \$144.2 million and expenditures of \$153.4 million in all other funds.

Only the recommended FY 2019-20 CIP budget of \$27.8 million is recommended for budget approval. The remaining fiscal years of the Five-Year CIP are for planning purposes, with projects beyond FY 2019-20 largely unfunded at this time.

The budget also provides the necessary resources to finance the Successor Agency's obligations of \$3.7 million that are due in FY 2019-20.

ENVIRONMENTAL REVIEW

This activity is not a project under California Environmental Quality Act (CEQA) as defined in CEQA Guidelines, section 15378, because it has no potential for resulting in either a direct or reasonably foreseeable indirect physical change in the environment.

PUBLIC NOTICE

Public Notification was achieved by posting the agenda, with the agenda items being listed, at least 72 hours prior to the meeting. Additionally, consideration of the budget was announced through electronic communication channels and the budget Public Hearing notice was posted on the City's website, City Hall lobby, and in all four public libraries on June 11, 2019.

ALTERNATIVES

The City Charter requires that the Council adopt a budget by resolution. Not adopting a budget would place the City out of compliance with the City Charter.

ATTACHMENTS

Attachment A: Resolution Adopting the Recommended Operating Budget for FY 2019-20
Attachment B: Resolution Adopting the Five-Year Capital Improvement Program
Attachment C: Resolution Adopting the Successor Agency Budget for FY 2019-20

RELATED DOCUMENTS IN CITY CLERK'S OFFICE

1. City of Redwood City FY 2019-20 Recommended Operating Budget
www.redwoodcity.org/financereports
2. City of Redwood City Five-Year Capital Improvement Program
www.redwoodcity.org/financereports

PREFACE

REPORT PREPARED BY:

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(650) 780-7073

APPROVED BY:

Kimbra McCarthy, Assistant City Manager and Administrative Services Director
Melissa Stevenson Diaz, City Manager

PREFACE

06/24/2019

RESOLUTION NO. 15782

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF REDWOOD CITY ADOPTING THE BUDGET OF THE CITY OF REDWOOD CITY FOR FISCAL YEAR JULY 1, 2019 - JUNE 30, 2020, AND PROVIDING FOR THE APPROPRIATION AND EXPENDITURE OF ALL SUMS SET FORTH IN SAID BUDGET

WHEREAS, in accordance with the Charter of the City of Redwood City, the City Manager has submitted to the City Council of the City of Redwood City a proposed annual budget for Fiscal Year July 1, 2019 - June 30, 2020; and

WHEREAS, pursuant to the Charter and after a duly noticed public hearing, the City Council has approved the budget and it has been certified as the Budget of the City of Redwood City for Fiscal Year 2019-20; and

WHEREAS, it is the intention of the City Council to adopt the certified copy of the Budget presently on file in the Office of the City Clerk.

NOW THEREFORE, BE IT RESOLVED BY THE COUNCIL OF THE CITY OF REDWOOD CITY AS FOLLOWS:

SECTION 1. Adoption of Budget. The Budget for Fiscal Year July 1, 2019 - June 30, 2020, approved by the City Council and certified by the City Clerk and City Manager, presently on file in the Office of the City Clerk, is adopted. The Budget is contained in the document entitled "FY 2019-20 Recommended Operating Budget."

SECTION 2. Appropriations. The amounts designated for subprograms in the Budget document's "Operating Programs" section are appropriated to each designated subprogram (excepting the Successor Agency subprogram which is being adopted and appropriated by separate action of the City Council acting in its capacity as the Successor Agency to the dissolved Redwood City Redevelopment Agency) and the amounts designated for capital projects listed in the Budget document's "Capital Improvement Program" section are appropriated. The amounts designated for the debt service payments listed in the document's "City Debt" section and payments listed for assessment districts debt listed in the document's "Fiduciary Funds" section are appropriated (except those for the Successor Agency's debt which will be adopted and appropriated by a separate action of the Successor Agency). The Beginning Balance in the Budget document's "Analysis of Budget by Fund" and the Revenue Estimates for 2019-20 in the Budget document's "Financial Summaries," including those for the Redwood City Public Financing Authority and assessment and improvement districts but excepting those for the Successor Agency, are appropriated.

PREFACE

06/24/2019

SECTION 3. Provision for Interim Expenditures After June 30, 2019: Reappropriations. The City Manager and Assistant City Manager of Administrative Services are authorized and directed to charge expenses incurred prior to July 1, 2020, to the appropriations of Fiscal Year 2019-20. The City Manager and Assistant City Manager of Administrative Services are further authorized to pay all contractual obligations, including but not limited to payroll, contracts, and other expenses, incurred between July 1, 2020, and the date that the appropriations are adopted for Fiscal Year 2020-2021; to this end the City Council, on behalf of the City, appropriates 1/12 of the amounts that were appropriated for operating purposes in Fiscal Year 2019-2020 to each fund, to be effective July 1, 2020. Upon adoption of a budget for Fiscal Year 2020-2021 this appropriation shall be superseded.

SECTION 4. Effective Date and Operative Date. In accordance with Section 51.5 of the Charter of the City of Redwood City, this resolution shall be effective immediately upon adoption.

* * *

PREFACE

Passed and adopted by the Council of the City of Redwood City at a
Joint City Council/Successor Agency Board/Public Financing Authority Meeting
thereof held on the 24th day of June 2019 by the following votes:

AYES:	Aguirre, Borgens, Hale, Howard, Masur, Reddy and Mayor Bain
NOES:	None
ABSENT:	None
ABSTAINED:	None
RECUSED:	None



Ian Bain
Mayor of the City of Redwood City

Attest:



Pamela Aguilar, CMC
City Clerk of Redwood City

I hereby approve the foregoing
resolution this 25th day of June 2019.



Ian Bain
Mayor of the City of Redwood City

RESO. # 15782
MUFF # 501

BUDGET MESSAGE

TRANSMITTAL OF THE FISCAL YEAR 2019-20 RECOMMENDED BUDGET

June 10, 2019

Honorable Mayor Bain and City Council Members:

In accordance with the City Charter, I am submitting the Fiscal Year (FY) 2019-20 City of Redwood City Recommended Budget for your consideration on June 10, 2019, and adoption on June 24, 2019. The Recommended Budget addresses the City Council's strategic priorities and policy direction on fiscal sustainability by relying on ongoing revenue to fund ongoing expenses, using one-time revenues for one-time expenses, maintaining adequate reserves, and addressing long-term liabilities.

The consideration and adoption of the City budget is one of the most important actions that the City Council takes. The budget determines the services the City provides to the community, the staffing of the organization, and sets the amount of funds spent in any given fiscal year.

The City Council has a history of taking intentional, proactive, and strategic steps to ensure the long-term fiscal sustainability of the City, including adopting a structurally balanced annual budget, funding long-term needs, and maintaining a 15 percent General Fund reserve level.

In addition, the City has taken many steps towards strengthening the City's financial position and increasing transparency and operating efficiencies citywide. Those steps include:

- Approved local pension reform two years ahead of Statewide changes
- Updated development fees to ensure full cost recovery for staff services
- Recommended a half-cent sales tax increase which was approved by 68 percent of voters in November 2018, generating an estimated \$8.7 million of additional revenue annually
- Paid down pension liabilities by making additional direct payments to the California Public Employees Retirement System (CalPERS) beyond the annual mandated amount owed
- Opened a Section 115 Pension Trust account to pre-fund the City's pension obligations over time
- Partnered with outside agencies to provide important community services in the most cost efficient way possible
- Increased transparency regarding the City's financial health through an expanded annual budget document and increased public communications
- Developed a Five-Year Capital Improvement Program

With the intention of building on these strengths, staff have taken a number of recent steps to improve the City's budgeting and financial management process. Most notably, staff used the following strategies in developing the FY 2019-20 Recommended Budget:

- Developed a Ten-Year General Fund Forecast for the first time to provide a long-term roadmap to financial sustainability
- Analyzed and recommended an accelerated payoff timeframe for the City's pension obligations
- Continued to focus on cost containment citywide by identifying numerous efficiencies, innovations, and partnerships
- Streamlined the development of the Capital Improvement Program to provide a more realistic and financially viable projection of the City's capital needs and revenue sources

In addition, the City Council's Finance/Audit Subcommittee has taken an active role in providing guidance and recommendations to staff and the City Council on strategic financial initiatives. This included helping staff develop a community Budget Workshop held in April 2019 to engage community members on the City's budget. The interactive workshop gave residents the opportunity to learn about City finances and suggest potential operational innovations and efficiencies, cost reductions, and new revenue sources. Detailed information regarding the Budget Workshop is provided further in the Budget Message. The Subcommittee also assessed opportunities to shorten the timeframe for paying off pension liabilities and recommends that staff study an 18-year payoff period to reduce total interest payments. This is described further in Section 7 of the Budget Message. Over the course of FY 2019-20, the Subcommittee will assess and recommend potential revenue opportunities that the City may consider in balancing the budget long-term, and will review policies related to purchasing, surplus property, and the budget process.

Moreover, as part of the continuous improvement efforts related to financial management, disclosure, and increasing transparency of the City's operations, the City Council has approved implementation of the OpenGov online platform in FY 2019-20. The OpenGov software will enhance the City's budget development process and public reporting, as well as provide resident engagement and web-based interactive performance trends for the community to review. Additionally, staff will seek guidance from professional financial organizations, including engaging the Government Finance Officers Association (GFOA) to perform an onsite best practices review of the City's financial processes and procedures prior to the upcoming implementation of the City's new financial and human capital management system. Finance staff will be using the League of California Cities Municipal Health Diagnostic Tool to analyze the City's financial operations long-term.

The City continues to provide innovative programs and high quality service to the community while maintaining the long-term fiscal health of the City, and advancing the City Council's major priorities and strategic initiatives. The City Council's top three priority areas for FY 2019-20 are housing, transportation, and children and youth; these priorities represent a significant component of the City's discretionary budgetary and policy focus in FY 2019-20. Section 1 of the Budget Message outlines recommended initiatives for FY 2019-20 to advance these priority areas.

This Budget Message includes the following sections in order:

1. City Council Priorities
2. Recommended Use of FY 2018-19 Projected Year End Operating Balance
3. Economic Overview
4. FY 2019-20 Recommended Budget at a Glance
5. Ten-Year General Fund Forecast – Net Budget Position
6. General Fund Revenues
7. General Fund Expenditures
8. Capital Improvement Program (CIP)
9. Enterprise Funds
10. Debt Service
11. Appropriations Limit
12. Acknowledgements

1. CITY COUNCIL PRIORITIES

To address the most pressing community and regional challenges, in February 2019 the City Council selected three priority focus areas for the coming fiscal year: housing, transportation, and children and youth (in priority order). The City Council also decided to update the City's Strategic Plan, and an Ad Hoc Committee has begun work. As that work is still in process, the Recommended Budget reflects the current seven strategic initiatives: community building and communication, community for all ages, economic development, government operations, housing, public safety, and transportation.

Attachment 1 provides detailed information on all the projects and initiatives included in the FY 2019-20 Recommended Budget related to the City Council's top three priorities. An overview of work in each area is provided below.

Housing

The City Council's top priority is housing. In addressing housing stability for all in the community, the City is pursuing short-term, mid-term, and long-term approaches to housing. New initiatives are arising based on City Council input and community feedback shared during last year's *Home For All* community conversations.

Over the course of FY 2019-20, staff will continue to implement and evaluate the effectiveness of the recently approved new protections for community members who rent, including minimum rental lease terms and requiring relocation assistance under certain situations. Building on prior housing policy initiatives and ongoing programs, staff recommends a comprehensive approach to increasing housing stability for Redwood City residents.

The complete list of activities is provided in Attachment 1; the following activities are a subset of housing-related activities included as part of the FY 2019-20 Recommended Budget:

- Apply for the County's Home for All grant by July 2019 to help streamline the City's process for installing Accessory Dwelling Units (ADU) and make it easier for residents to build ADUs
- Amend the City's Mixed Use Live/Work Zoning Code to allow more flexibility for residential housing developments by July 2019
- Consider zoning code amendments by summer 2019 that would make it easier to build ADUs that fit well into neighborhoods
- Host a joint study session meeting in summer 2019 between the Planning Commission and the Housing and Human Concerns Committee to discuss missing middle housing (duplexes, triplexes, and fourplexes)
- Work with the Housing Endowment and Regional Trust (HEART) of San Mateo County by September 2019 on their Green and Livable Accessory Dwelling Unit Resource Program that will provide free final designs and construction drawings for residents to build ADUs

- Report to the City Council by October 2019 on community input and ideas to preserve naturally affordable housing suggested at the June 2019 Rental Property Owner Engagement event
- Commence construction of 20 for-purchase Habitat for Humanity affordable housing units at 612 Jefferson by fall 2019
- Commence construction of a 100 percent affordable housing apartment development at 353 Main (125 affordable housing units) by fall 2019
- Launch two pilot Housing and Homelessness Innovation Team initiatives by January 2020: a Downtown Streets Team, which will hire homeless residents to help clean and beautify the City with the goal of helping people develop job skills and landing a full-time job; and the Housing Locator Assister, which will assist homeless or at-risk households find affordable housing
- Collaborate with the City's school districts to explore work force housing opportunities for school district and City employees by February 2020
- Develop a plan by June 2020 to increase the City's overall effectiveness at serving homeless residents and helping them get housing
- Convene an annual meeting with affordable housing development organizations/developers to provide updates on City affordable housing policies/programs and Opportunity Zone benefits by June 2020

In recognition of the critical importance of meeting residents' needs for housing, the Recommended Budget also includes two important organizational changes. I recommend moving the Housing Division from the Community Development and Transportation Department to the City Manager's Office, and upgrading the current CDBG/HOME Administrator classification to the position of Housing Leadership Manager to provide leadership for housing initiatives. Additionally, I have asked Human Services Manager Teri Chin to serve as a Homeless Services Manager, coordinating efforts across departments to meet the needs of homeless residents and leading two new initiatives related to homeless individuals: the Downtown Streets program, and the Housing Assistance Locator program. To allow the Human Services Manager to take on this role without affecting other important work, the Recommended Budget includes a three-year contract Human Services Coordinator position. Together, I believe these changes will increase our organizational capacity for advancing the City Council's goals related to providing housing stability for Redwood City residents.

Transportation

The topic of transportation is a close second to the need for housing within the community. To ease congestion and increase safety, the Recommended Budget continues momentum on both regional and local projects to make it easier to get around within Redwood City and beyond and support efficient and safe travel in the community. Much of this work requires close coordination with regional transportation partners and advocacy for Redwood City's needs. As with the housing focus, building on prior transportation initiatives, staff recommends a comprehensive approach to addressing transportation challenges in the coming year.

The complete list of activities is provided in Attachment 1; the following activities are a subset of transportation-related activities included as part of the FY 2019-20 Recommended Budget:

- Address challenges community members are experiencing due to the Redwood City School District's consolidation of elementary school sites. Goals include contract with a Safe Routes to School consultant to update walking and biking maps and to support creation of biking school buses; implement additional traffic enforcement for four weeks at the start of the 2019-20 school year; and, increase citywide communications to help residents across the City prepare for new transportation patterns around schools in August 2019
- Complete Marshall Street Pedestrian Enhancement Project by October 2019
- Kick off the Roosevelt Traffic Calming project and present design options for community input by October 2019, and preferred design alternatives in early 2020
- Increasing parking enforcement staffing by two positions (for a total of 4 positions) by fall 2019 to address additional neighborhood parking and Downtown parking needs
- Reclassify two existing parking enforcement officer positions to expand their duties related to abandoned vehicle abatement and traffic safety duties in support of the Traffic Unit by fall 2019
- Complete construction of the US Highway 101 Pedestrian Undercrossing between Bair Island Road and Main Street providing an important pedestrian and bicycle connection from the neighborhoods east of Highway 101 to the downtown area by December 2019
- Complete traffic improvements at Jefferson and Middlefield by early 2020
- Advance design of the Whipple Grade Separation project and develop conceptual grade separation alternatives by early 2020
- Make significant pedestrian and bicycle improvements Downtown, including the permanent closure of Theatre Way to automobile traffic, by spring of 2020
- Complete design of US Highway 101/84 Interchange Project by summer 2020
- Coordinate with regional partners throughout the year to further key transportation projects including the Redwood City Ferry Terminal Project, the Dumbarton Transportation Project, and the Caltrain Electrification and Modernization Project

Children and Youth

The City Council's third priority area is children and youth. Multiple City departments plan programs annually to support children and youth, and a comprehensive list is provided in Attachment 1.

The Recommended Budget proposes several one-time efforts to support safe travel to schools and afterschool programming in light of challenges that community members are experiencing due to the Redwood City School District's recent decision to consolidate elementary school sites. These efforts are

being carefully coordinated with Redwood City School District staff. The City Council-appointed Transportation Committee will also assist in implementing student transportation safety efforts. Additionally, the City will continue to collaborate with all of the school districts serving Redwood City by focusing on after school care, student enrollment, and school safety. The following activities are included as part of the FY 2019-20 Recommended Budget:

- Safe Routes to School consultant to update walking and biking maps and support creation of biking school buses
- Additional traffic enforcement for four weeks at the start of the 2019-20 school year
- Increased City afterschool programming
- Scholarships for afterschool care for families who previously received reduced-cost afterschool care at Hawes School
- Citywide communications to help residents across the City prepare for new transportation patterns around schools beginning in August 2019

Other efforts to support children and youth included in the Recommended Budget include:

- Invest in parks and library infrastructure to expand Redwood City's spaces for children including Hoover Park Turf Project by August 2019, Magical Bridge Playground by December 2019, and temporary pop-up activities like Putt'n Around Mini-golf throughout the year
- Support low income residents and vulnerable communities by completing an equity audit of Library policies and procedures by December 2019
- Launch new library programs and activities for seniors, veterans, LGBTQ+ residents, people of color, people with disabilities, and opportunity youth (those aged 16-24 who are not currently in school or employed), and work directly with these populations in the development of new programs and library collections that meet their needs by December 2019
- Install the Pirate Ship Imaginative Art Area for children and families at the Redwood Shores Branch Library by the end of 2019
- Advocate throughout 2019 for AB452, in collaboration with State leaders, which would create a "Child Care Facilities Grant Fund"
- Create a new makerspace/technology lab for people of all ages at the Downtown Library by April 2020
- Explore a temporary pop-up teen center in the Downtown by spring of 2020
- Conduct a Teen Citizen Police Academy by June 2020

- Increase by 20 percent the Library’s program offering wireless hot spots and mobile devices for home use by circulating 1200 devices by June 2020
- Conduct a Junior Fire Academy to support teen exposure to the fire service by June 2020
- Advance the conceptual plan for updating Roselli Garden as part of the Downtown Parks initiative by summer 2020

2. RECOMMENDED USE OF FY 2018-19 ESTIMATED YEAR-END OPERATING BALANCE

At this time, staff anticipates a FY 2018-19 year-end operating balance of approximately \$5.6 million. This is due both to underspending in operating departments, largely attributable to staff vacancies, and to stronger-than-projected property tax and transient occupancy tax (hotel tax) growth.

On February 25, 2019, during the mid-year budget study session, the City Council approved a strategy to utilize approximately 80 percent of the City’s estimated operating balance, or \$4.2 million, towards paying down the City’s pension liabilities (discussed further in the Budget Message, currently at \$242 million), including the transfer of funds to the City’s Section 115 pension and retiree health trust accounts, and to use approximately 20 percent of the operating balance, or \$1.4 million, as one-time funding towards the City Council’s priorities in the areas of housing, transportation, children and youth.

Staff recommends allocating these funds as follows. The final amounts will be determined after the fiscal year-end close is completed in the fall. If the final amount exceeds the current estimate, staff recommends that an additional operating balance be used to fund pension liabilities. If the final amount is less than the current estimate, staff will provide a recommendation with the updated provided to the City Council in the fall.

Pay Down Long-Term Liabilities - \$4.2 million

- \$3.0 million payment to the pension trust
- \$600,000 payment directly to CalPERS
- \$600,000 payment towards the retiree health (OPEB) trust

Support Council Priorities - \$1.4 million

Housing

- \$390,000 for three year contract Human Services Coordinator position to allow Human Services Manager to serve as citywide Homeless Services Manager (\$130,000 for FY 2019-20)
- \$150,000 to upgrade existing positions in the Housing Division, including establishment of a Housing Leadership Manager position to lead housing-related policy initiatives
- \$130,000 for two years of housing-related planning consulting services (\$65,000 for FY 2019-20)
- \$50,000 for two years of below market rate housing administration services to allow staff to focus on high-value activities rather than routine administrative duties (\$25,000 for FY 2019-20)
- \$50,000 in matching funds for Second Unit “One Stop Shop” pilot program with Home for All

Transportation

- \$230,000 for a transportation demand management reporting tool to aid efforts to reduce employment-related traffic congestion and Safe Routes to School consultant to update walking and biking maps and support creation of biking school buses
- \$30,000 for an electronic message board for announcements of transportation-related construction and meetings
- \$20,000 for assistance with transportation-related study sessions and communications
- \$20,000 for traffic enforcement for four weeks at the start of the 2019-20 school year

Children and Youth

- \$240,000 to replace lost grant funds and increase City afterschool programming
- \$20,000 to subsidize afterschool care for former families of Hawes School
- \$10,000 for special projects

Other Council Priorities

- \$200,000 for emerging City Council initiatives over the course of the fiscal year
- \$60,000 for two years of policy development consulting services to support the City Council Governance Subcommittee (\$30,000 for FY 2019-20)
- \$60,000 for a portable barricade system to be used during various events in the Downtown Courthouse Square area
- \$60,000 for legislative consulting services
- \$50,000 for land use consulting services
- \$15,000 for the Civic Cultural Commission Grant program in order to support transition to the new special events fee structure without adversely impacting non-profit event providers
- \$15,000 for membership in National League of Cities for two years to enhance awareness of federal legislation and grant opportunities affecting Redwood City (\$7,500 for FY 2019-20)

3. ECONOMIC OVERVIEW

The economic conditions discussed below help inform the development of the FY 2019-20 Recommended Budget and the Ten-Year General Fund Forecast. Of note is the near-certainty of a recession during the Forecast period. It is unknown when this may occur, but many economists suggest it will occur at some point during FY 2020-21. In addition to the City's internal research and forecast development, staff has received information from a variety of sources, including the California Legislative Analyst's Office, and consultants working for Avenu Insights & Analytics, the National Economic Education Delegation, and the UCLA Economic Forecast.

Federal

By June 2019, the economy will have been in an upward, or expansion, phase of the business cycle for ten years, which is the nation's longest ever expansion cycle, based on figures that go back to the 1850's. Notably, since 1945, the average economic expansion has lasted about 5 years. The consensus among economists is that a recession is in the near future; however, most economists agree that there is no immediate (within the next 6 months) recession. Many experts are suggesting the recession will begin in late 2020 or early 2021. It is unknown which event will be the tipping point, but economists are watching several factors.

The federal economy (real gross domestic product) grew at a pace of 3.2 percent (year over year basis) in the first quarter of 2019. Professional forecasters see economic growth easing to 2.4 percent later in 2019. The economy is operating at nearly full employment, with a national unemployment rate of 3.8 percent. Economists forecast that the unemployment rate will increase slightly to 4 percent over the next several quarters, and remain around 4 percent during 2020.

Economists are cautiously optimistic that trade disputes with China are easing. China and the United States are continuing talks of a trade deal; these talks have stalled recently. If a deal is reached and China can stabilize their economy, it will have a positive effect on fears of a global economic slowdown. If a deal is not reached, and tariffs are raised on Chinese goods, there is potential for an economic downturn.

The federal funds interest rate also continues to hold steady for the time being. In March 2019, federal officials reiterated that they did not expect to raise rates again in 2019. Current conditions, tame inflation rates and growth slowdown, have encouraged the Feds to remain “patient” before raising interest rates.

Personal Consumption Expenditures (PCE) are also on the rise. During March 2019, PCE rose by an unexpected 0.9 percent, which is the largest monthly increase since August of 2009. With the Gross Domestic Product (GDP) at 3.2 percent, and unemployment at 3.8 percent, consumer sentiment surveys indicate that a majority of consumers have a positive outlook for their personal finances. The national economy currently appears to have weathered the prolonged government shutdown and stock market volatility that caused a slump in the economy during the first part of 2019.

In March 2019, the yield on the 3-month Treasury bill was higher than the yield on the 10-year Treasury note for the first time in more than 10 years, indicating that the cost of borrowing money in the short-term is more expensive than borrowing in the long-term. When the yield curve becomes inverted in this manner, it can have a direct effect on business investment, and possibly lead to a contraction in the economy due to a slowing in production and rising unemployment. Based on the current yield curve, many economists agree that a recession is likely to occur sometime within the next two years.

Cautious optimism seems to be the mood currently. Investors and economists continue to try to predict not only the timing of the next recession, but the factors that will signal the coming of the recession. Ultimately, a recession would affect consumer behavior and the performance of some of the key revenue sources for local government agencies, including in Redwood City.

State

The State’s economic conditions remain positive, primarily due to the constitutional reserve projected at \$14.5 billion at the end of FY 2019-20. The Legislative Analyst’s Office (LAO) projected that the California Legislature would have an additional \$14.8 billion in resources available to allocate in the budget process. These monies could be committed to additional reserves or to new one-time and/or ongoing programs. If the latter is the case, local agencies could benefit from these decisions.

Another positive projection for the California budget is the possibility of \$1.0 billion or more in one-time tax revenue collected in the near future, due to several initial public offerings (IPOs) this year. Uber had an IPO in May 2019, and Airbnb and four other California-based companies will have IPOs later this year, which are collectively projected to generate up to \$1.0 billion in tax revenue for the State.

Wage and salary growth will remain steady due, in large part, to the low state unemployment rate of 4.3 percent as of March 2019. The pace of job growth will continue to slowly decline, again, due in large part to low numbers of Californians looking for jobs. The state's revenue from personal income tax, sales tax, and corporation tax, (the three largest taxes), is expected to increase by 5.5 percent, while expenditures are projected to grow at an overall rate of 1.5 percent.

The LAO has created a State Fiscal Health Index (Index) to track the strength of the economic conditions relevant to the State's fiscal health. As of December 2018, the Index remained near historic highs; however, it has slightly declined as of March 2018. This is the first month-over-month decline in the Index in two years, and is a continuation of a trend of slowing growth that started in June 2018. While it is too soon to draw any firm conclusions about the decline, the likelihood of continued revenue growth over the next year appears to be diminishing.

Local

The City of Redwood City has a population of approximately 85,300 that is evenly split between men and women. The population has grown by more than 12 percent since 2010. This is significantly higher than the increase of California (7.4 percent) and San Mateo County (7.2 percent) during the same period. The median age of all residents is 37 years.

The regional economy (San Francisco Bay Area) is very robust. According to the Bureau of Labor Statistics, as of February 2019, the unemployment rate in this area was 2.8 percent, while the unemployment rate in Redwood City was 2.3 percent. Bay Area home prices were up 0.5 percent over the past two months, and up 3.5 percent from a year ago. Year over year job growth rose to 2.4 percent, far outpacing the 1.7 percent growth for the nation and 1.4 percent state job growth. The Bay Area economy is ranked 19th in the world with a GDP of \$748 billion as of July 2018.

According to Zillow.com, the median home value in Redwood City is currently \$1.6 million. Although Bay Area home prices are up 3.5 percent from a year ago, home values in the City have decreased by 2.1 percent over the past year, indicating a slight softening in the local housing market. The median home rental rate in the City is \$4,200 per month, compared to the San Francisco metro area of \$4,500 per month. The downside of high home values and rental rates is that Redwood City is one of the most expensive places to live in the Bay Area.

According to the 2019 Silicon Valley Index, published by Joint Venture Silicon Valley, in the Silicon Valley region, the median household income was \$118,357 in 2017 (latest available numbers.) California overall had a median income of \$71,805, while the nationwide median household income was \$60,336. The per capita income in Silicon Valley was \$102,410, compared to \$59,796 for California, and \$51,640 nationwide.

Average annual spending on housing (rent and mortgage) in the San Francisco area is over 41 percent. According to the U.S. Census Bureau, as of 2017, the owner-occupied housing rate was 59.7 percent, compared to the national average of 64.4 percent. The Bay Area lost a net of 45,670 people during 2017; people leaving the area were concentrated in lower-paying sectors.

While the San Francisco Bay Area economy remains strong, there is concern that the soaring costs of housing are threatening the area's economic diversity as more and more people leave the State.

For these reasons, it is important for the City to take a forward-thinking, long-term approach to mitigating the City’s financial liabilities and to proactively prepare for future recessionary impacts that loom on the horizon.

The Ten-Year General Fund Forecast section of the budget document provides detailed analysis and assumptions on the City’s General Fund projected revenues and expenditures.

4. RECOMMENDED BUDGET AT A GLANCE

The FY 2019-20 Recommended Budget for all funds totals \$301.6 million in revenues and \$290.3 million in expenditures (before transfers in/out). The General Fund revenue portion of the budget is \$157.4 million. In prioritizing the long-term fiscal sustainability of the City, the Recommended Budget is structurally balanced, while maintaining a General Fund reserve of 15 percent.

FY 2019-20 Adopted Budget (All Funds)

	FY 2019-20 Adopted Budget
Revenues	
General Fund	\$ 157,436,776 *
Special Revenue Funds	10,106,887
Capital Project Funds	2,351,000
Enterprise Funds	92,885,640
Internal Service Funds	<u>38,829,790</u>
Total Revenues	<u>\$ 301,610,093</u>
Expenditures	
General Fund	\$ 136,885,776
Special Revenue Funds	14,091,462
Capital Project Funds	14,658,860
Enterprise Funds	86,202,460
Internal Service Funds	<u>38,476,377</u>
Total Expenditures	<u>\$ 290,314,935</u>
Net Change in Fund Balance/Net Position	<u><u>\$ 11,295,158</u></u>

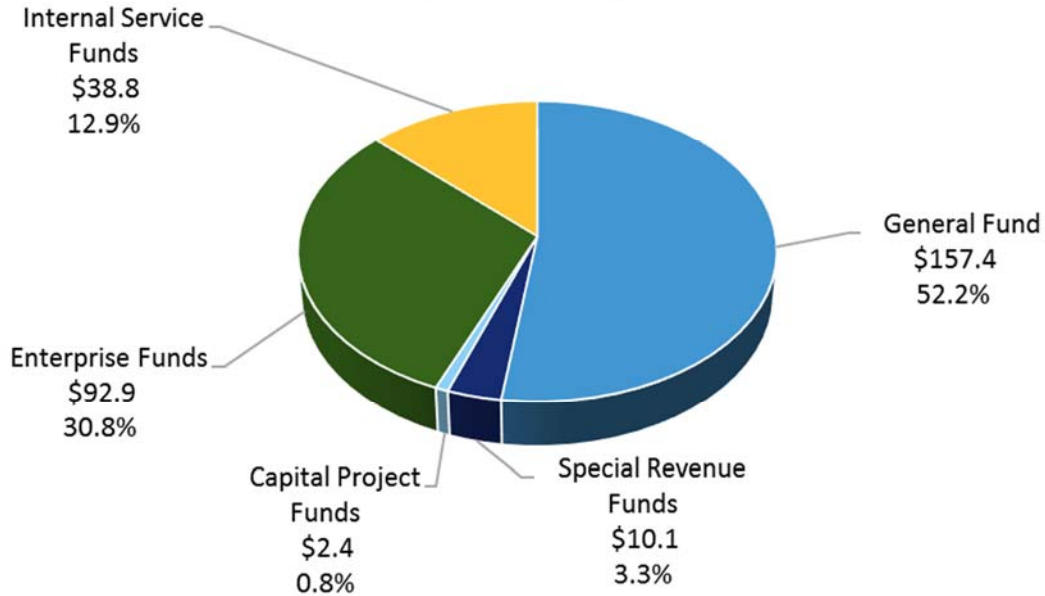
Full-Time Equivalents (FTE) 564.36

*Includes \$8,972,411 of Utility Users’ Tax revenue that is transferred to the Capital Projects Fund

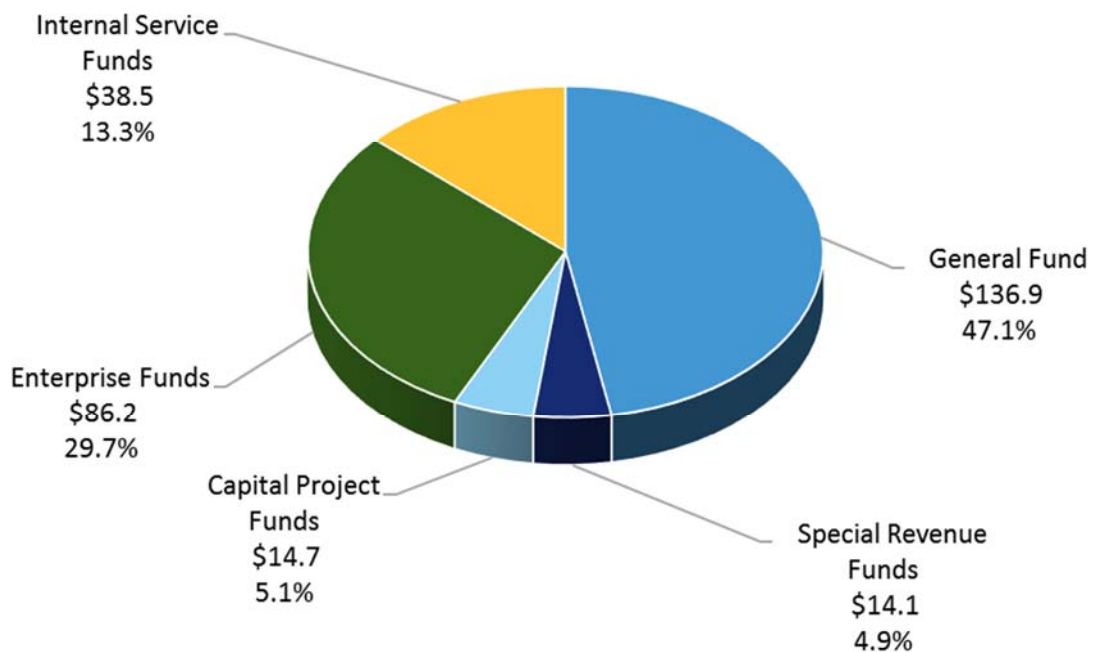
NOTE: Revenues and Expenditures are shown before transfers in/out

Total FY 2019-20 Adopted Revenues and Expenditures by Fund

FY 2019-20 Revenues - All Funds (in millions)

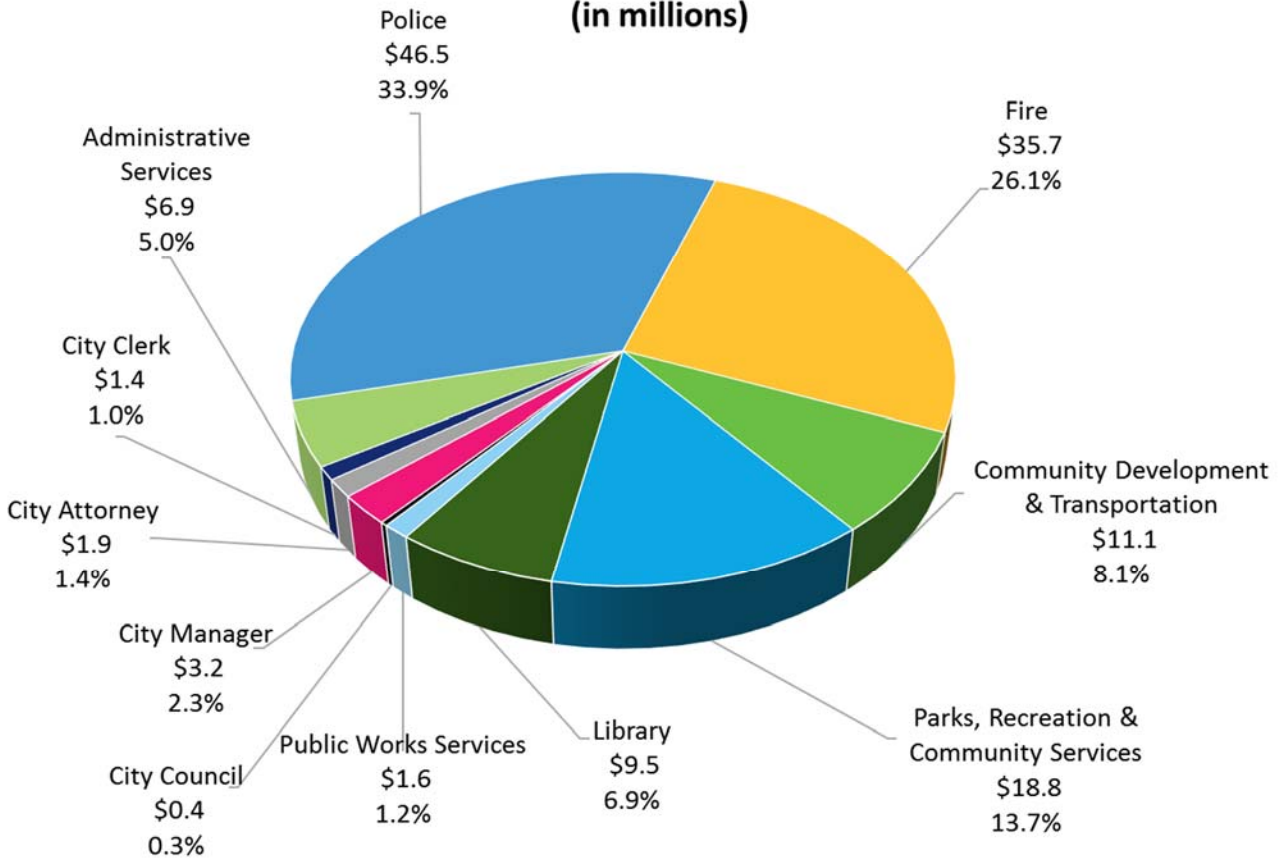


FY 2019-20 Expenditures/Expenses - All Funds (in millions)



General Fund Budgeted Expenditures by Department

**FY 2019-20 Budget
(in millions)**



Efficiencies, Innovations, and New Partnerships

As previously mentioned, City departments have proactively examined ways to innovate and improve existing processes, and seek new partnerships beyond those already established, to contain costs and increase revenue. A few of these resourceful ideas include utilizing new technologies to automate critical and labor intensive work, and finding new ways to meet the community’s needs without additional staffing. In order to improve the City’s ability to fund services as well as pay down the City’s long-term liabilities, the City will need to continue to contain costs through efficiencies, innovations, and partnerships.

Attachment 2 provides a detailed list by department, describing the many innovations, efficiencies, and new partnerships proposed to occur citywide over the course of FY 2019-20.

Budget Workshop

On April 10, 2019, the City hosted a Community Budget Workshop at the Veterans Memorial Senior Center. Twenty-five attendees participated in sessions that focused on potential new revenue sources, innovations, efficiencies, and cost reductions the City could explore.

Attendees shared their ideas and, at the end of the evening, ranked their top choices among all the collective ideas heard.

The main themes regarding innovations, efficiencies and cost reductions included:

- Exploring other shared services with non-profits and other agencies
- Contracting out for services to save costs, and providing contract services to other agencies to generate more revenue
- Managing the City's utility costs by shifting to an all-electric vehicle fleet and furthering solar projects

The main themes regarding potential revenue sources included:

- Using City property to generate revenue
- Tapping into the businesses community to increase revenue through potential new taxes (business tax/head tax or vacancy tax) and other community benefits
- Increasing the business occupancy rates

Attachment 3 contains further details on the ideas received and questions from attendees.

FY 2018-19 Financial Sustainability Plan Update

The City Council took a forward-thinking and prudent approach to addressing the City's fiscal challenges through adoption of the Financial Sustainability Plan (FSP) in FY 2017-18, which included reducing operating costs and increasing revenue in order to balance the City's budget over the next five years. Operating cost reductions of approximately \$3.8 million were included in the FY 2018-19 Adopted Budget and additional reductions of \$2.2 million were planned for FY 2019-20.

Additionally, as part of the FSP, the City Council placed two revenue measures on the November 2018 ballot: a half-cent general sales tax increase (Measure RR) and a cannabis excise tax (Measure DD). On November 6, Redwood City voters passed both measures, with 68 percent of voters supporting Measure RR, and 79 percent of voters supporting Measure DD.

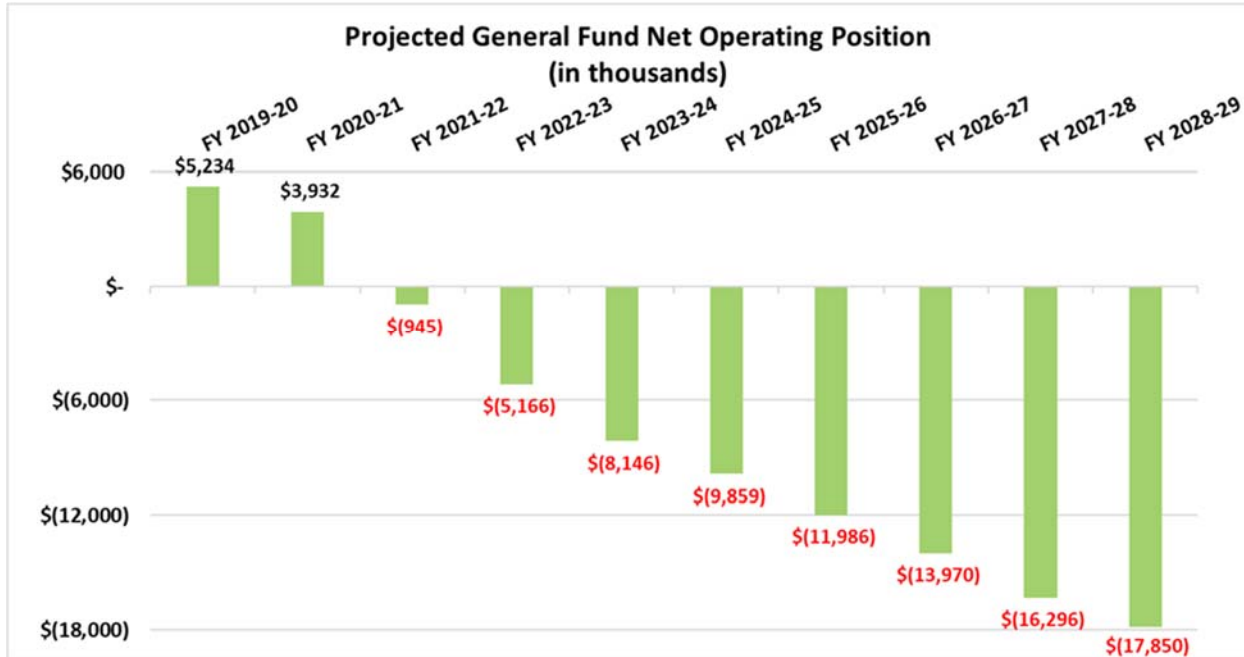
The increased sales tax is anticipated to produce approximately \$8.7 million in FY 2019-20. The successful passage of these measures provides much-needed revenue to offset projected cost increases, including growing pension contributions, and allows for the restoration of some of the budget and service reductions that were included in the FY 2018-19 Adopted Budget.

On December 3, 2018, the City Council approved restoration of budget and service reductions totaling \$2.7 million, which include the restoration of Police staffing and Library hours. In addition, the recommended reductions of \$2.2 million that were originally set to be implemented in FY 2019-20 have been eliminated and are not included in the FY 2019-20 Recommended Budget.

5. TEN-YEAR GENERAL FUND FORECAST – NET BUDGET POSITION

The Ten-Year General Fund Forecast contemplates an economic downturn occurring within FY 2020-21, and when combined with rising mandated pension contributions, a budget deficit is projected to begin in FY 2021-22 and increase annually over the Forecast timeframe.

As shown in the graph below, without any adjustments to current operating costs or revenue sources, the annual budget deficit is projected to be almost \$1.0 million in FY 2021-22, and grow to approximately \$18.0 million in FY 2028-29.



Because of the projected deficit, the City will need to continue to explore all the strategies previously identified in the Financial Sustainability Plan adopted in FY 2017-18, including operating cost reductions and revenue enhancements. As previously mentioned, in FY 2019-20, the City Council Finance/Audit Subcommittee will be discussing opportunities for the City to increase revenue, among other financial strategies.

Additionally, the City Council, staff, and community partners will need to continue to work together to align services and resources and address community needs. Maintaining the City’s long-term fiscal stability requires meaningful action and a proactive approach to addressing the City’s projected deficit and long-term liabilities through both revenue increases and expenditure reductions over time.

A comprehensive analysis of the City’s Ten-Year General Fund Forecast is included as a separate section of the budget document, and General Fund revenues and expenditures are explained in further detail below.

6. GENERAL FUND REVENUES

General Fund revenues (including transfers in) are expected to increase to \$158.8 million in FY 2019-20, which is approximately 10.7 percent above the FY 2018-19 adopted budget of \$143.4 million. Most of the City's General Fund revenues continue to derive from property, sales, utility users' tax (UUT), and transient occupancy taxes (TOT).

Highlights of the FY 2019-20 General Fund revenues include:

- Property taxes are budgeted at \$54.5 million. This is a 4.8 percent increase over the FY 2018-19 adopted budget of \$52.0 million. The increase is primarily driven by the completion of new development, and increased assessments of commercial and residential properties.
- Sales tax is budgeted at \$32.3 million. This is a 35.1 percent increase over the FY 2018-19 adopted budget of \$23.9 million. The significant increase in budgeted sales tax revenue is due to the passage of a one-half cent local sales tax in November 2018 that became effective on April 1, 2019. This new tax is expected to generate approximately \$8.7 million additional revenue in FY 2019-20. City sales tax revenues are primarily derived from automobile dealerships and several large retailers. Sales tax revenues continue to be vulnerable to changing consumer preferences.
- UUT is budgeted at \$9.0 million, which is a decrease of 7.2 percent over the FY 2018-19 adopted budget of \$9.7 million. Pursuant to City Council policy, the entirety of this revenue is transferred to the Capital Projects Fund to be used exclusively for capital projects. This revenue stream is declining as consumers "cut the cord" on their traditional cable providers and switch to other services, such as streaming video or online content.
- TOT is budgeted at \$8.6 million, which is a 28.4 percent increase over the FY 2018-19 adopted budget of \$6.7 million. The significant increase is due to the recent opening of a new hotel in the City, as well as increased occupancy rates and average room rental rates. New TOT revenue generated by short-term rentals will be set aside for affordable housing and will not be dedicated to the General Fund.
- Educational Revenue Augmentation Fund (ERAF) revenues are reimbursements to the City from the State via the County of San Mateo; the ERAF shifted hundreds of millions of dollars in local property taxes annually to schools from local governments. This revenue source is budgeted at an estimated \$4.2 million for FY 2019-20. This is a 5 percent increase over the FY 2018-19 adopted budget of \$4.0 million. Projections reflect conservative growth as this revenue stream remains susceptible to legislative changes and complicated school funding formulas.
- Downtown property taxes (Former Redevelopment Agency tax increment) are budgeted at \$8.8 million in FY 2019-20, a 22.2 percent increase over the FY 2018-19 adopted budget of \$7.2 million. This increase is primarily due to significant development activity in the downtown area.

**General Fund - Revenue by Category
(in thousands)**

Budget By Categories of Revenues	FY 2019-20 Adopted Budget
Property Taxes	\$ 54,531
Downtown Property Taxes	8,800
Sales Tax	32,302
Other Taxes	13,845
Licenses and Permits	6,567
Fines and Forfeitures	604
Interest Earnings/Rentals	645
Revenues from Other Agencies	3,181
Charges for Services	17,399
Other Revenues	7,809
Library	626
Recreation	2,155
Utility Users Tax	8,972
Total Revenues	157,436
Transfers In from Other Funds	1,366
Total Revenues and Transfers In	\$ 158,802

The chart below details the major revenue sources for the City.

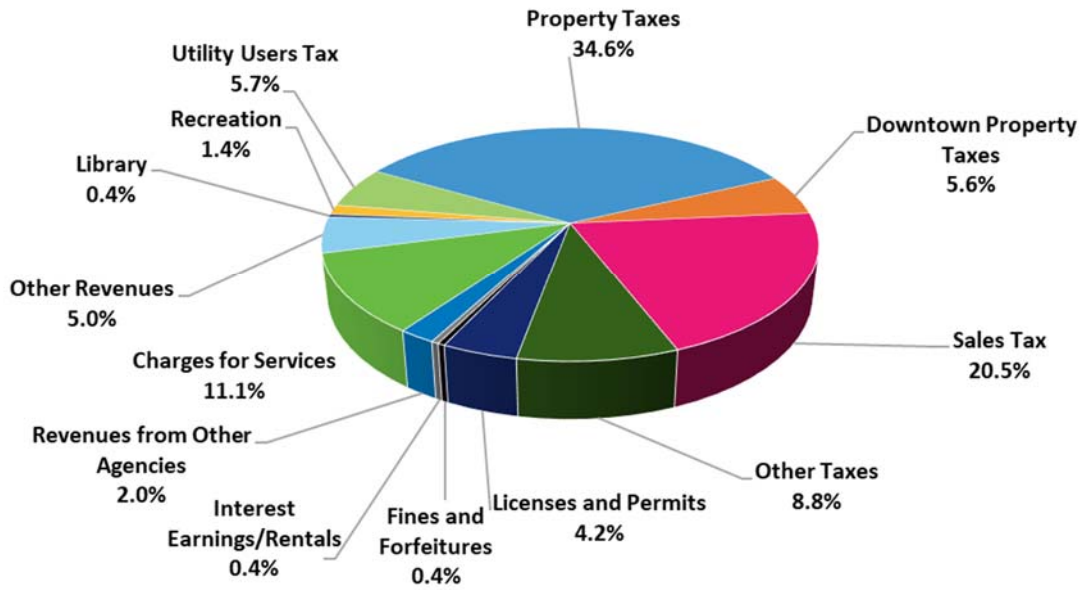
Property tax, including Downtown Property Taxes, will continue to be the most significant revenue stream, representing 40.2 percent of total General Fund revenue, which is down slightly from 41.5 percent in FY 2018-19.

The next largest source of revenue is sales tax at 20.5 percent (up from 16.8 percent in FY 2018-19), followed by Charges for Services (San Carlos Fire Service fees, plan check fees, and garbage collection franchise fees) at 11.0 percent (down from 11.7 percent in FY 2018-19).

Other taxes (TOT, property transfer tax, franchise fees, business license taxes) represents 8.8 percent (up from 8.4 percent in FY 2018-19), and UUT represents 5.7 percent (down from 6.8 percent in FY 2018-19) of total General Fund revenues.

Although the UUT is considered part of the General Fund, by Council policy, this revenue is used exclusively for capital projects rather than ongoing operating expenses.

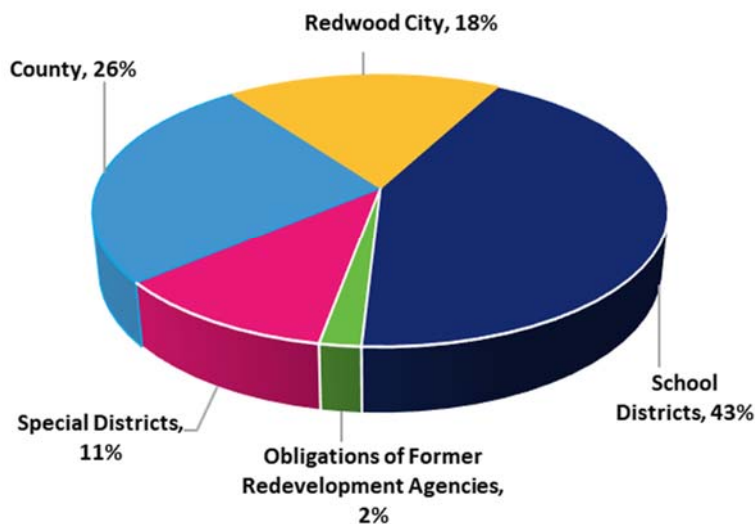
FY 2019-20 Budgeted Revenues - General Fund



Property Tax

Property Tax collected downtown and from throughout the City is the largest contributor to the City’s revenue stream, representing 40.2 percent of all revenues. This includes all property taxes, including the downtown area. The chart below illustrates the proportion the City receives of property taxes paid. On average, the City receives 18 percent of the property tax paid in the City, with the remainder of property tax revenue going to school districts, the County, and special districts.

Where Do Property Taxes Go?

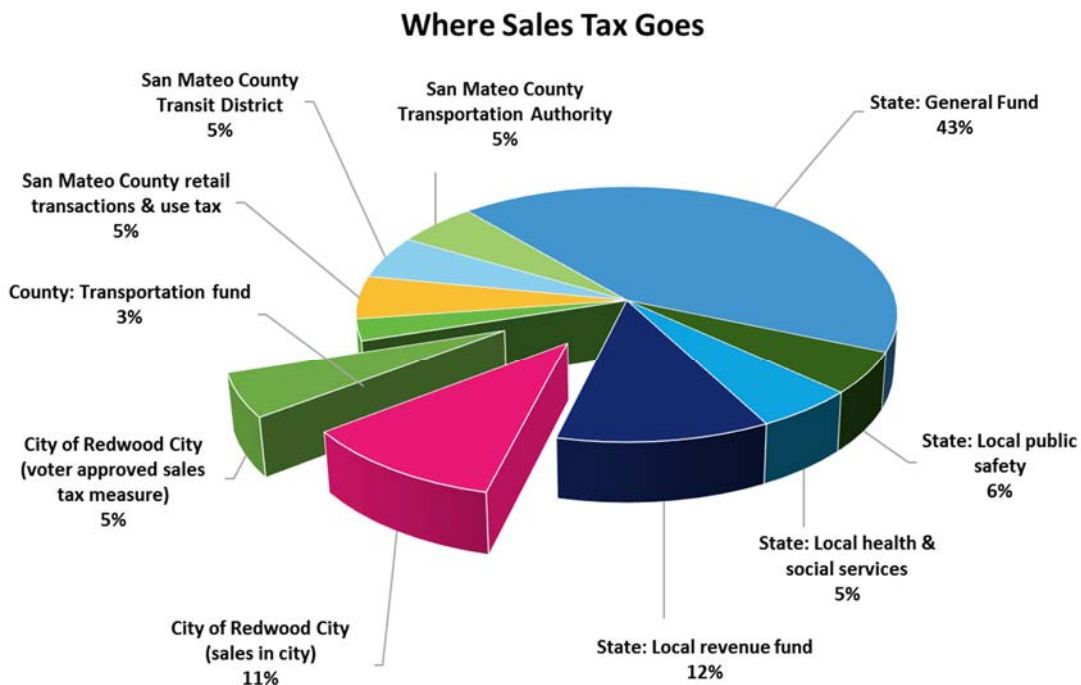


Homeowners in the City have seen a slight decrease in median home prices in the last year (according to Zillow.com), but it is predicted that home values will rebound modestly with an expected increase of 0.3% percent within the next year. The current median home value in the City is \$1.6 million.

Sales Tax

As customary for all cities in the State, the City receives an additional 1 percent tax on all sales originating within the City limits. Following approval of Measure RR in November 2018, the Redwood City sales tax rate is now 9.25% and will be 9.75 percent as of July 1, 2019 when it will increase due to a countywide half-cent transportation sales tax increase.

The chart below shows how sales tax is distributed. The City receives 16 percent of the sales tax collected in the City.

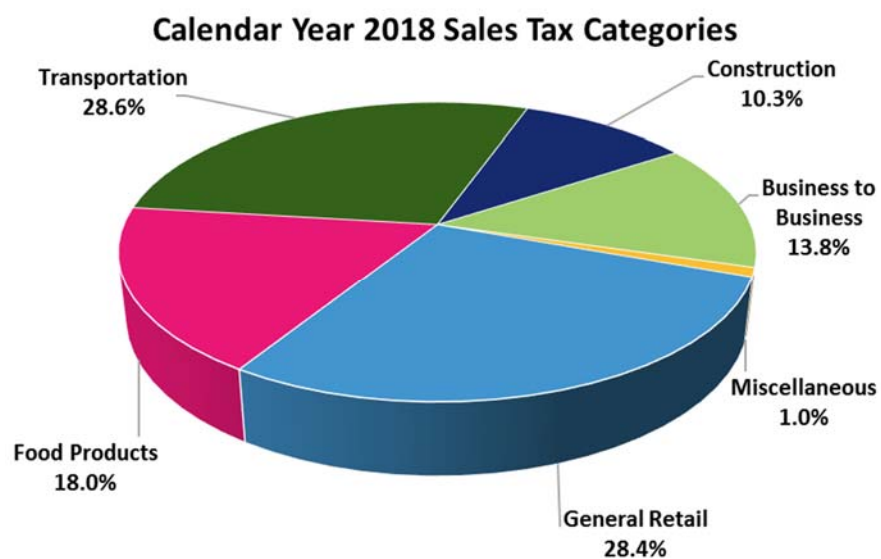


As shown below, the dominant source of sales tax generation for the City is the transportation category, which accounted for 28.6 percent of all sales tax revenue from calendar year 2018. This is down from 31.6 percent for calendar year 2017. This category includes new and used automobile sales and gasoline sales. The general retail category, which includes department stores, apparel stores, and miscellaneous retail, accounted for 28.4 percent of sales tax revenue, down from 29.1 percent for 2017. Food products, including restaurants and grocery stores, accounted for 18.0 percent of sales tax revenues, which is up from 16.8 percent in 2017.

Residents are spending more of their disposable income on non-taxable items than before, like housing, medical care, and education. The Consumer Price Index reveals that in the last couple of years, the prices of these items have increased rapidly, while the cost of many taxable items has dropped.

Additionally, burgeoning trends toward online purchasing impact the City’s sales tax revenue, since the method of distributing the tax varies. For purchases made at physical establishments located in Redwood City, sales tax is distributed based on “point of sale.” For online purchases, the tax is treated as a “use” tax. A use tax is charged on goods sold to California customers from out-of-state retailers. Use taxes are allocated to countywide pools where the goods are used. The taxes are distributed proportionately countywide based on the City’s pro rata share of sales tax.

Changing consumer preferences affect City sales tax revenues as well. New automobile leases (rather than purchases) cause the stream of sales tax revenues to be realized over the life of the lease (typically several years) rather than at the time of purchase. Finally, the preferences of younger consumers who are more frequently purchasing “experiences” (generally not taxable), rather than goods, has a negative effect on sales tax revenue.



The FY 2019-20 Recommended Budget reflects a 35.1 percent increase in sales tax revenue over the FY 2018-19 Adopted Budget. This is due primarily to the passage of Measure RR by the Redwood City voters in November 2018. This measure enacted a one-half cent sales tax increase for purchases within Redwood City. In FY 2019-20, the new local sales tax is budgeted to increase total City sales tax revenue by \$8.7 million.

A number of other factors can affect sales tax revenues generated in the City. The increasing population and growth in personal disposable income could sustain increasing sales tax revenues. However, sales tax revenues are also very vulnerable to changing demographics of the consumer and their typical purchasing patterns. As online sales increase, this also has the effect of eroding the City’s sales tax revenues, as sales tax on these purchases is recorded in the county pool, rather than allocated directly the City. Currently, the City’s sales tax consultant, Avenu Insight & Analytics, is projecting an economic slowdown during FY 2020-21 through FY 2021-22. In the later years, sales tax revenues are estimated to increase by 3.4 percent annually, and then flatten out to approximately 3.0 percent annually.

The U.S. Supreme Court’s ruling in *Wayfair v. South Dakota* allows states more authority to require out-of-state sellers to collect use tax. The California Department of Tax and Fee Administration has announced that it will require out-of-state retailers to collect and remit use tax beginning on April 1, 2019 if a retailer has California sales of more than \$100,000, or 200 separate transactions. The effect of the U.S. Supreme Court’s decision on the City’s sales tax revenue is still being determined, but an initial estimate of \$524,000 is included in the FY 2019-20 Recommended Budget.

Given the susceptibility of sales tax revenue to changing demographics and lifestyle trends, and the importance of this revenue stream, it is important to support and expand, where possible, the City’s sales tax base in FY 2019-20. Staff will continue to work to support existing businesses, encourage new retail establishments, conduct outreach to top sales tax generators, and develop programs that support small businesses.

During calendar year 2018, the top 25 sales tax generators were (in alphabetical order):

AB Sciex	Davies Appliance	Putnam Lexus
Arco AM/PM Mini Marts	Eat Club	R & B Company
Boardwalk Chrysler Dodge Jeep Ram	Enterprise Rent-A-Car	Safeway Stores
Boardwalk Nissan	Ferrari Maserati of Silicon Valley	Shutterfly
Carlsen Porsche	Granite Rock	Target Stores
Carlsen Subaru	Hopkins Acura	Towne Ford Sales
Central Concrete Supply Co.	Land Rover Redwood City	Towne Mazda
Chevron Service Stations	Oracle USA	Toyota
Costco Wholesale		

During this period, these businesses generated 50.0 percent of the City’s total sales and use tax revenue, which is down from 51.9 percent for calendar year 2017. Sales tax generated by these top 25 businesses decreased by approximately \$86,000 or 0.8 percent when compared to calendar year 2017.

7. GENERAL FUND EXPENDITURES

The recommended FY 2019-20 General Fund expenditure budget is \$136.6 million, which is \$11.7 million, or 9.4 percent more, than the FY 2018-19 adopted General Fund expenditure budget of \$124.9 million. Salaries, wages, and benefits are \$95.8 million, or 70.2 percent of the recommended General Fund expenditure budget. This is a decrease from 72.2 percent for FY 2018-19.

Police and Fire Department salaries and benefits, as in most California cities, are a significant portion of the budget, amounting to approximately \$63.9 million, or 66.7 percent of all salaries, wages, and benefits in the General Fund.

Rising employee-related costs, due primarily to escalating payments to fully fund benefits for already-retired employees, are the most significant contributor to rising expenditures.

Pension Challenges

The City has two pension plans with the California Public Employees’ Retirement System (CalPERS): one for miscellaneous (non-safety) employees and one for safety employees such as sworn fire and police personnel.

As shown below, pension benefits are funded by a combination of employer contributions, employee contributions, and investment earnings on those contributions.



When there is a gap between the assets available to fund benefits, and the assets needed to fund benefits, the City must make up the difference. Currently, about 16 percent of the City’s General Fund goes towards paying for pension benefits; this amount will grow to almost 24 percent over the next ten years, as required City pension contributions ramp up to fully fund benefits for already-retired, as well as current employees.

The City’s most recent actuarial report from the California Public Employees’ Retirement System indicates that the City has an unfunded pension liability of \$242.0 million as of June 30, 2017, up from \$238.8 million a year prior, an increase of 1.3 percent, and a retiree health liability of \$57.6 million. The City’s total unfunded pension and retiree health liability is \$299.6 million.

The City’s overall funded status for its pension plans is 65.1 percent, up from 63.2 percent the prior fiscal year.

CalPERS Unfunded Actuarial Accrued Liability (millions)

	Miscellaneous Plan	Safety Plan
	6/30/17	6/30/17
Actuarial Accrued Liability	\$319.1	\$374.9
Market Value of Assets	\$215.2	\$236.8
Unfunded AAL	\$103.9	\$138.1
Funded Ratio	67.5%	63.1%

The increase in the City's unfunded pension liability is due to the lowering of the CalPERS assumed rate of investment return (otherwise known as the discount rate) to 7.0 percent in FY 2018-19. CalPERS is modifying its investment strategy to a more conservative approach to reduce the likelihood of investment volatility. This is needed to ensure there is cash on hand to pay benefits statewide and to reduce the chance the public agencies will have to fill large gaps when investment returns do not meet projections.

The City did not experience an even more significant increase in unfunded liability for two primary reasons: first, actual CalPERS investment returns for the fiscal year ended June 30, 2017 were better than expected at 11.2 percent, which is higher than the assumed rate of 7.0 percent; second, the City made additional annual contributions to CalPERS, beyond the required annual payment, in the amount of \$1.5 million in 2017.

The City's unfunded pension liability is primarily related to retired or inactive (employees not currently employed by or retired from the City) employees: 60% of the unfunded liability for the miscellaneous plan (non-safety employees) is associated with retired or inactive employees, and 73% of the unfunded liability for the safety plan (safety employees) is associated with retired or inactive employees.

The City is not unique in facing these pension challenges, and public agencies across the state, including school districts and state agencies, are facing increasing pension costs. The City began reforming pension benefits in 2011, and statewide pension reform occurred in 2013. Though these efforts provide long-term relief, they are not sufficient to fully fund promised benefits.

Unfortunately, no statewide pension reform measures appear to be imminent. As a result, it is up to local government agencies to absorb steeply increasing contributions and to implement other strategies that will help place their pension plans on sound financial footing.

The City Council has taken a proactive and strategic approach to addressing the City's pension liabilities. The City implemented a second tier pension formula in 2011 even before the statewide Public Employee Pension Reform Act (PEPRA) was enacted in 2013. As these newer formulas only apply to recent hires, there has been little immediate impact on the City's total pension costs. However, such changes will reduce future liabilities and costs over the long-term. The City has also negotiated cost-sharing agreements with each bargaining group to ensure current employees pay a greater proportion of pension costs. Employees contribute between 8.0 and 18.0 percent of their salary toward their pension benefits, depending on bargaining unit and pension tier. Although these cost-sharing agreements represent important commitments by City employees to help pay for their pension benefits and assist the City in paying the required annual payments to CalPERS, such arrangements do not provide any additional payment toward the City's unfunded liabilities.

In September 2017, the City Council approved establishing a Section 115 pension trust account with Public Agency Retirement Services (PARS) to pre-fund the City's pension obligations over time. An initial trust deposit of \$10.5 million was made in January 2018, including \$8.8 million from the General Fund and \$1.7 million from other City funds, as some employees are budgeted in other funds, primarily the water and wastewater utilities. In March 2019, an additional \$550,000 was deposited into the trust. As of the end of April 2019, the investment balance of the trust account was \$11.6 million.

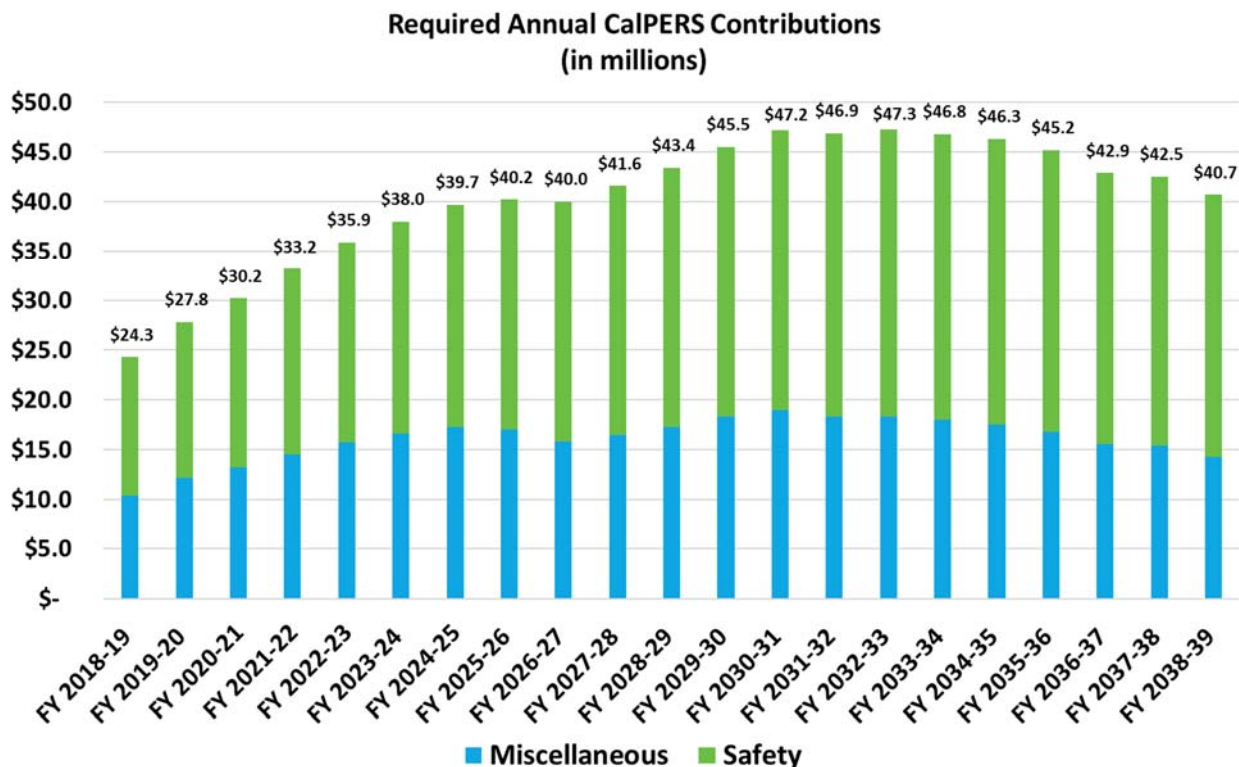
The City has provided a great deal of public disclosure about its pension challenges and use of key strategies. The City Council has held numerous public hearings in the last two years related to rising pension costs and the City's strategies to address them. This topic was addressed at City Council meetings

on May 22, 2017, June 12, 2017, February 26, 2018, June 11, 2018, and February 25, 2019. The City substantial public information regarding pension obligations during the process of placing the sales tax revenue measure on the November 2018 ballot. The City also maintains a “Fiscal Update” webpage, and has posted data and Frequently Asked Questions about the City’s pension challenge for the public to review at this site: www.redwoodcity.org/fiscalupdate.

The Ten-Year General Fund Forecast includes General Fund contributions towards the City’s pension liability beyond the required annual payment, including additional direct annual payments to CalPERS of \$500,000, and annual contributions of \$1.1 million to the City’s Section 115 pension trust account. Trust proceeds, including investment earnings, will be used in future years to help pay for increased annual pension costs. Increasing the funds invested in the trust, and maintaining those funds over a longer timeframe, will provide greater resources to pay the City’s pension costs in the future.

Benefit costs associated with existing staff, coupled with liabilities associated with retirees, are expected to increase significantly over the next ten fiscal years.

As shown in the chart below, the City’s required annual pension costs are expected to rise significantly to pay off the unfunded liability. In ten years, the City’s annual CalPERS payment is projected to be approximately \$45.5 million, which is \$17.7 million more than it is estimated to be in FY 2019-20 (\$27.8 million), or a 64 percent increase. Notably, these estimates are at a 50 percent confidence level, meaning that there is a 50 percent chance they could be higher or lower.



Timeframe for Pension Plans to be Fully Funded

Full funding of future pension obligations is an important goal. The City Council has options in terms of the approach to achieving this goal, and this section reviews three approaches:

1. Making the Required Annual Contribution (minimum obligation)
2. Making the Required Annual Contribution Plus Making Additional Annual Payments (current approach)
3. Making Sufficient Contributions to Fully Fund Pension Obligations within 18 Years (aspirational goal)

Each approach has tradeoffs in terms of the annual funding required (which impacts revenue needs and resources for other services), the interest to be paid associated with the approach, and the total timeframe required to fully fund pension costs. The Finance/Audit Subcommittee will study this further in the coming year for a future City Council discussion of whether or not to set a particular timeframe to fully fund pension obligations.

Option 1. Making the Required Annual Contribution

If the City were to fund only required annual pension payments, with no additional payments, the City's unfunded pension liability will be paid off (fully funded) in 19 years, or FY 2037-38, for the Miscellaneous Plan, and 22 years, or FY 2040-41, for the Safety Plan. This approach does not include the extra annual contributions currently included in the Ten-Year Forecast or utilization of the balance in the Section 115 pension trust account; the pension trust account is intended to be used to assist the City in making annual contributions in future years when annual contributions are expected to be their highest.

Option 2. Making the Required Annual Contribution plus Making Additional Annual Payments

The City has engaged the actuary firm of Bartel Associates, LLC (Bartel) to assess options to pay off unfunded liabilities over a shorter timeframe.

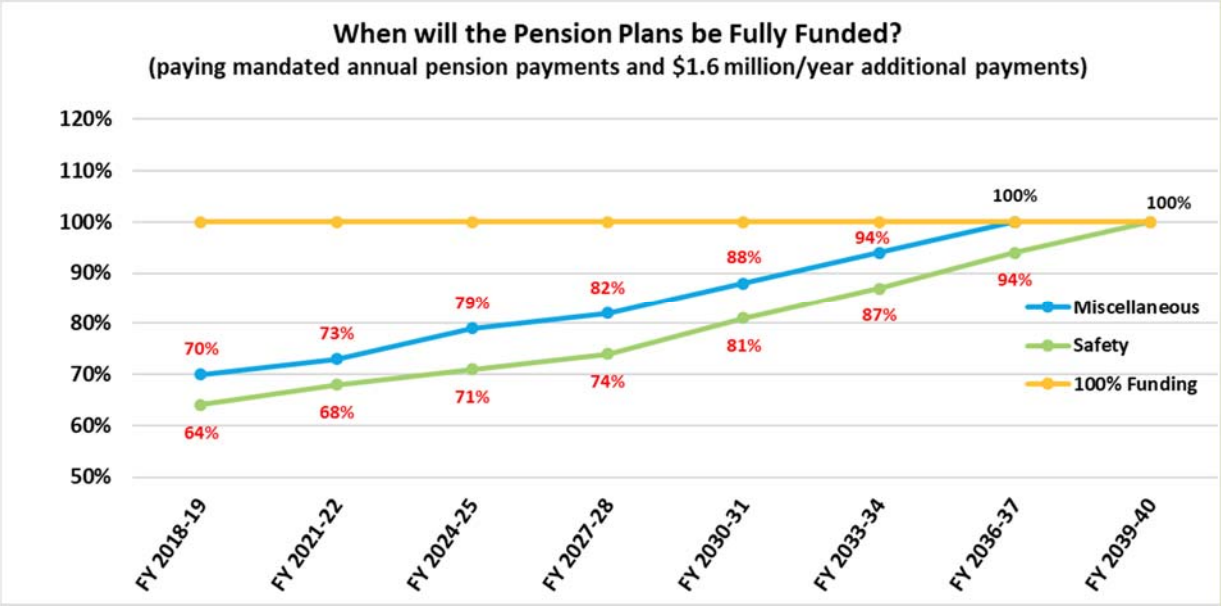
If the City were able to accelerate payments toward unfunded liabilities, the City would realize interest savings over time, similar to making additional payments on a home mortgage. As previously mentioned, the Ten-Year General Fund Forecast includes a strategy to make \$1.6 million in annual additional payments directly to CalPERS or annual contributions to the City's Section 115 pension trust account, or some combination thereof that equals \$1.6 million.

If these payments are made directly to CalPERS, it is expected that this strategy will shorten the number of years required to pay off the total unfunded liability by one year: the unfunded liability for the Miscellaneous Plan would be paid off in 18 years instead of 19 years as projected in Option 1, and the unfunded liability for the Safety Plan would be paid off in 21 years instead of 22 years as projected in Option 1. This is shown in the chart below.

This shorter timeline would save the City \$6 million to \$27 million in interest payments, depending on when the City utilizes the balance in the Section 115 pension trust account. For example, the City could use the balance in year 1 of the plan (FY 2019-20) or year 10 of the plan (FY 2029-30), or any other year. If the City utilizes the Section 115 pension trust account balance in year 1, the City could save up to \$27 million in interest. However, this comes with more risks and less flexibility. The risks include the City

depleting the trust balance early, and not having a balance in future years when annual payments are expected to almost double. If the City waits 10 years to utilize the Section 115 pension trust account, the City’s pension trust account would be earning compounded interest over time, the balance of which could be used to pay directly to CalPERS when payments almost double.

Staff recommends making additional annual payments directly to CalPERS, and making additional annual payments to the pension trust, the balance of which will be used when it is most needed.



Option 3. Making Sufficient Contributions to Fully Fund Pension Obligations within 18 Years

The City Council Finance/Audit Subcommittee has begun to discuss a more ambitious funding strategy: making even higher additional annual contributions (beyond the budgeted \$1.6 million) directly to CalPERS over the next 18 years to accelerate the payoff period. Doing so would be a challenge, likely requiring significant revenue increases and cost reductions given the projected budget deficits in future years, but may be advantageous.

As shown in the chart below, if the City has a goal to pay all unfunded pension liabilities within 18 years, the additional annual contributions would vary from \$268,000 to \$13.7 million per year. With this strategy, the City’s pension plans are projected to be fully funded in FY 2036-37. This could save the City approximately \$38 million in interest payments over the next 23 years. This is a preliminary estimate only, and the City’s interest savings could vary significantly year to year depending on when and how much of the Section 115 Pension Trust proceeds are used.

In Fiscal Years 2022-23 through 2024-25, the City does not have any estimated additional payments, as certain existing amortization bases will be paid off (amortization bases consist of pension plan components used to project the City’s annual unfunded liability). The City’s additional payments would ramp up again in FY 2025-26 as new bases are created.

The chart below contains annual mandated contribution and additional payment projections at a fixed point in time as of May 2019, and are subject to change annually.

Of note, the City will need to evaluate the annual contribution requirement amounts each year, due to the various factors that can contribute to changes in required contribution amounts. Factors include the City's actual prior contributions made to CalPERS, the actual rate of return on investments realized by CalPERS, and any assumption changes implemented by CalPERS.

Pension Plans Fully Funded in 18 Years

Year	Estimated		Additional Annual Payment
	Current Projected Contributions	Estimated Accelerated Contributions	
FY 2019-20	\$ 27,737	\$ 30,463	\$ 2,726
FY 2020-21	\$ 30,207	\$ 31,716	\$ 1,509
FY 2021-22	\$ 33,220	\$ 33,488	\$ 268
FY 2022-23	\$ 35,968	\$ 35,968	\$ -
FY 2023-24	\$ 37,916	\$ 37,916	\$ -
FY 2024-25	\$ 39,636	\$ 39,636	\$ -
FY 2025-26	\$ 40,183	\$ 40,511	\$ 328
FY 2026-27	\$ 40,003	\$ 42,167	\$ 2,164
FY 2027-28	\$ 41,629	\$ 43,906	\$ 2,277
FY 2028-29	\$ 43,402	\$ 45,735	\$ 2,333
FY 2029-30	\$ 45,494	\$ 47,971	\$ 2,477
FY 2030-31	\$ 47,241	\$ 49,748	\$ 2,507
FY 2031-32	\$ 46,895	\$ 51,604	\$ 4,709
FY 2032-33	\$ 47,305	\$ 53,021	\$ 5,716
FY 2033-34	\$ 46,729	\$ 54,893	\$ 8,164
FY 2034-35	\$ 46,241	\$ 56,025	\$ 9,784
FY 2035-36	\$ 45,223	\$ 56,761	\$ 11,538
FY 2036-37	\$ 42,889	\$ 56,630	\$ 13,741
FY 2037-38	\$ 42,434	\$ 26,169	\$ (16,265)
FY 2038-39	\$ 40,683	\$ 24,697	\$ (15,986)
FY 2039-40	\$ 39,450	\$ 23,240	\$ (16,210)
FY 2040-41	\$ 38,266	\$ 21,492	\$ (16,774)
FY 2041-42	\$ 33,511	\$ 19,576	\$ (13,935)
FY 2042-43	\$ 32,835	\$ 19,263	\$ (13,572)
FY 2043-44	\$ 30,538	\$ 17,969	\$ (12,569)
FY 2044-45	\$ 20,788	\$ 17,879	\$ (2,909)
FY 2045-46	\$ 17,730	\$ 17,676	\$ (54)
Total	\$ 1,034,153	\$ 996,120	\$ (38,033)

*Negative amount reflects pension plans being fully funded in FY 2036-37

The table below summarizes these three approaches for fully funding pension obligations. Staff will refine projections regarding use of pension trust proceeds and, after seeking input from the Finance/Audit Subcommittee, will present an update to the City Council in FY 2019-20 with the mid-year budget update.

APPROACH TO FULLY FUNDING PENSION OBLIGATIONS	PROJECTED INTEREST SAVINGS	PROJECTED TIME TO FULLY FUND PENSIONS	PROJECTED DATE WHEN PENSIONS WOULD BE FULLY FUNDED
Option 1. Making the Required Annual Contribution	None	22 years	FY 2040-41
Option 2. Making the Required Annual Contribution plus Making Additional Annual Payments	TBD based on when the City uses pension trust proceeds	21 years	FY 2039-40
Option 3. Making Sufficient Contributions to Fully Fund Pension Obligations within 18 Years	\$38 million	18 years	FY 2036-37

Other Post-employment Benefit (OPEB) Liabilities - Retiree Health Benefits

A second category of retirement-related benefits, which affect the City’s finances, is the City’s retiree health program. The City currently provides eligible retirees with reimbursement of their medical insurance premiums, subject to their collective bargaining agreement, which includes a maximum reimbursement amount.

In 2010, the City established a Section 115 OPEB trust account through the California Employer’s Retiree Benefits Trust (CERBT) program to fund retiree health benefits. As of March 31, 2019, there was a balance of \$36.7 million in the trust account. As of the most recent actuarial report, June 30, 2017, the City’s unfunded liability for these benefits was \$57.6 million. An updated actuarial report is being prepared.

The Ten-Year General Fund Forecast includes anticipated additional General Fund contributions to the CERBT Section 115 OPEB trust account of \$300,000 annually in order to build resources towards paying off the unfunded retiree health liability in future years.

Industrial Disability Retirements

Public safety employees who are injured on the job and are thus unable to perform essential job duties may apply for and receive an industrial disability retirement (IDR). The City currently reimburses safety employees who retire on an IDR up to \$1,675 per month for health plan premiums, which includes medical coverage for the retiree and their family. Safety employees who retire on a service retirement and qualify for paid medical benefits receive health plan premium reimbursement for the retiree only. The City must pay 22 percent of payroll for sworn Police employees, and 12 percent of payroll for sworn Fire employees, to fund retiree health benefits.

In 2018, the City had an actuarial report prepared that analyzed the 2011 through 2017 retiree health (OPEB) valuation data. During this period, there were 28 IDRs for Police and eight IDRs for Fire. For Police, the ratio of actual to expected IDRs is almost 3:1, or about 200 percent higher than the CalPERS actuarial retiree health projections; for Fire, the ratio is almost 1.5:1, or about 50 percent higher than CalPERS actuarial retiree health projections.

The high IDR rates greatly impact the City's unfunded retiree health liability by increasing the City's costs. Over the course of FY 2019-20, City management and affected public safety bargaining units will begin working together on IDR Committees in an effort to develop alternative solutions to reduce the City's retiree health liability as related to IDRs.

Docktown Marina

In December 2016, in response to a lawsuit over residential uses at Docktown Marina, the City Council approved the Docktown Plan, which assists individuals living at Docktown to find new housing. On January 8, 2018, staff provided City Council with an update on the Docktown Plan, estimating the total costs (including provision of relocation benefits, acquisition of property when desired by tenants, capital costs associated with liveboard uses at the Port's Municipal Marina, and legal and consultant costs) at \$20.8 million, with \$13.8 million remaining to be funded. In February 2018, the City Council approved a plan to fund these costs through a combination of FY 2017-18 General Fund operating surplus and short-term loans from the Equipment Replacement Fund (\$6.0 million) and the Parking District Fund (\$1.7 million) to provide sufficient cash flow to pay relocation costs. At this time, the loans are projected to be repaid by June 2020 and are included in the Ten Year General Fund Forecast. The total cost was estimated at \$20.8 million in FY 2018-19. Current expenditures are less than \$20.8 million. Staff will assess whether a budget amendment is required during FY 2019-20 to fund any additional costs.

8. CAPITAL IMPROVEMENT PROGRAM (CIP)

The CIP is a valuable resource to achieving the City Council's strategic priorities. Each year, the CIP project recommendations are presented to the City Council in the spring for adoption with the budget in June. Proposed projects include infrastructure and facility upgrades, as well as major capital investments in the community. Based on City Council direction, projects are prioritized and funding is then allocated for the upcoming fiscal year.

A Five-Year CIP is prepared for City Council review annually. The Five-Year CIP provides a longer-term perspective on needed capital investments and is a fiscal and strategic tool to plan, fund, prioritize, and monitor capital investments in the community. The Five-Year CIP includes the proposed capital budget for FY 2019-20, as well as planned project needs for FY 2020-21 through FY 2023-24. The proposed Five-Year CIP includes 102 projects with an estimated cost of \$293.7 million.

The recommended CIP budget for FY 2019-20 includes \$27.8 million in new funding requests for 54 projects. Projects are funded from the Capital Outlay Fund, Transportation Fund, Special Gas Tax Fund, Traffic Mitigation Fees Fund, Parks Impact Fees Fund, Parking Operations Fund, Parking In-Lieu Fees Fund, Water Capital Projects Fund, and Sewer Capital Projects Fund.

Major CIP projects are described more fully in the CIP section of the budget document.

Capital Outlay Fund

The Utility Users' Tax (UUT) is the primary funding source for the Capital Outlay Fund budget. In prior fiscal years, these funds have been used to support and improve existing facilities through ongoing capital projects, and to provide new or completely upgraded facilities.

The proposed projects for FY 2019-20 serve the following functional areas: Administration, Facilities, Parks, Stormwater, Technology, Transportation, and Redwood Shores Levee/Lagoon. The total Capital Outlay Fund budget for FY 2019-20 is \$10.9 million, which includes the following: \$456,000 for various facilities improvements; \$825,000 for park renovations and amenity improvements; \$1.2 million for technology projects (including the new Finance and Human Resources software system and other infrastructure and application support); \$1.4 million for the Roadway Pavement Management Program; and \$2.3 million in other transportation-related projects.

Gas Tax Street Improvement Fund / Transportation Fund / Transportation Grants Fund / Traffic Mitigation Fees Fund

The State of California imposes per-gallon excise taxes on gasoline and diesel fuel, sales taxes on gasoline and diesel fuel, and registration taxes on motor vehicles. These revenues are allocated through the Highway Users Tax Account (HUTA) for research, planning, construction, improvement, maintenance, and operation of public streets and highways. Estimated revenues for FY 2019-20 are \$2.3 million.

The Road Repair and Accountability Act of 2017 (Senate Bill 1, or SB1) allows for increases to gasoline excise taxes, vehicle registration fees, diesel excise taxes, diesel sales tax, and a new vehicle registration fee. These revenues will be allocated through the Road Maintenance and Rehabilitation Account for maintenance and rehabilitation of state highways, local streets and roads, and active transportation projects. Estimated SB1 revenues for FY 2019-20 are \$1.5 million.

The Transportation Fund includes \$1.9 million for various projects in FY 2019-20, including \$286,837 for the active transportation corridor program, \$1.3 million for the roadway pavement management program, and \$100,000 for the Americans with Disabilities Act compliant ramp installation program.

Parks Impacts Fees Fund / Parks In-Lieu Fee Fund

The total FY 2019-20 budget for these two parks-related funds is \$700,000. The two parks funds will support two projects in FY 2019-20, including \$500,000 for the Red Morton / Armory Play Picnic Area Renovation project, and \$200,000 for the Redwood Shores Library playground.

Water Capital Projects Fund

The CIP provides projects throughout the City to raise the whole water system in a balanced manner, rather than focusing solely on one element of the system, or one area of the City. The goal of the program is to assure supply and pressure for adequate fire protection and drinking water, for not only daily use and planned growth, but to protect the City in the event of a major disaster. A total of \$6.5 million has been budgeted for Water Capital projects in FY 2019-20, including \$5.3 million for the distribution system replacement program, \$200,000 for cathodic protection, \$617,000 for the new Finance and Human Resources software system, and \$150,000 for recycled water distribution pump station quality improvements.

Sewer Capital Projects Fund

Total funding for improvements to the City's sanitary sewer system is \$5.6 million for FY 2019-20. Of the total, \$2.5 million is budgeted for the replacement and rehabilitation of existing sanitary sewer pipeline and miscellaneous collection system repair and replacement, \$617,000 for the new Finance and Human Resources software system, and \$1.0 million is budgeted for the sewer pump station rehabilitation program.

9. ENTERPRISE FUNDS

Water Fund

The City relies on imported water from the San Francisco Public Utilities Commission (SFPUC) for all of the community's drinking water supply; water supply costs account for 49 percent of the City's total water utility operating expenses. Regular increases to the cost of wholesale water from SFPUC translates into necessary water rate increases by the City in order to meet the revenue requirements of the Water Enterprise Fund. The City's program for water rate increases minimizes the spikes that occur with large increases for wholesale water purchases. The City's multi-year financing plan is built around this goal, and a rate study for the water enterprise is in progress to evaluate future water rates.

FY 2019-20 is anticipated to begin with a fund balance of \$20.8 million and end with a fund balance of \$26.6 million.

Sewer Fund

As approved by the City Council, the Recommended Budget is based upon a proposed 4.5 percent rate increase for FY 2019-20. As customary, the rate increases are tied directly to capital improvement projects by and through Silicon Valley Clean Water (SVCW) (formerly called South Bayside System Authority). SVCW is in the middle of an \$850 million capital improvement program, and as the largest member of the Joint Powers Authority, Redwood City is responsible for financing approximately 48.6 percent of the total project costs. Annual debt service payments are projected to increase substantially in future fiscal years. In February 2018, SVCW issued bonds with a par value of \$141 million. Redwood City is responsible for debt service payments totaling \$82 million through FY 2048-49.

In FY 2019-20, the annual debt service amount to be paid by the City will be \$10.7 million. SVCW is currently in the process of issuing additional debt in the amount of \$252 million to provide funds for capital projects, specifically the Regional Environmental Sewer Conveyance Upgrade Project. The City's portion of this debt issue will be approximately \$122.4 million

The City's program for sewer rate increases minimizes the spikes that occur with large capital projects, such as those envisioned by SVCW. Consequently, the City's multi-year financing plan is built around this goal, with proposed rate increases of 4.5 percent each year from FY 2019-20 to FY 2021-22.

FY 2019-20 is anticipated to begin with a fund balance of \$64.6 million and end with a fund balance of \$65.8 million.

10. DEBT SERVICE

The City maintains strong financial policies to assure the financial health of the City, both in the short- and long-term. The City issues debt primarily to finance large capital investments, such as construction of public infrastructure, and to refinance existing debt to achieve savings. The City would not issue debt to finance current operations or normal maintenance. Reflecting the City's policies and past history of strong financial management, in 2018, Moody's upgraded the City's general credit worthiness to "Aa1."

The most financially conservative means of financing projects is the pay-as-you-go method, when current revenues are used to pay for capital projects to avoid interest payments. This method is not always possible when the City does not have sufficient cash on hand to pay for a large-scale capital project with significant funding needs. Currently, the City's primary source of revenue for capital projects is the Utility Users' Tax revenue.

The prudent use of debt financing, rather than using pay-as-you-go funding, allows capital costs to be distributed over a project's useful life, facilitates better allocation of resources, and increases financial flexibility. Debt can also be used in conjunction with pay-as-you-go financing to pay only a portion of the project using debt if insufficient funds are available from non-debt sources.

The City does not currently have any outstanding debt issues related to governmental activities (non-enterprise), as all prior debt is paid in full. However, there are currently two outstanding debt issues totaling \$12.8 million (2012 and 2015 Revenue Bonds) in the Port Fund, and three outstanding issues totaling \$48.0 million (2013, 2015, and 2017 Revenue Bonds) in the Water Fund. The City, as a member of Silicon Valley Clean Water Authority (SVCW), is also responsible for a portion of debt issued by SVCW. Currently, there are four outstanding debt issues, with the City's direct obligation to SVCW totaling approximately \$145 million (2009, 2014, 2015, and 2018 Revenue Bonds).

SVCW is a joint powers authority that owns and operates the wastewater treatment plant in Redwood City and is responsible for transmission, treatment, and disposal of wastewater from its member agencies (City of Belmont, City of Redwood City, City of San Carlos, and West Bay Sanitary District). As mentioned, SVCW is currently in the process of issuing additional debt in the amount of \$252 million to provide funds for capital projects, specifically the Regional Environmental Sewer Conveyance Upgrade Project. The City's portion of this debt issue will be approximately \$122.4 million. In order to complete all of the 217 capital projects in the SVCW Capital Improvement Plan, SVCW is anticipating the issuance of additional debt in the amount of \$227.5 million over the next five years.

The City is also a member of South Bayside Waste Management Authority (SBWMA), also known as "Rethink Waste." SBWMA owns and manages the Shoreway Environmental Center, which receives all of the recyclables, organics, and garbage collected in its service area. SBWMA issued \$53.5 million in revenue bonds in 2009 to pay for the construction and renovation of a solid waste materials recovery facility and transfer station and related equipment. The current amount of debt outstanding is approximately \$44.7 million. SBWMA is currently in the process of issuing \$64 million in new debt to refund the 2009 debt issue and to provide approximately \$20 million in cash to be used to upgrade equipment at the Materials Recovery Facility and to fund the Organics-to-Energy project. Unlike SVCW, the City is not responsible for any portion of the debt issued by SBWMA.

The City is currently in the design development phase of the Veterans Memorial Building/Senior Center-YMCA Project. The Phase 1 project cost is estimated to be \$59.4 million. It is anticipated that the City will require debt financing of approximately \$48.6 million for this project. Staff anticipates issuing lease revenue bonds to cover the required financing. The issuance of this debt will be classified as governmental activity debt, which will be the first governmental debt issued since 2013. As noted above, the City currently has no governmental debt issues outstanding.

11. APPROPRIATIONS LIMIT

Article XIII B of the California Constitution defines and establishes the City's appropriations limit. No city in California may spend from its "proceeds of taxes" more than the amount of its "appropriations limit". The appropriations limit is determined by a formula contained within Article XIII B of the State Constitution. The City's appropriations limit for FY 2019-20 is estimated to be \$741.8 million. The FY 2019-20 appropriations subject to limitations are \$110.9 million. The City is well within the legal limit.

12. ACKNOWLEDGMENTS

I would like to take this opportunity to thank the City Council for their guidance throughout the budget process. I am particularly grateful to Assistant City Manager of Administrative Services Kimbra McCarthy and Financial Services Manager Derek Rampone, the Executive Team, the Finance team, and City Manager staff for their tremendous support in developing this year's proposed budget: Sylvia Bravo Peters, Principal Analyst; Jennifer Chang and Carolyne Kerans, Senior Accountants; Jun Nguyen, Revenue Services Manager; Alex Khojikian, Deputy City Manager; Deanna La Croix, Management Analyst; Meghan Horrigan, Public Communication Manager; Tony Gelpman, Information Technology Manager; and Debbie Matsuura, Senior Information Technology Analyst.

Respectfully Submitted,



Melissa Stevenson Diaz
City Manager

- Attachment 1: City Council Budget Priorities – Summary of Recent Accomplishments, Goals, and Ongoing Services Related to Housing, Transportation, and Children and Youth
- Attachment 2: Department Efficiencies, Innovations, and New Partnerships
- Attachment 3: Community Budget Workshop Summary

Summary of Recent Accomplishments, Goals and Ongoing Services Related to Housing, Transportation, Children and Youth



HOUSING

Recent Accomplishments

- Adopted an inclusionary housing ordinance requiring residential development containing at least 20 units to dedicate 20% of those units as affordable to moderate, low, and very low-income households
- Adopted renter protections requiring the offer of a one-year minimum lease terms as well as relocation assistance for qualified households displaced under specific conditions
- Reserved 375 units for affordable housing out of the 2,500 residential units allowed within the Downtown Precise Plan
- Dedicated City property and funding to the Arroyo Green project which will provide 117 units of senior housing at the very low income affordability level as well as an 8,000 square feet daycare center
- Updated the City's Density Bonus ordinance to be consistent with State requirements, which allows developers to request concessions or waivers from development regulation in exchange for providing affordable units
- Rehabilitated and preserved over 150 affordable housing units in Redwood City, through three housing projects, including the long awaited rebuild of Hallmark Apartments (531 Woodside Road), a 72-unit affordable housing complex damaged by a fire in 2013
- Updated the City's Accessory Dwelling Unit (ADU) ordinance to be consistent with State requirements, resulting in the approval of 41 ADUs in 2018, compared to two ADU units approved between 2008 and 2016
- Received a Home for All grant to sponsor a program of community conversations about affordable housing issues and developed funding criteria for the assessment of future affordable housing projects
- Allocated \$6 million of affordable housing funds to advance key housing projects which will create 297 low or very low-income level housing units
- Supported the production of affordable and market rate housing including building 2,702 total residential units with 70 of these units affordable.

