

# ADOPTED BUDGET FISCAL YEAR 2022-23

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

**ADOPTED BUDGET  
FISCAL YEAR 2022-2023**

**CITY COUNCIL**

**Giselle Hale, Mayor  
Diana Reddy, Vice Mayor**

**Alicia C. Aguirre, Council Member  
Lissette Espinoza-Garnica, Council Member  
Jeff Gee, Council Member  
Diane Howard, Council Member  
Michael Smith, Council Member**

**CITY MANAGER**

**Melissa Stevenson Diaz**

**PREPARED BY**