FY 2019-20 Goals

- Host a joint study session in summer 2019 between the Planning Commission and the Housing and Human Concerns Committee to discuss missing middle (duplexes, triplexes, and fourplexes) housing
- Update the City's housing webpage by July 2019 to provide better information on affordable housing resources and programs to the community

Summary of Recent Accomplishments, Goals and Ongoing Services Related to Housing, Transportation, Children and Youth

- Develop a work plan and, by July 2019, apply for SB2 grant funding (\$310,000) to provide financial/technical assistance to update City planning documents to streamline affordable housing production
- Apply for the County's Home for All grant by July 2019 and consider zoning code amendments to help streamline the City's process for installing Accessory Dwelling Units (ADU) and make it easier for residents to build ADUs and fit well into neighborhoods by summer 2019
- Amend the City's Mixed Use Live/Work Zoning Code to allow more flexibility for residential housing developments by summer 2019
- Work with the Housing Endowment and Regional Trust (HEART) of San Mateo County on their Green and Livable Accessory Dwelling Unit Resource Program that will provide by fall 2019 free final designs and construction drawings for residents to build ADUs
- Report to the City Council by October 2019 on community input and ideas to preserve naturally affordable housing suggested at the June 2019 Rental Property Owner Engagement event
- Commence construction of 20 for purchase Habitat for Humanity affordable housing units at 612 Jefferson by fall 2019
- Commence construction of a 100% affordable housing apartment development at 353 Main (125 affordable housing units) by fall 2019
- Launch the two pilot Housing and Homelessness Innovation Team initiatives by January 2020; a Downtown Streets Team, which will hire homeless residents to help clean and beautify the city with the goal of helping people develop job skills and landing a full-time job; and the Housing Locator Assister, which will assist homeless or at-risk households to find
- affordable housing
- Collaborate with school districts to explore work force housing opportunities for school district and City employees by February 2020
- Draft the affordable housing 2019-2020 Annual Action Plan by April 2020, which will highlight funding for affordable housing preservation and homelessness prevention
- Develop a plan by June 2020 to increase the City's overall effectiveness at serving homeless residents and helping them get housing
- Convene an annual meeting with affordable housing development organizations/developers to provide updates on City affordable housing policies/programs and Opportunity Zone benefits by June 2020
- Explore innovative housing solutions, including ways to create and preserve middle income and naturally affordable housing units by June 2020

Ongoing Services and Programs

- Conduct legislative analysis and advocacy on potential local, regional, and state housing policies over the course of the year
- Seek newly-available affordable housing funds from the State and from local employers over the course of the year
- Administer the City's Community Development Block Grant (CDBG), HOME grant programs and Affordable Housing Fund
- Manage the City's Single Family and Multi-Family Rehabilitation Loan programs
- Administer and verify below Market Rate Housing administration and annual renter eligibility

Summary of Recent Accomplishments, Goals and Ongoing Services Related to Housing, Transportation, Children and Youth

- Apply for housing grant funding (corporate, state/federal, and philanthropic)
- Conduct communication and community engagement on affordable housing initiatives
- Staff the Housing and Human Concerns Committee
- Explore and administer long-range land use and housing policy
- Oversee the City's Housing Element creation and implementation annually
- Provide basic emergency and safety net services through the Redwood City Information and Referral Program including assessment and referral for emergency housing options for the homeless, homelessness prevention (deposit and rental assistance), utility assistance, and transportation assistance for homeless individuals
- Provide showers for the homeless at the Hoover Pool Facility on Tuesdays and Thursdays from 7am-10am as part of the Redwood City Hoover Shower Program
- Strategize outreach and engagement towards reducing chronic homelessness individuals in our community by working one by one to help these individuals end their homelessness through participating on the Redwood City Homeless Outreach Team
- Partner with non-profit service providers to offer the following services to the Redwood City community, including:
 - Community Overcoming Relationship Abuse (CORA) provides support for victims of domestic violence including emergency shelter services
 - HIP Housing Home Sharing Program works with home providers and home seekers to support shared housing
 - LifeMOVES Maple Street Shelter provides emergency shelter and housing/support services for single adult and LifeMOVES Redwood Family House provides emergency shelter and housing/support services for families with children
 - Mental Health Associates Spring Street Shelter provides emergency shelter and housing and support services for single adults with mental health diagnoses
 - Samaritan House Clinic provides free medical services including medical, dental, and vision
 - Sandwiches on Sundays provides lunch on Sundays, 11 a.m.-12:30 p.m.
 - Star Vista Your House Youth provides an emergency shelter for youth, Star Vista DayBreak Shelter provides transitional housing for youth, and Star Vista First Chance offers an alcohol and drug drop off center accessed by the police department for drunk in public, drunk driving, and drug influence

Summary of Recent Accomplishments, Goals and Ongoing Services Related to Housing, Transportation, Children and Youth



TRANSPORTATION

Recent Accomplishments

- Completed Alameda De Las Pulgas Sidewalk improvements
- Constructed Middlefield/Woodside Road pedestrian enhancements
- Began the construction on the Middlefield Utility Undergrounding Project
- Completed the Hudson Street Bicycle and Pedestrian Improvement Project
- Completed the Kennedy Safe Routes to School project
- Completed Safe Routes to School Project at six Redwood City School District schools
- Approved design of the Hopkins Avenue Traffic Calming Pilot Project
- Launched an interim Peninsula Bikeway route; a north-south bicycle route through Redwood City as an initiative of the Manager's Mobility Partnership

FY 2019-2020 Goals

- Address challenges community members are experiencing due to the Redwood City School District's consolidation of elementary school sites. Goals include contract with a Safe Routes to School consultant to update walking and biking maps, and support creation of biking school buses; implement additional traffic enforcement for four weeks at the start of the 2019-20 school year; and, increase citywide communications to help residents across the City prepare for new transportation patterns around schools in August 2019
- Enhance bicycle routes to Stanford in Redwood City by June 2019
- Kick off the Roosevelt Traffic Calming project and present design options for community input by October 2019 and preferred design alternatives in early 2020
- Increasing parking enforcement staffing by two positions (for a total of 4 positions) by fall 2019 to address additional neighborhood parking and Downtown parking needs
- Reclassify two existing parking enforcement officer positions to expand their duties related to abandoned vehicle abatement and traffic safety duties in support of the Traffic Unit by fall 2019
- Construct the Hopkins Avenue Neighborhood Traffic Calming Pilot Project by July 2019
- Advance the City's roadway pavement management program with microsurfacing, paving, and striping on various streets including Alameda de las Pulgas, Marine Parkway, Vera Avenue, and Whipple by August 2019
- Develop a Transportation Demand Management policy by summer 2019
- Draft a bike share/emerging mobility ordinance by summer 2019, and by December 2019 present for City Council consideration
- Construct the Stanford Neighborhood Street Enhancements Project by October 2019
- Complete Marshall Street Pedestrian Enhancement Project by October 2019

Summary of Recent Accomplishments, Goals and Ongoing Services Related to Housing, Transportation, Children and Youth

- Complete construction of the US Highway 101 Pedestrian Undercrossing between Bair Island Road and Main Street providing an important pedestrian and bicycle connection from the neighborhoods east of Highway 101 to the downtown area by December 2019
- Develop and adopt new transportation significance criteria for environmental review by December 2019
- Complete the Street Car and Transit Center Study by December 2019
- Design the Jefferson and Cleveland Intersection Safety Improvement Project by end of 2019 and complete construction by summer 2020
- Complete traffic improvements at Jefferson and Middlefield by early 2020
- Advance design of the Whipple Grade Separation project and develop conceptual grade separation alternatives by early 2020
- Complete Winslow Streets Pedestrian Enhancement Project by April 2020
- Make significant pedestrian and bicycle improvements Downtown, including the permanent closure of Theatre Way to automobile traffic by spring of 2020
- Advance innovative wayfinding for Downtown parking by spring 2020
- Complete Middlefield Road Bicycle and Pedestrian Improvements by June 2020
- Explore funding options to advance the Blomquist Bridge extension project by June 2020
- Begin outreach to develop a Transportation Demand Management Association by June 2020
- Complete design of US Highway 101/84 Interchange Project by summer 2020
- Design Redwood Avenue curb and gutter improvements by July 2020
- Support traffic signal improvements at Bay and 5th, Bay and Douglas, Blomquist and Maple, Main and Bradford, and Main and Woodside Road on-ramps by July 2021

Ongoing Services and Programs

- Continue implementation of the Citywide Transportation Plan, RWCmoves ongoing throughout the fiscal year
- Continue implementation of the El Camino Real Corridor Plan ongoing throughout the year
- Partner with the County on the San Mateo 101 Express Lanes Project ongoing throughout the year
- Coordinate with regional partners to further key transportation projects including the Redwood City Ferry Terminal Project, the Dumbarton Transportation Project, Caltrain Electrification and Modernization Project, and the High Speed Rail Project ongoing throughout the year
- Install accessible curb ramps ongoing throughout the year

Summary of Recent Accomplishments, Goals and Ongoing Services Related to Housing, Transportation, Children and Youth



CHILDREN & YOUTH

Recent Accomplishments

- Offered ongoing programs and events to support youth and teens citywide at community centers, school sites, parks, and Downtown
- Supported 10,091 unduplicated youth and teen participants in 52 programs directly served by Parks staff
- Enrolled over 6,000 youth and teens in fee based programs contracted out to specialized providers
- Supported 900 children at seven after school programs sites (Ford, Hawes, Fair Oaks, Kennedy, Gill, Selby Lane, Sandpiper) and serve 60 youth per day at the Youth Center at Red Morton Community Center
- Supported 60 middle school students through the GRIND program, a six week course for youth designing, creating, building and skating on their own custom skateboard
- Provided the SPOKES program, a bike and safety program to 60- 5th and 6th grade student youth a year
- Offered the Mobile Recreation summer program a fun, outdoors program for youth ages six and older to expose youth to new activities and skills learning
- Operated Little Learners (3-5 year olds) and Tiny Tikes (2-3 year olds) Childcare programs at Red Morton Community Center
- Offered after school sports programs in collaboration with the Sheriff's Activities League, the Boys and Girls Club of the Peninsula and supported by the Redwood City Police Activities League, serving approximately 2,500 youth each year through soccer, flag football, volleyball, and basketball
- Prepared teens ages 13-15 for future employment through training, hands-on experience, problem-solving skills and more through the summer Leaders in Training program
- Managed the 20 member middle school focused Youth Advisory Board to create new programs for youth and provide volunteerism and leadership to members
- Managed the 24 member high school focused Teen Advisory Board to create new programs for teens and provide volunteerism and leadership to members
- Registered on average 20,000 youth in classes and camps on an annual basis
- Provided athletic field space at parks and schools for over 10,000 youth each year
- Hosted youth focused special events including Kidchella, Music in the Park, Almost Mother's Day Concert, Movies on the Square, STEAMFest, Zoppe Circus, and Putt'n Around Mini-golf
- Connected 300 child care providers and parents by hosting an annual Child Care Preview Night
- Continued to partner with law enforcement agencies to provide storytimes by officers and other positive opportunities for youth to interact with officers at libraries

Summary of Recent Accomplishments, Goals and Ongoing Services Related to Housing, Transportation, Children and Youth

- Continued to offer a robust selection of children's and family programs focused on education, empowerment, and encouragement, and deliver more of the Library's signature programs, like Early Learners and Little Learners, in Spanish
- Continued to support intergenerational literacy needs in the community through Project READ's Adult Literacy Program, Families for Literacy Program, Families in Partnership Program, Kids in Partnership Program, and the Family Literacy Instructional Center
- Continued to deliver a diverse set of programs and activities at the Fair Oaks branch that respond to the needs of community members of all ages, especially with regard to early literacy
- Continued to expand the Science, Technology, Engineering, Arts, and Math program opportunities for children in English and Spanish, as well as the technology courses offered through the Downtown Library Teen Digital Lab

FY 2019-2020 Goals

- Address challenges community members are experiencing due to the Redwood City School District's consolidation of elementary school sites. Goals include increase City afterschool programming and offer scholarships for afterschool care for families who previously received reduced-cost afterschool care at Hawes School by the beginning of the school year in August 2019
- Advocate through 2019 for AB452, in collaboration with State leaders, which would create a "Child Care Facilities Grant Fund"
- Invest in parks and library infrastructure to expand Redwood City's spaces for children including Hoover Park Turf Project by August 2019, Magical Bridge Playground by December 2019, and temporary pop-up activities like Putt'n Around Mini-golf throughout the year
- Partner with Pacific Library Partnership and local school districts to ensure that Student Success library cards are issued to every student by the end of the 2019-20 school year
- Continue to offer Human Library programs, and explore the possibility of a Human Library program for pre-teens and teens in the fall of 2019. Invite "human books" to deliver Library storytimes starting in 2020
- Increase participants in the annual Summer Learning Challenge from 15,000 to 16,000 in 2019, and strive for a 50% completion rate for registered participants by September 2019
- Implement Adulting 101: Essential Skills for Life After High School program, including topics such as career planning and work readiness, financial savvy, kitchen basics and easy recipes, personal well-being and home management, and community and volunteerism by October 2019
- Support low income residents and vulnerable communities by completing an equity audit of Library policies and procedures by December 2019
- Launch new library programs and activities for seniors, veterans, LGBTQ+ residents, people of color, people with disabilities, and opportunity youth (those aged 16-24 who are not currently in school or employed), and work directly with these populations in the development of new programs and library collections that meet their needs by December 2019
- Partner with About-Face to deliver empowerment workshops for teen girls by December 2019
- Install the Pirate Ship art installation/imaginative play area at the Redwood Shores Branch Library by December 2019

Summary of Recent Accomplishments, Goals and Ongoing Services Related to Housing, Transportation, Children and Youth

- Explore options to provide programming similar to social service office hours, specifically for teens at the Downtown Library beginning in 2020
- Explore a temporary pop up teen center in the Downtown by Spring of 2020
- Create a new makerspace/technology lab for people of all ages at the Downtown Library by April 2020
- Increase by 20% the Library's program offering wireless hot spots and mobile devices for home use by circulating 1200 devices by June 2020
- Advance the conceptual plan for updating Roselli Garden as part of the Downtown Parks initiative by summer 2020
- Continue to expand the Science, Technology, Engineering, Arts, and Math program opportunities for children in English and Spanish, as well as the technology courses offered through the Downtown Library Teen Digital Lab by June 2020
- Conduct a Teen Citizen Police Academy by June 2020
- Conduct a Junior Fire Academy to support teen exposure to the fire service in 2020

Ongoing Services and Programs

- Address the child care availability gap within the community through sharing ongoing information and offering referral services for child care providers; working with developers and corporations on providing child care services; linking parents to child care providers; developing policies for the further development for child care infrastructure funding
- Create Pop-Up Teen Events through a collaboration with the Library Department and Parks, Recreation and Community Services Department throughout the year
- Increase the regular programs and activities for children at the three neighborhood branch libraries by hiring a dedicated children's librarian for neighborhood branch services by the end of summer 2019
- Explore opportunities to expand partnerships with school districts; Boys and Girls Club; Casa Circulo Cultural; Police Activities League and other youth service providers; and Redwood City Parks, Recreation, and Community Services ongoing throughout the year
- Partner with community organizations to provide library support to vulnerable members of the community through Social Service Office Hours and other programming on an ongoing basis
- Offer events for adults and/or teens on topics such as housing, transportation safety (traffic and pedestrian), mental health, suicide prevention, human trafficking, and online safety on an ongoing basis
- Continue to partner with law enforcement agencies to provide storytimes by officers and other positive opportunities for youth to interact with officers at libraries on an ongoing basis
- Continue to offer a robust selection of children's and family programs focused on the 3 Es: Education, Empowerment, and Encouragement, and deliver more of the Library's signature programs, like Early Learners and Little Learners, in Spanish on an ongoing basis
- Continue to support intergenerational literacy needs in the community through Project READ's Adult Literacy Program, Families for Literacy Program, Families in Partnership Program, Kids in Partnership Program, and the Family Literacy Instructional Center on an ongoing basis
- Continue to deliver a diverse set of programs and activities at the Fair Oaks branch that respond to the needs of community members of all ages, especially with regard to early literacy on an ongoing basis

Summary of Recent Accomplishments, Goals and Ongoing Services Related to Housing, Transportation, Children and Youth

- Work in partnership with existing multicultural community groups, provide programs and activities for youth, families, and adults to authentically reflect cultural perspectives in celebrating our diverse cultures and holidays on an ongoing basis
- Introduce youth ages 12-16 to local nonprofit organizations to develop a culture of volunteerism and earn community service hours through “Things That Matter Camp”

Efficiencies, Innovations and Partnerships/Shared Services Being Implemented or Explored in Fiscal Year 2019-20

Department	Efficiencies, Innovations, and Partnerships/Shared Services
Administrative Services	Implementing OpenGov online platform to streamline the budget development process and increase transparency and community engagement
	Implementing an online platform to allow for registration and payment of business licenses and Transient Occupancy Taxes
	Discontinuing providing volunteer service as fiscal agent to the San Mateo County Training and Development Consortium, which allows Human Resources staff to devote more time to internal operations and projects
	Changing Revenue Services customer service hours to 8:00 a.m. - 4:30 p.m. and telephone hours from 9:00 a.m. to 4:45 p.m. to achieve more efficient end-of-day reconciliation. Payments can still be made 24-7 through the City’s website and Interactive Voice Response system
	Migrating the Interactive Voice Response (IVR) system for the payment of utility bills over the phone from an outside provider to a more cost effective internal solution
	Implementing a new revenue contract for the Finance Division to provide accounting and financial services to the South Bayside Waste Management Authority
	Implementing a new revenue contract for the Finance Division to provide accounting and financial services to the Fire Net Six Joint Powers Association
	Partnering with Amazon Business in order to simplify the purchasing process and allow employees to take advantage of the wide selection and competitive prices of the Amazon marketplace
City Clerk	Adding capacity and reorganizing staffing to increase customer service and better serve the City Council, community members and City Departments
	Automating the annual Statement of Economic Interest form collection process
	Automating Public Records Act Requests to more accurately and efficiently manage the process of responding to the requests
	Shifting recruitment of Council –appointed seats on Boards, Commissions, and Committees to odd years
	Analyzing off-site records retention options and costs
City Attorney	Providing internal staff training on agreement templates, to reduce staff time spent reviewing agreements
City Manager	Enhancing coordination between the City Clerk’s Office and City Manager’s Office to improve the customer experience, including City Manager’s Office staff accepting claims at the front desk and receiving all phone calls for the main City Clerk office number

Efficiencies, Innovations and Partnerships/Shared Services Being Implemented or Explored in Fiscal Year 2019-20

City Manager Continued	Developing new check-in procedures, including use of technology, for visitors to City Hall. This will both enhance security and provide more information on the most common transactions at City Hall, to further help staff develop more efficient customer service approaches in the future
	Reducing staff time spent at Neighborhood Association meetings in an effort to address other City Council priorities
	Reducing staff time and increasing customer service by linking the City’s customer management software (myRWC) to the Building Division’s existing software
	Reducing duplication of staffing by shifting the administrative support for the Pride and Beautification Committee from the City Manager’s Office to the Public Works Services Department
	Contracting with an outside agency to perform Below Market Rate housing program administration to free up staff time to work on higher-priority housing activities
	Reducing the number of printers assigned to individuals and setting double sided printing as the default in the City Manager’s Office; exploring opportunities to reduce printing costs citywide
Community Development and Transportation	Reorganizing Housing services and shifting staffing to the City Manager's Office to more closely monitor and address this City Council priority
	Consolidating administrative services within the Department to reduce costs
	Participating in local efforts to streamline processes and develop new tools to promote the development of Accessory Dwelling Units
	Converting department documents to electronic formats to increase accessibility and reduce paper file maintenance costs
Fire	Purchasing and implementing a new electronic fire inspection database to more efficiently manage and track inspections
Library	Continuing implementation of a new, consistent, department schedule rotation for all employees to strengthen coverage and to save supervisory time spent creating schedules
	Reducing staffing coverage for the Downtown Library computer lab (due to usage declines of 55% over the last four years) as well as created a new Makerspace, which will be more heavily used by the community
	Expanding the use of vendors for cataloging/processing new library materials to save staff time
	Reducing print magazine subscriptions and the associated staff processing time as physical magazine circulation decreases and more titles are available through online resources
	Reducing staff time spent at larger events in an effort to address other Library service priorities

Efficiencies, Innovations and Partnerships/Shared Services Being Implemented or Explored in Fiscal Year 2019-20

Library Continued	Eliminating the staff-intensive (and more expensive) Link Plus interlibrary loan service and replacing this system with a faster and more cost-effective ZipBooks service
Parks, Recreation, and Community Services	Increasing staff capacity by implementing a reorganization and creating three new coordinators to focus on youth and adult class program development, marketing, teen programs and services, and senior and inclusion programs and services
	Creating a department work team focused on improved marketing and communications of programs in order to increase participant enrollments
	Delivering revenue-generating services to other cities through the Special Events Division providing equipment and services for their special events
	Using programmable electronic sign boards at each community center to advertise programs and services
	Reducing staff maintenance and water consumption by converting grass and other high water volume landscape medians to drought tolerant native species of planting materials
Police	Reducing staff time required to manually enter citation and other data by increasing the inventory of electronic citation devices to make them available to all parking enforcement officers, traffic officers, and police officers
	Reducing staff time spent marking vehicles in timed parking zones by exploring the use of new Automated License Plate Reader Technology
	Streamlining the special events permit process to reduce staff time and increase customer service by making modifications to the permit process and the City Ordinance regarding street closures and special events
	Exploring the use of a web based cannabis permit approval program to help reduce the amount of staff time spent on processing applications and issuing permit
Public Works	Reducing the number of Cross Connection shut-off notices issued to customers and streamlining procedures, freeing up 10 percent of a fulltime position to focus on other priorities
	Continuing to enhance workflows in the Computerized Maintenance Management System (CMMS) to save staff time and improve the accuracy of claims processing reporting
	Managing the Tenant Improvement Projects citywide to ensure cost effectiveness, maintain compliance with Building Code requirements and other City standards
	Studying the feasibility of converting bi-monthly residential sewer bills managed in-house to an annual billing method. Sewer charges would be included on the property tax bills sent by the County, securing timely payments and saving City staff time spent on billing and collection

COMMUNITY BUDGET WORKSHOP SUMMARY

Introduction

On April 10, 2019, the City hosted a Community Budget Workshop from 7:00 p.m. to 9:00 p.m. at the Veterans Memorial Senior Center. Twenty-five attendees participated in two separate breakout and prioritizing sessions that focused on potential new revenue sources, and innovations, efficiencies and cost reductions the City could explore. Attendees reported out their ideas and, at the end of the evening, used dots to prioritize their top choices among all the collective ideas heard.

Main themes regarding innovations, efficiencies and cost reductions included:

- Exploring other shared services with non-profits and other agencies
- Contracting out for services to save costs, and providing contract services to other agencies to generate more revenue
- Managing the City's utility costs by shifting to an all-electric vehicle fleet and furthering solar projects

Main themes regarding potential revenue sources included:

- Using City property to generate revenue
- Tapping into the businesses community to increase revenue through potential new taxes (business taxes/head tax/vacancy tax) and other community benefits
- Increasing the business occupancy rates

This document contains further details on the ideas received, including the top priorities generated from the breakout sessions (two dots or more), and questions from attendees.

BREAK OUT SESSION 1: What operational innovations, efficiencies, or cost reductions should the City explore?
TOP THEMES HEARD DURING THIS BREAKOUT SESSION

Continue exploring other shared services with non-profits and other agencies

Continue contracting out for services to save costs, and provide contract services to generate more revenue

Manage the City's utility costs by shifting to an all-electric fleet and further solar projects

Top Priorities from Prioritization Session and Other Input

- Partnering with nonprofits, other agencies to increase services (Sequoia village), IT (Google, etc.), County (10 dots)
- Revisit competitive bidding for City projects (4 dots)
- Increase shared services (3 dots)
- Endowment rooms/buildings (naming rights)- (2 dots)
- Look at whether big projects need to be done at all/cost efficiencies (VMSC remodel versus new construction)- (2 dots)
- New CalPers Plan with higher retiree age (2 dots)
- Contracting out services
- Explore a full electric fleet
- Use budget surplus to invest in solar, explore effect of solar on Utility Users' Tax
- Lump sum retirement payments to payoff retirees
- Increase industry involvement (not only for money)
- Neighborhood Beautification Volunteer Program

COMMUNITY BUDGET WORKSHOP SUMMARY

- Study water/sewer rates (raised during a time of low inflation)
- Preventative approach to reduce lawsuits (Docketown)
- Look at department consolidations, reduce redundancies between departments
- Spend less on consultants
- Maintain facilities so they don't become more expensive in the future
- Deputize residents to issue tickets
- Give prison labor real workforce work
- Is there any recourse for cities for CalPers getting it wrong?
- Better civic behavior so we need fewer Police/Fire
- Reduce Council Member benefits
- Explore overtime reductions/alternatives
- Reduce Council Members from 7 to 5
- Cap maximum salaries for top tiered employees
- OPEB- Evaluate Family Plan versus Single plan

BREAKOUT SESSION 2: What ideas do you have about potential new revenue sources for the City?

TOP THEMES HEARD DURING THIS BREAKOUT SESSION

Evaluate using City property to generate revenue

Interest in tapping into businesses to increase revenue through potential taxes (business tax/head tax/vacancy tax) and other community benefits

Increase the business occupancy rates

Top Priorities from Prioritization Session and Other Input

- Invest in affordable housing, convert "bad properties" into assets (6 dots)
- Increase efforts to attract businesses to occupy unleased spaces (4 dots)
- Retail vacancy tax (3 yellow)
- Community benefit agreements with businesses/developers (2 dots)
- Proposition 13 reform (2 dots)
- Downtown hotel
- Revisit business tax per employee (employer head tax)
- Business license tax on residential rentals based on rent amounts
- More shared services / that produce revenue for our services
- Increase commercial development fees
- Increase tax on startup businesses
- Increase rent for YMCA (or negotiate better deals for future projects)
- Increase parking rates downtown or charge later into evening
- Raise Transient Occupancy Tax
- Local share from state tax on online sales
- Parking permits (for a fee) for multiple vehicles on street
- Robot or driverless car tax

COMMUNITY BUDGET WORKSHOP SUMMARY

- Raise development fees (for profit + not for profit -> Stanford) to fund schools, partner with school district to request funds
- Entertainment tax (Movies, Theater, etc.)
- Congestion fee
- More Downtown events to generate new revenue
- Marijuana dispensary near Senior Center
- Decrease small business license fee to attract more businesses
- Pay for parking in residential neighborhoods
- Cannabis taxes and sales
- Get out of fossil fuel investments, which keep going down
- County seat- Can Redwood City get bigger piece of tax pie? (or some other compensation?)
- Electric sign board (billboard) like City of San Carlos- Partner with CalTrain

ATTENDEE QUESTIONS

- How is the City anticipating growth of Downtown development and the water supply needed to support new residents and employers?
- What is the average percent of property taxes that comes to the City?
- What bucket does pensions costs come from?
- What percent of the 60% goes to pensions?
- Does Redwood City lead its own investments and is the pension system our own, or is it a part of a bigger pension system?
- Pensions are increasing by \$19 million in 5 years. How many officers are we losing to retirement over that timeframe?
- When you talk about paying down pensions, what does that mean?
- Is the increase in pensions due to people retiring faster or are people living longer?
- Does CalPERS send the City a bill? How do they make their pension assumptions?
- What are the impacts of development and impact fees in Redwood City?
- I am concerned with the increasing costs of owning a business in Redwood City and car dealerships moving because of these financial challenges. What is the City doing to retain car dealerships in the community?
- What is the loss in City revenue from a car dealership leaving the City versus the City revenue of gaining a new housing project?

BUDGET GUIDE

BUDGET GUIDE

BUDGET GUIDE

The Adopted Operating Budget document includes the **City Manager's Budget Message**, outlining major policy issues, economic forecast information, revenue and expenditure trends and changes to City programs. It also includes high level information about the Adopted Budget, including the City Council's budget priorities, Capital Improvement Program details and long-term liabilities that could impact the City's Operating Budget. The **Community Profile** section provides basic City information and data, including economic and demographic information.

The **Strategic Initiatives and Goals** section provides a detailed description of the City's Strategic Initiatives and FY 2019-20 Goals that align with the Strategic Initiatives. The goals are listed by Strategic Initiative giving the community a solid understanding of how the Recommended Budget aligns with the City Council's Strategic Initiatives and Goals. Following this section is a list of the **City's Accomplishments** for FY 2018-19, also organized by Strategic Initiative to clearly reflect the City's focus to address the outcomes of the City's adopted Strategic Plan.

The **General Budget Information** section provides a description of all Funds, an outline of financial policies, the budget calendar, and a basis of accounting. The **Budget at-a-Glance** provides a summary view of the operating budget and Capital Improvement program, while the **Financial Summaries** section provides an analysis by Fund, summary of Budget expenditure changes, consolidated expenditures and revenues, personnel allocations by Department and classification, and a schedule of Inter-Fund transfers. The Budget Document also provides a **Ten-Year General Fund Forecast** offering a long-term look at the City's financial stability and ongoing liabilities.

The **Operating Programs-Budget By Department** offers a look at each City Department's accomplishments in FY 2018-19, goals for FY 2019-20, performance measures, and any budget changes, as well as the department's budget by subprogram. This section is organized alphabetically, reflecting detailed budget information for each department. These department pages include a synopsis of services provided by each department, and major/multi-year projects. These goals tie to the adopted Strategic Plan and connect to the **Strategic Initiatives and Goals** section of the document.

The Budget Document also includes the **Capital Improvement Program** for FY 2019-20, including a budget summary, list of proposed projects, projects by Functional Area and a summary of major projects.

There is also a section covering the **City's Debt Administration, Fiduciary Funds, the Port, and a Glossary.**

BUDGET AT-A-GLANCE

BUDGET AT-A-GLANCE

BUDGET AT A GLANCE

The FY 2019-20 Adopted Budget for all funds totals \$301.6 million in revenues and \$290.3 million in expenditures. The General Fund revenue portion of the budget is \$157.4 million. In prioritizing the long-term fiscal sustainability of the City, the Recommended Budget is structurally balanced, while maintaining a General Fund reserve of 15 percent.

FY 2019-20 Adopted Budget (All Funds)

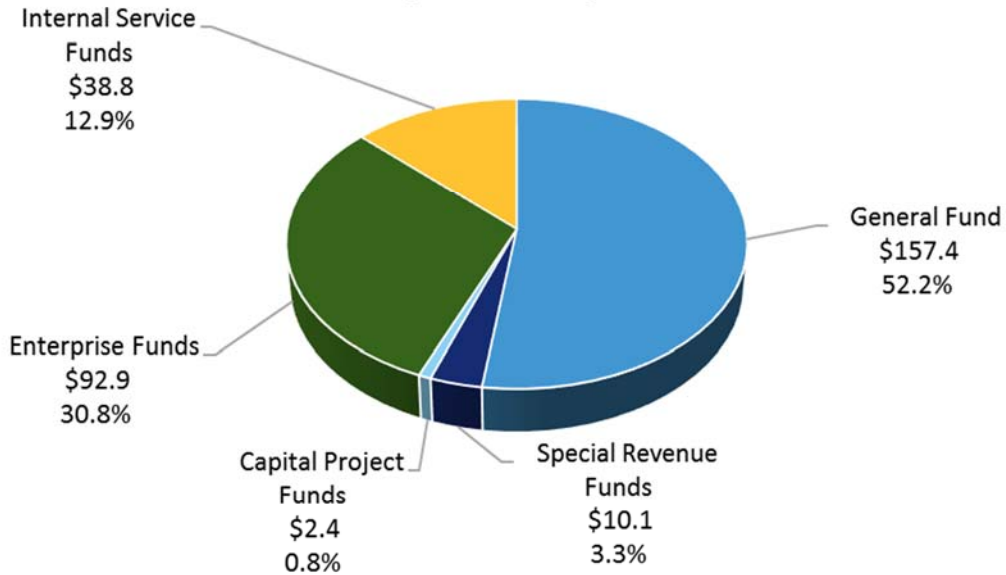
	FY 2019-20 Adopted Budget
Revenues	
General Fund	\$ 157,436,776 *
Special Revenue Funds	10,106,887
Capital Project Funds	2,351,000
Enterprise Funds	92,885,640
Internal Service Funds	38,829,790
Total Revenues	<u>\$ 301,610,093</u>
Expenditures	
General Fund	\$ 136,885,776
Special Revenue Funds	14,091,462
Capital Project Funds	14,658,860
Enterprise Funds	86,202,460
Internal Service Funds	38,476,377
Total Expenditures	<u>\$ 290,314,935</u>
Net Change in Fund Balance/Net Position	<u>\$ 11,295,158</u>
Full-Time Equivalents (FTE)	564.36

*Includes \$8,972,411 of Utility Users' Tax revenue that is transferred to the Capital Projects Fund

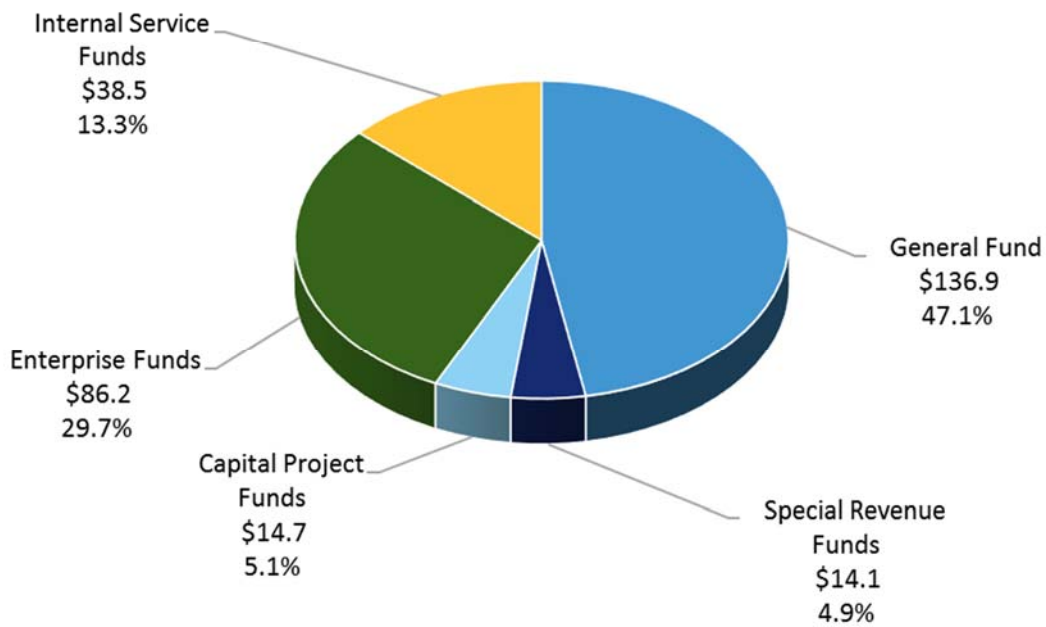
NOTE: Revenues and Expenditures are shown before transfers in/out

BUDGET AT-A-GLANCE

**FY 2019-20 Revenues - All Funds
(in millions)**



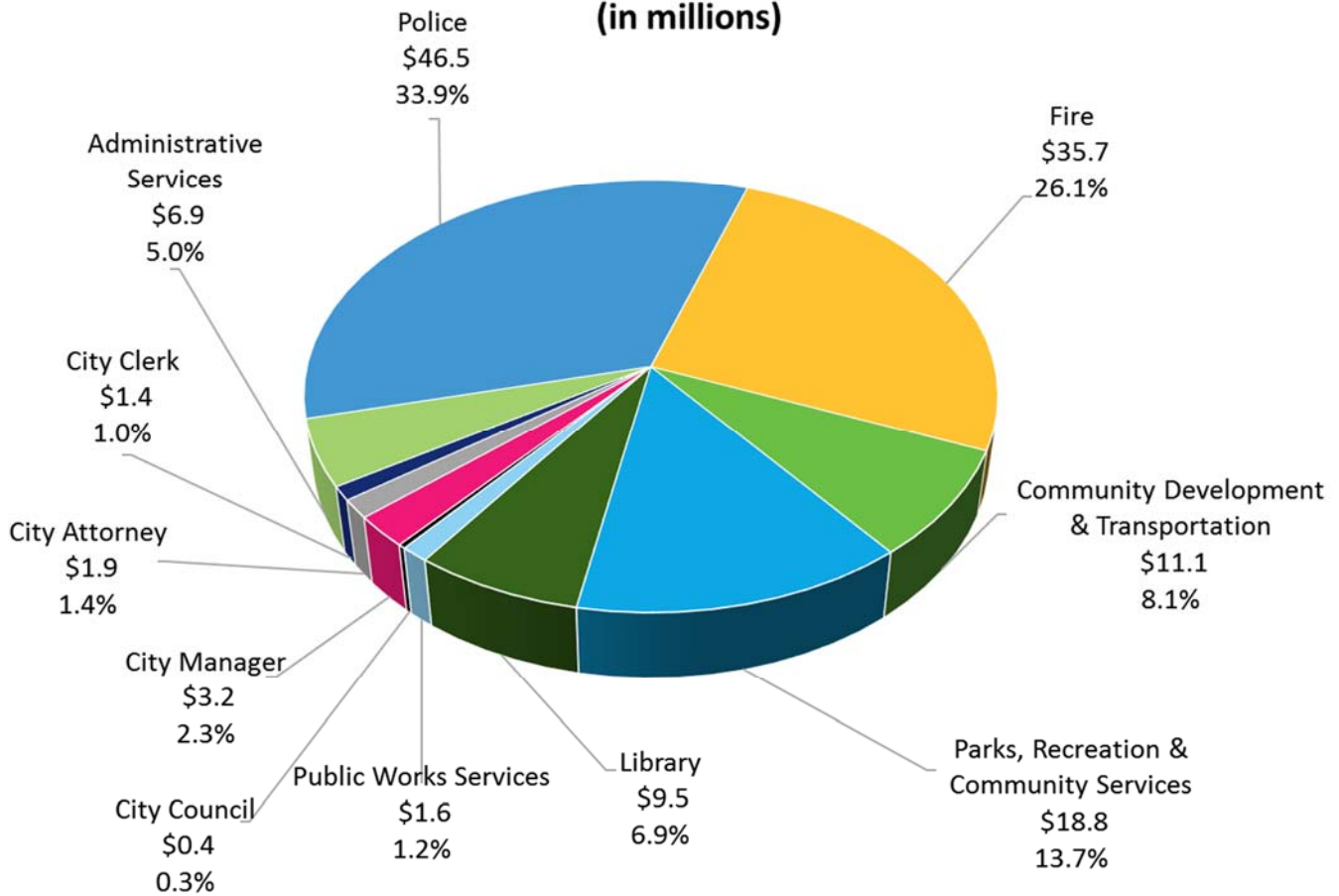
**FY 2019-20 Expenditures/Expenses - All Funds
(in millions)**



BUDGET AT-A-GLANCE

General Fund Budgeted Expenditures by Department

FY 2019-20 Budget
(in millions)



The adopted FY 2019-20 General Fund expenditure budget is \$136.9 million, which is \$12.0 million, or 9.6 percent more than the FY 2018-19 adopted General Fund expenditure budget of \$124.9 million. Salaries, wages, and benefits are \$95.8 million, or 70.2 percent of the Recommended General Fund expenditure budget. This is a decrease from 72.2 percent for FY 2018-19.

Police and Fire Department salaries and benefits, as in most California cities, are a significant portion of the budget, amounting to approximately \$63.9 million, or 66.7 percent of all salaries, wages, and benefits in the General Fund.

BUDGET AT-A-GLANCE

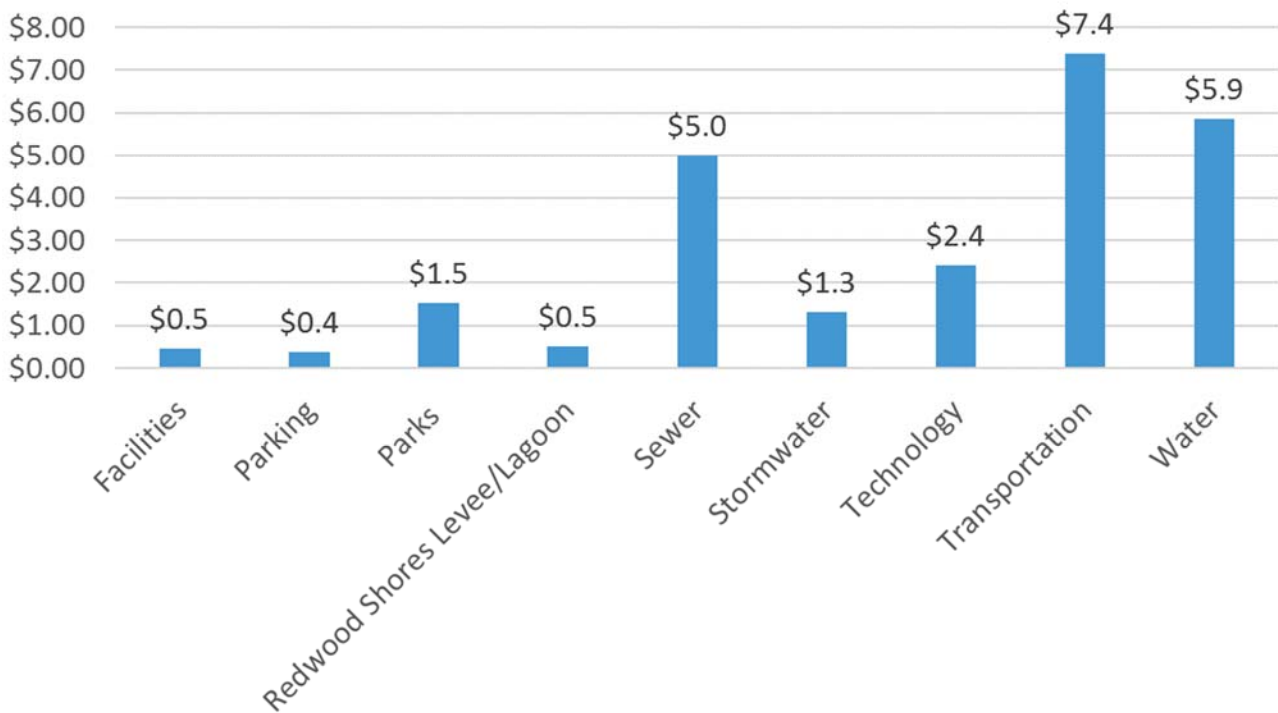
CAPITAL IMPROVEMENT PROGRAM

The total Fiscal Year Capital Improvement Program (CIP) budget is \$27.8 million. This budget includes 54 projects with an estimated cost of \$24.8 million plus dedicated staffing resources equal to 28 full-time equivalent (FTE) positions at a cost of approximately \$3.0 million.

Funding for capital projects typically derives from many sources, with the Utility Users' Tax the primary revenue source utilized for capital improvement projects. Most other funding sources are restricted to certain purposes and, in some cases, must be spent within a prescribed period. Dedicated revenue sources include park impact and park in-lieu fee funds, water capital projects and sewer capital project funds, transportation grants, traffic mitigation fees fund and Gas Tax revenues.

In order to promote a better understanding of the CIP program, proposed projects have been grouped into nine functional areas plus administration. The figures below provides a breakdown of the total one-year FY 2019-20 project funding by functional area.

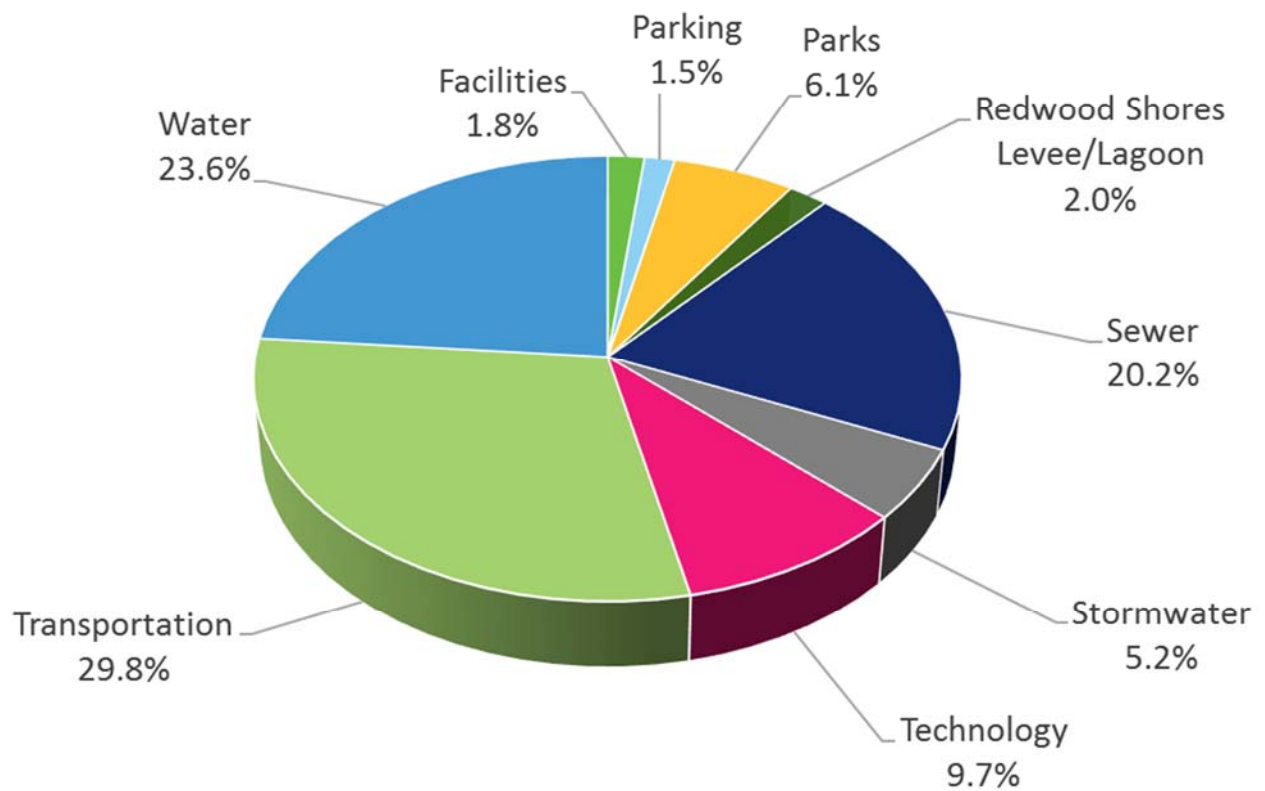
**CIP Funding by Functional Area
(in millions)**



BUDGET AT-A-GLANCE

Capital Improvement Program FY 2019-20

CIP Funding by Functional Area



STRATEGIC INITIATIVES AND GOALS

STRATEGIC INITIATIVES AND GOALS

STRATEGIC INITIATIVES



Originally adopted in 2009, Redwood City’s Strategic Initiatives continue as enduring statements of the critical and ongoing work of the City to accomplish the mission of “Building a Great Community Together.” Under Council direction, the Strategic Plan has evolved to better reflect the City’s commitment in key areas. The most exhaustive update to date was completed in 2015. Additionally, in 2016, the Council adopted a new Housing strategic initiative. The Plan’s seven initiatives outline the Council’s vision for the long-term future of Redwood City and includes short-term goals with corresponding measures that track the progress towards achieving the City Council’s vision. Staff uses the goals as a framework for guiding alignment of department objectives with the City Council’s vision. To address the most pressing community and regional challenges, in February 2019 the City Council selected three priority focus areas for the coming fiscal year: housing, transportation, and children and youth (in priority order). The City Council also decided to update the City’s Strategic Plan, and an Ad Hoc Committee has begun work. As that work is still in process, the Recommended Budget reflects the current seven existing strategic initiatives: community building and communication, community for all ages, economic development, government operations, housing, public safety, and transportation.

STRATEGIC INITIATIVES AND GOALS

FY 2019-20 STRATEGIC INITIATIVES AND CITYWIDE GOALS



COMMUNITY BUILDING AND COMMUNICATION

Working together, we build a community that is welcoming, vibrant and actively engaged in the life of our city.

Community Building and Communication Goals for FY 2019-20

- Present implicit bias training to the Redwood City management team as part of the Management Forum by July 2019
- Create and publish an “At-A-Glance” Budget Report for the community by August 2019
- Offer a community leadership program in fall 2019
- Complete the Americans with Disability Act Self Evaluation and Transition Plan by October 2019
- Prepare a progress report and develop a work plan to consider comprehensive updates to the City’s General Plan including extensive community engagement by early 2020
- Conduct a Community Services Satisfaction Survey by early 2020
- Revise the City’s Tree Ordinance to align with the City’s General Plan and support neighborhood compatibility and property owner requests by Spring 2020
- Partner with the County of San Mateo to conduct Census outreach to ensure a complete count by April 2020
- Host one meeting as a community engagement opportunity for various Neighborhood Associations at their closest Fire Station by June 2020
- Establish a Citywide communications translation protocol by June 2020
- Develop emergency alert protocols and training materials by June 2020
- Explore a neighborhood engagement platform (through Everbridge) to send text messages to those who opt in by June 2020
- Conduct an English and a Spanish Police Citizen Police Academy and a Teen Citizen Police Academy by June 2020
- Secure funding and launch community engagement for the Bayfront Canal & Atherton Channel Flood Management Project construction and enter into a multi-agency Memorandum of Understanding/Joint Powers Authority for implementation by December 2020

STRATEGIC INITIATIVES AND GOALS



COMMUNITY FOR ALL AGES

Celebrate the unique contributions that youth, seniors and residents of all ages and abilities bring to our community and provide abundant opportunities for lifelong learning, healthy development, physical activity and social connection.

Community for All Ages Goals for FY 2019-20

- Address challenges community members are experiencing due to the Redwood City School District's consolidation of elementary school sites. Goals include increase City afterschool programming and offer scholarships for afterschool care for families who previously received reduced-cost afterschool care at Hawes School by the beginning of the school year in August 2019
- Plan for 450 childcare spaces in new developments over the next five years
- Explore a temporary pop up teen center in the Downtown by Spring of 2020
- Advocate through 2019 for AB452, in collaboration with State leaders, which would create a "Child Care Facilities Grant Fund"
- Invest in parks and library infrastructure to expand Redwood City's spaces for children including Hoover Park Turf Project by August 2019, Magical Bridge Playground by December 2019, and temporary pop-up activities like Putt'n Around Mini-golf throughout the year
- Partner with Pacific Library Partnership and local school districts to ensure that Student Success library cards are issued to every student by the end of the 2019-20 school year
- Conduct a Teen Citizen Police Academy by June 2020
- Conduct a Junior Fire Academy to support teen exposure to the fire service in 2020
- Continue to offer Human Library programs, and explore the possibility of a Human Library program for pre-teens and teens in the fall of 2019. Invite "human books" to deliver Library storytimes starting in 2020
- Increase participants in the annual Summer Learning Challenge from 15,000 to 16,000 in 2019, and strive for a 50% completion rate for registered participants by September 2019
- Implement Adulting 101: Essential Skills for Life After High School program, including topics such as career planning and work readiness, financial savvy, kitchen basics and easy recipes, personal well-being and home management, and community and volunteerism by October 2019
- Support low income residents and vulnerable communities by completing an equity audit of Library policies and procedures by December 2019
- Launch new library programs and activities for seniors, veterans, LGBTQ+ residents, people of color, people with disabilities, and opportunity youth (those aged 16-24 who are not currently in school or employed), and work directly with these populations in the development of new programs and library collections that meet their needs by December 2019
- Partner with About-Face to deliver empowerment workshops for teen girls by December 2019

STRATEGIC INITIATIVES AND GOALS

- Install the Pirate Ship art installation/imaginative play area at the Redwood Shores Branch Library by December 2019
- Create a new makerspace/technology lab for people of all ages at the Downtown Library by April 2020
- Increase by 20% the Library's program offering wireless hot spots and mobile devices for home use by circulating 1200 devices by June 2020
- Advance the conceptual plan for updating Roselli Garden as part of the Downtown Parks initiative by summer 2020
- Explore options to provide teen programming similar to social service office hours at the Downtown Library beginning in 2020
- Continue to expand the Science, Technology, Engineering, Arts, and Math program opportunities for children in English and Spanish, as well as the technology courses offered through the Downtown Library Teen Digital Lab by June 2020

STRATEGIC INITIATIVES AND GOALS



ECONOMIC DEVELOPMENT

Develop and sustain a thriving local business environment that contributes to the community's economic well-being and quality of life.

Economic Development Goals for FY 2019-20

- Support the ongoing implementation of Cannabis regulations
- Collect 100% Cannabis Business Tax from approved Redwood City cannabis businesses within 60 days of the due date
- Develop a cannabis business inspection protocol by July 2019
- Collect 90% Transient Occupancy Tax from the registered short-term rental property owners within 90 days of the due date
- Increase the local minimum wage to \$15 per hour by January 2020
- Identify new family entertainment uses that are a good fit for Redwood City such as bowling, bocce ball, or indoor sports by June 2020
- Convene an annual meeting with Redwood City's auto dealerships to determine any operating issues or market changes by December 2019
- Coordinate with NOVA Workforce Development Program and the San Mateo County Community College District to identify opportunities for workforce skills training for Redwood City residents (adults and youth) by February 2020
- Highlight the benefits of Opportunity Zone tax benefits for businesses and workforce housing developers by December 2019
- Attract diverse retail in the Downtown by adopting the Retail Action Plan by August 2019 and implementing the plan by June 2020
- Contact Redwood City's top ten employers by June 2020 to determine any barriers to successfully doing business in Redwood City

STRATEGIC INITIATIVES AND GOALS



GOVERNMENT OPERATIONS

Manage the operations of the City as an engaged, collaborative and responsive team of professionals to provide effective, accountable and fiscally sustainable government services that achieve a high level of customer satisfaction.

Government Operations Goals for FY 2019-20

- Update the Electronic Communications Policy and Public Records Act Policy by July 2019
- Provide training to staff on records management best practices by August 2019
- Assess the City's financial health through completing the League of California Cities' Municipal Financial Health diagnostic tool by December 2019, and report the results to the Finance/Audit Subcommittee and then the City Council in the spring of 2020
- Coordinate and advise on an overhaul of the City's Purchasing Ordinance by December 2019
- Present an updated Climate Action Plan to the City Council by December 2019
- Implement the Parks, Recreation and Community Services Department re-alignment plan to create organizational efficiencies and support across the organization by December 2019
- Work with public safety bargaining group leadership on Industrial Disability Retirement Committees by March 2020 in an effort to develop alternative solutions to reduce the City's retiree health liability
- Provide one-on-one training session to each City department on the City's financial operations, department budget, accounting, and purchasing procedures by January 2020
- Explore additional revenue opportunities needed to balance the budget over the 10 year forecast period and provide a recommendation to City Council by February 2020
- Draft new templates for employee performance appraisals by June 2020
- Update the Information Technology and Finance Division's Disaster Recovery Plan and Procedures for Accounts Payable and Payroll to prepare for any unforeseen business interruption by June 2020
- Pursue financial sustainability strategies, including exploring future revenue generating measures by June 2020
- Develop governance related policies for City Council consideration and adoption by June 2020
- Support City Council's consideration and development of a new Strategic Plan by June 2020
- Assess the City's susceptibility to user introduced malware and develop an appropriate educational program that reduces the City's risk by a minimum of 10% by June 2020
- Initiate an update to the City's Records Retention Schedule by June 2020
- Implement an automated campaign and financial disclosure reporting system by June 2020
- Develop an onboarding program for newly hired employees by June 2020

STRATEGIC INITIATIVES AND GOALS

- Develop a timeline to update the Supervisory Control and Data Acquisition program for water and sewer utility operations by December 2020
- Perform 100% of Storm Water inspections for businesses as required by the Municipal Regional Storm Water Permit by June 2020
- Implement Party Pack program to promote zero waste events by fall 2019
- Convert an additional 400 street lights to light-emitting diode (LED) lights by June 2020
- Update, reorganize, and reformat the Municipal Code by June 2020
- Create a new talent acquisition program by June 2020
- Implement a new Master License Agreement with wireless telecommunications carriers to lease City poles for installation of small cells by December 2019 and process Site License Authorization for each approved site within 60 days of form acceptance
- Implement an automated Public Records Act Request (PRAR) tracking system and provide staff training by August 2019
- Amend the zoning code to regulate wireless facilities on private property to maintain consistency with Federal telecommunications regulations and the City's General Plan by December 31, 2019
- Implement weed abatement best practices in FY 2019-20
- Work with the City Council Sea Level Rise/Stormwater Regulation Ad Hoc Committee to discuss how to manage storm flooding and sea level rise with meetings beginning in late summer 2019 and continuing through 2020
- Work with the City Council Transportation and Mobility Sub-Committee to increase communication and action on local and regional transportation projects by June 2020

STRATEGIC INITIATIVES AND GOALS



HOUSING

Foster a range of housing options affordable to all income levels through policies, programs, partnerships, and projects that support the creation and preservation of affordable housing for Redwood City's residents.

Housing Goals for FY 2019-20

- Apply for the County's Home for All grant by July 2019 and consider zoning code amendments to help streamline the City's process for installing Accessory Dwelling Units (ADU) and make it easier for residents to build ADUs and fit well into neighborhoods by summer 2019
- Work with the Housing Endowment and Regional Trust (HEART) of San Mateo County on their Green and Livable Accessory Dwelling Unit Resource Program that will provide by fall 2019 free final designs and construction drawings for residents to build ADUs
- Host a joint study session in summer 2019 between the Planning Commission and the Housing and Human Concerns Committee to discuss missing middle (duplexes, triplexes, and fourplexes) housing
- Amend the City's Mixed Use Live/Work Zoning Code to allow more flexibility for residential housing developments by summer 2019
- Report to the City Council by October 2019 on community input and ideas to preserve naturally affordable housing suggested at the June 2019 Rental Property Owner Engagement event
- Launch the two pilot Housing and Homelessness Innovation Team initiatives by January 2020; a Downtown Streets Team, which will hire homeless residents to help clean and beautify the city with the goal of helping people develop job skills and landing a full-time job; and the Housing Locator Assister, which will assist homeless or at-risk households to find affordable housing
- Collaborate with school districts to explore work force housing opportunities for school district and City employees by February 2020
- Commence construction of 20 for purchase Habitat for Humanity affordable housing units at 612 Jefferson by fall 2019
- Commence construction of a 100% affordable housing apartment development at 353 Main (125 affordable housing units) by fall 2019
- Develop a plan by June 2020 to increase the City's overall effectiveness at serving homeless residents and helping them get housing
- Convene an annual meeting with affordable housing development organizations/developers to provide updates on City affordable housing policies/programs and Opportunity Zone benefits by June 2020
- Update the City's housing webpage by July 2019 to provide better information on affordable housing resources and programs to the community

STRATEGIC INITIATIVES AND GOALS

- Develop a work plan and, by July 2019, apply for SB2 grant funding (\$310,000) to provide financial/technical assistance to update City planning documents to streamline affordable housing production
- Draft the affordable housing 2019-2020 Annual Action Plan by April 2020, which will highlight funding for affordable housing preservation and homelessness prevention
- Explore innovative housing solutions, including ways to create and preserve middle income and naturally affordable housing units by June 2020

STRATEGIC INITIATIVES AND GOALS



PUBLIC SAFETY

Protect and promote community well-being and safety, using a broad and proactive approach to achieve a high quality of life for Redwood City's residents, businesses and visitors.

Public Safety Goals for FY 2019-20

- Implement body worn cameras by January 2020
- Coordinate and advise on levee upgrades by June 2020
- Assist staff with completion and implementation of the updated Engineering Construction Manual by June 2020
- Implement a new department-wide Fire Prevention Inspection Database that will ensure that all Fire Inspections are completed within State standards by June 2020
- By June 2020 complete 100% of all annual State Mandated Fire and Life Inspections and report the results to the City Council
- Reduce fuel/vegetation to establish fire breaks by clearing overgrown vegetation and trimming trees and other fuels at the Brewster Water Tank, George L. Garrett Jr. Park, and Stulsaft Park by June 2020
- Complete implicit bias training for 100% of Police personnel by June 2020
- Complete the City Hall security upgrade project and provide new safety protocol training to City staff by June 2020
- Provide Crisis Intervention Training to 100% of the Police Department line-level officers and dispatchers by June 2020
- Conduct semiannual surveys of business owners and stakeholders at Sequoia Station and the adjacent transit hub to ensure public safety concerns, quality of life concerns and community satisfaction issues are improved through the collaborative efforts of Project Safe by June 2020
- Explore the creation of a Community Response Unit to increase staff efficiencies and finalize a report by June 2020
- Identify pipe materials for all potable water service connections currently listed as unknown in the City's Geographical Information Systems (GIS) prior to June 2020
- Implement security enhancements within all City facilities by June 2020

STRATEGIC INITIATIVES AND GOALS



TRANSPORTATION

Develop and support effective transportation infrastructure: systems and programs that enable safe and efficient travel to, from and within the community.

Transportation Goals for FY 2019-20

- Address challenges community members are experiencing due to the Redwood City School District's consolidation of elementary school sites. Goals include contract with a Safe Routes to School consultant to update walking and biking maps, and support creation of biking school buses; implement additional traffic enforcement for four weeks at the start of the 2019-20 school year; and, increase citywide communications to help residents across the City prepare for new transportation patterns around schools in August 2019
- Kick off the Roosevelt Traffic Calming project and present design options for community input by October 2019 and preferred design alternatives in early 2020
- Increasing parking enforcement staffing by two positions (for a total of 4 positions) by fall 2019 to address additional neighborhood parking and Downtown parking needs
- Reclassify two existing parking enforcement officer positions to expand their duties related to abandoned vehicle abatement and traffic safety duties in support of the Traffic Unit by fall 2019
- Enhance bicycle routes to Stanford in Redwood City by June 2019
- Construct the Hopkins Avenue Neighborhood Traffic Calming Pilot Project by July 2019
- Advance the City's roadway pavement management program with microsurfacing, paving, and striping on various streets including Alameda de las Pulgas, Marine Parkway, Vera Avenue, and Whipple by August 2019
- Develop a Transportation Demand Management policy by summer 2019
- Construct the Stanford Neighborhood Street Enhancements Project by October 2019
- Complete Marshall Street Pedestrian Enhancement Project by October 2019
- Complete construction of the US Highway 101 Pedestrian Undercrossing between Bair Island Road and Main Street providing an important pedestrian and bicycle connection from the neighborhoods east of Highway 101 to the downtown area by December 2019
- Develop and adopt new transportation significance criteria for environmental review by December 2019
- Draft a bike share/emerging mobility ordinance by summer 2019, and by December 2019 present for City Council consideration
- Complete the Street Car and Transit Center Study by December 2019
- Design the Jefferson and Cleveland Intersection Safety Improvement Project by end of 2019 and complete construction by summer 2020
- Complete traffic improvements at Jefferson and Middlefield by early 2020
- Advance design of the Whipple Grade Separation project and develop conceptual grade separation alternatives by early 2020

STRATEGIC INITIATIVES AND GOALS

- For the Middlefield Road Improvement project, complete substantive construction of trenches and underground City infrastructure by January 2020 and complete 50% of the streetscape project by July 2020. Continue coordinating with private utilities on their undergrounding, which may continue through 2020
- Complete Winslow Streets Pedestrian Enhancement Project by April 2020
- Make significant pedestrian and bicycle improvements Downtown, including the permanent closure of Theatre Way to automobile traffic by spring of 2020
- Advance innovative wayfinding for Downtown parking by spring 2020
- Complete Middlefield Road Bicycle and Pedestrian Improvements by June 2020
- Explore funding options to advance the Blomquist Bridge extension project by June 2020
- Begin outreach to develop a Transportation Demand Management Association by June 2020
- Support the Sidewalk Repair and Replacement program by completing 1,750 repairs by June 2020
- Complete design of US Highway 101/84 Interchange Project by summer 2020
- Design Redwood Avenue curb and gutter improvements by July 2020
- Support traffic signal improvements at Bay and 5th, Bay and Douglas, Blomquist and Maple, Main and Bradford, and Main and Woodside Road on-ramps by July 2021
- Complete the Ferry Financial Feasibility study and cost-benefit and economic impact analyses to understand the market for ferry service, the financial costs, and the social and economic benefit to the City and the region by September 2020
- Coordinate with regional partners to further key transportation projects including the Dumbarton Transportation Project, Caltrain Electrification and Modernization Project, and the High Speed Rail Project ongoing throughout the year

STRATEGIC INITIATIVES AND GOALS

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CITYWIDE ACCOMPLISHMENTS

CITYWIDE ACCOMPLISHMENTS

CITYWIDE STRATEGIC INITIATIVES



CITYWIDE ACCOMPLISHMENTS

CITYWIDE ACCOMPLISHMENTS

Organized By Strategic Initiative



COMMUNITY BUILDING AND COMMUNICATIONS

- Hosted a community budget workshop to provide education on financial trends and seek ideas for short and long term financial strategies
- Conducted public outreach and initiated multi-jurisdictional flood management planning for the Bayfront Canal and Atherton Channel watersheds
- Hosted Downtown Neighborhood Association community meetings at the fire station
- Worked with the Redwood City Improvement Association (RCIA) on a new Art Kiosk displaying installation art in the downtown through FY 2019-20
- Expanded community engagement efforts by hosting Anti-Bullying Classes, Coffee with the Cops events, Drug Abuse & Violence Resistance Education (DARE), Gang Prevention Classes and attended Neighborhood Association meetings to expand the Neighborhood Watch program
- Supported the National Night Out Event by staffing and participating in all 8 Redwood City neighborhood venues
- Launched a community engagement effort to update the City's Climate Action Plan
- Assisted Community Development and Transportation in revising architectural standards to improve the neighborhood design process and historic guidelines
- Adopted interim design guidelines on neighborhood compatibility
- Collaborated with Redwood City 2020 to host a Latino Leadership meeting to discuss the impacts of major issues including housing, affordable childcare and district elections

CITYWIDE ACCOMPLISHMENTS



COMMUNITY FOR ALL AGES

- Completed the Early Childhood Learning Center installations at Fair Oaks and Schaberg library branches
- Continued to expand programs and activities that are welcoming and inclusive, celebrate the diversity of the population, and promote a friendly, neighborly community spirit
- Issued the first diplomas to 3 graduates of the Library's Career Online High School program
- Loaned over 160 wireless hot spots, laptops, and tablets for home use
- Partnered with six community organizations to provide support to vulnerable members of the community through Social Service Office Hours and other programming
- Provided enhanced early childhood technology activities at all library locations through the use of new iPads with preloaded apps for children
- Completed the design phase of the Interpretive Center update at Redwood Shores Branch Library
- Began construction of the Magical Bridge Playground and held a ground breaking ceremony
- Created the Public Art Master Vision Plan that includes continuing the City mural program and other new initiatives
- Drafted a Parks Needs Assessment and issued a Request for Proposal to conduct the nexus study required for the Park Impact Fee update
- Completed the design development phase for the Pirate Ship Imaginative Art Area adjacent to the Redwood Shores Branch Library
- Collaborated with developers to identify 450 quality child care spaces in the community over the next five years by incorporating child care into three proposed housing projects and Stanford University
- Completed Stulsaft Park sign improvements
- Completed the Downtown Park Feasibility and Site Assessment Plan and selected three park sites to create a large, linear park that extends from Downtown to the bay
- Partnered with the Public Works Services Department to study best practices of weed abatement and began implementation

CITYWIDE ACCOMPLISHMENTS



ECONOMIC DEVELOPMENT

- Recommended a cannabis business tax measure passed by the voters in November 2018, generating approximately \$200,000 in new revenue annually
- Implemented cannabis related regulations, including dedicated and ongoing funding for drug education and prevention, reviewed and approved six business applications to operate within Redwood City
- Implemented a local minimum wage ordinance
- Contacted high sales tax-generating businesses as well as small and locally-owned businesses to retain current employers
- Connected with family-friendly and entertainment oriented businesses expanding in the Bay Area to invite them to locate in Redwood City
- Facilitated the Retail Task Force process and presented a recommended Downtown Retail Vision to the City Council
- Renewed a pilot program that will allow the use of autonomous robots, also known as Personal Delivery Devices (PDD), for delivery of goods in Redwood City for a period of up to 24 months
- Developed and adopted an Economic Development Work Plan

CITYWIDE ACCOMPLISHMENTS



GOVERNMENT OPERATIONS

- Performed the Government Finance Officers Association Best Practices review of the City's financial procedures and polices
- Implemented a long-term financial plan including projections to pay off the City's unfunded liabilities
- Successfully negotiated and implemented new Memorandums of Understanding with six employee bargaining groups and updated the Executive Management Summary of Benefits
- Continued implementation of the Financial Sustainability Plan (FSP) and supported Council direction on local revenue measures
- Recommended a half-cent sales tax revenue measure passed by the voters in November 2018, generating approximately \$8 million in new revenue annually
- Selected a vendor and began the system migration process for the new citywide Financial Management System
- Implemented an online platform for Business License and Transient Occupancy Tax (TOT) compliance tracking, notification, and payment processing
- Updated the City administrative policies on debt disclosure, and general liability worker's compensation administration and approval
- Implemented a Risk Management Action Plan and created a citywide risk team to focus on decreasing the City's risk
- Reduced long-term liability for Workers' Compensation claims through health and wellness education programs and effective claims management
- Updated a citywide Injury Illness Prevention Plan (IIPP)
- Designed a new, user-friendly, Intranet for City employees
- Implemented a new citywide Agenda and Contract Management system
- Recommended Charter amendments to increase efficiency of City operations approved by the voters in November 2018
- Assisted and advised the City as it transitioned from an at-large election system to a district-based election system
- Updated Agenda and Staff report templates to reflect City branding standards
- Provided training to Board, Commission and Committee members on roles and responsibilities, the Brown Act, Conflicts of Interest, and communications
- Facilitated the November 6, 2018 Municipal Election
- Supported the transition of new Council Members
- Introduced and assisted Boards, Commissions and Committees with presenting 2-Year Work Plans to the City Council
- Recruited 9 new Board, Commission and Committee seats on behalf of the City Council due to resignations

CITYWIDE ACCOMPLISHMENTS

- Responded to 172 Public Records Act requests in 2018
- Evaluated vendors to implement an automated Public Records Act Request (PRAR) tracking system
- Supported 26 City Council meetings in 2018
- Processed 212 campaign and financial filings
- Prepared 78 proclamations, certificates of recognition and memorials for the City Council to present at Council meetings and events
- Completed the Non-Profit Special Event Policies per the City Council Ad Hoc Committee and presented final recommendations to the City Council
- Received recognition by the U.S. Environmental Protection Agency (EPA) Green Power Community
- Converted the “Climate Best by Government Test” signs to LED lights
- Received the Municipal Energy Efficiency Call for Projects grant to convert lighting to LEDs in City Hall, Police Department, and the Community Activities Building, saving the City utility and labor costs as well as energy
- Issued approximately \$150 million of financing for the long range Capital Improvement Plan to rebuild and upgrade the wastewater transmission and treatment facilities through the Silicon Valley Clean Water Authority
- Developed the City’s Wireless Communications Ordinance
- Completed a pilot program to treat the groundwater at the Sequoia Station Shopping Center
Developed a tree maintenance program
- Replaced 12 sewer laterals per month through the lateral replacement program
- Completed a comprehensive rate study for solid waste services, and as a result, the City Council approved new rate increases in January 2019
- Completed construction of the Recycled Water pipeline to serve the Stanford in Redwood City Campus
- Kicked off the Americans with Disabilities Act (ADA) Self Evaluation and Transition Plan project
- Translated City communication materials into Chinese and Spanish to inform the public about the City’s minimum wage, tenant protections laws, smoking ban and the transition to district elections
- Supported the City’s transition to district-based City Council elections by facilitating community forums, community meetings, public hearings and discussions with Neighborhood Associations
- Negotiated and executed a three-year agreement to provide communications services on behalf of the Port of Redwood City
- Proposed a reorganization and increased resources to address the City Council’s focus on housing
- Hosted three management forums for management employees to support and enhance leadership development

CITYWIDE ACCOMPLISHMENTS



HOUSING

- Collected Transient Occupancy Tax (TOT) on vacation rentals through Airbnb for the first time and dedicated proceeds to affordable housing
- Identified funding opportunities to provide City affordable housing funds to support the construction of 145 affordable housing units
- Increased homeless outreach efforts by 33 percent using the City's multi-disciplinary homeless outreach team to provide services to homeless community members. The Department made 69 shelter referrals, 13 temporary housing placements, 6 permanent housing placements and 524 homeless outreach citizen contacts in 2018
- Adopted an inclusionary housing ordinance requiring residential development containing at least 20 units to dedicate 20% of those units as affordable to moderate, low, and very low-income households
- Adopted renter protections requiring the offer of a one-year minimum lease terms as well as relocation assistance for qualified households displaced under specific conditions
- Reserved 375 units for affordable housing out of the 2,500 residential units allowed within the Downtown Precise Plan
- Dedicated City property and funding to the Arroyo Green project which will provide 117 units of senior housing at the very low income affordability level as well as an 8,000 square feet childcare center
- Updated the City's Density Bonus ordinance to be consistent with State requirements, which allows developers to request concessions or waivers from development regulation in exchange for providing affordable units
- Rehabilitated and preserved over 150 affordable housing units in Redwood City, through three housing projects, including the long awaited rebuild of Hallmark Apartments (531 Woodside Road), a 72-unit affordable housing complex damaged by a fire in 2013
- Updated the City's Accessory Dwelling Unit (ADU) ordinance to be consistent with State requirements, resulting in the approval of 41 ADUs in 2018
- Received a Home for All grant to sponsor a program of community conversations about affordable housing issues and developed funding criteria for the assessment of future projects
- Allocated \$6 million of affordable housing funds to advance key housing projects which will create 297 low or very low-income level housing units
- Supported the production of affordable and market rate housing including building 2,702 total residential units with 70 of these units affordable. Between 2015 and 2018, another 1,859 units were constructed, including 122 affordable
- Adopted inclusionary zoning requirements to dedicate developer fees and require affordable housing units to be built within new market rate housing developments
- Utilized the *Home for All* Initiative's community conversations on housing as a model for community conversations on other major issues

CITYWIDE ACCOMPLISHMENTS



PUBLIC SAFETY

- Achieved the prestigious Public Protection Classification (PPC) rating of “Class 1”, the first agency in the County to receive this ranking, putting the Redwood City Fire Department in the top 1% in the nation
- Implemented a program reducing exposure of fire personnel to cancerous and other hazardous environments
- Implemented annual screening of fire personnel for early detection of cancer and other occupational diseases
- Launched a successful Junior Fire Academy to support teen exposure to the fire service
- Provided an extensive public education program to reduce the amount of illegal fireworks use and reduced the amount of community complaints during 2018 New Year’s Eve
- Completed a shared service approach to CERT program management with the County of San Mateo Office of Emergency Services by creating a dedicated position to lead CERT programs in Redwood City and conducted one CERT class
- Implemented a Social Host Ordinance to reduce the illegal use of fireworks in the community by holding property owners accountable
- Experienced a decrease in Reported Part 1 Crimes (murder and non-negligent homicide, rape, robbery, aggravated assault, burglary, motor vehicle theft, larceny-theft, and arson) by 11.85% in 2018
- Expanded the Police Department’s ability to interact with subjects in crisis and effectively resolve crisis situations by training 84% of Police officers in Crisis Intervention Training (CIT)
- Conducted the first Teen Citizen Police Academy program with 25 graduates
- Conducted one English language and one Spanish language Citizen Police Academy
- Expanded the City’s tattoo removal program to include survivors of domestic violence and human trafficking
- Worked with stakeholders at Sequoia Stations and the adjacent transit hub to ensure public safety through the Project Safe program
- Completed the first phase of Security Enhancements in City Facilities. The first phase focused around converting various areas throughout the facility into refuge rooms for staff in the event an active assailant incident were to occur
- Contracted with the San Mateo County Narcotics Task Force and San Mateo County Vehicle Theft Task Force and the Town of Atherton to provide fleet services
- Awarded a bid for construction of the City’s California Water Tank, Pump Station and Transmission Main Project

CITYWIDE ACCOMPLISHMENTS



TRANSPORTATION

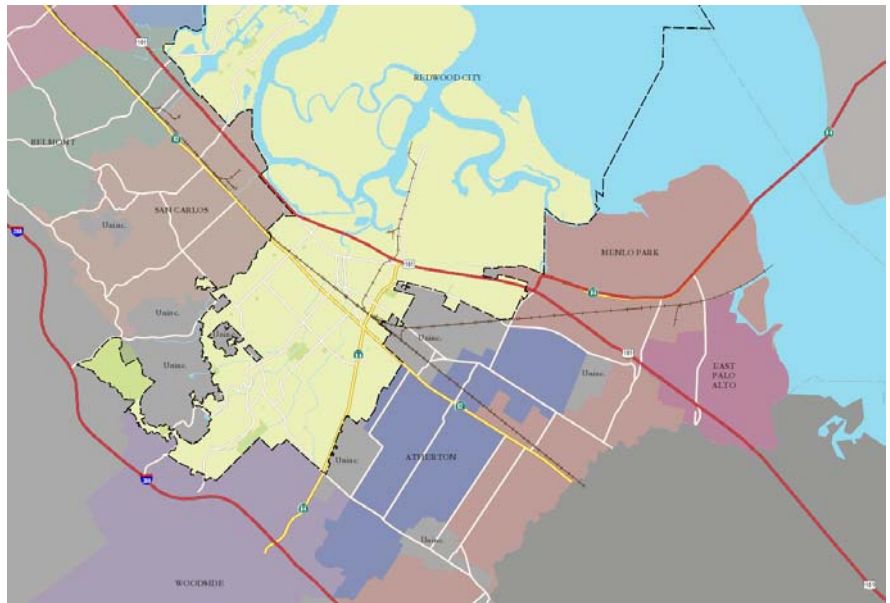
- Implemented the Citywide Transportation Plan recommendations to guide funding decisions in the annual and Five-Year Capital Improvement Program
- Started construction of the US Highway 101 Pedestrian Undercrossing
- Completed the Streetcar and Transit Center Studies and began the community engagement process
- Issued a Request for Proposal for design and construction of a Downtown Parking Guidance System
- Implemented the interim “Peninsula Bikeway”, a north-south bicycle route through Redwood City, and initiate planning for a long-term route as an initiative of the Manager’s Mobility Partnership, a multi-jurisdictional partnership to improve mobility
- Completed Alameda De Las Pulgas Sidewalk improvements
- Constructed Middlefield/Woodside Road pedestrian enhancements
- Began the construction on the Middlefield Utility Undergrounding Project
- Completed the Hudson Street Bicycle and Pedestrian Improvement Project
- Completed the Kennedy Safe Routes to School project
- Completed Safe Routes to School Project at six Redwood City School District Schools
- Approved design of the Hopkins Avenue Traffic Calming Pilot Project
- Hired a consultant to design digital wayfinding parking in collaboration with the Redwood City Improvement Association (RCIA)

COMMUNITY PROFILE

COMMUNITY PROFILE

LOCATION AND LAND AREA

Redwood City is located in the San Francisco Bay Area 25 miles south of San Francisco, and 27 miles north of San Jose. Redwood City is approximately 33 square miles of which 19 square miles are main land with a mean elevation of 15 feet above sea level. The 19 square miles of land excludes islands (such as Bair Island and Bird Island). Over 70 percent of Redwood City is open space. The City core combines residential, industrial, and commercial elements.



LAND USE

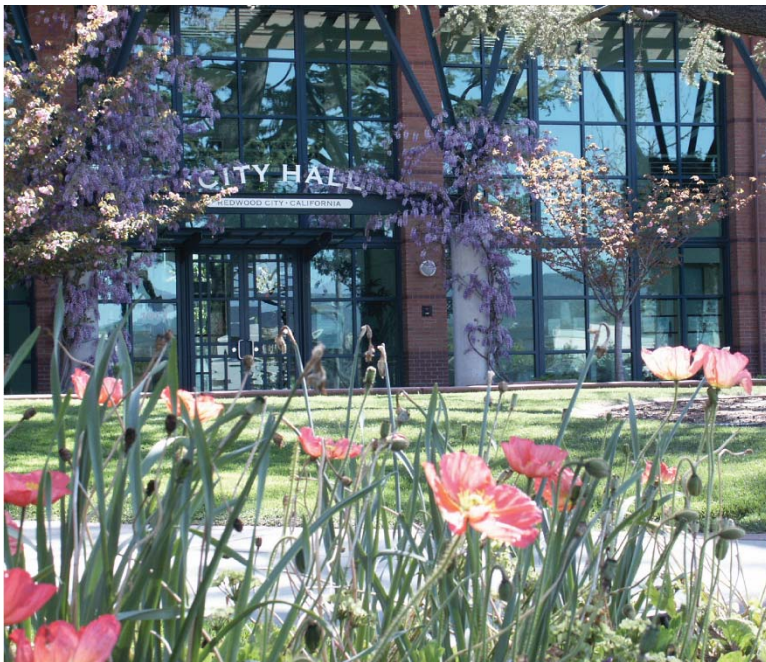
Detailed Analysis		
	Acres	Percentage
RESIDENTIAL	3,117	14.91%
COMMERCIAL	818	3.91%
MIXED-USE	466	2.23%
INDUSTRIAL	316	1.51%
PARKS	402	1.92%
SCHOOLS	153	0.73%
PUBLIC FACILITY	94	0.45%
URBAN RESERVE	548	2.62%
OPEN SPACE*	14,987	71.70%
TOTAL	20,901	

**Open Space is mostly San Francisco Bay*

Source: City of Redwood City Geographic Information System (GIS)

COMMUNITY PROFILE

CITY GOVERNMENT



The City of Redwood City was incorporated on May 11, 1867. Redwood City is a Charter City and operates under the ‘council-manager’ form of government, meaning that the City Council appoints the city manager, who is then responsible for the day-to-day operations of the City.

The seven-member City Council is the governing body elected directly by the residents of Redwood City. The City Council moved to district elections and selected a district map for 2020 elections following an extensive community engagement process on May 6, 2019. This move to district

elections means that the City Council will be elected by districts. The first City Council election under the new district elections system will occur in the year 2020. Following the 2020 Census in 2021 the City will redraw the district map for the 2022 election process and beyond.

As the legislative branch of our local government, the City Council makes final decisions on all major city matters, and sets city-wide priorities and policies. The City Council directs the City Manager to implement these priorities and policies. The City Council adopts ordinances and resolutions necessary for efficient governmental operations, approves the budget, and acts as a board of appeals. The City Council appoints the City Manager, City Attorney, and City Clerk, as well as the members of the City's advisory boards, commissions, and committees.

COMMUNITY PROFILE

LOCAL HISTORY



Even before the City's incorporation, native Ohlone people and Spanish missionaries and explorers helped to shape our community. As the oldest city on the San Francisco Peninsula, Redwood City has a rich and varied history. Originally a port town during the Gold Rush, Redwood City became the county seat of the newly formed San Mateo County in 1856 and incorporated in 1867. Downtown grew into a vital center for commerce, government, and manufacturing in the early 20th century, before declining in the 1960s and 1970s. During the late 1900s and early 2000s Downtown Redwood City began revitalizing, and this revitalization continues today.

COMMUNITY PROFILE

TODAY



Redwood City is the third largest city within the County of San Mateo, with 86,380 residents. The city enjoys an average of 255 sunny days a year, which it boasts via the city slogan: "Climate Best by Government Test". 2017 marked a major milestone for the City of Redwood City, as it celebrated its 150-year anniversary or Sesquicentennial.

Redwood City is home to the San Mateo County History Museum (located in the county's old courthouse) and the only active deep-water port within the south San Francisco Bay. The city's vibrant Downtown, quickly becoming known as the entertainment hub of the San Francisco Peninsula, offers residents, visitors, and businesses a unique retail, entertainment, and restaurant experience.

For more information, visit the City of Redwood City's website at www.redwoodcity.org, or follow Redwood City on Nextdoor, [Twitter](#), [Instagram](#), and [Facebook](#).

COMMUNITY PROFILE

CULTURE



In Redwood City, our City Council has committed to public art and cultural events as a means for promoting vibrancy, defining cultural uniqueness, building community, improving the quality of life, and making Redwood City the arts, culture, and entertainment destination on the Peninsula. The Redwood City Civic Cultural Commission (recently renamed the Arts Commission), on behalf of the Redwood City Council, is responsible for supporting and enhancing cultural life in Redwood City and has adopted a strategic plan to facilitate investment in public art and support cultural festivals in the community. The City is home to two theaters Downtown, the historic Fox Theatre and Dragon Theatre.

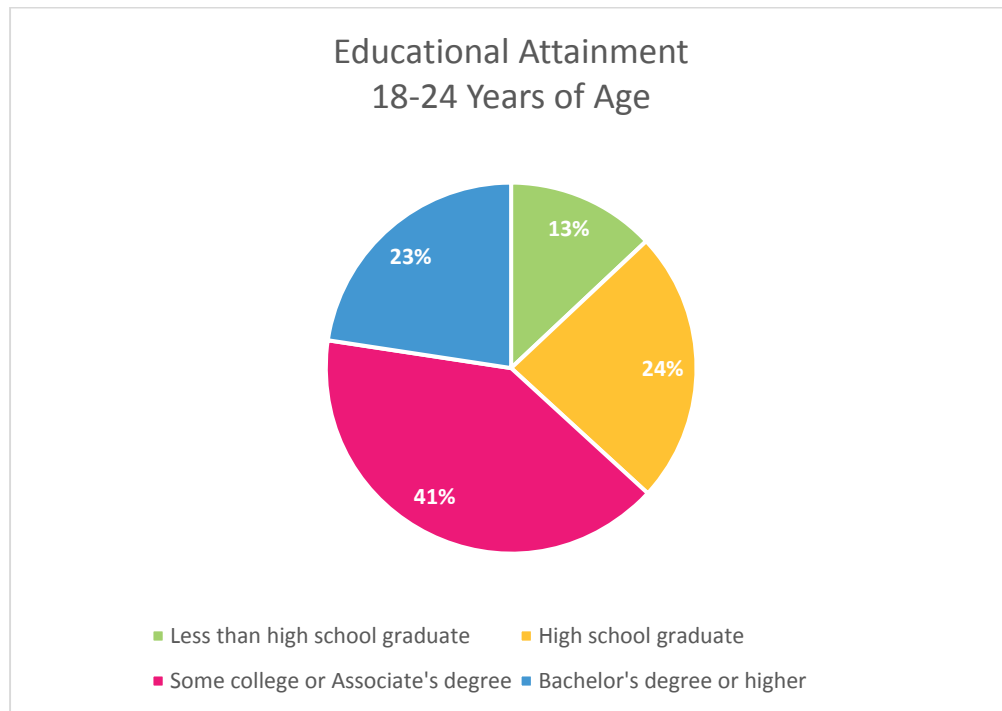
To further enhance the City's arts and culture experience year, the City Council adopted a Public Art Vision. For more about the City's public art programs and initiatives, go to www.redwoodcity.org/publicart

COMMUNITY PROFILE

EDUCATION

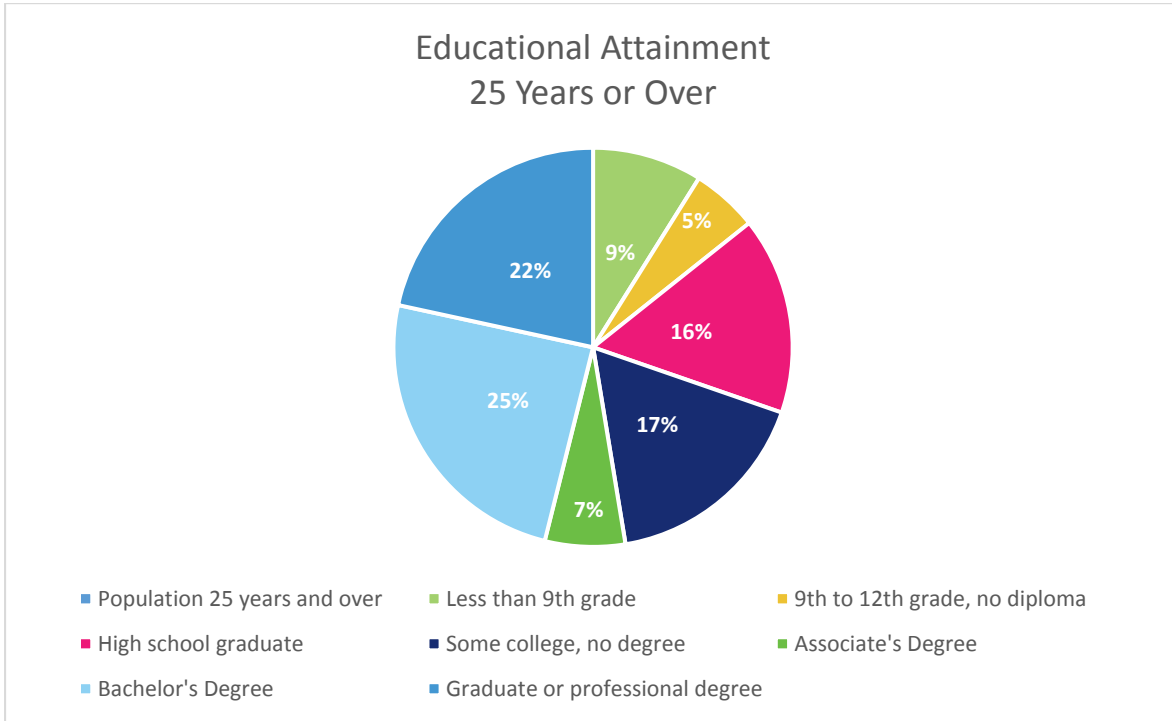
The Redwood City Elementary School District offers preK-8 grade education and manages several schools ranging from kindergarten to eighth grade. The Belmont-Redwood Shores School District manages six elementary schools and one middle school. Sequoia Union High School District manages eight schools in East Palo Alto, Menlo Park, Atherton, Redwood City and Woodside. In addition, Redwood City is home to Canada College. Menlo College, Notre Dame de Namur University, College of San Mateo, and Stanford University are within a ten mile radius of Redwood City.

Redwood City's population is well educated, with 85.7% with a high school graduate degree or higher and 46.1% with a Bachelor's degree or higher.



2013-2017 American Community Survey

COMMUNITY PROFILE



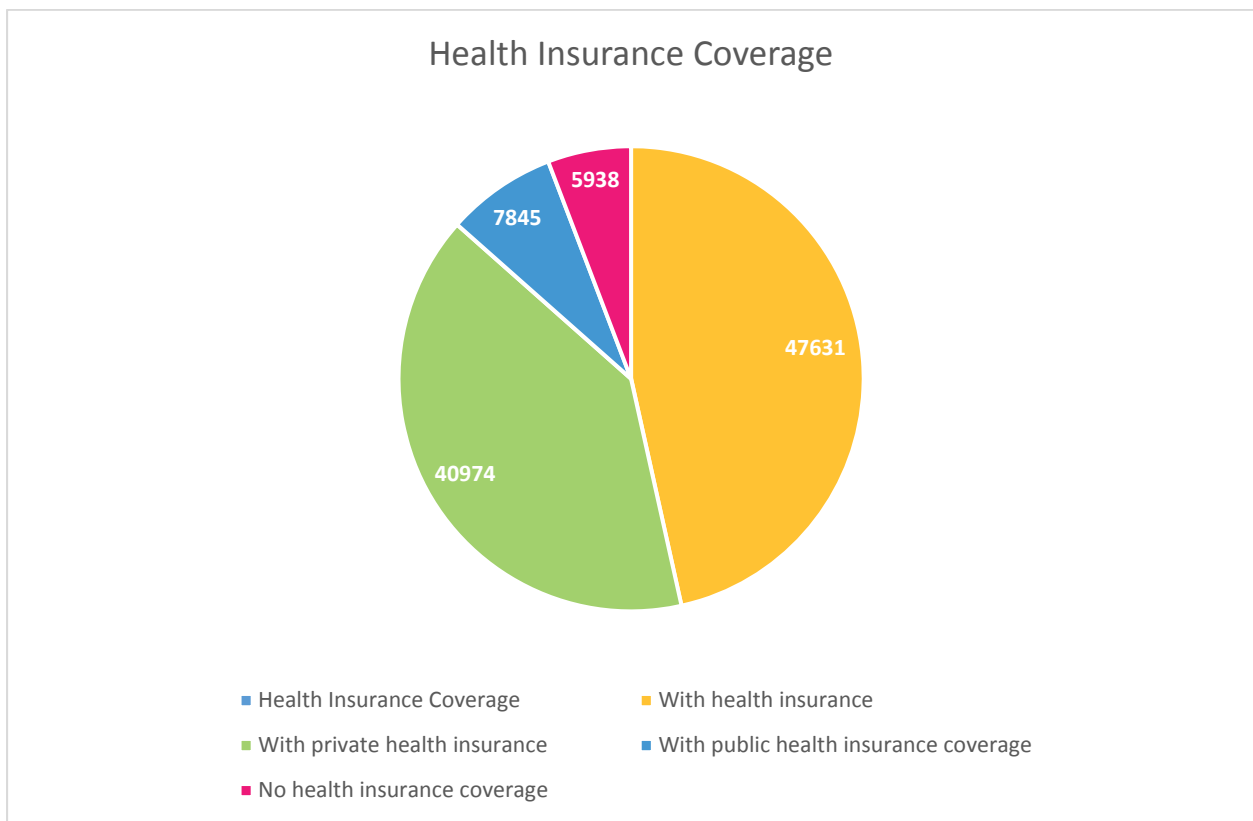
2013-2017 American Community Survey

COMMUNITY PROFILE

HEALTH CARE

Health centers such as Kaiser Permanente, Dignity Health Sequoia Hospital, and Stanford Medicine Out Patient Center are located in Redwood City.

Based on the 2015 American Community Survey, 88.5 percent of Redwood City's population has health coverage. The pie chart below provides a breakdown of health insurance coverage for Redwood City's population.



2013-2017 American Community Survey

COMMUNITY PROFILE

LARGE EMPLOYERS

CITY OF REDWOOD CITY, CALIFORNIA PRINCIPAL EMPLOYERS

Employer	2018		
	Employees*	Rank	% of Total City Employment
Oracle Corporation	5,955	1	12.20%
County of San Mateo	2,446	2	5.01%
Kaiser Foundation Hospitals	1,727	3	3.54%
Electronic Arts	1,520	4	3.11%
Sequoia Hospital	915	5	1.88%
Box Inc.	840	6	1.72%
Redwood City School District	742	7	1.52%
Nevro Corp	672	8	1.38%
Shutterfly	580	9	1.19%
Genomic Health Inc	551	10	1.13%
Informatica			
OpenWave Systems			
Broad Vision			

Source: 2018 Comprehensive Annual Financial Report

COMMUNITY PROFILE

LOCAL ECONOMY, EMPLOYMENT LEVELS, DEMOGRAPHIC INFORMATION

CITY OF REDWOOD CITY, CALIFORNIA
 DEMOGRAPHIC AND ECONOMIC STATISTICS
 Last Ten Calendar Years

Calendar Year	Population	Personal Income (\$000)	Per Capita Personal Income	Unemployment Rate	Number of Water System Customers
		\$	\$	%	
2009	77,819	3,098,753	39,820	8.90	23,718
2010	78,568	3,052,053	38,846	9.10	23,784
2011	77,712	3,091,772	39,785	8.70	23,972
2012	78,244	3,125,218	39,942	7.10	24,119
2013	79,074	3,204,632	40,527	5.40	24,296
2014	80,768	3,342,018	41,378	4.20	24,347
2015	81,838	3,408,940	41,655	3.00	24,472
2016	85,992	4,459,975	51,865	3.00	24,485
2017	85,601	4,206,433	49,140	2.70	24,508
2018	86,271	5,008,894	58,060	2.40	24,600

Sources:

Population is provided by the State of California Department of Finance. Population numbers in this schedule reflect the Department of Finance's annual adjustments.

Personal income and per capita personal income is provided by United States Census Data via MuniServices, LLC and is adjusted for inflation.

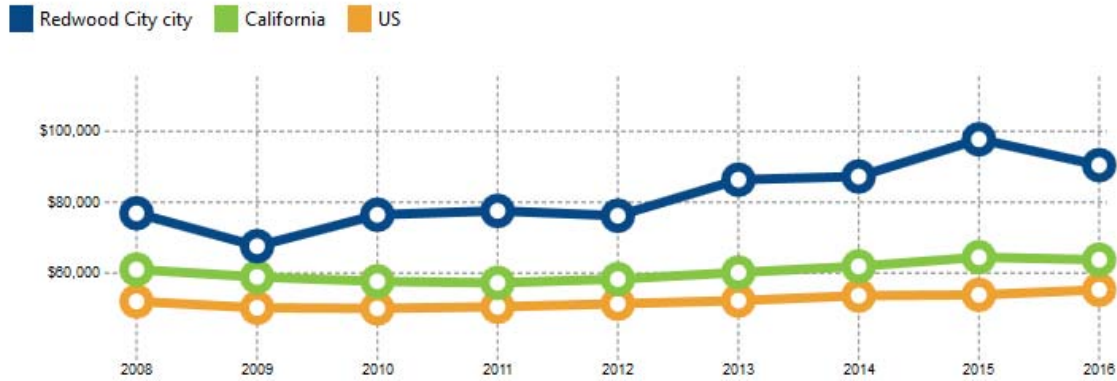
The unemployment rate for the City of Redwood City is provided by the State of California Employee Development Department and is not seasonally adjusted.

The number of water system customers is provided by the City's utility billing system.

Source: 2018 Comprehensive Annual Financial Report

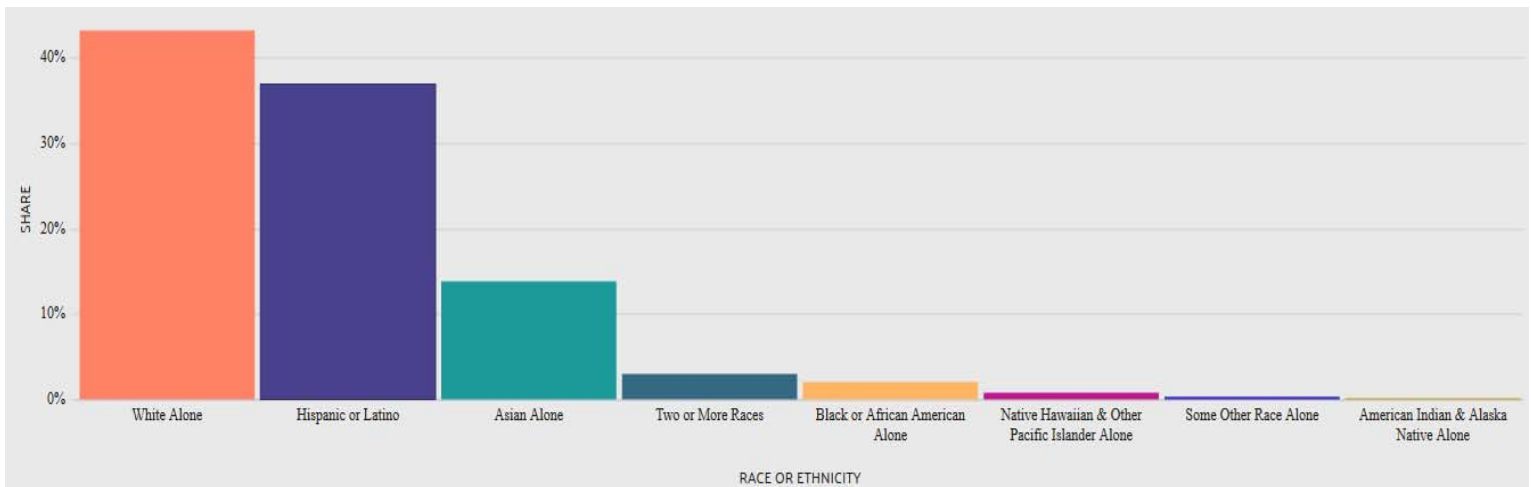
COMMUNITY PROFILE

Median Household Income in Redwood City over years



Source: Civic Dashboards, OpenGov

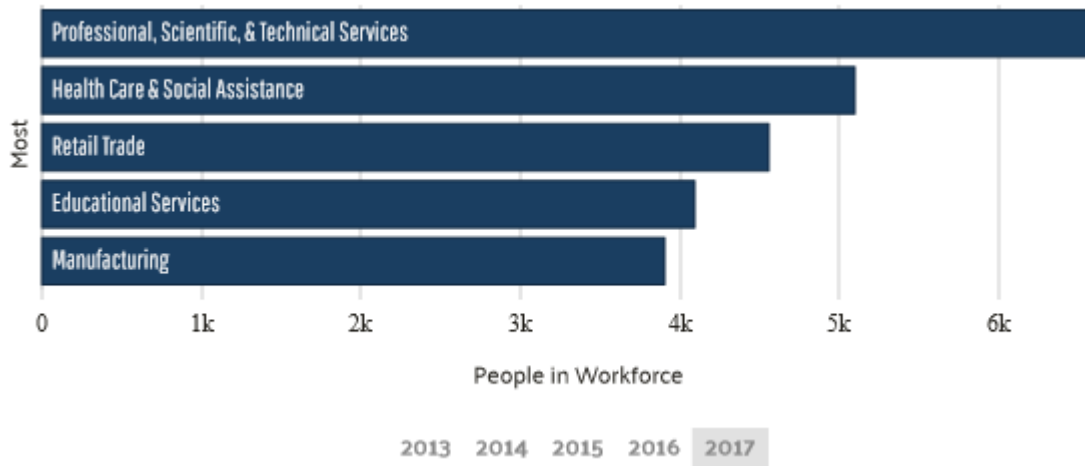
Demographics: Race



Source: Census Bureau

COMMUNITY PROFILE

MAJOR INDUSTRIES



Source: Census Bureau

COMMUNITY PROFILE

POPULATION & AVERAGE INCOME

Year Incorporated	1867
Size	Approximately 19 square miles (excluding Bay)
Weather	
Average year round high temperature	58°-84°F
Average year round low temperature	38°-54°F
Demographics	
Population ¹	85,319
Median Age ²	37
Average Household Size Owner-Occupied ²	2.73
Housing	
Median Household Income ³	\$99,026
Median Home Value ⁴	\$1.59 Million
<i>1. Source: 2019 State of California Department of Finance</i>	
<i>2. Source: Census Bureau</i>	
<i>3. Source: Census Bureau</i>	
<i>4. Source: Zillow</i>	

COMMUNITY PROFILE

PUBLIC SAFETY

Redwood City has its own police and fire departments to serve and protect the local community. Both departments emphasize community engagement through programs such as Neighbor Watch, Junior Fire Academy, Community Emergency Response Teams (CERT), Coffee with the Cops, Citizens Police Academy, and Police Athletic League.

In 2018, the City experienced an 11.85% decrease in Reported Part 1 Crimes (murder and non-negligent homicide, rape, robbery, aggravated assault, burglary, motor vehicle theft, larceny-theft, and arson). A few major accomplishments include 84% of Police officers received Crisis Intervention Training (CIT) to expand the Police Department's ability to interact with subjects in crisis and effectively resolve crisis situations and the Police Department conducted the first Teen Citizen Police Academy program with 25 graduates.



The Fire Department serves the City of San Carlos as well as the City of Redwood City. In 2018, the Fire Department achieved the prestigious Public Protection Classification (PPC) rating of "Class 1", the first agency in the County to receive this ranking, putting the Redwood City Fire Department in the top 1% in the nation. In addition,



the department implemented a program reducing exposure of fire personnel to cancerous and other hazardous environments and annual screening of fire personnel for early detection of cancer and other occupational diseases. In addition, the department implemented a shared service approach to CERT program management with the County of San Mateo Office of Emergency Services by creating a dedicated position to lead CERT programs in Redwood City.

COMMUNITY PROFILE

RECREATION

Redwood City boasts over 30 unique parks from small neighborhood parks that are only a quarter of an acre, to larger multi-use parks that are 40 acres, to off-leash dog parks and a skate park.



The City operates two seasonal pools, Herkner Pool and Hoover Pool under contract with community partners. Herkner Pool offers summer swim lessons, adult lap swim, and open swim hours. Hoover Pool operates summer swim lessons, adaptive swim, and drop-in swim opportunities. The City's Senior Center and five Community Centers are widely popular within the community. The City also offers ten sports fields for soccer, softball, baseball and flag football. These include major facilities such as the Red Morton Community Park, Hoover Park, Sandpiper Field, and Marlin Park.

COMMUNITY PROFILE

TOP PROPERTY TAXPAYERS

CITY OF REDWOOD CITY, CALIFORNIA
 PRINCIPAL PROPERTY TAX PAYERS
 Current Year and Nine Years Ago

Taxpayer	2018		
	Taxable Assessed Value	Rank	Percentage of Total Taxable Assessed Value
	\$		
Oracle Corporation	627,216,312	1	2.81%
Google Inc.	605,799,652	2	2.71%
Hudson Towers At Shore Center	554,492,212	3	2.48%
Aimco Indigo LP	342,900,341	4	1.54%
Westport Office Park LLC	282,264,266	5	1.26%
DWF IV 1400 1500 Seaport Blvd	268,208,741	6	1.20%
Slough Redwood City LLC	256,753,732	7	1.15%
Electronic Arts Inc.	217,005,476	8	0.97%
TGA 299 Franklin LLC	216,885,400	9	0.97%
Informatica LLC	209,772,018	10	0.94%
Pacific Shores Investors LLC			
SRI Eight Pacific Shores LLC			
Selco Service Corporation			
Tishman Speyer Archstone Smith			
Metropolitan Life Insurance Co.			
SPK-Towers @ Shores Center LLC			
Irvine Co. LLC			
	<u>3,581,298,150</u>		<u>16.05%</u>

Source: 2018 Comprehensive Annual Financial Report

COMMUNITY PROFILE

TRANSPORTATION

There are several options for getting around town and to Redwood City. Highway 101 and Interstate 280 are both accessible by car and the Redwood City Caltrain stop is right in the heart of Downtown. In addition, SamTrans has multiple routes which provide access to Downtown Redwood City. Easing the impact of regional traffic congestion and improving safety for those on



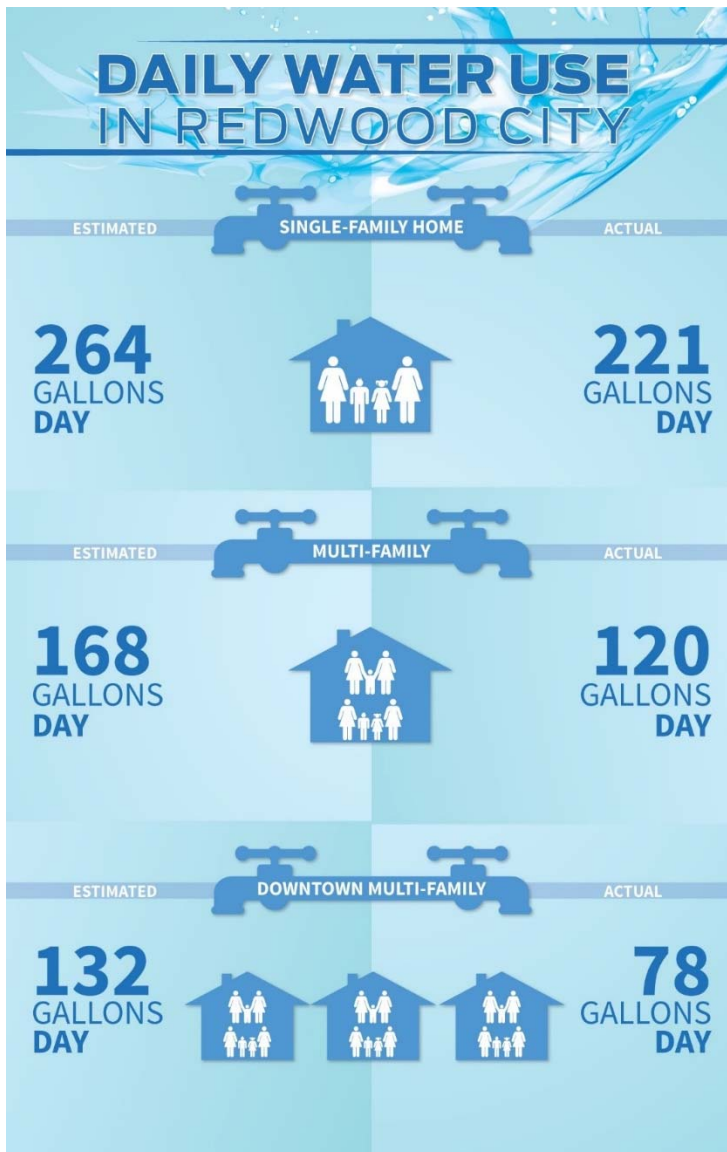
foot or bicycle is a priority for the City, and multiple efforts to enhance mobility, including a Citywide Transportation Plan, are underway.

The City has 16 miles of bike lanes and offers 53 bike lockers and 96 bike racks within the community. The City encourages all major employers to create programs to encourage employees to commute by alternative means other than single-occupancy automobiles, provide bicycle storage facilities and information on available transportation options, and offer incentives to utilize alternative means of transportation.

COMMUNITY PROFILE

UTILITIES

The City manages the community's sewer and water utilities. Recycling and waste management services are provided through Recology San Mateo County.



COMMUNITY PROFILE

Sewer

All of Redwood City's wastewater is treated by Silicon Valley Clean Water (SVCW) at their wastewater treatment facility in the Redwood Shores neighborhood of Redwood City.



Recycled Water

Redwood City's Recycled Water Project was first introduced to the community in 2000, with a small trial in the Redwood Shores neighborhood. Positive feedback during the trial period strengthened the City's commitment to providing recycled water as an alternative resource. Phase 1 of the project expanded the City's recycled water system along the eastern edge of the 101 Highway, from the Redwood Shores neighborhood to the Greater Bayfront Area. Construction of Phase 1 was completed on time and on budget over a five year period from 2005 to 2010. It added two tertiary treatment facilities, two 2.2 million gallon storage tanks, a distribution pump station, and 17 miles of distribution pipelines. Since pumping began in 2007, the Recycled Water Project has helped save hundreds of millions of gallons of drinking water each year.



Phase 1 currently supplies recycled water to more than 450 points of connection. Sites being served by recycled water include:

- Oracle
- Electronic Arts
- Home Owners Associations in the Redwood Shores neighborhood
- Redwood City Police Station
- Port of Redwood City
- SIMS Metal
- County of San Mateo Jail
- Stanford in Redwood City

COMMUNITY PROFILE

Phase 2 of the City's Recycled Water Project is underway, and will bring recycled water pipes west of Highway 101 towards Downtown Redwood City. Each gallon of recycled water used outdoors saves a gallon of drinking water for human consumption.

Electric Utilities

PG&E transmits and distributes electricity as well as provides gas service, optional electricity service, billing services, and maintenance and repair services to the Redwood City community. Over 45 percent of our community's greenhouse gas emissions come from the energy used in homes and businesses. Peninsula Clean Energy, a non-profit dedicated to reducing the regional carbon footprint, provides 50 percent renewable and 75 percent carbon-free electricity to residential and commercial customers in Redwood City. The City of Redwood City opted up for 100% renewable energy for municipal operations.



In 2019, the U.S. Environmental Protection Agency (EPA) ranked Redwood City #7 in Green Energy Consumption nationwide and designated the City as a Green Power Community and Green Energy Partner.

COMMUNITY PROFILE

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GENERAL BUDGET INFORMATION

FUND DESCRIPTIONS

FUND DESCRIPTIONS

GENERAL OPERATING FUNDS

General operating funds are used to carry on the general operations of the City in accordance with the City Charter. The following four funds are combined and presented as the General Fund of the City.

General Fund – This fund accounts for all revenues collected for the general operation of the City. Appropriations can be made for any governmental purpose, including maintenance and capital improvements that are authorized under the City Charter.

Library Fund – This fund accounts for the revenues and expenditures of the Library Department.

Recreation Program Fund – This fund is utilized to account for revenues and expenditures of self-supporting recreational programs. The General Fund subsidizes any expenditures which are not covered by revenues collected from recreation programs. The funds are expended only for recreation-related activities.

Utility Users' Tax Fund – This fund was created for accounting purposes only. The 5 percent utility users' tax (UUT) imposed on gas and electric services and the 4 percent UUT for telecommunications are accounted for in this fund. This is General Fund revenue, but by Council direction, the revenues are to be spent only on capital improvement projects. Therefore, a transfer to the Capital Outlay Fund is made annually to fund capital projects.

SPECIAL REVENUE FUNDS

Special revenue funds are used to account for revenue derived from specific taxes or other dedicated revenue sources (other than for major capital projects) that are restricted by law or administrative action to expenditures for specified purposes.

Affordable Housing and Low and Moderate Income Housing Asset Fund – This fund accounts for housing in-lieu fees, affordable housing impact fees, and other housing related revenue received and committed by City Council for housing purposes. It also accounts for the activities of the former Redevelopment Agency Low and Moderate Income Housing Fund.

Community Benefits Fund – This fund accounts for contributions received and committed by City Council for various community benefits.

Redwood Shores General Improvement District (GID) 1-64 Maintenance Fund – This fund accounts for property taxes from the Redwood Shores area designated for the maintenance of water channels and infrastructure in the area.

FUND DESCRIPTIONS

Grants Fund – This fund accounts for categorical grants from the State and Federal government such as federal Community Development Block Grants, and Measure M Vehicle License Fees.

Housing Legal Aid Society Fund – This fund accounts for revenues previously deposited in the former redevelopment agency low and moderate income housing fund pursuant to an agreement with the Legal Aid Society to set aside general tax increment revenue for housing purposes. After the February 1, 2012 dissolution of the redevelopment agency, this fund was created to account for this accumulated balance.

Human Services Financial Assistance Fund – This fund accounts for funds committed by the City Council for human services financial assistance grants.

Redwood Shores Lido Landscaping Maintenance District Fund – This fund accounts for money provided by property owners in the Lido Landscape Maintenance area for landscaping.

Other Restricted Donations/Grants Fund – This fund accounts for miscellaneous grants and donations that are restricted for specific purposes.

Planning Cost Recovery Fund – This fund accounts for fees charged for reimbursement of the expenditures associated with processing planning applications related to major projects.

Seaport Boulevard Landscape Maintenance Fund – This fund accounts for funds provided by property owners in the Seaport Boulevard area for landscaping maintenance on Seaport Boulevard.

Seaport Centre Maintenance Fund – This fund accounts for money provided by property owners in the Seaport Centre area for the maintenance and repair of drains and sewer lines connecting the Centre facilities to the City's systems.

Special Gas Tax Fund – This fund accounts for revenue received from the State of California derived from gasoline taxes. These funds may only be used for street purposes as specified in the State of California Streets and Highway Code. This fund also accounts for street-related capital improvement projects that are eligible to be funded either by gas tax, Federal Urban Aid, or fund transfers from the UUT fund.

Supplemental Law Enforcement Services Grant Fund (SLESF) – This fund accounts for the California Supplemental Law Enforcement Services Fund grant.

Traffic Safety Fund - Traffic fines remitted to the City through the San Mateo County Court System may only be used for traffic system activities. The revenue collected through fines is less than the amount expended, and the resulting deficit in the fund is financed by the General Fund. The funds are used for the operations and maintenance of the City's traffic control system.

Transportation Grants Fund – This fund accounts for grants and developer contributions received for specific transportation projects.

FUND DESCRIPTIONS

Traffic Mitigation Fees Fund – This fund accounts for fees collected from property owners pursuant to a citywide ordinance that levies a fee on new development to finance citywide transportation projects required to mitigate traffic associated with new development.

Transportation Fund – This fund accounts for the City’s share of the Countywide Measure A half-cent sales tax for transportation system expenditures. Revenues from this source may only be used for transportation-related activities.

CAPITAL PROJECTS FUNDS

Capital projects funds are established to account for resources used for the acquisition and construction of capital facilities by the City. The source for funding these projects is the General Fund, enterprise funds, special revenue funds, and special assessment districts.

Art in Public Places Fund – This fund accounts for contributions from the City and developers to be used in accordance with the Public Art Master Plan.

Capital Outlay Fund – This fund accounts for all miscellaneous capital improvement projects that are financed by the General Fund or Special Revenue Funds.

Redwood Shores Transportation Improvement District Fund – This fund accounts community facility district bonds that were issued and developer contributions that were received by the City to fund various transportation projects in the Redwood Shores area.

Redwood Shores General Improvement District (GID) 1-64 Facilities Fees Construction Fund – This fund derived its revenues from fees previously collected from developers in the Redwood Shores area for improvements to roads, drainage, water, traffic lights, canals, etc., in that area.

Parks Impact and In-Lieu Fees Fund – This fund accounts for fees collected from developers for park improvements and land acquisitions to offset the impact of new development on existing parks.

Public Education Government (PEG) Fees Fund – This fund accounts for activities related to public, education, and government access fees paid for by cable operators.

One Marina Construction Fund – This fund accounts for certain public infrastructure improvements within the One Marina district that are financed by community facilities district bonds and developer contributions.

FUND DESCRIPTIONS

ENTERPRISE FUNDS

Enterprise funds are used to account for operations that are financed and operated in a manner similar to private business enterprises where the intent of the governing body is to recover the cost of providing goods or services to the public on a continuing basis primarily through user charges.

Docktown Marina Fund – This fund is used to account for the operation of the Docktown Marina including administration, operations, maintenance and billing/collections.

Parking Fund – This fund is used to account for on-street and off-street parking operations within the boundaries of the central business district of the City. All activities necessary to provide metered parking within the district are accounted for in these funds, including, but not limited to, administration, operations and maintenance, capital improvements, meter collection, and financing, including related debt service. The authority for the formation of the district and the issuance of revenue bonds are contained in the State of California’s Streets and Highway Code. This fund also accounts for fees collected from developers to fund off-street parking required to address parking impacts for specific developments.

Water and Sewer Funds – These funds are used to account for the provision of water, recycled water, and sewer services to the residents of Redwood City and some residents of areas adjacent to the City. All activities necessary to provide such services are accounted for in these funds, including, but not limited to, administration, operations, maintenance, capital improvements, financing, and billing/collections. These funds also account for expenses incurred for improvements to the water pumping and distribution system and the sewer transport lines and pumping stations.

FUND DESCRIPTIONS

INTERNAL SERVICE FUNDS

Internal service funds are used to account for the financing of goods and services provided by one City department to others on a cost reimbursement basis.

Employee Benefits Fund – This fund accounts for the costs associated with dental, vision, and unemployment insurance costs benefits for active employees; payments made to terminated employees for leave accruals; and for costs associated with retiree health insurance.

Equipment Services Fund – This fund accounts for the costs of operation, maintenance, and replacement of automotive equipment used by City departments. Such costs are billed to the consuming departments at a rate that includes operation and maintenance, plus an amount necessary to provide replacement of the equipment at a future date. Additional new equipment, other than replacement, is budgeted by the consuming department and is then transferred to the Equipment Services Fund after purchase.

General Liability Insurance Fund – This fund accounts for general liability and property insurance. Included are administrative costs, premiums for the purchase of excess insurance, settlements, and legal costs. Property insurance is charged to departments based upon the amount of space occupied. Liability insurance premiums are charged to the user departments based on loss experience. This fund is combined with the Workers' Compensation Fund for presentation purposes in the City's Comprehensive Annual Financial Report.

Internal Services/Technology Fund – This fund accounts for the costs of operation of the City's telephone/communications service, maintenance and repair of buildings, custodial services, and information technology services, including the replacement of computers. The costs are billed to the consuming departments based on a generally accepted cost allocation system.

Workers' Compensation Insurance Fund – This fund accounts for the City's workers' compensation insurance program. Included are administrative costs, the premiums for the purchase of excess insurance, settlements, and legal costs. Workers' compensation insurance premiums are charged to the user departments based on loss experience and on departmental employee services budgets. This fund is combined with the General Liability Insurance Fund for presentation purposes in the City's Comprehensive Annual Financial Report.

FUND DESCRIPTIONS

FIDUCIARY FUNDS

These funds are used to account for assets held by the City in a trustee capacity or as an agent for individuals, private organizations, other governmental units, and/or other funds.

Assessment Districts Agency Fund:

One Marina Community Facilities District - This fund was established to account for transactions related to Mello-Roos special tax bonds issued for certain public infrastructure improvements within the One Marina district. The source of funds to pay for the debt services is assessments on the properties within the district.

Shores Transportation Improvement District - This fund was established to account for transactions related to bonds issued to finance the construction of transportation system improvements in the Redwood Shores area. The source of funds to pay the debt service is assessments on the commercial properties within the district.

Successor Agency to the Former Redevelopment Agency

Successor Agency Trust Fund – This fund accounts for the activities of the Successor Agency to the former Redevelopment Agency.

BASIS OF ACCOUNTING

BASIS OF BUDGETING AND ACCOUNTING

The City's accounting records are maintained in full accordance with Generally Accepted Accounting Principles (GAAP), as established by the Government Accounting Standards Board (GASB). Government fund types (General Fund, Special Revenue Funds, Capital Project Funds, and Debt Service Funds), and agency funds are maintained on a modified accrual basis of accounting (see Glossary). Proprietary fund types (Enterprise Funds and Internal Service Funds) and Private-Purpose trust funds are maintained on an accrual basis of accounting. For a further description of the various fund types used by the City, please refer to the Fund Descriptions.

The City Budget is adopted annually on a basis consistent with Generally Accepted Accounting Principles (GAAP), which are the same guidelines used in the preparation of the year-end financial statements. Thus, revenue estimates generally anticipate amounts that will be considered earned and available to meet current period expenses among the coming fiscal year. Certain expenses obligated in FY 2018-19 will not have been paid by June 30, 2019, but are estimated and recorded as of June 30, 2019. Salaries, for example, have been estimated in the budget as long as they are expected to have been obligated for time worked by the end of June 30, even though they will not have been paid until the first or second week of July.

FINANCIAL POLICIES

FINANCIAL POLICIES

Appropriations Limit

Article XIII B of the California State Constitution, which became effective in the 1979-80 fiscal year, and which was modified (by Proposition 111) in November 1989, sets an appropriation limit for governmental agencies. Using the appropriations of FY 1978-79 as the base year, the limit is modified by the change in the composite consumer price index, population, and the value of commercial property development within the City limits during each fiscal year. Article XIII B also sets the guidelines as to what can be included in the appropriation limit.

Appropriations Transfer Policy

During the fiscal year, it may become necessary to transfer funds between appropriations due to emergencies or changes in circumstances. Department Heads may approve transfers within major object categories. The City Manager approves transfers between major object categories (Employee Costs, Supplies and Services, or Capital Outlay) within a single subprogram. The City Council approves transfers between subprograms and requests to establish new appropriations from unappropriated fund balance.

This budget includes all of the municipal activities and funds that are considered to be part of or controlled by the City (with the exception of the Port of Redwood City which is included separately at the end of the budget document) as defined by Governmental Accounting Standards Board Statement No. 14.

Debt Disclosure Policy and Procedures

The Debt Disclosure Policies and Procedures are intended to facilitate compliance with federal securities laws and existing continuing disclosure obligations. Federal securities laws require accurate and complete disclosure of material facts in the City's disclosure documents. Under federal securities laws, the City must exercise reasonable care to avoid material misstatements or omissions in preparing Public Statements that are used to sell the City's bonds in primary offerings and it may not knowingly or recklessly include material misstatements or misleading statements in other Public Statements while its bonds are outstanding. The Disclosure Policy is applicable to other related entities of the City, such as the Successor Agency to the Redevelopment Agency of the City of Redwood City, the City of Redwood City Public Financing Authority, and Silicon Valley Clean Water Joint Powers Authority, of which the City is a member. This policy was first adopted in 2016, and updated in May of 2019.

FINANCIAL POLICIES

Debt Management Policy

In recognition of its responsibility for the management of debt obligations of the City and its component units, the City has developed a formal debt policy. Such a policy is necessary to consolidate information of debt obligations and to maintain good credit standing. This policy establishes parameters and provides guidance governing the issuance, management, continuing evaluation of, and reporting on all debt obligations issued by the City of Redwood City, the Redwood City Public Financing Authority, and the former City of Redwood City Redevelopment Agency, and to provide for the preparation and implementation necessary to assure compliance and conformity with the policy. This policy specifically excludes the Port of Redwood City. It is the City's desire and direction to assure that such debt obligations are issued and administered in such a fashion as to obtain the best long-term financial advantage to the City and its residents, while making every effort to maintain and improve the City's bond ratings and reputation in the capital markets. This policy was last updated in 2017 and will be updated again by December 2019.

Fiscal Policy

The City strives to fund all ongoing expenditures with ongoing revenues, avoiding the financing of ongoing expenditures with one-time revenues. This also assists in avoiding the need for issuing short-term debt or the use of reserves to pay for ongoing operations.

Investment Policy

The City's investment philosophy sets the tone for the policies, practices, procedures and objectives that control the investment function. The investment of funds is guided by the primary objectives of safety, liquidity, and a reasonable market rate of return, in this order of priority. The investment function has the ongoing objectives of assuring compliance with Federal, State and local laws governing the investment of public funds, providing for short term and long-term cash flow needs, and establishing appropriate standards and limits for the type of investments made and the issuers of such investments. The City of Redwood City Charter specifies that the City Treasurer (Finance Director) serves as the chief investment officer for the City and is authorized to invest or deposit the City's funds in accordance with this policy, California Government Code Sections 53600 and 53630 et seq. and all other related Federal and State laws.

The City has engaged the services of PFM, an external investment manager/advisor, to assist in the management of the City's investment portfolio in a manner consistent with the City's objectives. PFM has been granted discretion to purchase and sell investment securities in accordance with the Investment Policy.

The City Council's primary responsibilities over the investment function include approving the Investment Policy, annually reviewing such policy, reviewing monthly investment reports issued by the Treasurer, authorizing bond documents and other unique financing transactions, and authorizing any deviations from the City's investment policies. The Finance and Audit Sub-Committee of the City Council provides oversight to the investment function through the periodic review of the investment report and policy. This policy was last updated in Fall of 2018, and will be updated again in 2019.

FINANCIAL POLICIES

Purchasing Policy

This policy, last updated in 2004, establishes purchasing guidelines to be used by all City departments for Supplies/Equipment, Professional Services, and Public Works projects. This policy refers to the purchasing guidelines set forth in the City's municipal code. The code requires bidding for purchases or contracts of materials, services, equipment or supplies exceeding sixty thousand dollars and public works or improvement contracts. This policy will be updated in FY 2019-20.

Reserve Policy

In 1999, the Council established by resolution a General Fund reserve policy that requires maintaining unappropriated fund balance in the general fund between 15 and 20 percent of estimated revenues. In FY 2017-18, the City Council approved setting the reserve policy at 15 percent of the following fiscal year's estimated revenues.

BUDGET PROCESS AND CALENDAR

EXPLANATION OF THE BUDGET PROCESS

The budget itself is the process of allocating resources to attain goals and objectives set by City Council and management. The process is constantly changing to align with public interest and needs.

This budget contains the appropriations and financing for all City operating and capital budgets.

The Budget Review staff, which includes staff from the Administrative Services Department, works to develop a budget calendar and provide an overview of the process to all departments in October/November of each Fiscal Year. After the staff-level budget kickoff meetings in December and January, all departments become involved in a detailed review of their current budgets, goals, and objectives.

In February, the City Council receives an update on the current fiscal year budget and Capital Improvement Program, a preliminary revenue and expenditure forecast, and proposed objectives for development of the following fiscal year's operating budget. Staff uses the City Council's feedback at mid-year to develop a recommended budget for the City Council's consideration in June.

A CIP budget study session is held in April for the Council to provide feedback for the plan and current year, and the second year of the five-year plan will be approved with the Recommended Budget in June. While funding for CIP comes from many sources, the Utility Users' Tax is a dedicated general funding source that can be utilized for all capital projects.

The City Council conducts public study sessions to review the recommendations. Following these study sessions, a public hearing is held and the budget is adopted in June.

In February and June of each year, the City Council reviews mid-year and year-end budget appropriation amendments for additional revenues or expenditures for the current fiscal year. Throughout the year, the appropriations transfer policy outlined in the Financial Policy section of this document guides City staff regarding updates to the City budget.

This process complies with the procedures required in the City Charter for the adoption of the annual budget.

GFOA Distinguished Budget Award for the FY 2018-19 Adopted Budget

The Government Finance Officers Association (GFOA) Distinguished Budget Presentation Awards Program was established to encourage and assist state and local governments to prepare budget documents of the very highest quality that reflect both the guidelines established by the National Advisory Council on State and Local Budgeting and the GFOA's best practices on budgeting. For the second year in a row, Redwood City's FY 2018-19 Adopted Budget document received this prestigious award. The award is valid for one year. It is anticipated that the FY 2019-20 Budget will continue to conform to program requirements and will be submitted to GFOA to determine eligibility for FY 2019-20.

BUDGET PROCESS AND CALENDAR

FY 2019-20 BUDGET CALENDAR

October – November 2018: Budget Review Team begins to prepare the calendar and budget development process for the upcoming fiscal year
December 2018: Budget staff kickoff meetings – Finance staff met individually with all departments to review the budget process and answer department specific questions
February 25, 2019: Proposed process for development of FY 2019-20 Recommended Budget – City Council Budget Study Session and Council establishes dates for consideration of the Fiscal Year 2019-20 Budget
February – March 2019: Departments prepare and submit budget change proposals, accomplishments, goals, and performance measures to the Budget Review Team. Departments submit Capital Outlay requests to the Capital Outlay Review Team.
March – April 2019: Budget Review Team works with the departments and the City Manager to review, refine, and modify submissions. Capital outlay review team prepares the FY 2019-20 CIP plan.
April 23, 2019: Community Development Block Grant (CDBG)/HOME Investment Partnership (HOME) Public Hearing
May 6, 2019: Capital Improvement Program Study Session
June 1, 2019: Recommended Budget Submitted to City Council
June 10, 2019: Recommended Budget City Council Study Session
June 24, 2019: Recommended Budget Adoption and Public Hearing
August 2019: Adopted Budget is finalized

BUDGET PROCESS AND CALENDAR

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FINANCIAL SUMMARIES

FINANCIAL SUMMARIES

ANALYSIS OF BUDGET-BY FUND

CONSOLIDATED REVENUE SCHEDULE

CONSOLIDATED OPERATING
EXPENDITURE SCHEDULE

DETAILED OPERATING EXPENDITURE
CHANGE SCHEDULE

INTER-FUND TRANSFERS

APPROPRIATIONS LIMIT

PERSONNEL ALLOCATIONS

PERSONNEL ALLOCATIONS BY
CLASSIFICATION

ANALYSIS OF BUDGET – BY FUND

FY 2019-20

	<u>ACTUAL</u> <u>2017-18</u>	<u>ESTIMATED</u> <u>ACTUAL</u> <u>2018-19</u>	<u>ADOPTED</u> <u>BUDGET</u> <u>2019-20</u>
GENERAL FUND			
Beginning Balance	\$ 30,425,588	\$ 28,134,558	\$ 32,369,941
Estimated Revenues/Transfers	123,568,201	139,742,366	142,712,882
Total Expenditures, including Capital	<u>(125,859,231)</u>	<u>(135,506,983)</u>	<u>(136,885,776)</u>
Ending Balance	\$ 28,134,558	\$ 32,369,941	\$ 38,197,047
SPECIAL REVENUE FUNDS			
Beginning Balance	46,511,912	47,882,858	48,858,287
Estimated Revenues/Transfers	14,961,042	17,571,233	11,271,659
Total Expenditures, including Capital	<u>(13,590,096)</u>	<u>(16,595,804)</u>	<u>(14,091,462)</u>
Ending Balance	\$ 47,882,858	\$ 48,858,287	\$ 46,038,484
CAPITAL PROJECT FUNDS			
Beginning Balance	51,325,246	55,346,517	40,993,362
Estimated Revenues/Transfers	14,290,421	12,441,880	10,527,952
Total Expenditures, including Capital	<u>(10,269,150)</u>	<u>(26,795,035)</u>	<u>(14,658,860)</u>
Ending Balance	\$ 55,346,517	\$ 40,993,362	\$ 36,862,454
DEBT SERVICE FUNDS			
Beginning Balance	505	-	-
Estimated Revenues/Transfers	699,829	-	-
Total Expenditures, including Capital	<u>(700,334)</u>	<u>-</u>	<u>-</u>
Ending Balance	\$ -	\$ -	\$ -
ENTERPRISE FUNDS			
Beginning Balance	76,229,848	81,478,757	89,165,675
Estimated Revenues/Transfers	103,495,537	94,855,824	97,646,707
Total Expenditures, including Capital	<u>(98,246,628)</u>	<u>(87,168,906)</u>	<u>(86,202,460)</u>
Ending Balance	\$ 81,478,757	\$ 89,165,675	\$ 100,609,922
INTERNAL SERVICES FUND			
Beginning Balance	(483,442)	(123,777)	(4,223,213)
Estimated Revenues/Transfers	36,903,735	36,139,598	39,450,893
Total Expenditures, including Capital	<u>(36,544,070)</u>	<u>(40,239,034)</u>	<u>(38,476,377)</u>
Ending Balance	\$ (123,777)	\$ (4,223,213)	\$ (3,248,697)

ANALYSIS OF BUDGET – BY FUND

FY 2019-20

	BEGINNING BALANCE	ESTIMATED REVENUES	TRANSFER IN/(OUT)	TOTAL AVAILABLE	OPERATIONS DEBT SERVICE	CAPITAL IMPROV.	TOTAL EXPENDITURE	ENDING BALANCE
GENERAL OPERATING FUNDS								
General Fund	\$ 32,369,941	\$ 145,683,365	\$ (14,666,943)	\$ 163,386,363	\$ 125,189,316	\$ -	\$ 125,189,316	\$ 38,197,047
Library Fund	-	626,000	8,890,802	9,516,802	9,516,802	-	9,516,802	-
Recreation Program Fund	-	2,155,000	(19,801)	2,135,199	2,135,199	-	2,135,199	-
Utility Users' Tax Fund	-	8,972,411	(8,927,952)	44,459	44,459	-	44,459	-
Subtotal	\$ 32,369,941	\$ 157,436,776	\$ (14,723,894)	\$ 175,082,823	\$ 136,885,776	\$ -	\$ 136,885,776	\$ 38,197,047
SPECIAL REVENUE FUNDS								
Traffic Safety Fund	\$ 139,638	\$ 192,000	\$ 1,734,197	\$ 2,065,835	\$ 1,928,276	\$ -	\$ 1,928,276	\$ 137,559
Special Gas Tax Fund	3,665,338	3,786,756	(5,322)	7,446,772	3,546,482	1,429,730	4,976,212	2,470,560
Redwood Shores GID 1-64 Maint District	1,372,867	1,043,121	(600,914)	1,815,074	497,207	-	497,207	1,317,867
Seaport Centre Maintenance Fund	2,259,680	244,500	-	2,504,180	127,401	-	127,401	2,376,779
Seaport Blvd Landscape Maintenance Fund	611,217	227,500	-	838,717	241,232	-	241,232	597,485
Redwood Shores Lido Maintenance District	72,746	269,945	36,811	379,502	306,756	-	306,756	72,746
Grants Fund	7,398,134	185,900	-	7,584,034	1,431,471	-	1,431,471	6,152,563
Human Services Financial Assistance Fund	635,854	18,000	-	653,854	100,000	-	100,000	553,854
Supplemental Law Enforcement Services Grant Fund	393,806	109,500	-	503,306	125,000	-	125,000	378,306
Planning Cost Recovery Fund	(305,200)	600,000	-	294,800	812,000	-	812,000	(517,200)
Community Benefits Fund	2,749,447	77,500	-	2,826,947	-	-	-	2,826,947
Housing Legal Aid Society Fund	131,916	-	-	131,916	-	-	-	131,916
Affordable Housing & Low/Moderate Income Funds	14,604,485	576,960	-	15,181,445	518,268	-	518,268	14,663,177
Transportation Grants Fund	5,837,475	508,705	-	6,346,180	434,922	-	434,922	5,911,258
Transportation Fund	2,312,465	1,953,000	-	4,265,465	452,096	1,922,107	2,374,203	1,891,262
Traffic Mitigation Fees Fund	6,521,381	313,500	-	6,834,881	18,514	200,000	218,514	6,616,367
Other Restricted Donations/Grants Fund	457,038	-	-	457,038	-	-	-	457,038
Subtotal	\$ 48,858,287	\$ 10,106,887	\$ 1,164,772	\$ 60,129,946	\$ 10,539,625	\$ 3,551,837	\$ 14,091,462	\$ 46,038,484
CAPITAL PROJECT FUNDS								
Capital Outlay Fund	\$ 24,592,685	\$ 751,000	\$ 8,126,952	\$ 33,470,637	\$ 3,016,600	\$ 10,860,263	\$ 13,876,863	\$ 19,593,774
Redwood Shores GID 1-64 Facilities Construction Fund	434,651	12,000	-	446,651	-	-	-	446,651
Redwood Shores Transp Improv District Fund	610,227	16,500	-	626,727	-	-	-	626,727
Parks Impact and In-Lieu Fees Fund	13,913,494	1,530,000	-	15,443,494	6,997	700,000	706,997	14,736,497
Art in Public Places Fund	66,081	500	50,000	116,581	-	75,000	75,000	41,581
Public Education Government (PEG) Fees Fund	111,080	7,000	-	118,080	-	-	-	118,080
One Marina Construction Fund	1,265,144	34,000	-	1,299,144	-	-	-	1,299,144
Subtotal	\$ 40,993,362	\$ 2,351,000	\$ 8,176,952	\$ 51,521,314	\$ 3,023,597	\$ 11,635,263	\$ 14,658,860	\$ 36,862,454
ENTERPRISE FUNDS								
Parking Fund	\$ 4,749,880	\$ 3,943,322	\$ -	\$ 8,693,202	\$ 3,407,511	\$ 525,000	\$ 3,932,511	\$ 4,760,691
Water Fund	20,770,398	48,314,840	732,702	69,817,940	36,742,828	6,483,000	43,225,828	26,592,112
Sewer Fund	64,575,238	40,582,878	(588,822)	104,569,294	32,611,334	5,621,000	38,232,334	66,336,960
Docktown Marina Fund	(929,841)	44,600	4,617,187	3,731,946	811,787	-	811,787	2,920,159
Subtotal	\$ 89,165,675	\$ 92,885,640	\$ 4,761,067	\$ 186,812,382	\$ 73,573,460	\$ 12,629,000	\$ 86,202,460	\$ 100,609,922
TOTAL ALL FUNDS	\$ 211,387,265	\$ 262,780,303	\$ (621,103)	\$ 473,546,465	\$ 224,022,458	\$ 27,816,100	\$ 251,838,558	\$ 221,707,907
(excluding Internal Service & Fiduciary Funds)								
INTERNAL SERVICE FUNDS								
Equipment Services Fund	\$ 12,163,513	\$ 5,401,092	\$ (1,829)	\$ 17,562,776	\$ 4,709,301	\$ -	\$ 4,709,301	\$ 12,853,475
Internal Services Fund/Technology Fund	(17,842,238)	12,326,322	327,227	(5,188,689)	12,785,685	-	12,785,685	(17,974,374)
Workers' Compensation Insurance Fund	462,789	8,265,501	(4,295)	8,723,995	8,027,155	-	8,027,155	696,840
General Liability Insurance Fund	890,318	4,006,875	-	4,897,193	3,947,802	-	3,947,802	949,391
Employee Benefits Fund	102,405	8,830,000	300,000	9,232,405	9,006,434	-	9,006,434	225,971
Subtotal	\$ (4,223,213)	\$ 38,829,790	\$ 621,103	\$ 35,227,680	\$ 38,476,377	\$ -	\$ 38,476,377	\$ (3,248,697)
FIDUCIARY FUNDS								
Successor Agency Trust Fund	\$ 2,674,517	\$ 2,208,760	\$ -	\$ 4,883,277	\$ 3,704,016	\$ -	\$ 3,704,016	\$ 1,179,261
Assessment Districts Fund	1,807,543	1,071,981	-	2,879,524	1,037,064	-	1,037,064	1,842,460
Subtotal	\$ 4,482,060	\$ 3,280,741	\$ -	\$ 7,762,801	\$ 4,741,080	\$ -	\$ 4,741,080	\$ 3,021,721
TOTAL ALL FUNDS	\$ 211,646,112	\$ 304,890,834	\$ -	\$ 516,536,946	\$ 267,239,915	\$ 27,816,100	\$ 295,056,015	\$ 221,480,931

ANALYSIS OF BUDGET – BY FUND

FY 2019-20

Discussion of Changes in Fund Balance

General Operating Funds

Fund Balance in the General Operating Funds is expected to increase 18.0 percent in FY 2019-20, based on the adopted budget. There are five categories that comprise fund balance: nonspendable, restricted, committed, assigned, and unassigned. Only the unassigned fund balance is available for ongoing operations and is expected to increase by 2.1 percent in FY 2019-20.

The increase to the total fund balance is due both to underspending in operating departments, largely attributable to vacancies, and to stronger-than-projected property tax and transient occupancy tax (hotel tax) growth. Year-end operating balance above the reserve policy of 15 percent will be utilized in the subsequent fiscal year.

Special Revenue Funds

Fund Balance in the Special Revenue Funds is expected to decrease 5.8 percent in FY 2019-20. The primary driver of the decrease is related to the use of fund balance to pay for capital items related to transportation.

Capital Projects Funds

Fund Balance in the Capital Projects Funds is expected to decrease 10.1 percent in FY 2019-20. Funding for the Capital Projects in these Funds is derived from many sources. Careful consideration and planning went into creating a Five Year Capital Improvement Program to fund, prioritize, and monitor capital investments in the City. The Five Year Capital Improvement Program is available for public review online and in the City's reference library.

Debt Service Fund

Fund Balance in the Debt Service Fund is not expected to change in FY 2019-20, due to no activity. This is a result of all governmental debt issues being paid in full as of June 30, 2019.

Enterprise Funds

Fund Balance in the Enterprise Funds is expected to increase 12.8 percent in FY 2019-20. Excess revenues in the Water and Sewer Funds are the drivers of the increase in fund balance. Accumulating funds in the Water Fund is part of a long term Urban Water Management Plan used to describe current and future water resources and demands and how the City will plan to have adequate and reliable water supply in the future. Similarly, the Sewer Master Plan is a long term plan that addresses needs for the sewer infrastructure that City residents rely on, and accumulating funds to use to finance both City and SVCW capital projects is in progress.

Internal Services Funds

Fund Balance in the Internal Service Funds is expected to increase by 23.1 percent in FY 2019-20. The biggest driver of this increase is planned and budgeted accumulation of fund reserves to be utilized in the future for fleet and technology, as well as general liability and workers' compensation claims.

CONSOLIDATED REVENUE SCHEDULE

GENERAL FUND	ACTUAL 2017-18	ADJUSTED BUDGET 2018-19	ADOPTED BUDGET 2019-20
CHARGES FOR CURRENT SERVICES			
Planning Fees	\$ 1,465,618	\$ 1,135,000	\$ 920,000
Geographic Information System Fee	809,012	750,000	750,000
Sale of Maps and Publications	200	-	-
Fire Services	7,849,764	8,262,909	8,357,359
Fire Inspection Fees	276,018	222,245	123,600
Police Services	171,735	165,000	165,000
Plan Checking Fees	2,645,882	2,710,000	2,310,300
Garbage Collection Franchise Fees	2,604,614	2,657,006	2,896,136
Engineering Services	863,613	753,100	592,000
Accounting Services	81,853	40,000	165,759
Miscellaneous Fees and Charges	5,123	5,000	5,000
Senior Advisory Council Reimbursement	57,966	2,562	-
Reimbursable Planning Contracts	1,411	1,411	-
Shopping Cart Collection Fees	7,585	5,000	4,000
Planning Cost Recovery	551,752	345,000	345,000
Courthouse Square Rental Income	1,961	-	-
After School Program Fees	529,280	240,000	295,000
Downtown Program Revenues	256,344	350,000	350,000
Construction Demolition Debris Income	572,721	150,000	120,000
Subtotal Charges for Current Services	\$ 18,752,452	\$ 17,794,233	\$ 17,399,154
FINES AND FORFEITURES			
Parking Fines	807,047	574,493	600,000
Administrative Citation Fines	3,495	14,000	4,000
Subtotal Fines and Forfeitures	\$ 810,542	\$ 588,493	\$ 604,000
FORMER REDEVELOPMENT AGENCY			
Property Tax Revenue	6,895,969	8,260,402	8,799,664
PERS & OPEB Reimbursement	417,271	-	-
Subtotal Former RDA Revenues	\$ 7,313,240	\$ 8,260,402	\$ 8,799,664
LIBRARY REVENUE			
Library Grants	397,327	296,730	175,000
County Contribution to Fair Oaks Library	373,750	406,656	366,000
Library Services	96,778	85,000	85,000
Subtotal Library Revenue	\$ 867,855	\$ 788,386	\$ 626,000
LICENSES AND PERMITS			
Building Permits	4,048,409	4,300,000	4,300,000
Other Licenses and Permits	2,215,720	2,231,712	2,265,758
Fire Permits	900	1,500	1,545
Subtotal Licenses and Permits	\$ 6,265,029	\$ 6,533,212	\$ 6,567,303
OTHER REVENUE			
Right of Way Compensation:			
Water Fund	2,583,167	2,583,167	2,583,167
Sewer Fund	2,129,465	2,129,465	2,129,465
Parking Fund	42,000	42,000	42,000
Interdepartmental Operating Transfers	2,070,407	2,297,920	2,286,633
Other Revenues	1,167,235	946,952	767,755
Subtotal Other Revenue	\$ 7,992,274	\$ 7,999,504	\$ 7,809,020

CONSOLIDATED REVENUE SCHEDULE

GENERAL FUND CONT.	ACTUAL 2017-18	ADJUSTED BUDGET 2018-19	ADOPTED BUDGET 2019-20
OTHER TAXES & FEES			
Sales and Use Taxes	\$ 22,086,172	\$ 24,574,000	\$ 32,302,000
Franchise Fees	2,010,315	1,909,694	1,880,638
Transient Occupancy Taxes	7,585,592	8,520,975	8,606,185
Property Transfer Taxes	900,378	666,552	673,218
Business License Taxes	2,631,211	2,656,621	2,685,012
Subtotal Other Taxes	\$ 35,213,668	\$ 38,327,842	\$ 46,147,053
PROPERTY TAXES			
Current Year Secured Taxes	35,521,272	36,868,959	38,568,840
Current Year Unsecured Taxes	1,527,632	1,966,216	2,005,180
Prior Year Taxes	(2,394)	-	-
Teeter Plan/ERAF Return from County	5,639,479	10,761,017	4,209,085
Property Tax In-Lieu of VLF	8,635,595	9,195,927	9,747,683
Subtotal Property Taxes	\$ 51,321,584	\$ 58,792,119	\$ 54,530,788
RECREATION REVENUES			
Recreation Program Fees	2,632,509	2,064,284	2,155,000
Subtotal Recreation Program Fees	\$ 2,632,509	\$ 2,064,284	\$ 2,155,000
REVENUE FROM OTHER AGENCIES			
Motor Vehicle In-Lieu Fee	45,059	-	-
Proposition 172 Sales Tax	773,257	812,200	842,200
Police Officer Training Reimbursement	50,352	10,000	10,000
Homeowner Property Tax Relief	179,694	209,368	209,368
State-Mandated Program Reimbursement	(6,062)	49,021	-
Recreation Program Grants	1,532,977	808,543	808,543
State Contribution for Streets	70,210	70,200	70,200
County Fair Oaks Information and Referral Contributions	206,071	206,071	206,071
Fair Oaks Center Contribution/Grants	287,369	287,369	287,369
Paramedic Program Contribution	132,545	127,632	127,632
Contribution from Port of Redwood City	530,187	605,047	620,000
Subtotal Revenue from Other Agencies	\$ 3,801,659	\$ 3,185,451	\$ 3,181,383
USE OF MONEY AND PROPERTY			
Interest Income	56,470	100,000	100,000
Rents and Concessions	731,175	545,000	545,000
Subtotal Uses of Money and Property	\$ 787,645	\$ 645,000	\$ 645,000
UTILITY USERS TAX			
Utility Users Tax	9,682,071	9,248,440	8,972,411
Subtotal Utility Users Tax	\$ 9,682,071	\$ 9,248,440	\$ 8,972,411
Total General Fund Revenues	\$ 145,440,528	\$ 154,227,366	\$ 157,436,776

CONSOLIDATED REVENUE SCHEDULE

	ACTUAL 2017-18	ADJUSTED BUDGET 2018-19	ADOPTED BUDGET 2019-20
SPECIAL REVENUE FUNDS			
AFFORDABLE HOUSING & OTHER REVENUES FUND			
Affordable Housing Impact Fees	\$ 1,338,767	\$ 1,071,180	\$ -
Interest Income	28,831	73,446	95,500
TOT-Short term rental	10,987	398,000	405,960
Other revenues	9,853	13,000	-
Total Affordable Housing & Other Rev Fund	\$ 1,388,438	\$ 1,555,626	\$ 501,460
COMMUNITY BENEFITS FUND			
Developer Contributions	398,250	-	-
Interest Income	38,301	56,963	77,500
Total Community Benefits Fund	\$ 436,551	\$ 56,963	\$ 77,500
GAS TAX OPERATING FUNDS			
Gas Tax Section 2107 and 2017.5	613,589	642,432	638,533
SB1 - Loan Repayment Funds	97,314	97,411	97,411
Sec 2031 - RMRA Revenue Allocation	501,584	1,369,729	1,429,730
Gas Tax Section 2105	456,181	483,441	480,551
Gas Tax Section 2106	329,933	347,410	345,321
Gas Tax Interest Income	(7,627)	20,768	28,500
Hauling Fees and Miscellaneous	123,184	64,992	30,000
Gas Tax section 7360 Prop 42 Replacement	335,147	-	-
Gas Tax section 2103 Prop 42 Replacement	-	306,411	736,710
Total Gas Tax Funds	\$ 2,449,305	\$ 3,332,594	\$ 3,786,756
GRANTS			
Interest Income	16,403	23,490	30,500
Community Development Block Grant	410,052	415,000	100,000
Program Income	92,022	53,765	55,400
Vehicle License Fee Surcharge	323,018	835,005	330,205
Other Restricted Donations/Grants	-	18,715	-
Total Grants	\$ 841,495	\$ 1,345,975	\$ 516,105
HUMAN SERVICES FINANCIAL ASSISTANCE			
Interest Income	9,420	12,946	18,000
Total Human Services Financial Assistance	\$ 9,420	\$ 12,946	\$ 18,000
LOW & MODERATE INCOME HOUSING ASSET FUND			
Interest Income	49,920	57,454	75,500
Other Revenues	264	-	-
Total Low & Moderate Income Housing Asset Fund	\$ 50,184	\$ 57,454	\$ 75,500
MAINTENANCE DISTRICTS			
Redwood Shores GID 1-64	960,419	1,003,648	1,043,121
Seaport Centre	215,316	229,294	244,500
Seaport Boulevard	220,278	223,574	227,500
Redwood Shores Lido Area	251,035	260,817	269,945
Total Maintenance District Funds	\$ 1,647,048	\$ 1,717,333	\$ 1,785,066
PLANNING COST RECOVERY FUND			
Reimbursable Planning Contracts	707,017	600,000	600,000
Planning Cost Recovery	144,965	50,000	-
Total Planning Cost Recovery	\$ 851,982	\$ 650,000	\$ 600,000

CONSOLIDATED REVENUE SCHEDULE

	ACTUAL 2017-18	ADJUSTED BUDGET 2018-19	ADOPTED BUDGET 2019-20
SPECIAL REVENUE FUNDS CONT.			
SUPPLEMENTAL LAW ENFORCEMENT SVCS FUND GRANT			
S.L.E.S.F. Grant	\$ 183,170	\$ 156,000	\$ 100,000
Interest Income	2,751	6,713	9,500
Total S.L.E.S.F Grant	\$ 185,921	\$ 162,713	\$ 109,500
TRAFFIC IMPACT FEES FUND			
Interest Income	73,537	104,252	143,500
Total Transportation Grants Fund	\$ 73,537	\$ 104,252	\$ 143,500
TRAFFIC MITIGATION FEES FUND			
Traffic Mitigation Fees	1,714,125	100,000	120,000
Interest Income - Trustee Accounts	28,332	78,000	78,000
Interest Income	94,250	85,341	115,500
Total Transportation Grants Fund	\$ 1,836,707	\$ 263,341	\$ 313,500
TRAFFIC SAFETY FUND			
Traffic Fines	162,756	266,931	192,000
Total Traffic Fines	\$ 162,756	\$ 266,931	\$ 192,000
TRANSPORTATION GRANTS FUNDS			
Transportation Grants	1,269,588	1,470,000	-
Other Grants	-	25,000	-
Developer Contributions	134,373	2,022,077	-
Interest Income	22,126	25,730	35,000
Total Transportation Grants Fund	\$ 1,426,087	\$ 3,542,807	\$ 35,000
TRANSPORTATION FUND			
Measure 'A' Funds	1,984,618	1,900,000	1,900,000
Miscellaneous Contributions	37,300	23,700	-
Interest Income	13,376	38,871	53,000
Total Transportation Fund	\$ 2,035,294	\$ 1,962,571	\$ 1,953,000
Total Special Revenue Funds	\$ 13,394,725	\$ 15,031,506	\$ 10,106,887
CAPITAL PROJECT FUNDS			
ASSESSMENT DISTRICT BOND PROCEEDS & INTEREST INCOME			
Redwood Shores Traffic Improvement	8,497	12,044	16,500
Total Assessment District Fund	\$ 8,497	\$ 12,044	\$ 16,500
CAPITAL OUTLAY FUND			
Other Revenues	2,006,729	1,541,090	-
Art in Public Places Fund	(163)	2,350	500
Interest Income	787,112	555,050	751,000
Total Capital Projects Fund	\$ 2,793,678	\$ 2,098,490	\$ 751,500
GID 1-64 FACILITIES FEES FUND			
Interest Income	6,052	8,579	12,000
Total GID-64 Facilities Fees Fund	\$ 6,052	\$ 8,579	\$ 12,000
ONE MARINA CONSTRUCTION FUND			
Interest Income	17,616	24,970	34,000
Total One Marina Construction Fund	\$ 17,616	\$ 24,970	\$ 34,000

CONSOLIDATED REVENUE SCHEDULE

	ACTUAL 2017-18	ADJUSTED BUDGET 2018-19	ADOPTED BUDGET 2019-20
CAPITAL PROJECT FUNDS CONT.			
PARKS IMPACT FEES FUND			
Developer Contributions	\$ 3,556,983	\$ 2,000,000	\$ 1,000,000
Interest Income	225,740	330,337	447,000
Total Parks Impact Fees Fund	\$ 3,782,723	\$ 2,330,337	\$ 1,447,000
PARKS IN-LIEU FEES FUND			
Interest Income	43,240	61,291	83,000
Other Revenues	25,000	-	-
Total Parks In-Lieu Fees	\$ 68,240	\$ 61,291	\$ 83,000
PUBLIC, EDUCATIONAL, GOVERNMENTAL (PEG) FEES FUND			
PEG Fees	-	106,000	-
Interest Income	-	5,080	7,000
Total PEG Fees Fund	\$ -	\$ 111,080	\$ 7,000
Total Capital Project Funds	\$ 6,676,806	\$ 4,646,791	\$ 2,351,000
DEBT SERVICE FUNDS			
PUBLIC FINANCE AUTHORITY			
Rental Income	699,830	-	-
Total Public Finance Authority	\$ 699,830	\$ -	\$ -
Total Debt Service Funds	\$ 699,830	\$ -	\$ -
ENTERPRISE FUNDS			
Docktown Marina			
Rent	339,812	59,640	44,600
Miscellaneous	(16,433)	-	-
Total Docktown Marina Fund	\$ 323,379	\$ 59,640	\$ 44,600
PARKING			
Property Taxes	332,992	322,090	319,322
Parking Fees	2,691,837	2,430,000	3,220,000
Parking In-Lieu Fees	3,275,053	-	-
Interest Income	217,521	298,242	404,000
Total Parking Fund	\$ 6,517,403	\$ 3,050,332	\$ 3,943,322
SEWER UTILITY			
Interest Income	447,945	604,822	818,500
Facility Fees	641,114	(59,010)	1,000
Sewer Service Charges	30,013,932	31,234,003	32,756,340
Fair Oaks District	4,560,314	4,918,954	5,281,663
Emerald Lakes Area	1,424,184	1,450,512	1,487,397
Woodside Sewer Service	28,895	93,433	87,978
Miscellaneous Revenues	87,934	118,054	50,000
Contributions	275,852	-	-
Sewer Facility Fees	451,018	100,000	100,000
Total Sewer Utility Fund	\$ 37,931,188	\$ 38,460,768	\$ 40,582,878

CONSOLIDATED REVENUE SCHEDULE

ENTERPRISE FUNDS CONT.	ACTUAL 2017-18	ADJUSTED BUDGET 2018-19	ADOPTED BUDGET 2019-20
WATER UTILITY			
Interest Income	\$ 445,667	\$ 702,788	\$ 1,378,500
Facility Fees	149,496	7,500	1,500
Connection Fees	134,740	100,000	77,000
Water Capacity Fees	1,750,698	450,000	200,000
Basic Service Charges	13,722,602	14,003,069	14,385,072
Water Sales	26,846,982	31,196,947	32,117,768
Insurance Reimbursements	37,562	(2,000)	-
Miscellaneous Revenues	243,459	196,695	105,000
Federal & State Grants	1,573,152	-	-
Water Facilities Fees	260,782	250,000	50,000
Total Water Utility Fund	\$ 45,165,140	\$ 46,904,999	\$ 48,314,840
Total Enterprise Funds	\$ 89,937,110	\$ 88,475,739	\$ 92,885,640
INTERNAL SERVICE FUNDS			
EMPLOYEE BENEFITS FUND			
Charges and Interest	8,214,570	8,518,812	8,830,000
Total Employee Benefits Fund	\$ 8,214,570	\$ 8,518,812	\$ 8,830,000
EQUIPMENT SERVICES FUND			
Internal Service Charges	4,460,252	4,662,099	4,980,992
Interest Income	196,828	157,887	214,000
Miscellaneous	182,205	198,333	206,100
Total Equipment Services Fund	\$ 4,839,285	\$ 5,018,319	\$ 5,401,092
GENERAL LIABILITY INSURANCE FUND			
General Liability Insurance Charges	3,213,739	3,579,404	3,918,875
Interest Income	39,784	64,906	88,000
Total General Liability Insurance Fund	\$ 3,253,523	\$ 3,644,310	\$ 4,006,875
INTERNAL SERVICES FUND			
Facility Maintenance Services	2,147,958	2,144,516	2,272,381
Facility Custodial Services	1,937,861	2,064,439	2,150,946
Information Technology (IT) Services	2,370,609	2,450,403	2,263,364
IT Services - Other Agencies	1,108,603	1,173,109	1,131,491
Telephone Services	425,485	442,626	492,881
Communication Services	3,090,586	3,227,767	3,517,655
Fire Equipment Replacement	139,821	137,771	137,771
PC Refresh	-	-	344,133
Miscellaneous	118,401	1,200	1,200
Interest Income	2,481	10,381	14,500
Total Internal Services Fund	\$ 11,341,805	\$ 11,652,212	\$ 12,326,322
WORKERS' COMPENSATION INSURANCE FUND			
Workers' Comp. Insurance Charges	6,084,123	6,750,604	7,525,017
Charges to Port	36,410	50,470	51,984
Interest Income	322,330	508,871	688,500
Total Worker's Compensation Ins. Fund	\$ 6,442,863	\$ 7,309,945	\$ 8,265,501
Total Internal Services Funds	\$ 34,092,046	\$ 36,143,598	\$ 38,829,790

CONSOLIDATED REVENUE SCHEDULE

FIDUCIARY FUNDS	ACTUAL 2017-18	ADJUSTED BUDGET 2018-19	ADOPTED BUDGET 2019-20
ONE MARINA ASSESSMENT DISTRICT AGENCY FUND			
Assessments	\$ 247,071	\$ 245,906	\$ 248,206
Interest Income	33,094	34,282	36,244
Total One Marina Assessment District Fund	\$ 280,165	\$ 280,188	\$ 284,450
PACIFIC SHORES ASSESSMENT DISTRICT AGENCY FUND			
Interest Income	224	384	1,000
Total Pacific Shores Assessment District Fund	\$ 224	\$ 384	\$ 1,000
REDWOOD SHORES TRANSP ASSESS DISTRICT AGENCY FUND			
Assessments	769,327	766,106	767,708
Interest Income	16,255	16,460	18,823
Total R.S. Transportation Assessment District Fund	\$ 785,582	\$ 782,566	\$ 786,531
SUCCESSOR AGENCY TRUST FUND			
Current Year Secured Taxes	4,841,859	3,517,049	2,115,860
Interest Income	65,776	61,101	80,900
Rental Income	13,676	12,000	12,000
Other Revenues	84,377	-	-
Total Successor Agency	\$ 5,005,688	\$ 3,590,150	\$ 2,208,760
Total Fiduciary Funds	\$ 6,071,659	\$ 4,653,288	\$ 3,280,741
TOTAL REVENUES ALL FUNDS	\$ 296,312,704	\$ 303,178,288	\$ 304,890,834

Note: Revenues above do not include Redwood City 2020 Fund.

CONSOLIDATED OPERATING EXPENDITURE SCHEDULE

GENERAL FUNDS	ACTUAL*	ADJUSTED BUDGET	ADOPTED BUDGET
	FY 2017-18	FY 2018-19	FY 2019-20
CITY COUNCIL			
City Council (61110)	\$ 316,661	\$ 345,132	\$ 329,467
Human Svcs. Assistance (64213)	59,847	59,800	59,800
Total	\$ 376,508	\$ 404,932	\$ 389,267
CITY MANAGER			
Management/Policy Execution (61210)	1,071,896	1,384,170	1,458,938
Communications/Community Engagement (61220)	978,506	1,861,385	1,225,058
Economic Development (61240)	389,627	503,167	397,739
Affordable Housing (66457)	-	100,000	100,000
Total	\$ 2,440,029	\$ 3,848,722	\$ 3,181,735
CITY ATTORNEY			
Legal Services (61510)	1,577,633	1,868,113	1,862,755
Total	\$ 1,577,633	\$ 1,868,113	\$ 1,862,755
CITY CLERK			
Legisl. Svcs./Records Mgmt. (61310)	751,537	800,421	839,188
Elections (61320)	22,189	242,246	477,088
Council Support (61330)	31,024	68,785	63,785
Total	\$ 804,750	\$ 1,111,452	\$ 1,380,061
ADMINISTRATIVE SERVICES			
Admin. Supp. Svcs. (61710)	10,655,719	2,579,033	3,057,098
Financial Services (61430)	1,573,191	1,739,696	1,843,187
Human Resources (61610)	1,584,572	1,667,735	1,944,492
Public Financing Authority Lease Payments (61710)	749,080	394,569	44,459
Revenue Services (61410) **	180,383	188,374	198,784
Total	\$ 14,742,945	\$ 6,569,407	\$ 7,088,020
COMMUNITY DEVELOPMENT & TRANSPORTATION			
Community Development Admin (63010)	285,934	1,529,506	711,589
Building Regulation (63110)	4,079,663	5,464,640	4,724,574
Code Enforcement (63310)	1,020,740	1,030,671	1,046,961
General Engineering (65121)	615,514	534,197	726,704
Subdivision Engineering (65122)	554,577	652,699	519,152
Flood & Sea Level Rise Resiliency Ag (65125)	-	-	55,000
Planning (63210)	1,990,009	2,417,131	2,416,357
Strategic Planning (63220)	870,358	1,240,861	946,395
Total	\$ 9,416,795	\$ 12,869,705	\$ 11,146,732
FIRE			
Administration (62210)	1,369,964	1,509,762	2,031,003
Operations (62220)	20,629,304	23,855,939	23,823,038
San Carlos Fire (62225-26)	7,132,091	7,084,083	7,428,250
Prevention (62230)	1,178,576	1,481,034	1,551,365
Training (62240)	327,655	330,936	720,624
Emergency Medical Services (62245)	30,001	29,155	29,155
Emergency Operations (62260)	212,353	152,770	113,234
Total	\$ 30,879,944	\$ 34,443,679	\$ 35,696,669

CONSOLIDATED OPERATING EXPENDITURE SCHEDULE

GENERAL FUND CONT.	ACTUAL* FY 2017-18	ADJUSTED BUDGET FY 2018-19	ADOPTED BUDGET FY 2019-20
LIBRARY			
Administrative Svcs. Unit (66251)	\$ 1,580,868	\$ 1,655,449	\$ 1,816,952
Downtown Library (66261)	3,633,397	3,771,835	3,784,869
Literacy Services Unit (66281)	1,356,901	1,563,080	1,173,966
Children's & Teen Svcs & Comm Outreach (66282)	970,219	1,026,642	1,055,599
Neighborhood Libraries and Outreach (66290)	1,486,803	1,633,878	1,685,416
Total	\$ 9,028,188	\$ 9,650,884	\$ 9,516,802
PARKS, RECREATION AND COMMUNITY SERVICES			
Fair Oaks Community Center (64211)	1,036,395	996,660	1,067,002
Information/Referral (64212)	620,383	840,127	797,170
Fair Oaks Senior Services (64218)	57,691	59,980	62,859
Administration (66110)	1,318,325	1,677,672	1,778,120
Civic Cultural Commission (66111)	58,766	58,896	73,896
Landscape Maintenance-City (66121)	3,010,729	2,937,428	3,054,971
Landscape Mtc.-Redwood Shores (66122)	1,416,942	1,309,110	1,345,372
Landscape Maintenance - Downtown (66124)	792,058	781,116	808,400
Youth and Teen Services (66131)	353,447	546,855	573,714
Elementary Activities (66133)	711,588	968,827	861,543
Teen Activities (66135)	142,355	210,715	362,380
After School Program Grant (66137)	1,535,761	1,525,177	1,445,772
Red Morton Community Center (66142)	1,272,427	1,421,288	1,489,779
Aquatics Program (66145)	220,433	195,379	151,206
Adult Sports (66147)	108,226	96,205	122,531
Middle School Sports (66148)	467,230	500,736	503,413
PE Plus (66149)	459,082	23,560	-
Special Interest Classes (66161)	1,127,384	948,400	1,089,530
Sandpiper Community Center (66162)	528,969	519,985	555,582
Sandpiper Youth Club (66163)	287,750	300,481	230,438
Senior Services (66171)	-	30,919	-
Community Services (66172)	1,587,701	1,521,314	1,630,774
Friends of Vets. Memorial Senior Center (66173)	54,144	137,662	-
Wellness Special Interest (66174)	17,962	-	-
Senior Shuttle and Events (66179)	112	10,000	10,000
Downtown Development Program (66429)	948,411	1,057,723	751,886
Total	\$ 18,134,271	\$ 18,676,215	\$ 18,766,338
POLICE			
Administration (62111)	8,295,648	8,911,708	9,508,569
Records (62112)	1,024,537	1,275,634	1,346,171
Training (62113)	744,215	1,254,224	692,297
Property/Evidence (62114)	336,987	379,064	402,597
Police Activities League (62115)	93,341	130,226	130,593
Patrol Services (62131)	22,588,502	26,291,661	28,281,621
Criminal Investigation (62134)	6,041,357	5,902,615	6,104,912
Total	\$ 39,124,587	\$ 44,145,132	\$ 46,466,760

CONSOLIDATED OPERATING EXPENDITURE SCHEDULE

GENERAL FUND CONT.	ACTUAL*	ADJUSTED BUDGET	ADOPTED BUDGET
	FY 2017-18	FY 2018-19	FY 2019-20
PUBLIC WORKS SERVICES			
Street System Maintenance (65132)	\$ 315,447	315,897	\$ 290,249
Street Cleaning (65133)	270,312	324,388	287,350
Sidewalk Maintenance/Replacement (65134)	22,372	23,074	23,263
Street Tree Maintenance (65135)	851,000	873,758	912,977
Downtown/Entry Feature Maintenance (65136)	23,566	31,889	31,889
Storm Water Collection/Disposal (65161)	85,461	18,979	18,921
Trash & Recycling Efforts (65186)	62,859	57,944	20,979
Water Resources Management (65146)	-	-	3,793
Total	\$ 1,631,017	\$ 1,645,929	\$ 1,589,421
TOTAL GENERAL FUNDS	\$ 128,156,667	\$ 135,234,170	\$ 137,084,560
SPECIAL REVENUE FUNDS			
AFFORDABLE HOUSING AND OTHER REVENUE			
City Manager			
Housing Projects (66457)	58,645	77,229	55,392
Fund Total	\$ 58,645	\$ 77,229	\$ 55,392
GAS TAX STREET IMPROVEMENT FUND			
Administrative Services			
Admin. Supp. Svcs. (61710)	1,100	-	1,500
Public Works			
Street System Maint. (65132)	911,022	1,444,980	1,483,801
Street Cleaning (65133)	79,960	223,597	241,106
Sidewalk Maint. & Replacement (65134)	988,718	1,187,327	1,383,772
Storm Water Coll. & Disposal (65161)	231,483	274,667	276,964
Trash & Recycling Efforts (65186)	141,154	152,156	159,339
Fund Total	\$ 2,353,437	\$ 3,282,727	\$ 3,546,482
GID 1-64 MAINTENANCE & OPERATION			
Public Works			
Storm Water Coll. & Disposal (65161)	522,819	536,652	497,207
Fund Total	\$ 522,819	\$ 536,652	\$ 497,207
GRANTS FUND			
Federal Grants/Rental Income Program			
City Manager			
Admin - Housing Employees (66310)	138,433	683,355	687,665
Housing Rehabilitation (66320)	211,169	54,341	264,698
HOME Administration (66354)	7,237	210,859	211,685
Rental Rehabilitation Administration (66380)	135,561	278,589	267,423
Fund Total	\$ 492,400	\$ 1,227,144	\$ 1,431,471
HUMAN SERVICES FINANCIAL ASST.			
Council			
Human Services Asst. (64213)	100,000	100,000	100,000
Fund Total	\$ 100,000	\$ 100,000	\$ 100,000

CONSOLIDATED OPERATING EXPENDITURE SCHEDULE

SPECIAL REVENUE FUNDS CONT.	ACTUAL* FY 2017-18	ADJUSTED BUDGET FY 2018-19	ADOPTED BUDGET FY 2019-20
LAW ENFORCEMENT GRANTS			
Police			
Citizen's Option for Public Safety-Patrol (62131)	\$ 37,575	\$ 125,000	\$ 125,000
Fund Total	\$ 37,575	\$ 125,000	\$ 125,000
LOW & MODERATE INCOME HOUSING ASSET FUND			
City Manager			
Administration (66410)	254,237	178,293	437,608
Housing Projects (66457)	25,268	25,268	25,268
Fund Total	\$ 279,505	\$ 203,561	\$ 462,876
OTHER RESTRICTED DONATIONS/GRANTS FUND			
Parks/Recreation			
Fair Oaks Community Center (64211)	-	897	-
Information/Referral (64212)	-	3,575	-
Administration (66110)	-	278	-
Landscape Maintenance-City (66121)	-	12,737	-
Elementary Activities (66133)	-	564	-
Teen Activities (66135)	-	6,963	-
After School Program Grant (66137)	-	8,270	-
Sandpiper Youth Club (66163)	-	6,457	-
Community Services (66172)	-	884	-
Downtown Development Program (66429)	-	3,932	-
Fund Total	\$ -	\$ 44,557	\$ -
PLANNING COST RECOVERY			
Community Development			
Current Projects Planning (63210)	851,982	1,513,787	812,000
Fund Total	\$ 851,982	\$ 1,513,787	\$ 812,000
REDWOOD SHORES LANDSCAPE MAINT. DISTRICT			
Parks/Recreation			
Lido Landscape Maint. (66123)	311,700	275,166	306,756
Fund Total	\$ 311,700	\$ 275,166	\$ 306,756
SEAPORT CENTRE MAINTENANCE DISTRICT			
Community Development			
General Engineering (65121)	2,568	4,826	4,893
Public Works			
Water Supply & Distr. (65144)	329	6,749	6,744
Sewer System Maint. (65152)	33,410	59,607	57,945
Storm Water Coll. & Disposal (65161)	5,781	59,152	57,819
	39,520	125,508	122,508
Fund Total	\$ 42,088	\$ 130,334	\$ 127,401
SEAPORT LANDSCAPING MAINT. DISTRICT			
Community Development			
General Engineering (65121)	2,519	4,826	4,893
Public Works			
Storm Water Collection and Disposal (65161)	2,920	29,602	27,228
Parks/Recreation			
Seaport Blvd. Landscape Maint. (65184)	194,100	200,617	209,111
Fund Total	\$ 199,539	\$ 235,045	\$ 241,232
TRAFFIC MITIGATION FEES FUND			
Administrative Services			
Admin. Supp. Svcs. (61710)	3,170	2,502	2,502
Parks/Recreation			
Shuttle Services (72623)	133	65,486	16,012
Fund Total	\$ 3,303	\$ 67,988	\$ 18,514

CONSOLIDATED OPERATING EXPENDITURE SCHEDULE

SPECIAL REVENUE FUNDS CONT.	ACTUAL* FY 2017-18	ADJUSTED BUDGET FY 2018-19	ADOPTED BUDGET FY 2019-20
TRAFFIC SAFETY FUND			
Police			
Police Patrol Services (62131)	\$ 98,207	\$ -	\$ -
Public Works			
Traffic Control Maint. (65131)	1,269,751	1,525,786	1,431,687
Paint and Sign Maint. (65137)	412,621	475,337	496,589
	1,682,372	2,001,123	1,928,276
Fund Total	\$ 1,780,579	\$ 2,001,123	\$ 1,928,276
TRANSPORTATION FUND			
Administrative Services			
Admin. Supp. Svcs. (61710)	258,128	246,987	253,837
Community Development			
Engineering (65121)	125,733	189,664	198,259
	\$ 383,861	\$ 436,651	\$ 452,096
TRANSPORTATION GRANTS FUNDS			
Measure M Motor Vehicle License Fee			
Public Works			
Storm Water Col. & Disposal (65161)	315,000	347,120	434,922
	\$ 315,000	\$ 347,120	\$ 434,922
TOTAL SPECIAL REVENUE FUNDS	\$ 7,417,433	\$ 10,256,964	\$ 10,539,625
CAPITAL IMPROVEMENT FUNDS			
CAPITAL OUTLAY FUND			
Administrative Services			
Admin. Supp. Svcs. (61710)	17,262	16,600	16,600
Community Development			
Program Administration (65112)	2,395,509	2,600,000	3,000,000
	\$ 2,412,771	\$ 2,616,600	\$ 3,016,600
PARKS IMPACT AND IN-LIEU FEES FUND			
Administrative Services			
Admin. Supp. Svcs. (61710)	8,854	6,997	6,997
	\$ 8,854	\$ 6,997	\$ 6,997
TOTAL CAPITAL IMPROVEMENT FUNDS	\$ 2,805,486	\$ 3,060,248	\$ 3,023,597
DEBT SERVICE FUNDS			
PUBLIC FINANCING AUTHORITY			
Administrative Services			
2013 PFA Refunding Lease (61423)	700,334	350,110	-
	\$ 700,334	\$ 350,110	\$ -
TOTAL DEBT SERVICE FUNDS	\$ 700,334	\$ 350,110	\$ -

CONSOLIDATED OPERATING EXPENDITURE SCHEDULE

ENTERPRISE FUNDS	ACTUAL* FY 2017-18	ADJUSTED BUDGET FY 2018-19	ADOPTED BUDGET FY 2019-20
PARKING FUND			
Administrative Services			
Revenue Services (61410) **	\$ 56,387	\$ 89,804	\$ 94,074
Admin. Support Svcs. (61710)	147,731	7,370	28,602
	204,118	97,174	122,676
Community Development			
Downtown Facilities Operations (65175)	1,756,351	1,727,486	1,794,813
Police			
Patrol Services (62131)	734,178	988,493	1,003,432
Public Works			
Street System Maint. (65132)	893,005	415,730	486,590
Fund Total	\$ 3,587,652	\$ 3,228,883	\$ 3,407,511
DOCKTOWN MARINA FUND			
Public Works			
Docktown Administration (66433)	669,511	842,415	811,516
Docktown Special Projects (75607)	14,881,991	4,058,341	271
Fund Total	\$ 15,551,502	\$ 4,900,756	\$ 811,787
SEWER FUND			
Administrative Services			
Admin. Support Svcs. (61710)	263,903	20,076	67,764
Revenue Services (61410) **	537,454	561,263	584,106
	801,357	581,339	651,870
Community Development			
Program Administration (65112)	49,205	-	-
Public Works			
Sewer System Maint. (65152)	6,919,899	7,264,993	7,325,907
Waste Water Treat. & Disposal (65154)	19,159,670	23,185,718	24,302,148
Storm Water Coll. & Disposal (65161)	979,439	933,114	915,515
	27,059,008	31,383,825	32,543,570
Fund Total	\$ 27,909,570	\$ 31,965,164	\$ 33,195,440
WATER FUND			
Administrative Services			
Revenue Services (61410)	1,016,262	1,181,497	1,226,210
Admin. Support Svcs. (61710)	521,738	25,286	119,727
	1,538,000	1,206,783	1,345,937
Public Works			
Water Customer Services (65142)	2,618,084	3,504,828	2,989,785
Water Supply & Distribution (65144)	10,693,070	7,972,016	7,590,978
SFWD Water Purchases (65145)	20,062,642	18,059,000	18,059,000
Water Resources Management (65146)	1,173,816	1,365,586	1,329,170
Recycled Water (65147)	2,705,432	5,093,058	5,122,958
Debt Service (61423)	27,521	305,000	305,000
	37,280,565	36,299,488	35,396,891
Fund Total	\$ 38,818,565	\$ 37,506,271	\$ 36,742,828
TOTAL ENTERPRISE FUNDS	\$ 85,867,289	\$ 77,601,074	\$ 74,157,566
TOTAL ALL FUNDS	\$ 224,947,209	\$ 226,502,566	\$ 224,805,348
(excluding Internal Svcs & Fiduciary Funds)			

CONSOLIDATED OPERATING EXPENDITURE SCHEDULE

	ACTUAL* FY 2017-18	ADJUSTED BUDGET FY 2018-19	ADOPTED BUDGET FY 2019-20
INTERNAL SERVICE FUNDS			
GENERAL LIABILITY INSURANCE FUND			
Administrative Services			
Administrative Support (61710)	\$ 11,659	\$ -	\$ 2,465
Risk Management (67711-714)	3,102,327	3,674,848	3,945,337
Fund Total	\$ 3,113,986	\$ 3,674,848	\$ 3,947,802
EMPLOYEE BENEFITS FUND			
Administrative Services			
Employee Benefits (67810-850)	7,758,600	8,566,763	8,012,111
Leave Buyouts (67860)	892,035	994,323	994,323
Fund Total	\$ 8,650,635	\$ 9,561,086	\$ 9,006,434
EQUIPMENT SERVICES FUND			
Public Works			
Equipment Services (67230)	3,738,961	7,109,995	4,687,275
Administrative Services			
Administrative Support (61710)	99,911	5,280	22,026
Fund Total	\$ 3,838,872	\$ 7,115,275	\$ 4,709,301
INTERNAL SERVICES FUND			
Administrative Services			
Administrative Support (61710)	739,534	4,299	135,548
Information Technology (67110)	3,531,140	3,586,295	3,743,278
Telephone Services (67211)	258,257	317,401	319,352
	4,528,931	3,907,995	4,198,178
City Manager			
Receptionist Services (67212)	156,357	171,511	179,626
Fire			
Fire Operations (62220)	289,476	137,771	137,771
Police			
Central Dispatching Svcs. (67310)	2,924,876	3,625,148	3,517,656
Public Works			
Custodial Services (67241)	1,937,532	2,049,484	2,135,943
Bldg. Maint. & Repair Svcs. (67242)	1,950,940	2,245,312	2,272,381
	3,888,472	4,294,796	4,408,324
Fund Total	\$ 11,788,112	\$ 12,137,221	\$ 12,441,555
TECHNOLOGY FUND			
Administrative Services			
Computer Replacement Prog (67111)	-	-	344,130
Fund Total	\$ -	\$ -	\$ 344,130
WORKERS' COMPENSATION FUND			
Administrative Services			
Administrative Support (61710)	40,359	8,971	13,816
Risk Mgmt. - Workers' Comp (67713)	6,116,173	8,102,868	8,013,339
Risk Mgmt. - Workers' Comp FF (67717)	1,671,757	-	-
Fund Total	\$ 7,828,289	\$ 8,111,839	\$ 8,027,155
TOTAL INTERNAL SERVICE FUNDS	\$ 35,219,894	\$ 40,600,269	\$ 38,476,377

CONSOLIDATED OPERATING EXPENDITURE SCHEDULE

FIDUCIARY FUNDS	ACTUAL* FY 2017-18	ADJUSTED BUDGET FY 2018-19	ADOPTED BUDGET FY 2019-20
ASSESSMENT DISTRICTS			
Administrative Services			
Redwood Shores Traffic Improvement District Bonds Admin. Expense Fund (61421)	\$ 63,191	\$ 35,706	\$ 36,420
Redwood Shores Traffic Improvement District Bonds Debt Service Fund (61423)	728,300	729,900	725,844
Pacific Shores Bonds Debt Service Fund (61423)	-	-	-
Pacific Shores Bonds Admin. Expense Fund (61421)	(3,569)	-	-
One Marina Debt Service Fund (61423)	229,756	247,256	244,556
One Marina Administrative Expense Fund (61421)	49,725	29,909	30,244
One Marina Construction Fund (61424)	-	-	-
Fund Total	\$ 1,067,403	\$ 1,042,771	\$ 1,037,064
SUCCESSOR AGENCY TO THE REDEVELOPMENT AGENCY			
City Manager			
Debt Service (61423)	2,792,692	3,512,100	3,509,900
Administration (66410)	619,840	150,615	194,116
Fund Total	\$ 3,412,532	\$ 3,662,715	\$ 3,704,016
TOTAL FIDUCIARY FUNDS	\$ 4,479,935	\$ 4,705,486	\$ 4,741,080

*FY 2017-18 Actual Expenditures do not include GASB Statement No.68 adjustment

** Recorded as a transfer out

DETAILED OPERATING EXPENDITURE CHANGE SCHEDULE

GENERAL FUND	BASE BUDGET*	NET	ADOPTED BUDGET
	2019-20	CHANGES	2019-20
CITY COUNCIL			
City Council (61110)	\$ 329,467	\$ -	\$ 329,467
Human Svcs. Assistance (64213)	59,800	-	59,800
Total	\$ 389,267	\$ -	\$ 389,267
CITY MANAGER			
Management/Policy Execution (61210-61223)	1,258,778	200,160	1,458,938
Community Promotion (61220-222)	1,122,309	102,749	1,225,058
Economic Development (61240)	396,839	900	397,739
Affordable Housing (66457)	100,000	-	100,000
Total	\$ 2,877,926	\$ 303,809	\$ 3,181,735
CITY ATTORNEY			
Legal Services (61510)	1,789,182	73,573	1,862,755
Total	\$ 1,789,182	\$ 73,573	\$ 1,862,755
CITY CLERK			
Legisl. Svcs./Records Mgmt. (61310)	807,108	32,080	839,188
Elections (61320)	244,298	232,790	477,088
Council Support (61330)	38,785	25,000	63,785
Total	\$ 1,090,191	\$ 289,870	\$ 1,380,061
ADMINISTRATIVE SERVICES			
Admin. Supp. Svcs. (61710)	1,791,713	1,265,385	3,057,098
Financial Services (61430)	1,811,345	31,842	1,843,187
Human Resources (61610)	1,680,197	264,295	1,944,492
Public Financing Authority Lease Payments (61710)	44,459	-	44,459
Revenue Services (61410)	198,784	-	198,784
Total	\$ 5,283,255	\$ 1,561,522	\$ 7,088,020
COMMUNITY DEVELOPMENT & TRANSPORTATION			
Community Development Administration (63010)	456,655	254,934	711,589
Building Regulation (63110)	4,624,574	100,000	4,724,574
Code Enforcement (63310)	1,046,961	-	1,046,961
General Engineering (65121)	404,723	321,981	726,704
Subdivision Engineering (65122)	519,152	-	519,152
Flood & Sea Level Rise Resiliency Ag (65125)		55,000	55,000
Planning (63210)	2,402,006	14,351	2,416,357
Strategic Planning (63220)	877,229	69,166	946,395
Total	\$ 10,331,300	\$ 815,432	\$ 11,146,732
FIRE			
Administration (62210)	1,557,225	473,778	2,031,003
Operations (62220)	24,328,765	(505,727)	23,823,038
San Carlos Fire (62225-26)	7,400,531	27,719	7,428,250
Prevention (62230)	1,435,378	115,987	1,551,365
Training (62240)	343,075	377,549	720,624
Emergency Medical Services (62245)	29,155	-	29,155
Emergency Operations (62260)	132,168	(18,934)	113,234
Total	\$ 35,226,297	\$ 470,372	\$ 35,696,669

DETAILED OPERATING EXPENDITURE CHANGE SCHEDULE

GENERAL FUND CONT.	BASE BUDGET* 2019-20	NET CHANGES	ADOPTED BUDGET 2019-20
LIBRARY			
Administrative Svcs. Unit (66251)	\$ 1,722,052	\$ 94,900	\$ 1,816,952
Downtown Library (66261)	3,834,377	(49,508)	3,784,869
Literacy Services Unit (66281)	1,173,966	-	1,173,966
Children's & Teen Svcs & Comm Outreach (66282)	1,022,083	33,516	1,055,599
Neighborhood Libraries and Outreach (66290)	1,691,628	(6,212)	1,685,416
Total	\$ 9,444,106	\$ 72,696	\$ 9,516,802
PARKS, RECREATION AND COMMUNITY SERVICES			
Fair Oaks Community Center (64211)	1,041,478	25,524	1,067,002
Information/Referral (64212)	659,170	138,000	797,170
Fair Oaks Senior Services (64218)	62,859	-	62,859
Administration (66110)	1,616,483	161,637	1,778,120
Civic Cultural Commission (66111)	58,896	15,000	73,896
Landscape Maintenance-City (66121)	3,050,274	4,697	3,054,971
Landscape Mtc.-Redwood Shores (66122)	1,342,372	3,000	1,345,372
Landscape Maintenance - Downtown (66124)	808,400	-	808,400
Youth and Teen Services (66131)	572,412	1,302	573,714
Elementary Activities (66133)	731,688	129,855	861,543
Teen Activities (66135)	216,643	145,737	362,380
After School Program Grant (66137)	1,798,086	(352,314)	1,445,772
Red Morton Community Center (66142)	1,487,224	2,555	1,489,779
Aquatics Program (66145)	142,199	9,007	151,206
Adult Sports (66147)	109,198	13,333	122,531
Middle School Sports (66148)	491,852	11,561	503,413
PE Plus (66149)	506,779	(506,779)	-
Special Interest Classes (66161)	941,118	148,412	1,089,530
Sandpiper Community Center (66162)	552,898	2,684	555,582
Sandpiper Youth Club (66163)	300,169	(69,731)	230,438
Community Services (66172)	1,533,317	97,457	1,630,774
Friends of Vets. Memorial Senior Center (66173)	128,109	(128,109)	-
Senior Shuttle and Events (66179)	10,000	-	10,000
Downtown Development Program (66429)			751,886
Total	\$ 18,161,624	\$ (147,172)	\$ 18,766,338
POLICE			
Administration (62111)	9,508,569	-	9,508,569
Records (62112)	1,346,171	-	1,346,171
Training (62113)	692,297	-	692,297
Property/Evidence (62114)	402,597	-	402,597
Police Activities League (62115)	130,593	-	130,593
Patrol Services (62131)	27,974,881	306,740	28,281,621
Criminal Investigation (62134)	6,104,912	-	6,104,912
Total	\$ 46,160,020	\$ 306,740	\$ 46,466,760

DETAILED OPERATING EXPENDITURE CHANGE SCHEDULE

GENERAL FUNDS CONT.	BASE BUDGET* 2019-20	NET CHANGES	ADOPTED BUDGET 2019-20
PUBLIC WORKS SERVICES			
Street System Maintenance (65132)	\$ 290,249	\$ -	\$ 290,249
Street Cleaning (65133)	262,350	25,000	287,350
Sidewalk Maintenance/Replacement (65134)	23,263	-	23,263
Street Tree Maintenance (65135)	912,977	-	912,977
Downtown/Entry Feature Maintenance (65136)	31,889	-	31,889
Storm Water Collection/Disposal (65161)	18,921	-	18,921
Trash & Recycling Efforts (65186)	20,979	-	20,979
Water Resources Management (65146)			3,793
Total	\$ 1,560,628	\$ 25,000	\$ 1,589,421
TOTAL GENERAL FUNDS	\$ 132,313,796	\$ 3,771,842	\$ 137,084,560
SPECIAL REVENUE FUNDS			
AFFORDABLE HOUSING AND OTHER REVENUE			
City Manager			
Housing Projects (66457)	70,469	(15,077)	55,392
Fund Total	\$ 70,469	\$ (15,077)	\$ 55,392
GAS TAX STREET IMPROVEMENT FUND			
Administrative Services			
Admin. Supp. Svcs. (61710)	-	1,500	1,500
Public Works			
Street System Maint. (65132)	1,478,548	5,253	1,483,801
Street Cleaning (65133)	241,106	-	241,106
Sidewalk Maint. & Replacement (65134)	1,383,772	-	1,383,772
Paint and Sign Maint. (65137)	43,960	(43,960)	-
Storm Water Coll. & Disposal (65161)	276,964	-	276,964
Trash & Recycling Efforts (65186)	159,339	-	159,339
Fund Total	\$ 3,583,689	\$ (37,207)	\$ 3,546,482
GID 1-64 MAINTENANCE & OPERATION			
Public Works			
Storm Water Coll. & Disposal (65161)	497,207	-	497,207
Fund Total	\$ 497,207	\$ -	\$ 497,207
GRANTS FUND			
Federal Grants/Rental Income Program			
City Manager			
Admin - Housing Employees (66310)	692,226	(4,561)	687,665
Housing Rehabilitation (66320)	264,698	-	264,698
HOME Administration (66354)	211,685	-	211,685
Rental Rehabilitation Administration (66380)	268,762	(1,339)	267,423
Grants Total	\$ 1,437,371	\$ (5,900)	\$ 1,431,471
HUMAN SERVICES FINANCIAL ASST.			
Council			
Human Services Asst. (64213)	100,000	-	100,000
Human Services Financial Asst. Total	\$ 100,000	\$ -	\$ 100,000
LAW ENFORCEMENT GRANTS			
Police			
Citizen's Option for Public Safety (62131)	125,000	-	125,000
Fund Total	\$ 125,000	\$ -	\$ 125,000

DETAILED OPERATING EXPENDITURE CHANGE SCHEDULE

<u>SPECIAL REVENUE FUNDS CONT.</u>	<u>BASE BUDGET*</u> <u>2019-20</u>	<u>NET</u> <u>CHANGES</u>	<u>ADOPTED BUDGET</u> <u>2019-20</u>
LOW & MODERATE INCOME HOUSING ASSET FUND			
City Manager			
Administration (66410)	\$ 187,007	\$ 250,601	\$ 437,608
Housing Projects (66457)	25,268	-	25,268
Fund Total	\$ 212,275	\$ 250,601	\$ 462,876
PLANNING COST RECOVERY			
Community Development			
Current Projects Planning (63210)	800,000	12,000	812,000
Fund Total	\$ 800,000	\$ 12,000	\$ 812,000
REDWOOD SHORES LANDSCAPE MAINTENANCE DISTRICT			
Parks/Recreation			
Lido Landscape Maint. (66123)	306,756	-	306,756
Fund Total	\$ 306,756	\$ -	\$ 306,756
SEAPORT CENTRE MAINTENANCE DISTRICT			
Community Development			
General Engineering (65121)	4,893	-	4,893
Public Works			
Water Supply & Distr. (65144)	6,744	-	6,744
Sewer System Maint. (65152)	57,945	-	57,945
Storm Water Coll. & Disposal (65161)	57,819	-	57,819
	122,508	-	122,508
Fund Total	\$ 127,401	\$ -	\$ 127,401
SEAPORT LANDSCAPING MAINTENANCE DISTRICT			
Community Development			
General Engineering (65121)	4,893	-	4,893
Public Works			
Storm Water Collection and Disposal (65161)	27,228	-	27,228
Parks/Recreation			
Seaport Blvd. Landscape Maint. (65184)	209,111	-	209,111
Fund Total	\$ 241,232	\$ -	\$ 241,232
TRAFFIC MITIGATION FEES FUND			
Administrative Services			
Admin. Supp. Svcs. (61710)	2,502	-	2,502
Parks/Recreation			
Shuttle Services (72623)	16,012	-	16,012
Fund Total	\$ 18,514	\$ -	\$ 18,514
TRAFFIC SAFETY FUND			
Community Development			
Traffic Control Maint. (65131)	1,431,687	-	1,431,687
Paint and Sign Maint. (65137)	451,148	45,441	496,589
Fund Total	\$ 1,882,835	\$ 45,441	\$ 1,928,276

DETAILED OPERATING EXPENDITURE CHANGE SCHEDULE

SPECIAL REVENUE FUNDS CONT.	BASE BUDGET* 2019-20	NET CHANGES	ADOPTED BUDGET 2019-20
TRANSPORTATION FUND			
Administrative Services			
Admin. Supp. Svcs. (61710)	\$ 246,987	\$ 6,850	\$ 253,837
Community Development			
Engineering (65121)	198,259	-	198,259
Fund Total	\$ 445,246	\$ 6,850	\$ 452,096
TRANSPORTATION GRANTS FUND			
Measure M Motor Vehicle License Fee			
Public Works			
Storm Water Col. & Disposal (65161)	434,922	-	434,922
Fund Total	\$ 434,922	\$ -	\$ 434,922
TOTAL SPECIAL REVENUE FUNDS	\$ 10,282,917	\$ 256,708	\$ 10,539,625
CAPITAL IMPROVEMENT FUNDS			
CAPITAL OUTLAY FUND			
Administrative Services			
Admin. Supp. Svcs. (61710)	16,600	-	16,600
Community Development			
Program Administration (65112)	3,088,161	(88,161)	3,000,000
Fund Total	\$ 3,104,761	\$ (88,161)	\$ 3,016,600
PARKS IMPACT AND IN-LIEU FEES FUND			
Administrative Services			
Admin. Supp. Svcs. (61710)	6,997	-	6,997
Fund Total	\$ 6,997	\$ -	\$ 6,997
TOTAL CAPITAL IMPROVEMENT FUNDS	\$ 3,111,758	\$ (88,161)	\$ 3,023,597
ENTERPRISE FUNDS			
PARKING FUND			
Administrative Services			
Revenue Services (61410)	94,038	36	94,074
Admin. Support Svcs. (61710)	7,370	21,232	28,602
	101,408	21,268	122,676
Community Development			
Downtown Facilities Operations (65175)	1,602,813	192,000	1,794,813
Police			
Patrol Services (62131)	1,003,432	-	1,003,432
Public Works			
Street System Maint. (65132)	430,590	56,000	486,590
Fund Total	\$ 3,138,243	\$ 269,268	\$ 3,407,511

DETAILED OPERATING EXPENDITURE CHANGE SCHEDULE

ENTERPRISE FUNDS CONT.	BASE BUDGET* 2019-20	NET CHANGES	ADOPTED BUDGET 2019-20
DOCKTOWN MARINA			
Public Works			
Docktown Administration (66433)	\$ 811,516	\$ -	\$ 811,516
Docktown Special Projects (75607)	29,361	(29,090)	271
Fund Total	\$ 840,877	\$ (29,090)	\$ 811,787
SEWER FUND			
Administrative Services			
Admin. Support Svcs. (61710)	67,764	47,688	67,764
Revenue Services (61410)	-	-	584,106
	67,764	47,688	651,870
Public Works			
Sewer System Maint. (65152)	7,310,959	14,948	7,325,907
Waste Water Treat. & Disposal (65154)	22,415,718	1,886,430	24,302,148
Storm Water Coll. & Disposal (65161)	915,515	-	915,515
	30,642,192	1,901,378	32,543,570
Fund Total	\$ 30,709,956	\$ 1,949,066	\$ 33,195,440
WATER FUND			
Administrative Services			
Revenue Services (61410)	1,220,645	5,565	1,226,210
Admin. Support Svcs. (61710)	25,286	94,441.00	119,727
	1,245,931	100,006	1,345,937
Public Works			
Water Customer Services (65142)	3,091,839	(102,054)	2,989,785
Water Supply & Distribution (65144)	7,350,026	240,952	7,590,978
SFWD Water Purchases (65145)	18,059,000	-	18,059,000
Water Resources Management (65146)	1,329,170	-	1,329,170
Recycled Water (65147)	5,119,958	3,000	5,122,958
Debt Service (61423)	305,000	-	305,000
	35,254,993	141,898	35,396,891
Fund Total	\$ 36,500,924	\$ 241,904	\$ 36,742,828
TOTAL ENTERPRISE FUNDS	\$ 71,190,000	\$ 2,431,148	\$ 74,157,566
TOTAL ALL FUNDS (EXCLUDING INTERNAL SVCS & FIDUCIARY FUNDS)	\$ 216,898,471	\$ 6,371,537	\$ 224,805,348

DETAILED OPERATING EXPENDITURE CHANGE SCHEDULE

INTERNAL SERVICE FUNDS	BASE BUDGET*	NET	ADOPTED BUDGET
	2019-20	CHANGES	2019-20
GENERAL LIABILITY INSURANCE FUND			
Administrative Services			
Administrative Support (61710)	\$ -	\$ 2,465	\$ 2,465
Risk Management (67711-714)	3,685,740	259,597	3,945,337
Fund Total	\$ 3,685,740	\$ 262,062	\$ 3,947,802
EMPLOYEE BENEFITS FUND			
Administrative Services			
Employee Benefits (67810-840)	8,012,111	-	8,012,111
Leave Buyouts (67860)	994,323	-	994,323
Fund Total	\$ 9,006,434	\$ -	\$ 9,006,434
EQUIPMENT SERVICES FUND			
Public Works			
Equipment Services (67230)	4,866,981	(179,706)	4,687,275
Administrative Services			
Administrative Support (61710)	5,280	16,746	22,026
Fund Total	\$ 4,872,261	\$ (162,960)	\$ 4,709,301
INTERNAL SERVICES FUND			
Administrative Services			
Administrative Support (61710)	4,299	131,249	135,548
Information Technology (67110)	3,621,065	122,213	3,743,278
Telephone Services (67211)	284,352	35,000	319,352
	3,909,716	288,462	4,198,178
City Manager			
Receptionist Services (67212)	179,536	90	179,626
Fire			
Fire Operations (62220)	137,771	-	137,771
Police			
Central Dispatching Svcs. (67310)	3,401,656	116,000	3,517,656
Public Works			
Custodial Services (67241)	2,135,943	-	2,135,943
Bldg. Maint. & Repair Svcs. (67242)	2,272,381	-	2,272,381
	4,408,324	-	4,408,324
Fund Total	\$ 12,037,003	\$ 404,552	\$ 12,441,555
TECHNOLOGY FUND			
Administrative Services			
Computer Replacement Prog (67111)	-	344,130	344,130
Fund Total	\$ -	\$ 344,130	\$ 344,130
WORKERS' COMPENSATION FUND			
Administrative Services			
Administrative Support (61710)		-	13,816
Risk Mgmt. - Workers' Comp (67713)	8,110,758	(97,419)	8,013,339
Fund Total	\$ 8,110,758	\$ (97,419)	\$ 8,027,155
TOTAL INTERNAL SERVICE FUNDS	\$ 37,712,196	\$ 750,365	\$ 38,476,377

DETAILED OPERATING EXPENDITURE CHANGE SCHEDULE

FIDUCIARY FUNDS	BASE BUDGET*	NET	ADOPTED BUDGET
ASSESSMENT DISTRICTS	2019-20	CHANGES	2019-20
Administrative Services			
Redwood Shores Traffic Improv. District Bonds Administrative Expense Fund (61421)	\$ 36,420	\$ -	\$ 36,420
Redwood Shores Traffic Improv. District Bonds Debt Service Fund (61423)	725,844	-	725,844
One Marina Debt Service Fund (61423)	244,556	-	244,556
One Marina Administrative Expense Fund (61421)	30,244	-	30,244
Fund Total	\$ 1,037,064	\$ -	\$ 1,037,064
SUCCESSOR AGENCY TO THE REDEVELOPMENT AGENCY			
Community Development			
Debt Service (61423)	3,509,900	-	3,509,900
Administration (66410)	194,893	(777)	194,116
Fund Total	\$ 3,704,793	\$ (777)	\$ 3,704,016
TOTAL FIDUCIARY FUNDS	\$ 4,741,857	\$ (777)	\$ 4,741,080

*Base Budget – Prior year budget, adjusted for current salary, benefit, and internal service factors.

INTER-FUND TRANSFERS

	ADOPTED FY 2019-20	
	TRANSFER	
	IN	OUT
	\$	\$
ART IN PUBLIC PLACES		
Capital Outlay Fund	50,000	-
CAPITAL OUTLAY FUND		
Art in Public Places	-	(50,000)
General Fund	-	(751,000)
Utility Users' Tax Fund	8,927,952	-
	<u>8,927,952</u>	<u>(801,000)</u>
DOCKTOWN MARINA FUND		
General Fund	4,617,187	-
EQUIPMENT SERVICES FUND		
Internal Services Fund	-	(1,829)
EMPLOYEE BENEFITS FUND		
General Fund	300,000	-
GENERAL FUND		
Capital Outlay Fund	751,000	-
Docktown Marina Fund	-	(4,617,187)
Employee Benefits Fund	-	(300,000)
GID 1-64 Maintenance Fund	600,914	-
Internal Services Fund	14,500	(273,298)
Lido Landscaping Maintenance Fund	-	(36,811)
Parking Fund	-	-
Traffic Safety Fund	-	(1,736,276)
Water Fund	-	(198,784)
	<u>1,366,414</u>	<u>(7,162,356)</u>
GID 1-64 MAINTENANCE FUND		
General Fund	-	(600,914)
INTERNAL SERVICES FUND		
Equipment Services Fund	1,829	-
General Fund	273,298	(14,500)
Sewer Fund	4,716	-
Special Gas Tax Fund	5,322	-
Traffic Safety Fund	2,079	-
Water Fund	50,188	-
Workers' Compensation Fund	4,295	-
	<u>341,727</u>	<u>(14,500)</u>

INTER-FUND TRANSFERS

Transfers Continued	ADOPTED FY 2019-20	
	TRANSFER	
	IN	OUT
	\$	\$
LIDO LANDSCAPING MAINTENANCE FUND		
General Fund	36,811	-
SEWER FUND		
Internal Services Fund	-	(4,716)
Water Fund	-	(584,106)
	-	(588,822)
SPECIAL GAS TAX FUND		
Internal Services Fund	-	(5,322)
TRAFFIC SAFETY FUND		
General Fund	1,736,276	-
Internal Services Fund	-	(2,079)
	1,736,276	(2,079)
UTILITY USERS' TAX FUND		
Capital Outlay Fund	-	(8,927,952)
WATER FUND		
General Fund	198,784	-
Internal Services Fund	-	(50,188)
Sewer Fund	584,106	-
	782,890	(50,188)
WORKERS' COMPENSATION FUND		
Internal Services Fund	-	(4,295)
TOTAL	\$ 18,159,257	\$ (18,159,257)

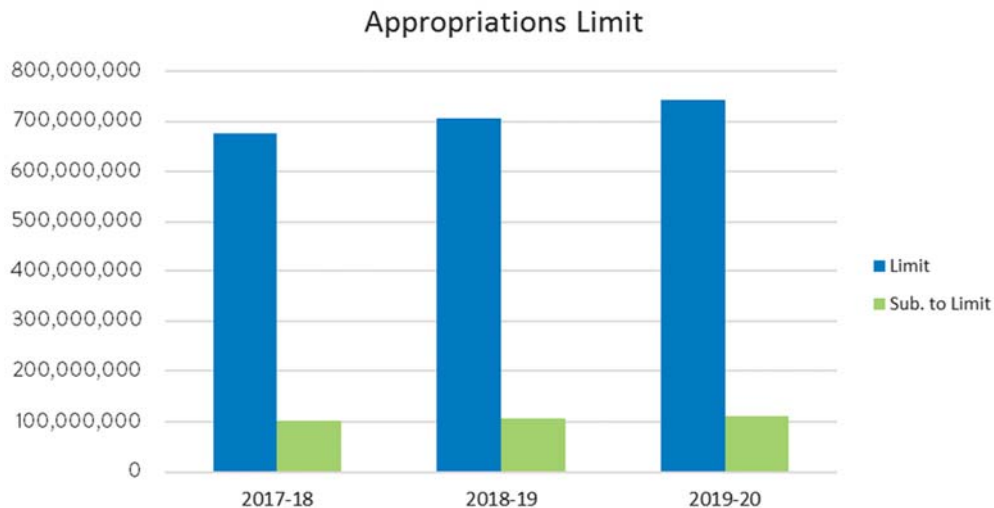
APPROPRIATIONS LIMIT

In 1979, the voters of the State of California passed Proposition 4, the Gann spending limit initiative (most recently amended in 1990 by Proposition 111). The initiative establishes and defines annual appropriation limits for state and local government entities and requires that the City adopt an appropriations limit annually. Moreover, the initiative provides for annual adjustments for changes in population (for the City or County, whichever is greater) and either the statewide percentage change in per capita personal income or percentage change in assessed valuation attributable to growth in non-residential new construction.

The adopted appropriations limit for FY 2019-20 is \$741,875,879 while the limit for FY 2018-19 was \$707,019,533. The proposed appropriations connected to the estimated proceeds of taxes for FY 2019-20 are \$110,923,088, well below the \$741,875,879 legal limit. The increase from FY 2018-19 is primarily due to a percent change of 3.85% in per capita personal income, one of the factors used in calculating the change in the appropriation limit.

Calculation for FY 2019-20

Appropriations Limit FY 2018-19	\$707,019,533
Percentage change in Per Capita Personal Income over prior year	3.85%
Percentage increase in City population growth	1.04%
$1.0385 \times 1.0104 =$	<u>1.0493004</u>
Appropriations Limit FY 2019-20	\$741,875,879

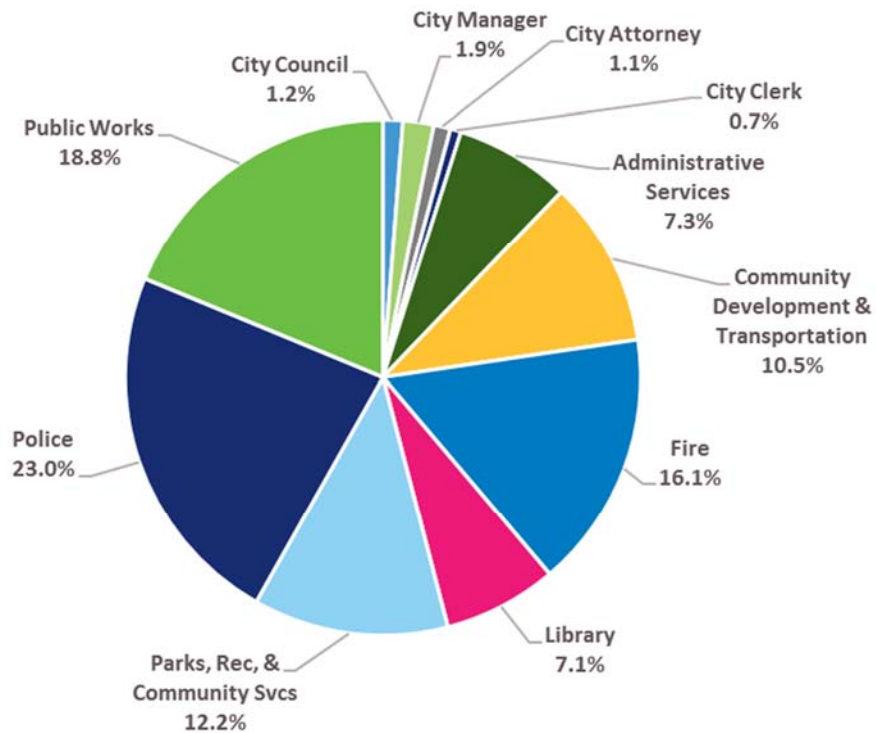


PERSONNEL ALLOCATIONS

Personnel are under the management control of each department, salary and benefits (in certain situations) may be distributed to other departments. There are 0.50 FTEs allocated to the Successor Agency Fiduciary fund in the recommended budget, these are included in this schedule under the City Manager’s department.

DEPARTMENT	ACTUAL	ADJUSTED BUDGET	ADOPTED BUDGET
	2017-18	2018-19	2019-20
City Council	7.00	7.00	7.00
City Manager	8.59	8.59	10.89
City Attorney	6.20	5.97	5.97
City Clerk	4.41	3.78	3.78
Administrative Services	40.89	41.13	41.13
Community Development & Transportation	66.66	61.03	59.23
Fire	93.00	89.50	91.00
Library	40.72	40.72	40.30
Parks, Rec, & Community Svcs	73.44	72.44	69.11
Police	128.00	128.00	130.00
Public Works	101.77	105.95	105.95
Total	570.68	564.11	564.36

FY 2019-20 Personnel Allocation by Department – All Funds



PERSONNEL ALLOCATIONS

DEPARTMENT / TITLE	ACTUAL 2017-18	ADJUSTED BUDGET 2018-19	ADOPTED BUDGET 2019-20
City Council			
Mayor	1.00	1.00	1.00
Vice Mayor	1.00	1.00	1.00
City Council Member	5.00	5.00	5.00
Total	7.00	7.00	7.00
City Manager			
Account Clerk II	-	-	0.10
Administrative Clerk III	1.00	1.00	1.00
Administrative Secty	1.00	1.00	1.00
Assistant City Manager	0.30	0.30	0.07
City Attorney	-	-	0.05
City Clerk	-	-	0.02
City Manager	0.79	0.79	0.85
Housing Leadership Manager	-	-	1.00
Communications Manager	1.00	1.00	1.00
Comm Multimedia Analyst	1.00	1.00	-
Community Dev & Transp Director	-	-	0.06
Deputy City Manager	1.00	1.00	1.00
Economic Development Manager	1.00	1.00	1.00
Financial Services Manager	-	-	0.05
Housing & Econ Dev Spec II	-	-	1.00
Management Analyst I	1.00	1.00	2.00
Principal Analyst - Finance	-	-	0.10
Real Property Manager	0.50	0.50	-
Secretary	-	-	0.04
Senior Accountant	-	-	0.53
Senior Assistant City Attorney	-	-	0.02
Total	8.59	8.59	10.89
City Attorney			
Administrative Clerk III	1.00	1.00	1.00
Administrative Secty	1.00	1.00	1.00
Assistant City Attorney	1.00	0.77	0.77
City Attorney	0.77	0.77	0.77
Deputy City Attorney	2.00	2.00	2.00
Senior Assistant City Attorney	0.43	0.43	0.43
Total	6.20	5.97	5.97
City Clerk			
Administrative Clerk I	0.63		
Administrative Clerk III	1.00	1.00	1.00
Administrative Secty	-	1.00	-
Secretary	1.00	-	-
Assistant City Clerk	0.90	0.90	0.90
City Clerk	0.88	0.88	0.88
Management Analyst I	-	-	1.00
Total	4.41	3.78	3.78

PERSONNEL ALLOCATIONS

DEPARTMENT / TITLE	ACTUAL 2017-18	ADJUSTED BUDGET 2018-19	ADOPTED BUDGET 2019-20
Administrative Services			
Account Clerk II	6.78	6.78	6.78
Accountant	0.75	0.75	0.75
Accounting Technician II	2.87	2.87	2.87
Administrative Assistant	-	1.00	1.00
Assistant City Attorney	-	0.23	0.23
Assistant City Manager	0.93	0.93	0.93
Endpoint & Infrastructure Analyst	-	2.00	2.00
Financial Services Manager	0.95	0.95	0.95
Funded Executive Director C/CAG	1.00	1.00	1.00
Human Resources Analyst I	1.00	1.00	1.00
Human Resources Director	-	-	1.00
Human Resources Manager	1.00	1.00	-
Human Resources Technician	2.00	2.00	1.00
Information Tech Analyst II	2.00	-	-
Info Tech Manager	1.00	1.00	1.00
Management Analyst II	0.89	-	-
Managerial/Prof Level II	1.00	1.00	1.00
Parking Meter Collector	0.50	0.50	0.50
Principal Analyst - Finance	-	0.90	0.90
Principal Analyst - Workers Comp	1.00	1.00	1.00
Revenue Services Manager	-	1.00	1.00
Secretary	1.00	-	-
Senior Accountant	2.22	1.22	1.22
Senior Human Resources Analyst	2.00	2.00	3.00
Senior Endpoint & Infrastructure Analyst	-	5.00	5.00
Senior Software Dev & App Support Analyst	-	4.00	4.00
Senior Info Tech Analyst	9.00	-	-
Supervising Info Tech Analyst	2.00	2.00	2.00
Information Tech Analyst	1.00	1.00	1.00
Total	40.89	41.13	41.13
Community Development & Transportation			
Account Clerk II	0.10	0.10	-
Administrative Clerk III	0.50	0.50	0.50
Administrative Secty	0.83	-	3.00
Assistant City Clerk	0.10	0.10	0.10
Assistant City Manager	0.77	0.77	-
Assistant Engineer I	1.00	1.00	1.00
Assistant Engineer II	6.00	6.00	6.00
Assistant Planner	3.00	2.00	2.00
Associate Engineer	3.00	2.00	2.00
Associate Planner	2.00	2.00	2.00
Building Inspector	3.00	3.00	3.00
CDBG/HOME Administrator	1.00	1.00	-
CIP Program Manager	-	1.00	1.00
City Attorney	0.23	0.23	0.18
City Clerk	0.12	0.12	0.10
City Manager	0.21	0.21	0.15
Code Enforcement Officer II	1.00	1.00	1.00

PERSONNEL ALLOCATIONS

<u>DEPARTMENT / TITLE</u>	<u>ACTUAL 2017-18</u>	<u>ADJUSTED BUDGET 2018-19</u>	<u>ADOPTED BUDGET 2019-20</u>
Community Development & Transportation Cont.			
Comm Dev Manager-Building	1.00	1.00	1.00
Comm Dev Manager-Engineering	1.00	0.85	0.85
Comm Dev Manager-Planning	1.00	1.00	1.00
Community Dev & Transp Director	-	-	0.94
Contract Fire Plan Checker	0.40	0.40	0.40
Financial Services Manager	0.05	0.05	-
GIS Manager	-	0.75	0.75
GIS Technician	1.50	2.00	2.00
Housing & Econ Dev Spec II	1.00	1.00	-
Landscape Architect	1.00	-	-
Management Analyst II	3.05	2.00	2.00
Managerial/Prof Level I	-	-	1.00
Managerial/Prof Level II	1.00	1.00	1.00
Official/Exec/Prof Level I	3.00	1.30	1.30
Paraprofessional	-	-	-
Parking/TDM Manager	1.00	1.00	1.00
Permits Technician	4.00	4.00	4.00
Plan Checker	1.00	1.00	1.00
Principal Analyst - Finance	-	0.10	-
Principal Planner	2.00	2.00	2.00
Public Works Field Supervisor	0.50	0.50	0.50
PW Maint Wkr II	1.00	1.00	1.00
Public Works Services Director	0.20	0.20	0.20
Real Property Manager	0.50	-	-
Secretary	5.00	5.00	1.96
Senior Accountant	0.78	0.78	0.25
Senior Assistant City Attorney	0.57	0.57	0.55
Senior Building Inspector	3.00	3.00	3.00
Senior Civil Engineer	3.00	1.50	1.50
Senior Construction Technician	1.00	1.00	1.00
Senior Engineering Technician	2.00	2.00	2.00
Senior Info Tech Analyst	0.75	-	-
Senior Planner	1.00	2.00	2.00
Senior Transportation Coord	1.00	1.00	-
Senior Transportation Planner	-	1.00	1.00
Supv Civil Engineer	1.00	1.00	2.00
Technical Level I	0.50	-	-
Total	66.66	61.03	59.23

PERSONNEL ALLOCATIONS

DEPARTMENT / TITLE	ACTUAL 2017-18	ADJUSTED BUDGET 2018-19	ADOPTED BUDGET 2019-20
Fire			
Administrative Assistant	1.00	1.00	1.00
Administrative Secty	-	-	1.00
Battalion Chief	3.00	3.00	3.00
Battalion Chief - 40 Hr	1.00	1.00	1.00
Deputy Fire Chief	1.00	1.00	2.00
Deputy Fire Marshal	1.00	1.00	1.00
Emergency Prep & Outreach Coord	1.00	0.50	-
Fire Captain	24.00	24.00	25.00
Fire Chief	1.00	1.00	1.00
Fire Fighter/Engineer	54.00	51.00	51.00
Fire Marshal	1.00	1.00	1.00
Fire Prev Officer	3.00	3.00	3.00
Management Analyst II	1.00	1.00	1.00
Official/Exec/Prof Level III	-	-	-
Secretary	1.00	1.00	-
Total	93.00	89.50	91.00
Library			
Administrative Clerk III	1.00	1.00	1.00
Facility Aide	1.00	1.00	1.00
Graphic Design Specialist	-	0.51	0.51
Librarian II	7.59	7.59	9.25
Library Asst II	6.12	6.12	7.13
Library Director	1.00	1.00	1.00
Library Division Manager	4.00	4.00	4.00
Library Info Tech Technician	1.00	1.00	1.00
Library Services Supervisor	1.00	1.00	1.00
Literacy Tutor - Student Coord	5.50	5.50	5.50
Management Analyst I	1.00	1.00	1.00
Recreation Specialist II	0.93	0.93	-
Senior Library Asst	7.04	6.53	6.00
Senior Library Page	2.54	2.54	1.91
Specialist Librarian	1.00	1.00	-
Total	40.72	40.72	40.30

PERSONNEL ALLOCATIONS

<u>DEPARTMENT / TITLE</u>	<u>ACTUAL 2017-18</u>	<u>ADJUSTED BUDGET 2018-19</u>	<u>ADOPTED BUDGET 2019-20</u>
Parks, Recreation, and Community Services			
Administrative Assistant	1.00	1.00	1.00
Administrative Clerk III	4.00	3.00	3.00
PRCS Assistant Director	-	-	1.00
Child Care Specialist	0.50	0.50	0.50
PRCS Deputy Director	-	1.00	-
Facility Aide	3.00	3.00	3.00
Facility Leader	5.00	5.00	4.00
Food Service Worker I	0.30	0.30	-
Human Services Coordinator	-	-	1.00
Human Services Specialist II	2.00	2.00	2.00
Human Services Specialist III	1.00	1.00	1.00
Landscape Architect	1.00	1.00	1.00
Landscape Equipment Operator	-	1.00	1.00
Landscape Gardener	18.00	15.00	15.00
Landscape Supervisor	1.00	1.00	1.00
Lead Landscape Gardener	3.00	4.00	4.00
Management Analyst II	1.00	1.00	1.00
Managerial/Prof Level I	1.00	1.00	1.00
Office Clerical	0.26	0.26	-
Paraprofessional	1.00	1.00	1.00
PRCS Manager	6.00	5.00	5.00
PRCS Director	1.00	1.00	1.00
Program Assistant II	-	-	1.00
PRCS Program Coord	11.00	11.00	11.00
Recreation Leader III	0.02	0.02	-
Rec Program Coord/Special Events	1.00	1.00	1.00
Recreation Specialist I	2.00	2.00	0.35
Recreation Specialist II	2.66	3.66	3.26
Recreation Specialist III	1.70	1.70	1.00
Recreation Supervisor	3.00	3.00	2.00
Secretary	1.00	1.00	1.00
Senior Crafts Specialist	1.00	1.00	1.00
Total	73.44	72.44	69.11

PERSONNEL ALLOCATIONS

DEPARTMENT / TITLE	ACTUAL 2017-18	ADJUSTED BUDGET 2018-19	ADOPTED BUDGET 2019-20
Police			
Administrative Secty	2.00	2.00	2.00
Communications Dispatcher	12.00	12.00	12.00
Communications Supervisor	1.00	1.00	1.00
Community Service Officer	2.00	2.00	2.00
Deputy Police Chief	1.00	1.00	1.00
Juvenile And Family Services Specialist	1.00	1.00	1.00
Lead Police Clerk	1.00	1.00	1.00
Lead Public Safety Dispatcher	1.00	1.00	1.00
Management Analyst I	1.00	1.00	1.00
Parking Enforcement Officer I/II	2.00	2.00	4.00
Police Captain	2.00	2.00	2.00
Police Chief	1.00	1.00	1.00
Police Clerk	6.00	6.00	6.00
Police Evidence & Property Room Coord	1.00	1.00	1.00
Police Lieutenant	4.00	4.00	4.00
Police Officer	77.00	77.00	77.00
Police Sergeant	12.00	12.00	12.00
Records Supervisor	1.00	1.00	1.00
Total	128.00	128.00	130.00
Public Works			
Accountant	0.25	0.25	0.25
Accounting Technician II	0.13	0.13	0.13
Administrative Clerk I	1.00	1.00	1.00
Administrative Clerk III	1.00	1.00	1.00
Administrative Secty	0.17	1.00	1.00
Assistant Engineer II	1.00	1.00	1.00
Assistant Public Works Director	1.00	1.00	1.00
Associate Engineer	-	1.00	1.00
Building Maintenance Worker	4.22	4.22	4.22
Comm Dev Manager-Engineering	-	0.15	0.15
Custodial Services Supervisor	1.00	1.00	1.00
Environmental Initiatives Coord	1.00	1.00	1.00
Equipment Mechanic II	4.00	4.00	4.00
Equipment Service Worker	1.00	1.00	1.00
Facilities Maintenance Supervisor	-	1.00	1.00
Fleet Supervisor	1.00	1.00	1.00
GIS Manager	-	0.25	0.25
Lead Equipment Mechanic	1.00	1.00	1.00
Lead Maintenance Custodian	3.00	3.00	3.00
Lead PW Maint Worker	5.00	5.00	5.00
Lead PW Maint Worker - Wastewater	3.00	3.00	3.00
Lead Water Resources Technician	2.00	2.00	2.00
Maintenance Custodian	10.00	10.00	10.00
Management Analyst I	2.00	2.00	2.00
Management Analyst II	1.00	1.00	1.00

PERSONNEL ALLOCATIONS

<u>DEPARTMENT / TITLE</u>	<u>ACTUAL 2017-18</u>	<u>ADJUSTED BUDGET 2018-19</u>	<u>ADOPTED BUDGET 2019-20</u>
Public Works Cont.			
PRCS Manager	1.00	-	-
Official/Exec/Prof Level I	-	0.70	0.70
Public Works Field Supervisor	4.50	4.50	1.50
PW Maint Wkr I - Wastewater	2.00	2.00	1.00
PW Maint Wkr II	12.00	12.00	12.00
PW Maint Wkr II - Wastewater	7.00	7.00	8.00
PW Maint Wkr III / Equip Oper	2.45	2.45	2.45
Public Works Services Director	0.80	0.80	0.80
Public Works Superintendent	4.00	4.00	5.00
PW Maint Wkr III/Eq Op-Wastewater	1.00	1.00	1.00
Secretary	1.00	1.00	1.00
Senior Building Maint Worker	3.00	3.00	3.00
Senior Civil Engineer	-	1.50	1.50
Senior Info Tech Analyst	0.25	-	-
Technical Level I	2.00	2.00	2.00
Tree Maint Worker II	1.00	1.00	1.00
Tree Maintenance Leader	1.00	1.00	1.00
Utilities Field Supv	1.00	1.00	3.00
Utilities Specialist	1.00	1.00	1.00
Utilities Specialist - Wastewater	2.00	2.00	2.00
Utilities Worker	1.00	1.00	1.00
Utilities Worker - Wastewater	2.00	2.00	2.00
Utility Locator	1.00	1.00	1.00
Water Quality Specialist	1.00	1.00	1.00
Water Resources Specialist	2.00	2.00	2.00
Water Resources Technician	4.00	4.00	4.00
	<u>101.77</u>	<u>105.95</u>	<u>105.95</u>

PERSONNEL ALLOCATIONS BY CLASSIFICATION

Job Title/Department	City Council	City Manager	City Clerk	Admin Svcs	City Attorney	Police	Fire	Comm Dev	Parks & Rec	Library	Public Works	Grand Total
ACCOUNT CLERK II	-	0.10	-	6.78	-	-	-	-	-	-	-	6.88
ACCOUNTANT	-	-	-	0.75	-	-	-	-	-	-	0.25	1.00
ACCOUNTING TECHNICIAN II	-	-	-	2.87	-	-	-	-	-	-	0.13	3.00
ADMINISTRATIVE ASSISTANT	-	-	-	1.00	-	-	1.00	-	1.00	-	-	3.00
ADMINISTRATIVE CLERK I	-	-	-	-	-	-	-	-	-	-	1.00	1.00
ADMINISTRATIVE CLERK III	-	1.00	1.00	-	1.00	-	-	0.50	3.00	1.00	1.00	8.50
ADMINISTRATIVE SECTY	-	1.00	-	-	1.00	2.00	1.00	3.00	-	-	1.00	9.00
ASSISTANT CITY ATTORNEY	-	-	-	0.23	0.77	-	-	-	-	-	-	1.00
ASSISTANT CITY CLERK	-	-	0.90	-	-	-	-	0.10	-	-	-	1.00
ASSISTANT CITY MANAGER	-	0.07	-	0.93	-	-	-	-	-	-	-	1.00
ASSISTANT ENGINEER I	-	-	-	-	-	-	-	1.00	-	-	-	1.00
ASSISTANT ENGINEER II	-	-	-	-	-	-	-	6.00	-	-	1.00	7.00
ASSISTANT PARKS, REC & COMMUNITY SVCS DIRECTOR	-	-	-	-	-	-	-	-	1.00	-	-	1.00
ASSISTANT PLANNER	-	-	-	-	-	-	-	2.00	-	-	-	2.00
ASSISTANT PUBLIC WORKS DIRECTOR	-	-	-	-	-	-	-	-	-	-	1.00	1.00
ASSOCIATE ENGINEER	-	-	-	-	-	-	-	2.00	-	-	1.00	3.00
ASSOCIATE PLANNER	-	-	-	-	-	-	-	2.00	-	-	-	2.00
BATTALION CHIEF	-	-	-	-	-	-	3.00	-	-	-	-	3.00
BATTALION CHIEF - 40 HR	-	-	-	-	-	-	1.00	-	-	-	-	1.00
BUILDING INSPECTOR	-	-	-	-	-	-	-	3.00	-	-	-	3.00
BUILDING MAINTENANCE WORKER	-	-	-	-	-	-	-	-	-	-	4.22	4.22
CAPITAL IMPROVEMENT PROGRAM MANAGER	-	-	-	-	-	-	-	0.80	-	-	0.20	1.00
CHILD CARE SPECIALIST	-	-	-	-	-	-	-	-	0.50	-	-	0.50
CITY ATTORNEY	-	0.05	-	-	0.77	-	-	0.18	-	-	-	1.00
CITY CLERK	-	0.02	0.88	-	-	-	-	0.10	-	-	-	1.00
CITY COUNCIL MEMBER	7.00	-	-	-	-	-	-	-	-	-	-	7.00
CITY MANAGER	-	0.85	-	-	-	-	-	0.15	-	-	-	1.00
CODE ENFORCEMENT OFFICER II	-	-	-	-	-	-	-	1.00	-	-	-	1.00
COMM DEV MANAGER - BUILDING	-	-	-	-	-	-	-	1.00	-	-	-	1.00
COMM DEV MANAGER - ENGINEERING	-	-	-	-	-	-	-	0.85	-	-	0.15	1.00
COMM DEV MANAGER - PLANNING	-	1.00	-	-	-	-	-	1.00	-	-	-	2.00
COMMUNICATIONS DISPATCHER	-	-	-	-	-	12.00	-	-	-	-	-	12.00
COMMUNICATIONS MANAGER	-	1.00	-	-	-	-	-	-	-	-	-	1.00
COMMUNICATIONS SUPERVISOR	-	-	-	-	-	1.00	-	-	-	-	-	1.00
COMMUNITY DEVELOPMENT DIRECTOR	-	0.06	-	-	-	-	-	0.94	-	-	-	1.00
COMMUNITY SERVICE OFFICER	-	-	-	-	-	2.00	-	-	-	-	-	2.00
CONTRACT FIRE PLAN CHECKER	-	-	-	-	-	-	-	0.40	-	-	-	0.40
CUSTODIAL SERVICES SUPERVISOR	-	-	-	-	-	-	-	-	-	-	1.00	1.00
DEPUTY CITY ATTORNEY	-	-	-	-	2.00	-	-	-	-	-	-	2.00
DEPUTY CITY MANAGER	-	1.00	-	-	-	-	-	-	-	-	-	1.00
DEPUTY FIRE CHIEF	-	-	-	-	-	-	2.00	-	-	-	-	2.00
DEPUTY FIRE MARSHAL	-	-	-	-	-	-	1.00	-	-	-	-	1.00
DEPUTY POLICE CHIEF	-	-	-	-	-	1.00	-	-	-	-	-	1.00
ECONOMIC DEVELOPMENT MANAGER	-	1.00	-	-	-	-	-	-	-	-	-	1.00
ENDPOINT & INFRASTRUCTURE ANALYST	-	-	-	-	-	-	-	-	2.00	-	-	2.00
ENVIRONMENTAL INITIATIVES COORDINATOR	-	-	-	-	-	-	-	-	-	-	1.00	1.00
EQUIPMENT MECHANIC II	-	-	-	-	-	-	-	-	-	-	4.00	4.00
EQUIPMENT SERVICE WORKER	-	-	-	-	-	-	-	-	-	-	1.00	1.00
FACILITIES MAINTENANCE SUPERVISOR	-	-	-	-	-	-	-	-	-	-	1.00	1.00
FACILITY AIDE	-	-	-	-	-	-	-	-	3.00	1.00	-	4.00
FACILITY LEADER	-	-	-	-	-	-	-	-	4.00	-	-	4.00
FINANCIAL SERVICES MANAGER	-	0.05	-	0.95	-	-	-	-	-	-	-	1.00
FIRE CAPTAIN	-	-	-	-	-	-	25.00	-	-	-	-	25.00
FIRE CHIEF	-	-	-	-	-	-	1.00	-	-	-	-	1.00
FIRE FIGHTER/ENGINEER	-	-	-	-	-	-	51.00	-	-	-	-	51.00
FIRE MARSHAL	-	-	-	-	-	-	1.00	-	-	-	-	1.00
FIRE PREV OFFICER	-	-	-	-	-	-	3.00	-	-	-	-	3.00
FLEET SUPERVISOR	-	-	-	-	-	-	-	-	-	-	1.00	1.00
FUNDED EXECUTIVE DIRECTOR C/CAG	-	-	-	1.00	-	-	-	-	-	-	-	1.00

PERSONNEL ALLOCATIONS BY CLASSIFICATION

Job Title/Department	City Council	City Manager	City Clerk	Admin Svcs	City Attorney	Police	Fire	Comm Dev	Parks & Rec	Library	Public Works	Grand Total
GIS MANAGER	-	-	-	-	-	-	-	0.75	-	-	0.25	1.00
GIS TECHNICIAN	-	-	-	-	-	-	-	2.00	-	-	-	2.00
GRAPHIC DESIGN SPECIALIST	-	-	-	-	-	-	-	-	-	0.51	-	0.51
HOUSING & ECON DEVELOP SPEC II	-	1.00	-	-	-	-	-	-	-	-	-	1.00
HUMAN RESOURCES ANALYST I	-	-	-	1.00	-	-	-	-	-	-	-	1.00
HUMAN RESOURCES DIRECTOR	-	-	-	1.00	-	-	-	-	-	-	-	1.00
HUMAN RESOURCES TECHNICIAN	-	-	-	1.00	-	-	-	-	-	-	-	1.00
HUMAN SERVICES COORDINATOR - CONTRACT	-	-	-	-	-	-	-	-	1.00	-	-	1.00
HUMAN SERVICES SPECIALIST II	-	-	-	-	-	-	-	-	2.00	-	-	2.00
HUMAN SERVICES SPECIALIST III	-	-	-	-	-	-	-	-	1.00	-	-	1.00
INFORMATION TECH ANALYST - CONTRACT	-	-	-	1.00	-	-	-	-	-	-	-	1.00
INFORMATION TECHNOLOGY MANAGER	-	-	-	1.00	-	-	-	-	-	-	-	1.00
JUVENILE AND FAMILY SERVICES SPECIALIST	-	-	-	-	-	1.00	-	-	-	-	-	1.00
LANDSCAPE ARCHITECT	-	-	-	-	-	-	-	-	1.00	-	-	1.00
LANDSCAPE EQUIPMENT OPERATOR	-	-	-	-	-	-	-	-	1.00	-	-	1.00
LANDSCAPE GARDENER	-	-	-	-	-	-	-	-	15.00	-	-	15.00
LANDSCAPE SUPERVISOR	-	-	-	-	-	-	-	-	1.00	-	-	1.00
LEAD EQUIPMENT MECHANIC	-	-	-	-	-	-	-	-	-	-	1.00	1.00
LEAD LANDSCAPE GARDENER	-	-	-	-	-	-	-	-	4.00	-	-	4.00
LEAD MAINTENANCE CUSTODIAN	-	-	-	-	-	-	-	-	-	-	3.00	3.00
LEAD POLICE CLERK	-	-	-	-	-	1.00	-	-	-	-	-	1.00
LEAD PUBLIC SAFETY DISPATCHER	-	-	-	-	-	1.00	-	-	-	-	-	1.00
LEAD PUBLIC WKS MAINT WORKER	-	-	-	-	-	-	-	-	-	-	5.00	5.00
LEAD PUBLIC WKS MAINT WORKER - WASTEWATER	-	-	-	-	-	-	-	-	-	-	3.00	3.00
LEAD WATER RESOURCES TECHNICIAN	-	-	-	-	-	-	-	-	-	-	2.00	2.00
LIBRARIAN II	-	-	-	-	-	-	-	-	-	9.25	-	9.25
LIBRARY ASST II	-	-	-	-	-	-	-	-	-	7.13	-	7.13
LIBRARY DIRECTOR	-	-	-	-	-	-	-	-	-	1.00	-	1.00
LIBRARY DIVISION MANAGER	-	-	-	-	-	-	-	-	-	4.00	-	4.00
LIBRARY INFORMATION TECHNOLOGY TECHNICIAN	-	-	-	-	-	-	-	-	-	1.00	-	1.00
LIBRARY SERVICES SUPERVISOR	-	-	-	-	-	-	-	-	-	1.00	-	1.00
LITERACY TUTOR - STUDENT COORD	-	-	-	-	-	-	-	-	-	5.50	-	5.50
MAINTENANCE CUSTODIAN	-	-	-	-	-	-	-	-	-	-	10.00	10.00
MANAGEMENT ANALYST I	-	2.00	1.00	-	-	1.00	-	-	-	1.00	2.00	7.00
MANAGEMENT ANALYST II	-	-	-	-	-	-	1.00	2.00	1.00	-	1.00	5.00
MANAGERIAL / PROFESSIONAL LEVEL I	-	-	-	-	-	-	-	1.00	1.00	-	-	2.00
MANAGERIAL / PROFESSIONAL LEVEL II	-	-	-	1.00	-	-	-	1.00	-	-	-	2.00
OFFICIAL / EXECUTIVE / PROFESSIONAL LEVEL I	-	-	-	-	-	-	-	1.30	-	-	0.70	2.00
PARAPROFESSIONAL	-	-	-	-	-	-	-	-	1.00	-	-	1.00
PARKING ENFORCEMENT OFFICER I/II	-	-	-	-	-	4.00	-	-	-	-	-	4.00
PARKING METER COLLECTOR	-	-	-	0.50	-	-	-	-	-	-	-	0.50
PARKING/TDM MANAGER	-	-	-	-	-	-	-	1.00	-	-	-	1.00
PARKS, REC & COMMUNITY SERVICES MANAGER	-	-	-	-	-	-	-	-	5.00	-	-	5.00
PARKS, RECREATION & COMMUNITY SERVICES DIRECTOR	-	-	-	-	-	-	-	-	1.00	-	-	1.00
PERMITS TECHNICIAN	-	-	-	-	-	-	-	4.00	-	-	-	4.00
PLAN CHECKER	-	-	-	-	-	-	-	1.00	-	-	-	1.00
POLICE CAPTAIN	-	-	-	-	-	2.00	-	-	-	-	-	2.00
POLICE CHIEF	-	-	-	-	-	1.00	-	-	-	-	-	1.00
POLICE CLERK	-	-	-	-	-	6.00	-	-	-	-	-	6.00
POLICE EVIDENCE & PROPERTY ROOM COORDINATOR	-	-	-	-	-	1.00	-	-	-	-	-	1.00
POLICE LIEUTENANT	-	-	-	-	-	4.00	-	-	-	-	-	4.00
POLICE OFFICER	-	-	-	-	-	77.00	-	-	-	-	-	77.00
POLICE SERGEANT	-	-	-	-	-	12.00	-	-	-	-	-	12.00
PRINCIPAL ANALYST - FINANCE	-	0.10	-	0.90	-	-	-	-	-	-	-	1.00
PRINCIPAL ANALYST - WORKERS COMP	-	-	-	1.00	-	-	-	-	-	-	-	1.00
PRINCIPAL PLANNER	-	-	-	-	-	-	-	2.00	-	-	-	2.00
PROGRAM ASSISTANT II	-	-	-	-	-	-	-	-	1.00	-	-	1.00

PERSONNEL ALLOCATIONS BY CLASSIFICATION

Job Title/Department	City Council	City Manager	City Clerk	Admin Svcs	City Attorney	Police	Fire	Comm Dev	Parks & Rec	Library	Public Works	Grand Total
PUBLIC WORKS FIELD SUPERVISOR	-	-	-	-	-	-	-	0.50	-	-	1.50	2.00
PUBLIC WORKS MAINT WORKER I - WASTEWATER	-	-	-	-	-	-	-	-	-	-	1.00	1.00
PUBLIC WORKS MAINT WORKER II	-	-	-	-	-	-	-	1.00	-	-	12.00	13.00
PUBLIC WORKS MAINT WORKER II - WASTEWATER	-	-	-	-	-	-	-	-	-	-	8.00	8.00
PUBLIC WORKS MAINT WORKER III / EQUIP OPER	-	-	-	-	-	-	-	-	-	-	2.45	2.45
PUBLIC WORKS SERVICES DIRECTOR	-	-	-	-	-	-	-	0.20	-	-	0.80	1.00
PUBLIC WORKS SUPERINTENDENT	-	-	-	-	-	-	-	-	-	-	5.00	5.00
PW MAINT WORKER III / EQUIP OPER - WASTEWATER	-	-	-	-	-	-	-	-	-	-	1.00	1.00
RECORDS SUPERVISOR	-	-	-	-	-	1.00	-	-	-	-	-	1.00
RECREATION & COMMUNITY SERVICES PROGRAM COORD	-	-	-	-	-	-	-	-	11.00	-	-	11.00
RECREATION PROGRAM COORDINATOR/SPECIAL EVENTS	-	-	-	-	-	-	-	-	1.00	-	-	1.00
RECREATION SPECIALIST I	-	-	-	-	-	-	-	-	0.35	-	-	0.35
RECREATION SPECIALIST II	-	-	-	-	-	-	-	-	3.26	-	-	3.26
RECREATION SPECIALIST III	-	-	-	-	-	-	-	-	1.00	-	-	1.00
RECREATION SUPERVISOR	-	-	-	-	-	-	-	-	2.00	-	-	2.00
REVENUE SERVICES MANAGER	-	-	-	1.00	-	-	-	-	-	-	-	1.00
SECRETARY	-	0.04	-	-	-	-	-	1.96	1.00	-	1.00	4.00
SENIOR ACCOUNTANT	-	0.53	-	1.22	-	-	-	0.25	-	-	-	2.00
SENIOR ASSISTANT CITY ATTORNEY	-	0.02	-	-	0.43	-	-	0.55	-	-	-	1.00
SENIOR BUILDING INSPECTOR	-	-	-	-	-	-	-	3.00	-	-	-	3.00
SENIOR BUILDING MAINT WORKER	-	-	-	-	-	-	-	-	-	-	3.00	3.00
SENIOR CIVIL ENGINEER	-	-	-	-	-	-	-	1.50	-	-	1.50	3.00
SENIOR CONSTRUCTION TECHNICIAN	-	-	-	-	-	-	-	1.00	-	-	-	1.00
SENIOR CRAFTS SPECIALIST	-	-	-	-	-	-	-	-	1.00	-	-	1.00
SENIOR ENDPPOINT & INFRASTRUCTURE ANALYST	-	-	-	5.00	-	-	-	-	-	-	-	5.00
SENIOR ENGINEERING TECHNICIAN	-	-	-	-	-	-	-	2.00	-	-	-	2.00
SENIOR HUMAN RESOURCES ANALYST	-	-	-	3.00	-	-	-	-	-	-	-	3.00
SENIOR LIBRARY ASST	-	-	-	-	-	-	-	-	-	6.00	-	6.00
SENIOR LIBRARY PAGE	-	-	-	-	-	-	-	-	-	1.91	-	1.91
SENIOR PLANNER	-	-	-	-	-	-	-	2.00	-	-	-	2.00
SENIOR SOFTWARE DEVELOP & APP SUPPORT ANALYST	-	-	-	4.00	-	-	-	-	-	-	-	4.00
SENIOR TRANSPORTATION PLANNER	-	-	-	-	-	-	-	1.00	-	-	-	1.00
SUPERVISING INFORMATION TECH ANALYST	-	-	-	2.00	-	-	-	-	-	-	-	2.00
SUPV CIVIL ENGINEER	-	-	-	-	-	-	-	2.00	-	-	-	2.00
TECHNICAL LEVEL I	-	-	-	-	-	-	-	-	-	-	2.00	2.00
TREE MAINT WORKER II	-	-	-	-	-	-	-	-	-	-	1.00	1.00
TREE MAINTENANCE LEADER	-	-	-	-	-	-	-	-	-	-	1.00	1.00
UTILITIES FIELD SUPV	-	-	-	-	-	-	-	-	-	-	3.00	3.00
UTILITIES SPECIALIST	-	-	-	-	-	-	-	-	-	-	1.00	1.00
UTILITIES SPECIALIST - WASTEWATER	-	-	-	-	-	-	-	-	-	-	2.00	2.00
UTILITIES WORKER	-	-	-	-	-	-	-	-	-	-	1.00	1.00
UTILITIES WORKER - WASTEWATER	-	-	-	-	-	-	-	-	-	-	2.00	2.00
UTILITY LOCATOR	-	-	-	-	-	-	-	-	-	-	1.00	1.00
WATER QUALITY SPECIALIST	-	-	-	-	-	-	-	-	-	-	1.00	1.00
WATER RESOURCES SPECIALIST	-	-	-	-	-	-	-	-	-	-	2.00	2.00
WATER RESOURCES TECHNICIAN	-	-	-	-	-	-	-	-	-	-	4.00	4.00
Grand Total	7.00	10.89	3.78	39.13	5.97	130.00	91.00	59.03	71.11	40.30	106.15	564.36

TEN-YEAR GENERAL FUND FORECAST

TEN-YEAR GENERAL FUND FORECAST

INTRODUCTION

Forecasting is an important part of a City's budgeting process, as it provides an outlook on the City's future financial condition by identifying long-term financial needs and potential budget imbalances. Even though it can be difficult to predict revenues, particularly due to circumstances that are not controlled by the City, such as international, national, State, and regional economic fluctuations, it is important to prepare a forecast to assist with financial decision-making. Expenditures are more predictable, as a majority of General Fund expenditures are related to personnel, which are primarily determined based on negotiated Memorandum of Understanding (MOU), health insurance, and retirement benefit cost projections.

This the first time that the City has prepared a Ten-Year General Fund Forecast (Forecast); in prior years, the forecast was a five-year timeframe. Staff believes that a ten-year forecast is prudent and assists in providing a long-term road map to guide the financial planning of the City as it addresses rising pension costs and unfunded liabilities.

The Forecast addresses a majority of the City's budget, including operating revenues and expenditures for Administrative Services; City Attorney; City Clerk; City Council; City Manager; Community Development; Fire; Library; Parks, Recreation and Community Services; Police; and Public Works Services.

The economic conditions discussed below help inform the development of the Forecast. Of note is the near-certainty of a recession during the Forecast period. It is unknown when this may occur, but many economists suggest it will occur at some point during FY 2020-21. The General Fund is also the fund of the City that is most affected by positive and negative economic conditions.

ECONOMIC OUTLOOK

The economy has been in an upward, or expansion, phase of the business cycle for ten years, which is the nation's longest ever expansion cycle, based on figures that date back to the 1850's. Notably, since 1945, the average economic expansion has lasted about 5 years. The consensus amount economists is that a recession is in the near future; however, most economists agree that there is no immediate (within the next 6 months) recession. Many experts are suggesting the recession will begin in late 2020 or early 2021. It is unknown which event will be the tipping point, but economists are watching several factors.

TEN-YEAR GENERAL FUND FORECAST

Over the past year, the U.S. and China have entered a trade dispute in which each country has imposed a series of tariffs on products commonly traded, and made threats of additional tariffs. As of now, it is unclear what the ultimate outcome of this standoff will be, as talks have recently stalled. If a deal is reached and China can stabilize their economy, it will have a positive effect on fears of a global economic slowdown. If a deal is not reached, and tariffs are raised on Chinese goods, there is potential for an economic downturn.

Nationally, Personal Consumption Expenditures (PCE) are also on the rise. During March 2019, PCE rose by an unexpected 0.9 percent, which is the largest monthly increase since August of 2009. With the Gross Domestic Product (GDP) at 3.2 percent, and national unemployment at 3.8 percent, consumer sentiment surveys indicate that a majority of consumers have a positive outlook for their personal finances. The national economy currently appears to have weathered the prolonged government shutdown and stock market volatility that caused a slump in the economy during the first part of 2019.

Cautious optimism seems to be the mood currently. Investors and economists continue to try to predict not only the timing of the next recession, but the factors that will signal the coming of the recession. Ultimately, a recession would affect consumer behavior and the performance of some of the key revenue sources for local government agencies, including in Redwood City.

According to the State of California Legislative Analyst's Office (LAO), the State's economic conditions remain positive and the State budget is in remarkably good shape. The LAO projected that the State's reserve balance would be \$14.5 billion by the end of FY 2019-20. In addition, the LAO predicted that the State Legislature will have an additional \$14.8 billion in resources available to allocate in the FY 2019-20 budget process.

Another positive projection for the California budget is the possibility of \$1.0 billion or more in one-time tax revenue collected in the near future, due to several initial public offerings (IPOs) this year. Uber had an IPO in May 2019, and Airbnb and four other California-based companies will have IPOs later this year, which are collectively projected to generate up to \$1.0 billion in tax revenue for the State.

However, the State's budget condition can change quickly. For example, in the dot-com bust of 2001 and ensuing recession, State revenues declined precipitously. A projected budget surplus of \$10.3 billion in FY 2001-02 turned into a budget deficit of \$12.4 billion the following fiscal year.

Given the size of the currently projected State budget surplus, it will give the California Legislature a unique opportunity to prepare for any unforeseen challenges and economic slowdowns still to come.

TEN-YEAR GENERAL FUND FORECAST

The LAO has developed projections for the near-term trends in the California economy, which include the following:

- Job growth is expected to slow to 1 percent annually
- Wage growth is expected to continue at 5 percent annually
- Home price growth is expected to slow and stay flat at 3 percent annually
- Stock market (S&P 500 index) is expected to hover around 2800
- Personal income tax revenues will grow, caused by significant increases in capital gains

It is anticipated that total wages and salaries will continue to grow at the same above-average rate that has been experienced recently. This is due, in large part, to record low unemployment, which creates competition amongst employers for workers, especially in the Bay Area. This competition typically forces employers to pay higher wages to attract new workers, which has the commensurate effect of increasing the region's housing prices and transportation demands.

According to Zillow.com, the median home value in Redwood City is currently \$1.6 million. The benefit to the City of increased sales prices is higher property transfer taxes and property taxes. The median home rental rate in the City is \$4,200 per month, compared to the San Francisco metro area of \$4,500 per month. The downside of high home values and rental rates is that Redwood City is one of the most expensive places to live in the Bay Area.

According to the 2019 Silicon Valley Index, published by Joint Venture Silicon Valley, in the Silicon Valley region, the median household income was \$118,357 in 2017 (latest available numbers.) California overall had a median income of \$71,805, while the nationwide median household income was \$60,336. The per capita income in Silicon Valley was \$102,410, compared to \$59,796 for California, and \$51,640 nationwide.

Regionally, Silicon Valley continues to be a worldwide economic leader due to significant job creation, stable employment, high personal incomes, increasing property values, and numerous commercial and residential development projects. At the same time, these factors have contributed to quality of life concerns in our region, including: the demand for more affordable housing options; increasing traffic congestion; escalating infrastructure needs; low income residents moving away; and diverse views on the pace and nature of change. These factors all contribute towards the health and well-being of our residents, and in turn, affect the economic outlook of the City.

The City continues to exhibit signs of a healthy economy. Local economists are not forecasting an economic downturn during the next fiscal year; however, it is possible that a downturn will occur at some point during FY 2020-21, and definitely will occur during the Ten-Year Forecast period.

TEN-YEAR GENERAL FUND FORECAST

FORECAST ASSUMPTIONS

The Forecast is based on assumptions compiled from a variety of sources. In addition to the City's internal research and forecast development, staff has received information from a variety of sources, including the California Legislative Analyst's Office, the City's sales tax and property tax consultant, Avenu Insights & Analytics, the National Economic Education Delegation, and the UCLA Economic Forecast. In addition, staff analyzed historical data, current economic indicators, state and national economic trends, County of San Mateo data, and local conditions for the City.

Highlights of assumptions informing the Forecast include:

- Property taxes are forecasted to increase almost 7 percent in FY 2019-20 over the FY 2018-19 adopted budget. This is primarily a result of the completion of several development projects, as well as increasing assessed valuations for commercial property, particularly in the Downtown area, as well as residential property. Homeowners in the City have seen the largest increase in median home prices as compared to other regions in the Bay Area. As previously mentioned, the median home value in the City is \$1.6 million. This has particularly benefitted longer-term homeowners. Homeowners who have owned a home for 15 years or more have experienced steeper appreciation in home values compared to homeowners in other parts of the County and Bay Area. Property taxes are expected to increase annually over the Forecast period.
- Sales tax revenues are projected to be \$8.4 million higher in FY 2019-20 as compared to the FY 2018-19 adopted budget. This increase is due primarily to the passage of Measure RR by the Redwood City voters in November 2018, which is expected to generate around \$8.7 million in additional revenue annually. This measure enacted a one-half cent sales tax increase for purchases made within Redwood City. Overall, sales tax revenue is expected to decrease starting in FY 2020-21 due to a projected economic downturn, coupled with the trend of consumers spending more of their disposable income on non-taxable items, such as housing and medical care. Modest sales tax increases are projected in the outer years of the Forecast.
- Other taxes, including Transient Occupancy Tax (TOT), are projected to increase by 15.7 percent in FY 2019-20, when compared to the FY 2018-19 adopted budget. This significant increase is due to the recent opening of a new hotel in the City, as well as increased occupancy rates and average room rental rates. New TOT revenue generated by short-term rentals will be set aside for affordable housing projects and will be not dedicated to the General Fund.

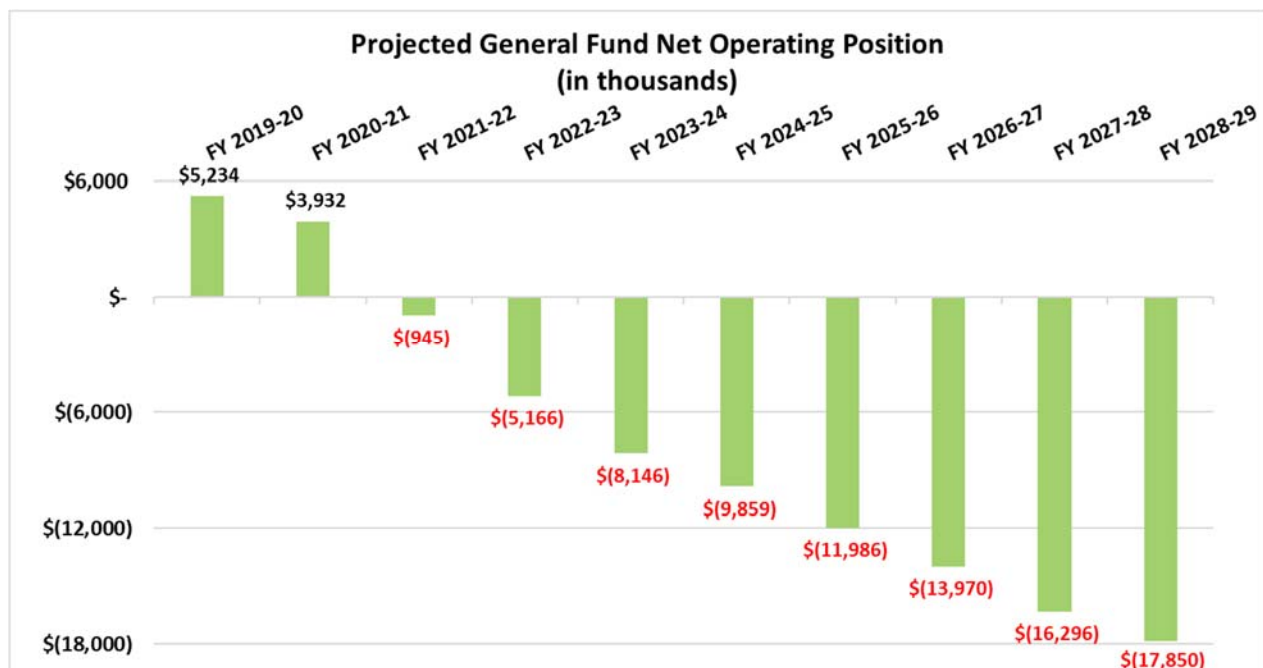
TEN-YEAR GENERAL FUND FORECAST

- Utility Users’ Tax revenue is projected to be \$9.0 million, a decrease of 7.2 percent as compared to the FY 2018-19 adopted budget. Pursuant to City Council policy, the entirety of this revenue is transferred to the Capital Projects Fund to be used exclusively for capital projects. This revenue stream is declining as consumers “cut the cord” on their traditional cable providers and switch to other services, such as streaming video or online content. As a result, this revenue is expected to decrease annually over the Forecast period.
- The City’s pension costs are expected to rise significantly over the next decade to pay off the City’s unfunded liability. In ten years, the City’s annual CalPERS payment is projected to be approximately \$45.5 million, which is \$17.7 million more than the estimated FY 2019-20 payment of \$27.8 million, representing a 64 percent increase.

NET OPERATING POSITION

The Forecast contemplates an economic downturn occurring within FY 2020-21, and when combined with rising mandated pension contributions, a budget deficit is projected to begin in FY 2021-22 and increase annually over the Forecast timeframe.

As shown in the chart below, without any adjustments to current operating costs or revenue sources, the annual budget deficit is projected to be almost \$1.0 million in FY 2021-22 and grow to almost \$18.0 million in FY 2028-29. Because of the projected deficit, the City will need to continue to explore all the strategies that were previously identified in the Financial Sustainability Plan, including operating cost reductions and revenue enhancements.



TEN-YEAR GENERAL FUND FORECAST

GENERAL FUND RESERVE

On April 5, 1999, the City Council established a General Fund Reserve policy, where the unappropriated fund balance of the General Fund shall be maintained at a level between 15 and 20 percent of estimated General Fund revenues in any given fiscal year. Starting with the FY 2017-18 Adopted Budget, the City Council approved a General Fund reserve balance of 15 percent. The FY 2019-20 Recommended Budget contains a 15 percent General Fund reserve fund balance.

REVENUES

The following pages contain detailed information on the City's main revenue sources, including historical data on the actual revenue received, as well as projected revenue over the Forecast period.

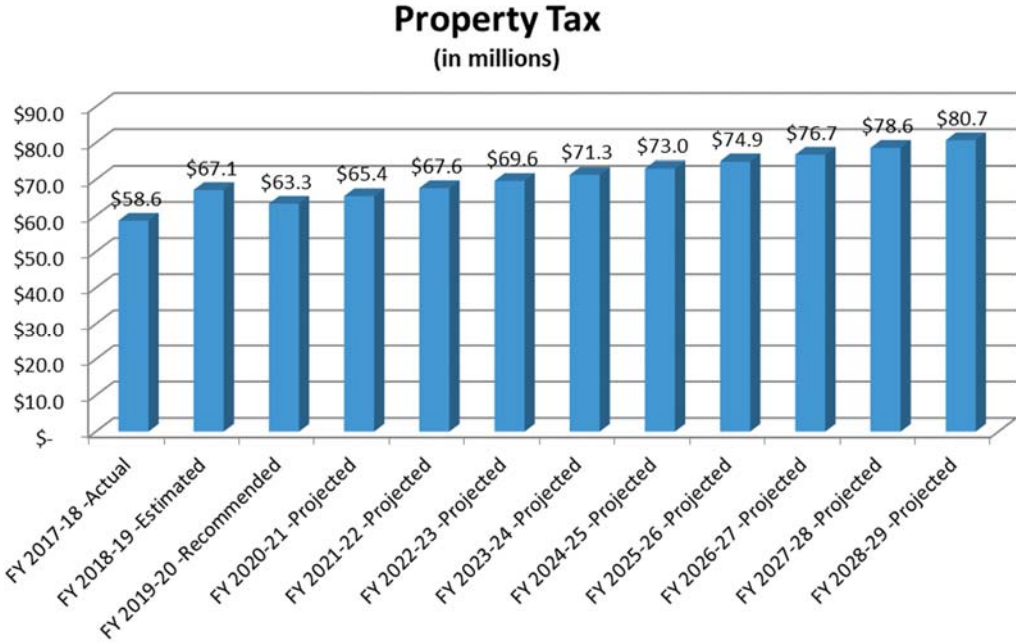
TEN-YEAR GENERAL FUND FORECAST

Property Tax

In 1978, Proposition 13 was approved by the voters in California, which amended the State Constitution and limited the property tax to 1 percent of the market value of property as of July 1, 1975. The value was allowed to increase with inflation but not more than 2 percent a year. Properties resold after July 1, 1975 are assessed at the price paid by buyer. New construction is assessed at the cost of construction (if self-occupied), or market sale value if sold. The tax is collected by the County Tax Collector and apportioned to the various agencies including cities, school districts, college districts, hospital districts, etc., on a formula basis adopted by the State legislature.

Secured taxes are due and payable to the County in two equal installments each fiscal year by December 10 and April 10. The secured roll consists of taxes that become a lien against the property. The unsecured roll consists of property that is of a moveable nature such as personal property or stock in trade where a lien cannot be secured. The County remits the property tax to cities on a regular basis as they have been collected.

Property Tax is the largest contributor to the City’s revenue stream, representing 40.2 percent of all revenues. Property tax received and projected to be received is shown below.



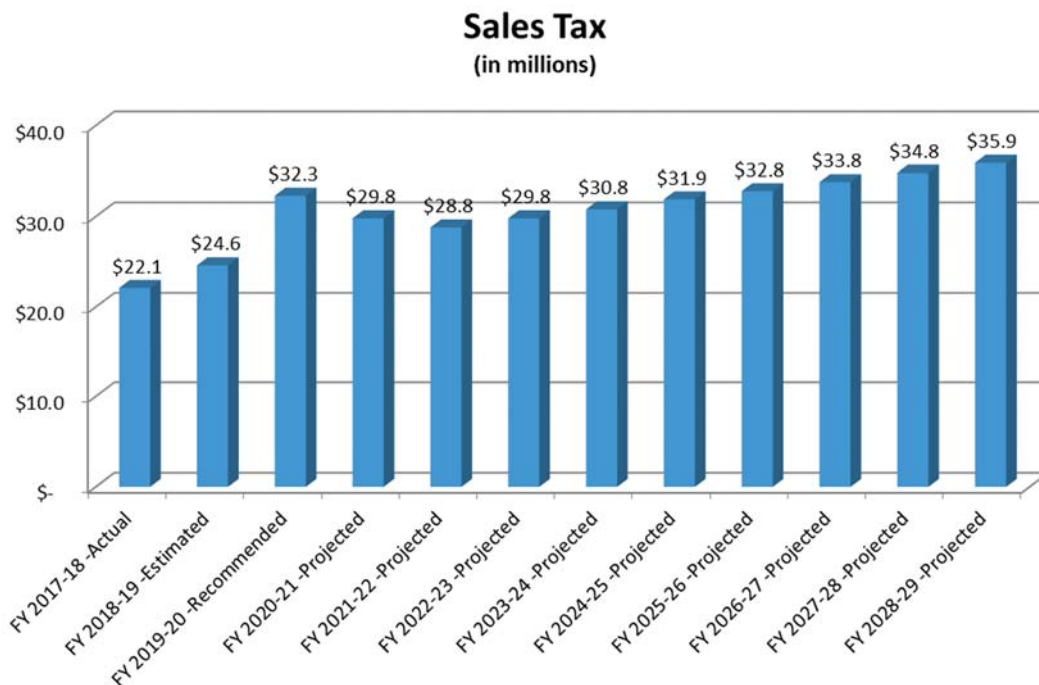
TEN-YEAR GENERAL FUND FORECAST

Sales Tax

As part of the Bradley-Burns Uniform Local Sales and Use Tax, the City receives an additional 1 percent tax on all sales originating within the City limits. This tax is collected by the business, along with the County and State sales tax. The total amount collected is remitted by the retailers to the State Board of Equalization. Following approval of Measure RR in November 2018, the total sales tax rate in Redwood City, (including State, County and City) is 9.75 percent. The City receives 16 percent of the sales tax rate collected in the City.

Funds are received from the State on a monthly basis. Each month an advance is made based on estimates. An adjustment is made each quarter to reflect the actual taxable sales activity. The funds may be used for any governmental purpose.

Sales tax is the second largest contributor to the City’s revenue stream, representing 20.5 percent of all revenues. Sales tax received and projected to be received is shown below.



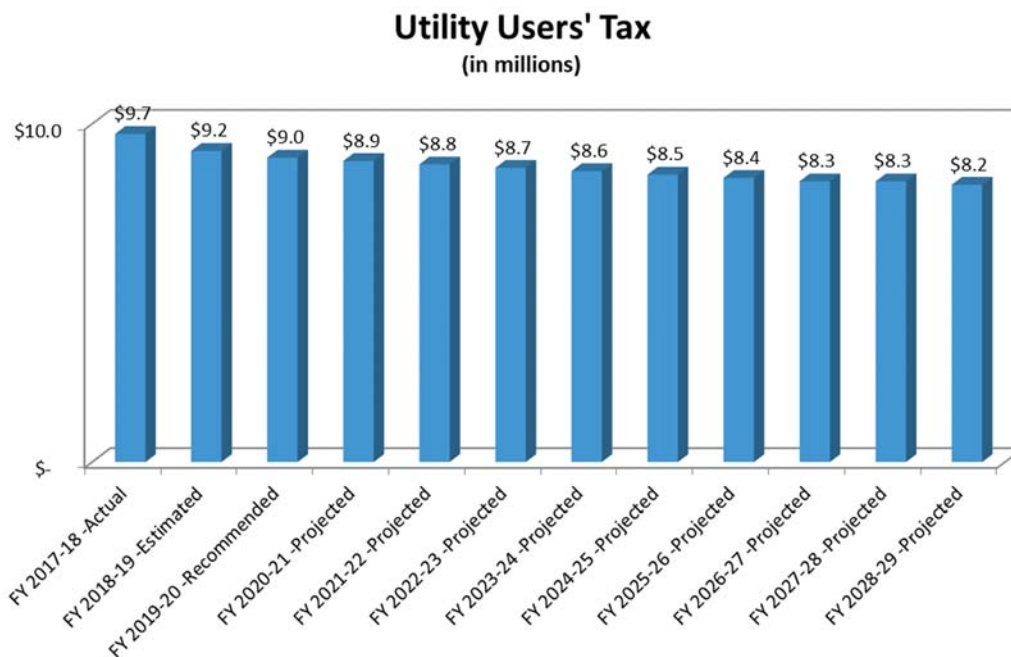
TEN-YEAR GENERAL FUND FORECAST

Utility Users' Tax (UUT)

A UUT of 5 percent was imposed by the City in 1983 to be collected on telecommunications charges, gas and electric charges, and cable TV charges. In November 2007, voters approved a change to the utility tax ordinance which reduced the tax rate on telecommunications and cable TV charges to 4 percent, and updated the telecommunications section to more accurately reflect current technology and changes in federal and State laws. Assembly Bill 1717 was approved in September 2014, which provides for UUT to be collected on prepaid phone services.

UUT is a general tax and can be used for any governmental purpose. However, it is the policy of the City to use the revenues generated from this source for capital improvements. As a result, a transfer out of the General Fund and into the Capital Projects Fund is recorded annually for the amount of UUT collected.

UUT revenue is declining as more consumers “cut the cord” of their traditional cable services (on which UUT is collected) and switch to other services, such as video streaming services or online content (on which UUT is not collected). This will reduce resources available for capital needs. UUT received and projected to be received is shown below.



TEN-YEAR GENERAL FUND FORECAST

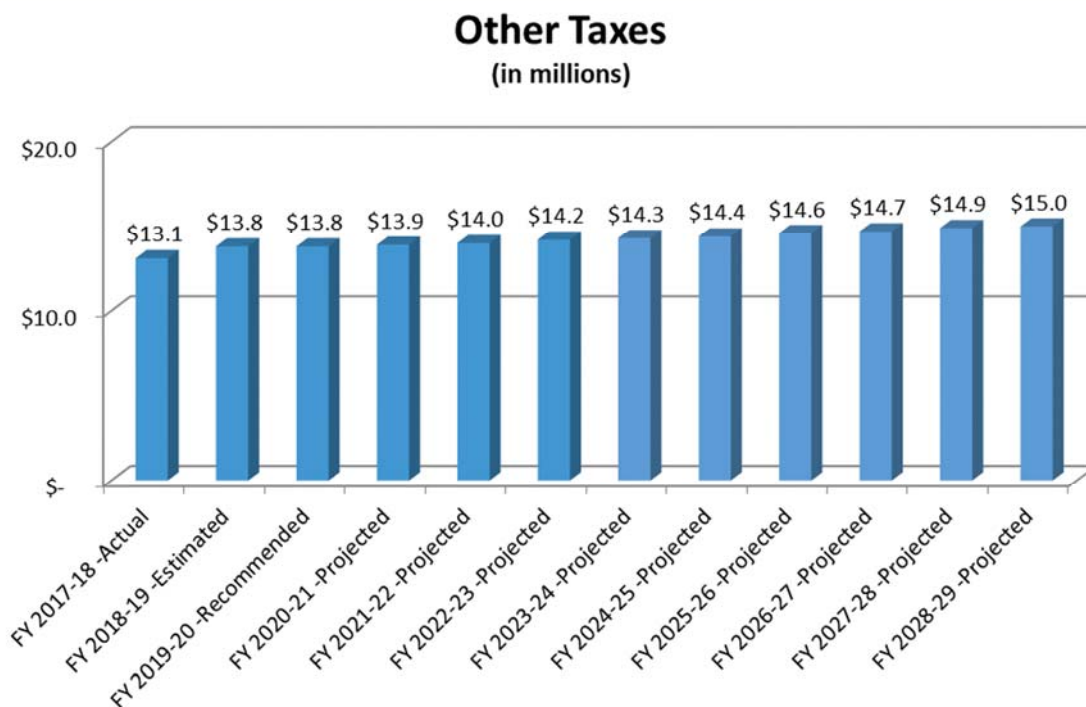
Other Taxes

Other taxes of the City are comprised of business license taxes, franchise fees, property transfer taxes, and transient occupancy tax (TOT). TOT accounts for 62 percent of this category; business license taxes are 19 percent; franchise fees are 14 percent; and property transfer taxes are 5 percent.

Transient occupancy taxes are collected by each motel/hotel/inn operator in the City and are remitted monthly. The current TOT rate is 12 percent of the rent charged to each guest. TOT is expected to increase due to the recent opening of a new hotel in the City, as well as increased occupancy rates and average room rental rates. New TOT revenue generated by short term is set aside for affordable housing and is not dedicated to the General Fund.

Businesses in the City are levied an annual base tax of \$66, plus an additional tax based on the number of employees, housing units, square footage, or other factors. The City does not base the business license tax on gross sales.

Other taxes received and projected to be received are shown below.



TEN-YEAR GENERAL FUND FORECAST

Licenses and Permits

Licenses and Permits are primarily made up of building permits. Future years are expected to decrease slightly as a potential slowdown in development, due to a downturn in the economy, could occur.

Licenses and Permits received and projected to be received are shown below.

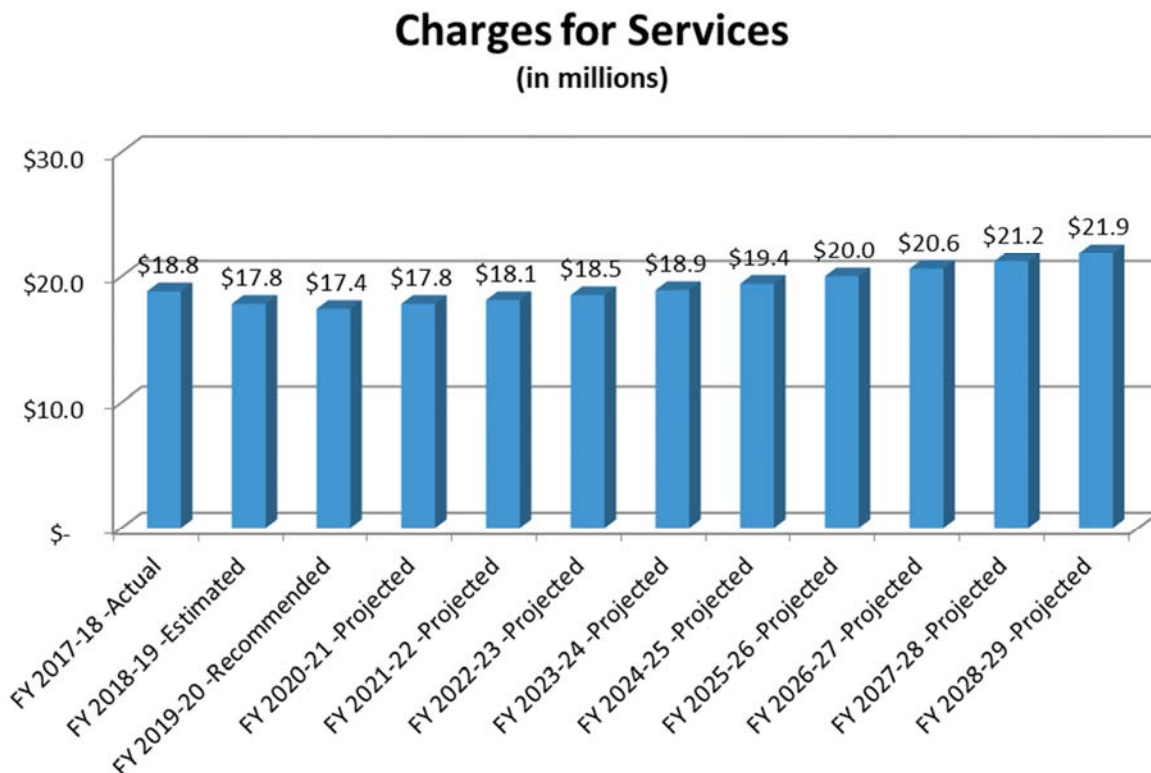


TEN-YEAR GENERAL FUND FORECAST

Charges for Services

Charges for Services are fees the City charges customers for services provided, such as fire service fees charged to the City of San Carlos, and garbage collection franchise fees collected from customers. Fire services fees account for 48 percent of this category, while garbage collection fees account for 17 percent, and plan check fees are 13 percent. The balance of this category consists of planning and cost recovery fees, fire inspection fees, police services, after school program fees, accounting/financial services fees, and downtown program fees.

Charges for Services received and projected to be received are shown below.

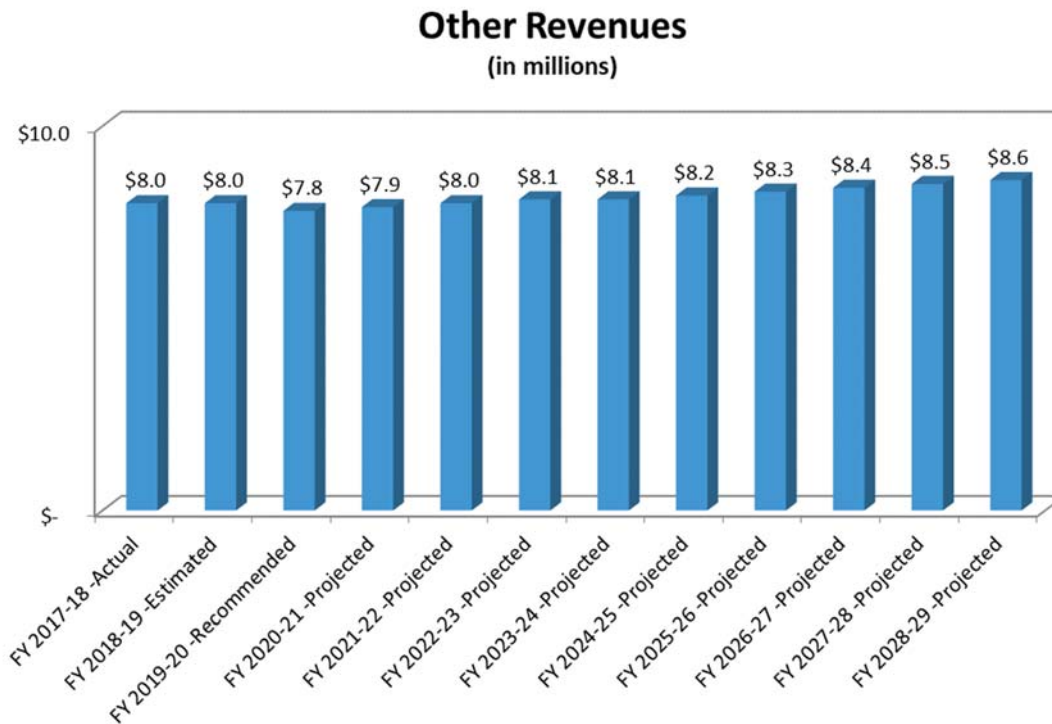


TEN-YEAR GENERAL FUND FORECAST

Other Revenues

Other Revenues are revenues related to right-of-way rents charged to the Water and Sewer Funds, as well as reimbursements from other funds for General Fund expenditures related to salaries and benefits.

Other Revenues received and projected to be received are shown below.

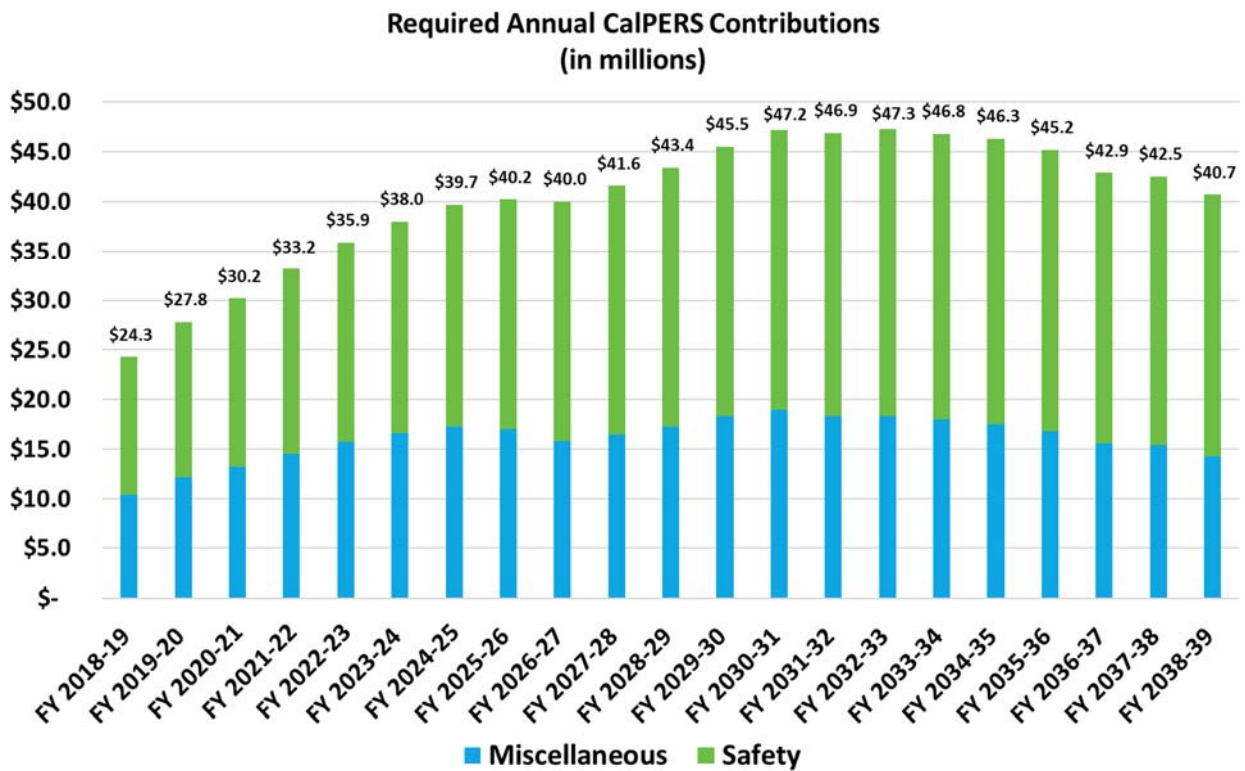


TEN-YEAR GENERAL FUND FORECAST

EXPENDITURES

Over 70 percent of the General Fund’s expenditures consist of salaries and benefits, which is very typical of California cities. The City has two pension plans with the California Public Employees’ Retirement System (CalPERS): one for miscellaneous (non-safety) employees and one for safety employees such as sworn fire and police personnel. As discussed in the Budget Message, the City has increasing costs related to miscellaneous and safety pension plans during the Forecast period.

As shown in the chart below, the City’s pension costs are expected to rise significantly to pay off the unfunded liability. In ten years, the City’s annual CalPERS payment from all City funds (General Fund as well as Sewer and Water Funds) is projected to be approximately \$45.5 million, which is \$17.7 million more than it is estimated to be in FY 2019-20 (\$27.8 million), or a 64 percent increase. Costs are expected to continue to grow through FY 2030-31, when annual costs will be nearly double what they are today. These estimates are at a 50 percent confidence level, meaning that there is a 50 percent chance they could be higher or lower. Costs will begin to slowly decline in FY 2033-34, but will remain higher than current levels.



TEN-YEAR GENERAL FUND FORECAST

	(in thousands)												
	2017-18	2018-19	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
	ACTUAL	ADOPTED	ESTIMATE	RECOMM.	ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE
REVENUES													
Property Taxes	51,322	52,035	58,792	54,531	56,239	58,224	59,905	61,415	62,965	64,557	66,132	67,747	69,404
Downtown Property Taxes	7,313	7,163	8,260	8,800	9,152	9,426	9,662	9,855	10,052	10,303	10,613	10,931	11,259
Sales Tax	22,086	23,900	24,574	32,302	29,845	28,830	29,810	30,824	31,872	32,828	33,813	34,827	35,872
Other Taxes	13,127	11,970	13,754	13,845	13,879	14,018	14,158	14,300	14,443	14,587	14,733	14,880	15,029
Licenses and Permits	6,265	6,035	6,533	6,567	6,603	6,537	6,472	6,407	6,343	6,248	6,154	6,062	5,971
Fines and Forfeitures	811	603	588	604	604	610	610	616	616	622	622	629	629
Interest Earnings/Rentals	594	645	645	645	645	647	648	651	655	658	665	671	678
Revenue from Other Agencies	3,802	3,515	3,185	3,181	3,205	3,237	3,302	3,368	3,469	3,607	3,752	3,902	4,058
Charges for Services	18,752	16,643	17,794	17,399	17,808	18,144	18,507	18,877	19,443	20,027	20,627	21,246	21,884
Other Revenues	7,992	7,781	8,000	7,809	7,899	7,978	8,058	8,138	8,220	8,302	8,385	8,469	8,554
Library	868	585	788	626	626	639	651	664	678	691	705	719	733
Recreation Revenues	2,633	2,034	2,064	2,155	2,156	2,199	2,243	2,287	2,379	2,474	2,573	2,676	2,783
Utility Users Tax	9,682	9,741	9,248	8,972	8,863	8,775	8,687	8,600	8,514	8,429	8,345	8,261	8,179
Total Revenues	145,247	142,650	154,227	157,437	157,524	159,263	162,713	166,003	169,648	173,334	177,118	181,020	185,032
Transfers-In:													
Interest from other funds (CIP & ISF)	321	419	419	765	340	340	340	340	340	340	340	340	340
GID 1-64 Maintenance District	391	295	295	601	295	295	295	295	295	295	295	295	295
Total operating revenues and transfers-in	145,959	143,364	154,941	158,803	158,159	159,898	163,348	166,638	170,283	173,969	177,753	181,655	185,667
EXPENDITURES													
City Council	377	404	387	389	401	417	434	449	465	481	498	515	533
City Manager	2,440	2,677	3,739	3,182	2,961	3,077	3,192	3,295	3,411	3,530	3,654	3,782	3,914
City Attorney	1,578	1,702	1,791	1,863	1,926	2,022	2,116	2,202	2,279	2,359	2,442	2,527	2,615
City Clerk	805	1,001	1,041	1,380	1,200	1,350	1,299	1,444	1,345	1,495	1,392	1,547	1,440
Administrative Services	4,913	5,169	6,078	5,789	6,012	6,217	6,420	6,604	6,835	7,075	7,322	7,579	7,844
Police	39,125	42,264	42,026	46,210	48,584	50,551	53,042	55,351	57,288	59,293	61,368	63,516	65,739
Fire	30,880	32,664	33,268	35,697	37,492	39,677	41,748	43,659	45,187	46,769	48,406	50,100	51,854
Community Development	10,365	10,254	12,955	11,117	10,775	11,174	11,570	11,930	12,348	12,780	13,227	13,690	14,169
Parks & Recreation	17,186	18,161	18,209	18,766	19,154	19,967	20,775	21,513	22,266	23,045	23,852	24,687	25,551
Library	9,028	8,670	9,182	9,517	9,909	10,360	10,808	11,216	11,608	12,015	12,435	12,870	13,321
Public Works Services	1,631	1,531	1,831	1,589	1,615	1,653	1,690	1,726	1,786	1,849	1,913	1,980	2,050
Total Expenditures	118,328	124,497	130,507	135,499	140,029	146,465	153,095	159,389	164,818	170,690	176,509	182,793	189,030
Section 115 Pension Trust Contribution	550	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100
Section 115 OPEB Trust Contribution	550	300	300	300	300	300	300	300	300	300	300	300	300
15% Reserve Requirement Contribution	3,118	390	2,196	13	260	518	493	547	553	568	585	602	
Year-End Balance Appropriation	2,500												
Transfers-Out:													
Debt Service				867	1,733	1,733	2,875	2,873	2,870	2,869	2,872	2,868	2,867
Docktown	3,868	4,500	4,377	4,617									
Traffic Safety	1,531	1,699	1,574	1,736	1,700	1,700	1,700	1,700	1,700	1,700	1,700	1,700	1,700
Lido landscape district	37	33		37	33	33	33	33	33	33	33	33	33
UUT/GF savings to capital projects	9,682	9,741	9,248	8,928	8,863	8,775	8,687	8,600	8,514	8,429	8,345	8,261	8,179
Workers Comp and ISF	3,353			273									
Others (Water & Parking)	309	765		199	209	219	230	242	254	267	280	294	309
Total operating expenditures and transfers-out	143,826	143,025	149,302	153,569	154,227	160,843	168,514	174,784	180,142	185,955	191,723	197,951	203,517
Net surplus (deficit)	2,133	339	5,639	5,234	3,932	(945)	(5,166)	(8,146)	(9,859)	(11,986)	(13,970)	(16,296)	(17,850)
Reserve Balance at 7/1	18,280		21,420	29,255	29,879	28,837	24,478	19,805	12,206	2,900	(8,519)	(21,904)	(37,597)
Restricted Revenues Unavailable for Reserves	(2,111)												
Use of Prior Year Operating Balance				(4,623)	(5,234)	(3,932)							
Use of/Addition to Reserves	2,133		5,639	5,234	3,932	(945)	(5,166)	(8,146)	(9,859)	(11,986)	(13,970)	(16,296)	(17,850)
Required Contribution to Reserves	3,118		2,196	13	260	518	493	547	553	568	585	602	
Reserve Balance at 6/30	21,420		29,255	29,879	28,837	24,478	19,805	12,206	2,900	(8,519)	(21,904)	(37,597)	(55,448)

OPERATING PROGRAMS – BUDGET BY DEPARTMENT

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ADMINISTRATIVE SERVICES



Administrative Support

Debt Service

Employee Benefits

Financial Management

Human Resources

Information Technology

Revenue Services

Risk Management &
Insurance

Workers' Compensation

ADMINISTRATIVE SERVICES

DEPARTMENT DESCRIPTION

The Administrative Services Department (ASD) is comprised of four divisions: Finance, Human Resources, Information Technology, and Revenue Services. Working together, these divisions manage the City's organizational infrastructure, financial processes and systems, human resources, and technology. The Department's fiscal priorities and focus areas include administration of fiscal affairs, management of all City revenues, risk management, and debt management. The Finance division is responsible for supporting each department with their fiscal affairs and accounting of all revenues and expenditures of the City. The Human Resources division provides high quality human resource service to employees and prospective employees, including training and wellness programs and worker's compensation support. The Information Technology division provides computer, telecommunications, and citywide technical and hardware support for the City. The Revenue Services division is responsible for collecting and depositing of all revenues of the City, and generating all utility bills and business licenses to customers. The department provides outstanding customer service to the following agencies: Bay Area Water Supply and Conservation Agency, Fire Net Six Joint Powers Authority, Port of Redwood City, Silicon Valley Clean Water, South Bayside Waste Management Authority, and the cities of Burlingame, East Palo Alto, Los Altos Hills, and Portola Valley.

MAJOR ACCOMPLISHMENTS

- Performed the Government Finance Officers Association Best Practices review of the City's financial procedures and polices
- Implemented a long-term financial plan including projections to pay off the City's unfunded liabilities
- Collected Transient Occupancy Tax (TOT) on vacation rentals through Airbnb for the first time and dedicated proceeds to affordable housing
- Successfully negotiated and implemented new Memorandums of Understanding with six employee bargaining groups and updated the Executive Management Summary of Benefits
- Developed and implemented the Financial Sustainability Plan including operating reductions and shared services leading to a structurally balanced budget, recommendations to use one-time funds to pay down liabilities and pursue policy areas of interest to Council, and pursuit of a revenue measure to generate \$8M in new ongoing revenue
- Selected a vendor and began the system migration process for the new citywide Financial Management and Human Capital System
- Implemented an online platform for Business license and Transient Occupancy Tax (TOT) compliance tracking, notification, and online payment processing
- Updated the City administrative policies on debt disclosure, and general liability/worker's compensation administration and approval
- Implemented a Risk Management Action Plan and created a citywide risk team to focus on decreasing the City's risk
- Reduced long-term liability for Workers' Compensation claims through health and wellness education programs and effective claims management
- Updated a citywide Injury Illness Prevention Plan (IIPP)
- Designed a new, user-friendly, Intranet for City employees
- Implemented a new citywide Agenda and Contract Management system
- Hosted a community budget workshop to provide education on financial trends and seek ideas for short and long term financial strategies
- Through Silicon Valley Clean Water Authority, issued \$150 million dollars of debt financing for the long range Capital Improvement Plan to rebuild and upgrade the wastewater transmission and treatment facilities

ADMINISTRATIVE SERVICES

GOALS FOR FY 2019-20:

- Implement a new Master License Agreement with wireless telecommunications carriers to lease City poles for installation of small cells, by December 2019 and process Site License Authorization for each approved site within 60 days of form acceptance
- Create and publish an “At-A-Glance” Budget Report for the community by October 2019
- Assess the City’s financial health through the League of California Cities’ Municipal Financial Health diagnostic tool by December 2019, and report the results to the Finance/Audit Subcommittee in the spring of 2020
- Work with safety bargaining group leadership on Industrial Disability Retirement Committees by March 2020 in an effort to develop alternative solutions to reduce the City’s retiree health liability
- Explore additional revenue opportunities needed to balance the budget over the 10 year forecast period and provide a recommendation to Council by February 2020
- Draft new templates for employee performance appraisals by June 2020
- Provide one-on-one training session to each City department on the City’s financial operations, department budget, accounting, and purchasing procedures by January 2020
- Implement OpenGov platform on the City’s website by May 2020 to provide transparent budget information, performance metrics, and trends
- Develop an onboarding program for newly hired employees by June 2020
- Create a new talent acquisition program by June 2020
- Update the Disaster Recovery Plan and Procedures for Accounts Payable and Payroll to prepare for any unforeseen business interruption by June 2020
- Assess the City’s susceptibility to user introduced malware and develop an appropriate educational program that reduces the City risk by June 2020

CURRENT OR UPCOMING MULTI-YEAR MAJOR PROJECTS

- Develop a Ten-Year General Fund forecast to provide a long-term roadmap to financial sustainability
- Implement a Financial Management and Human Capital System that will include Financial, Utility Billing, Business License, and Human Resources Information Systems by January 2021
- Update the City’s Personnel Rules and Regulations and coordinate existing provisions in the various bargaining units’ memorandum of understanding to adhere to the updated Rules and Regulations

ADMINISTRATIVE SERVICES

Performance Measure	2017 Results	2018 Results
Finance		
Percentage variance between budget and actual General Fund expenditures - goal is to be under budget, within 5%	0.8%	Under budget by 3.52%
Information Technology		
Percent of Universe (finance, payroll, budget, utility, and HR systems) availability (except for planned down time due to maintenance and patching.)	99.95% available	99.98% (less than 2 hours of unplanned down time)
Revenue Services		
Number of Business Licenses issued	7,221	7,113
Number of utility customers utilizing online e-billing process (InfoSend)	42.52%	45.34%
Human Resources		
Number of employment recruitments	33	51
Number of new employee hires	31	50



ADMINISTRATIVE SERVICES

DEPARTMENT BUDGET

The total Administrative Services budget for FY 2019-20 is \$35.0 million, representing 13.3% of the total operational budget. The majority of funding for this department comes from the City's General Fund, Enterprise Funds, and the Internal Services Fund.

	ACTUAL 2017-18	ADJUSTED BUDGET 2018-19	ADOPTED BUDGET 2019-20
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ 8,049,292	\$ 8,970,691	\$ 9,428,984
Supplies and Services	32,066,262	23,085,466	23,307,239
Internal Services	1,569,815	1,910,180	1,932,811
Capital Allocations	111,485	22,500	366,630
Total	<u>\$ 41,796,854</u>	<u>\$ 33,988,837</u>	<u>\$ 35,035,664</u>

BUDGET BY CATEGORIES OF REVENUES			
General Fund	\$ 13,993,865	\$ 6,173,538	\$ 7,032,992
Cannabis Business Permits	-	1,300	10,569
Capital Projects Fund	26,116	23,597	23,597
Docktown Marina	168	-	-
Internal Services Fund	24,221,752	25,261,048	25,545,725
Parking Fund	204,118	97,174	122,676
Sewer Fund	801,357	581,339	651,870
Special Gas Tax Improv Fund	1,100	-	1,500
Transportation Fund	258,128	246,987	253,837
Traffic Mitigation Fees Fund	3,170	2,502	2,502
Utility Users Fund	749,080	394,569	44,459
Water Fund	1,538,000	1,206,783	1,345,937
Total	<u>\$ 41,796,854</u>	<u>\$ 33,988,837</u>	<u>\$ 35,035,664</u>

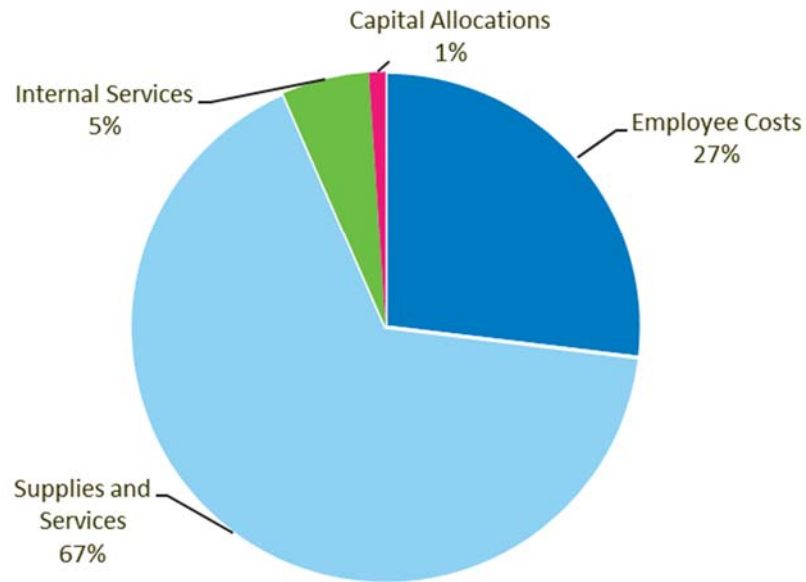
ADMINISTRATIVE SERVICES

There are 41.13 FTEs in the budget for FY 2019-20, representing 7.3% of all City employees.

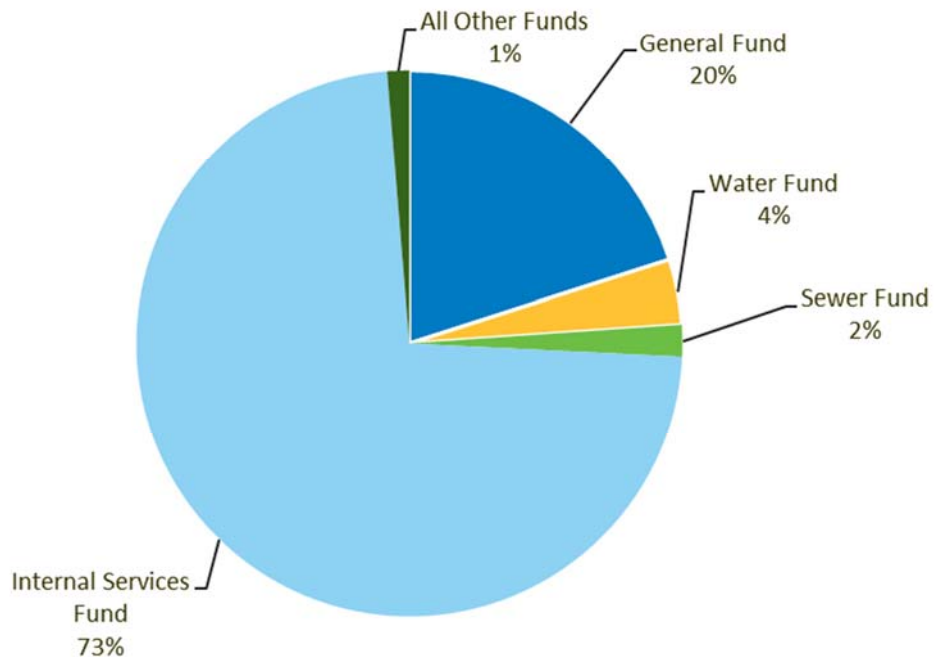
	ACTUAL	ADJUSTED	ADOPTED
	2017-18	BUDGET	BUDGET
Administrative Services	2017-18	2018-19	2019-20
Account Clerk II	6.78	6.78	6.78
Accountant	0.75	0.75	0.75
Accounting Technician II	2.87	2.87	2.87
Administrative Assistant	-	1.00	1.00
Assistant City Attorney	-	0.23	0.23
Assistant City Manager	0.93	0.93	0.93
Endpoint & Infrastructure Analyst	-	2.00	2.00
Financial Services Manager	0.95	0.95	0.95
Funded Executive Director C/CAG	1.00	1.00	1.00
Human Resources Analyst I	1.00	1.00	1.00
Human Resources Director	-	-	1.00
Human Resources Manager	1.00	1.00	-
Human Resources Technician	2.00	2.00	1.00
Information Tech Analyst II	2.00	-	-
Info Tech Manager	1.00	1.00	1.00
Management Analyst II	0.89	-	-
Managerial/Prof Level II	1.00	1.00	1.00
Parking Meter Collector	0.50	0.50	0.50
Principal Analyst - Finance	-	0.90	0.90
Principal Analyst - Workers Comp	1.00	1.00	1.00
Revenue Services Manager	-	1.00	1.00
Secretary	1.00	-	-
Senior Accountant	2.22	1.22	1.22
Senior Human Resources Analyst	2.00	2.00	3.00
Senior Endpoint & Infrastructure An	-	5.00	5.00
Senior Software Dev & App Support	-	4.00	4.00
Senior Info Tech Analyst	9.00	-	-
Supervising Info Tech Analyst	2.00	2.00	2.00
Information Tech Analyst	1.00	1.00	1.00
Total	40.89	41.13	41.13

ADMINISTRATIVE SERVICES

Budgeted Expenditures FY 19-20



Revenues by Fund FY 19-20



ADMINISTRATIVE SERVICES

Major changes to the department's budget for FY 2019-20 are listed in the table below.

Summary of Change	General Fund	Enterpr. Funds	Special Revenue Funds	Internal Service Charges	Capital Funds
Increase budget for cell phone stipends for Executive group members receiving this new benefit.	11,925	351	225	648	351
Increase City-wide training budget due to increase in RCMEA educational reimbursement benefits.	47,000				
Increase professional services budget for audit fees, City/County Association of Governments fees, and true-up of investment management fees.	12,875		6,850		
Increase budget for audit costs associated with the State Controller's Street Report prepared by audit firm.			1,500		
Increase budget to account for bank fees, software, supplies, and audit costs for performing Accounting and Financial services for South Bayside Waste Management Authority. The City will be receiving \$145,259 in revenue associated with this contract in FY 2019-20.	27,000				
Increase training budget for new annual department-wide retreat.	5,000	2,500		2,500	
Increase budget for training and conferences for Human Resources staff training; budget has not been adjusted since FY 2008-09.	10,000				
Increase budget for training and conferences for Revenue Services staff training; budget has not been adjusted since FY 2008-09.		2,750			
Reorganization of HR Division: Sr. HR Analyst replacing vacant HR Tech Position.	53,999				
Reorganization of HR Division: HR Director replacing vacant HR Manager position.	25,726			6,432	
Increase executive recruitment services budget for the HR Director recruitment.	30,000				
Increase budget to implement a new pilot onboarding program for new city employees.	5,000				
Increase budget in professional services category for Liebert Cassidy Whitmore to update the City's Personnel Rules and Regulations.	50,000				

ADMINISTRATIVE SERVICES

Summary of Change	General Fund	Enterpr. Funds	Special Revenue Funds	Internal Service Charges	Capital Funds
Increase IT division budget for annual cost of Laserfiche system.				8,000	
Increase budget for true-up of Voice over IP telephone system.				35,000	
Continue contract IT Analyst to offset ERP implementation work load.				111,560	
Increased General liability and Property budgets for premium, settlement, and attorney fees. Clean-up Finance Manager time allocated to Risk.	1,442			259,327	
Worker's Compensation budget: Additional funding for increase in defense attorney fees, claims costs and expenses, and Third Party Adjuster contract extension. Decrease funding for California State Association of Counties Excess insurance premiums and State Department of Industrial Relations assessment fees.				(108,831)	
Increase budget for the five-year computer replacement program.				344,130	
Increase budget for additional payments to Section 115 pension trust or directly to CalPERS, and to CalPERS replacement benefits.	1,200,000	163,361		155,305	
Increase the budget for Animal Control & Sheltering costs paid to the County.	52,510				
True up salary costs for the CIP Manager position.					9,613
Additional Administrative Clerk casual hours in Human Resources.	39,980				
Total	\$1,572,457	\$168,962	\$ 8,575	\$ 814,071	\$ 9,964

ADMINISTRATIVE SERVICES

PROGRAM: FINANCIAL MANAGEMENT SUMMARY

	ACTUAL 2017-18	ADJUSTED BUDGET 2018-19	ADOPTED BUDGET 2019-20
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ 2,129,416	\$ 2,416,157	\$ 2,565,799
Supplies and Services	560,603	566,076	599,033
Internal Services	670,579	775,901	779,029
Capital Allocations	3,079	2,500	2,500
Total	<u>\$ 3,363,677</u>	<u>\$ 3,760,634</u>	<u>\$ 3,946,361</u>
BUDGET BY CATEGORIES OF REVENUES			
General Fund	\$ 1,753,574	\$ 1,928,070	\$ 2,031,402
Cannabis Business Permits	-	-	10,569
Parking Fund	56,387	89,804	94,074
Sewer Fund	537,454	561,263	584,106
Water Fund	1,016,262	1,181,497	1,226,210
Total	<u>\$ 3,363,677</u>	<u>\$ 3,760,634</u>	<u>\$ 3,946,361</u>

ADMINISTRATIVE SERVICES

PROGRAM: FINANCIAL MANAGEMENT

SUB-PROGRAM: Revenue Services (61410)

SUB-PROGRAM PURPOSE OR BUSINESS:

Oversee the collection and deposit of all City revenues and generate utility bills.

	ACTUAL 2017-18	ADJUSTED BUDGET 2018-19	ADOPTED BUDGET 2019-20
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ 927,884	\$ 1,138,845	\$ 1,212,892
Supplies and Services	487,582	474,490	478,569
Internal Services	375,020	407,603	411,713
Capital Allocations	-	-	-
Total	\$ 1,790,486	\$ 2,020,938	\$ 2,103,174

BUDGET BY CATEGORIES OF REVENUES			
General Fund*	\$ 180,383	\$ 188,374	\$ 196,041
Cannabis Business Permits	-	-	2,743
Parking Fund	56,387	89,804	94,074
Sewer Fund*	537,454	561,263	584,106
Water Fund	1,016,262	1,181,497	1,226,210
Total	\$ 1,790,486	\$ 2,020,938	\$ 2,103,174

TOTAL POSITIONS (FTE)			
Assistant City Manager	0.14	0.14	0.14
Financial Services Manager	0.25	0.25	0.25
Senior Accountant	1.06	0.06	0.06
Revenue Services Manager	-	1.00	1.00
Account Clerk II	5.00	5.00	5.00
Accounting Technician II	1.02	1.02	1.02
Parking Meter Collector	0.50	0.50	0.50
Total	7.97	7.97	7.97

*Transfer from the General Fund and the Sewer Fund into the Water Fund.

ADMINISTRATIVE SERVICES

PROGRAM: Financial Management

SUB-PROGRAM: Financial Management Services (61430)

SUB-PROGRAM PURPOSE OR BUSINESS:

Manage the financial system pursuant to federal, state, and city statutes in accordance with generally accepted accounting principles; maximize earnings on cash resources within the framework of the City Investment Policy as part of the treasury function. Responsible for Citywide accounting policies and procedures, investments, accounts payable, budget preparation, payroll, and maintaining the general ledger. Provide accounting services to the Silicon Valley Clean Water Authority and South Bayside Waste Management Authority.

	ACTUAL	ADJUSTED	ADOPTED
	2017-18	BUDGET	BUDGET
	2017-18	2018-19	2019-20
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ 1,201,532	\$ 1,277,312	\$ 1,352,907
Supplies and Services	73,021	91,586	120,464
Internal Services	295,559	368,298	367,316
Capital Allocations	3,079	2,500	2,500
Total	\$ 1,573,191	\$ 1,739,696	\$ 1,843,187

BUDGET BY CATEGORIES OF REVENUES			
General Fund	\$ 1,573,191	\$ 1,739,696	\$ 1,835,361
Cannabis Business Permits	-	-	7,826
Total	\$ 1,573,191	\$ 1,739,696	\$ 1,843,187

TOTAL POSITIONS (FTE)			
Assistant City Manager	0.30	0.30	0.30
Financial Services Manager	0.60	0.70	0.70
Principal Analyst - Finance	-	0.40	0.40
Accountant	0.75	0.75	0.75
Senior Accountant	1.16	1.16	1.16
Management Analyst II	0.39	-	-
Administrative Assistant	-	0.50	0.50
Secretary	1.00	-	-
Account Clerk II	1.55	1.55	1.55
Accounting Technician II	1.85	1.85	1.85
Total	7.60	7.21	7.21

ADMINISTRATIVE SERVICES

PROGRAM: ADMINISTRATION SUMMARY

	ACTUAL 2017-18	ADJUSTED BUDGET 2018-19	ADOPTED BUDGET 2019-20
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ 1,446,533	\$ 1,711,944	\$ 1,666,096
Supplies and Services	23,545,016	14,621,964	14,836,457
Internal Services	171,323	199,996	202,159
Capital Allocations	108,406	20,000	20,000
Total	<u>\$ 25,271,278</u>	<u>\$ 16,553,904</u>	<u>\$ 16,724,712</u>

BUDGET BY CATEGORIES OF REVENUES

General Fund	\$ 10,655,719	\$ 2,577,733	\$ 3,057,098
Cannabis Business Permit	-	1,300	-
Capital Projects Fund	26,116	23,597	23,597
Docktown Marina	168	-	-
Internal Services Fund	12,644,425	13,254,484	13,125,626
Parking Fund	147,731	7,370	28,602
Sewer Fund	263,903	20,076	67,764
Special Gas Tax Improv Fund	1,100	-	1,500
Transportation Fund	258,128	246,987	253,837
Traffic Mitigation Fees Fund	3,170	2,502	2,502
Utility Users Fund	749,080	394,569	44,459
Water Fund	521,738	25,286	119,727
Total	<u>\$ 25,271,278</u>	<u>\$ 16,553,904</u>	<u>\$ 16,724,712</u>

ADMINISTRATIVE SERVICES

PROGRAM: Administration

SUB-PROGRAM: Administrative Support Services (61710)

PROGRAM PURPOSE OR BUSINESS:

Support programs not directly assigned to any one department, such as the external audit of the City's financial affairs, animal control services, and lease payments related to Public Financing Authority bonds, City membership in various organizations, investment advisory services, pension consulting, and payroll and benefit services for City/County Association of Governments employees that are reimbursed to the City.

	ACTUAL 2017-18	ADJUSTED BUDGET 2018-19	ADOPTED BUDGET 2019-20
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ 407,574	\$ 431,838	\$ 376,563
Supplies and Services	12,991,604	2,874,266	3,382,872
Internal Services	10,732	11,866	13,506
Capital Allocations	108,406	-	-
Total	\$ 13,518,316	\$ 3,317,970	\$ 3,772,941

BUDGET BY CATEGORIES OF REVENUES

General Fund	\$ 10,655,719	\$ 2,577,733	\$ 3,057,098
Cannabis Business Permit	-	1,300	-
Capital Impr/Parks Impact Fees	26,116	23,597	23,597
Docktown Marina	168	-	-
Parking Fund	147,731	7,370	28,602
Sewer Fund	263,903	20,076	67,764
Special Gas Tax Improv Fund	1,100	-	1,500
Internal Services Fund	891,463	18,550	173,855
Traffic Mitigation Fees Fund	3,170	2,502	2,502
Transportation Fund	258,128	246,987	253,837
Utility Users Fund	749,080	394,569	44,459
Water Fund	521,738	25,286	119,727
Total	\$ 13,518,316	\$ 3,317,970	\$ 3,772,941

TOTAL POSITIONS (FTE)

Funded Executive Director C/CAG	1.00	1.00	1.00
Managerial/Prof Level II	1.00	1.00	1.00
Total	2.00	2.00	2.00

ADMINISTRATIVE SERVICES

PROGRAM: Administration

SUB-PROGRAM: Employee Benefits (67810-60)

PROGRAM PURPOSE OR BUSINESS:

Account for payments made for employee benefits, including health insurance coverage for retirees, payments made to terminated employees for leave accruals, and dental, vision, and unemployment insurance for active employees. Employee costs represent anticipated payments of accrued leave hours to terminated employees.

	ACTUAL 2017-18	ADJUSTED BUDGET 2018-19	ADOPTED BUDGET 2019-20
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ 892,040	\$ 994,323	\$ 994,323
Supplies and Services	7,758,595	8,566,763	8,012,111
Internal Services	-	-	-
Capital Allocations	-	-	-
Total	\$ 8,650,635	\$ 9,561,086	\$ 9,006,434

BUDGET BY CATEGORIES OF REVENUES

Internal Services Fund	\$ 8,650,635	\$ 9,561,086	\$ 9,006,434
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TOTAL POSITIONS (FTE)

No personnel involved in this subprogram.

ADMINISTRATIVE SERVICES

PROGRAM: Administration

SUB-PROGRAM: Risk Management and Insurance (67711-14)

PROGRAM PURPOSE OR BUSINESS:

Manage risk situations by assisting in the review of contracts and program activities for loss and insurance implications. Provide insurance protection and self-insurance levels to adequately protect the City against loss. Major expenditures in this program are insurance premiums, claims paid, and administration of general liability and property insurance policies. Funding in this program is provided through an internal services fund.

	ACTUAL	ADJUSTED	ADOPTED
	2017-18	BUDGET	BUDGET
	2017-18	2018-19	2019-20
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ 146,919	\$ 285,783	\$ 295,210
Supplies and Services	2,794,817	3,180,935	3,441,474
Internal Services	160,591	188,130	188,653
Capital Allocations	-	20,000	20,000
Total	\$ 3,102,327	\$ 3,674,848	\$ 3,945,337

BUDGET BY CATEGORIES OF REVENUES			
Internal Services Fund	\$ 3,102,327	\$ 3,674,848	\$ 3,945,337

TOTAL POSITIONS (FTE)			
Assistant City Manager	0.15	0.15	0.15
Financial Services Manager	0.10	-	-
Principal Analyst - Finance	-	0.50	0.50
Assistant City Attorney	-	0.15	0.15
Management Analyst II	0.50	-	-
Administrative Assistant	-	0.50	0.50
Total	0.75	1.30	1.30

ADMINISTRATIVE SERVICES

PROGRAM: HUMAN RESOURCES SUMMARY

	ACTUAL 2017-18	ADJUSTED BUDGET 2018-19	ADOPTED BUDGET 2019-20
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ 1,293,480	\$ 1,499,239	\$ 1,697,729
Supplies and Services	7,597,049	7,679,704	7,668,576
Internal Services	481,973	591,660	591,526
Capital Allocations	-	-	-
Total	<u>\$ 9,372,502</u>	<u>\$ 9,770,603</u>	<u>\$ 9,957,831</u>
BUDGET BY CATEGORIES OF REVENUES			
General Fund	\$ 1,584,572	\$ 1,667,735	\$ 1,944,492
Internal Services Fund	<u>7,787,930</u>	<u>8,102,868</u>	<u>8,013,339</u>
Total	<u>\$ 9,372,502</u>	<u>\$ 9,770,603</u>	<u>\$ 9,957,831</u>

ADMINISTRATIVE SERVICES

PROGRAM: Human Resources

SUB-PROGRAM: Human Resources (61610)

SUB-PROGRAM PURPOSE OR BUSINESS:

Facilitate alignment of organizational resources, initiatives, and programs with the City Council’s strategic initiatives; attract, retain, and develop the workforce that serves the community of Redwood City; promote and foster positive employee relations; assist individual employees and work units in achieving their objectives through a variety of management and employee development programs; and ensure compliance with local, state, and federal employment laws.

	ACTUAL	ADJUSTED	ADOPTED
	2017-18	BUDGET	BUDGET
	2017-18	2018-19	2019-20

BUDGET BY CATEGORIES OF EXPENDITURES

Employee Costs	\$ 973,545	\$ 1,115,548	\$ 1,290,701
Supplies and Services	441,254	375,702	473,270
Internal Services	169,773	176,485	180,521
Capital Allocations	-	-	-
Total	\$ 1,584,572	\$ 1,667,735	\$ 1,944,492

BUDGET BY CATEGORIES OF REVENUES

General Fund	\$ 1,584,572	\$ 1,667,735	\$ 1,944,492
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TOTAL POSITIONS (FTE)

Human Resources Director	-	-	0.80
Assistant City Manager	0.10	0.10	0.10
Human Resources Manager	0.80	0.80	-
Senior Human Resources Analyst	2.00	2.00	3.00
Human Resources Technician	1.80	1.80	0.80
Human Resources Analyst I	1.00	1.00	1.00
Total	5.70	5.70	5.70

ADMINISTRATIVE SERVICES

PROGRAM: Human Resources

SUB-PROGRAM: Workers' Compensation (67713)

SUB-PROGRAM PURPOSE OR BUSINESS:

Develop, implement, and oversee safety programs and strategies to prevent workplace injuries and illness; ensure timely, effective treatment for injured workers including return-to-work programs to assist in recovery. Oversee effective claims management to ensure the appropriate administration of benefits and reduce future liabilities.

	ACTUAL	ADJUSTED	ADOPTED
	2017-18	BUDGET	BUDGET
	2017-18	2018-19	2019-20
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ 319,935	\$ 383,691	\$ 407,028
Supplies and Services	7,155,795	7,304,002	7,195,306
Internal Services	312,200	415,175	411,005
Capital Allocations	-	-	-
Total	\$ 7,787,930	\$ 8,102,868	\$ 8,013,339

BUDGET BY CATEGORIES OF REVENUES

Internal Services Fund	\$ 7,787,930	\$ 8,102,868	\$ 8,013,339
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TOTAL POSITIONS (FTE)

Human Resources Director	-	-	0.20
Assistant City Manager	0.10	0.10	0.10
Human Resources Manager	0.20	0.20	-
Assistant City Attorney	-	0.05	0.05
Principal Analyst - Workers Comp	1.00	1.00	1.00
Human Resources Technician	0.20	0.20	0.20
Total	1.50	1.55	1.55

ADMINISTRATIVE SERVICES

PROGRAM: INFORMATION TECHNOLOGY SUMMARY

	ACTUAL	ADJUSTED	ADOPTED
	2017-18	BUDGET	BUDGET
		2018-19	2019-20
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ 3,179,863	\$ 3,343,351	\$ 3,499,360
Supplies and Services	363,594	217,722	203,173
Internal Services	245,940	342,623	360,097
Capital Allocations	-	-	344,130
Total	<u>\$ 3,789,397</u>	<u>\$ 3,903,696</u>	<u>\$ 4,406,760</u>
BUDGET BY CATEGORIES OF REVENUES			
Internal Services Fund	\$ 3,789,397	\$ 3,903,696	\$ 4,406,760

ADMINISTRATIVE SERVICES

PROGRAM: Information Technology

SUB-PROGRAM: Data Services (67110)

SUB-PROGRAM PURPOSE OR BUSINESS:

Assist Redwood City operating departments and other client agencies in the delivery of their services utilizing cost effective technologies.

	ACTUAL 2017-18	ADJUSTED BUDGET 2018-19	ADOPTED BUDGET 2019-20
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ 3,066,471	\$ 3,169,260	\$ 3,313,796
Supplies and Services	243,851	102,574	99,025
Internal Services	220,818	314,461	330,457
Capital Allocations	-	-	-
Total	\$ 3,531,140	\$ 3,586,295	\$ 3,743,278
BUDGET BY CATEGORIES OF REVENUES			
Internal Services Fund	\$ 3,531,140	\$ 3,586,295	\$ 3,743,278
TOTAL POSITIONS (FTE)			
Assistant City Manager	0.14	0.14	0.14
Assistant City Attorney	-	0.03	0.03
Info Tech Manager	0.80	0.80	0.80
Endpoint & Infrastructure Analyst	-	2.00	2.00
Senior Endpoint & Infrastructure Analyst	-	4.80	4.80
Senior Software Dev & App Support Analyst	-	4.00	4.00
Senior Info Tech Analyst	8.80	-	-
Supervising Info Tech Analyst	1.80	1.80	1.80
Information Tech Analyst II	2.00	-	-
Information Tech Analyst	1.00	1.00	1.00
Total	14.54	14.57	14.57

ADMINISTRATIVE SERVICES

PROGRAM: Information Technology

SUB-PROGRAM: Voice Services (67211)

SUB-PROGRAM PURPOSE OR BUSINESS:

Assist Redwood City operating departments and other client agencies in the delivery of their services utilizing cost effective voice and other communication technologies.

	<u>ACTUAL</u> <u>2017-18</u>	<u>ADJUSTED</u> <u>BUDGET</u> <u>2018-19</u>	<u>ADOPTED</u> <u>BUDGET</u> <u>2019-20</u>
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ 113,392	\$ 174,091	\$ 185,564
Supplies and Services	119,743	115,148	104,148
Internal Services	25,122	28,162	29,640
Capital Allocations	-	-	-
Total	<u>\$ 258,257</u>	<u>\$ 317,401</u>	<u>\$ 319,352</u>
BUDGET BY CATEGORIES OF REVENUES			
Internal Services Fund	\$ 258,257	\$ 317,401	\$ 319,352
TOTAL POSITIONS (FTE)			
Info Tech Manager	0.20	0.20	0.20
Senior Endpoint & Infrastructure Analyst	-	0.20	0.20
Senior Info Tech Analyst	0.20	-	-
Supervising Info Tech Analyst	0.20	0.20	0.20
Account Clerk II	0.23	0.23	0.23
Total	<u>0.83</u>	<u>0.83</u>	<u>0.83</u>

ADMINISTRATIVE SERVICES

PROGRAM: Information Technology

SUB-PROGRAM: Computer Replacement Program (67111)

SUB-PROGRAM PURPOSE OR BUSINESS:

Replacement program for 600 desktops and laptops used throughout the City. Hardware is replaced on a regular cycle to mitigate security risks inherent in machines no longer supported by their manufacturer, as well as to simplify troubleshooting issues by having fewer models in use throughout the organization. The program includes replacing standard business applications, allowing for more collaboration by staff, compatibility of documents, and standardization of software versions.

	<u>ACTUAL</u> <u>2017-18</u>	<u>ADJUSTED</u> <u>BUDGET</u> <u>2018-19</u>	<u>ADOPTED</u> <u>BUDGET</u> <u>2019-20</u>
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ -	\$ -	\$ -
Supplies and Services	-	-	-
Internal Services	-	-	-
Capital Allocations	-	-	344,130
Total	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 344,130</u>

BUDGET BY CATEGORIES OF REVENUES

Internal Services Fund	\$ -	\$ -	\$ 344,130
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TOTAL POSITIONS (FTE)

No personnel involved in this subprogram.

ADMINISTRATIVE SERVICES

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CITY ATTORNEY



Legal Services

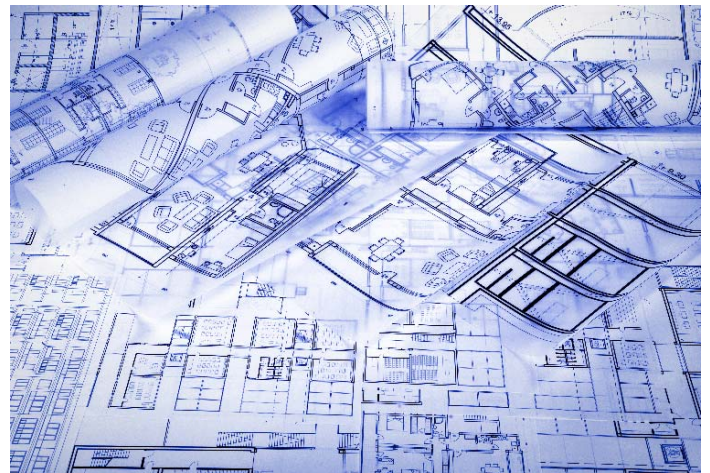
CITY ATTORNEY

DEPARTMENT DESCRIPTION

The City Attorney's Office provides high quality, cost-effective legal representation to the City. Appointed by the City Council, the City Attorney acts as legal advisor to the City Council, Boards, Commissions, Committees, and all City officials related to the conduct of City business. The Office defends and prosecutes, (or retains counsel to defend and prosecute) all civil and criminal actions and proceedings involving the City. The City Attorney's Office provides all legal services in accordance with the highest standards of professionalism, honesty, integrity, teamwork, and ethical conduct.

MAJOR ACCOMPLISHMENTS

- Delivered excellent legal advice by continuing to devote the time and resources necessary to assure that requests for opinions, ordinances, resolutions, contracts and all other non-litigation matters are completed in a timely and professional manner
- Recommended Charter amendments to increase efficiency of City operations approved by the voters in November 2018
- Worked closely with the City Council, City Manager and City staff to provide legal advice and training on all matters impacting or affecting the City
- Provided efficient, cost-effective delivery of legal services through preparation and implementation of standardized procedures and forms and pursuit of additional cost recovery where appropriate
- Represented the City in negotiations involving complex agreements and contractual disputes
- Represented the City by devoting the time and resources necessary to assure that each case is investigated, analyzed, researched, defended or prosecuted in accordance with the highest legal professional standards
- Assisted and advised the City as it transitioned from an at-large election system to a district-based election system
- Advised on 172 Public Records Requests
- Assisted with labor negotiations and new Memorandums of Understanding with six employee bargaining groups
- Assisted Community Development and Transportation Department in revising architectural standards to improve the neighborhood design process and historic guidelines



CITY ATTORNEY

GOALS FOR FY 2019-20

- Assist the City Clerk's Office with updating the Records Retention Schedule by June 2020 and Public Records Act Policy by July 2019
- Coordinate and advise on the City's Wireless Communications Ordinances by December 2019
- Coordinate and advise on an overhaul of the City's Purchasing Ordinance by late 2019
- Review administrative practices and amend City Municipal codes to diversify the City's affordable housing options by facilitating the development of Accessory Dwelling Units (ADUs) by streamlining discretionary review and building permit issuance, standardizing ADU building plans, reducing fees, simplifying City requirements, and exploring new technology by late 2019
- Assist the Community Development and Transportation Department in revising policies to improve the development and design process by December 2019
- Assist staff with completion and implementation of the updated Engineering Construction Manual by December 2019
- Work with staff on Emergency Procedures by April 2020
- Advise on the adoption and implementation of District Elections by late 2020
- Deliver excellent legal advice by continuing to devote the time and resources necessary to assure that requests for opinions, ordinances, resolutions, contracts and all other non-litigation matters are completed in a timely and professional manner throughout the fiscal year
- Work closely with the City Council, City Manager and City staff to provide legal advice and training on all matters impacting or affecting the City throughout the fiscal year
- Provide efficient, cost-effective delivery of legal services through preparation and implementation of standardized procedures and forms and pursuit of additional cost recovery, where appropriate on an ongoing basis
- Represent the City in negotiations involving complex agreements and contractual disputes throughout the fiscal year
- Represent the City by devoting the time and resources necessary to assure that each case is investigated, analyzed, researched, defended or prosecuted in accordance with the highest legal professional standards on an ongoing basis
- Advise on Public Records Requests

CURRENT OR UPCOMING MULTI-YEAR MAJOR PROJECTS

- Coordinate Seaport Centre Levee upgrades
- Advise the City on a citywide tree protection policy and ordinance
- Establish a Sidewalk Café extension ordinance
- Provide legal guidance for citywide planning projects
- Implement new State housing regulations
- Assist with the Highway 101/84 Interchange Reconstruction Project

CITY ATTORNEY

DEPARTMENT BUDGET

The total City Attorney budget for FY 2019-20 is \$1.8 million, representing 0.7% of the total operational budget. There are 5.97 FTEs in the Budget for FY 2019-20, representing 1.1% of all City employees.

PROGRAM PURPOSE OR BUSINESS:

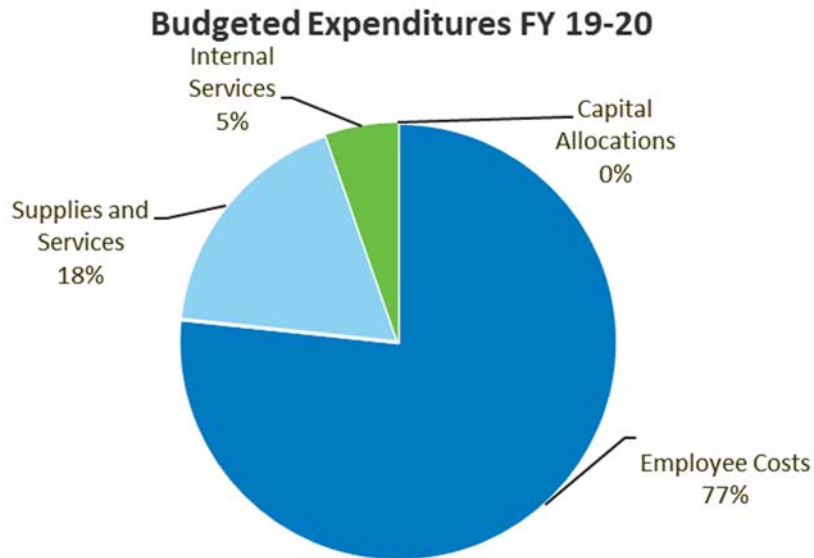
Advise City officials, officers and employees in matters of law pertaining to their offices, and represent and appear on their behalf in matters to which they are concerned or are parties.

	ACTUAL 2017-18	ADJUSTED BUDGET 2018-19	ADOPTED BUDGET 2019-20
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ 1,311,455	\$ 1,357,798	\$ 1,428,388
Supplies and Services	176,457	418,208	334,818
Internal Services	89,721	92,107	99,549
Capital Allocations	-	-	-
Total	<u>\$ 1,577,633</u>	<u>\$ 1,868,113</u>	<u>\$ 1,862,755</u>
BUDGET BY CATEGORIES OF REVENUES			
General Fund	\$ 1,577,633	\$ 1,868,113	\$ 1,862,755
TOTAL POSITIONS (FTE)			
City Attorney	0.77	0.77	0.77
Deputy City Attorney	2.00	2.00	2.00
Senior Assistant City Attorney	0.43	0.43	0.43
Assistant City Attorney	1.00	0.77	0.77
Administrative Secty	1.00	1.00	1.00
Administrative Clerk III	1.00	1.00	1.00
Total	<u>6.20</u>	<u>5.97</u>	<u>5.97</u>

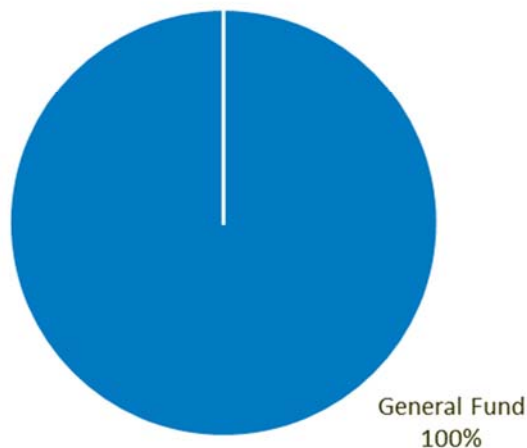
CITY ATTORNEY

Major changes to the department’s budget for FY 2019-20 are listed in the table below.

Summary of Change	General Fund
One time increase request for Executive Training.	20,000
Increase budget for land use consulting services using one-time funds.	50,000
Total	\$ 70,000



Revenues by Fund FY 19-20



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CITY CLERK



City Council Support

Elections

Legislative Services

Records

Management

CITY CLERK

MAJOR ACCOMPLISHMENTS

- Worked with IT team to implement a new automated Agenda Management System
- Updated Agenda and Staff report templates to reflect City branding standards
- Provided training to Board, Commission and Committee members on roles and responsibilities, the Brown Act, Conflicts of Interest, and communications
- Acted as and fulfilled responsibilities of Elections Official for the November 6, 2018 Municipal Election
- Assisted with the onboarding of new Council Members
- Introduced and assisted Boards, Commissions and Committees with presenting 2-Year Work Plans to the City Council
- Recruited 9 new Board, Commission and Committee seats on behalf of the City Council due to resignations
- Responded to 172 Public Records Act requests in 2018
- Evaluated vendors to implement an automated Public Records Act Request (PRAR) tracking system
- Processed 212 campaign and financial filings
- Prepared 78 proclamations, certificates of recognition and memorials for the City Council to present at Council meetings and events



CITY CLERK

GOALS FOR FY 2019-20

- Implement an automated Public Records Act Request (PRAR) tracking system and provide staff training by August 2019
- Provide training to staff on records management best practices by August 2019
- Initiate an update to the City's Records Retention Schedule by June 2020
- Implement an automated campaign and financial disclosure reporting system by June 2020
- Partner with the City Attorney to update, reorganize, and reformat the Municipal Code by June 2020



CURRENT OR UPCOMING MULTI-YEAR MAJOR PROJECTS

- Implement the new District Elections format for March 2020 and November 2020 elections

CITY CLERK

Performance Measure	2017 Results	2018 Results
Number of agenda Packets produced	22	26
Number of Public Records Requests Processed	159	172
Number of Official Documents executed and archived (Resolutions, Ordinances, Minutes, Agreements/Contracts)	642	298

Significant changes to the department's budget in FY 2019-20:

Summary of Change	General Fund
Reclassification: vacant Administrative Secretary position to Management Analyst I.	34,870
Increase Professional Services and Advertising for Elections in the event a Charter Amendment is placed on the March 2020 election ballot.	230,000
Increase Professional Services in the City Council budget for facilitators/consultants for Off-site meeting (August 2019) and Appointee Evaluations (Fall 2019).	25,000
Total	\$ 289,870

CITY CLERK

DEPARTMENT BUDGET

The total City Clerk budget for FY 2018-19 is \$1.4 million, representing 0.5% of the total Recommended Budget.

	ACTUAL 2017-18	ADJUSTED BUDGET 2018-19	ADOPTED BUDGET 2019-20
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ 621,262	\$ 705,524	\$ 749,508
Supplies and Services	83,549	311,228	532,432
Internal Services	98,769	94,700	98,121
Capital Allocations	1,170	-	-
Total	\$ 804,750	\$ 1,111,452	\$ 1,380,061

BUDGET BY CATEGORIES OF REVENUES

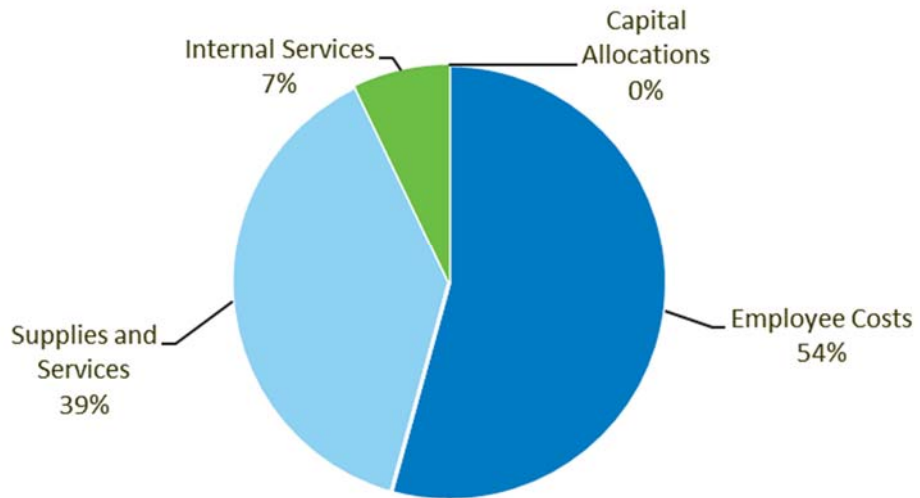
General Fund	\$ 804,750	\$ 1,111,452	\$ 1,380,061
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There are 3.78 FTEs in the Recommended Budget for FY 2019-20, representing 0.7% of all City employees.

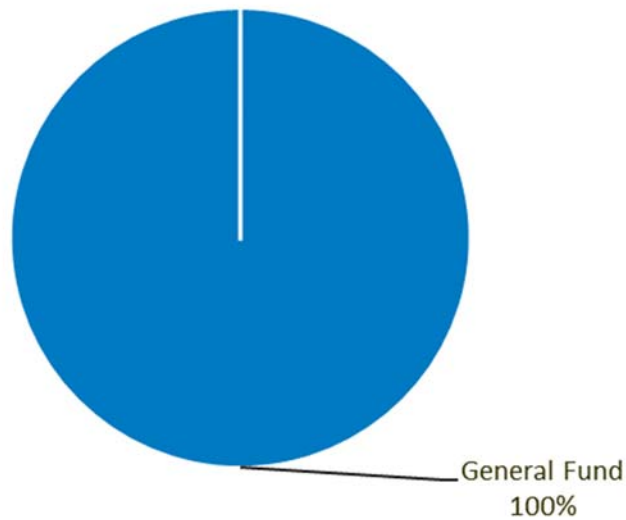
	ACTUAL 2017-18	ADJUSTED BUDGET 2018-19	ADOPTED BUDGET 2019-20
City Clerk			
Administrative Clerk I	0.63	-	-
Administrative Clerk III	1.00	1.00	1.00
Administrative Secty	-	1.00	-
Secretary	1.00	-	-
Assistant City Clerk	0.90	0.90	0.90
City Clerk	0.88	0.88	0.88
Management Analyst I	-	-	1.00
Total	4.41	3.78	3.78

CITY CLERK

Budgeted Expenditures FY 19-20



Revenues by Fund FY 19-20



CITY CLERK

PROGRAM: City Clerk

SUB-PROGRAM: Legislative Services/Records Management (61310)

SUB-PROGRAM PURPOSE OR BUSINESS:

Provide timely and accurate information and assistance to external and internal customers pertaining to City services, Council actions, and policies in the most efficient and effective manner; prepare, organize, distribute and retain Council legislative documentation; maintain complete records of the City Council deliberations; protect and retain vital official City records; provide legislative research and other services to the City Council and public as required; respond to public records act requests within legal timelines; oversee local requirements, established by the Fair Political Practices Commission, regarding elected and appointed officials as well as reporting obligations; and serve as official recipient and processor of all claims, summons, subpoenas and appeals against the City.

	ACTUAL 2017-18	ADJUSTED BUDGET 2018-19	ADOPTED BUDGET 2019-20
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ 600,628	\$ 632,857	\$ 672,499
Supplies and Services	52,208	74,171	70,375
Internal Services	97,531	93,393	96,314
Capital Allocations	1,170	-	-
Total	\$ 751,537	\$ 800,421	\$ 839,188
BUDGET BY CATEGORIES OF REVENUES			
General Fund	\$ 751,537	\$ 800,421	\$ 839,188
TOTAL POSITIONS (FTE)			
City Clerk	0.68	0.68	0.68
Management Analyst I	-	-	0.92
Assistant City Clerk	0.82	0.82	0.82
Administrative Secty	-	0.92	-
Secretary	0.92	-	-
Administrative Clerk III	1.00	1.00	1.00
Administrative Clerk I	0.63	-	-
Total	4.05	3.42	3.42

CITY CLERK

PROGRAM: City Clerk

SUB-PROGRAM: Elections (61320)

SUB-PROGRAM PURPOSE OR BUSINESS:

Conduct municipal elections including Charter amendments, Council seats, referenda and recalls; file documents pertaining to election proceedings with the Secretary of State and the San Mateo County; provide information to candidates, Council Members, staff and the community; and comply with all regulations established by the California Elections Code and the Fair Political Practices Commission.

	ACTUAL 2017-18	ADJUSTED BUDGET 2018-19	ADOPTED BUDGET 2019-20
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ 20,634	\$ 72,667	\$ 77,009
Supplies and Services	317	168,272	398,272
Internal Services	1,238	1,307	1,807
Capital Allocations	-	-	-
Total	\$ 22,189	\$ 242,246	\$ 477,088

BUDGET BY CATEGORIES OF REVENUES

General Fund	\$ 22,189	\$ 242,246	\$ 477,088
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TOTAL POSITIONS (FTE)

City Clerk	0.20	0.20	0.20
Management Analyst I	-	-	0.08
Assistant City Clerk	0.08	0.08	0.08
Administrative Secty	-	0.08	-
Secretary	0.08	-	-
Total	0.36	0.36	0.36

CITY CLERK

PROGRAM: City Clerk

SUB-PROGRAM: Council Support (61330)

SUB-PROGRAM PURPOSE OR BUSINESS:

Provide Council support and uphold the public process enabling multi-modal public participation; enable televising and streaming (live and archived) of all public Council meetings; organize and plan for Town Hall meetings; Boards, Commissions' and Committees' processes, and prepare celebratory documents for City Council presentation (proclamations and plaques) and an informational brochure about community participation in the public process.

	ACTUAL	ADJUSTED	ADOPTED
	2017-18	BUDGET	BUDGET
	2017-18	2018-19	2019-20
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ -	\$ -	\$ -
Supplies and Services	31,024	68,785	63,785
Internal Services	-	-	-
Capital Allocations	-	-	-
Total	<u>\$ 31,024</u>	<u>\$ 68,785</u>	<u>\$ 63,785</u>

BUDGET BY CATEGORIES OF REVENUES

General Fund	\$ 31,024	\$ 68,785	\$ 63,785
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TOTAL POSITIONS (FTE)

No personnel are involved in this subprogram.

CITY CLERK

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CITY COUNCIL



Legislative and Policy
Determination

Human Services Grants

Strategic Planning

CITY COUNCIL

DESCRIPTION

The City Council consists of seven members, and is the governing body elected directly by the residents of Redwood City. As the legislative branch of our local government, the Council makes final decisions on all major City matters, and sets citywide priorities and policies. The Council directs the City Manager to implement these priorities and policies. The Council adopts ordinances and resolutions necessary for efficient governmental operations, approves the budget, and acts as a board of appeals. It appoints the City Manager and City Attorney, as well as the members of the City's advisory boards, commissions, and committees. In addition, the City Council represents the City and serves on numerous regional agencies and organizations.

MAJOR ACCOMPLISHMENTS

- Established top priorities to guide staff work and began update of City's Strategic Plan
- Began development of neighborhood compatibility guidelines
- Began construction of the US Highway 101 Undercrossing project
- Celebrated the groundbreaking of the Arroyo Green Apartments, a 117 unit 100% affordable senior housing development and childcare facility
- Enhanced library early childhood technology activities
- Began construction of the Magical Bridge Playground
- Hosted community conversations around developing downtown parks
- Advanced the Veterans Memorial Senior Center City-YMCA project with development of a funding plan and building design
- Placed a ½ cent sales tax on the November ballot that passed with 68% of voter support
- Adopted the Public Art Master Vision
- Convened a Retail Task Force and adopted recommendations to develop a Downtown retail vision
- Transitioned to a district elections electoral system and adopted a district map
- Implemented a new local minimum wage and informed employers
- Implemented cannabis-related permit regulations and new cannabis tax
- Received an upgraded credit rating (Aa1) from Moody's, the second highest rating a City can receive
- Initiated an update of the City's Climate Action Plan
- Ranked #7 nationwide for Green Energy Consumption by the EPA



CITY COUNCIL

- Implemented renter protections (minimum lease terms and relocation assistance)
- Implemented the City's new inclusionary housing ordinance
- Approved two pilot Housing and Homelessness Innovation Team initiatives (Downtown Streets Team and Housing Locator Assister)
- Allocated \$6 million of affordable housing funds to advance key housing projects, which will create 297 low or very low-income level housing units
- Supported tax financing to rebuild Hallmark Apartments; a 100% affordable housing project
- Received Class 1 ISO rating for Fire Department, placing department in top 1% in nation
- Ensured extensive public education on the use of illegal fireworks and as a result significantly reduced the number of fireworks complaints during New Year's Eve
- Continued to implement neighborhood traffic calming projects including: Middlefield Road Intersection Improvements, Hopkins Avenue Traffic Safety Project, and 14 Livable Neighborhood Streets Projects
- Initiated the Redwood City Ferry feasibility study in collaboration with the Port of Redwood City and Water Emergency Transportation Authority (WETA)
- Began construction on the Middlefield Road Utility Underground Project
- Advanced to 65% design of Highway 101/84 Interchange project
- Initiated the Whipple Grade Separation Study

CITY COUNCIL

GOALS FOR FY 2019-20

- Direct staff and partner with other organizations to advance the City Council's top three priorities: Housing, Transportation, Children and Youth by June 2020
- Approve a work plan to consider comprehensive updates to the City's General Plan including extensive community engagement by early 2020
- Endorse approach for a new Strategic Plan with revised initiatives in August 2019
- Explore ways to collaborate with local School Districts to help families through the transition of school consolidations by June 2020
- Adopt governance related policies by June 2020
- Provide policy review prior to full City Council action through the use of City Council Committees, including the newly established Governance Committee, Sea Level Rise/Stormwater Regulation Committee, and Transportation and Mobility Committee throughout the year
- Partner with the County of San Mateo to conduct Census outreach to ensure a complete count by April 2020

CURRENT OR UPCOMING MULTI-YEAR MAJOR PROJECTS

- Advancing key affordable housing projects
- Continue implementation of the citywide transportation plan, RWCmoves
- Plan for 450 childcare spaces in new developments over the next five years
- Continue to expand neighborhood engagement efforts
- Continue the Middlefield Utility Undergrounding Project construction
- Begin implementation of the El Camino Real Corridor Plan
- Advance the Highway 101/84 Interchange project
- Advance the Blomquist Bridge extension project
- Coordinate with regional partners to further key transportation projects including the Dumbarton Transportation project, Caltrain Electrification and Modernization project, and the High Speed Rail project

CITY COUNCIL

DEPARTMENT BUDGET

The total City Council budget for FY 2019-20 is \$489 thousand, representing 0.2% of the total operational budget.

	ACTUAL	ADJUSTED	ADOPTED
	2017-18	BUDGET	BUDGET
	2017-18	2018-19	2019-20
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ 239,752	\$ 254,016	\$ 234,353
Supplies and Services	162,616	163,558	162,958
Internal Services	74,140	87,358	91,956
Capital Allocations	-	-	-
Total	<u>\$ 476,508</u>	<u>\$ 504,932</u>	<u>\$ 489,267</u>

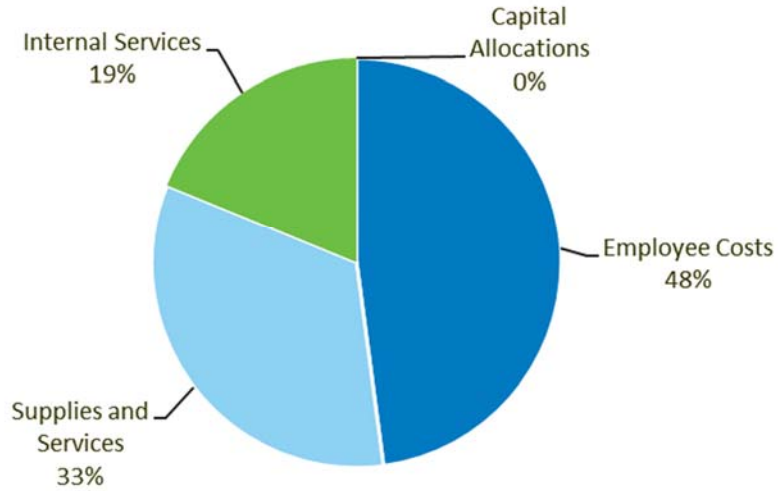
BUDGET BY CATEGORIES OF REVENUES			
General Fund	\$ 376,508	\$ 404,932	\$ 389,267
Human Svcs Grant Fund	<u>100,000</u>	<u>100,000</u>	<u>100,000</u>
Total	<u>\$ 476,508</u>	<u>\$ 504,932</u>	<u>\$ 489,267</u>

There are 7.0 FTEs in the Budget for FY 2019-20, representing 1.2% of all City employees.

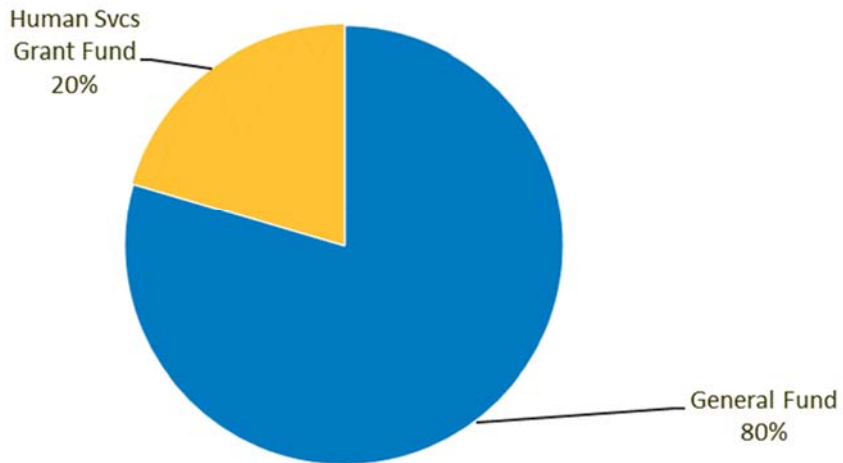
	ACTUAL	ADJUSTED	ADOPTED
	2017-18	BUDGET	BUDGET
	2017-18	2018-19	2019-20
City Council			
Mayor	1.00	1.00	1.00
Vice Mayor	1.00	1.00	1.00
City Council Member	<u>5.00</u>	<u>5.00</u>	<u>5.00</u>
Total	7.00	7.00	7.00

CITY COUNCIL

Budgeted Expenditures FY 19-20



Revenues by Fund FY 19-20



CITY COUNCIL

PROGRAM: City Council

SUB-PROGRAM: Legislative/Policy Determination (61110)

PROGRAM PURPOSE OR BUSINESS:

Determine the policies of the City and seek the most effective use of limited resources to meet community needs.

	ACTUAL 2017-18	ADJUSTED BUDGET 2018-19	ADOPTED BUDGET 2019-20
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ 239,752	\$ 254,016	\$ 234,353
Supplies and Services	2,769	3,758	3,158
Internal Services	74,140	87,358	91,956
Capital Allocations	-	-	-
Total	\$ 316,661	\$ 345,132	\$ 329,467
BUDGET BY CATEGORIES OF REVENUES			
General Fund	\$ 316,661	\$ 345,132	\$ 329,467
TOTAL POSITIONS (FTE)			
City Council Member	7.00	7.00	7.00

CITY COUNCIL

PROGRAM: Human Services

SUB-PROGRAM: Human Services Financial Assistance (64213)

SUB-PROGRAM PURPOSE OR BUSINESS:

Support building a strong community by providing grants to non-profit agencies whose programs respond to the human service needs of Redwood City residents as identified and prioritized by the City’s Housing and Human Concerns Committee.

	<u>ACTUAL 2017-18</u>	<u>ADJUSTED BUDGET 2018-19</u>	<u>ADOPTED BUDGET 2019-20</u>
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ -	\$ -	\$ -
Supplies and Services	159,847	159,800	159,800
Internal Services	-	-	-
Capital Allocations	-	-	-
Total	<u>\$ 159,847</u>	<u>\$ 159,800</u>	<u>\$ 159,800</u>
BUDGET BY CATEGORIES OF REVENUES			
General Fund	\$ 59,847	\$ 59,800	\$ 59,800
Human Svcs Grant Fund	<u>100,000</u>	<u>100,000</u>	<u>100,000</u>
Total	<u>\$ 159,847</u>	<u>\$ 159,800</u>	<u>\$ 159,800</u>

TOTAL POSITIONS (FTE)

No personnel involved in this subprogram.

CITY MANAGER



Budget Oversight
Communications
Community
Engagement
Economic Development
Housing
Management
Policy Implementation
Strategic Planning

CITY MANAGER

DEPARTMENT DESCRIPTION

Appointed by the City Council, the City Manager appoints and manages the City's department heads (Administrative Services Director, Chief of Police, Fire Chief, City Clerk, Community Development and Transportation Director, Human Resources Director, Parks, Recreation and Community Services Director and Public Works Services Director) and is responsible for implementing City Council policy direction and overseeing all City operations. The City Manager's Office has three divisions: Communications and Community Engagement, Economic Development, and Housing. The Office leads strategic initiatives and performance management efforts, and works with the City Council, staff and community partners on projects and programs to support the City's mission, values, and priorities. The department works in partnership with the Housing and Human Concerns Committee.

MAJOR ACCOMPLISHMENTS

- Developed and implemented the Financial Sustainability Plan including operating reductions and shared services leading to a structurally balanced budget, recommendations to use one-time funds to pay down liabilities and pursue policy areas of interest to Council, and pursuit of a revenue measure to generate \$8M in new ongoing revenue
- Implemented a local minimum wage ordinance
- Utilized the *Home for All* Initiative's community conversations on housing as a model for community conversations on other major issues
- Contacted high sales tax-generating businesses as well as small and locally-owned businesses to retain current employers
- Kicked off the Americans with Disabilities Act (ADA) Self Evaluation and Transition Plan project
- Connected with family-friendly and entertainment oriented businesses expanding in the Bay Area to invite them to locate in Redwood City
- Implemented cannabis related regulations, including dedicated and ongoing funding for drug education and prevention, reviewed and approved six business applications to operate within Redwood City
- Facilitated the Retail Task Force process and presented a recommended Downtown Retail Vision to the City Council
- Renewed a pilot program that will allow the use of autonomous robots, also known as Personal Delivery Devices (PDD), for delivery of goods in Redwood City for a period of up to 24 months
- Translated City communication materials into Chinese and Spanish to inform the public about the City's minimum wage, tenant protections laws, smoking ban and the transition to district elections
- Hosted a community budget workshop to provide education on financial trends and seek ideas for short and long term financial strategies
- Hired a consultant to design digital wayfinding parking in collaboration with the Redwood City Improvement Association



CITY MANAGER

- Supported the City's transition to district-based City Council elections by facilitating community forums, community meetings, public hearings and discussions with Neighborhood Associations
- Negotiated and executed a three-year agreement to provide communications services to the Port of Redwood City
- Developed and adopted an Economic Development Work Plan
- Proposed a reorganization and increased resources to address the City Council's focus on housing
- Hosted three management forums for management employees to support and enhance leadership development
- Collaborated with Redwood City 2020 to host a Latino Leadership meeting to discuss major issues including housing, affordable childcare and district elections

GOALS FOR FY 2019-20

- Increase the local minimum wage to \$15 per hour by January 2020
- Develop governance related policies for City Council consideration and adoption by June 2020
- Conduct a Community Satisfaction Survey by February 2020
- Finalize three videos focused on the City's homelessness and housing efforts and programs by Spring 2020
- Identify new family entertainment uses that are a good fit for Redwood City, such as bowling, bocce ball, or indoor sports by June 2020
- Convene an annual meeting with Redwood City's auto dealerships to determine any operating issues or market changes by December 2020
- Coordinate with NOVA Workforce Development Program and the San Mateo County Community College District to identify opportunities for workforce skills training for Redwood City residents (adults and youth) by February 2020
- Highlight the benefits of Opportunity Zone tax benefits for businesses and workforce housing developers by December 2019.
- Partner with the County of San Mateo to conduct Census outreach to ensure a complete count by April 2020
- Complete the ADA Self Evaluation and Transition Plan project by October 2019
- Establish a Citywide communications translation protocol by June 2020
- Attract diverse retail in the Downtown by adopting a Retail Action Plan by August 2019

CURRENT OR UPCOMING MULTI-YEAR MAJOR PROJECTS

- Complete operating agreement agreements, issue debt and begin construction of the Veterans Memorial Senior Center
- Finalize the ferry service feasibility study to advance ferry service at the Port of Redwood City
- Complete development of an Americans with Disability Act Transition Plan
- Support effective City Council governance, particularly with transition to district elections
- Facilitate development of an electronic sign on Highway 101 on a site approved by Caltrans, including sign ordinance revisions as needed
- Oversee and monitor the City's cannabis business permitting process to ensure businesses comply with City ordinances and City Manager's regulations
- Explore website redesign options per our contract with Granicus by June 2020

CITY MANAGER

- Contact Redwood City's top ten employers to determine any barriers to successfully doing business in Redwood City by June 2020
- Develop emergency alert protocols and training materials by June 2020
- Explore a neighborhood engagement platform (through Everbridge) to send text messages to those that opt in by June 2020
- Support City Council's consideration and development of a new Strategic Plan by December 2019
- Offer a community leadership academy program in fall 2019
- Evaluated strategies implemented to address impacts related to Redwood City School District school site consolidation by October 2020
- Pursue financial sustainability strategies, including exploring future revenue generating measures by June 2020
- Move the Housing Division from the Community Development and Transportation Department to the City Manager's Office by July 2019
- Implement new pilot programs to help homeless people develop job skills and to help residents find housing (Downtown Streets Team and Housing Location Assister pilot programs) by January 2020
- Host a landlord/property owner engagement event to support the City's goal of retaining and expanding affordable rental units in Redwood City by July 2019 and report to the City Council by October 2019 on community input and ideas to preserve naturally affordable housing
- Collaborate with the city's school districts to explore work force housing opportunities for school district and city employees by February 2020
- Work with the City Council Sea Level Rise/Stormwater Regulation Ad Hoc Committee to discuss how to manage storm flooding and sea level rise with meetings beginning in late summer 2019 and continuing through 2020
- Work with the City Council Transportation and Mobility Sub-Committee to increase communication and action on local and regional transportation projects by June 2020
- Apply for the County's Home for All grant by July 2019 to help streamline the City's process for installing ADU and make it easier for residents to build ADUs and consider zoning code amendments by summer 2019
- Update the City's housing webpage by July 2019 to provide better information on affordable housing resources and programs to the community
- Develop a work plan and by July 2019, apply for SB2 grant funding (\$310,000) to provide financial/technical assistance to update City planning documents to streamline affordable housing production
- Amend the City's Mixed Use Live/Work Zoning Code to allow more flexibility for residential housing developments by summer 2019
- Commence construction of 20 housing units for purchase Habitat for Humanity affordable housing at 612 Jefferson by fall 2019
- Commence construction of a 100% affordable housing apartment development at 353 Main (125 affordable housing units) by fall 2019
- Develop a plan to increase the City's overall effectiveness at serving homeless residents and helping them secure housing by June 2020
- Coordinate with City housing and planning staff to convene an annual meeting with affordable housing development organizations/developers to provide updates on City affordable housing policies/programs and Opportunity Zone benefits by June 2020

CITY MANAGER

Performance Measure	2017 Results	2018 Results
Number of neighborhood community engagement events	48	59
Number of active neighborhood associations	10	15
Number of neighborhood association leaders	30	31
Number of users for Nextdoor, Facebook, Twitter and Instagram	Facebook: 3,208 Nextdoor: 19,687 Twitter: 4,598 Instagram: 1,770	Facebook: 4,075 Nextdoor: 27,207 Twitter: 5,215 Instagram: 2,053
Number of annual unique visitors to the City's website	600,228	761,064
Number of Redwood City Voice blog subscribers	987	Over 1,000
Number of contacts with businesses pertaining to assistance, retention, expansion, or relocation in Redwood City	35	41
New: average eNewsletter open rate	28%	32%
New: number of printed newsletters	2	3
Number of new entitled Affordable Housing units	105	125

CITY MANAGER

DEPARTMENT BUDGET

The total City Manager budget for FY 2019-20 is \$5.3 million, representing 3.0% of the recommended operational budget.

	ACTUAL 2017-18	ADJUSTED BUDGET 2018-19	ADOPTED BUDGET 2019-20
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ 2,370,654	\$ 2,635,343	\$ 2,676,570
Supplies and Services	878,792	2,727,356	2,453,010
Internal Services	177,490	165,468	181,520
Capital Allocations	-	-	-
Total	\$ 3,426,936	\$ 5,528,167	\$ 5,311,100

BUDGET BY CATEGORIES OF REVENUES

General Fund	\$ 2,440,029	\$ 3,848,722	\$ 3,110,294
Affordable Hsng & Other Rev	58,645	77,229	55,392
Cannabis Business Permit	-	-	71,441
CDBG Funds	349,602	737,696	952,363
CDBG Program Income Funds	135,561	278,589	267,423
HOME Funds	7,237	210,859	211,685
Internal Services Fund	156,357	171,511	179,626
Low & Mod Income Hsng Asset	279,505	203,561	462,876
Total	\$ 3,426,936	\$ 5,528,167	\$ 5,311,100

Note: Housing Division expenditures, revenues, and total positions for FY 2017-18 and 2018-19 were previously budgeted in the Community Development and Transportation Department's budget.

CITY MANAGER

There are 10.39 FTEs in the budget, representing 1.9% of all City employees.

	ACTUAL	ADJUSTED	ADOPTED
	2017-18	BUDGET	BUDGET
City Manager	2017-18	2018-19	2019-20
Account Clerk II	0.10	0.10	0.10
Administrative Clerk III	1.00	1.00	1.00
Administrative Secty	1.00	1.00	1.00
Assistant City Manager	0.30	0.30	-
CDBG/HOME Administrator	0.87	0.87	-
City Manager	0.84	0.84	0.84
Housing Leadership Manager	-	-	1.00
Communications Manager	1.00	1.00	1.00
Comm Multimedia Analyst	1.00	1.00	-
Deputy City Manager	1.00	1.00	1.00
Economic Development Manager	1.00	1.00	1.00
Housing & Econ Dev Spec II	1.00	1.00	1.00
Management Analyst I	1.00	1.00	2.00
Real Property Manager	0.50	0.50	-
Senior Accountant	0.45	0.45	0.45
Technical Level I	0.50	-	-
Total	11.56	11.06	10.39

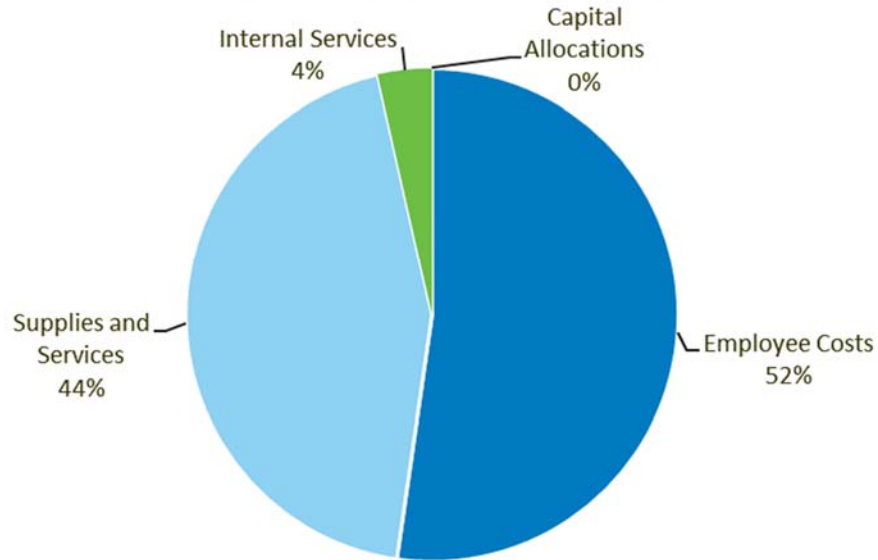
CITY MANAGER

The most significant change to the budget is moving the housing division from Community Development and Transportation Department to the City Manager’s Office. Major changes to the department’s budget for FY 2019-20 are listed in the table below.

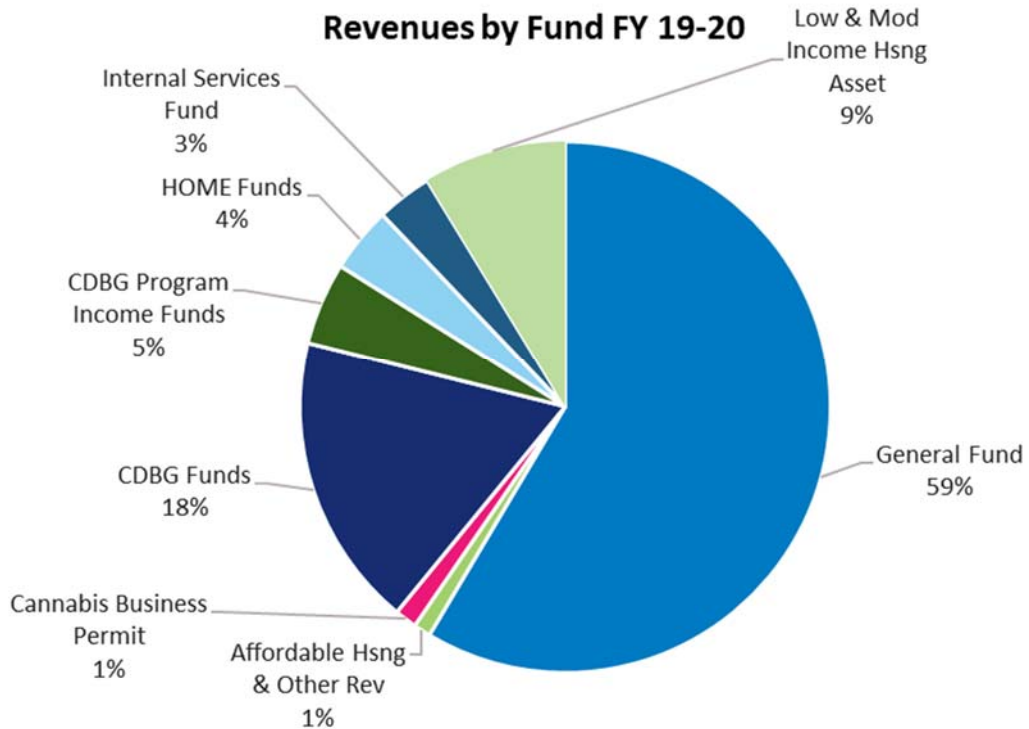
Summary of Change	General Fund	Special Revenue Funds
Reclassification of vacant Communications Multi Media Analyst to Management Analyst I.	29,717	
Eliminate partial vacant Real Property Manager position and add professional services funding. Net zero effect.	-	
Add professional services funds for Communication consultant. Offset by Port revenue for Communication services-2 years.	54,000	
Add professional services funds for a Minimum Wage enforcement contract with City of San Jose.	20,000	
Add conference funding for the Communications program.	10,000	
Add funding for department retreat and conferences.	5,000	
Increase budget for myRWC annual costs.	10,000	
Use of one-time funds to transition the reorganization of the Housing division. This includes funding for New Housing Leadership Manager to replace CDBG/HOME administrator, temporary upgrade of Specialist position, funds to contract BRM Housing Administration, and a Home For All One Stop Shop Pilot Program.	(32,768)	200,488
Using one time funds, increase annual budget for two years to assist with Governance Committee Policy development.	30,000	
Using one-time funds, increase budget to contract for Legislative Consulting Services.	60,000	
Using one-time funds, increase budget to hire a contractor to assist with Community Engagement facilitation.	20,000	
Using one-time funds, increase budget for National League of Cities membership (2 years).	7,500	
Using one-time funds for emerging City Council priorities.	200,000	
Total	\$ 413,449	\$ 200,488

CITY MANAGER

Budgeted Expenditures FY 19-20



Revenues by Fund FY 19-20



CITY MANAGER

PROGRAM: City Manager

SUB-PROGRAM: Management/Policy Execution (61210-61223)

PROGRAM PURPOSE OR BUSINESS:

Implement and execute City Council policy decisions and strategic initiatives; provide overall leadership and vision for the City organization; produce and recommend to Council annual budgets and alignment of resources, and assure that programs and services are provided effectively and efficiently.

	ACTUAL 2017-18	ADJUSTED BUDGET 2018-19	ADOPTED BUDGET 2019-20
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ 772,004	\$ 920,806	\$ 757,402
Supplies and Services	150,871	326,276	555,579
Internal Services	149,021	137,088	145,957
Capital Allocations	-	-	-
Total	\$ 1,071,896	\$ 1,384,170	\$ 1,458,938
BUDGET BY CATEGORIES OF REVENUES			
General Fund	\$ 1,071,896	\$ 1,384,170	\$ 1,455,812
Cannabis Business Permits	-	-	3,126
Total	\$ 1,071,896	\$ 1,384,170	\$ 1,458,938
TOTAL POSITIONS (FTE)			
City Manager	0.79	0.79	0.79
Assistant City Manager	0.30	0.30	-
Management Analyst I	0.90	0.90	0.90
Contract Real Prop Mgr	0.50	0.50	-
Administrative Secty	1.00	1.00	1.00
Total	3.49	3.49	2.69

CITY MANAGER

PROGRAM: City Manager

SUB-PROGRAM: Communications/Community Engagement (61220)

PROGRAM PURPOSE OR BUSINESS:

Promote and facilitate community building and civic engagement outreach and activities; foster public awareness of City actions; and provide effective communications between the City and the community in order to build a great community together.

	ACTUAL	ADJUSTED	ADOPTED
	2017-18	BUDGET	BUDGET
	2017-18	2018-19	2019-20

BUDGET BY CATEGORIES OF EXPENDITURES

Employee Costs	\$ 691,529	\$ 768,683	\$ 793,867
Supplies and Services	282,019	1,087,765	423,041
Internal Services	4,958	4,937	8,150
Capital Allocations	-	-	-
Total	\$ 978,506	\$ 1,861,385	\$ 1,225,058

BUDGET BY CATEGORIES OF REVENUES

General Fund	\$ 978,506	\$ 1,861,385	\$ 1,225,058
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TOTAL POSITIONS (FTE)

Communications Manager	1.00	1.00	1.00
Management Analyst I	-	-	1.00
Comm Multimedia Analyst	1.00	1.00	-
Deputy City Manager	1.00	1.00	0.90
Total	3.00	3.00	2.90

CITY MANAGER

PROGRAM: City Manager

SUB-PROGRAM: Economic Development (61240)

PROGRAM PURPOSE OR BUSINESS:

Implement programs to strengthen and sustain the City’s economic base and enhance its positive business climate. Programs include targeted business attraction and retention, utilizing a variety of tools and strategies including data collection, marketing, revitalizing commercial districts, and developing metrics to measure successful accomplishment of key economic development priorities.

	ACTUAL	ADJUSTED	ADOPTED
	2017-18	BUDGET	BUDGET
	2018-19	2019-20	

BUDGET BY CATEGORIES OF EXPENDITURES

Employee Costs	\$ 227,618	\$ 269,917	\$ 262,592
Supplies and Services	160,291	231,550	132,450
Internal Services	1,718	1,700	2,697
Capital Allocations	-	-	-
Total	\$ 389,627	\$ 503,167	\$ 397,739

BUDGET BY CATEGORIES OF REVENUES

General Fund	\$ 389,627	\$ 503,167	\$ 329,424
Cannabis Business Permits	-	-	68,315
Total	\$ 389,627	\$ 503,167	\$ 397,739

TOTAL POSITIONS (FTE)

Economic Development Manager	1.00	1.00	1.00
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CITY MANAGER

PROGRAM: City Manager

SUB-PROGRAM: Receptionist Services (67212)

PROGRAM PURPOSE OR BUSINESS:

Provide Citywide receptionist phone support and customer service at City Hall for the residents and internal customers.

	<u>ACTUAL 2017-18</u>	<u>ADJUSTED BUDGET 2018-19</u>	<u>ADOPTED BUDGET 2019-20</u>
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ 146,879	\$ 160,950	\$ 167,717
Supplies and Services	696	1,097	1,187
Internal Services	8,782	9,464	10,722
Capital Allocations	-	-	-
Total	<u>\$ 156,357</u>	<u>\$ 171,511</u>	<u>\$ 179,626</u>
BUDGET BY CATEGORIES OF REVENUES			
Internal Services Fund	\$ 156,357	\$ 171,511	\$ 179,626
TOTAL POSITIONS (FTE)			
Management Analyst I	0.10	0.10	0.10
Administrative Clerk III	1.00	1.00	1.00
Total	<u>1.10</u>	<u>1.10</u>	<u>1.10</u>

CITY MANAGER

**PROGRAM: HOUSING AND COMMUNITY DEVELOPMENT BLOCK GRANT AND HOME INVESTMENT PARTNERSHIP
PROGRAM SUMMARY**

	ACTUAL 2017-18	ADJUSTED BUDGET 2018-19	ADOPTED BUDGET 2019-20
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ 532,624	\$ 514,987	\$ 694,992
Supplies and Services	284,915	1,080,668	1,340,753
Internal Services	13,011	12,279	13,994
Capital Allocations	-	-	-
Total	\$ 830,550	\$ 1,607,934	\$ 2,049,739
BUDGET BY CATEGORIES OF REVENUES			
General Fund	\$ -	\$ 100,000	\$ 100,000
Low & Mod Income Hsng Asset	279,505	203,561	462,876
Affordable Hsng & Other Rev	58,645	77,229	55,392
CDBG Funds	349,602	737,696	952,363
CDBG Program Income Funds	135,561	278,589	267,423
HOME Funds	7,237	210,859	211,685
Total	\$ 830,550	\$ 1,607,934	\$ 2,049,739

Note: Expenditures, revenues, and total positions for FY 2017-18 and 2018-19 were previously budgeted in the Community Development and Transportation Department.

CITY MANAGER

PROGRAM: Housing Successor Agency of Redwood City

SUB-PROGRAM: Low & Moderate Income Housing Asset Fund (292-66410)

SUB-PROGRAM PURPOSE OR BUSINESS:

Provide direct funding for staff and financial assistance related to monitoring the affordable housing covenants and providing financial assistance for the creation and preservation of affordable housing per SB 341 new rules for Housing Successors. The Low Moderate Housing Asset revenue is generated by loan repayments and interest on loans.

	ACTUAL	ADJUSTED	ADOPTED
	2017-18	BUDGET	BUDGET
	2018-19	2019-20	

BUDGET BY CATEGORIES OF EXPENDITURES

Employee Costs	\$ 242,483	\$ 168,314	\$ 351,932
Supplies and Services	26,504	25,268	100,268
Internal Services	10,518	9,979	10,676
Capital Allocations	-	-	-
Total	\$ 279,505	\$ 203,561	\$ 462,876

BUDGET BY CATEGORIES OF REVENUES

Low & Mod Income Housing Asset Fund	279,505	203,561	462,876
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TOTAL POSITIONS (FTE)

CDBG/HOME Administrator	0.52	0.52	-
Housing Leadership Manager	-	-	0.80
Senior Accountant	0.05	0.05	0.05
Deputy City Manager	-	-	0.10
Account Clerk II	0.10	0.10	0.10
Housing & Econ Dev Spec II	0.15	0.15	0.15
Technical Level I	0.25	-	-
Total	1.07	0.82	1.20

CITY MANAGER

PROGRAM: Affordable Housing and Other Revenues
SUB-PROGRAM: Affordable Housing and Other Revenues Fund (299)

SUB-PROGRAM PURPOSE OR BUSINESS:

Support building a strong community by ensuring the provision or construction of safe and stable affordable housing or by providing other community benefits.

	ACTUAL	ADJUSTED	ADOPTED
	2017-18	BUDGET	BUDGET
	2017-18	2018-19	2019-20

BUDGET BY CATEGORIES OF EXPENDITURES

Employee Costs	\$ 48,452	\$ 66,575	\$ 54,803
Supplies and Services	9,853	110,148	100,045
Internal Services	340	506	544
Capital Allocations	-	-	-
Total	\$ 58,645	\$ 177,229	\$ 155,392

BUDGET BY CATEGORIES OF REVENUES

General Fund	\$ -	\$ 100,000	\$ 100,000
Affordable Hsg & Other Rev Fund	58,645	77,229	55,392
Total	\$ 58,645	\$ 177,229	\$ 155,392

TOTAL POSITIONS (FTE)

City Manager	0.05	0.05	0.05
CDBG/HOME Administrator	0.17	0.17	-
Housing Leadership Manager	-	-	0.08
Technical Level I	0.25	-	-
Total	0.47	0.22	0.13

CITY MANAGER

PROGRAM: CDBG/HOME
SUB-PROGRAM: Community Development Block Grant and HOME Investment Partnership Program

**Community Development Block Grant (CDBG)
HOME Investment Partnership Program (HOME)**

CDBG/HOME Action Plan Revenue FY 2019-20

CDBG (Estimated)	Amount (\$)
CDBG Entitlement Grant	718,936
Prior years carryover	<u>200,000</u>
TOTAL	918,936
CDBG REVOLVING LOAN FUND – PROGRAM INCOME	
Estimated Single Family Rehab Income – New FY 19-20	100,000
Estimated Multifamily Income – New FY 19-20	<u>100,000</u>
TOTAL	200,000
HOME (Estimated)	
HOME Investment Partnership Grant	<u>312,535</u>
TOTAL	312,535
TOTAL FY 2019-20 REVENUE \$ 1,431,471	

CITY MANAGER

CDBG/HOME ACTION PLAN BUDGET FY 2019-20

CDBG ENTITLEMENT	<u>Amount (\$)</u>
<u>Fair Housing, Administration & Planning</u>	
General Planning & Administration	168,381
Project Sentinel Fair Housing Services	15,405
Subtotal	183,786
<u>Homeless Programs</u>	
Samaritan House - Safe Harbor Shelter	17,459
LifeMoves - Maple Street Shelter	17,949
Star Vista - Daybreak Shelter for Homeless Youth	18,486
Subtotal	53,894
<u>Human Services</u>	
Bay Area Legal Aid – Domestic Violence Legal Safety Net Project	20,540
CORA - Emergency Shelter for Domestic Violence Survivors	15,405
Human Investment Project Housing - Home Sharing Program	15,405
Ombudsman of San Mateo Co. – Ombudsman Services	15,405
Rape Trauma Services – Sexual Abuse Services for Children	15,405
Subtotal	82,160
<u>Non-Housing Community Development</u>	
Renaissance – Entrepreneurship Program	15,405
Star Vista - Daybreak Rehabilitation	15,405
Subtotal	30,810
<u>Housing – Minor Housing Rehab Programs</u>	
City of Redwood City - Home Loan Program and Admin	48,806
CIID - Housing Accessibility Modification Program	15,405
Rebuilding Together Peninsula – Minor Home Repair Program	20,540
Rebuilding Together Peninsula - Nation Rebuilding Day	20,540
Subtotal	105,291
<u>Housing – Capital Projects</u>	
Habitat for Humanity – Predevelopment (612 Jefferson)	360,000
Site Acquisition/Acquisition & Rehabilitation Set-aside	102,995
Subtotal	462,995
TOTAL ESTIMATED CDBG ENTITLEMENT	918,936
CDBG REVOLVING LOAN FUND (PROGRAM INCOME)	
Home Improvement Program Support	75,000
Single & Multifamily Rehabilitation Loan Program	125,000
Subtotal	200,000
TOTAL ESTIMATED CDBG REVOLVING LOAN FUND	200,000
HOME ENTITLEMENT	
HOME Administration	31,254
Community Housing Development Organization Set-aside	46,880
Housing Set-aside	234,401
Subtotal	312,535
TOTAL ESTIMATED HOME ENTITLEMENT	312,535
TOTAL BUDGET	\$ 1,431,471

CITY MANAGER

PROGRAM: CDBG/HOME
SUB-PROGRAM: Community Development Block Grant General Administration (258-66310)

SUB-PROGRAM PURPOSE OR BUSINESS:

Provide direct funding for staff and program costs related to administering the CDBG and other federal funds. The total budget is supported by two federal funding sources: 1) CDBG Entitlement funds; and 2) HOME Entitlement funds. Both budgets are limited by statute and both are required not to exceed 20% and 10% respectively of the annual entitlement amounts. This budget represents CDBG grant funds.

	ACTUAL 2017-18	ADJUSTED BUDGET 2018-19	ADOPTED BUDGET 2019-20
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ 111,366	\$ 176,726	\$ 181,227
Supplies and Services	25,659	505,498	504,690
Internal Services	1,408	1,131	1,748
Capital Allocations	-	-	-
Total	\$ 138,433	\$ 683,355	\$ 687,665

BUDGET BY CATEGORIES OF REVENUES

CDBG Funds	\$ 138,433	\$ 683,355	\$ 687,665
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TOTAL POSITIONS (FTE)

CDBG/HOME Administrator	0.11	0.11	-
Housing Leadership Manager	-	-	0.07
Senior Accountant	0.37	0.37	0.37
Housing & Econ Dev Spec II	0.40	0.40	0.40
Total	0.88	0.88	0.84

CITY MANAGER

PROGRAM: CDBG/HOME
SUB-PROGRAM: Home Improvement Program Support (258-66320)

SUB-PROGRAM PURPOSE OR BUSINESS:

Provide direct funding for staff and program costs related to administering the Home Improvement Loan Program. The total budget is supported by two federal funding sources: 1) CDBG entitlement funds; and 2) Program income received from CDBG assisted activities. This budget represents CDBG grant funds.

	ACTUAL 2017-18	ADJUSTED BUDGET 2018-19	ADOPTED BUDGET 2019-20
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ -	\$ -	\$ 14,361
Supplies and Services	211,169	54,341	\$ 250,337
Internal Services	-	-	-
Capital Allocations	-	-	-
Total	\$ 211,169	\$ 54,341	\$ 264,698
BUDGET BY CATEGORIES OF REVENUES			
CDBG Funds	\$ 211,169	\$ 54,341	\$ 264,698
TOTAL POSITIONS (FTE)			
Housing Leadership Manager	-	-	0.05

CITY MANAGER

PROGRAM: CDBG/HOME
SUB-PROGRAM: Home Improvement Program Administration (257-66380)

SUB-PROGRAM PURPOSE OR BUSINESS:

Provide direct funding for staff and program costs related to administering the Home Improvement Loan Program. The total budget is supported by two federal funding sources: 1) CDBG entitlement funds; and 2) Program income received from CDBG assisted activities. This budget represents program income revenue earned from principal and interest on loans made.

	ACTUAL	ADJUSTED	ADOPTED
	2017-18	BUDGET	BUDGET
	2018-19	2019-20	

BUDGET BY CATEGORIES OF EXPENDITURES

Employee Costs	\$ 123,174	\$ 88,560	\$ 77,086
Supplies and Services	11,730	189,458	189,458
Internal Services	657	571	879
Capital Allocations	-	-	-
Total	\$ 135,561	\$ 278,589	\$ 267,423

BUDGET BY CATEGORIES OF REVENUES

CDBG Program Income Funds	\$ 135,561	\$ 278,589	\$ 267,423
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TOTAL POSITIONS (FTE)

CDBG/HOME Administrator	0.07	0.07	-
Housing & Econ Dev Spec II	0.40	0.40	0.40
Total	0.47	0.47	0.40

CITY MANAGER

PROGRAM: CDBG/HOME
SUB-PROGRAM: HOME Administration (258-66354)

SUB-PROGRAM PURPOSE OR BUSINESS:

Provide direct funding for staff and program costs related to administering the HOME Investment Partnership programs and projects as a companion budget to the CDBG General Administration budget. The total budget is supported by two federal funding sources: 1) CDBG entitlement funds; and 2) HOME entitlement funds. Both budgets are limited by statute and both are required not to exceed 20% and 10% respectively of the annual entitlement amounts. This budget represents HOME grant funds.

	ACTUAL 2017-18	ADJUSTED BUDGET 2018-19	ADOPTED BUDGET 2019-20
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ 7,149	\$ 14,812	\$ 15,583
Supplies and Services	-	195,955	195,955
Internal Services	88	92	147
Capital Allocations	-	-	-
Total	\$ 7,237	\$ 210,859	\$ 211,685

BUDGET BY CATEGORIES OF REVENUES

HOME Funds	\$ 7,237	\$ 210,859	\$ 211,685
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TOTAL POSITIONS (FTE)

Senior Accountant	0.03	0.03	0.03
Housing & Econ Dev Spec II	0.05	0.05	0.05
Total	0.08	0.08	0.08

COMMUNITY DEVELOPMENT AND TRANSPORTATION



Administration
Building and Inspection
Downtown Facilities
Engineering and
Construction
Planning

COMMUNITY DEVELOPMENT AND TRANSPORTATION

DEPARTMENT DESCRIPTION

The Community Development and Transportation Department is comprised of three divisions: Building Regulation and Code Enforcement Services, Engineering and Transportation Services, and Planning Services. Under the policy direction of the City Council and in conjunction with other City departments, these divisions guide the development, physical growth, and preservation of the City. Efforts include providing building code and Municipal Code compliance, current and advanced planning, development services, Geographic Information System (GIS) management, environmental review, historic review, transportation planning, and capital improvement management of the City's infrastructure. The Department works in partnership the Planning Commission, Architectural Advisory Committee, Historic Resources Advisory Committee, and related subcommittees and ad hoc committees.

MAJOR ACCOMPLISHMENTS

- Identified funding opportunities to provide City affordable housing funds to support the construction of 145 affordable housing units
- Adopted interim design guidelines on neighborhood compatibility
- Developed the City's Wireless Communications Ordinance
- Implemented the Citywide Transportation Plan recommendations to guide funding decisions in the annual and Five-Year Capital Improvement Program
- Started construction of the US Highway 101 Pedestrian Undercrossing
- Constructed the Kennedy Safe Routes to School Project
- Started construction on the Middlefield Utility Undergrounding Project
- Completed the Streetcar and Transit Center Studies and began the community engagement process
- Issued a Request for Proposal for design and construction of a Downtown Parking Guidance System
- Implemented the interim "Peninsula Bikeway", a north-south bicycle route through Redwood City, and initiate planning for a long-term route as an initiative of the Manager's Mobility Partnership, a multi-jurisdictional partnership to improve mobility
- Awarded bid for construction of the City's California Water Tank, Pump Station and Transmission Main Project
- Conducted public outreach and initiated multi-jurisdictional flood management planning for the Bayfront Canal and Atherton Channel watersheds



EL CAMINO REAL CORRIDOR

COMMUNITY DEVELOPMENT AND TRANSPORTATION

GOALS FOR FY 2019-20

- Prepare an interim Floor Area Ratio ordinance regulating house size as well as amending the design review process for new homes and additions in single-family neighborhoods to be presented to the Planning Commission in May 2019 and to the City Council in Summer 2019
- Complete construction for the US Highway 101 Pedestrian Undercrossing between Bair Island Road and Main Street providing an important pedestrian and bicycle connection from the neighborhoods east of Highway 101 to the downtown area by December 2019
- Amend the zoning code to regulate wireless facilities on private property to maintain consistency with Federal telecommunications regulations and the City's General Plan by December 31, 2019
- Review administrative practices and amend City Municipal codes to diversify the City's affordable housing options by facilitating the development of Accessory Dwelling Units (ADUs) by streamlining discretionary review and building permit issuance, standardizing ADU building plans, reducing fees, simplifying City requirements, and exploring new technology by late 2019
- Revise the City's Tree Ordinance to align with the City's General Plan and support neighborhood compatibility and property owner requests by Spring 2020
- Prepare a progress report and develop a work plan to consider comprehensive updates to the City's General Plan including extensive community engagement by early 2020
- Complete Middlefield Road Improvements including substantive construction of trench and undergrounding of City infrastructure by January 2020 and 50% of construction of the streetscape project by July 2020. Continue coordinating with private utilities on their undergrounding, which may continue through 2020
- Complete the Ferry Financial Feasibility study and cost-benefit and economic impact analyses to understand the market for ferry service, the financial costs, and the social and economic benefit to the City and the region by end of Summer 2020
- Develop residential design guidelines to address height, massing, placement, and landscaping associated with development in single-family neighborhoods to address concerns raised by the community that new construction is not consistent with existing neighborhood character or with the City's General Plan by late 2020

CURRENT OR UPCOMING MULTI-YEAR MAJOR PROJECTS

- Implementation of Citywide Transportation Plan
- Finalize design of the Whipple Grade Crossing
- Construction of the Bradford Street Affordable Housing Project
- Expanding the Recycled Water pipeline to the Downtown
- Update Sewer System Master Plan
- Plan, design, and construct the Blomquist Bridge extension
- Complete the first year of the 2.5 years of scheduled construction of the City's California Water Tank, Pump Station and Transmission Main Project to increase the level of water supply safety for all water customers in the Emerald Hill water service area by providing a much more reliable water storage capacity for daily use and emergency responses by Fall 2021
- Secure funding and launch extensive community engagement for the Bayfront Canal & Atherton Channel Flood Management Project construction and enter into a multi-agency Memorandum of Understanding/Joint Powers Authority for implementation by December 2020

COMMUNITY DEVELOPMENT AND TRANSPORTATION

Performance Measure	2017 Results	2018 Results
Planning and Housing		
Number of new entitled Affordable Housing units	105	125
Number of residential architectural permits (approved)	29	21
Number of Accessory Dwelling Units (ADUs) permitted	34	32
Building and Code Enforcement		
Number of permitted kitchen and/or bathroom remodels	356	230
Number of code enforcement cases closed	895	884
Engineering and Transportation		
Number of linear feet of sewer mains replaced or rehabilitated	14,386	18,149
Number of potable water mains replaced or rehabilitated	10,353	3,650
Number of traffic calming projects designed	6	1

COMMUNITY DEVELOPMENT AND TRANSPORTATION

DEPARTMENT BUDGET

The total Community Development and Transportation Department's budget for FY 2019-20 is \$16.9 million, representing 6.4% of the total operational budget.

	ACTUAL 2017-18	ADJUSTED BUDGET 2018-19	ADOPTED BUDGET 2019-20
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ 7,680,395	\$ 8,020,791	\$ 9,164,205
Supplies and Services	5,637,237	9,512,358	6,563,145
Internal Services	1,233,824	1,377,145	1,234,240
Capital Allocations	-	-	-
Total	\$ 14,551,456	\$ 18,910,294	\$ 16,961,590
BUDGET BY CATEGORIES OF REVENUES			
General Fund	\$ 9,416,795	\$ 12,869,705	\$ 11,142,507
Cannabis Business Permits	-	-	4,225
Parking Fund	1,756,351	1,727,486	1,794,813
Transportation Fund	125,733	189,664	198,259
Capital Projects Fund	2,395,509	2,600,000	3,000,000
Seaport Ctr Mtc District	2,568	4,826	4,893
Seaport Landscape Mtc Dist	2,519	4,826	4,893
Planning Cost Recovery Fund	851,982	1,513,787	812,000
Total	\$ 14,551,457	\$ 18,910,294	\$ 16,961,590

Note: Housing Division expenditures, revenues, and total positions for FY 2017-18 and 2018-19 were previously budgeted in the Community Development and Transportation Department's budget. In FY 2019-20, this division was moved to the City Manager's office.

COMMUNITY DEVELOPMENT AND TRANSPORTATION

There are 59.23 FTEs in the Recommended Budget for FY 2019-20, representing 10.5% of all City employees.

Community Development & Transportation	ACTUAL 2017-18	ADJUSTED BUDGET 2018-19	ADOPTED BUDGET 2019-20
Administrative Clerk III	0.50	0.50	0.50
Administrative Secty	0.83	-	3.00
Assistant City Clerk	0.10	0.10	0.10
Assistant City Manager	0.65	0.65	-
Assistant Engineer I	1.00	1.00	1.00
Assistant Engineer II	6.00	6.00	6.00
Assistant Planner	3.00	2.00	2.00
Associate Engineer	3.00	2.00	2.00
Associate Planner	2.00	2.00	2.00
Building Inspector	3.00	3.00	3.00
CDBG/HOME Administrator	0.13	0.13	-
CIP Program Manager	-	1.00	1.00
City Attorney	0.18	0.18	0.18
City Clerk	0.10	0.10	0.10
City Manager	0.15	0.15	0.15
Code Enforcement Officer II	1.00	1.00	1.00
Comm Dev Manager-Building	1.00	1.00	1.00
Comm Dev Manager-Engineering	1.00	0.85	0.85
Comm Dev Manager-Planning	1.00	1.00	1.00
Community Dev & Transp Director	-	-	0.94
Contract Fire Plan Checker	0.40	0.40	0.40
GIS Manager	-	0.75	0.75
GIS Technician	1.50	2.00	2.00
Landscape Architect	1.00	-	-
Management Analyst II	3.00	2.00	2.00
Managerial/Prof Level I	-	-	1.00
Managerial/Prof Level II	1.00	1.00	1.00
Official/Exec/Prof Level I	3.00	1.30	1.30
Paraprofessional	-	-	-
Parking/TDM Manager	1.00	1.00	1.00
Permits Technician	4.00	4.00	4.00
Plan Checker	1.00	1.00	1.00
Principal Planner	2.00	2.00	2.00
Public Works Field Supervisor	0.50	0.50	0.50
PW Maint Wkr II	1.00	1.00	1.00
Public Works Services Director	0.20	0.20	0.20
Real Property Manager	0.50	-	-

COMMUNITY DEVELOPMENT AND TRANSPORTATION

FTE's Continued

	ACTUAL	ADJUSTED	ADOPTED
	2017-18	BUDGET	BUDGET
	2017-18	2018-19	2019-20
Community Dev & Transportation Cont.			
Secretary	4.96	4.96	1.96
Senior Accountant	0.25	0.25	0.25
Senior Assistant City Attorney	0.55	0.55	0.55
Senior Building Inspector	3.00	3.00	3.00
Senior Civil Engineer	3.00	1.50	1.50
Senior Construction Technician	1.00	1.00	1.00
Senior Engineering Technician	2.00	2.00	2.00
Senior Info Tech Analyst	0.75	-	-
Senior Planner	1.00	2.00	2.00
Senior Transportation Coord	1.00	1.00	-
Senior Transportation Planner	-	1.00	1.00
Supv Civil Engineer	1.00	1.00	2.00
Total	63.25	58.07	59.23

COMMUNITY DEVELOPMENT AND TRANSPORTATION

Major changes to the department's budget for FY 2019-20 are listed in the table below. These include the use of one-time funds from current year surplus, as well as reorganization of the department.

Summary of Change	General Fund	Enterpr. Funds	Special Revenue Funds	Capital Funds
Reorganization: Convert the Assistant City Manager position to Community Development and Transportation Director	7,443		(958)	(74,546)
Reclassification of 3.0 Secretary positions to Administrative Secretary positions.	11,906			14,566
Reclassification of 1.0 Senior Transportation Coordinator to Supervising Civil Engineer.				18,091
Increase budget for training for Engineers & transportation benefits for managers. Engineering, transferring the transportation budget from the General Fund to the Capital Outlay Fund.	6,981			3,764
Increase budget for credit card fees.	100,000			
Annual cost to join new countywide flood and sea level rise resiliency agency. Budget for 3 years ending FY 2021-22.	55,000			
Advertising for public notices related to planning permitting.			12,000	
Shift budget for Levee Predatory Animal Management from Capital Outlay to General Fund.	60,000			(60,000)
Funding for Management Fellow; one year only.	130,000			
Increase budget for department wide meetings and community outreach.	3,000			
Increase budget for water remediation at the Jefferson Garage.		150,000		
Add budget for parking meter warranties; ongoing for next ten years.		56,000		
Increased budget for shared parking agreement with 815 Hamilton.		42,000		
Use of one-time funds for Planning Contract/Consulting for two years.	65,000			
Use of one-time funds to purchase a message board for construction notices.	30,000			
Use of one-time funds for Vera Bike Boulevard, Online TDM reporting tool, Safe Routes to School consultant contract to update walking and biking maps and support creation of biking school buses.	230,000			
Total	\$ 699,330	\$ 248,000	\$ 11,042	\$ (98,125)

COMMUNITY DEVELOPMENT AND TRANSPORTATION

PROGRAM: Community Development and Transportation

SUB-PROGRAM: Administration (63010)

SUB-PROGRAM PURPOSE OR BUSINESS:

Oversee the functions of the Department’s three divisions towards the planning and implementation of improvements to the City’s built environment, transportation systems, and infrastructure, create and review policies and practices to improve operations, and administer the Department budget. Support functions and capacities of Building, Engineering, and Planning Divisions as needed.

	ACTUAL	ADJUSTED	ADOPTED
	2017-18	BUDGET	BUDGET
	2017-18	2018-19	2019-20

BUDGET BY CATEGORIES OF EXPENDITURES

Employee Costs	\$ 220,481	\$ 271,756	\$ 522,463
Supplies and Services	53,815	1,150,043	174,517
Internal Services	11,637	107,707	14,609
Capital Allocations	-	-	-
Total	\$ 285,933	\$ 1,529,506	\$ 711,589

BUDGET BY CATEGORIES OF REVENUES

General Fund	\$ 285,933	\$ 1,529,506	\$ 711,589
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TOTAL POSITIONS (FTE)

Community Dev & Transp Director	-	-	0.84
Assistant City Manager	0.35	0.35	-
Management Analyst II	0.40	0.40	0.40
Real Property Manager	0.40	-	-
Administrative Clerk III	-	0.50	0.50
Managerial/Prof Level I	-	-	1.00
Total	1.15	1.25	2.74

COMMUNITY DEVELOPMENT AND TRANSPORTATION

PROGRAM: BUILDING AND INSPECTION SUMMARY

	ACTUAL 2017-18	ADJUSTED BUDGET 2018-19	ADOPTED BUDGET 2019-20
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ 2,089,002	\$ 2,196,554	\$ 2,534,584
Supplies and Services	2,692,070	3,978,743	2,890,329
Internal Services	319,331	320,014	346,622
Capital Allocations	-	-	-
Total	<u>\$ 5,100,403</u>	<u>\$ 6,495,311</u>	<u>\$ 5,771,535</u>
BUDGET BY CATEGORIES OF REVENUES			
General Fund	\$ 5,100,403	\$ 6,495,311	\$ 5,769,398
Cannabis Business Permits	-	-	2,137
Total	<u>\$ 5,100,403</u>	<u>\$ 6,495,311</u>	<u>\$ 5,771,535</u>

COMMUNITY DEVELOPMENT AND TRANSPORTATION

PROGRAM: Building and Inspection
SUB-PROGRAM: Building Regulation (63110)

SUB-PROGRAM PURPOSE OR BUSINESS:

Ensure quality construction and health and safety standards by processing permit applications, reviewing plans, and performing inspections for compliance with City and State Building Codes.

	ACTUAL 2017-18	ADJUSTED BUDGET 2018-19	ADOPTED BUDGET 2019-20
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ 1,257,391	\$ 1,368,272	\$ 1,684,376
Supplies and Services	2,612,631	3,897,487	2,823,393
Internal Services	209,641	198,881	216,805
Capital Allocations	-	-	-
Total	\$ 4,079,663	\$ 5,464,640	\$ 4,724,574
BUDGET BY CATEGORIES OF REVENUES			
General Fund	\$ 4,079,663	\$ 5,464,640	\$ 4,722,437
Cannabis Business Permits	-	-	2,137
Total	\$ 4,079,663	\$ 5,464,640	\$ 4,724,574
TOTAL POSITIONS (FTE)			
GIS Manager	-	0.05	0.05
Comm Dev Manager-Building	0.60	0.60	0.60
Management Analyst II	0.10	0.10	0.10
Senior Info Tech Analyst	0.05	-	-
Contract Fire Plan Checker	0.40	0.40	0.40
Permits Technician	1.00	1.00	1.00
Secretary	1.10	1.10	1.10
Plan Checker	1.00	1.00	1.00
Senior Building Inspector	3.00	3.00	3.00
Building Inspector	1.10	1.10	1.10
Official/Exec/Prof Level I	2.00	1.00	1.00
Total	10.35	9.35	9.35

COMMUNITY DEVELOPMENT AND TRANSPORTATION

PROGRAM: Building and Inspection
SUB-PROGRAM: Code Enforcement (63310)

SUB-PROGRAM PURPOSE OR BUSINESS:

Preserve and maintain the quality of neighborhoods and businesses through enforcement of applicable federal, state and local laws.

	ACTUAL 2017-18	ADJUSTED BUDGET 2018-19	ADOPTED BUDGET 2019-20
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ 831,611	\$ 828,282	\$ 850,208
Supplies and Services	79,439	81,256	66,936
Internal Services	109,690	121,133	129,817
Capital Allocations	-	-	-
Total	\$ 1,020,740	\$ 1,030,671	\$ 1,046,961

BUDGET BY CATEGORIES OF REVENUES

General Fund	\$ 1,020,740	\$ 1,030,671	\$ 1,046,961
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TOTAL POSITIONS (FTE)

Comm Dev Manager-Building	0.40	0.40	0.40
Management Analyst II	0.10	0.10	0.10
Permits Technician	1.00	1.00	1.00
Secretary	0.40	0.40	0.40
Administrative Clerk III	0.50	-	-
Building Inspector	1.90	1.90	1.90
Code Enforcement Officer II	1.00	1.00	1.00
Total	5.30	4.80	4.80

COMMUNITY DEVELOPMENT AND TRANSPORTATION

PROGRAM: ENGINEERING AND CONSTRUCTION SUMMARY

	ACTUAL 2017-18	ADJUSTED BUDGET 2018-19	ADOPTED BUDGET 2019-20
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ 3,016,019	\$ 2,858,847	\$ 3,241,526
Supplies and Services	1,708,918	2,141,335	2,433,153
Internal Services	727,835	713,516	629,035
Capital Allocations	-	-	-
Total	\$ 5,452,772	\$ 5,713,698	\$ 6,303,714
BUDGET BY CATEGORIES OF REVENUES			
General Fund	\$ 1,170,092	\$ 1,186,896	\$ 1,300,856
Parking Fund	1,756,351	1,727,486	1,794,813
Transportation Fund	125,733	189,664	198,259
Capital Projects Fund	2,395,509	2,600,000	3,000,000
Seaport Ctr Mtc District	2,568	4,826	4,893
Seaport Landscape Mtc District	2,519	4,826	4,893
Total	\$ 5,452,772	\$ 5,713,698	\$ 6,303,714

COMMUNITY DEVELOPMENT AND TRANSPORTATION

PROGRAM: Engineering and Construction

SUB-PROGRAM: General Engineering (65121)

SUB-PROGRAM PURPOSE OR BUSINESS:

Administers the Engineering Division. Provide engineering and construction services for design, permitting and construction of the City’s infrastructure and maintenance districts. Respond to general engineering inquiries.

	ACTUAL 2017-18	ADJUSTED BUDGET 2018-19	ADOPTED BUDGET 2019-20
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ 176,577	\$ 198,065	\$ 206,113
Supplies and Services	92,911	92,764	411,745
Internal Services	476,847	442,684	316,891
Capital Allocations	-	-	-
Total	\$ 746,335	\$ 733,513	\$ 934,749

BUDGET BY CATEGORIES OF REVENUES			
General Fund	\$ 615,514	\$ 534,197	\$ 726,704
Transportation Fund	125,733	189,664	198,259
Seaport Ctr Mtc District	2,568	4,826	4,893
Seaport Landscape Mtc District	2,519	4,826	4,893
Total	\$ 746,334	\$ 733,513	\$ 934,749

TOTAL POSITIONS (FTE)			
Senior Civil Engineer	0.54	0.54	0.54
Assistant Engineer II	0.40	0.40	0.40
Total	0.94	0.94	0.94

COMMUNITY DEVELOPMENT AND TRANSPORTATION

PROGRAM: Engineering and Construction
SUB-PROGRAM: Subdivision Engineering (65122)

SUB-PROGRAM PURPOSE OR BUSINESS:

Reviews and processes subdivision maps, development plans, and construction permit applications. Inspects and verifies compliance with City and regulatory requirements on development projects and construction within the City's right-of-way.

	ACTUAL	ADJUSTED	ADOPTED
	2017-18	BUDGET	BUDGET
	2017-18	2018-19	2019-20

BUDGET BY CATEGORIES OF EXPENDITURES

Employee Costs	\$ 379,750	\$ -	\$ -
Supplies and Services	168,177	643,961	509,144
Internal Services	6,650	8,738	10,008
Capital Allocations	-	-	-
Total	\$ 554,577	\$ 652,699	\$ 519,152

BUDGET BY CATEGORIES OF REVENUES

General Fund	\$ 554,577	\$ 652,699	\$ 519,152
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TOTAL POSITIONS (FTE)

No personnel are involved in this subprogram.

COMMUNITY DEVELOPMENT AND TRANSPORTATION

PROGRAM: Engineering and Construction
SUB-PROGRAM: Capital Improvement Engineering (65112)

SUB-PROGRAM PURPOSE OR BUSINESS:

Provides engineering, construction, and project management services for design, permitting, and transportation planning including the implementation of the City’s infrastructure master plans such as the Citywide Transportation Plan, Sewer Master Plan, Stormwater Master Plan, and Water Master Plan. Plan, design and manage improvements to other infrastructure systems such as bridges, levees, pavement, recycled water, and streets. Provide project management support to other departments for improvements to facilities and parks.

	ACTUAL 2017-18	ADJUSTED BUDGET 2018-19	ADOPTED BUDGET 2019-20
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ 2,263,765	\$ 2,453,580	\$ 2,818,165
Supplies and Services	-	-	-
Internal Services	131,744	146,420	181,835
Capital Allocations	-	-	-
Total	\$ 2,395,509	\$ 2,600,000	\$ 3,000,000

BUDGET BY CATEGORIES OF REVENUES			
Capital Projects Fund	\$ 2,395,509	\$ 2,600,000	\$ 3,000,000

TOTAL POSITIONS (FTE)			
City Manager	0.15	0.15	0.15
City Attorney	0.05	0.05	0.05
City Clerk	0.10	0.10	0.10
Community Dev & Transp Director	-	-	0.10
Public Works Services Director	0.20	0.20	0.20
Assistant City Manager	0.30	0.30	-
Supv Civil Engineer	1.00	1.00	2.00
Senior Civil Engineer	2.18	2.18	2.18
Principal Planner	0.02	0.02	0.02
Landscape Architect	0.10	-	-

COMMUNITY DEVELOPMENT AND TRANSPORTATION

Capital Improvement Engineering (65112) Continued

TOTAL POSITIONS (FTE)	ACTUAL	ADJUSTED	ADOPTED
	2017-18	BUDGET 2018-19	BUDGET 2019-20
Senior Transportation Coord	1.00	1.00	-
GIS Manager	-	0.35	0.35
Senior Transportation Planner	-	1.00	-
Comm Dev Manager-Engineering	1.00	1.00	1.00
Senior Assistant City Attorney	0.05	0.05	0.05
CIP Program Manager	-	-	1.00
Accountant	0.25	0.25	0.25
Senior Accountant	0.25	0.25	0.25
Management Analyst II	1.25	1.25	0.25
Real Property Manager	0.10	-	-
Senior Info Tech Analyst	0.35	-	-
Assistant City Clerk	0.10	0.10	0.10
Administrative Secty	0.83	0.83	2.83
Public Works Field Supervisor	0.50	0.50	0.50
Permits Technician	2.00	2.00	2.00
Secretary	2.46	2.46	0.46
Associate Engineer	3.00	3.00	3.00
Assistant Engineer II	5.60	5.60	5.60
Senior Engineering Technician	2.00	2.00	2.00
Assistant Engineer I	1.00	1.00	1.00
GIS Technician	1.00	1.00	1.00
Senior Transportation Planner	-	-	1.00
PW Maint Wkr II	1.00	1.00	1.00
Senior Construction Technician	1.00	1.00	1.00
Official/Exec/Prof Level I	1.00	1.00	1.00
Managerial/Prof Level II	1.00	1.00	1.00
Total	30.84	31.64	31.44

COMMUNITY DEVELOPMENT AND TRANSPORTATION

PROGRAM: Engineering and Construction
SUB-PROGRAM: Downtown Parking Facilities Operation (65175)

SUB-PROGRAM PURPOSE OR BUSINESS:

Oversee the operation and maintenance of downtown parking facilities and equipment.

	ACTUAL 2017-18	ADJUSTED BUDGET 2018-19	ADOPTED BUDGET 2019-20
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ 195,927	\$ 207,202	\$ 217,248
Supplies and Services	1,447,830	1,404,610	1,457,264
Internal Services	112,594	115,674	120,301
Capital Allocations	-	-	-
Total	\$ 1,756,351	\$ 1,727,486	\$ 1,794,813
BUDGET BY CATEGORIES OF REVENUES			
Parking Fund	\$ 1,756,351	\$ 1,727,486	\$ 1,794,813
TOTAL POSITIONS (FTE)			
Parking/TDM Manager	1.00	1.00	1.00

COMMUNITY DEVELOPMENT AND TRANSPORTATION

PROGRAM: Engineering and Construction
SUB-PROGRAM: Flood and Sea Level Rise Resiliency Agency (65125)

SUB-PROGRAM PURPOSE OR BUSINESS:

This program is setup to represent the City’s share towards the costs of the countywide Flood and Sea Level Rise Resiliency Agency (Agency). The Agency was created to address sea level rise, flooding, coastal erosion and large-scale stormwater infrastructure improvements through integrated regional planning, design, permitting, project implementation, and long-term operations and maintenance.

	ACTUAL	ADJUSTED	ADOPTED
	2017-18	BUDGET	BUDGET
	2017-18	2018-19	2019-20

BUDGET BY CATEGORIES OF EXPENDITURES

Employee Costs	\$ -	\$ -	\$ -
Supplies and Services	-	-	55,000
Internal Services	-	-	-
Capital Allocations	-	-	-
Total	\$ -	\$ -	\$ 55,000

BUDGET BY CATEGORIES OF REVENUES

General Fund	\$ -	\$ -	\$ 55,000
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TOTAL POSITIONS (FTE)

No personnel are involved in this subprogram.

COMMUNITY DEVELOPMENT AND TRANSPORTATION

PROGRAM: PLANNING SERVICES SUMMARY

	ACTUAL 2017-18	ADJUSTED BUDGET 2018-19	ADOPTED BUDGET 2019-20
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ 2,354,893	\$ 2,693,634	\$ 2,865,632
Supplies and Services	1,182,434	2,242,237	1,065,146
Internal Services	175,021	235,908	243,974
Capital Allocations	-	-	-
Total	\$ 3,712,348	\$ 5,171,779	\$ 4,174,752
BUDGET BY CATEGORIES OF REVENUES			
General Fund	\$ 2,860,367	\$ 3,657,992	\$ 3,360,664
Cannabis Business Permits	-	-	2,088
Planning Cost Recovery Fund	851,982	1,513,787	812,000
Total	\$ 3,712,349	\$ 5,171,779	\$ 4,174,752

COMMUNITY DEVELOPMENT AND TRANSPORTATION

PROGRAM: Planning
SUB-PROGRAM: Current Planning (63210)

SUB-PROGRAM PURPOSE OR BUSINESS:

Implements City Council priorities contained in the General Plan, Zoning Ordinance and specific plans; provide front-line customer service, entitlement review and permit processing to support new development and economic development. Provide staff support to the Planning Commission and its appointed advisory bodies.

	ACTUAL 2017-18	ADJUSTED BUDGET 2018-19	ADOPTED BUDGET 2019-20
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ 1,621,879	\$ 1,887,418	\$ 2,029,898
Supplies and Services	1,049,826	1,812,843	962,387
Internal Services	170,285	230,657	236,072
Capital Allocations	-	-	-
Total	\$ 2,841,990	\$ 3,930,918	\$ 3,228,357
BUDGET BY CATEGORIES OF REVENUES			
General Fund	\$ 1,990,009	\$ 2,417,131	\$ 2,414,269
Cannabis Business Permits	-	-	2,088
Planning Cost Recovery Fund	851,982	1,513,787	812,000
Total	\$ 2,841,990	\$ 3,930,918	\$ 3,228,357
TOTAL POSITIONS (FTE)			
City Attorney	0.13	0.13	0.13
Senior Civil Engineer	0.28	0.28	0.28
Senior Planner	0.15	1.15	1.15
Principal Planner	1.13	1.13	1.13
Landscape Architect	0.90	-	-
GIS Manager	-	0.35	0.35
Comm Dev Manager-Planning	0.50	0.50	0.50
Senior Assistant City Attorney	0.50	0.50	0.50
Management Analyst II	0.55	0.55	0.55
Senior Info Tech Analyst	0.35	-	-
Secretary	0.70	0.70	-
GIS Technician	0.30	0.80	0.80
Associate Planner	1.56	1.56	1.56
Assistant Planner	3.00	2.00	2.00
Total	10.05	9.65	8.95

COMMUNITY DEVELOPMENT AND TRANSPORTATION

PROGRAM: Planning
SUB-PROGRAM: Strategic Planning (63220)

SUB-PROGRAM PURPOSE OR BUSINESS:

Oversee the maintenance of the General Plan, including the Housing Element. Amend and develop new regulations and policies governing land use and urban design, including revisions to the Zoning Ordinance, for adoption by the City Council. Prepare strategic land use studies, reports, and analysis such as precise plans and community benefit programs.

	ACTUAL 2017-18	ADJUSTED BUDGET 2018-19	ADOPTED BUDGET 2019-20
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ 733,014	\$ 806,216	\$ 835,734
Supplies and Services	132,608	429,394	102,759
Internal Services	4,736	5,251	7,902
Capital Allocations	-	-	-
Total	\$ 870,358	\$ 1,240,861	\$ 946,395

BUDGET BY CATEGORIES OF REVENUES			
General Fund	\$ 870,358	\$ 1,240,861	\$ 946,395

TOTAL POSITIONS (FTE)			
Senior Planner	0.85	0.85	0.85
Principal Planner	0.85	0.85	0.85
Comm Dev Manager-Planning	0.50	0.50	0.50
Management Analyst II	0.60	0.60	0.60
Secretary	0.30	0.30	-
GIS Technician	0.20	0.20	0.20
Associate Planner	0.44	0.44	0.44
Total	3.74	3.74	3.44

FIRE



Administrating Fire Safety

Fire Operations

San Carlos Fire Services

Fire Prevention and
Inspection

Fire Training

Emergency Medical
Services

Emergency Operations
Center

FIRE

DEPARTMENT DESCRIPTION

The Redwood City Fire Department provides an array of services including advanced life support (paramedic), emergency medical services, fire operations, fire prevention, disaster preparedness, community service and many other duties. The Fire Department includes five divisions: Administration, Emergency Operations, Fire Prevention, Operations, and Training. The Fire Department continually looks for innovative ways to share services such as the fire service contract with the City of San Carlos and the shared Emergency Medical Services (EMS) Battalion Chief with the Town of Woodside. The Department puts a strong emphasis on public outreach through community-based trainings such as the Community Emergency Response Team (CERT), CPR, Disaster Preparedness, and other related efforts.

MAJOR ACCOMPLISHMENTS

- Achieved the prestigious Public Protection Classification (PPC) rating of “Class 1”, the first agency in the County to receive this ranking, putting the Redwood City Fire Department in the top 1% in the nation
- Implemented a program reducing exposure of fire personnel to cancerous and other hazardous environments
- Implemented annual screening of fire personnel for early detection of cancer and other occupational diseases
- Launched a successful Junior Fire Academy to support teen exposure to the fire service
- Hosted Downtown Neighborhood Association community meetings at the fire station
- Provided an extensive public education program to reduce the amount of illegal fireworks use and reduced the amount of community complaints during 2018 New Year’s Eve
- Completed a shared service approach to CERT program management with the County of San Mateo Office of Emergency Services by creating a dedicated position to lead CERT programs in Redwood City and conducted one CERT class
- Implemented a Social Host Ordinance to reduce the illegal use of fireworks in the community by holding property owners accountable



FIRE

GOALS FOR FY 2019-20

- By June 30, 2020 implement a new department-wide Fire Prevention Inspection Database that will ensure that all Fire Inspections are completed within State standards
- By June 30, 2020 complete 100% of all annual State Mandated Fire and Life Inspections and report the results to the City Council
- Reduce fuel/vegetation to establish fire breaks by clearing overgrown vegetation and trimming trees and other fuels in 20 acres of Stulsaft Park, George L. Garrett Jr. Park, and at the Brewster Water Tank by June 30, 2020
- Host one meeting as a community engagement opportunity for various Neighborhood Associations at their closest Fire Station by June 30, 2020



CURRENT OR UPCOMING MULTI-YEAR MAJOR PROJECTS

- Make progress on various Capital Improvement Program projects including hiring a consultant to assist with design requirement for a new joint training center/tower, and the Fire Station Alerting Upgrade

FIRE

Performance Measure	2017 Results	2018 Results
Number of calls for service	10,818	10,592
Average response time	5 minutes and 30 seconds	5 minutes and 20 seconds
Number of Community Emergency Response Team (CERT) classes offered	Two classes; one in Spanish and one in English	Two classes; one in Spanish and one in English
Measure the community's cardiac arrest survivability by evaluating the following factors:		
Bystander CPR Applied	17	10
Bystander use of an AED	2	1
High Performance CPR by First Responders	53	51

FIRE

DEPARTMENT BUDGET

The total Fire budget for FY 2019-20 is \$35.8 million, representing 13.6% of the operational budget.

	ACTUAL 2017-18	ADJUSTED BUDGET 2018-19	ADOPTED BUDGET 2019-20
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ 26,502,801	\$ 28,596,799	\$ 29,758,180
Supplies and Services	1,035,743	2,109,922	1,748,354
Internal Services	3,373,723	3,748,156	4,205,135
Capital Allocations	257,154	126,573	122,771
Total	\$ 31,169,421	\$ 34,581,450	\$ 35,834,440

BUDGET BY CATEGORIES OF REVENUES

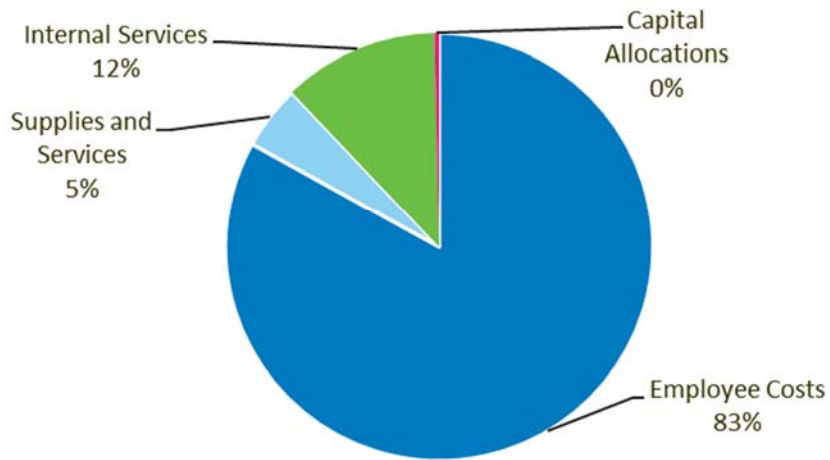
General Fund	\$ 30,879,944	\$ 34,443,679	\$ 35,676,227
Cannabis Business Permits	-	-	20,442
Internal Services Fund	289,476	137,771	137,771
Total	\$ 31,169,420	\$ 34,581,450	\$ 35,834,440

There are 91.0 FTEs in the Budget for FY 2019-20, representing 16.1% of all City employees.

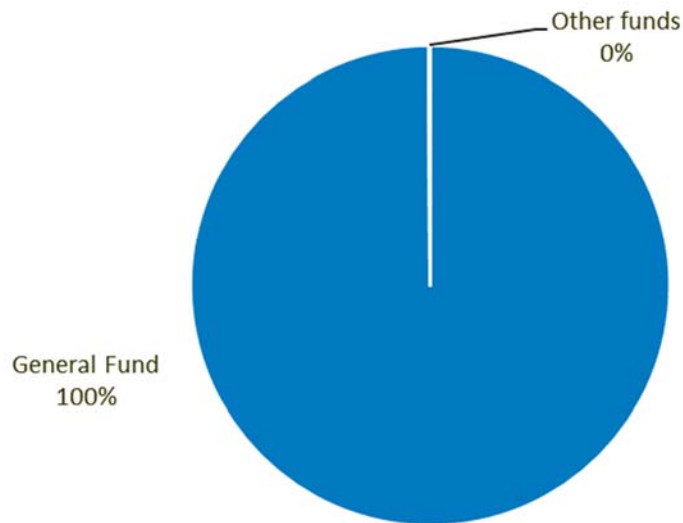
	ACTUAL 2017-18	ADJUSTED BUDGET 2018-19	ADOPTED BUDGET 2019-20
Fire			
Administrative Assistant	1.00	1.00	1.00
Administrative Secty	-	-	1.00
Battalion Chief	3.00	3.00	3.00
Battalion Chief - 40 Hr	1.00	1.00	1.00
Deputy Fire Chief	1.00	1.00	2.00
Deputy Fire Marshal	1.00	1.00	1.00
Emergency Prep & Outreach Coord	1.00	0.50	-
Fire Captain	24.00	24.00	25.00
Fire Chief	1.00	1.00	1.00
Fire Fighter/Engineer	54.00	51.00	51.00
Fire Marshal	1.00	1.00	1.00
Fire Prev Officer	3.00	3.00	3.00
Management Analyst II	1.00	1.00	1.00
Secretary	1.00	1.00	-
Total	93.00	89.50	91.00

FIRE

Budgeted Expenditures FY 19-20



Revenues by Fund FY 19-20



FIRE

Major changes to the department's budget for FY 2019-20 are listed in the table below.

Summary of Change	General Fund
Amount of Financial Sustainability Plan (FSP) add back, unallocated in FY 2018-19.	(730,782)
Allocation of FSP add back: 1.0 additional Fire Captain (plus OT) assigned to the Training Division. The Department is requesting to use that funding for a Fire Captain position in the Training Division in lieu of the 3.0 FTE Firefighters.	377,549
Allocation of FSP add back: 1.0 Deputy Fire Chief (and OT) that would allow for the reorganization of assignments. Two DFC's allow for an alternating on-call schedule for after-hours major emergencies and issues relieving the stress on the current one DFC and Fire Chief.	434,962
Allocation of FSP add back: Fire prevention inspector (consultant) to assist with Fire and Life Safety Inspections and Construction inspections.	100,000
FSP reallocation: City will share a CERT Coordinator with San Mateo County. This is the net between the 0.5 FTE CERT and the obligation for the shared position with the County.	(18,934)
Increase recruitment budget (current budget allows for approximately one recruitment per year). All recruitments other than firefighter require multiple promotions within the department in a year.	14,000
Increase budget for professional services, such as HazMat, for which there is a contractual obligation, as well as other San Mateo County communications contract increases.	24,816
Request for additional firefighting foam due to operational needs.	5,000
Overtime request, 3,482 hours for Fire Captain, FF/Engineer, and Battalion Chief.	220,055
Per San Carlos Fire Agreement, 2% increase for supplies and services, and 3% increase to fire truck budget.	19,846
Reclassification of 1.0 Secretary to Administrative Secretary.	23,860
Total	\$ 470,372

FIRE

PROGRAM: Fire Safety
SUB-PROGRAM: Administration (62210)

SUB-PROGRAM PURPOSE OR BUSINESS:

Provide leadership and support for the fire department to protect life, property, and the environment from fire, medical, disaster, and hazardous material related incidents through emergency mitigation, public education, and code enforcement.

	ACTUAL 2017-18	ADJUSTED BUDGET 2018-19	ADOPTED BUDGET 2019-20
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ 787,260	\$ 844,034	\$ 1,341,972
Supplies and Services	256,797	320,966	326,665
Internal Services	318,311	326,960	348,366
Capital Allocations	7,596	17,802	14,000
Total	\$ 1,369,964	\$ 1,509,762	\$ 2,031,003

BUDGET BY CATEGORIES OF REVENUES

General Fund	\$ 1,369,964	\$ 1,509,762	\$ 2,031,003
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TOTAL POSITIONS (FTE)

Fire Chief	0.75	0.75	0.75
Deputy Fire Chief	0.34	0.34	1.34
Management Analyst II	0.67	0.67	0.67
Administrative Assistant	0.67	0.67	0.67
Official/Exec/Prof Level III	0.34	-	-
Total	2.77	2.43	3.43

FIRE

PROGRAM: Fire Safety
SUB-PROGRAM: Fire Operations (62220)

SUB-PROGRAM PURPOSE OR BUSINESS:

Protect life, property, and the environment from fire, hazards, and other types of emergencies and provide professional emergency response, mitigation, and hazard prevention. Respond to medical emergencies with advanced life support intervention.

	ACTUAL 2017-18	ADJUSTED BUDGET 2018-19	ADOPTED BUDGET 2019-20
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ 17,744,676	\$ 20,288,539	\$ 20,069,212
Supplies and Services	379,468	646,224	407,491
Internal Services	2,549,697	2,950,176	3,375,335
Capital Allocations	244,940	108,771	108,771
Total	\$ 20,918,781	\$ 23,993,710	\$ 23,960,809
BUDGET BY CATEGORIES OF REVENUES			
General Fund	\$ 20,629,304	\$ 23,855,939	\$ 23,823,038
Internal Services Fund	289,476	137,771	137,771
Total	\$ 20,918,780	\$ 23,993,710	\$ 23,960,809
TOTAL POSITIONS (FTE)			
Battalion Chief	2.00	2.00	2.00
Fire Captain	18.00	18.00	18.00
Fire Fighter/Engineer	39.00	39.00	39.00
Total	59.00	59.00	59.00

FIRE

PROGRAM: Fire Safety
SUB-PROGRAM: San Carlos Fire (62225)

SUB-PROGRAM PURPOSE OR BUSINESS:

Provide to the City of San Carlos fire and emergency services that protect life, property and the environment from fire, medical, disaster, and hazardous material related incidents through emergency mitigation, public education, and code enforcement. Redwood City and San Carlos have entered into a Second Amended and Restated Agreement for Fire and Emergency Services. One of the main advantages of this partnership between the two Cities is the cost sharing for administering fire safety, operations, fire prevention, and training. Without this partnership both cities would duplicate many staff positions and each pay the full costs for these same services.

	ACTUAL	ADJUSTED	ADOPTED
	2017-18	BUDGET	BUDGET
	2017-18	2018-19	2019-20

BUDGET BY CATEGORIES OF EXPENDITURES

Employee Costs	\$ 6,441,594	\$ 5,992,822	\$ 6,320,598
Supplies and Services	226,754	666,364	677,134
Internal Services	459,802	424,897	430,518
Capital Allocations	3,941	-	-
Total	\$ 7,132,091	\$ 7,084,083	\$ 7,428,250

BUDGET BY CATEGORIES OF REVENUES

General Fund	\$ 7,132,091	\$ 7,084,083	\$ 7,428,250
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TOTAL POSITIONS (FTE)

Fire Chief	0.25	0.25	0.25
Battalion Chief	1.00	1.00	1.00
Battalion Chief - 40 Hr	0.33	0.33	0.33
Fire Marshal	0.33	0.33	0.33
Deputy Fire Chief	0.66	0.66	0.66
Management Analyst II	0.33	0.33	0.33
Administrative Secty	-	-	0.33
Administrative Assistant	0.33	0.33	0.33
Secretary	0.33	0.33	-
Fire Captain	6.00	6.00	6.00
Fire Fighter/Engineer	15.00	12.00	12.00
Fire Prev Officer	0.50	0.50	0.50
Total	25.06	22.06	22.06

FIRE

PROGRAM: Fire Safety
SUB-PROGRAM: Fire Prevention (62230)

SUB-PROGRAM PURPOSE OR BUSINESS:

Ensure significant focus on prevention and reduction of the consequences of fire and other disasters. Sustain a team approach with other City operations, the community, and outside agencies to promote public safety, fire/emergency prevention, code enforcement, hazard abatement, and community involvement through education, planning, and training.

	ACTUAL 2017-18	ADJUSTED BUDGET 2018-19	ADOPTED BUDGET 2019-20
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ 1,099,802	\$ 1,134,903	\$ 1,391,708
Supplies and Services	36,619	304,811	113,670
Internal Services	42,155	41,320	45,987
Capital Allocations	-	-	-
Total	\$ 1,178,576	\$ 1,481,034	\$ 1,551,365

BUDGET BY CATEGORIES OF REVENUES			
General Fund	\$ 1,178,576	\$ 1,481,034	\$ 1,530,923
Cannabis Business Permits	-	-	20,442
Total	\$ 1,178,576	\$ 1,481,034	\$ 1,551,365

TOTAL POSITIONS (FTE)			
Fire Marshal	0.67	0.67	0.67
Administrative Secty	-	-	0.67
Secretary	0.67	0.67	-
Deputy Fire Marshal	1.00	1.00	1.00
Fire Prev Officer	2.50	2.50	2.50
Total	4.84	4.84	4.84

FIRE

PROGRAM: Fire Safety
SUB-PROGRAM: Fire Training (62240)

SUB-PROGRAM PURPOSE OR BUSINESS:

Provide high quality fire and life safety service delivery through education, training, drills and exercises. The training division also encompasses the departments' safety officer.

	<u>ACTUAL</u> <u>2017-18</u>	<u>ADJUSTED</u> <u>BUDGET</u> <u>2018-19</u>	<u>ADOPTED</u> <u>BUDGET</u> <u>2019-20</u>
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ 251,620	\$ 244,692	\$ 634,690
Supplies and Services	72,279	82,756	81,774
Internal Services	3,079	3,488	4,160
Capital Allocations	677	-	-
Total	<u>\$ 327,655</u>	<u>\$ 330,936</u>	<u>\$ 720,624</u>
BUDGET BY CATEGORIES OF REVENUES			
General Fund	\$ 327,655	\$ 330,936	\$ 720,624
TOTAL POSITIONS (FTE)			
Battalion Chief - 40 Hr	0.67	0.67	0.67
Fire Captain	-	-	1.00
Total	<u>0.67</u>	<u>0.67</u>	<u>1.67</u>

FIRE

PROGRAM: FIRE SAFETY
SUB-PROGRAM: Emergency Medical Services (62245)

SUB-PROGRAM PURPOSE OR BUSINESS:

Provide safe and efficient deployment of a comprehensive, fire-based paramedic service to our community; improve Advance Life Support service through continual education and training in the region.

	ACTUAL 2017-18	ADJUSTED BUDGET 2018-19	ADOPTED BUDGET 2019-20
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ -	\$ -	\$ -
Supplies and Services	30,001	29,155	29,155
Internal Services	-	-	-
Capital Allocations	-	-	-
Total	\$ 30,001	\$ 29,155	\$ 29,155

BUDGET BY CATEGORIES OF REVENUES

General Fund	\$ 30,001	\$ 29,155	\$ 29,155
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TOTAL POSITIONS (FTE)

No FTE personnel costs in this subprogram.

FIRE

PROGRAM: Fire Safety
SUB-PROGRAM: Emergency Operations Center (62260)

SUB-PROGRAM PURPOSE OR BUSINESS:

Utilize the Standardized Emergency Management System (SEMS) to manage disasters; provide and support well-trained City staff to assess and evaluate the situation, facilitate communications, and plan response from an operationally efficient Emergency Operations Center (EOC); provide accurate information to the City Council and to the residents of Redwood City and surrounding areas.

	<u>ACTUAL</u> <u>2017-18</u>	<u>ADJUSTED</u> <u>BUDGET</u> <u>2018-19</u>	<u>ADOPTED</u> <u>BUDGET</u> <u>2019-20</u>
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BUDGET BY CATEGORIES OF EXPENDITURES

Employee Costs	\$ 177,849	\$ 91,809	\$ -
Supplies and Services	33,825	59,646	112,465
Internal Services	679	1,315	769
Capital Allocations	-	-	-
Total	\$ 212,353	\$ 152,770	\$ 113,234

BUDGET BY CATEGORIES OF REVENUES

General Fund	\$ 212,353	\$ 152,770	\$ 113,234
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TOTAL POSITIONS (FTE)

Emergency Prep. & Outreach Coord	1.00	0.50	-
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LIBRARY



Adult and Family Literacy

Children and Teens
Services

Community Outreach

Computer Labs

Educational Programs

Historical Archives

Neighborhood Branches

Project READ

Technology

Youth Literacy

LIBRARY

DEPARTMENT DESCRIPTION

The Redwood City Public Library cultivates community by welcoming all people to experience the shared joys of literacy and learning. The Department provides innovative and visionary programming and services; literacy programs; support for school success; access to technology; safe, inviting spaces for youth and families; and gathering places that connect the community with reading and learning. Robust community partnerships and volunteer opportunities are an integral part of the Redwood City Public Library's success. Library items are available for physical checkout, and electronic resources are available 24/7 through the website.

MAJOR ACCOMPLISHMENTS

- Completed the Early Childhood Learning Center installations at Fair Oaks and Schaberg library branches
- Continued to expand programs and activities that are welcoming and inclusive, celebrate the diversity of the population, and promote a friendly, neighborly community spirit
- Issued the first diplomas to 3 graduates of the Library's Career Online High School program
- Loaned over 160 wireless hot spots, laptops, and tablets for home use
- Partnered with six community organizations to provide support to vulnerable members of the community through Social Service Office Hours and other programming
- Provided enhanced early childhood technology activities at all library locations through the use of new iPads with preloaded apps for children
- Completed the design phase of the Interpretive Center update at Redwood Shores branch



LIBRARY

GOALS FOR FY 2019-20

- Increase the number of children and teens participating in the annual Summer Learning Challenge to 16,000
- In collaboration with the Parks, Recreation and Community Services Department, launch a temporary pop up teen center in the Downtown
- Working in partnership with existing multicultural community groups, provide programs and activities for youth, families, and adults to authentically reflect cultural perspectives in celebrating our diverse cultures and holidays on an ongoing basis
- Partner with Pacific Library Partnership and local school districts to ensure that Student Success library cards are issued to every student by the end of the 2019-20 school year
- Offer events for adults and/or teens on topics such as housing, transportation safety (traffic and pedestrian), mental health, suicide prevention, human trafficking, and online safety on an ongoing basis
- Increase the regular programs and activities for children at the three neighborhood branch libraries by hiring a dedicated children's librarian for neighborhood branch services by the end of summer 2019
- Support low income residents and vulnerable communities by completing an equity audit of Library policies and procedures by December 2019
- Install the Pirate Ship Imaginative Art Area for children and families at the Redwood Shores Branch Library by the end of 2019
- Create a new makerspace/technology lab for people of all ages at the Downtown Library by April 2020
- Continue to be recognized as a model statewide by expanding programs that are welcoming and inclusive by launching a pilot "library takeover" program by September 2019, expanding the Library Social Service Office Hours and programming by June 2020, and creating new programs focused on supporting vulnerable communities including seniors; veterans; lesbian, gay, bisexual, transgender, and queer (LGBTQ+) individuals; people of color; people with disabilities; and opportunity youth by June 2020
- Increase by 20% the Library's program offering wireless hot spots and mobile devices for home use by circulating 1,200 devices by June 2020

CURRENT OR UPCOMING MULTI-YEAR MAJOR PROJECTS

- Plan for a new, larger library facility within the Fair Oaks area as part of the Middlefield Junction project

LIBRARY

Performance Measure	2017 Results	2018 Results
Percentage of residents who rate the Library as good or excellent (2018 EMC Research polling survey)	82%	NA
Percentage of Library attendees who reported an increase in knowledge, i.e. writing and computer graphics skills, use of social media safely, confidence in making a presentation, learned a new song or rhyme to repeat with a child and how to turn everyday moments into opportunities for my child to learn new things (based on program surveys)	92%	93%
Percentage of Library attendees who reported that they would change their behavior as a result of attending a Library program, i.e. increased interest in pursuing science and technology careers, will visit the library more often, will read to my child more frequently and felt more connected to my community (based on program surveys)	66%	84%
Number of people who attended Library Programs	224,000	215,000
Number of youth who participated in the Summer Learning Challenge (youth reading)*	25,000	15,000
Number of checked out materials	801,000 visitors checked out over 1,102,000 items (including over 95,000 eBooks)	754,000 visitors checked out over 1 million items (including over 104,000 eBooks)
Number of people who logged onto Library computers and wireless networks	1,092,000	896,000

*2018 Summer Learning measured unique individuals, while 2017 included multiple signups by individual participants.

LIBRARY

DEPARTMENT BUDGET

The total Library budget for FY 2019-20 is \$9.5 million, representing 3.6% of the operational budget.

	ACTUAL	ADJUSTED	ADOPTED
	2017-18	BUDGET	BUDGET
	2017-18	2018-19	2019-20
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ 6,218,382	\$ 6,709,680	\$ 6,680,524
Supplies and Services	1,572,245	1,692,148	1,518,967
Internal Services	1,237,561	1,249,056	1,317,311
Capital Allocations	-	-	-
Total	<u>\$ 9,028,188</u>	<u>\$ 9,650,884</u>	<u>\$ 9,516,802</u>

BUDGET BY CATEGORIES OF REVENUES

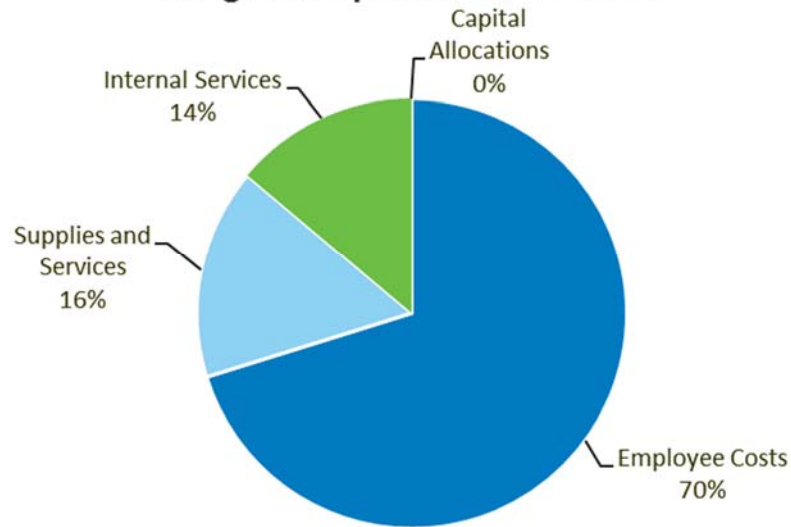
General Fund	\$ 9,028,188	\$ 9,650,884	\$ 9,516,802
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There are 40.3 FTEs in the budget for FY 2019-20, representing 7.1% of all City employees.

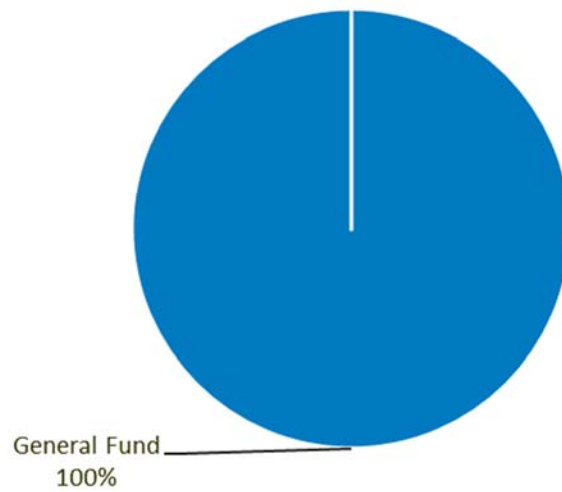
	ACTUAL	ADJUSTED	ADOPTED
	2017-18	BUDGET	BUDGET
	2017-18	2018-19	2019-20
Library			
Administrative Clerk III	1.00	1.00	1.00
Facility Aide	1.00	1.00	1.00
Graphic Design Specialist	-	0.51	0.51
Librarian II	7.59	7.59	9.25
Library Asst II	6.12	6.12	7.13
Library Director	1.00	1.00	1.00
Library Division Manager	4.00	4.00	4.00
Library Info Tech Technician	1.00	1.00	1.00
Library Services Supervisor	1.00	1.00	1.00
Literacy Tutor - Student Coord	5.50	5.50	5.50
Management Analyst I	1.00	1.00	1.00
Recreation Specialist II	0.93	0.93	-
Senior Library Asst	7.04	6.53	6.00
Senior Library Page	2.54	2.54	1.91
Specialist Librarian	1.00	1.00	-
Total	<u>40.72</u>	<u>40.72</u>	<u>40.30</u>

LIBRARY

Budgeted Expenditures FY 19-20



Revenues by Fund FY 19-20



LIBRARY

Major changes to the department’s budget for FY 2019-20 are listed in the table below.

Summary of Change	General Fund
Department reorganization, reduces overall FTE count by 0.42.	7,796
Increase budget to purchase sit-stand workstations and other furniture to increase the ergonomic quality of employee work spaces and prevent repetitive motion injuries.	40,000
Increase budget for Peninsula Library System expenses: true up anticipated expenditures for equipment maintenance on technology, courier costs for delivery of library materials, software costs for public computer management, and enhanced broadband internet access. Offset by savings from discontinuing LinkPlus.	24,000
Total	\$ 71,796

LIBRARY

PROGRAM: Library Services
SUB-PROGRAM: Administrative Services Unit (66251)

SUB-PROGRAM PURPOSE OR BUSINESS:

Provide leadership and administrative support to maximize the Library's delivery of services to fulfill our mission to cultivate community by welcoming all people to experience the shared joys of literacy and learning.

	ACTUAL	ADJUSTED	ADOPTED
	2017-18	BUDGET	BUDGET
	2018-19	2019-20	
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ 773,847	\$ 850,474	\$ 896,156
Supplies and Services	579,710	573,095	668,597
Internal Services	227,311	231,880	252,199
Capital Allocations	-	-	-
Total	\$ 1,580,868	\$ 1,655,449	\$ 1,816,952

BUDGET BY CATEGORIES OF REVENUES

General Fund	\$ 1,580,868	\$ 1,655,449	\$ 1,816,952
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TOTAL POSITIONS (FTE)

Library Director	1.00	1.00	1.00
Management Analyst I	1.00	1.00	1.00
Administrative Clerk III	1.00	1.00	1.00
Graphics Specialist	-	0.51	-
Senior Library Asst	0.51	-	-
Graphic Design Specialist	-	-	0.51
Facility Aide	1.00	1.00	1.00
Total	4.51	4.51	4.51

LIBRARY

PROGRAM: Library Services
SUB-PROGRAM: Downtown Library (66261)

SUB-PROGRAM PURPOSE OR BUSINESS:

Deliver positive experiences to library customers of all ages through integrated delivery of: face-to-face customer service; access to high-speed wireless networks and library computers; and opportunities to explore new technologies through workshops and labs. Other services and programs include remote online access to eBooks, research databases, live online tutoring, and library information; community gathering spaces; and selection and technical processing for a robust collection of books, movies, and music that reflects the diversity of our community.

	ACTUAL	ADJUSTED	ADOPTED
	2017-18	BUDGET	BUDGET
	2017-18	2018-19	2019-20
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ 2,113,143	\$ 2,233,562	\$ 2,302,738
Supplies and Services	838,370	857,846	774,572
Internal Services	681,884	680,427	707,559
Capital Allocations	-	-	-
Total	\$ 3,633,397	\$ 3,771,835	\$ 3,784,869

BUDGET BY CATEGORIES OF REVENUES

General Fund	\$ 3,633,397	\$ 3,771,835	\$ 3,784,869
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TOTAL POSITIONS (FTE)

Library Division Manager	1.00	1.00	1.00
Library Services Supervisor	1.00	1.00	1.00
Senior Library Page	2.54	2.54	1.91
Librarian II	3.00	3.00	3.00
Senior Library Asst	4.53	4.53	4.00
Library Asst II	0.53	0.53	1.59
Library Info Tech Technician	1.00	1.00	1.00
Total	13.60	13.60	13.50

LIBRARY

PROGRAM: Library Services
SUB-PROGRAM: Literacy Services Unit – Project Read (66281)

SUB-PROGRAM PURPOSE OR BUSINESS:

Promote and support literacy and the lifelong love of reading and learning for all adults, youth, and families by leveraging community partnerships and fostering meaningful community participation.

	ACTUAL 2017-18	ADJUSTED BUDGET 2018-19	ADOPTED BUDGET 2019-20
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ 1,186,157	\$ 1,335,233	\$ 1,104,186
Supplies and Services	110,381	168,093	5,023
Internal Services	60,363	59,754	64,757
Capital Allocations	-	-	-
Total	\$ 1,356,901	\$ 1,563,080	\$ 1,173,966
BUDGET BY CATEGORIES OF REVENUES			
General Fund	\$ 1,356,901	\$ 1,563,080	\$ 1,173,966
TOTAL POSITIONS (FTE)			
Library Division Manager	1.00	1.00	1.00
Literacy Tutor - Student Coord	5.50	5.50	5.50
Total	6.50	6.50	6.50

LIBRARY

PROGRAM: Library Services
SUB-PROGRAM: Children's and Teen Services and Community Outreach (66282)

SUB-PROGRAM PURPOSE OR BUSINESS:

In order to maximize flexibility and service delivery to young people in the community, the Teen Services program is merged into the Children's Services and Community Outreach program as part of the FY2019-20 budget. Provide young children in the community with the early literacy skills needed to ensure that they are ready to enter school through the 3 E's of Early Literacy: Education, Empowerment, and Encouragement, through outreach to preschools, schools, and daycares; educational and fun programs and activities that facilitate literacy and learning; and welcoming, playful environments for developing early literacy skills. Provide a safe, welcoming, nurturing space and staff to support teens in their personal and academic development, and offer creative enrichment programs including the Teen Digital Lab. Provide educational, cultural, and recreational programs for adults to encourage lifelong learning and community connections. Represent the Library at community events and activities to ensure that community members of all ages have the opportunity to take advantage of the Library's programs and services.

	ACTUAL 2017-18	ADJUSTED BUDGET 2018-19	ADOPTED BUDGET 2019-20
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BUDGET BY CATEGORIES OF EXPENDITURES

Employee Costs	\$ 952,894	\$ 988,838	\$ 1,029,854
Supplies and Services	12,343	31,747	9,408
Internal Services	4,982	6,057	16,337
Capital Allocations	-	-	-
Total	\$ 970,219	\$ 1,026,642	\$ 1,055,599

BUDGET BY CATEGORIES OF REVENUES

General Fund	\$ 970,219	\$ 1,026,642	\$ 1,055,599
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TOTAL POSITIONS (FTE)

Library Division Manager	1.00	1.00	1.00
Specialist Librarian	1.00	1.00	-
Librarian II	3.59	3.59	5.25
Recreation Specialist II	0.93	0.93	-
Total	6.52	6.52	6.25

LIBRARY

PROGRAM: Library Services
SUB-PROGRAM: Neighborhood Libraries (66290)

SUB-PROGRAM PURPOSE OR BUSINESS:

Provide safe and welcoming spaces for youth, literacy services and programs, and gathering spaces for neighborhood residents to engage with one another; promote youth development, school success, and the joy of reading by providing learning activities for children and teens; provide access to collections, technology, and staff expertise tailored to the needs of local neighborhoods.

	ACTUAL 2017-18	ADJUSTED BUDGET 2018-19	ADOPTED BUDGET 2019-20
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ 1,192,341	\$ 1,301,573	\$ 1,347,590
Supplies and Services	31,441	61,367	61,367
Internal Services	263,021	270,938	276,459
Capital Allocations	-	-	-
Total	\$ 1,486,803	\$ 1,633,878	\$ 1,685,416

BUDGET BY CATEGORIES OF REVENUES			
General Fund	\$ 1,486,803	\$ 1,633,878	\$ 1,685,416

TOTAL POSITIONS (FTE)			
Library Division Manager	1.00	1.00	1.00
Librarian II	1.00	1.00	1.00
Senior Library Asst	2.00	2.00	2.00
Library Asst II	5.59	5.59	5.54
Total	9.59	9.59	9.54

PARKS, RECREATION, & COMMUNITY SERVICES



Capital Improvements

Community Centers

Community Services

Downtown Events

Human Services

Landscape and Park
Maintenance

Parks

Public Art

Recreation

Senior Services

Teen Programs

Youth Health and Wellness

PARKS, RECREATION, & COMMUNITY SERVICES

DEPARTMENT DESCRIPTION

The Redwood City Parks, Recreation and Community Services Department enhances the quality of life in Redwood City by providing recreation and leisure opportunities; providing safe, inviting and well maintained parks, public spaces and facilities; and providing arts, and culture and entertainment opportunities. The Department strives to offer programs that support the City Council's Strategic Initiative of creating a Community for All Ages. It does this by offering human services, senior services, and youth and teen programs. The Department manages the public use of recreation facilities and plans, maintains and oversees the City's park system. The Department also manages recreation activities, carried out by the Recreation Division including academic enrichment, sports, teen and early development programs, and manages community centers and other City recreational facilities. Staff support the efforts of the Civic Cultural Commission, the Housing and Human Concerns Committee, the Parks, Recreation, and Community Services Commission, and the Senior Affairs Commission.

MAJOR ACCOMPLISHMENTS

- Began construction of the Magical Bridge Playground and held a ground breaking ceremony
- Created the Public Art Master Vision Plan that includes continuing the City mural program and other new initiatives
- Drafted a Parks Needs Assessment and issued a Request for Proposal to conduct the nexus study required for the Park Impact Fee update
- Completed the design development phase for the Pirate Ship Imaginative Art Area adjacent to the Redwood Shores Library
- Worked with the Redwood City Improvement Association (RCIA) on a new Art Kiosk displaying installation art in the downtown through FY 2019-20
- Completed Stulsaft Park sign improvements
- Completed the Downtown Park Feasibility and Site Assessment Plan and selected three park sites to create a large, linear park that extends from Downtown to the bay
- Collaborated with developers to identify 450 quality childcare spaces in the community over the next five years by incorporating childcare into three proposed housing projects and Stanford University
- Completed the Non-Profit Special Event Policies per the City Council Ad Hoc Committee and make final recommendation to the City Council by May 2019
- Partnered with the Public Works Services Department to study best practices of weed abatement and began implementation



PARKS, RECREATION, & COMMUNITY SERVICES

GOALS FOR FY 2019-20

- Begin implementing the two new pilot homeless programs to support job skills development and locating housing for our homeless community by July 2019
- Complete construction of the Magical Bridge Playground project by December 31, 2019, which will provide the first fully inclusive playground for all ages and abilities in Redwood City
- Complete the Hoover Field renovation project by July 2019
- Implement the PRCS Department re-alignment plan to create organizational efficiencies and support across the organization by December 2019
- Collaborate with the Library Department to complete the installation of the Pirate Ship Imaginative Art Area at the Redwood Shores Branch Library by December 31, 2019
- Complete the CEQA process, Design Development phase, and begin Phase I of construction for the Veterans Memorial Building/Senior Center by December 31, 2019
- Initiate the Downtown Park planning process to develop three selected park sites (Phase I) by selecting the architecture firm and complete public/stakeholder outreach by February 2020
- Complete the Park Needs Assessment, create an updated nexus study, and recommend new Park Impact Fees to the City Council by July 2019
- Assess employee engagement and motivation through annual surveys to measure the impacts of new department trainings and team building initiatives
- Implement weed abatement best practices in FY 2019-20
- Introduce youth ages 12-16 to local nonprofit organizations to develop a culture of volunteerism and earn community service hours through “Things That Matter Camp”
- Create Pop-Up Teen Events and a Pop-Up Teen Center, through a collaboration with the Library Department by spring 2020
- Advocate for AB452, in collaboration with State leaders, which would create a “Child Care Facilities Grant Fund” by June 2019
- Invest in temporary activities for youth like Putt’n Around Mini-golf ongoing for the rest of the FY 2019-20

CURRENT OR UPCOMING MULTI-YEAR MAJOR PROJECTS

- Develop the Citywide Park System Master Plan by FY 2021-22
- Develop the Stulsaft Park Site Master Plan by FY 2020-21
- Research additional funding options for Athletic Field Light LED conversion by FY2021-22
- Launch the community engagement process for the Garrett Park renovations by FY 2020-21
- Collaborate with developers to create 450 quality childcare spaces in the community over the next five years
- Implement two-year Council Committee work plans for:
 - Civic Cultural Commission
 - Housing and Human Concerns Committee
 - PRCS Commission
 - Senior Affairs Commission

PARKS, RECREATION, & COMMUNITY SERVICES

Performance Measure	2017 Results		2018 Results	
	Total Events	Total Attendance	Total Events	Total Attendance
Number of recreation/community events focusing on target age groups and attendance	83	143,045	87	152,450
Youth	17	13,395	22	17,600
Family Events	32	74,000	36	82,100
21+ / Adult Events	29	57,450	29	27,800
Total number of youth, under 18, using athletic fields for total number of contact hours	6,819 kids totaling 1,227,420 contact hours		6,616 children totaling 1,190,880 contact hours	
Total number of unduplicated homeless households served at the Fair Oaks Community Center	641 unduplicated homeless households comprised of 971 individuals		746 unduplicated homeless households comprised of 1,031 individuals	
Total number of youth served by the Youth and Teen Unit (providing health and education services)	7,715 youth year round representing 38% of the City's youth population		6,431 youth year round representing 42% of the City's youth population for ages 14 and under	

PARKS, RECREATION, & COMMUNITY SERVICES

DEPARTMENT BUDGET

The total Parks, Recreation, and Community Services budget for FY 2019-20 is \$19.3 million, representing 7.3% of the total operational budget.

	ACTUAL 2017-18	ADJUSTED BUDGET 2018-19	ADOPTED BUDGET 2019-20
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ 11,123,564	\$ 11,879,708	\$ 12,257,181
Supplies and Services	4,343,488	3,960,110	3,493,233
Internal Services	3,139,156	3,220,526	3,472,563
Capital Allocations	33,996	201,697	75,240
Total	<u>\$ 18,640,204</u>	<u>\$ 19,262,041</u>	<u>\$ 19,298,217</u>
BUDGET BY CATEGORIES OF REVENUES			
General Fund	\$ 18,134,271	\$ 18,676,215	\$ 18,766,338
Lido Landscape District	311,700	275,166	306,756
Other Restricted Donations/Grants	-	44,557	-
Seaport Assessment District	194,100	200,617	209,111
Traffic Mitigation Fees Fund	133	65,486	16,012
Total	<u>\$ 18,640,204</u>	<u>\$ 19,262,041</u>	<u>\$ 19,298,217</u>

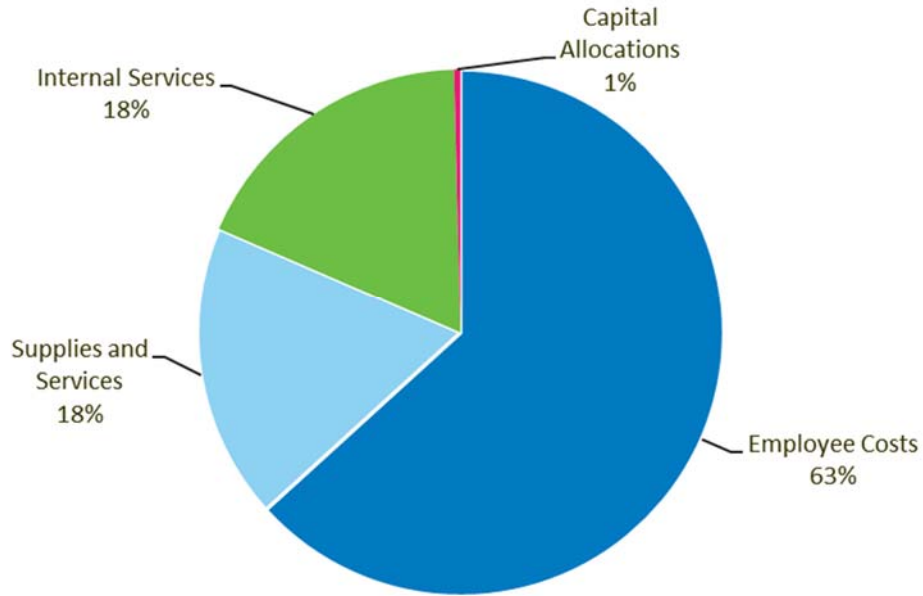
PARKS, RECREATION, & COMMUNITY SERVICES

There are 69.11 FTEs in the budget for FY 2019-20, representing 12.2% of all City employees.

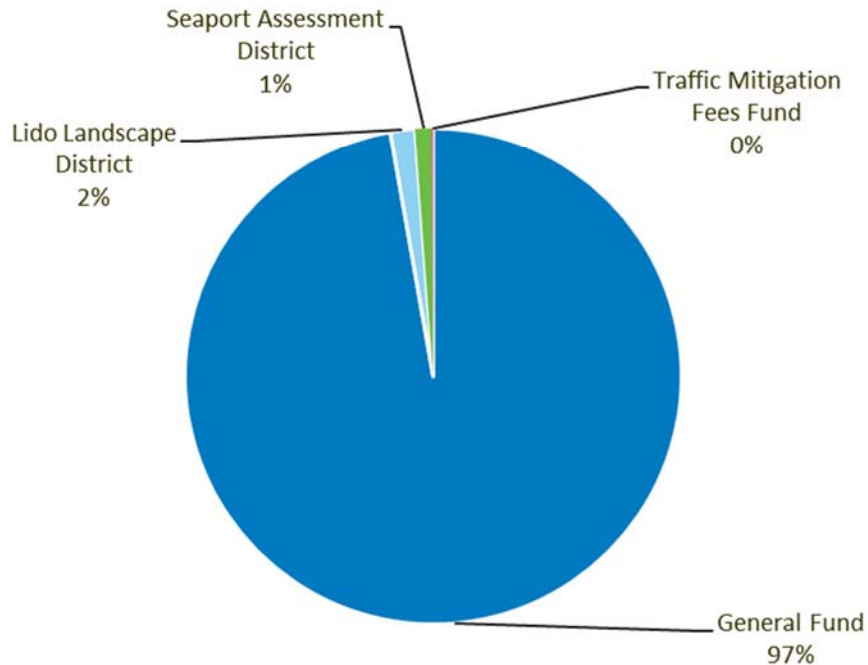
	ACTUAL	ADJUSTED	ADOPTED
	2017-18	BUDGET	BUDGET
Parks, Recreation, & Community Svcs	2017-18	2018-19	2019-20
Administrative Assistant	1.00	1.00	1.00
Administrative Clerk III	4.00	3.00	3.00
PRCS Assistant Director	-	-	1.00
Child Care Specialist	0.50	0.50	0.50
PRCS Deputy Director	-	1.00	-
Facility Aide	3.00	3.00	3.00
Facility Leader	5.00	5.00	4.00
Food Service Worker I	0.30	0.30	-
Human Services Coordinator	-	-	1.00
Human Services Specialist II	2.00	2.00	2.00
Human Services Specialist III	1.00	1.00	1.00
Landscape Architect	1.00	1.00	1.00
Landscape Equipment Operator	-	1.00	1.00
Landscape Gardener	18.00	15.00	15.00
Landscape Supervisor	1.00	1.00	1.00
Lead Landscape Gardener	3.00	4.00	4.00
Management Analyst II	1.00	1.00	1.00
Managerial/Prof Level I	1.00	1.00	1.00
Office Clerical	0.26	0.26	-
Paraprofessional	1.00	1.00	1.00
PRCS Manager	6.00	5.00	5.00
PRCS Director	1.00	1.00	1.00
Program Assistant II	-	-	1.00
PRCS Program Coord	11.00	11.00	11.00
Recreation Leader III	0.02	0.02	-
Rec Program Coord/Special Events	1.00	1.00	1.00
Recreation Specialist I	2.00	2.00	0.35
Recreation Specialist II	2.66	3.66	3.26
Recreation Specialist III	1.70	1.70	1.00
Recreation Supervisor	3.00	3.00	2.00
Secretary	1.00	1.00	1.00
Senior Crafts Specialist	1.00	1.00	1.00
Total	73.44	72.44	69.11

PARKS, RECREATION, & COMMUNITY SERVICES

Budgeted Expenditures FY 19-20



Revenues by Fund FY 19-20



PARKS, RECREATION, & COMMUNITY SERVICES

Major changes to the department's budget for FY 2019-20 are listed in the table below.

Summary of Change	General Fund
Delete the PE+ Program and all costs associated due to no longer receiving grant funding support. Transfer 0.05 FTE Recreation Supervisor back over to Middle School Sports. Eliminate 1.0 FTE Recreation Coordinator and 16,677 casual hours that supported the program.	(497,618)
Eliminate budget for the Friends of the Veterans Memorial Senior Center as the non-profit no longer can sustain programs. Transfer existing 0.5 FTE Facility Aide position to the Senior Center account and eliminate casual budget.	(52,888)
Transfer budgeted expenses from general fund to revenue supported account due to transitioning the Henry Ford After School Program from grant funded to fee based. Cost neutral.	-
Reorganization of vacant positions, net effect to FTE is (1.33).	16,258
Eliminate 2.0 Recreation Coordinator positions as a result of school closures and loss of grant funding.	(291,474)
Increase casual hour budget for the Community Activities Building by 1,506 hours; over the past three years there has been an increase of building rental revenue from more events, parties, non-profit meetings, and corporate retreats.	30,000
Increase casual hour budget for the Hoover Shower program by 402 hours; this program has been running for over three years & is an important community program that relies only on casual staffing as it is offsite.	8,000
Increase casual hour budget for the Fair Oaks Community Center by 602 hours.	12,000
True up of PG&E costs to match increases from PG&E.	75,000
Truing up auto allowance, increasing budget for Recreation Managers and Supervisors who use their own vehicles for use in traveling on City business during his or her working days.	13,435
Increase budget due to annual increases in the lease amount from Silicon Valley Clean Water.	3,000
Truing up costs for Senior Center Classes and creating budget. There are associated revenues with this expenditure.	50,000
Increase funds for the Armory Lease for one year.	116,328
Reclassification of Facility Leader to New Program Assistant II.	1,528
Using one-time funds, subsidize afterschool program for 20% of Hawes families.	23,040
Increase funding to attract, retain, and serve an increased number of students in the after school programs. Using one-time funds this year.	191,218
Set aside of one-time funds for special projects.	10,000
One-time funding for the Civic Cultural Commission's grant program.	15,000
Increased funding for a new contract Human Services Coordinator using one-time funds (for three years).	130,000
Total	\$(147,173)

PARKS, RECREATION, & COMMUNITY SERVICES

PROGRAM: ADMINISTRATION SUMMARY

	ACTUAL 2017-18	ADJUSTED BUDGET 2018-19	ADOPTED BUDGET 2019-20
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ 1,527,459	\$ 1,840,666	\$ 1,919,823
Supplies and Services	632,326	676,235	476,073
Internal Services	162,348	156,600	183,006
Capital Allocations	3,369	125,000	25,000
Total	<u>\$ 2,325,502</u>	<u>\$ 2,798,501</u>	<u>\$ 2,603,902</u>
BUDGET BY CATEGORIES OF REVENUES			
General Fund	\$ 2,325,502	\$ 2,794,291	\$ 2,603,902
Other Restricted Donations/Grants	<u>-</u>	<u>4,210</u>	<u>-</u>
Total	<u>\$ 2,325,502</u>	<u>\$ 2,798,501</u>	<u>\$ 2,603,902</u>

PARKS, RECREATION, & COMMUNITY SERVICES

PROGRAM: Parks, Recreation, and Community Services Administration

SUB-PROGRAM: Administration (66110)

SUB-PROGRAM PURPOSE OR BUSINESS:

Provide leadership and administrative support for delivery of service that creates a positive impact on community image and sense of place; increase safety and security; provide economic development opportunities; protect environmental resources; enhance cultural understanding; improve health and wellness; foster human development; assist in community problem solving; and provide a wide range of recreation experiences.

	ACTUAL	ADJUSTED	ADOPTED
	2017-18	BUDGET	BUDGET
	2017-18	2018-19	2019-20

BUDGET BY CATEGORIES OF EXPENDITURES

Employee Costs	\$ 1,115,526	\$ 1,386,553	\$ 1,442,002
Supplies and Services	83,985	163,407	187,177
Internal Services	115,445	102,990	123,941
Capital Allocations	3,369	25,000	25,000
Total	\$ 1,318,325	\$ 1,677,950	\$ 1,778,120

BUDGET BY CATEGORIES OF REVENUES

General Fund	\$ 1,318,325	\$ 1,677,672	\$ 1,778,120
Other Restricted Donations/Grants	-	278	-
Total	\$ 1,318,325	\$ 1,677,950	\$ 1,778,120

TOTAL POSITIONS (FTE)

PRCS Director	0.90	0.90	0.90
PRCS Deputy Director	-	1.00	-
PRCS Assistant Director	-	-	1.00
Landscape Architect	1.00	1.00	1.00
Management Analyst II	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00
Child Care Specialist	0.50	0.50	0.50
Facility Leader	1.00	1.00	1.00
Total	5.40	6.40	6.40

PARKS, RECREATION, & COMMUNITY SERVICES

PROGRAM: Parks, Recreation, and Community Services Administration
SUB-PROGRAM: Civic Cultural Commission (66111)

SUB-PROGRAM PURPOSE OR BUSINESS:

Support community building by advocating, brokering, funding and directly providing top quality art, in all its forms be it visual, dramatic, music, dance, film, literature or other artistic expression, that celebrates the diversity of the Redwood City community.

	ACTUAL 2017-18	ADJUSTED BUDGET 2018-19	ADOPTED BUDGET 2019-20
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BUDGET BY CATEGORIES OF EXPENDITURES

Employee Costs	\$ -	\$ -	\$ -
Supplies and Services	58,766	58,896	73,896
Internal Services	-	-	-
Capital Allocations	-	-	-
Total	\$ 58,766	\$ 58,896	\$ 73,896

BUDGET BY CATEGORIES OF REVENUES

General Fund	\$ 58,766	\$ 58,896	\$ 73,896
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TOTAL POSITIONS (FTE)

No personnel involved in this subprogram.

PARKS, RECREATION, & COMMUNITY SERVICES

PROGRAM: Parks, Recreation, and Community Services Administration

SUB-PROGRAM: Downtown Development Programs (66429)

SUB-PROGRAM PURPOSE OR BUSINESS:

Support building a strong community by strengthening community image and sense of place; promoting health and wellness; fostering human development; providing recreational experiences; increasing cultural unity; and facilitating community problem solving. Provide positive events and programming for Redwood City residents, from pre-school to seniors, in collaboration with other community partners.

	<u>ACTUAL</u> <u>2017-18</u>	<u>ADJUSTED</u> <u>BUDGET</u> <u>2018-19</u>	<u>ADOPTED</u> <u>BUDGET</u> <u>2019-20</u>
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BUDGET BY CATEGORIES OF EXPENDITURES

Employee Costs	\$ 411,933	\$ 454,113	\$ 477,821
Supplies and Services	489,575	453,932	215,000
Internal Services	46,903	53,610	59,065
Capital Allocations	-	100,000	-
Total	<u>\$ 948,411</u>	<u>\$ 1,061,655</u>	<u>\$ 751,886</u>

BUDGET BY CATEGORIES OF REVENUES

General Fund	\$ 948,411	\$ 1,057,723	\$ 751,886
Other Restricted Donations/Grants	-	3,932	-
Total	<u>\$ 948,411</u>	<u>\$ 1,061,655</u>	<u>\$ 751,886</u>

TOTAL POSITIONS (FTE)

PRCS Manager	0.50	0.50	0.50
Rec Program Coord/Special Events	1.00	1.00	1.00
Recreation Specialist II	-	1.00	1.00
Total	<u>1.50</u>	<u>2.50</u>	<u>2.50</u>

PARKS, RECREATION, & COMMUNITY SERVICES

PROGRAM: PARKS SUMMARY

	<u>ACTUAL 2017-18</u>	<u>ADJUSTED BUDGET 2018-19</u>	<u>ADOPTED BUDGET 2019-20</u>
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ 3,140,472	\$ 3,086,994	\$ 3,220,540
Supplies and Services	1,427,213	1,233,728	1,220,139
Internal Services	1,152,524	1,195,452	1,283,931
Capital Allocations	5,320	-	-
Total	<u>\$ 5,725,529</u>	<u>\$ 5,516,174</u>	<u>\$ 5,724,610</u>
BUDGET BY CATEGORIES OF REVENUES			
General Fund	\$ 5,219,729	\$ 5,027,654	\$ 5,208,743
Lido Landscape District	311,700	275,166	306,756
Other Restricted Donations/Grants	-	12,737	-
Seaport Assessment District	194,100	200,617	209,111
Total	<u>\$ 5,725,529</u>	<u>\$ 5,516,174</u>	<u>\$ 5,724,610</u>

PARKS, RECREATION, & COMMUNITY SERVICES

PROGRAM: Parks
SUB-PROGRAM: Landscape Maintenance (66121, 66122, 66124)

SUB-PROGRAM PURPOSE OR BUSINESS:

Support building a strong community by providing safe, clean and attractive parks and recreation spaces in adequate numbers throughout the community.

	ACTUAL 2017-18	ADJUSTED BUDGET 2018-19	ADOPTED BUDGET 2019-20
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BUDGET BY CATEGORIES OF EXPENDITURES

Employee Costs	\$ 2,808,542	\$ 2,767,680	\$ 2,886,469
Supplies and Services	1,300,657	1,129,001	1,093,186
Internal Services	1,105,210	1,143,710	1,229,088
Capital Allocations	5,320	-	-
Total	\$ 5,219,729	\$ 5,040,391	\$ 5,208,743

BUDGET BY CATEGORIES OF REVENUES

General Fund	\$ 5,219,729	\$ 5,027,654	\$ 5,208,743
Other Restricted Donations/Grants	-	12,737	-
Total	\$ 5,219,729	\$ 5,040,391	\$ 5,208,743

TOTAL POSITIONS (FTE)

PRCS Manager	0.80	-	-
Landscape Supervisor	1.00	1.00	1.00
Senior Crafts Specialist	1.00	1.00	1.00
Lead Landscape Gardener	2.60	3.60	3.60
Landscape Equipment Operator	-	1.00	1.00
Landscape Gardener	16.00	13.00	13.00
Total	21.40	19.60	19.60

PARKS, RECREATION, & COMMUNITY SERVICES

PROGRAM: Parks
SUB-PROGRAM: Lido Landscape District (214-66123)

SUB-PROGRAM PURPOSE OR BUSINESS:

Support building a strong community by maintaining the Lido Landscape area in a safe, clean, and attractive manner.

	ACTUAL	ADJUSTED	ADOPTED
	2017-18	BUDGET	BUDGET
	2017-18	2018-19	2019-20

BUDGET BY CATEGORIES OF EXPENDITURES

Employee Costs	\$ 198,706	\$ 188,551	\$ 196,229
Supplies and Services	89,806	64,868	87,094
Internal Services	23,188	21,747	23,433
Capital Allocations	-	-	-
Total	\$ 311,700	\$ 275,166	\$ 306,756

BUDGET BY CATEGORIES OF REVENUES

Lido Landscape District	\$ 311,700	\$ 275,166	\$ 306,756
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TOTAL POSITIONS (FTE)

PRCS Manager	0.10	-	-
Lead Landscape Gardener	0.40	0.40	0.40
Landscape Gardener	1.00	1.00	1.00
Total	1.50	1.40	1.40

PARKS, RECREATION, & COMMUNITY SERVICES

PROGRAM: Parks
SUB-PROGRAM: Seaport Blvd. Landscape District (215-65184)

SUB-PROGRAM PURPOSE OR BUSINESS:

Support building a strong community by maintaining the Seaport Blvd. Landscape corridor as a safe, clean, and attractive buffer between the traveled roadway and the adjacent industrial zone.

	ACTUAL	ADJUSTED	ADOPTED
	2017-18	BUDGET	BUDGET
	2017-18	2018-19	2019-20

BUDGET BY CATEGORIES OF EXPENDITURES

Employee Costs	\$ 133,224	\$ 130,763	\$ 137,842
Supplies and Services	36,750	39,859	39,859
Internal Services	24,126	29,995	31,410
Capital Allocations	-	-	-
Total	\$ 194,100	\$ 200,617	\$ 209,111

BUDGET BY CATEGORIES OF REVENUES

Seaport Assessment District	\$ 194,100	\$ 200,617	\$ 209,111
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TOTAL POSITIONS (FTE)

PRCS Manager	0.10	-	-
Landscape Gardener	1.00	1.00	1.00
Total	1.10	1.00	1.00

PARKS, RECREATION, & COMMUNITY SERVICES

PROGRAM: RECREATION AND COMMUNITY SERVICES SUMMARY

	ACTUAL 2017-18	ADJUSTED BUDGET 2018-19	ADOPTED BUDGET 2019-20
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ 6,455,633	\$ 6,952,048	\$ 7,116,818
Supplies and Services	2,283,949	2,050,147	1,797,021
Internal Services	1,824,284	1,868,474	2,005,626
Capital Allocations	25,307	76,697	50,240
Total	\$ 10,589,173	\$ 10,947,366	\$ 10,969,705
BUDGET BY CATEGORIES OF REVENUES			
General Fund	\$ 10,589,040	\$ 10,854,270	\$ 10,953,693
Other Restricted Donations/Grants	-	27,610	-
Traffic Mitigation Fees Fund	133	65,486	16,012
Total	\$ 10,589,173	\$ 10,947,366	\$ 10,969,705

PARKS, RECREATION, & COMMUNITY SERVICES

PROGRAM: Recreation and Community Services
SUB-PROGRAM: Human Services (64211, 64212, 64218)

SUB-PROGRAM PURPOSE OR BUSINESS:

Utilize partnerships and leverage external funding to support building a strong community by providing the facilities, personnel, and programs necessary to coordinate human services for “at risk” populations within Redwood City and North Fair Oaks. Directly support, educate, empower, and serve as a bridge to resources for families and individuals in Redwood City, North Fair Oaks, Woodside, Atherton, and Portola Valley.

	<u>ACTUAL</u> <u>2017-18</u>	<u>ADJUSTED</u> <u>BUDGET</u> <u>2018-19</u>	<u>ADOPTED</u> <u>BUDGET</u> <u>2019-20</u>
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ 1,068,320	\$ 1,162,219	\$ 1,366,438
Supplies and Services	237,611	311,295	109,055
Internal Services	408,538	427,725	451,538
Capital Allocations	-	-	-
Total	\$ 1,714,469	\$ 1,901,239	\$ 1,927,031
BUDGET BY CATEGORIES OF REVENUES			
General Fund	\$ 1,714,469	\$ 1,896,767	\$ 1,927,031
Other Restricted Donations/Grants	-	4,472	-
Total	\$ 1,714,469	\$ 1,901,239	\$ 1,927,031
TOTAL POSITIONS (FTE)			
PRCS Director	0.10	0.10	0.10
PRCS Manager	1.00	1.00	1.00
Human Services Specialist II	2.00	2.00	2.00
Administrative Clerk III	1.00	1.00	1.00
Facility Leader	1.00	1.00	1.00
Facility Aide	1.00	1.00	1.00
Human Services Coordinator	-	-	1.00
Human Services Specialist III	1.00	1.00	1.00
Managerial/Prof Level I	1.00	1.00	1.00
Paraprofessional	1.00	1.00	1.00
Total	9.10	9.10	10.10

PARKS, RECREATION, & COMMUNITY SERVICES

PROGRAM: Recreation and Community Services
SUB-PROGRAM: Youth and Teen Services (66130)

SUB-PROGRAM PURPOSE OR BUSINESS:

Support building a strong community by strengthening safety and security; strengthening community image and sense of place; promoting health and wellness; fostering human development; providing recreation experiences; increasing cultural unity; and facilitating community problem solving. Provide positive programming, services, and facilities for Redwood City youth from pre-school to teens in collaboration with other community partners.

	ACTUAL 2017-18	ADJUSTED BUDGET 2018-19	ADOPTED BUDGET 2019-20
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ 2,279,096	\$ 2,815,865	\$ 2,784,267
Supplies and Services	280,933	250,279	219,023
Internal Services	177,142	201,227	217,079
Capital Allocations	5,980	-	23,040
Total	\$ 2,743,151	\$ 3,267,371	\$ 3,243,409

BUDGET BY CATEGORIES OF REVENUES			
General Fund	\$ 2,743,151	\$ 3,251,574	\$ 3,243,409
Other Restricted Donations/Grants	-	15,797	-
Total	\$ 2,743,151	\$ 3,267,371	\$ 3,243,409

TOTAL POSITIONS (FTE)			
PRCS Manager	1.00	1.00	1.00
Recreation Supervisor	1.00	1.00	1.00
PRCS Program Coord	7.00	7.00	6.00
Recreation Leader III	0.02	0.02	-
Recreation Specialist I	0.68	0.68	-
Recreation Specialist II	2.66	2.66	2.26
Recreation Specialist III	1.70	1.70	1.00
Total	14.06	14.06	11.26

PARKS, RECREATION, & COMMUNITY SERVICES

PROGRAM: Recreation and Community Services
SUB-PROGRAM: Sports and Aquatics (66140)

SUB-PROGRAM PURPOSE OR BUSINESS:

Support building a strong community by promoting health and wellness; strengthening community image and sense of place; fostering human development; providing recreation experiences; supporting economic development; coordinating the use of local sports fields for youth and adult teams and tournaments; programming a variety of sports and aquatics activities at various levels of competition for youth and adults aimed at supporting family and community interaction.

	ACTUAL 2017-18	ADJUSTED BUDGET 2018-19	ADOPTED BUDGET 2019-20
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ 1,442,044	\$ 1,172,642	\$ 1,177,268
Supplies and Services	486,545	480,052	442,102
Internal Services	598,809	584,474	647,559
Capital Allocations	-	-	-
Total	\$ 2,527,398	\$ 2,237,168	\$ 2,266,929

BUDGET BY CATEGORIES OF REVENUES			
General Fund	\$ 2,527,398	\$ 2,237,168	\$ 2,266,929

TOTAL POSITIONS (FTE)			
PRCS Manager	1.00	1.00	1.00
Recreation Supervisor	1.00	1.00	1.00
Secretary	1.00	1.00	1.00
Administrative Clerk III	1.00	1.00	1.00
PRCS Program Coord	2.00	2.00	1.00
Facility Leader	1.00	1.00	1.00
Total	7.00	7.00	6.00

PARKS, RECREATION, & COMMUNITY SERVICES

PROGRAM: Recreation and Community Services
SUB-PROGRAM: Special Interest Programming/Marketing (66160)

SUB-PROGRAM PURPOSE OR BUSINESS:

Support building a strong community by providing a wide variety of fee-based recreation offerings for all that: strengthen community image and sense of place; strengthen safety and security; promote health and wellness; and fosters human development. Provide management, programming, and coordination of all Courthouse Square events to support local businesses and to brand Redwood City as the “cultural destination” of the Peninsula.

	ACTUAL	ADJUSTED	ADOPTED
	2017-18	BUDGET	BUDGET
	2017-18	2018-19	2019-20

BUDGET BY CATEGORIES OF EXPENDITURES

Employee Costs	\$ 667,305	\$ 687,608	\$ 796,052
Supplies and Services	1,057,741	862,295	841,138
Internal Services	203,997	210,420	223,360
Capital Allocations	15,060	15,000	15,000
Total	\$ 1,944,103	\$ 1,775,323	\$ 1,875,550

BUDGET BY CATEGORIES OF REVENUES

General Fund	\$ 1,944,103	\$ 1,768,866	\$ 1,875,550
Other Restricted Donations/Grants	-	6,457	-
Total	\$ 1,944,103	\$ 1,775,323	\$ 1,875,550

TOTAL POSITIONS (FTE)

PRCS Manager	0.50	0.50	0.50
Administrative Clerk III	1.00	1.00	1.00
PRCS Program Coord	1.00	1.00	2.00
Facility Leader	1.00	1.00	1.00
Recreation Specialist I	1.32	1.32	0.35
Total	4.82	4.82	4.85

PARKS, RECREATION, & COMMUNITY SERVICES

PROGRAM: Recreation and Community Services
SUB-PROGRAM: Community Services (66170-73)

SUB-PROGRAM PURPOSE OR BUSINESS:

Support building a strong community by promoting health and wellness; fostering human development; strengthening community image and sense of place; and increasing cultural unity. Other efforts include providing recreational experiences; facilitating community problem solving; providing social events, expressive arts, nutrition, fitness, inclusive educational and recreational classes for seniors and people with disabilities, as well as social service support; and providing an abundance of volunteer opportunities for all ages and abilities.

	ACTUAL	ADJUSTED	ADOPTED
	2017-18	BUDGET	BUDGET
	2017-18	2018-19	2019-20
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ 998,756	\$ 1,097,858	\$ 976,937
Supplies and Services	221,119	136,226	175,703
Internal Services	435,665	444,495	465,934
Capital Allocations	4,267	12,200	12,200
Total	\$ 1,659,807	\$ 1,690,779	\$ 1,630,774

BUDGET BY CATEGORIES OF REVENUES			
General Fund	\$ 1,659,807	\$ 1,689,895	\$ 1,630,774
Other Restricted Donations/Grants	-	884	-
Total	\$ 1,659,807	\$ 1,690,779	\$ 1,630,774

TOTAL POSITIONS (FTE)			
PRCS Manager	1.00	1.00	1.00
Recreation Supervisor	1.00	1.00	-
Administrative Clerk III	1.00	-	-
PRCS Program Coord	1.00	1.00	2.00
Facility Leader	1.00	1.00	-
Facility Aide	2.00	2.00	2.00
Food Service Worker I	0.30	0.30	-
Program Assistant II	-	-	1.00
Office Clerical	0.26	0.26	-
Total	7.56	6.56	6.00

PARKS, RECREATION, & COMMUNITY SERVICES

PROGRAM: Recreation and Community Services
SUB-PROGRAM: Community Services (66179) – Senior Shuttle and Events

SUB-PROGRAM PURPOSE OR BUSINESS:

Provide senior shuttle services from the Veterans Memorial Senior Center and the Fair Oaks Community Center to Downtown Redwood City and back to provide easy accessibility for senior patrons; support local businesses; and provide transportations to senior shows and events throughout the year produced by PRCS or in partnership with local businesses and non-profits.

	<u>ACTUAL 2017-18</u>	<u>ADJUSTED BUDGET 2018-19</u>	<u>ADOPTED BUDGET 2019-20</u>
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BUDGET BY CATEGORIES OF EXPENDITURES

Employee Costs	\$ 112	\$ 15,856	\$ 15,856
Supplies and Services	-	10,000	10,000
Internal Services	133	133	156
Capital Allocations	-	49,497	-
Total	<u>\$ 245</u>	<u>\$ 75,486</u>	<u>\$ 26,012</u>

BUDGET BY CATEGORIES OF REVENUES

General Fund	\$ 112	\$ 10,000	\$ 10,000
Traffic Mitigation Fees Fund	133	65,486	16,012
Total	<u>\$ 245</u>	<u>\$ 75,486</u>	<u>\$ 26,012</u>

TOTAL POSITIONS (FTE)

No personnel involved in this subprogram.

PARKS, RECREATION, & COMMUNITY SERVICES

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POLICE



Community Outreach
Community Policing
Crime Prevention
Dispatch Services
Investigations
Parking Enforcement
Police Activities League
Property and Evidence
School Resource Officer
Special Events
Traffic Enforcement
Youth Engagement

POLICE

DEPARTMENT DESCRIPTION

The Redwood City Police Department is an organization of professionals dedicated to providing the highest level of police services to the community. The Department is comprised of sworn officers, professional staff, reserve officers and volunteers who reflect the diverse community they serve. The Department provides community-focused policing initiatives, comprehensive services for investigations, effective and timely response to calls for service, innovative community engagement activities, and a visible presence. The Department recognizes that working in partnership with the community is the best way to protect life and property, improve the quality of life, and reduce crime and the fear of crime in our community.

MAJOR ACCOMPLISHMENTS

- Experienced a decrease in Reported Part 1 Crimes (murder and non-negligent homicide, rape, robbery, aggravated assault, burglary, motor vehicle theft, larceny-theft, and arson) by 11.85% in 2018
- 84% of Police officers received Crisis Intervention Training (CIT) to expand the Police Department's ability to interact with subjects in crisis and effectively resolve crisis situations
- Conducted the first Teen Citizen Police Academy program with 25 graduates
- Conducted one English language and one Spanish language Citizen Police Academy
- Expanded the City's tattoo removal program to include survivors of domestic violence and human trafficking
- Increased homeless outreach efforts by 33% using the City's multi-disciplinary homeless outreach team to provide services to homeless community members. The Department made 69 shelter referrals, 13 temporary housing placements, 6 permanent housing placements and 524 homeless outreach citizen contacts in 2018
- Expanded community engagement efforts by hosting Anti-Bullying Classes, Coffee with the Cops events, Drug Abuse & Violence Resistance Education (DARE), Gang Prevention Classes and attended Neighborhood Association meetings to expand the Neighborhood Watch program
- Supported the National Night Out Event by staffing and participating in all 8 Redwood City neighborhood venues
- Worked with stakeholders at Sequoia Stations and the adjacent transit hub to ensure public safety through the Project Safe program



POLICE

GOALS FOR FY 2019-20

- Present implicit bias training to the Redwood City management team as part of the Management Forum by July 2019
- Develop a cannabis business inspection protocol by July 2019
- Increasing parking enforcement staffing by two positions (for a total of 4 positions) by fall 2019 to address additional neighborhood parking and Downtown parking needs
- Reclassify two existing parking enforcement officer positions to expand their duties related to abandoned vehicle abatement and traffic safety duties in support of the Traffic Unit by fall 2019
- Complete implicit bias training for 100% of Police personnel by June 2020
- Conduct an English and a Spanish Police Citizen Police Academy and a Teen Citizen Police Academy by June 2020
- Complete the City Hall security upgrade project and provide new safety protocol training to City staff by June 2020
- Provide Crisis Intervention Training to 100% of the Police Department line-level officers and dispatchers by June 2020
- Conduct semiannual surveys of business owners and stakeholders at Sequoia Station and the adjacent transit hub to ensure public safety concerns, quality of life concerns and community satisfaction issues are improved through the collaborative efforts of Project Safe by June 2020
- Explore the creation of a Community Response Unit to increase staff efficiencies and finalize a report by June 2020

CURRENT OR UPCOMING MULTI-YEAR MAJOR PROJECTS

- Implement a Body Worn Camera Program by the end of 2019

POLICE

Performance Measure	2017 Results	2018 Results
Number of staff with Crisis Intervention Training (CIT)	76% of our sworn personnel	84% of our sworn personnel
Number of contacts with individuals who were experiencing a mental health crisis who were referred to a mental health facility for evaluation	334	318
Number of traffic citations	5,007	5,291
Number of traffic collisions	1,461	1,549
Crime Rates –Number of Part 1 Offenses*	1,815	1,600
Average Response Times for Priority 1** Incidents	6 minutes and 55 seconds	6 minutes and 59 seconds

**Part 1 Offenses include Homicide, Rape, Robbery, Aggravated Assault, Burglary, Larceny-Theft, Motor Vehicle Theft, Arson, and Human Trafficking.*

***Priority 1 calls include any emergency call where people are in danger of injury (shooting, stabbing), suicide in progress, officer needs help, major injury accident, plane crash, violent felony in progress, structure fires with persons inside, explosions, or other major fires, life threatening medical emergencies, missing children under 13, hold-up and panic alarms, persons down or prowler calls*

POLICE

DEPARTMENT BUDGET

The total Police budget for FY 2019-20 is \$51.1 million, representing 19.3% of the total operational budget.

	ACTUAL 2017-18	ADJUSTED BUDGET 2018-19	ADOPTED BUDGET 2019-20
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ 32,384,262	\$ 36,924,018	\$ 38,404,077
Supplies and Services	2,024,016	2,127,521	2,119,947
Internal Services	8,501,259	8,851,411	10,553,870
Capital Allocations	9,887	980,823	34,954
Total	\$ 42,919,424	\$ 48,883,773	\$ 51,112,848
BUDGET BY CATEGORIES OF REVENUES			
General Fund	\$ 39,124,587	\$ 44,145,132	\$ 46,335,513
Cannabis Business Permits	-	-	131,247
C.O.P.S. Grant	37,575	125,000	125,000
Internal Services Fund	2,924,876	3,625,148	3,517,656
Parking Fund	734,178	988,493	1,003,432
Traffic Safety-Fed Asset Seizure Prog	98,207	-	-
Total	\$ 42,919,423	\$ 48,883,773	\$ 51,112,848

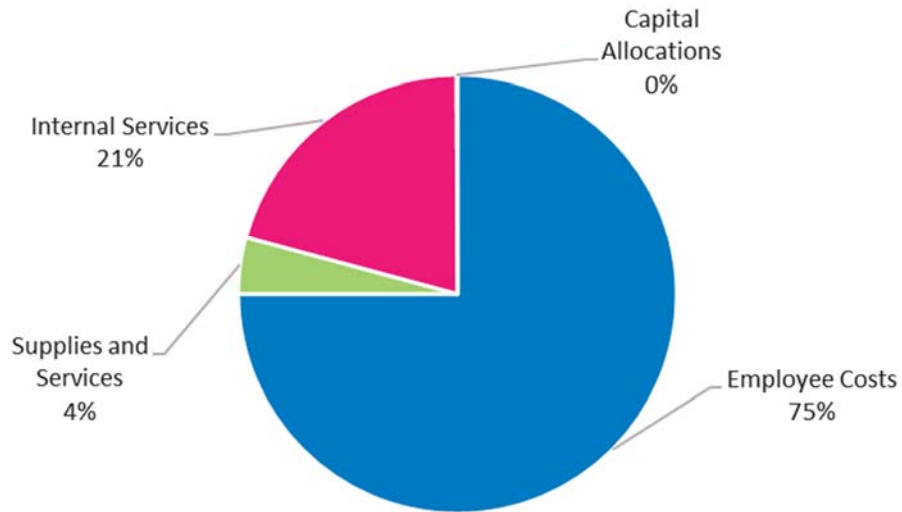
POLICE

There are 130.0 FTEs in the Budget for FY 2019-20, representing 23.0% of all City employees.

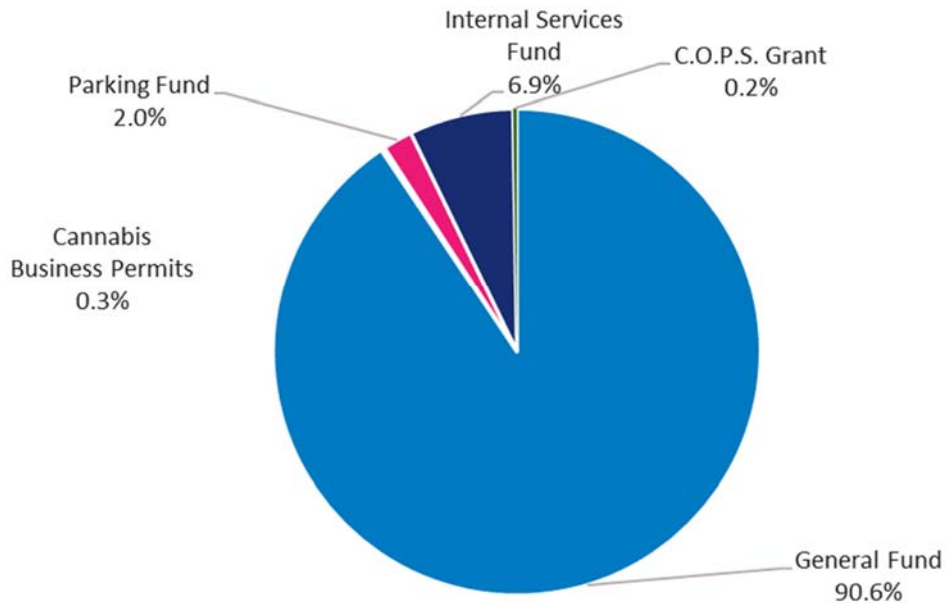
	ACTUAL	ADJUSTED	ADOPTED
	2017-18	BUDGET	BUDGET
	2017-18	2018-19	2019-20
Police			
Administrative Secty	2.00	2.00	2.00
Communications Dispatcher	12.00	12.00	12.00
Communications Supervisor	1.00	1.00	1.00
Community Service Officer	2.00	2.00	2.00
Deputy Police Chief	1.00	1.00	1.00
Juvenile And Family Services Specialist	1.00	1.00	1.00
Lead Police Clerk	1.00	1.00	1.00
Lead Public Safety Dispatcher	1.00	1.00	1.00
Management Analyst I	1.00	1.00	1.00
Parking Enforcement Officer I/II	2.00	2.00	4.00
Police Captain	2.00	2.00	2.00
Police Chief	1.00	1.00	1.00
Police Clerk	6.00	6.00	6.00
Police Evidence & Property Room Coord	1.00	1.00	1.00
Police Lieutenant	4.00	4.00	4.00
Police Officer	77.00	77.00	77.00
Police Sergeant	12.00	12.00	12.00
Records Supervisor	1.00	1.00	1.00
Total	128.00	128.00	130.00

POLICE

Budgeted Expenditures FY 19-20



Revenues by Fund FY 19-20



POLICE

Major changes to the department's budget for FY 2019-20 are listed in the table below.

Summary of Change	General Fund	Internal Service Charges
Increase budget to account for restructuring of Parking Enforcement Officer II position.	20,700	
Increase budget to account for cost of 2.0 additional Parking Enforcement Officers.	256,440	
Increase budget to pay for annual Sun Ridge Maintenance agreement (licensing and maintenance for RIMS system).		82,000
Increase budget for the City's proportional share of the of Countywide mutual aid tactical radio channels.		34,000
Increase budget for the annual data and service fees required for electronic parking citation devices. Devices provide efficiencies for staff issuing and processing citations through the SMC Traffic Court.	9,600	
Using one-time funds, provide four weeks of traffic enforcement for start of 19-20 school year.	20,000	
Total	\$ 306,740	\$ 116,000

POLICE

PROGRAM: Law Enforcement
SUB-PROGRAM: Administrative Services (62111)

SUB-PROGRAM PURPOSE OR BUSINESS:

Provide for the overall leadership and administration of the Police Department and ensure effective interaction and engagement within the community, City organization and with regional civilian and law enforcement agencies as functionally required.

	ACTUAL 2017-18	ADJUSTED BUDGET 2018-19	ADOPTED BUDGET 2019-20
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ 896,682	\$ 1,031,213	\$ 1,070,094
Supplies and Services	880,900	1,022,224	922,828
Internal Services	6,508,179	6,844,021	7,501,397
Capital Allocations	9,887	14,250	14,250
Total	\$ 8,295,648	\$ 8,911,708	\$ 9,508,569

BUDGET BY CATEGORIES OF REVENUES			
General Fund	\$ 8,295,648	\$ 8,911,708	\$ 9,381,042
Cannabis Business Permits	-	-	127,527
Total	\$ 8,295,648	\$ 8,911,708	\$ 9,508,569

TOTAL POSITIONS (FTE)			
Police Chief	0.15	0.15	0.15
Deputy Police Chief	0.15	0.15	0.15
Police Captain	0.50	0.50	0.50
Police Lieutenant	1.00	1.00	1.00
Management Analyst I	1.00	1.00	1.00
Total	2.80	2.80	2.80

POLICE

PROGRAM: Law Enforcement
SUB-PROGRAM: Records (62112)

SUB-PROGRAM PURPOSE OR BUSINESS:

Process crime reports, subpoenas, arrest warrants, restraining orders and all other court related documents according to established norms; report to the State all statistical data within five business days after the end of each month; ensure that all operational needs for police records are met; and interact with citizens at the front counter of the Police Department and on the telephone to assist as needed.

	ACTUAL	ADJUSTED	ADOPTED
	2017-18	BUDGET	BUDGET
	2017-18	2018-19	2019-20
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ 946,049	\$ 1,187,329	\$ 1,250,520
Supplies and Services	47,508	55,491	55,491
Internal Services	30,980	32,814	40,160
Capital Allocations	-	-	-
Total	\$ 1,024,537	\$ 1,275,634	\$ 1,346,171

BUDGET BY CATEGORIES OF REVENUES			
General Fund	\$ 1,024,537	\$ 1,275,634	\$ 1,346,171

TOTAL POSITIONS (FTE)			
Police Chief	0.05	0.05	0.05
Deputy Police Chief	0.05	0.05	0.05
Police Captain	0.10	0.10	0.10
Records Supervisor	1.00	1.00	1.00
Lead Police Clerk	1.00	1.00	1.00
Police Clerk	6.00	6.00	6.00
Total	8.20	8.20	8.20

POLICE

PROGRAM: Law Enforcement
SUB-PROGRAM: Training (62113)

SUB-PROGRAM PURPOSE OR BUSINESS:

Plan, organize, and implement training for all police personnel; ensure compliance with state-mandated training; and maintain all training records according to State standards.

	ACTUAL 2017-18	ADJUSTED BUDGET 2018-19	ADOPTED BUDGET 2019-20
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ 450,348	\$ 449,060	\$ 473,605
Supplies and Services	286,766	209,774	209,774
Internal Services	7,101	7,481	8,918
Capital Allocations	-	587,909	-
Total	\$ 744,215	\$ 1,254,224	\$ 692,297
BUDGET BY CATEGORIES OF REVENUES			
General Fund	\$ 744,215	\$ 1,254,224	\$ 692,297
TOTAL POSITIONS (FTE)			
Police Chief	0.05	0.05	0.05
Deputy Police Chief	0.05	0.05	0.05
Police Captain	0.10	0.10	0.10
Police Sergeant	1.00	1.00	1.00
Total	1.20	1.20	1.20

POLICE

PROGRAM: Law Enforcement
SUB-PROGRAM: Property and Evidence (62114)

SUB-PROGRAM PURPOSE OR BUSINESS:

Receive and maintain property and evidence collected by department personnel, and minimize the amount of property and evidence stored to the minimum required by law.

	ACTUAL 2017-18	ADJUSTED BUDGET 2018-19	ADOPTED BUDGET 2019-20
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ 300,506	\$ 338,542	\$ 360,264
Supplies and Services	16,324	19,583	19,583
Internal Services	20,157	20,939	22,750
Capital Allocations	-	-	-
Total	\$ 336,987	\$ 379,064	\$ 402,597
BUDGET BY CATEGORIES OF REVENUES			
General Fund	\$ 336,987	\$ 379,064	\$ 402,597
TOTAL POSITIONS (FTE)			
Police Chief	0.05	0.05	0.05
Deputy Police Chief	0.05	0.05	0.05
Evidence & Property Room Coord	1.00	1.00	1.00
Community Service Officer	1.00	1.00	1.00
Total	2.10	2.10	2.10

POLICE

PROGRAM: Law Enforcement
SUB-PROGRAM: Police Activities League - PAL (62115)

SUB-PROGRAM PURPOSE OR BUSINESS:

Build partnerships between youth, police, and the community through educational, cultural, recreational, and outreach programs to help youth reach their full potential.

	ACTUAL	ADJUSTED	ADOPTED
	2017-18	BUDGET	BUDGET
	2017-18	2018-19	2019-20

BUDGET BY CATEGORIES OF EXPENDITURES

Employee Costs	\$ -	\$ 26,717	\$ 27,046
Supplies and Services	93,112	103,273	103,273
Internal Services	229	236	274
Capital Allocations	-	-	-
Total	\$ 93,341	\$ 130,226	\$ 130,593

BUDGET BY CATEGORIES OF REVENUES

General Fund	\$ 93,341	\$ 130,226	\$ 130,593
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TOTAL POSITIONS (FTE)

No full time permanent positions involved in this subprogram.

POLICE

PROGRAM: Law Enforcement
SUB-PROGRAM: Patrol Services (62131)

SUB-PROGRAM PURPOSE OR BUSINESS:

Provide adequate resources to meet the demand for uniformed police services. Under a community policing philosophy, enforce laws, provide emergency response, initiate preliminary investigations and respond to community complaints on quality of life issues.

	ACTUAL 2017-18	ADJUSTED BUDGET 2018-19	ADOPTED BUDGET 2019-20
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ 21,601,875	\$ 25,634,089	\$ 26,636,740
Supplies and Services	445,512	391,480	401,080
Internal Services	1,411,076	1,370,281	2,362,929
Capital Allocations	-	9,304	9,304
Total	\$ 23,458,463	\$ 27,405,154	\$ 29,410,053

BUDGET BY CATEGORIES OF REVENUES			
General Fund	\$ 22,588,502	\$ 26,291,661	\$ 28,281,621
C.O.P.S. Grant	37,575	125,000	125,000
Parking Fund	734,178	988,493	1,003,432
Traf Sfty-Fed Asset Seizure Prog	98,207	-	-
Total	\$ 23,458,462	\$ 27,405,154	\$ 29,410,053

TOTAL POSITIONS (FTE)			
Police Chief	0.40	0.40	0.40
Deputy Police Chief	0.40	0.40	0.40
Police Captain	1.00	1.00	1.00
Police Lieutenant	2.00	2.00	2.00
Administrative Secty	1.00	1.00	1.00
Community Service Officer	1.00	1.00	1.00
Parking Enforcement Officer I/II	2.00	2.00	4.00
Police Sergeant	9.00	9.00	9.00
Police Officer	65.00	65.00	65.00
Total	81.80	81.80	83.80

POLICE

PROGRAM: Law Enforcement
SUB-PROGRAM: Dispatching Services (67310)

SUB-PROGRAM PURPOSE OR BUSINESS:

Provide 24-hour emergency contact for police, public works, citizens and allied law enforcement agencies, and dispatch units within prescribed guidelines.

	<u>ACTUAL 2017-18</u>	<u>ADJUSTED BUDGET 2018-19</u>	<u>ADOPTED BUDGET 2019-20</u>
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ 2,499,472	\$ 2,793,007	\$ 2,942,270
Supplies and Services	218,712	254,034	336,259
Internal Services	206,692	220,147	239,127
Capital Allocations	-	357,960	-
Total	\$ 2,924,876	\$ 3,625,148	\$ 3,517,656
BUDGET BY CATEGORIES OF REVENUES			
Internal Service Fund	\$ 2,924,876	\$ 3,625,148	\$ 3,517,656
TOTAL POSITIONS (FTE)			
Police Chief	0.10	0.10	0.10
Deputy Police Chief	0.10	0.10	0.10
Police Captain	0.30	0.30	0.30
Communications Supervisor	1.00	1.00	1.00
Communications Dispatcher	12.00	12.00	12.00
Lead Public Safety Dispatcher	1.00	1.00	1.00
Total	14.50	14.50	14.50

POLICE

PROGRAM: Law Enforcement
SUB-PROGRAM: Investigative Services (62134)

SUB-PROGRAM PURPOSE OR BUSINESS:

Investigate criminal violations in a manner that will best ensure suspect apprehension and prosecution or resolution; refer juveniles to diversion programs when appropriate; and identify emerging crime patterns and criminal methods of operation through partnerships within the law enforcement community.

	ACTUAL	ADJUSTED	ADOPTED
	2017-18	BUDGET	BUDGET
	2017-18	2018-19	2019-20
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ 5,689,330	\$ 5,464,061	\$ 5,643,538
Supplies and Services	35,182	71,662	71,659
Internal Services	316,845	355,492	378,315
Capital Allocations	-	11,400	11,400
Total	\$ 6,041,357	\$ 5,902,615	\$ 6,104,912

BUDGET BY CATEGORIES OF REVENUES			
General Fund	\$ 6,041,357	\$ 5,902,615	\$ 6,101,192
Cannabis Business Permits	-	-	3,720
Total	\$ 6,041,357	\$ 5,902,615	\$ 6,104,912

TOTAL POSITIONS (FTE)			
Police Chief	0.20	0.20	0.20
Deputy Police Chief	0.20	0.20	0.20
Police Lieutenant	1.00	1.00	1.00
Administrative Secty	1.00	1.00	1.00
Juvenile & Family Svcs Specialist	1.00	1.00	1.00
Police Sergeant	2.00	2.00	2.00
Police Officer	12.00	12.00	12.00
Total	17.40	17.40	17.40

PUBLIC WORKS SERVICES



Environmental and
Sustainability Initiatives

Fleet, Facilities, and
Custodial Maintenance

Right-of-Way Maintenance

Sidewalk and Tree
Maintenance

Storm Water

Street Sweeping

Street Lights

Traffic Signs

Wastewater Management
Services

Water Quality

Water Utility Services

PUBLIC WORKS SERVICES

DEPARTMENT DESCRIPTION

The Public Works Services Department provides a wide range of services to Redwood City's infrastructure ranging from environmental programs (energy efficiency, solid waste management, and water conservation), maintenance of the right-of-way (roads, sidewalks, street sweeping, streetlights, traffic signs, and trees) and utilities (recycled water, sewer, storm water, and water). Public Works also provides several internal services to other departments and agencies including building maintenance, custodial services and fleet management.

MAJOR ACCOMPLISHMENTS

- Launched a community engagement effort to update the City's Climate Action Plan
- Recipient of U.S. Environmental Protection Agency (EPA) Green Power Community recognition
- Converted the "Climate Best by Government Test" signs to LED lights
- Recipient of the Municipal Energy Efficiency Call for Projects grant to convert lighting to LEDs in City Hall, the Community Activities Building, and the Police Department, saving the City utility and labor costs as well as energy
- Completed the first phase of Security Enhancements in City Facilities. The first phase focused around converting various areas throughout the facility into refuge rooms for staff in the event an active assailant incident were to occur
- Contracted with the San Mateo County Narcotics Task Force and San Mateo County Vehicle Theft Task Force and the Town of Atherton to provide fleet services
- Completed a pilot program to treat the groundwater at the Sequoia Station Shopping Center
- Developed a tree maintenance program
- Replaced 12 sewer laterals per month through the lateral replacement program
- Completed a comprehensive rate study for solid waste services and the City Council approved new rate increases in January 2019
- Request for Proposal released and contract awarded to construct the California Water Tank
- Completed construction of the Recycled Water pipeline to serve the Stanford in Redwood City Campus



PUBLIC WORKS SERVICES

GOALS FOR FY 2019-20

- Implement Party Pack program to promote zero waste events by Fall 2019
- Present an updated Climate Action Plan to the City Council in December 2019
- Support the Sidewalk Repair and Replacement program by completing 1,750 repairs by June 2020
- Identify pipe materials for all potable water service connections currently listed as unknown in the City's GIS system prior to June 2020
- Implement security enhancements within all City facilities by June 2020
- Perform 100% of Storm Water inspections for businesses required by the Municipal Regional Storm Water Permit by June 2020
- Convert an additional 400 street lights to LED lights by June 2020
- Develop a timeline to update the Supervisory Control and Data Acquisition program for water and sewer utility operations by December 2020

CURRENT OR UPCOMING MULTI-YEAR MAJOR PROJECTS

- Expand Recycled Water distribution mains to serve Downtown customers
- Finalize groundwater remediation efforts at the Sequoia Station Shopping Center
- Continue construction on the California Water Tank and Pump Station project through the planned completion in 2021/2022
- Implement electrification within the City's fleet by replacing aging hybrid vehicles and gasoline vehicles with 100% electric Vehicles (EV) where possible.

PUBLIC WORKS SERVICES

Performance Measure	2017 Results	2018 Results
Number of water main breaks responded to and repaired	63	88
Average sewer overflows	In the past three years, other agencies in the region had an average of 6.47 sewer overflows per year based on the size of each sewer system in miles. In the same time, Redwood City had an average 0.82 sewer overflows based on the size of its sewer system.	In the past three years other agencies in the region had an average of 4.59 sewer over flows based upon the size of each sewer system. In the same time Redwood City had an average 0.94 sewer overflows based on the size of its sewer system.
Percent of service requests completed on time	90%	94%
Number of sidewalk repairs completed	598	1,330

PUBLIC WORKS SERVICES

DEPARTMENT BUDGET

The total Public Works Services budget for FY 2019-20 is \$86.5 million, representing 32.9% of the total operational budget.

	ACTUAL 2017-18	ADJUSTED BUDGET 2018-19	ADOPTED BUDGET 2019-20
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ 14,301,973	\$ 16,093,280	\$ 16,813,729
Supplies and Services	53,797,273	54,368,332	54,416,795
Internal Services	10,973,601	11,550,966	11,419,366
Capital Allocations	15,884,653	10,464,148	3,829,091
Total	\$ 94,957,500	\$ 92,476,726	\$ 86,478,981

BUDGET BY CATEGORIES OF REVENUES

General Fund	\$ 1,631,019	\$ 1,645,929	\$ 1,584,087
Cannabis Business Permits	-	-	5,334
Capital Outlay Fund	-	103,475	-
Docktown Marina	15,551,502	4,900,756	811,787
Gas Tax Fund	2,352,337	3,282,727	3,544,982
Internal Services Fund	7,627,433	11,404,791	9,095,599
Measure M VLF	315,000	347,120	434,922
Parking Fund	893,005	415,730	486,590
Sewer Fund	27,059,008	31,383,825	32,543,570
Special Assessments	565,259	691,762	646,943
Traffic Safety Fund	1,682,372	2,001,123	1,928,276
Water Fund	37,280,565	36,299,488	35,396,891
Total	\$ 94,957,500	\$ 92,476,726	\$ 86,478,981

PUBLIC WORKS SERVICES

There are 105.95 FTEs in the budget for FY 2019-20, representing 18.8% of all City employees.

	ACTUAL	ADJUSTED	ADOPTED
	2017-18	BUDGET	BUDGET
Public Works	2017-18	2018-19	2019-20
Accountant	0.25	0.25	0.25
Accounting Technician II	0.13	0.13	0.13
Administrative Clerk I	1.00	1.00	1.00
Administrative Clerk III	1.00	1.00	1.00
Administrative Secty	0.17	1.00	1.00
Assistant Engineer II	1.00	1.00	1.00
Assistant Public Works Director	1.00	1.00	1.00
Associate Engineer	-	1.00	1.00
Building Maintenance Worker	4.22	4.22	4.22
Comm Dev Manager-Engineering	-	0.15	0.15
Custodial Services Supervisor	1.00	1.00	1.00
Environmental Initiatives Coord	1.00	1.00	1.00
Equipment Mechanic II	4.00	4.00	4.00
Equipment Service Worker	1.00	1.00	1.00
Facilities Maintenance Supervisor	-	1.00	1.00
Fleet Supervisor	1.00	1.00	1.00
GIS Manager	-	0.25	0.25
Lead Equipment Mechanic	1.00	1.00	1.00
Lead Maintenance Custodian	3.00	3.00	3.00
Lead PW Maint Worker	5.00	5.00	5.00
Lead PW Maint Worker - Wastewater	3.00	3.00	3.00
Lead Water Resources Technician	2.00	2.00	2.00
Maintenance Custodian	10.00	10.00	10.00
Management Analyst I	2.00	2.00	2.00
Management Analyst II	1.00	1.00	1.00
PRCS Manager	1.00	-	-
Official/Exec/Prof Level I	-	0.70	0.70
Public Works Field Supervisor	4.50	4.50	1.50
PW Maint Wkr I - Wastewater	2.00	2.00	1.00
PW Maint Wkr II	12.00	12.00	12.00
PW Maint Wkr II - Wastewater	7.00	7.00	8.00
PW Maint Wkr III / Equip Oper	2.45	2.45	2.45
Public Works Services Director	0.80	0.80	0.80
Public Works Superintendent	4.00	4.00	5.00
PW Maint Wkr III/Eq Op-Wastewater	1.00	1.00	1.00
Secretary	1.00	1.00	1.00

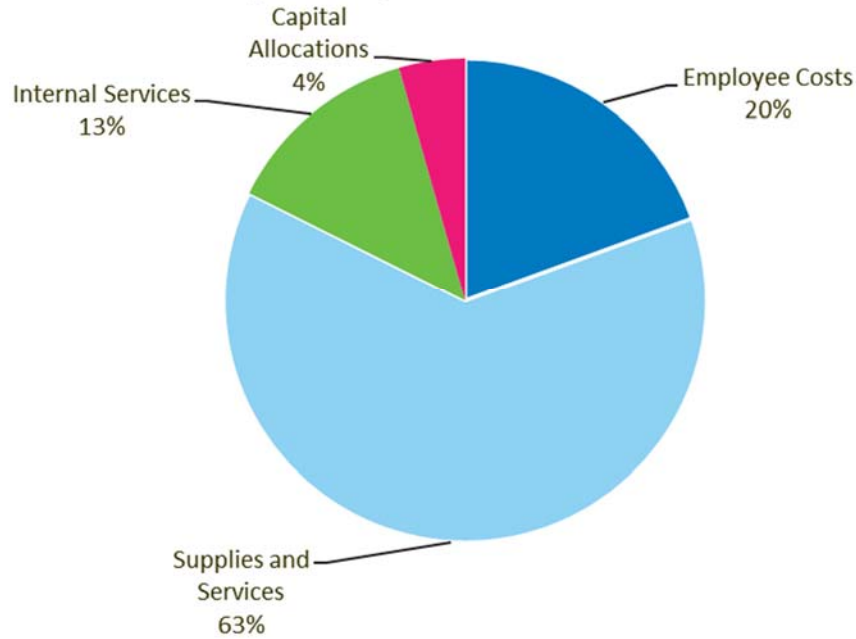
PUBLIC WORKS SERVICES

FTE's Continued

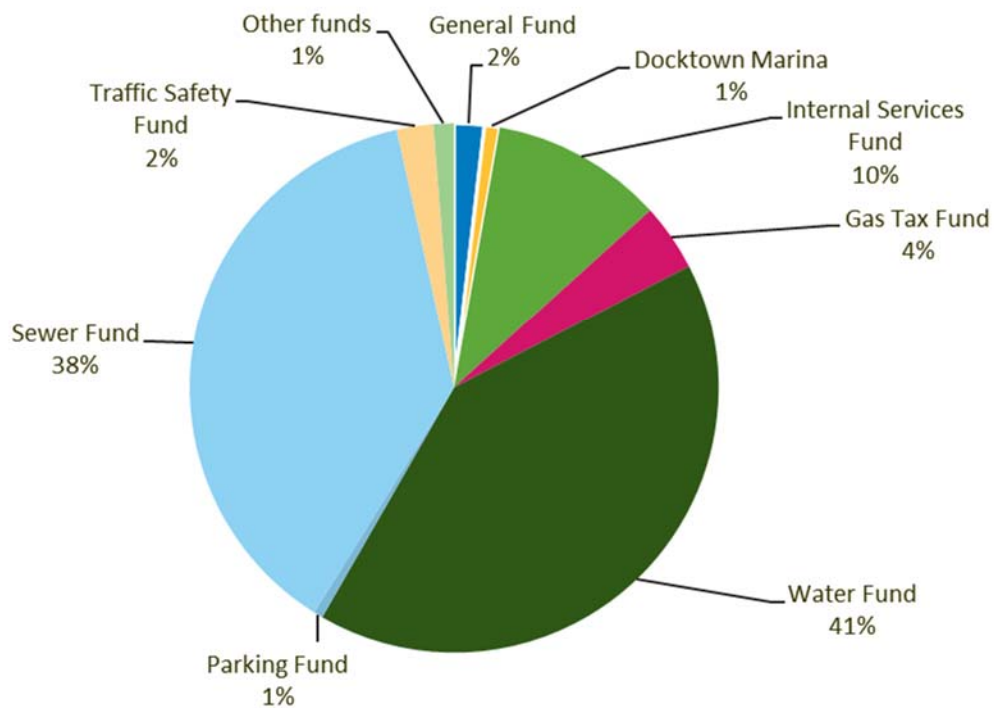
	ACTUAL	ADJUSTED	ADOPTED
	2017-18	BUDGET	BUDGET
	2017-18	2018-19	2019-20
Public Works Cont.			
Senior Building Maint Worker	3.00	3.00	3.00
Senior Civil Engineer	-	1.50	1.50
Senior Info Tech Analyst	0.25	-	-
Technical Level I	2.00	2.00	2.00
Tree Maint Worker II	1.00	1.00	1.00
Tree Maintenance Leader	1.00	1.00	1.00
Utilities Field Supv	1.00	1.00	3.00
Utilities Specialist	1.00	1.00	1.00
Utilities Specialist - Wastewater	2.00	2.00	2.00
Utilities Worker	1.00	1.00	1.00
Utilities Worker - Wastewater	2.00	2.00	2.00
Utility Locator	1.00	1.00	1.00
Water Quality Specialist	1.00	1.00	1.00
Water Resources Specialist	2.00	2.00	2.00
Water Resources Technician	4.00	4.00	4.00
Total	101.77	105.95	105.95

PUBLIC WORKS SERVICES

Budgeted Expenditures FY 19-20



Revenues by Fund FY 19-20



PUBLIC WORKS SERVICES

Major changes to the department's budget for FY 2019-20 are listed in the table below.

Summary of Change	General Fund	Enterpr. Funds	Special Revenue Funds	Internal Service Charges
Adjust the budget for a flexible position: PW Maintenance Worker I - Wastewater to PW Maintenance Worker II - Wastewater.		14,948		
Correct budgeted FTE in Water Division, Public Works Field Supervisor is actually a Utilities Field Supervisor.		16,248		
Reclassification of Public Works Field Supervisor to Utilities Field Supervisor in the Right of Way division.			6,735	
Reclassification of Public Works Field Supervisor to Public Works Superintendent to oversee Recycled Water activities.		40,762		
Increase professional services budget to account for multiyear street sweeping agreement that includes annual price increases.	25,000			
Increase in professional services budget for drinking water sampling program testing supplies and contract lab costs.		7,000		
Increase in professional services budget for recycled water sampling program supplies and contract lab costs.		3,000		
Increase budget in repair and maintenance supplies due to the need for large water meter replacement materials and appurtenances to reconfigure old meter installations to current standard lengths.		50,000		
Increase in budget to account for increase in insurance premium that is allocated to the water fund.		24,888		
Annual vehicle replacement program for vehicles and equipment that have reached the end of their useful life and are in need of replacement. For FY 19/20 we have identified 28 pieces at an estimated cost of \$1,596,000. Current budget in this account is \$1,835,706. Therefore a reduction of \$239,706.				(239,706)
Increase payments to Silicon Valley Clean Water Authority due to increase in operating costs and capital expenditures.		1,886,430		
Using one-time funds, purchase a portable event safety barricade.				60,000
Total	\$25,000	\$2,043,276	\$6,735	\$179,706

PUBLIC WORKS SERVICES

PROGRAM: FLEET, FACILITIES, AND CUSTODIAL MAINTENANCE SERVICES SUMMARY

	ACTUAL 2017-18	ADJUSTED BUDGET 2018-19	ADOPTED BUDGET 2019-20
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ 3,860,885	\$ 4,473,091	\$ 4,654,863
Supplies and Services	3,088,032	2,107,911	1,909,276
Internal Services	684,211	830,473	875,460
Capital Allocations	<u>(5,695)</u>	<u>3,993,316</u>	<u>1,656,000</u>
Total	\$ 7,627,433	\$ 11,404,791	\$ 9,095,599
BUDGET BY CATEGORIES OF REVENUES			
Internal Services Fund	\$ 7,627,433	\$ 11,404,791	\$ 9,095,599

PUBLIC WORKS SERVICES

PROGRAM: Fleet, Facilities, and Custodial Maintenance Services

SUB-PROGRAM: Equipment Services (67230)

SUB-PROGRAM PURPOSE OR BUSINESS:

Manage the City's fleet operations for maximum safety and efficiency.

	ACTUAL	ADJUSTED	ADOPTED
	2017-18	BUDGET	BUDGET
	2017-18	2018-19	2019-20
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ 1,134,201	\$ 1,456,861	\$ 1,525,456
Supplies and Services	2,382,652	1,366,224	1,204,007
Internal Services	227,803	293,594	301,812
Capital Allocations	(5,695)	3,993,316	1,656,000
Total	<u>\$ 3,738,961</u>	<u>\$ 7,109,995</u>	<u>\$ 4,687,275</u>

BUDGET BY CATEGORIES OF REVENUES

Internal Services Fund	\$ 3,738,961	\$ 7,109,995	\$ 4,687,275
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TOTAL POSITIONS (FTE)

Assistant Public Works Director	0.10	0.10	0.10
Public Works Superintendent	1.00	1.00	1.00
Environmental Initiatives Coord	0.20	0.20	0.20
Fleet Supervisor	1.00	1.00	1.00
Secretary	0.30	0.30	0.30
Lead Equipment Mechanic	1.00	1.00	1.00
Equipment Mechanic II	4.00	4.00	4.00
Equipment Service Worker	1.00	1.00	1.00
Total	<u>8.60</u>	<u>8.60</u>	<u>8.60</u>

PUBLIC WORKS SERVICES

PROGRAM: Fleet, Facilities, and Custodial Maintenance Services

SUB-PROGRAM: Custodial Services (780-67241)

SUB-PROGRAM PURPOSE OR BUSINESS:

Provide great places for community activities by cleaning and maintaining City facilities and Courthouse Square so they are safe, clean, and attractive to the community.

	ACTUAL 2017-18	ADJUSTED BUDGET 2018-19	ADOPTED BUDGET 2019-20
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ 1,663,750	\$ 1,730,433	\$ 1,797,103
Supplies and Services	117,313	118,294	118,250
Internal Services	156,469	200,757	220,590
Capital Allocations	-	-	-
Total	\$ 1,937,532	\$ 2,049,484	\$ 2,135,943
BUDGET BY CATEGORIES OF REVENUES			
Internal Services Fund	\$ 1,937,532	\$ 2,049,484	\$ 2,135,943
TOTAL POSITIONS (FTE)			
Custodial Services Supervisor	1.00	1.00	1.00
Maintenance Custodian	10.00	10.00	10.00
Lead Maintenance Custodian	3.00	3.00	3.00
Total	14.00	14.00	14.00

PUBLIC WORKS SERVICES

PROGRAM: Fleet, Facilities, and Custodial Maintenance Services

SUB-PROGRAM: Building Maintenance Services (780-67242)

SUB-PROGRAM PURPOSE OR BUSINESS:

Provide great places for community activities by maintaining or enhancing the physical condition of City facilities, park hardscape, and other City assets so that they are safe, comfortable, and available for use.

	ACTUAL	ADJUSTED	ADOPTED
	2017-18	BUDGET	BUDGET
	2018-19	2019-20	

BUDGET BY CATEGORIES OF EXPENDITURES

Employee Costs	\$ 1,062,934	\$ 1,285,797	\$ 1,332,304
Supplies and Services	588,067	623,393	587,019
Internal Services	299,939	336,122	353,058
Capital Allocations	-	-	-
Total	\$ 1,950,940	\$ 2,245,312	\$ 2,272,381

BUDGET BY CATEGORIES OF REVENUES

Internal Services Fund	\$ 1,950,940	\$ 2,245,312	\$ 2,272,381
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TOTAL POSITIONS (FTE)

Facilities Maintenance Supervisor	-	1.00	1.00
PRCS Manager	1.00	-	-
Senior Building Maint Worker	3.00	3.00	3.00
Building Maintenance Worker	4.22	4.22	4.22
Total	8.22	8.22	8.22

PUBLIC WORKS SERVICES

PROGRAM: RIGHT-OF-WAY MAINTENANCE SUMMARY

	ACTUAL 2017-18	ADJUSTED BUDGET 2018-19	ADOPTED BUDGET 2019-20
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ 2,349,259	\$ 2,687,218	\$ 2,777,844
Supplies and Services	3,458,876	2,857,570	2,638,049
Internal Services	1,834,633	2,397,590	2,629,510
Capital Allocations	14,150,521	4,113,716	15,975
Total	<u>\$ 21,793,289</u>	<u>\$ 12,056,094</u>	<u>\$ 8,061,378</u>
BUDGET BY CATEGORIES OF REVENUES			
General Fund	\$ 1,545,556	\$ 1,626,950	\$ 1,565,166
Cannabis Business Permits	-	-	1,541
Capital Outlay Fund	-	103,475	-
Docktown Marina	15,551,502	4,900,756	811,787
Gas Tax Fund	2,120,854	3,008,060	3,268,018
Parking Fund	893,005	415,730	486,590
Traffic Safety Fund	1,682,372	2,001,123	1,928,276
Total	<u>\$ 21,793,289</u>	<u>\$ 12,056,094</u>	<u>\$ 8,061,378</u>

PUBLIC WORKS SERVICES

PROGRAM: Right-Of-Way Maintenance
SUB-PROGRAM: Electrical Maintenance (65131)

SUB-PROGRAM PURPOSE OR BUSINESS:

Maintain the safe movement of vehicles, bicycles, and pedestrians within the City's public right-of-ways through the operation of traffic signals and street lighting.

	ACTUAL	ADJUSTED	ADOPTED
	2017-18	BUDGET	BUDGET
	2018-19	2018-19	2019-20

BUDGET BY CATEGORIES OF EXPENDITURES

Employee Costs	\$ 87,711	\$ 321,473	\$ 340,123
Supplies and Services	1,142,890	1,163,401	1,046,871
Internal Services	39,150	40,912	44,693
Capital Allocations	-	-	-
Total	\$ 1,269,751	\$ 1,525,786	\$ 1,431,687

BUDGET BY CATEGORIES OF REVENUES

Traffic Safety Fund	\$ 1,269,751	\$ 1,525,786	\$ 1,431,687
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TOTAL POSITIONS (FTE)

GIS Manager	-	0.25	0.25
Management Analyst I	0.10	0.10	0.10
Public Works Superintendent	0.20	0.20	0.20
Senior Info Tech Analyst	0.25	-	-
Public Works Field Supervisor	1.00	1.00	1.00
Administrative Clerk III	0.10	0.10	0.10
Total	1.65	1.65	1.65

PUBLIC WORKS SERVICES

PROGRAM: Right-Of-Way Maintenance
SUB-PROGRAM: Street System Maintenance (65132)

SUB-PROGRAM PURPOSE OR BUSINESS:

Maintain all streets, sidewalks, City parking lots, and parking meters in a safe condition for the movement of pedestrians and vehicles.

	ACTUAL 2017-18	ADJUSTED BUDGET 2018-19	ADOPTED BUDGET 2019-20
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ 795,997	\$ 803,976	\$ 847,102
Supplies and Services	682,548	312,115	364,615
Internal Services	640,929	1,045,516	1,033,923
Capital Allocations	-	15,000	15,000
Total	\$ 2,119,474	\$ 2,176,607	\$ 2,260,640

BUDGET BY CATEGORIES OF REVENUES			
General Fund	\$ 315,447	\$ 315,897	\$ 290,249
Gas Tax Fund	911,022	1,444,980	1,483,801
Parking Fund	893,005	415,730	486,590
Total	\$ 2,119,474	\$ 2,176,607	\$ 2,260,640

TOTAL POSITIONS (FTE)			
Utilities Field Supv	-	-	0.78
Public Works Superintendent	0.20	0.20	0.20
Public Works Field Supervisor	0.78	0.78	-
Administrative Clerk III	0.30	0.30	0.30
Lead PW Maint Worker	1.00	1.00	1.00
PW Maint Wkr II	3.00	3.00	3.00
Total	5.28	5.28	5.28

PUBLIC WORKS SERVICES

PROGRAM: Right-Of-Way Maintenance

SUB-PROGRAM: Street Cleaning (65133)

SUB-PROGRAM PURPOSE OR BUSINESS:

Sustain the City as clean, inviting, and aesthetically pleasing throughout all segments of the community by maintaining all roadway rights-of-way and parking facilities free from dirt, refuse, and litter as a component of street and road repair and maintenance in compliance with local, state, and federal laws and regulations.

	ACTUAL 2017-18	ADJUSTED BUDGET 2018-19	ADOPTED BUDGET 2019-20
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ 65,963	\$ 208,976	\$ 224,614
Supplies and Services	275,176	328,569	291,531
Internal Services	9,133	10,440	12,311
Capital Allocations	-	-	-
Total	\$ 350,272	\$ 547,985	\$ 528,456

BUDGET BY CATEGORIES OF REVENUES			
General Fund	\$ 270,312	\$ 324,388	\$ 287,350
Gas Tax Fund	79,960	223,597	241,106
Total	\$ 350,272	\$ 547,985	\$ 528,456

TOTAL POSITIONS (FTE)			
Secretary	0.05	0.05	0.05
PW Maint Wkr III/Eq Oper	1.45	1.45	1.45
Total	1.50	1.50	1.50

PUBLIC WORKS SERVICES

PROGRAM: Right-Of-Way Maintenance
SUB-PROGRAM: Sidewalk Maintenance and Replacement (65134)

SUB-PROGRAM PURPOSE OR BUSINESS:

Identify areas needing sidewalk repairs and wheelchair ramps for barrier-free access and schedule appropriate construction or maintenance; and preserve existing street and private trees when practical during sidewalk repairs.

	ACTUAL	ADJUSTED	ADOPTED
	2017-18	BUDGET	BUDGET
	2018-19	2019-20	

BUDGET BY CATEGORIES OF EXPENDITURES

Employee Costs	\$ 199,430	\$ 250,099	\$ 249,344
Supplies and Services	2,080	6,226	6,226
Internal Services	809,580	954,076	1,151,465
Capital Allocations	-	-	-
Total	\$ 1,011,090	\$ 1,210,401	\$ 1,407,035

BUDGET BY CATEGORIES OF REVENUES

General Fund	\$ 22,372	\$ 23,074	\$ 23,263
Gas Tax Fund	988,718	1,187,327	1,383,772
Total	\$ 1,011,090	\$ 1,210,401	\$ 1,407,035

TOTAL POSITIONS (FTE)

Assistant Public Works Director	0.20	0.20	0.20
Public Works Superintendent	0.30	0.30	0.30
Public Works Field Supervisor	0.50	0.50	0.50
Administrative Clerk III	0.20	0.20	0.20
Total	1.20	1.20	1.20

PUBLIC WORKS SERVICES

PROGRAM: Right-Of-Way Maintenance
SUB-PROGRAM: Street Tree Maintenance (65135)

SUB-PROGRAM PURPOSE OR BUSINESS:

Protect the City's investment in street trees and enhance the overall tree population within the City, resulting in a more livable urban environment.

	ACTUAL 2017-18	ADJUSTED BUDGET 2018-19	ADOPTED BUDGET 2019-20
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ 386,107	\$ 379,550	\$ 398,867
Supplies and Services	227,173	274,883	261,632
Internal Services	237,720	218,350	251,503
Capital Allocations	-	975	975
Total	\$ 851,000	\$ 873,758	\$ 912,977
BUDGET BY CATEGORIES OF REVENUES			
General Fund	\$ 851,000	\$ 873,758	\$ 912,977
TOTAL POSITIONS (FTE)			
Public Works Superintendent	0.27	0.27	0.27
Administrative Clerk III	0.30	0.30	0.30
Tree Maintenance Leader	1.00	1.00	1.00
Tree Maint Worker II	1.00	1.00	1.00
Total	2.57	2.57	2.57

PUBLIC WORKS SERVICES

PROGRAM: Right-Of-Way Maintenance
SUB-PROGRAM: Downtown Entry Features Maintenance (65136)

SUB-PROGRAM PURPOSE OR BUSINESS:

Maintain downtown right-of-way improvements and entry features in a safe and aesthetically pleasing manner.

	ACTUAL	ADJUSTED	ADOPTED
	2017-18	BUDGET	BUDGET
	2018-19	2019-20	

BUDGET BY CATEGORIES OF EXPENDITURES

Employee Costs	\$ -	\$ -	\$ -
Supplies and Services	23,566	31,889	31,889
Internal Services	-	-	-
Capital Allocations	-	-	-
Total	\$ 23,566	\$ 31,889	\$ 31,889

BUDGET BY CATEGORIES OF REVENUES

General Fund	\$ 23,566	\$ 31,889	\$ 31,889
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TOTAL POSITIONS (FTE)

No personnel involved this subprogram.

PUBLIC WORKS SERVICES

PROGRAM: Right-of-Way Maintenance
SUB-PROGRAM: Paint and Sign Maintenance (65137)

SUB-PROGRAM PURPOSE OR BUSINESS:

Maintain the safe movement of vehicles, bicycles, and pedestrians within the City’s public right-of-ways through the maintenance of traffic control apparatus – signs, curb painting, and pavement markings.

	ACTUAL	ADJUSTED	ADOPTED
	2017-18	BUDGET	BUDGET
	2018-19	2019-20	

BUDGET BY CATEGORIES OF EXPENDITURES

Employee Costs	\$ 317,604	\$ 335,999	\$ 353,475
Supplies and Services	27,570	63,579	63,579
Internal Services	67,447	75,759	79,535
Capital Allocations	-	-	-
Total	\$ 412,621	\$ 475,337	\$ 496,589

BUDGET BY CATEGORIES OF REVENUES

Traffic Safety Fund	\$ 412,621	\$ 475,337	\$ 496,589
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TOTAL POSITIONS (FTE)

Utilities Field Supv	-	-	0.22
Public Works Field Supervisor	0.22	0.22	-
Administrative Clerk III	0.10	0.10	0.10
Lead PW Maint Worker	1.00	1.00	1.00
PW Maint Wkr II	1.00	1.00	1.00
Total	2.32	2.32	2.32

PUBLIC WORKS SERVICES

PROGRAM: Right-of-Way Maintenance
SUB-PROGRAM: Trash and Recycling Efforts (65186)

SUB-PROGRAM PURPOSE OR BUSINESS:

Coordinate with, manage and oversee the City’s solid waste contract with Recology. Provide staff support for activities and events involving solid waste, recycling and organics collection and processing programs in order to maintain compliance with state and local laws, goals, and mandates.

	ACTUAL 2017-18	ADJUSTED BUDGET 2018-19	ADOPTED BUDGET 2019-20
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BUDGET BY CATEGORIES OF EXPENDITURES

Employee Costs	\$ 144,002	\$ 151,857	\$ 159,770
Supplies and Services	60,011	51,051	12,000
Internal Services	-	7,192	8,548
Capital Allocations	-	-	-
Total	\$ 204,013	\$ 210,100	\$ 180,318

BUDGET BY CATEGORIES OF REVENUES

General Fund	\$ 62,859	\$ 57,944	\$ 19,438
Cannabis Business Permits	-	-	1,541
Gas Tax Fund	141,154	152,156	159,339
Total	\$ 204,013	\$ 210,100	\$ 180,318

TOTAL POSITIONS (FTE)

Public Works Superintendent	0.03	0.03	0.03
Lead PW Maint Worker	1.00	1.00	1.00
Total	1.03	1.03	1.03

PUBLIC WORKS SERVICES

PROGRAM: Docketown Marina
SUB-PROGRAM: Administration and Special Projects (66433/75607)

SUB-PROGRAM PURPOSE OR BUSINESS:

Oversee the management of Docketown Marina. Previously this was under the management of the Community Development and Transportation Department.

	ACTUAL 2017-18	ADJUSTED BUDGET 2018-19	ADOPTED BUDGET 2019-20
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ 352,445	\$ 235,288	\$ 204,549
Supplies and Services	1,017,862	625,857	559,706
Internal Services	30,674	45,345	47,532
Capital Allocations	14,150,521	4,097,741	-
Total	\$ 15,551,502	\$ 5,004,231	\$ 811,787
BUDGET BY CATEGORIES OF REVENUES			
Docketown Marina	\$ 15,551,502	\$ 4,900,756	\$ 811,787
Capital Outlay Fund	-	103,475	-
Total	\$ 15,551,502	\$ 5,004,231	\$ 811,787
TOTAL POSITIONS (FTE)			
Accounting Technician II	0.13	0.13	0.13
Technical Level I	2.00	2.00	2.00
CDBG/HOME Administrator	0.13	0.13	-
Total	2.26	2.26	2.13

PUBLIC WORKS SERVICES

PROGRAM: WASTEWATER MANAGEMENT SERVICES SUMMARY

	ACTUAL 2017-18	ADJUSTED BUDGET 2018-19	ADOPTED BUDGET 2019-20
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ 3,109,638	\$ 3,633,139	\$ 3,760,238
Supplies and Services	19,791,028	23,175,145	24,312,675
Internal Services	3,618,218	3,562,204	3,702,547
Capital Allocations	1,737,000	2,339,116	2,139,116
Total	\$ 28,255,884	\$ 32,709,604	\$ 33,914,576
BUDGET BY CATEGORIES OF REVENUES			
General Fund	\$ 85,461	\$ 18,979	\$ 18,921
Gas Tax Fund	231,483	274,667	276,964
Sewer Fund	27,059,008	31,383,825	32,543,570
Special Assessments	564,930	685,013	640,199
Measure M VLF	315,000	347,120	434,922
Total	\$ 28,255,882	\$ 32,709,604	\$ 33,914,576

PUBLIC WORKS SERVICES

PROGRAM: Wastewater Management Services
SUB-PROGRAM: Sanitary Sewer Maintenance (65152)

SUB-PROGRAM PURPOSE OR BUSINESS:

Maintain, repair, and operate the sanitary sewer collection system in a safe and effective manner and in compliance with county, state, and federal regulations.

	ACTUAL	ADJUSTED	ADOPTED
	2017-18	BUDGET	BUDGET
	2017-18	2018-19	2019-20

BUDGET BY CATEGORIES OF EXPENDITURES

Employee Costs	\$ 2,359,600	\$ 2,797,288	\$ 2,898,773
Supplies and Services	1,463,406	996,755	903,377
Internal Services	3,130,303	3,127,557	3,178,702
Capital Allocations	-	403,000	403,000
Total	\$ 6,953,309	\$ 7,324,600	\$ 7,383,852

BUDGET BY CATEGORIES OF REVENUES

Sewer Fund	\$ 6,919,899	\$ 7,264,993	\$ 7,325,907
Special Assessments	33,410	59,607	57,945
Total	\$ 6,953,309	\$ 7,324,600	\$ 7,383,852

TOTAL POSITIONS (FTE)

Public Works Services Director	0.40	0.40	0.40
Assistant Public Works Director	0.30	0.30	0.30
Management Analyst II	0.25	0.25	0.25
Utilities Field Supv	1.00	1.00	1.00
Public Works Superintendent	0.85	0.85	0.85
Secretary	0.60	0.60	0.60
Lead PW Maint Worker - Wastewater	2.00	2.00	2.00
Utility Locator	-	0.50	0.50
Utilities Worker - Wastewater	2.00	2.00	2.00
Utilities Specialist - Wastewater	1.00	1.00	1.00
PW Maint Wkr III/Eq Op-Wastewater	1.00	1.00	1.00
PW Maint Wkr II - Wastewater	4.70	4.70	5.70
PW Maint Wkr I - Wastewater	2.00	2.00	1.00
Total	16.10	16.60	16.60

PUBLIC WORKS SERVICES

PROGRAM: Wastewater Management Services
SUB-PROGRAM: Wastewater Treatment and Disposal (65154)

SUB-PROGRAM PURPOSE OR BUSINESS:

Ensure public health and safety through the proper and effective treatment of domestic and industrial wastewater collected by the City’s sewer collection system at Silicon Valley Clean Water (formerly the South Bayside System Authority) wastewater treatment plant so that it meets the standards set by the San Francisco Bay Regional Water Quality Control Board.

	ACTUAL 2017-18	ADJUSTED BUDGET 2018-19	ADOPTED BUDGET 2019-20
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ -	\$ -	\$ -
Supplies and Services	17,422,670	21,249,602	22,566,032
Internal Services	-	-	-
Capital Allocations	<u>1,737,000</u>	<u>1,936,116</u>	<u>1,736,116</u>
Total	\$ 19,159,670	\$ 23,185,718	\$ 24,302,148

BUDGET BY CATEGORIES OF REVENUES

Sewer Fund	\$ 19,159,670	\$ 23,185,718	\$ 24,302,148
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TOTAL POSITIONS (FTE)

No personnel involved in this subprogram.

PUBLIC WORKS SERVICES

PROGRAM: Wastewater Management Services
SUB-PROGRAM: Storm Drains Maintenance (65161)

SUB-PROGRAM PURPOSE OR BUSINESS:

Maintain, repair, and operate the storm drainage system in a safe and effective manner and in compliance with county, state, and federal regulations.

	ACTUAL 2017-18	ADJUSTED BUDGET 2018-19	ADOPTED BUDGET 2019-20
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ 750,038	\$ 835,851	\$ 861,465
Supplies and Services	904,952	928,788	843,266
Internal Services	487,915	434,647	523,845
Capital Allocations	-	-	-
Total	\$ 2,142,905	\$ 2,199,286	\$ 2,228,576

BUDGET BY CATEGORIES OF REVENUES			
General Fund	\$ 85,461	\$ 18,979	\$ 18,921
Gas Tax Fund	231,483	274,667	276,964
Sewer Fund	979,439	933,114	915,515
Special Assessment	531,520	625,406	582,254
Measure M VLF	315,000	347,120	434,922
Total	\$ 2,142,903	\$ 2,199,286	\$ 2,228,576

TOTAL POSITIONS (FTE)			
Public Works Superintendent	0.15	0.15	0.15
Environmental Initiatives Coord	0.40	0.40	0.40
Secretary	0.05	0.05	0.05
Lead PW Maint Worker - Wastewater	1.00	1.00	1.00
Utilities Specialist - Wastewater	1.00	1.00	1.00
PW Maint Wkr II - Wastewater	2.30	2.30	2.30
Total	4.90	4.90	4.90

PUBLIC WORKS SERVICES

PROGRAM: WATER UTILITY SERVICES SUMMARY

	ACTUAL 2017-18	ADJUSTED BUDGET 2018-19	ADOPTED BUDGET 2019-20
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ 4,982,191	\$ 5,299,832	\$ 5,620,784
Supplies and Services	27,459,337	26,227,706	25,556,795
Internal Services	4,836,539	4,760,699	4,211,849
Capital Allocations	2,827	18,000	18,000
Total	\$ 37,280,894	\$ 36,306,237	\$ 35,407,428
BUDGET BY CATEGORIES OF REVENUES			
Water Fund	\$ 37,280,565	\$ 36,299,488	\$ 35,396,891
Cannabis Business Permits	-	-	3,793
Special Assessments	329	6,749	6,744
Total	\$ 37,280,894	\$ 36,306,237	\$ 35,407,428

PUBLIC WORKS SERVICES

PROGRAM: Water Utility Services
SUB-PROGRAM: Customer & Support Services (65142)

SUB-PROGRAM PURPOSE OR BUSINESS:

Support and sustain a business environment by providing key services for the City's Water Enterprise that include the collection of Water Enterprise revenues, customer and support services, and the delivery of high-quality service.

	ACTUAL 2017-18	ADJUSTED BUDGET 2018-19	ADOPTED BUDGET 2019-20
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ 1,369,449	\$ 1,417,254	\$ 1,379,933
Supplies and Services	855,057	1,713,385	1,215,642
Internal Services	391,043	371,389	391,410
Capital Allocations	2,535	2,800	2,800
Total	\$ 2,618,084	\$ 3,504,828	\$ 2,989,785

BUDGET BY CATEGORIES OF REVENUES

Water Fund	\$ 2,618,084	\$ 3,504,828	\$ 2,989,785
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TOTAL POSITIONS (FTE)

Assistant Public Works Director	0.10	0.10	0.10
Management Analyst II	0.20	0.20	0.20
Public Works Superintendent	0.50	0.50	1.50
Administrative Secty	0.08	0.08	0.08
Public Works Field Supervisor	2.00	2.00	-
Utility Locator	1.00	-	-
Water Quality Specialist	-	1.00	1.00
Water Resources Specialist	1.00	1.00	1.00
Water Resources Technician	4.00	4.00	4.00
Total	8.88	8.88	7.88

PUBLIC WORKS SERVICES

PROGRAM: Water Utility Services
SUB-PROGRAM: Water System Maintenance (65144)

SUB-PROGRAM PURPOSE OR BUSINESS:

Operate, maintain, and repair the City's water distribution system consistent with county, state, and federal regulations, and maintain a high level of readiness and disaster preparedness 24 hours a day, seven days a week.

	ACTUAL	ADJUSTED	ADOPTED
	2017-18	BUDGET	BUDGET
	2017-18	2018-19	2019-20

BUDGET BY CATEGORIES OF EXPENDITURES

Employee Costs	\$ 2,517,629	\$ 2,647,955	\$ 2,926,980
Supplies and Services	4,053,504	1,235,154	1,157,287
Internal Services	4,121,974	4,085,956	3,503,755
Capital Allocations	292	9,700	9,700
Total	\$ 10,693,399	\$ 7,978,765	\$ 7,597,722

BUDGET BY CATEGORIES OF REVENUES

Water Fund	\$ 10,693,070	\$ 7,972,016	\$ 7,590,978
Special Assessments	329	6,749	6,744
Total	\$ 10,693,399	\$ 7,978,765	\$ 7,597,722

TOTAL POSITIONS (FTE)

Public Works Services Director	0.40	0.40	0.40
Assistant Public Works Director	0.10	0.10	0.10
Management Analyst I	0.17	0.17	0.17
Management Analyst II	0.15	0.15	0.15
Utilities Field Supv	-	-	1.00
Public Works Superintendent	0.50	0.50	0.50
Administrative Secty	0.09	0.09	0.09
Assistant Engineer II	0.90	0.90	0.90
Lead PW Maint Worker	2.00	2.00	2.00
Utility Locator	-	0.50	0.50
Utilities Worker	0.75	0.75	0.75
Utilities Specialist	0.75	0.75	0.75
PW Maint Wkr III/Eq Oper	1.00	1.00	1.00
PW Maint Wkr II	8.00	8.00	8.00
Water Quality Specialist	1.00	-	-
Total	15.81	15.31	16.31

PUBLIC WORKS SERVICES

PROGRAM: Water Utility Services
SUB-PROGRAM: SFWD Water Purchases (65145)

SUB-PROGRAM PURPOSE OR BUSINESS:

Procure 100% of Redwood City’s drinking water supply from the San Francisco Public Utilities Commission (SFPUC) regional water system.

	ACTUAL	ADJUSTED	ADOPTED
	2017-18	BUDGET	BUDGET
	2017-18	2018-19	2019-20

BUDGET BY CATEGORIES OF EXPENDITURES

Employee Costs	\$ -	\$ -	\$ -
Supplies and Services	20,062,642	18,059,000	18,059,000
Internal Services	-	-	-
Capital Allocations	-	-	-

Total	\$ 20,062,642	\$ 18,059,000	\$ 18,059,000
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BUDGET BY CATEGORIES OF REVENUES

Water Fund	\$ 20,062,642	\$ 18,059,000	\$ 18,059,000
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TOTAL POSITIONS (FTE)

No personnel involved in this subprogram.

PUBLIC WORKS SERVICES

PROGRAM: Water Utility Services
SUB-PROGRAM: Water Resources Management (65146)

SUB-PROGRAM PURPOSE OR BUSINESS:

Plan and ensure the continued responsible use of water resources in Redwood City by implementing water conservation programs and the cross connection control program. Protect the drinking water quality of the City’s water distribution system by operating the potable water system according to state and federal regulations.

	ACTUAL 2017-18	ADJUSTED BUDGET 2018-19	ADOPTED BUDGET 2019-20
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ 791,542	\$ 761,299	\$ 808,614
Supplies and Services	174,070	414,190	324,161
Internal Services	208,204	190,097	200,188
Capital Allocations	-	-	-
Total	\$ 1,173,816	\$ 1,365,586	\$ 1,332,963

BUDGET BY CATEGORIES OF REVENUES			
Water Fund	\$ 1,173,816	\$ 1,365,586	\$ 1,329,170
Cannabis Business Permits	-	-	3,793
Total	\$ 1,173,816	\$ 1,365,586	\$ 1,332,963

TOTAL POSITIONS (FTE)			
Assistant Public Works Director	0.10	0.10	0.10
Management Analyst I	1.23	1.23	1.23
Management Analyst II	0.20	0.20	0.20
Environmental Initiatives Coord	0.40	0.40	0.40
Administrative Clerk I	1.00	1.00	1.00
Lead Water Resources Technician	2.00	2.00	2.00
Total	4.93	4.93	4.93

PUBLIC WORKS SERVICES

PROGRAM: Water Utility Services
SUB-PROGRAM: Recycled Water (65147)

SUB-PROGRAM PURPOSE OR BUSINESS:

Manage, operate, and maintain the City’s recycled water system in accordance with state and federal regulations. Continue to be a leader in the development and utilization of recycled water in the County, which compliments the Council’s strategic initiatives and support of sustainability programs.

	ACTUAL 2017-18	ADJUSTED BUDGET 2018-19	ADOPTED BUDGET 2019-20
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ 303,571	\$ 473,324	\$ 505,257
Supplies and Services	2,286,543	4,500,977	4,495,705
Internal Services	115,318	113,257	116,496
Capital Allocations	-	5,500	5,500
Total	\$ 2,705,432	\$ 5,093,058	\$ 5,122,958

BUDGET BY CATEGORIES OF REVENUES

Water Fund	\$ 2,705,432	\$ 5,093,058	\$ 5,122,958
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TOTAL POSITIONS (FTE)

Assistant Public Works Director	0.10	0.10	0.10
Management Analyst I	0.50	0.50	0.50
Management Analyst II	0.20	0.20	0.20
Assistant Engineer II	0.10	0.10	0.10
Utilities Worker	0.25	0.25	0.25
Utilities Specialist	0.25	0.25	0.25
Water Resources Specialist	1.00	1.00	1.00
Total	2.40	2.40	2.40

PUBLIC WORKS SERVICES

PROGRAM: Water Utility Services/Debt Service
SUB-PROGRAM: Interfund Loan Repayment (687-61423)

SUB-PROGRAM PURPOSE OR BUSINESS:

Interest and principal repayment on interfund loan from the Equipment Services Fund to the Water Fund.

	ACTUAL 2017-18	ADJUSTED BUDGET 2018-19	ADOPTED BUDGET 2019-20
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ -	\$ -	\$ -
Supplies and Services	27,521	305,000	305,000
Internal Services	-	-	-
Capital Allocations	-	-	-
Total	\$ 27,521	\$ 305,000	\$ 305,000
BUDGET BY CATEGORIES OF REVENUES			
Water Fund	\$ 27,521	\$ 305,000	\$ 305,000

TOTAL POSITIONS (FTE)

No personnel involved in this subprogram.

CITY DEBT

REVENUE BONDS

Port of Redwood City 2012 Revenue Bonds – In June 2012, bonds were issued in the amount of \$10,000,000 to finance construction of the Port's Wharf 1 & 2 Redevelopment Project. The bonds are due in annual installments of \$386,916 to \$725,679 through 2032, with total principal remaining of \$7,426,212. The bonds are payable out of net revenues of the Port, which are expected to equal at least 120 percent of the annual debt service requirement.

Port of Redwood City 2015 Revenue Bonds – In June 2015, bonds were issued in the amount of \$6,940,000 to (a) refund the 1999 Bonds, (b) purchase the 2015 Reserve Fund Policy in lieu of cash funding a reserve fund for the 2015 Bonds, and (c) pay a portion of the costs of issuance of the 2015 Bonds. The refunding resulted in a decrease of total debt service payments of \$2,312,114. The refunding of the 1999 Bonds resulted in an economic gain of \$745,800. The bonds are due in annual installments of \$385,000 to \$611,000 through 2030, with total principal remaining of \$5,390,000. The bonds are payable out of net revenues of the Port, which are expected to equal at least 120 percent of the annual debt service requirement.

Water Revenue Bonds Series 2013 – In June 2013, Redwood City Public Financing Authority issued \$26,870,000 of bonds to refund the remaining Water Revenue Bonds Series 2005A. The refunding resulted in a decrease of total debt service payments of \$2,386,569 and an economic gain of \$1,231,113. Principal and interest is payable in 21 annual installments of \$1,584,262 to \$2,063,000 from August 2013 through February 2034, with total principal remaining of \$21,450,000. The bonds are payable out of net revenues of the Water Utility Fund which are expected to equal at least 120 percent of the annual debt service requirement.

Water Revenue Bonds Series 2015 – In May 2015, Redwood City Public Financing Authority issued \$20,235,000 of bonds to refund the remaining Water Revenue Bonds Series 2006A. The refunding resulted in a decrease of total debt service payments of \$3,243,691 and an economic gain of \$2,117,710. Principal and interest is payable in 20 annual installments of \$1,205,491 to \$1,421,544 from August 2016 through February 2035 with total principal remaining of \$17,260,000. The bonds are payable out of net revenues of the Water Utility Fund which are expected to equal at least 120 percent of the annual debt service requirement.

Water Revenue Bonds Series 2017 – In March 2017, Redwood City Public Financing Authority issued \$6,300,000 of bonds to refund the remaining Water Revenue Bonds Series 2007A. The refunding resulted in a decrease of total debt service payments of \$3,243,691 and an economic gain of \$2,117,710. Principal and interest is payable in 18 annual installments of \$489,069 to \$497,669 from February 2018 through February 2035 with total principal remaining of \$5,790,000. The bonds are payable out of net revenues of the Water Utility Fund which are expected to equal at least 120 percent of the annual debt service requirement.

CITY DEBT

Debt Summary

Name of Debt Issue	Principal Balance June 30, 2019	FY 2019-20 Interest Payment	Principal Payment	Principal Balance June 30, 2020
2012 Revenue Bonds - Port*	\$ 7,426,212	\$ 303,518	\$ 438,775	\$ 6,987,437
2015 Revenue Bonds - Port*	5,390,000	187,038	415,000	4,975,000
2013 Revenue Bonds - Water	21,450,000	1,040,650	1,020,000	20,430,000
2015 Revenue Bonds - Water	17,260,000	610,844	810,000	16,450,000
2017 Revenue Bonds - Water	5,790,000	236,719	255,000	5,535,000

*Appropriated by the Port Commission as detailed in the Port Section of this document.

CITY DEBT

Computation of Legal Debt Margin

FY 2018-19

Total Assessed Value - All Real & Personal Property	\$ 23,768,647,898
Debt Limit Percentage	3.75%
Total Debt Limit	891,324,296
Total Amount of Debt Applicable to Debt Limit	-
Legal Debt Margin	\$ 891,324,296

Note: Under State finance law, the City's outstanding general obligation debt should not exceed 15% of total assessed property value. However, the City has established a more conservative internal limit of not more than 3.75 percent. By law, the general obligation debt subject to the limitation may be offset by amounts set aside for repaying general obligation bonds.

FIDUCIARY FUNDS

FIDUCIARY FUNDS

FIDUCIARY FUNDS

These funds are used to account for assets held by the City in a trustee capacity or as an agent for individuals, private organizations, other governmental units, and/or other funds. Those include debt without City Commitment from two Community Facilities Districts (Mello-Roos) Bonds, and one private purpose trust fund to account for activities of the Successor Agency to the former Redevelopment Agency.

ASSESSMENT DISTRICTS

DEBT WITHOUT CITY COMMITMENT

There are two Community Facilities Districts (CFD) that have outstanding debt for improvements, which are not obligations of the City. The following districts are responsible for the repayment of the debt: Redwood Shores, and One Marina. The Pacific Shores CFD final payment was made and this obligation was paid in full in September 2016.

These bonds are solely obligations of the property owners in this district and are not obligations of the City, nor has any political subdivision of the State of California pledged its full faith and credit for the payment of these bonds. The City's only responsibilities with respect to any delinquent assessment installments are solely advancing funds from the reserve fund (established with bond proceeds) to the redemption fund, to the extent that such funds are available, and instituting foreclosure proceedings. The City is not required to advance available funds of the City for payment of principal or interest or to purchase land at a delinquent foreclosure assessment sale.

In December 2012 the Shores Transportation District issued \$10,275,000 Redwood Shores CFD No. 99-1 Special Tax Refunding Bonds, Series 2012B to refund \$3,640,000 of the outstanding Series 2001A Bonds and \$6,675,000 of the outstanding Series 2003A Bonds. As of June 30, 2018, the outstanding principal amount was \$7,805,000.

On April 5, 2011, the Community Facilities District issued \$5,760,000 of bonds on behalf of the developer of the One Marina Project to fund various transportation system improvements within the City's right-of-way that were required as a condition of the development. In June 2016, Community Facilities District No. 2010-1 issued \$4,350,000 Community Facilities District No. 2010-1 (One Marina) 2016 Special Tax Refunding Bonds to refund the outstanding 2011 Bonds. As of June 30, 2018, the outstanding principal amount was \$4,100,000.

FIDUCIARY FUNDS

BUDGET FOR THE ASSESSMENT DISTRICTS

	<u>ACTUAL 2017-18</u>	<u>ADJUSTED BUDGET 2018-19</u>	<u>ADOPTED BUDGET 2019-20</u>
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ -	\$ -	\$ -
Supplies and Services	1,070,972	1,042,771	1,037,064
Internal Services	-	-	-
Capital Allocations	-	-	-
Total	<u>\$ 1,070,972</u>	<u>\$ 1,042,771</u>	<u>\$ 1,037,064</u>
BUDGET BY CATEGORIES OF REVENUES			
Redwood Shores CFD 99-1	\$ 791,491	\$ 765,606	\$ 762,264
One Marina CFD 2010-1	<u>279,481</u>	<u>277,165</u>	<u>274,800</u>
Total	<u>\$ 1,070,972</u>	<u>\$ 1,042,771</u>	<u>\$ 1,037,064</u>

Please refer to the City Debt section at the end of this document for details of the City's (and the related entities) debt service payments.

SUCCESSORY AGENCY FUNDS

SUCCESSOR AGENCY

As part of the FY 2011-12 State budget package, the California Legislature enacted and the Governor signed two companion bills addressing redevelopment, AB x 126 (“Dissolution Act”) and AB x 127 (“Voluntary Program Act”), which took effect on June 29, 2011. On July 18, 2011, the California Redevelopment Association, the League of California Cities, and others filed a Petition for Writ of Mandate in the Supreme Court of the State of California (*California Redevelopment Association, et al. v. Ana Matosantos, et al.*), challenging the constitutionality of the companion bills, the Dissolution Act and the Voluntary Program Act, on behalf of cities, counties and redevelopment agencies, and requesting a stay of their enforcement. A partial stay of enforcement of the companion bills was granted by the California Supreme Court, which prohibited Redevelopment Agencies from taking on any new obligations or engaging in any redevelopment activities (other than meeting prior enforceable obligations) on or after the effective date of the companion bills.

On December 29, 2011, the California Supreme Court issued its decision in *California Redevelopment Association, et al. v. Ana Matosantos, et al.* in which AB x 126 was upheld, and AB x 127 was struck down. This action resulted in the dissolution of redevelopment agencies effective February 1, 2012.

On January 23, 2012, the City Council adopted Resolution No. 15141, which determined the City would serve as the Successor Agency to the Redevelopment Agency of Redwood City and elect to retain the housing assets and functions previously held and performed by the Redevelopment Agency of Redwood City. The following pages contain the budget for the Successor Agency.

The Dissolution Act requires the Successor Agency to submit its annual budget to the Countywide Oversight Board for approval prior to submission to the State. The Countywide Oversight Board approved the FY 2019-20 budget at their meeting on January 18, 2019. The budget is submitted both to the County Auditor-Controller and the State Department of Finance through the required Recognized Obligation Payment Schedule (ROPS).

TAX ALLOCATION BONDS, SERIES 2003A

In October 2003, the former Redevelopment Agency issued \$33,997,448 in bonds to finance various downtown improvements including restoration of the historic courthouse and creation of a public plaza. These bonds consist of current coupon bonds and capital appreciation bonds. The coupon bonds pay interest-only through January 15, 2010. Payments reflecting interest and principal on the capital appreciation bonds are due in annual installments of \$3,505,000 to \$3,510,000 through July 15, 2032. Total principal remaining on the bonds is \$14,617,109

Payments are made from property tax increment generated by the former Redevelopment Agency Fund. Bonds are special obligation of the Successor Agency and are secured by a Pledge of Tax revenues derived

FIDUCIARY FUNDS

from the Project Area, as defined within the Official Statement. The Bonds are not a debt of the City, the State, or any of its political subdivisions other than the Successor Agency. The bonds do not constitute indebtedness within the meaning of any constitutional or statutory debt limit or restriction.

BUDGET FOR THE SUCCESSOR AGENCY

The budget for activities of the Successor Agency governs the winding down of the former Redevelopment Agency.

	ACTUAL	ADJUSTED	ADOPTED
	2017-18	BUDGET	BUDGET
	2017-18	2018-19	2019-20
BUDGET BY CATEGORIES OF EXPENDITURES			
Employee Costs	\$ 93,892	\$ 123,860	\$ 128,571
Supplies and Services	3,317,895	3,538,100	3,574,238
Internal Services	745	755	1,207
Capital Allocations	-	-	-
Total	<u>\$ 3,412,532</u>	<u>\$ 3,662,715</u>	<u>\$ 3,704,016</u>

BUDGET BY CATEGORIES OF REVENUES

Successor Agency	\$ 3,412,532	\$ 3,662,715	\$ 3,704,016
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TOTAL POSITIONS (FTE)

City Manager	0.01	0.01	0.01
City Attorney	0.05	0.05	0.05
City Clerk	0.02	0.02	0.02
Community Dev & Transp Director	-	-	0.06
Assistant City Manager	0.12	0.12	0.07
Financial Services Manager	0.05	0.05	0.05
Principal Analyst - Finance	-	0.10	0.10
Senior Assistant City Attorney	0.02	0.02	0.02
Senior Accountant	0.08	0.08	0.08
Management Analyst II	0.05	-	-
Secretary	0.04	0.04	0.04
Total	<u>0.44</u>	<u>0.49</u>	<u>0.50</u>

FIDUCIARY FUNDS

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PORT OF REDWOOD CITY

PORT OF REDWOOD CITY



ECONOMIC DEVELOPMENT
AGENCY

INTERNATIONAL FOREIGN
TRADE

LAND-USE MANAGEMENT

MARITIME TRADE

PORT OPERATIONS

PUBLIC RECREATION &
WATERFRONT

PORT OF REDWOOD CITY

DEPARTMENT DESCRIPTION

The Port of Redwood City is a department of the City of Redwood City and is governed by an appointed five member Board of Port Commissioners which meets bi-monthly. It is the only deep-water port in South San Francisco Bay and is strategically located in the growing economic region of Silicon Valley and serves industrial companies with dry bulk material and neo-bulk cargoes. The City oversees the Port as a financially self-sufficient enterprise without General Fund support through the Port Department, under the supervision and direction of the Port Commission. The finances of the Port are maintained as a separate budget of the City. The Port has been designated by the federal government as the only South San Francisco Bay federal staging area for the deployment of regional first responders and emergency resources. The Port takes this designation seriously and is actively engaged with partner agencies in regular emergency exercises. The Port values public safety and works diligently to safeguard the region and its emergency resilience.

MAJOR ACCOMPLISHMENTS

- Released record breaking revenue and cargo results for FY 2017-18 including generating \$4.8 million in revenue by moving 2.3 million metric tons of cargo across Port docks
- Established new working relationship with the City of Redwood City through contract services focused on communications, information technology and public works
- Launched a new branding campaign, designed a new website, new agency fact sheets and agency branding seeking to reinforce the Port's position as a leading U.S. West Coast foreign trade agency
- Hired Moffett & Nichol to kick off the renovation of the public fishing pier
- Hosted a water users safety meeting and developed new water safety guidelines to educate and inform water users
- In partnership with the City of Redwood City developed an RFP, selected an agency to lead the Redwood City Ferry Service financial and economic feasibility study
- Funded \$615K for City services – \$517K in subvention (general fund revenue) used for citywide services and \$98K in City contract services to the Port
- Invested in the improvement of ship berths to allow for bigger ships



PORT OF REDWOOD CITY

GOALS FY 2019-20

- Adopt a new Vision for the Port mid-term and long-term operational success
- Host two public safety emergency drills with the City of Redwood City and other local agencies
- Celebrate a grand opening for the new renovated public pier
- Continue to partner with the City of Redwood City on potential public art on Port property
- Finalize the feasibility study for Ferry Service in Redwood City and advocate for funding to build the ferry terminal
- Host the 10th annual PortFest celebrating Redwood City's working waterfront



PORT OF REDWOOD CITY



PORT OF REDWOOD CITY

Serving Silicon Valley

Port Commissioners
Richard S. Claire
Richard "Dick" Dodge
R. Simms Duncan
Ralph A. Garcia, Jr.
Lorianna Kastrop

May 22, 2019

The Honorable Ian Bain, Mayor
City of Redwood City and City Council Members
1017 Middlefield Road
Redwood City, CA 94061

Subject: FY2019-20 Port Budget and Relevant Data

Dear Mayor Bain and City Council Members:

The Port of Redwood City annually prepares Operating and Capital Budget (Port Budget) for the upcoming fiscal year, which spans from July 1 – June 30. For the fiscal year (FY) July 1, 2019 to June 30, 2020, the Port Commission reviewed the Port Budget at its meeting on May 22, 2019 and thereby introduced a Budget Ordinance. In order to finalize the introduction of Budget Ordinance there will be a second reading, which is scheduled for June 12, 2019. After the final approval of the Budget Ordinance, copies of the Executive Summary of the Port Budget will be distributed to the members of the City Council, City Manager, City Clerk and Assistant City Manager (ACM) of Administrative Services.

The Port Budget data reflects \$9.4 million in Operating Revenue, of which Maritime operations will generate \$7.1 million, or 75%, of the total operating revenue. This \$7.1 million includes rentals/leases and 2.4 million metric tons of cargo that will be transported through the Port. The remaining \$2.3 million of the operating revenue will be from Recreational Boating (\$626,000) and Commercial Rentals/Leases, which is slightly over \$1.7 million.

The budget data also includes \$6.1 million in Total Operating Expenses; approximately 70% is attributable to operations and 30% to administration – leaving an Operating Income of \$3.3 million. The Non-operating Expenses will further reduce the operating income by interest payments on the Port's 2012 and 2015 Series Revenue Bonds and Subvention payment to the City of Redwood City, resulting in an anticipated Net Income of \$2.6 million.

The Port Budget also includes Capital Improvement Program (CIP) of \$2.875 million. The major projects for FY2019-20 are Renovating the Public Fishing Pier, Improvements to Rail Spur, and the Port's Strategic Visioning Plan.

Respectfully,

Lorianna Kastrop,
Chair of the Port Commission

Encl: Executive Summary of Fy2019-20 Port Budget

CC: City Manager, ACM of Administrative Services, City Clerk
Port Commissioners, Port Executive Director

675 Seaport Boulevard, Redwood City, CA 94063 | 650-306-4150 | info@redwoodcityport.com

PORT OF REDWOOD CITY

PORT OF REDWOOD CITY FY 2019-20 BUDGET COMPARATIVE STATEMENTS OF ACTIVITIES

	FY2018 ACTUAL	FY2019 BUDGET	FY2019 FORECAST	FY2020 BUDGET	Variance Budget 2020 vs 2019 Positive (Negative)	%
OPERATING REVENUES						
Dockage:	\$ 669,531	\$ 731,215	\$ 797,068	\$ 855,235	\$ 58,167	7%
Line Handling:	651,096	649,442	748,950	787,122	38,172	5%
Wharfage:	2,567,000	2,292,618	2,647,151	2,681,738	34,587	1%
Facilities Usage:	392,491	362,820	412,428	413,092	664	0%
Services & Misc (Water usage):	22,051	19,000	29,437	29,700	263	1%
Rental - Maritime:	2,196,095	2,387,625	2,316,050	2,413,719	97,669	4%
Sub-Total Marine Terminal:	\$ 6,498,264	\$ 6,442,720	\$ 6,951,084	\$ 7,180,606	\$ 229,522	3%
Marina - Berth Rental:	521,095	565,148	565,420	575,000	9,580	2%
Dry Boat Storage:	48,696	50,157	50,288	51,347	1,059	2%
Sub-Total Recreational Boating:	\$ 569,791	\$ 615,305	\$ 615,708	\$ 626,347	\$ 10,639	2%
Rental - Commercial:	975,455	979,875	971,087	1,011,246	40,159	4%
Rental - Temporary:	478,706	448,596	520,814	539,158	18,344	4%
Sub-Total Commercial:	1,454,161	1,428,471	1,491,901	1,550,404	58,503	4%
Sewer Capacity:	22,188	32,960	22,914	32,960	10,046	44%
Security Fees (Rovering-charges):	82,825	82,800	82,800	88,200	5,400	7%
Sub-Total Other Operating Rev:	105,013	115,760	105,714	121,160	15,446	15%
TOTAL OPERATING REVENUES:	\$ 8,627,229	\$ 8,602,256	\$ 9,164,407	\$ 9,478,517	\$ 314,110	3%
OPERATING EXPENSES						
Marine Terminal:	1,875,523	3,836,196	3,146,953	2,191,801	955,152	30%
Recreation Boating:	560,846	613,270	613,194	626,310	(13,116)	-2%
Commercial:	241,757	264,197	263,000	331,411	(68,411)	-26%
Infrastructure:	686,113	760,311	759,870	881,707	(121,837)	-16%
General Maintenance:	233,856	247,188	246,577	279,637	(33,060)	-13%
Sub-Total Operating Expenses:	\$ 3,598,095	\$ 5,721,162	\$ 5,029,594	\$ 4,310,866	\$ 718,728	14%
ADMINISTRATIVE EXPENSES						
Salaries & Benefits:	834,104	972,139	919,500	1,015,956	(96,456)	-10%
Office & Admin Expenses:	123,742	148,300	135,556	151,496	(15,940)	-12%
Professional Services:	307,724	282,204	305,393	311,804	(6,411)	-2%
Promotion & Marketing:	206,459	233,050	255,516	296,650	(41,134)	-16%
Depreciation (Office Only):	2,454	2,904	4,117	7,251	(3,134)	-76%
Sub-Total Administrative Exp:	\$ 1,474,483	\$ 1,638,597	\$ 1,620,082	\$ 1,783,157	\$ (163,075)	-10%
TOTAL OPERATING EXPENSES:	\$ 5,072,578	\$ 7,359,759	\$ 6,649,676	\$ 6,094,023	\$ 555,653	8%
OPERATING INCOME:	\$ 3,554,651	\$ 1,242,497	\$ 2,514,731	\$ 3,384,495	\$ 869,764	35%
NON-OPERATING REVENUES (EXPENSES)						
Interest Income:	190,440	168,000	295,744	288,000	(7,744)	-3%
Interest Expense:	(569,536)	(542,254)	(542,254)	(508,415)	33,839	-6%
Other Income (Expense):	3,579	12,100	63,785	70,875	7,090	
Total Non-Operating Expenses:	(375,517)	(362,154)	(182,725)	(149,540)	33,185	-18%
NET INCOME BEFORE SUBVENTION:	\$ 3,179,134	\$ 880,343	\$ 2,332,006	\$ 3,234,955	\$ 902,949	39%
Subvention to City of Redwood City:	(517,634)	(516,135)	(549,864)	(568,711)	(18,847)	3%
NET INCOME AFTER SUBVENTION:	\$ 1,921,500	\$ 364,208	\$ 1,782,142	\$ 2,666,244	\$ 884,102	50%

PORT OF REDWOOD CITY

Port of Redwood City FY 2019-20 Recommended Budget Statement of Activities

OPERATING REVENUES

Marine Terminal	\$	7,180,606
Recreational Boating		626,347
Commercial Rentals		1,550,404
Other Operating Revenue		121,160
Total Operating Revenues:	\$	9,478,517

OPERATING EXPENSES

Operations

Labor	\$	1,219,216
Utilities		229,200
Security		396,000
Maintenance		240,200
Insurance		289,115
Management Fees		60,000
Misc. Operating Expenses		115,800
Depreciation		1,761,335

Administration

Salaries & Benefits		1,015,956
Misc. Office Expenses		71,700
Professional Fees		311,803
Insurance		14,996
Promotion & Marketing		296,650
Utilities		33,600
Maintenance		31,200
Depreciation		7,251

Total Operating Expenses: \$ 6,094,022

OPERATING INCOME: \$ 3,384,495

NON-OPERATING REVENUES (EXPENSES)

Interest & Other Non-Operating Income	\$	288,000
Interest Expense		(508,415)
Other Non-Operating Income (Grant)		70,875
Total Non-Operating Expenses (net):	\$	(149,540)

NET INCOME BEFORE SUBVENTION: \$ 3,234,955

Subvention to City of Redwood City \$ (568,711)

NET INCOME AFTER SUBVENTION: \$ **2,666,244**

PORT OF REDWOOD CITY

**Port of Redwood City
FY 2019-20 Recommended Budget
Statement of Cash Flow**

CASH FLOW FROM OPERATING ACTIVITIES

Operating Income	\$ 3,384,495	
Depreciation	<u>1,768,586</u>	
Net Cash Provided by Operating Activities:		5,153,081

CASH FLOW FROM NON-CAPITAL FINANCING ACTIVITIES

Subvention payment to City of Redwood City	(568,711)	
Non-Operating Revenues	<u>70,875</u>	
Net Cash Provided by Non-capital Financing Activities:		(497,836)

CASH FLOW FROM CAPITAL AND RELATED FINANCING ACTIVITIES

Debt Service payment on 2012 Bonds	(742,294)	
New Loan	-	
Debt Service payment on 2015 Bonds	(602,038)	
Capital Improvement Program	<u>(2,875,000)</u>	
Net Cash Provided by Capital and Related Financing Activities:		(4,219,332)

CASH FLOWS FROM INVESTING ACTIVITIES

Interest Income	<u>288,000</u>	
Net Cash Provided by Investing Activities:		288,000

Net Decrease in Cash and Cash Equivalents:	<u><u>\$ 723,913</u></u>	
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PORT OF REDWOOD CITY

**PORT OF REDWOOD CITY
FY 2019-20 Budget
Capital Improvement Program (CIP)**

DESCRIPTION	COST
Public Fishing Pier:	\$ 1,800,000
Rail Spur Improvement:	500,000
Visioning Plan:	250,000
Dust Mitigation:	50,000
Repaving at Hinman Road:	100,000
Marina Parking Lot:	50,000
Emergency Operations Center (EOC):	70,000
Utility Vehicle:	25,000
Accounting Software Upgrade:	30,000
	<hr/> \$ 2,875,000 <hr/>

PORT OF REDWOOD CITY

Port of Redwood City FY 2019-20 Recommended Budget Comparative Tonnage

	FY 2017-18 <u>ACTUAL</u> Metric ton	FY 2018-19 <u>BUDGET</u> Metric ton	FY 2018-19 <u>FORECAST</u> Metric ton	FY 2019-20 <u>BUDGET</u> Metric ton
SCRAP METAL:	263,325	264,000	296,797	258,000
CEMENT:	-	180,000	46,881	80,000
DOMESTIC SAND (Dredged):	-	-	-	-
IMPORTED SAND:	1,841,952	1,540,000	1,882,017	1,800,000
GYP SUM:	161,484	175,000	196,315	256,000
BAUXITE:	51,280	75,000	87,132	92,000
OTHER - SLAG:	-	-	-	-
	<u>\$ 2,318,041</u>	<u>\$ 2,234,000</u>	<u>\$ 2,509,142</u>	<u>\$ 2,486,000</u>

FY 2019-20
CAPITAL IMPROVEMENT
PROGRAM

CAPITAL IMPROVEMENT PROGRAM

FY 2019-20 CAPITAL IMPROVEMENT PROGRAM (CIP) BUDGET

SUMMARY

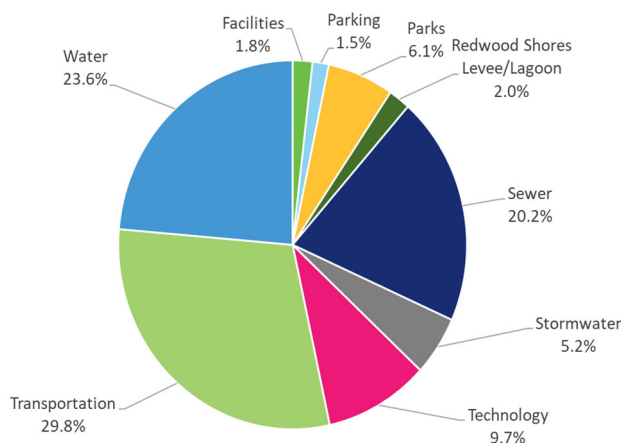
The total Fiscal Year 2019-20 Capital Improvement Program (CIP) budget is \$27.8 million. This budget includes 54 projects with funding of \$24.8 million plus dedicated staffing resources equal to 28 full-time equivalent (FTE) positions at a cost of approximately \$3.0 million.

Funding for capital projects typically derives from many sources, with the Utility Users' Tax (UUT) the primary revenue source utilized for capital improvement projects. Most other funding sources are restricted to certain purposes and, in some cases, must be spent within a prescribed period. Dedicated revenue sources include park impact and park in-lieu fee funds; water capital projects and sewer capital project funds; transportation grants; traffic mitigation fees fund and Gas Tax revenues.

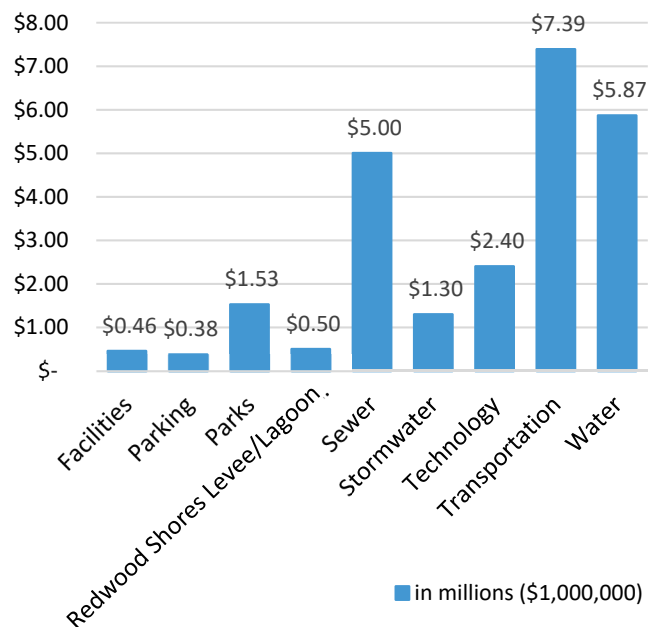
FUNCTIONAL AREA FUNDING

In order to promote a better understanding of the CIP program, proposed projects have been grouped into nine functional areas plus administration. The figures below provide a breakdown of the total FY 2019-20 project funding by functional area.

CIP Funding by Functional Area



CIP Funding by Functional Area



CAPITAL IMPROVEMENT PROGRAM

FUNCTIONAL AREA DESCRIPTIONS

A description of functional areas is listed below. The projects in each functional area support the City's Strategic Initiatives by developing and supporting effective transportation infrastructure; protecting and promoting the well-being and safety of our residents, businesses and visitors; supporting programs that benefit the City's residents; providing support to the management of City operations; and building a strong community. The nine functional areas contain the City's Fiscal Year 2019-20 project budget of \$24.8 million. Staffing resources of \$3 million are included in the total \$27.8 million CIP budget, and are not included below.

Functional Area	Description	FY 2019-20 Funding
Facilities	Repair and improvements to the City's 17 facilities, including 5 fire stations, 4 libraries, City Hall, police building, and community centers.	\$456,000
Parking	Citywide vehicle parking management.	\$375,000
Parks	Investments in more than 30 parks throughout the City as well as park amenities such as playgrounds, tennis courts, and play fields.	\$1,525,000
Redwood Shores Levee/Lagoon	Infrastructure improvements in Redwood Shores.	\$500,000
Sewer	Upkeep of the City's sanitary sewer collection system, including over 200 miles of pipe and 31 pump stations.	\$5,004,000
Stormwater	Management of the City's stormwater infrastructure including 14 miles of creeks, over 100 miles of storm drain pipes, and 22 pump stations.	\$1,300,000
Technology	Projects that focus on implementation of technology to improve government operations.	\$2,400,263
Transportation	Investments to the City's transportation infrastructure including roads, sidewalks, traffic safety, traffic signals, and more.	\$7,389,837
Water	Support for our City's potable and recycled water infrastructure. Ongoing maintenance projects for the City's 13 square mile service area. Our potable water distribution system is comprised of 262 miles of distribution mains, 10 pumps stations, 2,385 fire hydrants, and 26 pressure reducing valve stations.	\$5,866,000
TOTAL		\$24,816,100

CAPITAL IMPROVEMENT PROGRAM

PROJECTS BY FUNCTIONAL AREA

Projects are grouped by one of nine functional areas. This data provides information on the funding source, the project's previously approved funding, the estimated expenditures through the end of Fiscal Year 2018-19, the fund carryover to Fiscal Year 2019-20, and the recommended Fiscal Year 2019-20 funding.

Projects by Functional Area – Facilities

Facilities	Fund	Previously Approved Funding	Estimated Expenditures thru 6-30-19	FY 2018-19 Carryover	Recommended FY 2019-20 Funding
Dig Once Policy	357 Capital Outlay Fund	\$0	\$0	\$0	\$100,000
Library Meeting Room Improvements	357 Capital Outlay Fund	\$0	\$0	\$0	\$156,000
Tenant Improvements Program	357 Capital Outlay Fund	Varies*	Varies*	Varies*	\$200,000
TOTAL					\$456,000

*Varies -project funding for ongoing programs may extend into many years.

Projects by Functional Area – Parking

Parking	Fund	Previously Approved Funding	Estimated Expenditures thru 6-30-19	FY 2018-19 Carryover	Recommended FY 2019-20 Funding
Digital / Wayfinding Signage -Downtown	681 Parking Operations	\$500,000	\$0	\$500,000	\$200,000
Parking Facility Security Upgrade	681 Parking Operations	\$150,000	\$0	\$150,000	\$10,000
Real-Time Parking Availability	681 Parking Operations	\$300,000	\$0	\$300,000	\$165,000
TOTAL					\$375,000

CAPITAL IMPROVEMENT PROGRAM

Projects by Functional Area – Parks

Parks	Fund	Previously Approved Funding	Estimated Expenditures thru 6-30-19	FY 2018-19 Carryover	Recommended FY 2019-20 Funding
Fair Oaks Community Center Facilities Upgrade & Improvements	357 Capital Outlay Fund	\$322,456	\$107,412	\$215,044	\$200,000
Hoover Tot Playground Resurfacing	357 Capital Outlay Fund	\$0	\$0	\$0	\$100,000
Irrigation Controllers	357 Capital Outlay Fund	\$0	\$0	\$0	\$100,000
Pirate Ship Interactive Art at Redwood Shores Library	358 Parks Impact Fees	\$930,000	\$552,941	\$377,059	\$200,000
Play Equipment Replacement Program	357 Capital Outlay Fund	Varies*	Varies*	Varies*	\$250,000
Public Art	360 Art in Public Places	\$168,474	\$168,474	\$0	\$75,000
Red Morton/Armory Play Picnic Area Renovations	358 Parks Impact Fees	\$0	\$0	\$0	\$500,000
Tennis Court Replacement Program (Mezes & Spinas)	357 Capital Outlay Fund	\$443,633	\$443,633	\$0	\$100,000
TOTAL					\$1,525,000

*Varies -project funding for ongoing programs may extend into many years.

Projects by Functional Area – Redwood Shores Levee/Lagoon

Redwood Shores Levee/Lagoon	Fund	Previously Approved Funding	Estimated Expenditures thru 6-30-19	FY 2018-19 Carryover	Recommended FY 2019-20 Funding
Levee FEMA Compliance Start Up	357 Capital Outlay Fund	\$513,430	\$479,279	\$34,151	\$500,000
TOTAL					\$500,000

CAPITAL IMPROVEMENT PROGRAM

Projects by Functional Area – Sewer

Sewer	Fund	Previously Approved Funding	Estimated Expenditures thru 6-30-19	FY 2018-19 Carryover	Recommended FY 2019-20 Funding
CCTV Program -Sewer	689 Sewer Fund	\$2,060,000	\$1,362,601	\$697,399	\$250,000
Collection System Replacement Program	689 Sewer Fund	Varies*	Varies*	Varies*	\$2,500,000
Miscellaneous Collection System Repair and Replacement	689 Sewer Fund	Varies*	Varies*	Varies*	\$200,000
Pump and Controls Replacement Program	689 Sewer Fund	Varies*	Varies*	Varies*	\$80,000
SCADA Rehabilitation	689 Sewer Fund	\$250,000	\$167,872	\$82,128	\$224,000
Sequoia Street Groundwater Mitigation	689 Sewer Fund	Varies*	Varies*	Varies*	\$500,000
Sewer Inflow & Infiltration	689 Sewer Fund	Varies*	Varies*	Varies*	\$200,000
Sewer Pump Station Rehabilitation Program	689 Sewer Fund	\$4,230,055	\$3,828,345	\$401,710	\$1,050,000
TOTAL					\$5,004,000

*Varies -project funding for ongoing programs may extend into many years.

CAPITAL IMPROVEMENT PROGRAM

Projects by Functional Area – Stormwater

Stormwater	Fund	Previously Approved Funding	Estimated Expenditures thru 6-30-19	FY 2018-19 Carryover	Recommended FY 2019-20 Funding
Bayfront Canal/Cordilleras Cleanup	357 Capital Outlay Fund	\$216,250	\$220,744	\$0	\$100,000
Green Infrastructure Pilot Project	357 Capital Outlay Fund	\$0	\$0	\$0	\$200,000
Redwood Creek Revetment Project (at Bradford Street)	357 Capital Outlay Fund	\$0	\$0	\$0	\$300,000
Storm Drain -Creeks & Channels	357 Capital Outlay Fund	\$0	\$0	\$0	\$700,000
TOTAL					\$1,300,000

Projects by Functional Area – Technology

Technology	Fund	Previously Approved Funding	Estimated Expenditures thru 6-30-19	FY 2018-19 Carryover	Recommended FY 2019-20 Funding
City Hall Data Center Fire Suppression System Retrofit	357 Capital Outlay Fund	\$0	\$0	\$0	\$150,000
Finance & Human Resources Software	357 Capital Outlay Fund	\$3,421,185	\$1,053,466	\$2,367,719	\$1,609,296
Library Automation Replacements	357 Capital Outlay Fund	\$0	\$0	\$0	\$130,000
New Fire/Life Safety Inspection Database Software	357 Capital Outlay Fund	\$0	\$0	\$0	\$150,000
Technology Infrastructure/ Application Support	357 Capital Outlay Fund	\$1,255,000	\$597,538	\$657,462	\$360,967
TOTAL					\$2,400,263

CAPITAL IMPROVEMENT PROGRAM

Projects by Functional Area – Transportation

Transportation	Fund	Previously Approved Funding	Estimated Expenditures thru 6-30-19	FY 2018-19 Carryover	Recommended FY 2019-20 Funding
Active Transportation Corridor Program	262 Transportation Fund	\$985,000	\$846,721	\$62,929	\$386,837
ADA Ramp Program	262 Transportation Fund	Varies*	Varies*	Varies*	\$100,000
Broadway Sidewalk Improvements	357 Capital Outlay Fund	\$300,000	\$272,094	\$37,279	\$200,000
Dev/Adopt Trans Demand Assn	683 Parking In-Lieu Fees	\$300,000	\$0	\$300,000	\$150,000
Hopkins Traffic Calming Safety Project	357 Capital Outlay Fund	\$255,000	\$75,000	\$0	\$350,000
LED Street Light Project	357 Capital Outlay Fund	\$1,587,985	\$1,313,019	\$274,966	\$200,000
Redwood City Ferry Terminal Project	262 Transportation Fund	\$510,000	\$510,000	\$0	\$40,000
Roadway Pavement Management Program	262 Transportation Fund	\$5,352,895	\$2,193,018	\$3,164,569	\$4,150,000
Sidewalk Inspection and Repair Program	357 Capital Outlay Fund	\$0	\$0	\$0	\$300,000
Stanford Neighborhood Street Enhancement	357 Capital Outlay Fund	\$1,000,000	\$108,793	\$41,207	\$450,000
Substandard Street Improvement Program	357 Capital Outlay Fund	\$100,000	\$44,746	\$55,254	\$250,000
Theater Way Street Closure	357 Capital Outlay Fund	\$0	\$0	\$0	\$300,000
Traffic Impact Fees Administrative/Study	357 Capital Outlay Fund	\$236,915	\$114,465	\$122,450	\$50,000

*Varies -project funding for ongoing programs may extend into many years.

Transportation functional area continued on following page.

CAPITAL IMPROVEMENT PROGRAM

Transportation (continued)	Fund	Previously Approved Funding	Estimated Expenditures thru 6-30-19	FY 2018-19 Carryover	Recommended FY 2019-20 Funding
Transportation Planning	357 Capital Outlay Fund	\$5,989,086	\$5,941,321	\$51,898	\$100,000
Whipple Avenue Grade Separation	357 Capital Outlay Fund	\$0	\$0	\$0	\$75,000
Winslow/Bradford/ Allerton Pedestrian Enhancement	357 Capital Outlay Fund	\$0	\$0	\$0	\$238,000
TOTAL					\$7,339,837

Projects by Functional Area – Water

Water	Fund	Previously Approved Funding	Estimated Expenditures thru 6-30-19	FY 2018-19 Carryover	Recommended FY 2019-20 Funding
Cathodic Protection Program	686 Water Fund	Varies*	Varies*	Varies*	\$200,000
Distribution System Replacement Program	686 Water Fund	Varies*	Varies*	Varies*	\$5,300,000
Main City Zone Emergency Water Tank	686 Water Fund	\$0	\$0	\$0	\$10,000
Recycled Water Distribution Pump Station Improvements	686 Water Fund	\$0	\$0	\$0	\$150,000
SCADA System Rehabilitation	686 Water Fund	\$242,710	\$116,017	\$126,693	\$106,000
Water System Miscellaneous Equipment Replacement	686 Water Fund	Varies*	Varies*	Varies*	\$100,000
TOTAL					\$5,866,000

*Varies -project funding for ongoing programs may extend into many years.

CAPITAL IMPROVEMENT PROGRAM

PROJECT FUNDING REQUEST BY FUNDING SOURCE

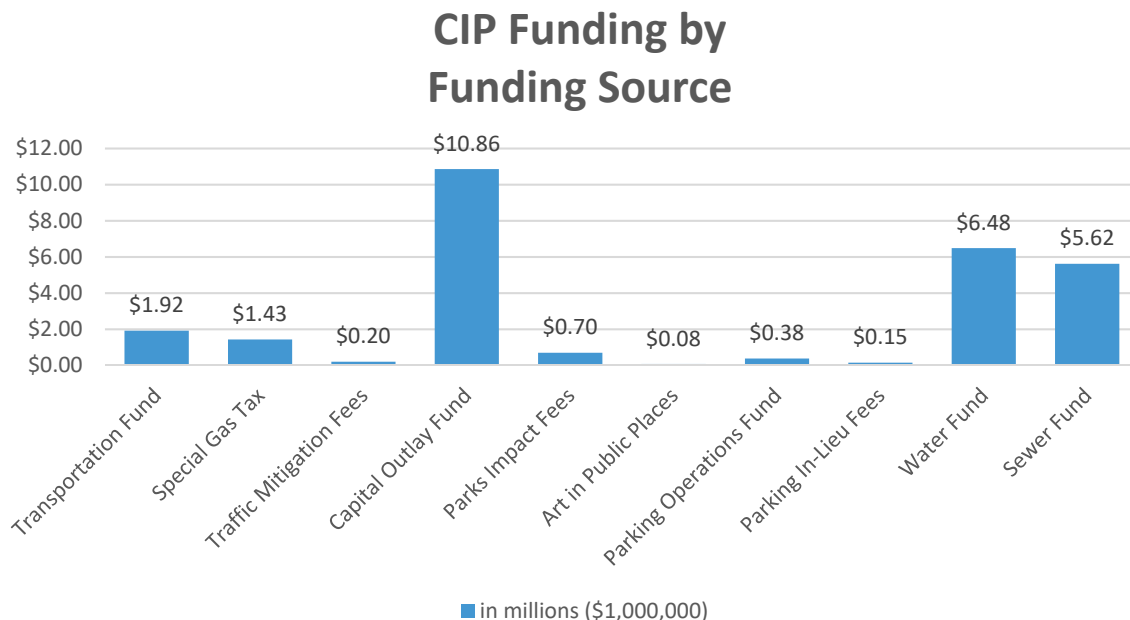
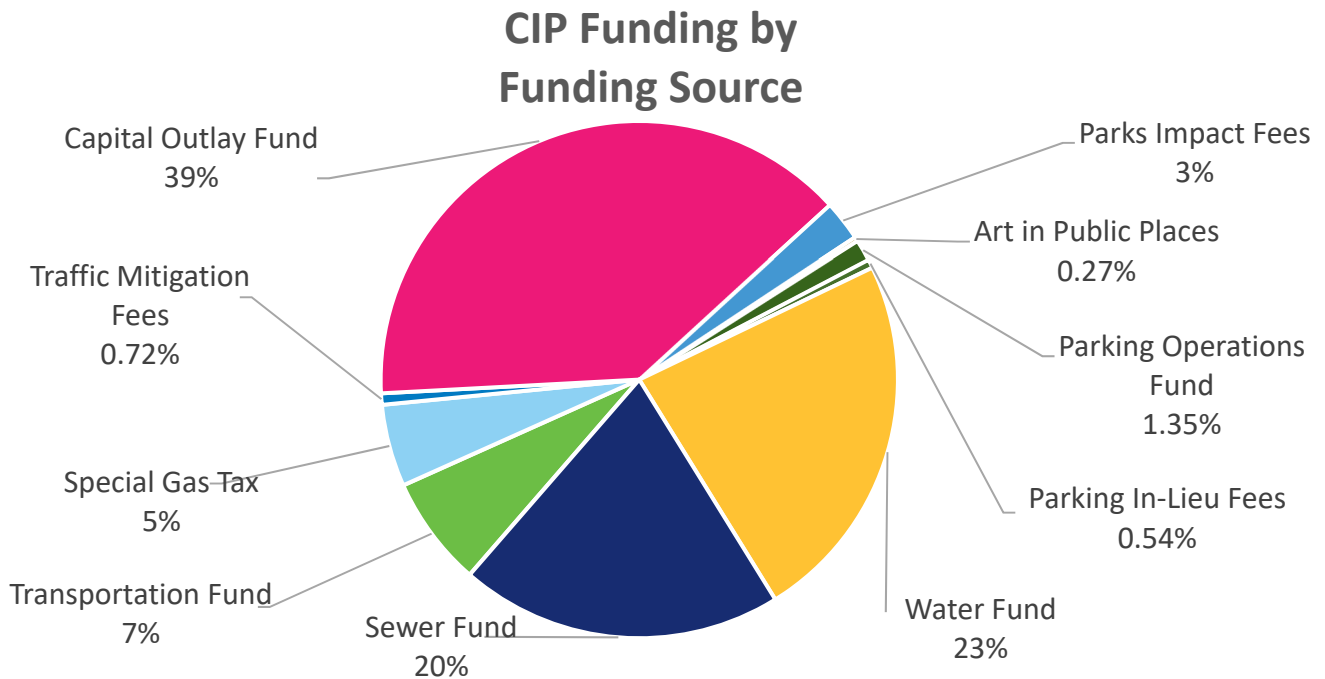
The following provides a summary of the recommended Fiscal Year 2019-20 Capital Improvement Program funding by funding source. Funding sources may each have their own conditions for use. A short description of these funds are provided. Refer to the City's Fiscal Year 2019-20 Budget for a full fund description.

Funding Source	Fund Description	FY 2019-20 Funding
262 Transportation Fund	City's share of Countywide Measure A half-cent sales tax for transportation expenditures.	\$1,922,107
277 Special Gas Tax (Senate Bill 1)	State of California gasoline tax funds for street-related capital improvement projects.	\$1,429,730
285 Traffic Mitigation Fees	Fees collected from property taxes to mitigate traffic associated with new development.	\$200,000
357 Capital Outlay Fund (Utility Users Tax)	A General Fund revenue created for accounting purposes and spent only on capital improvement projects, by Council direction.	\$10,860,263
358 Parks Impact Fees	Fees from developers for park improvements.	\$700,000
360 Art in Public Places	Contributions from the City and developers to be used in accordance with the Public Art Master Plan.	\$75,000
681 Parking Operations	Enterprise funds for on-street and off-street parking operations.	\$375,000
683 Parking In-Lieu Fees	Development projects opting to pay an in-lieu fee rather than provide the required parking.	\$150,000
686 Water	Enterprise funds for the administration, operations, maintenance, capital improvements, financing, and billing/collections of the water pumping and distribution system.	\$6,483,000
689 Sewer	Enterprise funds for the administration, operations, maintenance, capital improvements, financing, and billing/collections of the sewer transport lines and pumping stations.	\$5,621,000
Total		\$27,816,100

CAPITAL IMPROVEMENT PROGRAM

FUNDING SOURCE

The Capital Improvement Program uses a variety of funding sources to support projects. Fiscal Year 2019-20 projects draw upon ten funding sources for a total project budget of \$24.8 million. Names of projects from each funding source and the FY 2019-20 funding is provided. Staffing resources of \$3 million are included in the total \$27.8 million CIP budget from the Capital Outlay Fund, and are not included in the totals below.



CAPITAL IMPROVEMENT PROGRAM

Projects by Fund – 262 Transportation Fund

262 Transportation Fund	Functional Area	Previously Approved Funding	Estimated Expenditures thru 6-30-19	FY 2018-19 Carryover	Recommended FY 2019-20 Funding
Active Transportation Corridor Program	Transportation	\$0	\$0	\$0	\$286,837
ADA Ramp Program	Transportation	Varies*	Varies*	Varies*	\$100,000
Redwood City Ferry Terminal Project	Transportation	\$0	\$0	\$0	\$40,000
Roadway Pavement Management Program	Transportation	\$2,300,000	\$1,943,399	\$356,601	\$1,320,270
Transportation Planning	Transportation	\$100,000	\$48,102	\$51,898	\$100,000
Whipple Ave Grade Separation	Transportation	\$0	\$0	\$0	\$75,000
TOTAL					\$1,922,107

CAPITAL IMPROVEMENT PROGRAM

Projects by Fund – 277 Special Gas Tax (SB1)

277 Special Gas Tax (SB1)	Functional Area	Previously Approved Funding	Estimated Expenditures thru 6-30-19	FY 2018-19 Carryover	Recommended FY 2019-20 Funding
Roadway Pavement Management Program	Transportation	\$1,400,000	\$1,032	\$1,398,968	\$1,429,730
TOTAL					\$1,429,730

Projects by Fund – 285 Traffic Mitigation Fees

285 Traffic Mitigation Fees	Functional Area	Previously Approved Funding	Estimated Expenditures thru 6-30-19	FY 2018-19 Carryover	Recommended FY 2019-20 Funding
Active Transportation Corridor Program	Transportation	\$185,000	\$122,071	\$62,929	\$100,000
ADA Ramp Program	Transportation	\$0	\$0	\$0	\$50,000
Traffic Impact Fees Administrative/Study	Transportation	\$236,915	\$114,465	\$122,450	\$50,000
TOTAL					\$200,000

*Varies -project funding for ongoing programs may extend into many years.

CAPITAL IMPROVEMENT PROGRAM

Projects by Fund – 357 Capital Outlay Fund

357 Capital Outlay Fund	Functional Area	Previously Approved Funding	Estimated Expenditures thru 6-30-19	FY 2018-19 Carryover	Recommended FY 2019-20 Funding
Bayfront Canal/Cordilleras Cleanup	Stormwater	\$216,250	\$220,744	\$0	\$100,000
Broadway Sidewalk Improvements	Transportation	\$200,000	\$162,721	\$37,279	\$200,000
City Hall Data Center Fire Suppression System Retrofit	Technology	\$0	\$0	\$0	\$150,000
Dig Once Program	Facilities	\$0	\$0	\$0	\$100,000
Fair Oaks Community Center Facilities Upgrade & Imp.	Parks	\$322,456	\$107,412	\$215,044	\$200,000
Finance & Human Resources Software	Technology	\$2,651,321	\$950,619	\$7,100,702	\$375,296
Fire/Life Safety Inspection Database Software	Technology	\$0	\$0	\$0	\$150,000
Green Infrastructure Pilot Project	Stormwater	\$0	\$0	\$0	\$200,000
Hoover Tot Playground Resurfacing	Parks	\$0	\$0	\$0	\$100,000
Hopkins Traffic Calming Safety Project	Transportation	\$75,000	\$75,000	\$0	\$350,000
Irrigation Controllers	Parks	\$0	\$0	\$0	\$100,000
LED Street Light Project	Transportation	\$1,587,985	\$1,313,019	\$274,966	\$200,000
Levee FEMA Compliance Start Up	RS Levee/Lagoon	\$513,430	\$479,279	\$34,151	\$500,000

357 Capital Outlay Fund continued on following page.

CAPITAL IMPROVEMENT PROGRAM

357 Capital Outlay Fund (continued)	Functional Area	Previously Approved Funding	Estimated Expenditures thru 6-30-19	FY 2018-19 Carryover	Recommended FY 2019-20 Funding
Library Automation Replacements	Technology	\$0	\$0	\$0	\$130,000
Library Meeting Room Improvements	Facilities	\$0	\$0	\$0	\$156,000
Play Equipment Replacement Program	Parks	Varies*	Varies*	Varies*	\$250,000
Redwood Creek Revetment Project (at Bradford Street)	Stormwater	\$0	\$0	\$0	\$300,000
Roadway Pavement Management Program	Transportation	\$243,895	\$248,587	\$0	\$1,400,000
Sidewalk Inspection and Repair Program	Transportation	\$0	\$0	\$0	\$300,000
Stanford Neighborhood Street Enhancement	Transportation	\$150,000	\$108,793	\$41,207	\$450,000
Storm Drain -Creeks & Channels	Stormwater	\$0	\$0	\$0	\$700,000
Substandard Street Improvement Program	Transportation	\$100,000	\$44,746	\$55,254	\$250,000
Technology Infrastructure/ Application Support	Technology	\$1,255,000	\$597,538	\$657,462	\$360,967
Tenant Improvements Program	Facilities	Varies*	Varies*	Varies*	\$200,000
Tennis Court Replacement Program (Mezes/Spinis)	Parks	\$443,633	\$443,633	\$0	\$100,000
Theater Way Street Closure	Transportation	\$0	\$0	\$0	\$300,000
Winslow/Bradford/Allerton Pedestrian Enhancement	Transportation	\$0	\$0	\$0	\$238,000
TOTAL					\$7,860,263

*Varies -project funding for ongoing programs may extend into many years.

CAPITAL IMPROVEMENT PROGRAM

Projects by Fund – 358 Parks Impact Fees

358 Parks Impact Fees	Functional Area	Previously Approved Funding	Estimated Expenditures thru 6-30-19	FY 2018-19 Carryover	Recommended FY 2019-20 Funding
Red Morton/Armory Play Picnic Area Renovations	Parks	\$0	\$0	\$0	\$500,000
Pirate Ship Interactive Art at Redwood Shores Library	Parks	\$930,000	\$552,941	\$377,059	\$200,000
TOTAL					\$700,000

Projects by Fund – 360 Art in Public Places

360 Art in Public Places	Functional Area	Previously Approved Funding	Estimated Expenditures thru 6-30-19	FY 2018-19 Carryover	Recommended FY 2019-20 Funding
Public Art	Parks	\$168,474	\$168,474	\$0	\$75,000
TOTAL					\$75,000

Projects by Fund – 681 Parking Operations Fund

681 Parking Operations Fund	Functional Area	Previously Approved Funding	Estimated Expenditures thru 6-30-19	FY 2018-19 Carryover	Recommended FY 2019-20 Funding
Digital / Wayfinding Signage -Downtown	Parking	\$500,000	\$0	\$500,000	\$200,000
Parking Facility Security Upgrade	Parking	\$150,000	\$0	\$150,000	\$10,000
Real-Time Parking Availability	Parking	\$300,000	\$0	\$300,000	\$165,000
TOTAL					\$375,000

CAPITAL IMPROVEMENT PROGRAM

Projects by Fund – 683 Parking In-Lieu Fees

683 Parking In-Lieu Fees	Functional Area	Previously Approved Funding	Estimated Expenditures thru 6-30-19	FY 2018-19 Carryover	Recommended FY 2019-20 Funding
Develop/Adopt Transportation Demand Association	Transportation	\$300,000	\$0	\$300,000	\$150,000
TOTAL					\$150,000

Projects by Fund 686 - Water Fund

686 Water Fund	Functional Area	Previously Approved Funding	Estimated Expenditures thru 6-30-19	FY 2018-19 Carryover	Recommended FY 2019-20 Funding
Cathodic Protection Program	Water	Varies*	Varies*	Varies*	\$200,000
Distribution System Replacement Program	Water	Varies*	Varies*	Varies*	\$5,300,000
Finance & Human Resources Software	Technology	\$366,085	\$45,000	\$321,085	\$617,000
Main City Zone Emergency Water Tank	Water	\$0	\$0	\$0	\$10,000
Recycled Water Distribution Pump Station Improvements	Water	\$0	\$0	\$0	\$150,000
SCADA Rehabilitation - Water	Water	\$242,710	\$116,017	\$126,693	\$106,000
Water System Miscellaneous Equipment Replacement	Water	Varies*	Varies*	Varies*	\$100,000
TOTAL					\$6,483,000

*Varies -project funding for ongoing programs may extend into many years.

CAPITAL IMPROVEMENT PROGRAM

Projects by Fund – 689 Sewer Fund

689 Sewer Fund	Functional Area	Previously Approved Funding	Estimated Expenditures thru 6-30-19	FY 2018-19 Carryover	Recommended FY 2019-20 Funding
CCTV Program -Sewer	Sewer	\$2,060,000	\$1,362,601	\$697,399	\$250,000
Collection System Replacement Program	Sewer	Varies*	Varies*	Varies*	\$2,500,000
Sewer Pump Station Rehabilitation Program	Sewer	\$4,230,055	\$3,828,345	\$401,710	\$1,050,000
Finance & Human Resources Software	Technology	\$403,779	\$57,847	\$345,932	\$617,000
Sequoia Street Groundwater Mitigation	Sewer	Varies*	Varies*	Varies*	\$500,000
SCADA Rehabilitation -Sewer	Sewer	\$250,000	\$167,872	\$82,128	\$224,000
Miscellaneous Collection System Repair and Replacement	Sewer	Varies*	Varies*	Varies*	\$200,000
Sewer Inflow & Infiltration	Sewer	Varies*	Varies*	Varies*	\$200,000
Pump and Controls Replacement Program	Sewer	Varies*	Varies*	Varies*	\$80,000
TOTAL					\$5,621,000

*Varies -project funding for ongoing programs may extend into many years.

CAPITAL IMPROVEMENT PROGRAM

CIP PROJECT HIGHLIGHTS

Below are highlights of the City's Capital Improvement Projects, grouped into one of the nine functional areas. A complete list of the 54 projects and corresponding descriptions is found in the Fiscal Year 2019-20 Capital Improvement Program Projects Descriptions by Functional Area section.

Facilities

Library Meeting Room Improvements

The proposed \$156,000 will be utilized to upgrade the furniture and built-in technology in the meeting rooms at the Downtown Main Library and Redwood Shores Library locations.

Tenant Improvement Program

A budget of \$200,000 is proposed for FY 2019-20 to make repairs and improvements to City-owned public facilities. Tenant improvements create value for our City by making spaces more efficient and providing a better environment.

Parking

Digital Wayfinding Signage

An additional \$200,000 from the Parking Operations Fund is proposed to design and install digital parking signs at additional parking facilities. The project is a joint effort by the City and the Redwood City Improvement Association.

Parking Technology

Staff has implemented two pilot parking space monitoring projects in the downtown. Monitoring technology is beneficial because it helps visitors find parking more easily and allows staff to identify parking trends and proactively manage parking infrastructure. An amount of \$165,000 is proposed from the Parking Operations Fund to install additional monitoring technology.

Parks

Park Renovations Projects

The proposed \$1,000,000 for FY 2019-20 will be used to renovate certain areas of the Fair Oaks Community Center, recoat the Hoover Tot play surface area, update irrigation controllers at various locations to improve watering efficiency, and continue progress on the Magical Bridge Playground renovation.

Park Amenity Improvements

Project funding goes towards small infrastructure fixes between major park renovations. In FY 2019-20, \$250,000 is proposed to upgrade aging play equipment.

Public Art

The City's 1% for Art Ordinance, which dedicates 1% of the annual CIP budget to public art, will fund \$75,000 in Fiscal Year 2019-20 for ongoing public art programs.

Tennis Court Improvement Program

The project funds ongoing improvements to tennis court surfaces throughout Redwood City. In FY 2019-20, \$100,000 is proposed for project allocation.

CAPITAL IMPROVEMENT PROGRAM

Redwood Shores Levee/Lagoon

Levee Federal Emergency Management Agency (FEMA) Compliance Start Up

The project plans to improve existing levees in Redwood Shores to maintain FEMA accreditation and is in the planning phase, with levee analysis and mapping work scheduled. Funding in the amount of \$500,000 is proposed for FY 2019-20.

Sewer

Collection System Replacement Program

This ongoing program supports the systematic repair and rehabilitation of sewer main lines in Redwood City. In FY 2019-20, staff propose funding of \$2,500,000 to continue design and construction work on sewer pipeline improvements.

Sewer Pump Station Rehabilitation Program

The project funds ongoing rehabilitation of the 31 sewer pump stations in Redwood City. Pump stations 18 and 20 will undergo rehabilitation in 2019 and funding in the amount of \$1,050,000 is proposed for FY 2019-20.

Stormwater

Bayfront Canal and Cordilleras Creek Maintenance

The Bayfront Canal and Cordilleras Creek are major tributaries that collect stormwater flows from Redwood City and other surrounding communities for conveyance to the San Francisco Bay. The two waterways need regular annual maintenance to maintain flow capacity, and a budget of \$100,000 is proposed for FY 2019-20.

Bradford Creek Revetment Project

The project proposes to install natural landscaping along the Redwood Creek near the bridge on Main Street to maintain the creek slope. The project will coincide with other creek-side trail improvements installed by the neighboring development project. Funding in the amount of \$300,000 is proposed for FY 2019-20.

Green Infrastructure

A budget of \$200,000 is proposed for FY 2019-20 to fund a green infrastructure (GI) pilot project focused on identifying problematic drainage areas and constructing green infrastructure improvements to capture and use stormwater. Funds will also be used to meet GI requirements in the National Pollution Discharge Elimination System permit that regulates discharges from the City's storm system.

Storm Drain Creeks and Channels

The project involves repair, rehabilitation, and replacement of concrete lined sections of Redwood Creek and its tributary branches. Funding in the amount of \$700,000 is proposed for FY 2019-20 for ongoing design along the Redwood Branch section.

CAPITAL IMPROVEMENT PROGRAM

Technology

Finance and Human Resources Software

Staff is in the process of replacing the City's existing finance, human resources, payroll, utility billing, business license, and budget system with a new modernized web-based system. Additional funding in the amounts of \$375,296 from the Capital Outlay Fund and \$617,000 each from the Water and Sewer Capital Funds is proposed in FY 2019-20.

Library Automation Replacements

The ten self-checkout machines in use at all four library locations were purchased in 2011 and are nearing end of life. The installation of these machines increased efficiency by using automation to allow library circulation to grow significantly without adding staff, and sustaining this efficiency requires periodic equipment upgrades. Funds in the amount of \$130,000 are proposed in FY 2019-20 to begin phased replacement of the machines.

Transportation

Active Transportation Corridor Program

Planning, design, and construction of active transportation projects. Active transportation projects are human-powered transportation that includes walking and cycling. This ongoing program would provide improvements to path connectivity and the development of transportation corridors.

Hopkins Traffic Calming Safety Project

A conceptual design for the Hopkins Avenue Traffic Safety Project was developed through a year-long community process and approved by the City Council in April 2018. Staff plan to award the pilot construction contract in April 2019, and additional funding in the amount of \$350,000 is proposed for FY 2019-20.

Roadway Pavement Management Program

The Roadway Management Program addresses ongoing roadway pavement repair and replacement needs. Each year, streets are prepared for resurfacing with crack sealing and spot repairs before being resurfaced with an "overlay," "cape seal," or "slurry seal." An additional \$4,150,000 is proposed from multiple funding sources for this program in FY 2019-20.

Sidewalk Inspection and Repair Program

Sidewalk inspections along public roadways throughout the City are performed by City staff. Where needed, sidewalk repair are performed. Improvements to the sidewalks encourages the use of sidewalks and this contributes to the Active Transportation Corridor Program.

Stanford Neighborhood Street Enhancement

As part of their development agreement, Stanford University committed funding to improve livability and increase safety in three neighborhoods surrounding the new Stanford in Redwood City campus. A community process was completed to identify and prioritize desired improvements for Phase 1 implementation and design is 90 percent complete. Construction is planned for summer of 2019 and \$450,000 is proposed from the CIP towards this project in FY 2019-20.

CAPITAL IMPROVEMENT PROGRAM

Whipple Avenue Grade Separation

Provide planning for a physical separation at the Whipple Avenue railroad tracks from vehicular, bicycle, and pedestrian roadway users. Whipple Avenue sees the highest volume of traffic and providing a physical separation increases the safety for all roadway users. A physical separation would also reduce traffic delays due to train crossings.

Water

Distribution System Replacement Program

Additional funds in the amount of \$5,300,000 is proposed in FY 2019-20 to fund ongoing replacement of water main pipes throughout the city. Under this program, an average of 15 miles of pipe is replaced each year.

Recycled Water Distribution Pump Station Improvements

The recycled water pump station located in Redwood Shores is the engine that drives recycled water distribution from the wastewater treatment plant to customers in Redwood Shores and the City proper. The project proposes to replace existing pump station hardware, extend a potable water backup supply to the pump station, and construct an enclosure around the distribution area to prevent contaminants from entering recycled water during production. In FY 2019-20, \$150,000 is proposed from the water enterprise capital fund for this project.

**FY 2019-20
CAPITAL IMPROVEMENT
PROGRAM
PROJECT DESCRIPTIONS
BY FUNCTIONAL AREA**

CAPITAL IMPROVEMENT PROGRAM

FY 2019-20 CIP PROJECTS BY FUNCTIONAL AREA

Facilities

- Dig Once Policy
- Library Meeting Room Improvements
- Tenant Improvements Program

Parking

- Digital/Wayfinding Signage Downtown
- Parking Facility Security Upgrade
- Real-Time Parking Availability

Parks

- Hoover Tot Playground Resurfacing
- Fair Oaks Community Center Facilities Upgrade & Improvements
- Irrigation Controllers
- Play Equipment Replacement Program
- Public Art—Mural Installations
- Red Morton/Armory Play Picnic Area Renovations
- Pirate Ship Interactive Art at Redwood Shores Library
- Tennis Court Replacement Program (Mezes and Spinus Parks)

Redwood Shores Levee/Lagoon

- Levee Federal Emergency Management Agency (FEMA) Compliance Start Up

Sewer

- Closed-Circuit Television (CCTV) Program –Sewer
- Collection System Replacement Program
- Miscellaneous Collection System Repair and Replacement
- Pump and Controls Replacement Program
- Supervisory Control and Data Acquisition (SCADA) Rehabilitation –Sewer
- Sequoia Street Groundwater Mitigation
- Sewer Inflow & Infiltration
- Sewer Pump Station Rehabilitation Program

Stormwater

- Bayfront Canal/Cordilleras Cleanup
- Redwood Creek Revetment Project (at Bradford Street)
- Green Infrastructure Pilot Project
- Storm Drain –Creeks & Channels

CAPITAL IMPROVEMENT PROGRAM

FY 2019-20 CIP PROJECTS BY FUNCTIONAL AREA

(Continued)

Technology

- City Hall Data Center Fire Suppression System Retrofit
- Finance & Human Resources Software
- Library Automation Replacements
- Fire/Life Safety Inspection Database Software
- Tech Infrastructure/Application Support

Transportation

- Active Transportation Corridor Program
- Americans with Disabilities Act (ADA) Ramp Program
- Broadway Sidewalk Improvements
- Develop/Adopt Transportation Demand Association
- Hopkins Traffic Calming Safety Project
- Light Emitting Diode (LED) Street Light Project
- Redwood City Ferry Terminal Project
- Roadway Pavement Management Program
- Sidewalk Inspection and Repair Program
- Stanford Neighborhood Street Enhancement
- Substandard Street Improvement Program
- Theater Way Street Closure
- Traffic Impact Fees Administrative/Study
- Transportation Planning
- Whipple Avenue Grade Separation
- Winslow/Bradford/Allerton Pedestrian Enhancement

Water

- Cathodic Protection Program
- Distribution System Replacement Program
- Main City Zone Emergency Water Tank
- Recycled Water Distribution Pump Station Improvements
- Supervisory Control and Data Acquisition (SCADA) Rehabilitation –Water
- Water System Miscellaneous Equipment Replacement

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FUNCTIONAL AREAS

1. FACILITIES
2. PARKING
3. PARKS
4. REDWOOD SHORES
LEVEE/LAGOON
5. SEWER
6. STORMWATER
7. TECHNOLOGY
8. TRANSPORTATION
9. WATER



Dig Once Policy

Functional Area - Facilities



Previously approved funding	\$0	Project status	In planning
Recommended FY 2019-20 funding	\$100,000	Estimated completion date	By end of FY 2020-21
Estimated total cost	\$300,000	Department lead	Community Development

Description Summary

Develop a policy to require utility companies to install conduit for fiber optic facilities for the City whenever the utility companies install their own facilities in the City right-of-way.

Background & Justification

A Dig Once Policy would require utility companies to install conduit for fiber optic facilities for the City whenever the utility companies install their own facilities in the City right-of-way. The policy, once developed and adopted, would also require all utility companies to build-out infrastructure in one project to limit impacts to City right-of-way. The plan would be developed by staff and include an assessment of existing facilities and future facility needs. Funding would also be used for installation of facilities after the needs are determined. Project benefits include planning to meet future technological needs of the City, and limiting impacts of installing fiber optic facilities by combining projects.

Project Timeline

The Dig Once Policy is currently in planning. The policy will start to be developed in July 2019 and be completed by June 2020.

PROJECT BUDGET									
FUND	Previously Approved	Estimated Expenditures thru 6-30-19	FY 2018-19 Carryover	Recom'd FY 2019-20	Estimated FY 2020-21	Estimated FY 2021-22	Estimated FY 2022-23	Estimated FY 2023-24	Estimated 5-Yr Cost
357 Capital Outlay Fund	\$0	\$0	\$0	\$100,000	\$200,000	\$0	\$0	\$0	\$300,000
TOTALS	\$0	\$0	\$0	\$100,000	\$200,000	\$0	\$0	\$0	\$300,000



Library Meeting Room Improvements

Functional Area - Facilities



Previously approved funding	\$0	Project status	New Project
Recommended FY 2019-20 funding	\$156,000	Estimated completion date	By end of FY 2019-20
Estimated total cost	\$156,000	Department lead	Library

Description Summary

At the Redwood City Downtown Library and Redwood Shores Library Branch, provide new furniture; data, audio, visual, and electrical outlets; new projectors; and energy-efficient lighting. At the Redwood Shores Library, provide an air curtain in the Shores Room.

Background & Justification

The Library's community meeting spaces at the Downtown Library and Redwood Shores Library Branch are very heavily used, typically with multiple bookings every day. Both the furniture and the built-in technology are in need of improvement.

The wall inputs at the Downtown Library do not provide an option for HDMI cables to plug in, and the inputs at Redwood Shores require regular repairs to keep them running. In addition, the projectors in both rooms are several years old and should be replaced by newer projectors which are both brighter and more energy-efficient.

The furniture in all of the meeting rooms is bulky, heavy, and difficult to maneuver, and newer rolling tables with flip-up tabletops would be easier to move and store, thus enhancing safety and ergonomics; furthermore, chairs would be easier to clean (no upholstered seats) and easier to stack (the chairs Downtown can only be stacked three or four high, making inefficient use of limited space).

Finally, the mechanical "air wall" between Shores Rooms A and B is failing, and an automated opener/closure for the air wall would improve safety and ergonomics.

Project Timeline

This new project would be completed by the end of the fiscal year.

PROJECT BUDGET									
FUND	Previously Approved	Estimated Expenditures thru 6-30-19	FY 2018-19 Carryover	Recom'd FY 2019-20	Estimated FY 2020-21	Estimated FY 2021-22	Estimated FY 2022-23	Estimated FY 2023-24	Estimated 5-Yr Cost
357 Capital Outlay Fund	\$0	\$0	\$0	\$156,000	\$0	\$0	\$0	\$0	\$156,000
TOTALS	\$0	\$0	\$0	\$156,000	\$0	\$0	\$0	\$0	\$156,000



Tenant Improvements Program

Functional Area - Facilities



Previously approved funding	Varies*	Project status	Ongoing program
Recommended FY 2019-20 funding	\$200,000	Estimated completion date	Ongoing program
Estimated total cost	Ongoing program	Department lead	Public Works

Description Summary

Maintenance and preventative maintenance projects for the City's facilities.

Background & Justification

There are 17 City -owned facilities that provide a wide range of services to the Redwood City community and general public. Facilities include five fire stations, four libraries, City Hall, Police Department headquarters, and five community centers. All of these facilities are well-utilized and need scheduled replacement of major equipment, such as heating, ventilation and air condition units, and general facility upgrades, such as security enhancements. In Fiscal Year 2019-20, project funds will be utilized to tackle emergency facility repairs and general facility upgrades.

This tenant improvement program benefits the City through replacing facility components (e.g. heating, ventilation, and air conditioning systems; roofs; and carpet) that have exceeded their useful life, improving energy efficiency and/or reduce water use, addressing legally-mandated accessibility requirements, and enhancing occupational safety and health and building occupancy safety.

Project Timeline

These are continuous and ongoing tenant improvement programs.

PROJECT BUDGET									
FUND	Previously Approved	Estimated Expenditures thru 6-30-19	FY 2018-19 Carryover	Recom'd FY 2019-20	Estimated FY 2020-21	Estimated FY 2021-22	Estimated FY 2022-23	Estimated FY 2023-24	Estimated 5-Yr Cost
357 Capital Outlay Fund	Varies*	Varies*	Varies*	\$200,000	\$525,000	\$550,000	\$575,000	\$600,000	\$2,450,000
TOTALS	Varies*	Varies*	Varies*	\$200,000	\$525,000	\$550,000	\$575,000	\$600,000	\$2,450,000

*Varies -project funding for ongoing programs may extend into many years

FUNCTIONAL AREA

1. FACILITIES

2. PARKING

3. PARKS

4. REDWOOD SHORES
LEVEE/LAGOON

5. SEWER

6. STORMWATER

7. TECHNOLOGY

8. TRANSPORTATION

9. WATER



Digital / Wayfinding Signage -Downtown

Functional Area - Parking

Previously approved funding	\$600,000	Project status	In design
Recommended FY 2019-20 funding	\$200,000	Estimated completion date	Winter 2019
Estimated total cost	\$1,100,000	Department lead	Public Works



Description Summary

Provide digital parking signs at parking facilities and digital parking wayfinding signs.

Background & Justification

Expand digital parking signs to additional parking facilities and install digital parking wayfinding signs at entrances to Downtown Redwood City. Redwood City is partnering with the Redwood City Improvement Association on this project.

This program would provide parking availability information in real time at downtown access points, reduce congestion by decreasing the time drivers spend looking for parking, and provide real-time notification of parking system status to drivers and downtown visitors. This project also provides a fully-integrated smart system that shows signs and parking facility status (public and private) via websites and mobile apps and will integrate all existing City parking systems and provide a single interface to access City parking data.

Project Timeline

Currently in design and expected completion by June 2019. Construction of phase one expected to begin fourth quarter of 2019.

PROJECT BUDGET									
FUND	Previously Approved	Estimated Expenditures thru 6-30-19	FY 2018-19 Carryover	Recom'd FY 2019-20	Estimated FY 2020-21	Estimated FY 2021-22	Estimated FY 2022-23	Estimated FY 2023-24	Estimated 5-Yr Cost
264 Transportation Grant	\$100,000	\$0	\$100,000	\$0	\$0	\$0	\$0	\$0	\$0
681 Parking Operations	\$500,000	\$0	\$500,000	\$200,000	\$0	\$300,000	\$0	\$0	\$500,000
TOTALS	\$600,000	\$0	\$600,000	\$200,000	\$0	\$300,000	\$0	\$0	\$500,000



Parking Facility Security Upgrade

Functional Area - Parking



Previously approved funding	\$150,000	Project status	In design
Recommended FY 2019-20 funding	\$10,000	Estimated completion date	September 2019
Estimated total cost	\$200,000	Department lead	Public Works

Description Summary

Provide additional security cameras in the Jefferson and Marshall Street garages and completed feasibility study for installing a monitoring booth at the Marshall Street garage.

Background & Justification

Currently the camera system in both parking garages is limited, covering only the garage entrances and the parking equipment. Recent incidents have increased the desire to provide more active security monitoring. This project would expand the coverage of the camera system and would analyze the potential to install a small booth at Marshall Garage so that it can be more actively monitored. In addition, the project would elevate the feasibility of linking the parking facility cameras to the Police Departments central camera server to provide direct access to the camera system.

This security upgrade will enhanced security and allow for proactive security response.

Project Timeline

Project is currently in design. Construction is expected to begin July 2019 and complete by September 2019.

PROJECT BUDGET									
FUND	Previously Approved	Estimated Expenditures thru 6-30-19	FY 2018-19 Carryover	Recom'd FY 2019-20	Estimated FY 2020-21	Estimated FY 2021-22	Estimated FY 2022-23	Estimated FY 2023-24	Estimated 5-Yr Cost
681 Parking Operations	\$150,000	\$0	\$150,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$50,000
TOTALS	\$150,000	\$0	\$150,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$50,000



Real-Time Parking Availability

Functional Area - Parking

Previously approved funding	\$300,000	Project status	Pilot study phase
Recommended FY 2019-20 funding	\$165,000	Estimated completion date	By end of FY 2020-21
Estimated total cost	\$630,000	Department lead	Community Development



Description Summary

Install car sensing technology to provide real-time parking availability in the downtown area.

Background & Justification

Install sensor technology to monitor and report parking space use in the downtown Redwood City area. This technology would help visitors find downtown parking (data transmitted to electronic signs, mobile applications, websites, etc.). This project greatly reduces the cost of collecting data manually to generate parking reports for parking system analysis.

This project will enable staff to identify new parking trends and proactively manage changes.

Project Timeline

Two ongoing pilots phase studies are underway for parking space monitoring. Permanent parking space monitoring installation will occur with the installation of the Downtown Parking Guidance System. Construction of the permanent projects are expected to begin in fourth quarter of 2019.

PROJECT BUDGET									
FUND	Previously Approved	Estimated Expenditures thru 6-30-19	FY 2018-19 Carryover	Recom'd FY 2019-20	Estimated FY 2020-21	Estimated FY 2021-22	Estimated FY 2022-23	Estimated FY 2023-24	Estimated 5-Yr Cost
681 Parking Operations	\$300,000	\$0	\$300,000	\$165,000	\$165,000	\$0	\$0	\$0	\$330,000
TOTALS	\$300,000	\$0	\$300,000	\$165,000	\$165,000	\$0	\$0	\$0	\$330,000

FUNCTIONAL AREA

1. FACILITIES
2. PARKING
3. PARKS
4. REDWOOD SHORES
LEVEE/LAGOON
5. SEWER
6. STORMWATER
7. TECHNOLOGY
8. TRANSPORTATION
9. WATER



Fair Oaks Community Center Facilities Upgrade & Improvements

Functional Area - Parks



Previously approved funding	\$322,456	Project status	95% design
Recommended FY 2019-20 funding	\$200,000	Estimated completion date	By end of FY 2019-20
Estimated total cost	\$522,456	Department lead	Public Works

Description Summary

Kitchen upgrade and remodel at the Fair Oaks Community Center.

Background & Justification

Remodel of two kitchen spaces within the Fair Oaks Community Center. Design and reconstruct a more efficient use of the existing kitchen space. Currently, one area is a large storage area which will be converted into a kitchen prep area. The second kitchen area would be remodeled to bring it up to today's code standard and provide additional countertop and cabinet storage.

There are two separate programs that need to use the kitchen space, sometimes concurrently. The child care program serves up to 75 people. The adult activity program serves anywhere from 30 to 80 people. The remodeled space would allow for both programs to meet their needs.

Project Timeline

Design for the kitchen upgrade and remodel is 95% complete. Going out for construction requests for proposals (RFP) in Summer 2019 with construction completion estimated June 2020.

PROJECT BUDGET									
FUND	Previously Approved	Estimated Expenditures thru 6-30-19	FY 2018-19 Carryover	Recom'd FY 2019-20	Estimated FY 2020-21	Estimated FY 2021-22	Estimated FY 2022-23	Estimated FY 2023-24	Estimated 5-Yr Cost
357 Capital Outlay Fund	\$322,456	\$107,412	\$215,044	\$200,000	\$0	\$0	\$0	\$0	\$200,000
TOTALS	\$322,456	\$107,412	\$215,044	\$200,000	\$0	\$0	\$0	\$0	\$200,000



Hoover Tot Playground Resurfacing

Functional Area - Parks



Previously approved funding	\$0	Project status	New project
Recommended FY 2019-20 funding	\$100,000	Estimated completion date	By end of FY 2019-20
Estimated total cost	\$100,000	Department lead	Parks and Recreation

Description Summary

Assess viability of replacing the synthetic rubberized surfacing or providing a skim coat at the Hoover Tot Playground.

Background & Justification

The Hoover Tot Playground has existing light colored rubberized playground surfacing which is worn and stained with areas of damage that need repair. Deep cleaning (steam cleaning with detergent) was performed; however, it did not remove the staining. This feasibility assessment would provide options for replacing the synthetic rubberized surfacing or providing a top coat of rubberized surfacing.

Project Timeline

This is a new project and the playground resurfacing is estimated to be complete June 2020.

PROJECT BUDGET									
FUND	Previously Approved	Estimated Expenditures thru 6-30-19	FY 2018-19 Carryover	Recom'd FY 2019-20	Estimated FY 2020-21	Estimated FY 2021-22	Estimated FY 2022-23	Estimated FY 2023-24	Estimated 5-Yr Cost
357 Capital Outlay Fund	\$0	\$0	\$0	\$100,000	\$0	\$0	\$0	\$0	\$100,000
TOTALS	\$0	\$0	\$0	\$100,000	\$0	\$0	\$0	\$0	\$100,000



Irrigation Controllers

Functional Area - Parks



Previously approved funding	\$0	Project status	New project
Recommended FY 2019-20 funding	\$100,000	Estimated completion date	By end of FY 2019-20
Estimated total cost	\$100,000	Department lead	Parks and Recreation

Description Summary

Assessment and feasibility study for technologically advanced irrigation controllers that would decrease the need for several radio receivers and increase water efficiency and real-time monitoring ability of the irrigation system.

Background & Justification

Replace irrigation controllers throughout Redwood City. Some of the city's irrigation controllers are between 15 and 30-years old. Many are outdated and do not have connectivity. Replacement controllers would be able to report back and provide important information to increase efficiency and decrease water waste.

New controllers could use a "piggy-back" method to communicate and connect. This piggy-backing would allow for irrigation controllers currently not in the range of a signal, to connect and report to any nearest controller and relay information. This new technology would give much more control over the system and allow for staff to monitor a scarce resource. This project is to assess the radio frequency range of existing controllers for planning. This process includes mapping every controller in the city, and identifying the types of enclosures, the number of stations they can handle, and the number actually in use.

Project Timeline

Following this planning phase, a budget would be developed to determine the scope of work. Completion of this project is anticipated by June 2020.

PROJECT BUDGET									
FUND	Previously Approved	Estimated Expenditures thru 6-30-19	FY 2018-19 Carryover	Recom'd FY 2019-20	Estimated FY 2020-21	Estimated FY 2021-22	Estimated FY 2022-23	Estimated FY 2023-24	Estimated 5-Yr Cost
357 Capital Outlay Fund	\$0	\$0	\$0	\$100,000	\$0	\$0	\$0	\$0	\$100,000
TOTALS	\$0	\$0	\$0	\$100,000	\$0	\$0	\$0	\$0	\$100,000



**Pirate Ship Interactive Art
at Redwood Shores Library**

Functional Area - Parks



Previously approved funding	\$930,000	Project status	In design
Recommended FY 2019-20 funding	\$200,000	Estimated completion date	Spring 2020
Estimated total cost	\$1,130,000	Department lead	Parks and Recreation

Description Summary

Installation of an interactive public art sculpture in the form of a pirate ship at the Redwood Shores Library. This project will also provide landscaping around this art installation.

Background & Justification

The City of Redwood City has received numerous requests over the years by library patrons (parents and kids especially) to have an outdoor area adjacent to the Redwood Shores branch library. The City has also received public art funds from both capital projects as well as a \$25,000 National Endowment of the Arts grant to support a new public art installation. City Council approved the purchase of an interactive public art sculpture called the Pirate Ship, by internationally renowned artists Ilya and Emilia Kabakov.

The Pirate Ship will be an interactive art installation, enclosed in ornamental fencing, and connected to the children’s area side of the Library. This project will provide the design for landscaping and planting and refurbishing and installation of the ship. The City is working on obtaining a San Francisco Bay Conservation and Development Commission (BCDC) permit for the landscape work.

Project Timeline

A doorway from the Library to the Pirate Ship is anticipated to be installed in the spring of 2020. The Pirate Ship installation (a separate Parks, Recreation and Community Services Capital Improvement Program project) is anticipated to be completed by the end of Fiscal Year 2019 pending BCDC approval.

PROJECT BUDGET									
FUND	Previously Approved	Estimated Expenditures thru 6-30-19	FY 2018-19 Carryover	Recom'd FY 2019-20	Estimated FY 2020-21	Estimated FY 2021-22	Estimated FY 2022-23	Estimated FY 2023-24	Estimated 5-Yr Cost
358 Parks Impact Fees	\$930,000	\$552,941	\$377,059	\$200,000	\$0	\$0	\$0	\$0	\$200,000
TOTALS	\$930,000	\$552,941	\$377,059	\$200,000	\$0	\$0	\$0	\$0	\$200,000



Play Equipment Replacement Program

Functional Area - Parks



Previously approved funding	Varies*	Project status	Ongoing & routine
Recommended FY 2019-20 funding	\$250,000	Estimated completion date	Ongoing & routine
Estimated 5-Year cost	Ongoing & routine	Department lead	Parks and Recreation

Description Summary

Ongoing and routine program for replacement of the City's play equipment as it nears the end of its useful life or for equipment that needs repair.

Background & Justification

Redwood City's Parks, Recreation, and Community Services Department is dedicated to a strong proactive preventative maintenance program for the city's play equipment. An annual audit provides an assessment of our parks' condition. Maintaining the play equipment ensures extending the useful life of the play facilities and keeps the equipment in good condition for residents and visitors.

Project Timeline

Ongoing and routine program for replacement of the City's play equipment.

PROJECT BUDGET									
FUND	Previously Approved	Estimated Expenditures thru 6-30-19	FY 2018-19 Carryover	Recom'd FY 2019-20	Estimated FY 2020-21	Estimated FY 2021-22	Estimated FY 2022-23	Estimated FY 2023-24	Estimated 5-Yr Cost
357 Capital Outlay Fund	Varies*	Varies*	Varies*	\$250,000	\$0	\$0	\$0	\$0	\$250,000
TOTALS	Varies*	Varies*	Varies*	\$250,000	\$0	\$0	\$0	\$0	\$250,000

*Varies -project funding for ongoing programs may extend into many years.



Public Art

Functional Area - Parks

Previously approved funding	\$245,617	Project status	Ongoing program
Recommended FY 2019-20 funding	\$75,000	Estimated completion date	Ongoing program
Estimated total cost	Ongoing program	Department lead	Parks and Recreation



Description Summary

Ongoing public art programs and initiatives around Redwood City.

Background & Justification

The City Council has committed to public art as a means for promoting vibrancy, defining cultural uniqueness, building community, improving the quality of life, and making Redwood City the arts, culture, and entertainment destination on the Peninsula. To that end, the Arts Commission Strategic Plan outlines the significance of art in the City and has a goal of investment in public art. This is funded by the Art Ordinance, where 1% of the City's capital improvement funds are allocated for public art.

Project Timeline

Projects to be completed in Fiscal Year 2019-20 are the addition of twenty-five utility box murals, Main Street Alley Mural Project, mosaic mural at the Magical Bridge Playground in partnership with the Redwood City Parks & Arts Foundation, and continued maintenance for the sidewalk shadow art in downtown Redwood City.

PROJECT BUDGET									
FUND	Previously Approved	Estimated Expenditures thru 6-30-19	FY 2018-19 Carryover	Recom'd FY 2019-20	Estimated FY 2020-21	Estimated FY 2021-22	Estimated FY 2022-23	Estimated FY 2023-24	Estimated 5-Yr Cost
360 Art in Public Places	\$245,617	\$203,996	\$41,620	\$75,000	\$0	\$0	\$0	\$0	\$75,000
TOTALS	\$245,617	\$203,996	\$41,620	\$75,000	\$0	\$0	\$0	\$0	\$75,000



**Red Morton/Armory Play
Picnic Area Renovations**

Functional Area - Parks



Previously approved funding	\$7,533,202	Project status	In construction
Recommended FY 2019-20 funding	\$500,000	Estimated completion date	By January 2020
Estimated total cost	\$15,639,304	Department lead	Parks and Recreation

Description Summary

Replace an existing playground and picnic areas with a Magical Bridge Playground, restrooms, and site furnishings.

Background & Justification

The Magical Bridge Playground is designed to be socially inclusive for children and adults of varying physical and cognitive abilities. Magical Bridge Redwood City aims to go beyond typical playground designs, which often inadvertently overlook the growing autistic population, cognitively challenged, visually and hearing impaired, physically limited, and the aging population.

The project includes selective demolition, site clearing and grubbing, grading and earthwork, irrigation work, concrete flatwork, walls and curbs, electrical work, asphalt paving, curb ramps and truncated domes, and pavement markings such as crosswalks. Also included are carefully selected play equipment, park signage, fencing and gates, signature Magical Bridge play structures and site furnishings, and highly accessible surfacing, specifically poured-in-place rubber and synthetic turf. Additionally, the renovation will feature a new pre-fabricated restroom building and an interactive water feature. If funding allows, the project may also include additional play equipment and shade structure, large plantings, a new sidewalk along Valota Road, and decomposed granite pathways.

Project Timeline

Construction is expected to be complete in January 2020.

PROJECT BUDGET									
FUND	Previously Approved	Estimated Expenditures thru 6-30-19	FY 2018-19 Carryover	Recom'd FY 2019-20	Estimated FY 2020-21	Estimated FY 2021-22	Estimated FY 2022-23	Estimated FY 2023-24	Estimated 5-Yr Cost
358 Parks Impact Fees	\$4,670,098	\$4,670,098	\$0	\$500,000	\$0	\$0	\$0	\$0	\$500,000
357 Capital Outlay Fund	\$2,463,104	\$2,463,104	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTALS	\$7,133,202	\$7,133,202	\$0	\$500,000	\$0	\$0	\$0	\$0	\$500,000



**Tennis Court Replacement Program
(Mezes and Spinas Parks)**

Functional Area - Parks



Previously approved funding	\$443,633	Project status	Ongoing program
Recommended FY 2019-20 funding	\$100,000	Estimated completion date	Ongoing program
Estimated total cost	Ongoing program	Department lead	Parks and Recreation

Description Summary

Planning for tennis court replacement at Mezes Park and Spinas Parks.

Background & Justification

Tennis court surfaces wear over time and need re-coating. Additionally, the life span of the subsurface can be affected by tree roots lifting and cracking the surface, which requires excavation and replacement.

Tennis court replacement would provide a safer surface from lifting cracks that could be a safety hazard.

Project Timeline

This is an ongoing program. Other tennis courts have been replaced in previous years. Mezes and Spinas Parks Tennis courts are identified as the current project sites this year.

PROJECT BUDGET									
FUND	Previously Approved	Estimated Expenditures thru 6-30-19	FY 2018-19 Carryover	Recom'd FY 2019-20	Estimated FY 2020-21	Estimated FY 2021-22	Estimated FY 2022-23	Estimated FY 2023-24	Estimated 5-Yr Cost
357 Capital Outlay Fund	\$443,633	\$443,633	\$0	\$100,000	\$0	\$0	\$0	\$0	\$100,000
TOTALS	\$443,633	\$443,633	\$0	\$100,000	\$0	\$0	\$0	\$0	\$100,000

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FUNCTIONAL AREA

1. FACILITIES
2. PARKING
3. PARKS
4. REDWOOD
SHORES LEVEE/
LAGOON
5. SEWER
6. STORMWATER
7. TECHNOLOGY
8. TRANSPORTATION
9. WATER

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Levee Federal Emergency Management Agency (FEMA) Compliance Start Up

Functional Area - Redwood Shores Levee/Lagoon



Previously approved funding	\$513,430	Project status	In planning
Recommended FY 2019-20 funding	\$500,000	Estimated completion date	By end of FY 2020-21
Estimated total cost	TBD	Department lead	Community Development

Description Summary

This project will raise and improve existing Redwood Shores levees in response to recent Federal Emergency Management Agency (FEMA) flood maps and studies.

Background & Justification

Raise and improve the existing Redwood Shores levees due to recent FEMA flood maps updates and studies from San Mateo County. Exact elevation and scope of levee improvements will depend on findings from an additional Levee Analysis and Mapping Study to be conducted with FEMA. The objective is to maintain FEMA accreditation of the existing levee system in accordance with the National Flood Insurance Program.

This program prevents local flooding within areas of Redwood Shores from coastal hazards and wave action and reduces vulnerability and risk exposure from sea level rise.

Project Timeline

This project is in the planning phase. Flood Insurance Rate Map (FIRM) seclusion granted by FEMA. Waiting on levee analysis and mapping to be led by FEMA but supported by the City.

PROJECT BUDGET									
FUND	Previously Approved	Estimated Expenditures thru 6-30-19	FY 2018-19 Carryover	Recom'd FY 2019-20	Estimated FY 2020-21	Estimated FY 2021-22	Estimated FY 2022-23	Estimated FY 2023-24	Estimated 5-Yr Cost
357 Capital Outlay Fund	\$513,430	\$479,279	\$34,151	\$500,000	\$0	\$0	\$0	\$0	\$500,000
TOTALS	\$513,430	\$479,279	\$34,151	\$500,000	\$0	\$0	\$0	\$0	\$500,000

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FUNCTIONAL AREA

1. FACILITIES
2. PARKING
3. PARKS
4. REDWOOD SHORES
LEVEE/LAGOON
- 5. SEWER**
6. STORMWATER
7. TECHNOLOGY
8. TRANSPORTATION
9. WATER



**Closed-Circuit Television (CCTV)
Program -Sewer**

Functional Area - Sewer



Previously approved funding	Varies*	Project status	Ongoing program
Recommended FY 2019-20 funding	\$250,000	Estimated completion date	Ongoing program
Estimated total cost	Ongoing program	Department lead	Community Development

Description Summary

Provide cleaning and condition assessment of several sanitary drain lines in the City by closed-circuit television (CCTV) cameras.

Background & Justification

Selected sanitary sewer basins throughout the City will be cleaned and inspected by closed-circuit television (CCTV) inspected. The CCTV inspection service provides data required to assess the condition of the sanitary sewer lines. A determination on the repair and replacement is made for individual segments of the sanitary sewer collection system so that the pipeline can be included with the annual sanitary sewer capital improvement project.

This ongoing program creates data provided by the CCTV inspection and allows staff to assess the condition of the existing sanitary sewer pipe segments.

Project Timeline

This is an ongoing program. City staff are currently reviewing CCTV reports and videos for the Pacific Shores, Seaport, and Redwood Shores areas. Review of additional sewer basin areas are to be planned.

PROJECT BUDGET									
FUND	Previously Approved	Estimated Expenditures thru 6-30-19	FY 2018-19 Carryover	Recom'd FY 2019-20	Estimated FY 2020-21	Estimated FY 2021-22	Estimated FY 2022-23	Estimated FY 2023-24	Estimated 5-Yr Cost
689 Sewer Fund	Varies*	Varies*	Varies*	\$250,000	\$400,000	\$400,000	\$400,000	\$400,000	\$1,850,000
TOTALS	Varies"	Varies"	Varies"	\$250,000	\$400,000	\$400,000	\$400,000	\$400,000	\$1,850,000

*Varies -project funding for ongoing programs may extend into many years.



Collection System Replacement Program

Functional Area - Sewer

Previously approved funding	Varies*	Project status	Ongoing & routine
Recommended FY 2019-20 funding	\$2,500,000	Estimated completion date	Ongoing & routine
Estimated total cost	Ongoing & routine	Department lead	Community Development



Description Summary

Ongoing and routine rehabilitation and replacement of the City's sanitary sewer pipelines.

Background & Justification

The City systematically replaces and/or rehabilitates sections of aging sewer infrastructure to ensure the continued reliability of the system. The Sanitary Sewer Master Plan identifies sewer trunk mains that need to be increased in size to improve the capacity and reliability of the sewer collection system. Staff identifies pipelines that required excessive maintenance or experienced repeated service disruptions to identify pipelines for improvement.

The project improves the condition and reliability of the sewer collection system by minimizing infiltration and inflow. From time to time, sanitary sewer mains need to be upsized to increase capacity to the sewer collection system.

Project Timeline

This is an ongoing and routine program. The 2017-2018 Sanitary Sewer Replacement Project, which covers areas in Basins 5A and 5D, has been awarded to Casey Construction and is 95 percent complete with construction completion in Spring 2019.

The proposed 2018-2019 Sanitary Sewer Replacement Project, which will cover Basins 5G and DT2, is currently out to bid and construction is anticipated to start in the Summer of 2019.

PROJECT BUDGET									
FUND	Previously Approved	Estimated Expenditures thru 6-30-19	FY 2018-19 Carryover	Recom'd FY 2019-20	Estimated FY 2020-21	Estimated FY 2021-22	Estimated FY 2022-23	Estimated FY 2023-24	Estimated 5-Yr Cost
689 Sewer Fund	Varies*	Varies*	Varies*	\$2,500,000	\$4,000,000	\$4,000,000	\$4,500,000	\$4,500,000	\$19,500,000
TOTALS	Varies*	Varies*	Varies*	\$2,500,000	\$4,000,000	\$4,000,000	\$4,500,000	\$4,500,000	\$19,500,000

*Varies -project funding for ongoing programs may extend into many years.



Miscellaneous Collection System Repair and Replacement

Functional Area - Sewer



Previously approved funding	Varies*	Project status	Ongoing & routine
Recommended FY 2019-20 funding	\$200,000	Estimated completion date	Ongoing & routine
Estimated total cost	Ongoing & routine	Department lead	Public Works

Description Summary

Ongoing routine repair and replacement required on the sanitary sewer collection system.

Background & Justification

The program funds emergency repairs that may arise due to unexpected system failure. This ongoing program ensures the conveyance of wastewater and minimizes sanitary sewer overflows and backups.

Providing upkeep of the sanitary sewer collection systems minimizes the risk of sanitary sewer overflows, reduces risk of sewer backups, assures proper system conveyance, and improves the quality of life for the City’s residents and customers.

Project Timeline

This is an ongoing and routine program with emergency repairs being prioritized. Staff continuously identify and replace aging pipes within the sanitary sewer collection system.

PROJECT BUDGET									
FUND	Previously Approved	Estimated Expenditures thru 6-30-19	FY 2018-19 Carryover	Recom'd FY 2019-20	Estimated FY 2020-21	Estimated FY 2021-22	Estimated FY 2022-23	Estimated FY 2023-24	Estimated 5-Yr Cost
689 Sewer Fund	Varies*	Varies*	Varies*	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,000,000
TOTALS	Varies*	Varies*	Varies*	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,000,000

*Varies -project funding for ongoing programs may extend into many years.



Pump and Controls Replacement Program

Functional Area - Sewer



Previously approved funding	Varies*	Project status	Ongoing & routine
Recommended FY 2019-20 funding	\$80,000	Estimated completion date	Ongoing & routine
Estimated total cost	Ongoing & routine	Department lead	Public Works

Description Summary

Maintenance of pumps and control systems at the City's 31 sewer pump stations as needed.

Background & Justification

The City owns and operates 31 sewer pump stations. During preventative maintenance checks, staff identifies repairs or replacements that will be needed to keep the pumps functioning as intended. This project is to provide ongoing repair and replacement of pump or controls within the pump stations as needed throughout the year.

Project Timeline

Ongoing and routine maintenance of pump and controls at the City's sewer pump stations through Fiscal Year 2019-20.

PROJECT BUDGET									
FUND	Previously Approved	Estimated Expenditures thru 6-30-19	FY 2018-19 Carryover	Recom'd FY 2019-20	Estimated FY 2020-21	Estimated FY 2021-22	Estimated FY 2022-23	Estimated FY 2023-24	Estimated 5-Yr Cost
689 Sewer Fund	Varies*	Varies*	Varies*	\$80,000	\$80,000	\$80,000	\$80,000	\$80,000	\$400,000
TOTALS	Varies*	Varies*	Varies*	\$80,000	\$80,000	\$80,000	\$80,000	\$80,000	\$400,000

*Varies -project funding for ongoing programs may extend into many years.



Supervisory Control and Data Acquisition (SCADA) Rehabilitation –Sewer

Functional Area - Sewer



Previously approved funding	\$250,000	Project status	In planning
Recommended FY 2019-20 funding	\$224,000	Estimated completion date	By end of FY 2019-20
Estimated total cost	\$226,060	Department lead	Public Works

Description Summary

Assessment of the City's current Supervisory Control and Data Acquisition (SCADA) system to determine existing conditions, and identify sewer system components that would benefit from an upgrade.

Background & Justification

Perform an assessment on the viability of rehabilitating the City's Supervisory Control and Data Acquisition (SCADA) system on the City's sewer lines.

SCADA is a system of software and hardware elements that would allow the City to control industrial processes locally or at remote locations, monitor, gather, and process real-time data, and directly interact with devices such as sensors, valves, pumps, motors, and more through human-machine interface (HMI) software. SCADA would allow the City to record events into a log file and would help the City to maintain efficiency, process data for smarter decisions, and communicate system issues to help mitigate downtime.

Project Timeline

Estimated completion of the SCADA assessment by June 2020. This project is in conjunction with the water line SCADA assessment.

PROJECT BUDGET									
FUND	Previously Approved	Estimated Expenditures thru 6-30-19	FY 2018-19 Carryover	Recom'd FY 2019-20	Estimated FY 2020-21	Estimated FY 2021-22	Estimated FY 2022-23	Estimated FY 2023-24	Estimated 5-Yr Cost
689 Sewer Fund	\$250,000	\$167,872	\$82,128	\$224,000	\$0	\$0	\$0	\$0	\$224,000
TOTALS	\$250,000	\$167,872	\$82,128	\$224,000	\$0	\$0	\$0	\$0	\$224,000



Sequoia Street Groundwater Mitigation

Functional Area - Sewer



Previously approved funding	Varies*	Project status	Ongoing monitoring
Recommended FY 2019-20 funding	\$500,000	Estimated completion date	Ongoing monitoring
Estimated total cost	Ongoing monitoring	Department lead	Public Works

Description Summary

Implement groundwater monitoring at the Sequoia Station Shopping Center.

Background & Justification

The City is working with the San Francisco Bay Regional Water Quality Control Board to remediate groundwater contamination underneath the Sequoia Station Shopping Center. The project has been ongoing for many years, and the City has hired consultants to monitor the groundwater and perform a pilot remediation test. The pilot test was completed in Fiscal Year 2017-18 and the evaluation of the pilot test results are ongoing with continuing quarterly groundwater monitoring.

This project would provide remediation of an existing site and complies with regulatory mandates.

Project Timeline

The City completed a pilot test in 2018 to study the efficiency of proposed remediation technologies. Results of the pilot test are being reviewed for full scale remediation. Quarterly monitoring is ongoing.

PROJECT BUDGET									
FUND	Previously Approved	Estimated Expenditures thru 6-30-19	FY 2018-19 Carryover	Recom'd FY 2019-20	Estimated FY 2020-21	Estimated FY 2021-22	Estimated FY 2022-23	Estimated FY 2023-24	Estimated 5-Yr Cost
689 Sewer Fund	Varies*	Varies*	Varies*	\$500,000	\$1,000,000	\$0	\$0	\$0	\$1,500,000
TOTALS	Varies*	Varies*	Varies*	\$500,000	\$1,000,000	\$0	\$0	\$0	\$1,500,000

*Varies -project funding for ongoing programs may extend into many years.



Sewer Inflow & Infiltration

Functional Area - Sewer



Previously approved funding	Varies*	Project status	Ongoing & routine
Recommended FY 2019-20 funding	\$200,000	Estimated completion date	Ongoing & routine
Estimated total cost	Ongoing & routine	Department lead	Community Development

Description Summary

Installation of flow meters throughout the City to monitor inflow and infiltration of the sewer network.

Background & Justification

The flow monitoring service provides data required to measure the magnitude and components of flow that enter the City of Redwood City's sanitary sewer collection system. The data is used to determine the capacity needs for inclusion in the annual sanitary sewer capital improvement project.

This sewer inflow and infiltration project provides value by establishing the baseline sanitary flows, establishing the peak flow condition during the rainfall events, and quantifying inflow and infiltration at the applicable flow monitoring sites.

Project Timeline

This is an ongoing and routine program. As part of a comprehensive inflow and infiltration study, 40 flow monitoring meters have been installed throughout Redwood City for 2-3 months during the rainy season in 2018-2019. This program will fund any emergency repairs that may arise due to unexpected system failure, ensure the conveyance of wastewater, and reduce the risk of sanitary sewer overflows and backups.

PROJECT BUDGET									
FUND	Previously Approved	Estimated Expenditures thru 6-30-19	FY 2018-19 Carryover	Recom'd FY 2019-20	Estimated FY 2020-21	Estimated FY 2021-22	Estimated FY 2022-23	Estimated FY 2023-24	Estimated 5-Yr Cost
689 Sewer Fund	Varies*	Varies*	Varies*	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,000,000
TOTALS	Varies*	Varies*	Varies*	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,000,000

*Varies -project funding for ongoing programs may extend into many years.



**Sewer Pump Station
Rehabilitation Program**

Functional Area - Sewer



Previously approved funding	Varies*	Project status	Ongoing & routine
Recommended FY 2019-20 funding	\$1,050,000	Estimated completion date	Ongoing & routine
Estimated total cost	Ongoing & routine	Department lead	Community Development

Description Summary

Ongoing and routine improvements at the City’s sewer pump stations.

Background & Justification

The Redwood Shores area currently has a total of 26 sanitary sewer pump stations and the Seaport Center/Pacific Shores Center Area has five sanitary sewer pump stations. Over the past ten years, the City has made improvements to numerous sanitary sewer pump stations. Pump stations are selected for improvements after Engineering and Public Works Services staff evaluate the condition of the existing facilities and the overall functionality of the pump station.

This sewer pump station rehabilitation program improves the pumping efficiency, ease of operation, and safety of the facility.

Project Timeline

This is an ongoing and routine program for the upkeep of City’s pump stations. The Sanitary Sewer Pump Station Improvements Project - Pump Station No. 18 and 20 has been awarded to Casey Construction. Construction for this pump station is expected to be completed in summer of 2019 and another pump station is in the planning phase for rehabilitation.

PROJECT BUDGET

FUND	Previously Approved	Estimated Expenditures thru 6-30-19	FY 2018-19 Carryover	Recom'd FY 2019-20	Estimated FY 2020-21	Estimated FY 2021-22	Estimated FY 2022-23	Estimated FY 2023-24	Estimated 5-Yr Cost
689 Sewer Fund	Varies*	Varies*	Varies*	\$1,050,000	\$1,600,000	\$1,600,000	\$1,600,000	\$1,600,000	\$7,450,000
TOTALS	Varies*	Varies*	Varies*	\$1,050,000	\$1,600,000	\$1,600,000	\$1,600,000	\$1,600,000	\$7,450,000

*Varies -project funding for ongoing programs may extend into many years.

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FUNCTIONAL AREA

1. FACILITIES
2. PARKING
3. PARKS
4. REDWOOD SHORES
LEVEE/LAGOON
5. SEWER
6. **STORMWATER**
7. TECHNOLOGY
8. TRANSPORTATION
9. WATER



Bayfront Canal/Cordilleras Cleanup

Functional Area - Stormwater



Previously approved funding	\$216,250	Project status	Ongoing & routine
Recommended FY 2019-20 funding	\$100,000	Estimated completion date	Ongoing & routine
Estimated total cost	Ongoing & routine	Department lead	Public Works

Description Summary

Seasonal maintenance of the Bayfront Canal and culverts along Cordilleras Creek.

Background & Justification

Periodic maintenance of the Bayfront Canal and culverts along Cordilleras Creek is necessary to maintain stormwater flows to the San Francisco Bay. Sediment, vegetation, and debris often build up in the channels over time and can lead to local flooding of the surrounding areas during heavy rain events. In order to minimize the risk of flooding and impacts to the surrounding community, funds are requested to perform maintenance that must be performed along the channels. Since Cordilleras Creek forms the border between the cities of Redwood City and San Carlos, San Carlos will reimburse Redwood City for half of Cordilleras Creek's maintenance costs.

This project improves stormwater flow and minimizes local flooding risk.

Project Timeline

This ongoing and routine program will be performed as necessary prior to each winter season.

PROJECT BUDGET									
FUND	Previously Approved	Estimated Expenditures thru 6-30-19	FY 2018-19 Carryover	Recom'd FY 2019-20	Estimated FY 2020-21	Estimated FY 2021-22	Estimated FY 2022-23	Estimated FY 2023-24	Estimated 5-Yr Cost
357 Capital Outlay Fund	\$216,250	\$220,744	\$0	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
TOTALS	\$216,250	\$220,744	\$0	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000



Green Infrastructure Pilot Project

Functional Area - Stormwater



Previously approved funding	\$0	Project status	New project
Recommended FY 2019-20 funding	\$200,000	Estimated completion date	Ongoing program
Estimated total cost	\$200,000	Department lead	Community Development

Description Summary

Identify and construct green infrastructure opportunities throughout the City.

Background & Justification

Pilot project to identify problematic drainage areas around the City that would benefit from green infrastructure, and construct improvements to capture and make use of nuisance stormwater. The project will also help in meeting the goals for implementation of Green Infrastructure required by the National Pollution Discharge Elimination System (NPDES) permit regulating the City’s discharge of stormwater into the Bay and tributary creeks. These efforts are intended to improve water quality in creeks and the Bay by reducing the flow of polluted stormwater into these waters.

This Green Infrastructure Pilot project eliminates nuisance stormwater in areas with drainage issues through an environmental beneficial method, helps reach the State mandated goals for new green infrastructure required by the NPDES permit, and promotes Public Health and Transportation Enhancements.

Project Timeline

This is a new project and planning will start summer 2019.

PROJECT BUDGET									
FUND	Previously Approved	Estimated Expenditures thru 6-30-19	FY 2018-19 Carryover	Recom'd FY 2019-20	Estimated FY 2020-21	Estimated FY 2021-22	Estimated FY 2022-23	Estimated FY 2023-24	Estimated 5-Yr Cost
357 Capital Outlay Fund	\$0	\$0	\$0	\$200,000	\$0	\$0	\$0	\$0	\$200,000
TOTALS	\$0	\$0	\$0	\$200,000	\$0	\$0	\$0	\$0	\$200,000



**Redwood Creek Revetment Project
(at Bradford Street)**

Functional Area - Stormwater



Previously approved funding	\$0	Project status	New project
Recommended FY 2019-20 funding	\$300,000	Estimated completion date	June 2020
Estimated total cost	\$300,000	Department lead	Community Development

Description Summary

Replace failing revetment along Redwood Creek near the Main Street Bridge.

Background & Justification

Project to coincide with the Creekside trail improvements being installed by the development project at 707 Bradford by Mid-Pen Housing. During planning entitlements for the project it was determined that the current Sakrete revetment along Redwood Creek near the Main Street bridge is failing and needs to be replaced. The proposed revetment will remove the Sakrete revetment and install rock and natural landscaping to maintain the creek side slopes. The revetment is intended to be completed prior to installing the Creekside trail improvements so that they are not damaged during construction.

This project would provide stabilization of natural creek slope for future Creekside trail and promotes Public Safety and Transportation Enhancements.

Project Timeline

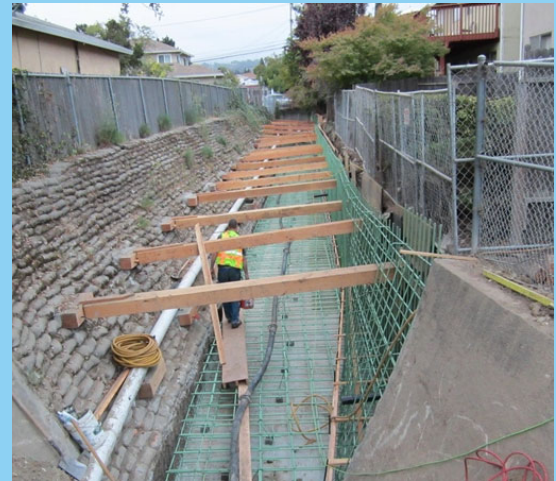
This is a new project. Planning will start in Summer 2019 with an estimated construction start in April 2020. Construction is estimated to be complete by June 2020.

PROJECT BUDGET									
FUND	Previously Approved	Estimated Expenditures thru 6-30-19	FY 2018-19 Carryover	Recom'd FY 2019-20	Estimated FY 2020-21	Estimated FY 2021-22	Estimated FY 2022-23	Estimated FY 2023-24	Estimated 5-Yr Cost
357 Capital Outlay Fund	\$0	\$0	\$0	\$300,000	\$0	\$0	\$0	\$0	\$300,000
TOTALS	\$0	\$0	\$0	\$300,000	\$0	\$0	\$0	\$0	\$300,000



Storm Drain -Creeks & Channels

Functional Area - Stormwater



Previously approved funding	\$0	Project status	In planning
Recommended FY 2019-20 funding	\$700,000	Estimated completion date	By end of FY 2020-21
Estimated 5-Year cost	\$8,700,000	Department lead	Community Development

Description Summary

Repair and rehabilitation of the concrete lined portion of Redwood Creek and its tributaries.

Background & Justification

The Redwood Creek Improvements Project involves repairing, rehabilitating and replacing the concrete lined portions of the Redwood Creek and its tributary branches. Works includes replacing channel walls, rectangular channel walls and creek base slabs, and repairing concrete deficiencies such as spalling and cracking, and corrosion of the reinforcement steel.

The project improvements will help ensure continued reliability of the storm drain system.

Project Timeline

This project for the Jefferson Branch of the Redwood Creek Improvements is in the planning phase. The Jefferson Branch has been completed in prior years under a separate project.

PROJECT BUDGET									
FUND	Previously Approved	Estimated Expenditures thru 6-30-19	FY 2018-19 Carryover	Recom'd FY 2019-20	Estimated FY 2020-21	Estimated FY 2021-22	Estimated FY 2022-23	Estimated FY 2023-24	Estimated 5-Yr Cost
357 Capital Outlay Fund	\$0	\$0	\$0	\$700,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$8,700,000
TOTALS	\$0	\$0	\$0	\$700,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$8,700,000

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FUNCTIONAL AREA

1. FACILITIES
2. PARKING
3. PARKS
4. REDWOOD SHORES
LEVEE/LAGOON
5. SEWER
6. STORMWATER
7. TECHNOLOGY
8. TRANSPORTATION
9. WATER



City Hall Data Center Fire Suppression System Retrofit

Functional Area - Technology



Previously approved funding	\$0	Project status	New project
Recommended FY 2019-20 funding	\$150,000	Estimated completion date	By end of FY 2019-20
Estimated total cost	\$150,000	Department lead	Public Works

Description Summary

Replace the “wet” (water-based) fire suppression system in the data center with a “dry” system.

Background & Justification

Replace the “wet” fire suppression system (sprinklers) in the City Hall Data Center with a system that is both non-destructive to equipment as well as safe for employees. This replacement would protect equipment housed in the City Hall Data Center in the case of a fire. The dry system protects the City’s investment in servers, storage, networking, and other equipment in the data center and decreases the risk of lengthened down-time required to rebuild data center functionality in the event of equipment destruction from the current wet sprinkler system, in addition to eliminating the risk of an “accidental” discharge of water from the current sprinkler system.

This project would make it safe for staff who may inadvertently be in the data center during activation of the system. It complies with current codes required of fire suppression systems in data centers and mitigates the risk of having to fund new equipment to replace equipment destroyed by current sprinkler system.

This project will be funded through City Hall Security Improvement project.

Project Timeline

Estimated project completion timeline for this new project is by June 2020.

PROJECT BUDGET									
FUND	Previously Approved	Estimated Expenditures thru 6-30-19	FY 2018-19 Carryover	Recom'd FY 2019-20	Estimated FY 2020-21	Estimated FY 2021-22	Estimated FY 2022-23	Estimated FY 2023-24	Estimated 5-Yr Cost
357 Capital Outlay Fund	\$0	\$0	\$0	\$150,000	\$0	\$0	\$0	\$0	\$150,000
TOTALS	\$0	\$0	\$0	\$150,000	\$0	\$0	\$0	\$0	\$150,000



Finance & Human Resources Software

Functional Area - Technology



Previously approved funding	Varies*	Project status	In design
Recommended FY 2019-20 funding	\$1,609,296	Estimated completion date	April 2021
Estimated 5-Year cost	\$3,910,233	Department lead	Administrative Services

Description Summary

Replace the existing Financial, Human Resources, Payroll, Utility Billing, Business License, and Budgeting system with a new system.

Background & Justification

Replace the current Financial, Human Resources, Payroll, Utility Billing, Business License, and Budgeting system with a new web based, user friendly, modern system. This new system would modernize operations with user friendly interfaces, increase staff productivity using best practice functionality, empower staff to make more informed decisions by having data more readily available, allow staff to be more self-sufficient, and increase transparency using online dashboards and other data metrics.

Project Timeline

On March 3, 2019, the City executed a one-year pilot agreement with HdL for Business License and Transient Occupancy Tax (TOT) notification, compliance tracking, and online payment processing services. HdL Prime went live in May 2019.

On March 25, 2019 the City Council approved a three year agreement for OpenGov's suite of tools for Budgeting and Planning, Performance Management and reporting, and Citizen Engagement. The Budgeting and Planning functions are expected to go live in January 2020, with the other functions expected to go live in February 2020.

On May 6, 2019, the City Council approved a five year agreement for TruePoint's TrueBill Utility Billing system. It is expected to go live in May 2020.

On May 20, 2019, the City Council approved a five year agreement with CherryRoad to implement an Oracle Cloud solution for Finance and HR functions. It will be a three-phase implementation approach with Finance to go live in July 2020, HR/Payroll to go live in January 2021, and Learning Management and Career Development to go live in April 2021.

PROJECT BUDGET									
FUND	Previously Approved	Estimated Expenditures thru 6-30-19	FY 2018-19 Carryover	Recom'd FY 2019-20	Estimated FY 2020-21	Estimated FY 2021-22	Estimated FY 2022-23	Estimated FY 2023-24	Estimated 5-Yr Cost
357 Capital Outlay Fund	2,651,321	\$950,619	1,700,702	\$375,296	\$420,785	\$421,079	\$421,381	\$521,692	\$2,160,233
686 Water Fund	\$366,085	\$45,000	\$321,085	\$617,000	\$64,500	\$64,500	\$64,500	\$64,500	\$875,000
689 Sewer Fund	\$403,779	\$57,847	\$345,932	\$617,000	\$64,500	\$64,500	\$64,500	\$64,500	\$875,000
TOTALS	3,421,185	\$1,053,466	2,367,719	\$1,609,296	\$549,785	\$550,079	\$550,381	\$650,692	\$3,910,233

*Varies -project funding for ongoing programs may extend into many years.



Library Automation Replacements

Functional Area - Technology



Previously approved funding	\$0	Project status	New project
Recommended FY 2019-20 funding	\$130,000	Estimated completion date	First quarter 2020
Estimated total cost	\$530,000	Department lead	Library

Description Summary

Replace library self-checkout machines with new machines that have updated technology.

Background & Justification

The Library's ten self-checkout machines, distributed across at all four library locations, were purchased in 2011 and are nearing end of life. The installation of self-check machines increased efficiency by using automation to allow Library circulation to grow significantly without adding staff, and sustaining this efficiency requires periodic equipment upgrades. The newer self-check machines feature enhanced security of personal information, better options for self-payment of fees and fines, and better displays that allow for promotion of library collections, events, and initiatives while people check out their materials.

In future years, the automated materials handling system for library returns will also require replacement due to significant wear and tear. Funds will be requested for Redwood Shores in FY 2020-21, and the Downtown Library system will be considered in the context of the expansion study proposed for FY 2020-21.

This project will improve the customer experience, provide enhanced security of transactions, increase staff efficiency, reduces the need for additional staff, and reduce maintenance costs on equipment nearing end of life.

Project Timeline

The project would be completed in the first quarter of 2020.

PROJECT BUDGET									
FUND	Previously Approved	Estimated Expenditures thru 6-30-19	FY 2018-19 Carryover	Recom'd FY 2019-20	Estimated FY 2020-21	Estimated FY 2021-22	Estimated FY 2022-23	Estimated FY 2023-24	Estimated 5-Yr Cost
357 Capital Outlay Fund	\$0	\$0	\$0	\$130,000	\$400,000	\$0	\$0	\$0	\$530,000
TOTALS	\$0	\$0	\$0	\$130,000	\$400,000	\$0	\$0	\$0	\$530,000



Fire/Life Safety Inspection Database Software

Functional Area - Technology



Previously approved funding	\$0	Project status	New project
Recommended FY 2019-20 funding	\$150,000	Estimated completion date	By end of FY 2019-20
Estimated total cost	\$150,000	Department lead	Fire

Description Summary

Replace existing fire inspection records management software with a more functional software that also allows for compliance with State Bill 1205.

Background & Justification

Redwood City Fire Department plans to replace its existing fire inspection records management system (FIRMS) with a proven, state-of-the-art, mobile inspections software solution. The goal is to gain efficiencies and update existing processes, focusing on improving the timeliness, accuracy, and consistency of information while improving internal operations and reducing duplication of effort. All of this will facilitate compliance with California Senate Bill 1205 - Fire Protection Services Inspection Compliance.

Project Timeline

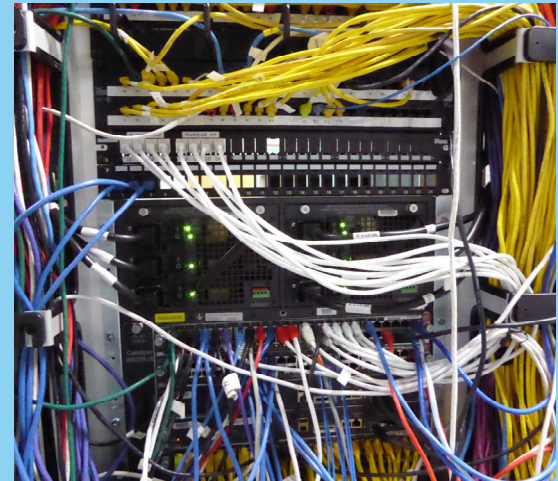
A request for proposal (RFP) is currently issued for the software. Estimated implementation by June 2020.

PROJECT BUDGET									
FUND	Previously Approved	Estimated Expenditures thru 6-30-19	FY 2018-19 Carryover	Recom'd FY 2019-20	Estimated FY 2020-21	Estimated FY 2021-22	Estimated FY 2022-23	Estimated FY 2023-24	Estimated 5-Yr Cost
357 Capital Outlay Fund	\$0	\$0	\$0	\$150,000	\$0	\$0	\$0	\$0	\$150,000
TOTALS	\$0	\$0	\$0	\$150,000	\$0	\$0	\$0	\$0	\$150,000



Technology Infrastructure/Application Support

Functional Area - Technology



Previously approved funding	\$1,255,000	Project status	Ongoing & routine
Recommended FY 2019-20 funding	\$360,967	Estimated completion date	Ongoing & routine
Estimated total cost	Ongoing & routine	Department lead	Administrative Services

Description Summary

Ongoing updates and enhancements to the hardware and software for the City's technology infrastructure.

Background & Justification

Hardware and software is required to implement and maintain infrastructure and endpoints capable of providing a secure, reliable, available, capable, accessible, and recoverable platform with which to run the City's many current and future business applications on.

Project benefits include allowing for 24/7 availability of applications for staff, residents, and the community, inter-application data sharing and reporting, and increased security to minimize risks of data and misuse. This project makes information recoverable in the event of a catastrophic event.

In Fiscal Year 2018-19, Information Technology Department completed rollout of the Personal Computer (PC) Replacement Program, implemented a new Agenda Management System, replaced two switches and other miscellaneous networking equipment, increased city wide data storage by several terabytes, and upgraded our business resumption/disaster recovery solution.

Project Timeline

This is an ongoing and routine project.

PROJECT BUDGET									
FUND	Previously Approved	Estimated Expenditures thru 6-30-19	FY 2018-19 Carryover	Recom'd FY 2019-20	Estimated FY 2020-21	Estimated FY 2021-22	Estimated FY 2022-23	Estimated FY 2023-24	Estimated 5-Yr Cost
357 Capital Outlay Fund	\$1,255,000	\$597,538	\$657,462	\$360,967	\$600,000	\$600,000	\$600,000	\$600,000	\$2,760,967
TOTALS	\$1,255,000	\$597,538	\$657,462	\$360,967	\$600,000	\$600,000	\$600,000	\$600,000	\$2,760,967

FUNCTIONAL AREA

1. FACILITIES
2. PARKING
3. PARKS
4. REDWOOD SHORES
LEVEE/LAGOON
5. SEWER
6. STORMWATER
7. TECHNOLOGY
8. TRANSPORTATION
9. WATER



Active Transportation Corridor Program

Functional Area - Transportation



Previously approved funding	\$985,000	Project status	Ongoing program
Recommended FY 2019-20 funding	\$386,837	Estimated completion date	Ongoing program
Estimated total cost	Ongoing program	Department lead	Community Development

Description Summary

This is an ongoing program for the planning, design, and construction of active transportation projects. Active transportation is also known as human-powered transportation.

Background & Justification

Planning, design, and construction of active transportation corridors, including walking and cycling facility improvements such as bike lanes, signage, and crossing improvements; improvements to path connectivity; and development of public transportation corridors.

Funding could be used to finance projects stemming from the Managers Mobility Partnership, El Camino Real Corridor Plan, Transit Center Study, and RWCmoves. This funding could serve as local match for grants and for projects partially funded by the transportation impact fee program. Projects could include the Peninsula Bikeway between Redwood City and Mountain View.

Project benefits include increasing physical activity among residents and employees, reducing traffic congestion, and supporting economic growth within our community.

Project Timeline

This is an ongoing program.

PROJECT BUDGET									
FUND	Previously Approved	Estimated Expenditures thru 6-30-19	FY 2018-19 Carryover	Recom'd FY 2019-20	Estimated FY 2020-21	Estimated FY 2021-22	Estimated FY 2022-23	Estimated FY 2023-24	Estimated 5-Yr Cost
262 Transportation Fund	\$0	\$0	\$0	\$286,837	\$0	\$0	\$0	\$0	\$286,837
264 Transportation Grant	\$750,000	\$750,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
285 Traffic Mitigation Fee	\$185,000	\$122,071	\$62,929	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
357 Capital Outlay Fund	\$50,000	\$50,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTALS	\$985,000	\$922,071	\$62,929	\$386,837	\$100,000	\$100,000	\$100,000	\$100,000	\$786,837



**Americans with Disabilities Act (ADA)
Ramp Program**

Functional Area - Transportation



Previously approved funding	\$0	Project status	Ongoing program
Recommended FY 2019-20 funding	\$150,000	Estimated completion date	Ongoing program
Estimated total cost	Ongoing program	Department lead	Community Development

Description Summary

Install Americans with Disabilities Act (ADA)-compliant curb ramps.

Background & Justification

Design and install ADA-compliant curb ramps at the same time as roadway reconstruction, overlay, and cape seal construction projects.

This project complies with Americans with Disabilities Act (ADA). It improves access to sidewalks.

Project Timeline

This is an ongoing program. Construction is planned for the Twin Dolphin Overlay Project.

PROJECT BUDGET									
FUND	Previously Approved	Estimated Expenditures thru 6-30-19	FY 2018-19 Carryover	Recom'd FY 2019-20	Estimated FY 2020-21	Estimated FY 2021-22	Estimated FY 2022-23	Estimated FY 2023-24	Estimated 5-Yr Cost
262 Transportation Fund	Varies*	Varies*	Varies*	\$100,000	\$0	\$0	\$0	\$0	\$100,000
285 Traffic Mitigation Fee	Varies*	Varies*	Varies*	\$50,000	\$50,000	\$0	\$0	\$0	\$100,000
TOTALS	Varies*	Varies*	Varies*	\$150,000	\$0	\$0	\$0	\$0	\$200,000

*Varies -project funding for ongoing programs may extend into many years.



Broadway Sidewalk Improvements

Functional Area - Transportation



Previously approved funding	\$200,000	Project status	Design complete
Recommended FY 2019-20 funding	\$200,000	Estimated completion date	Winter 2022
Estimated total cost	\$5,509,373	Department lead	Community Development

Description Summary

Study options for rehabilitating sidewalks on Broadway and Main Street.

Background & Justification

Broadway and Main Street were last upgraded in the 1980s. Current work is focused on creating conceptual plans. The next phase will develop detailed designs for key downtown corridors.

Broadway Street Improvements would enliven and invigorate the experience for people walking, biking, and driving and support businesses by encouraging people to linger.

Project Timeline

Community outreach is planned before continuing with design. Base map development, site inventory, and analysis are complete. Anticipate phased implementation due to the project cost.

PROJECT BUDGET									
FUND	Previously Approved	Estimated Expenditures thru 6-30-19	FY 2018-19 Carryover	Recom'd FY 2019-20	Estimated FY 2020-21	Estimated FY 2021-22	Estimated FY 2022-23	Estimated FY 2023-24	Estimated 5-Yr Cost
264 Transportation Grant	\$109,373	\$109,373	\$0	\$0	\$0	\$0	\$0	\$0	\$0
357 Capital Outlay Fund	\$200,000	\$162,721	\$37,279	\$200,000	\$5,000,000	\$0	\$0	\$0	\$5,200,000
TOTALS	\$309,373	\$272,094	\$37,279	\$200,000	\$5,000,000	\$0	\$0	\$0	\$5,200,000



Develop/Adopt Transportation Demand Association

Functional Area - Transportation

Previously approved funding	\$300,000	Project status	In planning
Recommended FY 2019-20 funding	\$150,000	Estimated completion date	By end of FY 2019-20
Estimated total cost	\$900,000	Department lead	Community Development



Description Summary

Conduct community outreach leading to the development and adoption of a Transportation Management Association (TMA) for Downtown Redwood City.

Background & Justification

Study, design, adopt, and implement a Transportation Management Association (TMA) for Downtown Redwood City. This project will be developed in coordination with the Citywide Transportation Plan, and will include outreach to the downtown business community.

Adoption of a Transportation Management Association for Downtown Redwood City could reduce traffic congestion, provide economical means to enable small businesses and their employees to participate in Transportation Demand Management (TDM) programs, and promote and improves access to commuting options beyond the single occupancy vehicle.

Project Timeline

TDM program was adopted as part of the citywide transportation plan implementation. A TDM ordinance is currently being drafted and is scheduled for City Council consideration in the third quarter of 2019. Discussions are ongoing about the formation of a regional TMA.

PROJECT BUDGET									
FUND	Previously Approved	Estimated Expenditures thru 6-30-19	FY 2018-19 Carryover	Recom'd FY 2019-20	Estimated FY 2020-21	Estimated FY 2021-22	Estimated FY 2022-23	Estimated FY 2023-24	Estimated 5-Yr Cost
683 Parking In-Lieu Fees	\$300,000	\$0	\$300,000	\$150,000	\$150,000	\$150,000	\$150,000	\$0	\$600,000
TOTALS	\$300,000	\$0	\$300,000	\$150,000	\$150,000	\$150,000	\$150,000	\$0	\$600,000



Hopkins Traffic Calming Safety Project

Functional Area - Transportation



Previously approved funding	\$225,000	Project status	In design
Recommended FY 2019-20 funding	\$350,000	Estimated completion date	By end of FY 2019-20
Estimated total cost	\$2,175,000	Department lead	Community Development

Description Summary

The Hopkins Avenue Traffic Safety project includes traffic calming and a pavement overlay.

Background & Justification

The Hopkins Avenue Improvement Project will design and build the Hopkins Avenue Traffic Safety Project (conceptual design completed through the Traffic Calming Program) and install a pavement overlay. The conceptual design was developed through a year-long community process and approved by the City Council in April 2018 as a pilot project.

This improvement project would increase safety for all roadway users, strengthen connections in the neighborhood by reducing unsafe driving behavior, extends the useful life of the roadway, and reduce lifetime maintenance costs. The project would provide a durable, smooth wearing surface for many more years to come.

Project Timeline

Staff developed the pilot design and has awarded the construction contract in April 2019. The pilot construction project will be complete by summer 2019. An evaluation period will follow and the City Council will decide whether to consider next steps.

PROJECT BUDGET									
FUND	Previously Approved	Estimated Expenditures thru 6-30-19	FY 2018-19 Carryover	Recom'd FY 2019-20	Estimated FY 2020-21	Estimated FY 2021-22	Estimated FY 2022-23	Estimated FY 2023-24	Estimated 5-Yr Cost
285 Traffic Mitigation Fees	\$150,000	\$125,000	\$50,000	\$0	\$0	\$0	\$0	\$0	\$0
357 Capital Outlay Fund	\$75,000	\$75,000	\$0	\$350,000	\$1,600,000	\$0	\$0	\$0	\$1,950,000
TOTALS	\$255,000	\$200,000	\$0	\$350,000	\$1,600,000	\$0	\$0	\$0	\$1,950,000



Light Emitting Diode (LED) Street Light Project

Functional Area - Transportation



Previously approved funding	\$1,509,763	Project status	Ongoing program
Recommended FY 2019-20 funding	\$200,000	Estimated completion date	Ongoing program
Estimated total cost	Ongoing program	Department lead	Public Works

Description Summary

Replacement of existing street fixtures and lights with Light Emitting Diode (LED) lights.

Background & Justification

Replace City street lights and light fixtures with light-emitting diode (LED) street lights and fixtures.

LED lights would provide more energy efficient lighting to reduce the City's energy usage and help meet greenhouse gas reduction targets by 2020.

Project Timeline

This is an ongoing program. Approximately half of the City's unmetered street lights have been replaced with LEDs. This project will continue the work of converting additional City street lights to LEDs. Approximately 400 lights are expected to be installed by the end of FY 2019-20.

PROJECT BUDGET									
FUND	Previously Approved	Estimated Expenditures thru 6-30-19	FY 2018-19 Carryover	Recom'd FY 2019-20	Estimated FY 2020-21	Estimated FY 2021-22	Estimated FY 2022-23	Estimated FY 2023-24	Estimated 5-Yr Cost
357 Capital Outlay Fund	\$1,587,985	\$1,313,019	\$274,966	\$200,000	\$0	\$0	\$0	\$0	\$200,000
TOTALS	\$1,587,985	\$1,313,019	\$274,966	\$200,000	\$0	\$0	\$0	\$0	\$200,000



Redwood City Ferry Terminal Project

Functional Area - Transportation



Previously approved funding	\$510,000	Project status	In planning
Recommended FY 2019-20 funding	\$40,000	Estimated completion date	By end of FY 2020-21
Estimated total cost	\$750,000	Department lead	Community Development

Description Summary

Evaluate potential ridership and estimate costs of a potential new public ferry service to determine its viability, and study the potential economic and social benefits of adding this new public transit.

Background & Justification

The Redwood City Ferry Terminal Project will study and develop a conceptual design of a ferry terminal and identify potential private funding partners to support the project. If the study determines that the project is feasible and fundable, then a future project would design and construct a ferry terminal and coordinate with the Water Emergency Transportation Authority (WETA) to operate the service. This potential service would provide initial access between San Francisco and Redwood City and may later could include access from the East Bay.

The project is identified in the draft Citywide Transportation Plan and received Measure A Transit – Ferry Program funding.

The Redwood City Ferry Terminal project's ferry service, at its full capacity, may carry up to 2,000 passengers daily to and from Redwood City, helping to reduce traffic congestion. In addition to traffic congestion benefits, WETA may operate the ferry as part of the region's emergency response infrastructure.

Project Timeline

The project is currently in the planning phase and is estimated to be complete by June 2021. The conceptual design completion may be potentially complete by the end of Fiscal Year 2021-22 with the environmental impact report completed approximately FY 2022-23. Construction is estimated FY 2024-25 through FY 2025-26.

PROJECT BUDGET									
FUND	Previously Approved	Estimated Expenditures thru 6-30-19	FY 2018-19 Carryover	Recom'd FY 2019-20	Estimated FY 2020-21	Estimated FY 2021-22	Estimated FY 2022-23	Estimated FY 2023-24	Estimated 5-Yr Cost
262 Transportation Fund	\$0	\$0	\$0	\$40,000	\$200,000	\$0	\$0	\$0	\$240,000
264 Transportation Grant	\$450,000	\$450,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
357 Capital Overlay Fund	\$60,000	\$60,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTALS	\$510,000	\$510,000	\$0	\$40,000	\$200,000	\$0	\$0	\$0	\$240,000



Roadway Pavement Management Program

Functional Area - Transportation



Previously approved funding	\$5,352,895	Project status	Ongoing & routine
Recommended FY 2019-20 funding	\$4,150,000	Estimated completion date	Ongoing & routine
Estimated total cost	Ongoing & routine	Department lead	Community Development

Description Summary

Continue to evaluate and develop cost-effective treatment strategies for the maintenance of pavement infrastructure. Proceed with overlays on Twin Dolphin Drive, Chestnut Street, Middlefield Road, Warwick Street, and Spring Street.

Background & Justification

The Roadway Management Program addresses ongoing roadway pavement repair and replacement needs. The program inventories, assesses, and tracks maintenance of the City's roadways. Each year, streets are prepared for resurfacing with crack sealing and spot repairs before being resurfaced with an "overlay," "cape seal," or "slurry seal."

Upcoming projects include microsurfacing emulsion (MSE) on Marine Parkway, Alameda de las Pulgas, Vera Avenue; overlay project on Twin Dolphin Drive; and overlay projects on segments of Broadway, Chestnut Street, Middlefield Road, Roosevelt Avenue, Veterans Boulevard, and Warwick Street.

The Roadway Pavement Management Program extends the useful life of roads and reduces lifetime maintenance costs, in addition to providing a durable, smooth, and safer wearing surface.

Project Timeline

This is an ongoing and routine program. Coordinating with Caltrans to receive authorization to proceed to construction for the Twin Dolphin Overlay Project (construction in 2019). The MSE project will be rebid in April 2019 as two separate projects in an effort to reduce costs (construction summer 2019). Planning will start on the next overlay project in spring 2020.

PROJECT BUDGET									
FUND	Previously Approved	Estimated Expenditures thru 6-30-19	FY 2018-19 Carryover	Recom'd FY 2019-20	Estimated FY 2020-21	Estimated FY 2021-22	Estimated FY 2022-23	Estimated FY 2023-24	Estimated 5-Yr Cost
216 General Improv Dist	200,000	0	200,000	0	0	0	0	0	0
262 Transportation Fund	2,300,000	1,943,399	356,601	1,320,270	0	0	0	0	1,320,270
264 Transportation Grant	1,209,000	0	1,209,000	0	0	0	0	0	0
277 Special Gas Tax SB1	1,400,000	1,032	1,398,968	1,429,730	1,500,000	1,500,000	1,800,000	1,800,000	6,229,730
357 Capital Outlay Fund	243,895	248,587	0	1,400,000	2,500,000	1,500,000	2,200,000	2,200,000	\$9,800,000
TOTALS	5,352,895	2,193,018	3,164,569	4,150,000	4,000,000	3,000,000	4,000,000	4,000,000	19,150,000



Sidewalk Inspection and Repair Program

Functional Area - Transportation



Previously approved funding	\$0	Project status	Ongoing program
Recommended FY 2019-20 funding	\$300,000	Estimated completion date	Ongoing program
Estimated total cost	Ongoing program	Department lead	Public Works

Description Summary

Perform sidewalk inspection and repairs along public roadways throughout the City.

Background & Justification

Sidewalk inspection and repairs are needed along public roadways throughout the City. The budget includes funding for two contract staff dedicated to sidewalk inspections and funding for sidewalk repairs.

The benefits of the project include improvement of City-owned sidewalks, which encourages walking instead of vehicle travel.

Project Timeline

This will be an ongoing program for sidewalk inspection and repair.

PROJECT BUDGET									
FUND	Previously Approved	Estimated Expenditures thru 6-30-19	FY 2018-19 Carryover	Recom'd FY 2019-20	Estimated FY 2020-21	Estimated FY 2021-22	Estimated FY 2022-23	Estimated FY 2023-24	Estimated 5-Yr Cost
357 Capital Outlay Fund	\$0	\$0	\$0	\$300,000	\$375,000	\$375,000	\$375,000	\$0	\$1,425,000
TOTALS	\$0	\$0	\$0	\$300,000	\$375,000	\$375,000	\$375,000	\$0	\$1,425,000



Stanford Neighborhood Street Enhancement

Functional Area - Transportation



Previously approved funding	\$1,000,000	Project status	Design complete
Recommended FY 2019-20 funding	\$450,000	Estimated completion date	Summer 2019
Estimated 5-year cost	\$1,450,000	Department lead	Community Development

Description Summary

Implement several neighborhood street enhancements in the residential neighborhoods of Friendly Acres, Redwood Village, and North Fair Oaks. These projects will improve traffic safety, mobility, accessibility and provide enhanced streetscapes in the neighborhood.

Background & Justification

As part of their development agreement, Stanford University committed funding to improve livability and increase safety in the three neighborhoods (Friendly Acres, Redwood Village, and North Fair Oaks) surrounding the new Stanford in Redwood City campus. A community process was completed to identify and prioritize desired improvements for Phase 1 implementation. Of those priority improvements, some clearly provide benefits beyond the immediate neighborhoods. As such, staff is recommending that the City contribute funding towards those improvements with broad benefits like those next to Taft Community School.

Project Timeline

Design is 100% complete and construction is planned for summer 2019.

PROJECT BUDGET									
FUND	Previously Approved	Estimated Expenditures thru 6-30-19	FY 2018-19 Carryover	Recom'd FY 2019-20	Estimated FY 2020-21	Estimated FY 2021-22	Estimated FY 2022-23	Estimated FY 2023-24	Estimated 5-Yr Cost
264 Transportation Grant	\$850,000	\$157,021	\$692,979,	\$0	\$0	\$0	\$0	\$0	\$0
357 Capital Outlay Fund	\$150,000	\$108,793	\$41,207	\$450,000	\$0	\$0	\$0	\$0	\$450,000
TOTALS	\$1,000,000	\$265,814	\$41,207	\$450,000	\$0	\$0	\$0	\$0	\$450,000



Substandard Street Improvement Program

Functional Area - Transportation



Previously approved funding	\$100,000	Project status	In design
Recommended FY 2019-20 funding	\$250,000	Estimated completion date	June 2019
Estimated total cost	\$350,000	Department lead	Community Development

Description Summary

Perform a drainage study in the Redwood Oaks neighborhood.

Background & Justification

The City has older streets such as Jefferson Avenue, Oakwood Boulevard, and various short dead-end segments that were not constructed with curb, gutter, sidewalk or drainage facilities. Because of this, the City has assumed a limited maintenance responsibility over these streets until they are brought up to current street standards. Past practice has been to fund these improvements through assessment districts which include the benefiting properties. Funding will be used for a pilot project to address nuisance ponding which could serve as a template to address ponding in other locations within the substandard street area.

This project improves the roadway quality in existing residential areas with substandard streets, improves drainage and paved parking areas, and includes Green Infrastructure elements.

Project Timeline

This project is in design and will be complete in November 2019. Construction is estimated March 2020 through June 2020.

PROJECT BUDGET									
FUND	Previously Approved	Estimated Expenditures thru 6-30-19	FY 2018-19 Carryover	Recom'd FY 2019-20	Estimated FY 2020-21	Estimated FY 2021-22	Estimated FY 2022-23	Estimated FY 2023-24	Estimated 5-Yr Cost
357 Capital Outlay Fund	\$100,000	\$44,746	\$55,254	\$250,000	\$0	\$0	\$0	\$0	\$250,000
TOTALS	\$100,000	\$44,746	\$55,254	\$250,000	\$0	\$0	\$0	\$0	\$250,000



Theater Way Street Closure

Functional Area - Transportation



Previously approved funding	\$0	Project status	Design complete
Recommended FY 2019-20 funding	\$300,000	Estimated completion date	April 2020
Estimated total cost	\$300,000	Department lead	Community Development

Description Summary

Install improvements to permanently close Theater Way to vehicular traffic.

Background & Justification

Improvements to permanently close Theater Way to vehicular traffic with the exception of delivery vehicles and emergency response vehicles. Improvements will be installed at intersection of Theater Way and Winslow Street to prevent vehicles from entering Theater Way unless authorized.

The Theater Way Street Closure project promotes Public Safety and Transportation Enhancements.

Project Timeline

The design of the Theater Way Street Closure project is underway. The project is estimated to begin in July 2019 with completion by April 2020.

PROJECT BUDGET									
FUND	Previously Approved	Estimated Expenditures thru 6-30-19	FY 2018-19 Carryover	Recom'd FY 2019-20	Estimated FY 2020-21	Estimated FY 2021-22	Estimated FY 2022-23	Estimated FY 2023-24	Estimated 5-Yr Cost
357 Capital Outlay Fund	\$0	\$0	\$0	\$300,000	\$0	\$0	\$0	\$0	\$300,000
TOTALS	\$0	\$0	\$0	\$300,000	\$0	\$0	\$0	\$0	\$300,000



Traffic Impact Fees Administrative/Study

Functional Area - Transportation



Previously approved funding	\$236,915	Project status	Ongoing program
Recommended FY 2019-20 funding	\$50,000	Estimated completion date	Ongoing program
Estimated total cost	Ongoing program	Department lead	Community Development

Description Summary

Develop and maintain a transportation impact fee to fund projects which would offset traffic impacts associated with growth in the City.

Background & Justification

The Transportation Impact Fee (TIF) Nexus Study provides the technical basis for updating Redwood City's current Traffic Impact Fee Schedule, program project list, and project cost estimates. TIF administration supports preparation of annual TIF Account Reports, management and oversight of periodic studies, and general administration of the program including compliance with State Code.

This project ensures that new development pays for transportation improvements, updates the fee calculations based on land use projections, and fulfills California State Code requirements.

Project Timeline

This is an ongoing program. The City is currently developing a request for proposal (RFP) for consultants to update the City's nexus study.

PROJECT BUDGET									
FUND	Previously Approved	Estimated Expenditures thru 6-30-19	FY 2018-19 Carryover	Recom'd FY 2019-20	Estimated FY 2020-21	Estimated FY 2021-22	Estimated FY 2022-23	Estimated FY 2023-24	Estimated 5-Yr Cost
285 Traffic Mitigation Fees	\$236,915	\$114,465	\$122,450	\$50,000	\$0	\$0	\$0	\$0	\$50,000
TOTALS	\$236,915	\$114,465	\$122,450	\$50,000	\$0	\$0	\$0	\$0	\$50,000



Transportation Planning

Functional Area - Transportation



Previously approved funding	\$5,989,086	Project status	Ongoing planning
Recommended FY 2019-20 funding	\$100,000	Estimated completion date	Ongoing planning
Estimated total cost	Ongoing planning	Department lead	Community Development

Description Summary

Develop and implement transportation plans for all modes and users.

Background & Justification

This project will support the development and implementation of transportation plans for roads, bridges, and highway overpasses. Support local and regional transportation networks and programs. Devise transportation and mobility options for pedestrians, bicyclists, motorists, and transit users.

Transportation planning provides a robust transportation network for all modes of transportation, alleviates congestion and limit neighborhood cut-through traffic when possible, and increases transportation safety and accessibility.

Project Timeline

This is an ongoing transportation planning program.

PROJECT BUDGET									
FUND	Previously Approved	Estimated Expenditures thru 6-30-19	FY 2018-19 Carryover	Recom'd FY 2019-20	Estimated FY 2020-21	Estimated FY 2021-22	Estimated FY 2022-23	Estimated FY 2023-24	Estimated 5-Yr Cost
262 Transportation Fund	\$100,000	\$48,102	\$51,898	\$100,000	\$100,000	\$100,000	\$100,000	\$0	\$400,000
263 Gas Tax Construction	\$889,091	\$893,201	\$0	\$0	\$0	\$0	\$0	\$0	\$0
357 Capital Outlay Fund	\$4,999,995	\$4,999,995	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTALS	\$5,989,086	\$5,941,298	\$51,898	\$100,000	\$100,000	\$100,000	\$100,000	\$0	\$400,000



Whipple Avenue Grade Separation

Functional Area - Transportation



Previously approved funding	\$850,000	Project status	In planning
Recommended FY 2019-20 funding	\$75,000	Estimated completion date	By end of FY 2020-21
Estimated total cost	\$15,925,000	Department lead	Community Development

Description Summary

Provide planning for a physical separation at the Whipple Avenue railroad tracks from vehicular, bicycle and pedestrian roadway users.

Background & Justification

Whipple Avenue crosses the Caltrain corridor near the intersection of Whipple and El Camino Real. Of the City's six at-grade railroad crossings on the corridor, Whipple Avenue sees the highest volume of traffic. A Whipple Avenue grade separation will physically separate railroad tracks from vehicular, bicycle and pedestrian roadway users by changing the grade of the railroad tracks and affected roadways.

A grade separation at Whipple Avenue would increase safety for all roadway users and reduce traffic delays due to train crossings.

Project Timeline

Footprint study was completed in 2019. Staff initiated the alternatives analysis with Caltrain to be completed in 2021.

PROJECT BUDGET									
FUND	Previously Approved	Estimated Expenditures thru 6-30-19	FY 2018-19 Carryover	Recom'd FY 2019-20	Estimated FY 2020-21	Estimated FY 2021-22	Estimated FY 2022-23	Estimated FY 2023-24	Estimated 5-Yr Cost
262 Transportation Fund	\$0	\$0	\$0	\$75,000	\$0	\$0	\$0	\$0	\$75,000
264 Transportation Grant	\$750,000	\$0	\$750,000	\$0	\$3,750,000	\$0	\$7,500,000	\$0	11,250,000
285 Traffic Mitigation Fee	\$100,000	\$0	\$100,000	\$0	\$1,250,000	\$0	\$2,500,000	\$0	\$3,750,000
TOTALS	\$850,000	\$0	\$0	\$75,000	\$0	\$0	\$0	\$0	15,075,000



Winslow/Bradford/Allerton Pedestrian Enhancement

Functional Area - Transportation



Previously approved funding	\$0	Project status	In design
Recommended FY 2019-20 funding	\$238,000	Estimated completion date	October 2019
Estimated total cost	\$238,000	Department lead	Community Development

Description Summary

Install a continuous sidewalk along Winslow Street and close access to Winslow Street from Allerton and Bradford Streets.

Background & Justification

The project will create a continuous sidewalk along Winslow Street, closing access to Winslow Street from Allerton and Bradford Streets. It will also install bulb-outs, street trees, pedestrian lights, drainage, and striping. The project is partially paid by a development agreement with the project located at 550 Allerton Street.

Pedestrian enhancements would provide pedestrian connectivity and increase safety for all roadway users on a busy downtown corridor. The enhancements include streetscape improvements.

Project Timeline

The project design is completed. Construction is estimated from August 2019 through October 2019.

PROJECT BUDGET									
FUND	Previously Approved	Estimated Expenditures thru 6-30-19	FY 2018-19 Carryover	Recom'd FY 2019-20	Estimated FY 2020-21	Estimated FY 2021-22	Estimated FY 2022-23	Estimated FY 2023-24	Estimated 5-Yr Cost
264 Transportation Grant	\$90,736	\$0	\$90,736	\$0	\$0	\$0	\$0	\$0	\$0
285 Traffic Mitigation Fee	\$72,000	\$0	\$72,000	\$0	\$0	\$0	\$0	\$0	\$0
357 Capital Outlay Fund	\$0	\$0	\$0	\$238,000	\$0	\$0	\$0	\$0	\$238,000
TOTALS	\$162,736	\$0	\$162,736	\$238,000	\$0	\$0	\$0	\$0	\$238,000

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FUNCTIONAL AREA

1. FACILITIES
2. PARKING
3. PARKS
4. REDWOOD SHORES
LEVEE/LAGOON
5. SEWER
6. STORMWATER
7. TECHNOLOGY
8. TRANSPORTATION
9. WATER



Cathodic Protection Program

Functional Area - Water



Previously approved funding	Varies*	Project status	Ongoing program
Recommended FY 2019-20 funding	\$200,000	Estimated completion date	Ongoing program
Estimated total cost	Ongoing program	Department lead	Community Development

Description Summary

Rehabilitation of existing pipeline cathodic protection systems to extend the useful life of the City's water pipeline distribution system.

Background & Justification

The purpose of this program is to extend the life of key metallic water transmission pipelines by improving their existing corrosion protection system. The projects would interconnect the pipes electrically and install additional cathodic protection measures to meet national standards for corrosion protection.

Cathodic protection extends the life of key metallic water pipes, ensures the continued service reliability of the water distribution system, and improves water quality and fire protection and reduces system maintenance costs.

Project Timeline

This is an ongoing program for cathodic protection. Projects are typically planned and designed in the winter and constructed in the spring, summer, or fall construction season. The construction cycle would repeat next year with minor variations depending on staff workload and funding.

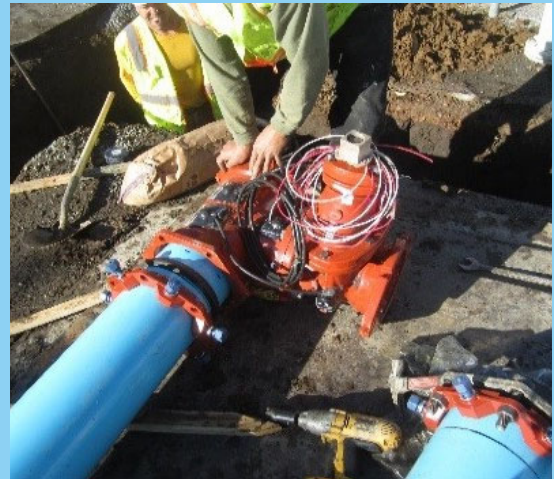
PROJECT BUDGET									
FUND	Previously Approved	Estimated Expenditures thru 6-30-19	FY 2018-19 Carryover	Recom'd FY 2019-20	Estimated FY 2020-21	Estimated FY 2021-22	Estimated FY 2022-23	Estimated FY 2023-24	Estimated 5-Yr Cost
686 Water Fund	Varies*	Varies*	Varies*	\$200,000	\$100,000	\$100,000	\$100,000	\$100,000	\$600,000
TOTALS	Varies*	Varies*	Varies*	\$200,000	\$100,000	\$100,000	\$100,000	\$100,000	\$600,000

*Varies -project funding for ongoing programs may extend into many years.



Distribution System Replacement Program

Functional Area - Water



Previously approved funding	Varies*	Project status	Ongoing & routine
Recommended FY 2019-20 funding	\$5,300,000	Estimated completion date	Ongoing & routine
Estimated total cost	Ongoing & routine	Department lead	Community Development

Description Summary

Systematic replacement of existing aging and under-capacity water distribution mains.

Background & Justification

This program systematically replaces miles of aging and under-capacity water mains annually. The City replaces on average 1.5 miles of pipes per year. Additional funding is needed to replace on average 2.5 miles per year in the future.

The water Distribution System Replacement Program ensures the continued service reliability of the water distribution system, and improves water quality, system performance and fire protection, and reduces system maintenance costs.

Project Timeline

This is an ongoing and routine program. Projects are typically planned and designed in the winter and constructed in the spring, summer, or fall construction season. The construction cycle would repeat next year with minor variations depending on staff workload and funding.

PROJECT BUDGET									
FUND	Previously Approved	Estimated Expenditures thru 6-30-19	FY 2018-19 Carryover	Recom'd FY 2019-20	Estimated FY 2020-21	Estimated FY 2021-22	Estimated FY 2022-23	Estimated FY 2023-24	Estimated 5-Yr Cost
686 Water Fund	Varies*	Varies*	Varies*	\$5,300,000	\$3,500,000	\$3,500,000	\$1,000,000	\$6,000,000	\$19,300,000
TOTALS	Varies*	Varies*	Varies*	\$5,300,000	\$3,500,000	\$3,500,000	\$1,000,000	\$6,000,000	\$19,300,000

*Varies -project funding for ongoing programs may extend into many years. .



Main City Zone Emergency Water Tank

Functional Area - Water



Previously approved funding	\$10,000	Project status	In planning
Recommended FY 2019-20 funding	\$10,000	Estimated completion date	TBD
Estimated total cost	\$40,000,000	Department lead	Community Development

Description Summary

Plan, design and construct a new three million gallon water tank to provide emergency water storage for the Main City Zone Service Area.

Background & Justification

A 3 million gallon water tank would provide emergency water storage for the Main City Zone Service Area which includes the residential areas west of Alameda de Las Pulgas to commercial and multi-family housing areas in the downtown, and industrial areas along Seaport Boulevard, like the Port of Redwood City and Seaport Centre.

An emergency water tank ensures effective water distribution and adequate water supply during an emergency. This will eliminate the current water storage deficit in the Main City Zone Service Area. This emergency water tank would improve system service reliability, firefighting capabilities, and emergency preparedness.

Prior appropriation amounts included contributions from nearby development projects such as Kaiser Hospital, Stanford University in Redwood City, Blue Harbor and One Marina (Accounts 84064, 84070, 84071, 85071).

Project Timeline

This project is in the planning phase which includes evaluating appropriate tank sites. This project still needs to secure funding and could include developer contributions and City appropriations.

PROJECT BUDGET									
FUND	Previously Approved	Estimated Expenditures thru 6-30-19	FY 2018-19 Carryover	Recom'd FY 2019-20	Estimated FY 2020-21	Estimated FY 2021-22	Estimated FY 2022-23	Estimated FY 2023-24	Estimated 5-Yr Cost
686 Water Fund	\$10,000	\$0	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$50,000
TOTALS	\$10,000	\$0	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$50,000

*Varies -project funding for ongoing programs may extend into many years.



Recycled Water Distribution Pump Station Improvements

Functional Area - Water



Previously approved funding	\$0	Project status	New project
Recommended FY 2019-20 funding	\$150,000	Estimated completion date	By end of FY 2020-21
Estimated total cost	\$350,000	Department lead	Public Works

Description Summary

Planning to provide a backup water source, replace the existing water controller, and construct an enclosure around the distribution box.

Background & Justification

Recycled Water Distribution Pump Station Improvements project will replace and reprogram existing controller hardware which is no longer supported, and correct logic issues with pump station programming and improve interface with Silicon Valley Clean Water. This project will extend potable water backup supply and air gap to provide potable supply directly to the pump station in the event non-compliant water is delivered, and construct an enclosure around the distribution box to prevent contaminants from entering recycled water during production.

This project will improve reliability of the recycled water system, improve operational efficiency, and decrease maintenance requirements.

Project Timeline

This new project is currently in planning and the planning phase is expected to be completed by June 2021.

PROJECT BUDGET									
FUND	Previously Approved	Estimated Expenditures thru 6-30-19	FY 2018-19 Carryover	Recom'd FY 2019-20	Estimated FY 2020-21	Estimated FY 2021-22	Estimated FY 2022-23	Estimated FY 2023-24	Estimated 5-Yr Cost
686 Water Fund	\$0	\$0	\$0	\$150,000	\$200,000	\$0	\$0	\$0	\$350,000
TOTALS	\$0	\$0	\$0	\$150,000	\$200,000	\$0	\$0	\$0	\$350,000



Supervisory Control and Data Acquisition (SCADA) Rehabilitation –Water

Functional Area - Water



Previously approved funding	\$242,710	Project status	In planning
Recommended FY 2019-20 funding	\$106,000	Estimated completion date	By end of FY 2019-20
Estimated total cost	\$106,000	Department lead	Public Works

Description Summary

Assessment of the City's current Supervisory Control and Data Acquisition (SCADA) system to determine existing conditions, and identify water system components that would benefit from an upgrade.

Background & Justification

Perform an assessment on the viability of rehabilitating the City's Supervisory Control and Data Acquisition (SCADA) system on the City's water lines.

Supervisory control and data acquisition (SCADA) is a system of software and hardware elements that would allow the City to control industrial processes locally or at remote locations, monitor, gather, and process real-time data, and directly interact with devices such as sensors, valves, pumps, motors, and more through human-machine interface (HMI) software. SCADA would allow the City to record events into a log file and would help the City to maintain efficiency, process data for smarter decisions, and communicate system issues to help mitigate downtime.

Project Timeline

Estimated completion of the SCADA assessment by the end of Fiscal Year 2019-20. This project is in conjunction with the sewer line SCADA Assessment.

PROJECT BUDGET									
FUND	Previously Approved	Estimated Expenditures thru 6-30-19	FY 2018-19 Carryover	Recom'd FY 2019-20	Estimated FY 2020-21	Estimated FY 2021-22	Estimated FY 2022-23	Estimated FY 2023-24	Estimated 5-Yr Cost
686 Water Fund	\$242,710	\$116,017	\$126,693	\$106,000	\$0	\$0	\$0	\$0	\$106,000
TOTALS	\$242,710	\$116,017	\$126,693	\$106,000	\$0	\$0	\$0	\$0	\$106,000



Water System Miscellaneous Equipment Replacement

Functional Area - Water



Previously approved funding	Varies*	Project status	Ongoing & routine
Recommended FY 2019-20 funding	\$100,000	Estimated completion date	Ongoing & routine
Estimated total cost	Ongoing & routine	Department lead	Public Works

Description Summary

Replacement of existing water system equipment as it reaches the end of its useful life.

Background & Justification

Replacement of existing water system equipment including pumps, motors, and pressure control valves enhance efficiency and improve system reliability.

Project Timeline

This is an ongoing and routine program. Pump stations are inspected annually and repairs and replacements scheduled as appropriate.

PROJECT BUDGET									
FUND	Previously Approved	Estimated Expenditures thru 6-30-19	FY 2018-19 Carryover	Recom'd FY 2019-20	Estimated FY 2020-21	Estimated FY 2021-22	Estimated FY 2022-23	Estimated FY 2023-24	Estimated 5-Yr Cost
686 Water Fund	Varies*	Varies*	Varies*	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
TOTALS	Varies*	Varies*	Varies*	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000

*Varies -project funding for ongoing programs may extend into many years.

CAPITAL IMPROVEMENT PROGRAM

FY 2019-20

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GLOSSARY

GLOSSARY

ADC – Annual Defined Contribution; this is the annual contribution amount needed to fund retiree benefits, usually pensions or health care.

Accrual Basis – Sometimes called “full accrual” basis. A basis of accounting in which revenues are recognized when earned regardless of when they are received, and expenses are recorded at the time the liability is incurred, regardless of when it is paid.

Actual – A column heading in the budget. Figures found in the Actual column indicate actual financial information recorded for that time period.

Adjusted Budget – The amount budgeted for a program or account after any adjustments.

Adopted Budget – This is the budget that is adopted by the City Council after reviewing and providing feedback and direction on the recommended budget at one or more budget study sessions.

Advance Refunding – A bond issuance in which new bonds are sold at a lower rate than outstanding ones. The proceeds are then invested and deposited in an escrow account, and when the older bonds become callable they are paid off with the invested proceeds.

Appropriations – An authorization by the City Council to make expenditures and to incur obligations for a specific purpose.

Assessed Valuation – A value established for real property for use as a basis for levying property taxes. For all agencies in the State of California, assessed value is established by the County for the secured and unsecured property tax rolls; the utility property tax roll is valued by the State Board of Equalization. Under Article XIII, Section 2 of the California State Constitution, property values are assessed at full cash value (indexed from 1975-76 dollars using the Consumer Price Index; increases not to exceed 2 percent per year). However, increases to full value are allowed for property improvements or upon change in ownership. Personal property is excluded from these limitations, and is subject to annual reappraisal.

Assessment District – Not a separate government entity, but rather a defined area of land that will benefit from the acquisition, construction, or maintenance of a public improvement.

Base Budget – prior year budget, adjusted for current salary, benefit, and internal service factors.

Beginning/Ending Fund Balance – Appropriated resources available in a fund from the prior/current year after payment of the prior/current fiscal year’s expenses. This is not necessarily cash on hand.

GLOSSARY

Bond – A city may raise capital by issuing a written promise to pay a specific sum of money, called the face value or principal amount, at a specified date or dates in the future, together with periodic interest at a special rate.

Budget – A plan of financial operation listing an estimate of proposed applications or expenses and the recommended means of financing them for a particular time period. The budget is recommended until it has been adopted by the City Council.

Budget Message – Included in the opening section of the Budget, the Budget Message provides the City Council and the public with a general summary of the most important aspects of the budget, changes from previous fiscal years, and the views and recommendations of the City Manager.

Capital Improvement – A permanent addition to the City’s assets, including the design, construction or purchase of land, building, or facilities, or major renovations of the same.

Capital Improvement Program (CIP) – A financial plan of proposed capital improvements with single and multiple-year capital expenditures. This program plans for five years and is updated annually.

Community Development Block Grant (CDBG) – CDBG is a federal grant that is provided by the US Department of Housing and Urban Development (HUD). The money is used to support programs ranging from home improvements and commercial building improvements to grants to local nonprofit agencies.

Community Facilities District (CFD) – Special districts that can raise financing for public facilities. Homeowners in these districts agree to pay for improvements in their district as part of their property taxes spread out over decades, instead of facing an immediate increase in their home purchase price.

Debt Service – Payment of the principal and interest of a debt obligation.

Department – A major organizational unit of the City that has been assigned overall management responsibility for an operation or a group of related operations within a functional area.

Development Impact Fees – Fees placed on the development of land or conditions required for the approval of a development project such as the donation of certain land (or money) to specific public uses. The fees are justified as an offset to the future impact that development will have on existing infrastructure.

GLOSSARY

Fees – Charges for services levied by the City to recover costs associated with providing a service or permitting an activity. Examples of fees include monthly water, sewer, and garbage collection fees, plan checking fees, building permit fees, and franchise fees.

Fiduciary Funds – these funds are held in trustee or agency capacity for others and cannot be used for the benefit of the City.

Financial Sustainability Plan – this is the City’s multi-year approach to maintaining fiscal solvency through expenditure reductions and revenue increases.

Fiscal Year (FY) – A 12-month period of time to which the budget applies. For the City, it is July 1 through June 30.

Franchise Fee – A fee charged for the privilege of using a public rights-of-way and property within the City for public or private purposes.

Full-Time Equivalent (FTE) - Some positions within the City are part-time and are budgeted based on hours, and are converted to the full-time equivalent of one position. One full-time equivalent equals 2,080 hours of work per year.

Fund – An independent fiscal and accounting entity used to record all financial transactions related to the specific purpose for which the fund was created.

Fund Balance – The amount of financial resources available for use. Also known as financial position, fund balance is the excess of assets over liabilities, and represents the cumulative effect of revenues and other financing sources over expenditure and other financing issues.

Gann Limit - An absolute dollar limit on the amount of funds derived from taxes that the City can legally appropriate and expend each fiscal year, as specified by Article 13-B of the State Constitution. Any tax revenues in excess of the Gann Limit must be returned to taxpayers. The base-year used on computing the Gann Limit is FY 1978-79, with adjustments to the appropriations limit allowed in succeeding fiscal years for changes in population and changes in the cost of living. Also referred to as **appropriations limit**.

Governmental Accounting Standards Board (GASB) - The accounting profession’s regulatory body for governmental accounting and determines what constitutes GAAP for governmental agencies.

Generally Accepted Accounting Principles (GAAP) - Uniform minimum standards and guidelines for financial accounting and reporting.

GLOSSARY

Grant - Contribution or gift of cash or other assets from another governmental entity to be used or expended for a specific purpose, activity, or facility.

Home Investment Partnerships Program (HOME) - Is a federal grant that provides funding for the programs that offer affordable housing to low income households including homeowner rehabilitation, homebuyer activities, rental housing and tenant based rental assistance. The City receives its HOME funds from the California State Department of Housing and Community Development.

Inter-fund Transfers - Monies moved from one fund to another. The money is transferred to finance the operations of another fund or to reimburse the fund for expenses.

Property Tax - An "ad valorem" tax on real property, based upon the value of the property. In accordance with Proposition 13, secured property is taxed at the rate of one percent of assessed valuation, plus a rate sufficient to generate revenue necessary to pay for voter approved indebtedness.

Rate of Return (ROR) - Gain or loss of an investment, including interest earnings, over a specified time period, expressed as a percentage of the investment's cost.

Recommended Budget - The City Manager's recommendation for the City's financial operations, which includes an estimate of proposed expenditures and revenues for a given fiscal year.

Special Assessment - A compulsory levy made against certain properties to defray all or part of the cost of a specific capital improvement or service deemed to benefit primarily those properties.

GLOSSARY

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**Building a Great
Community Together**

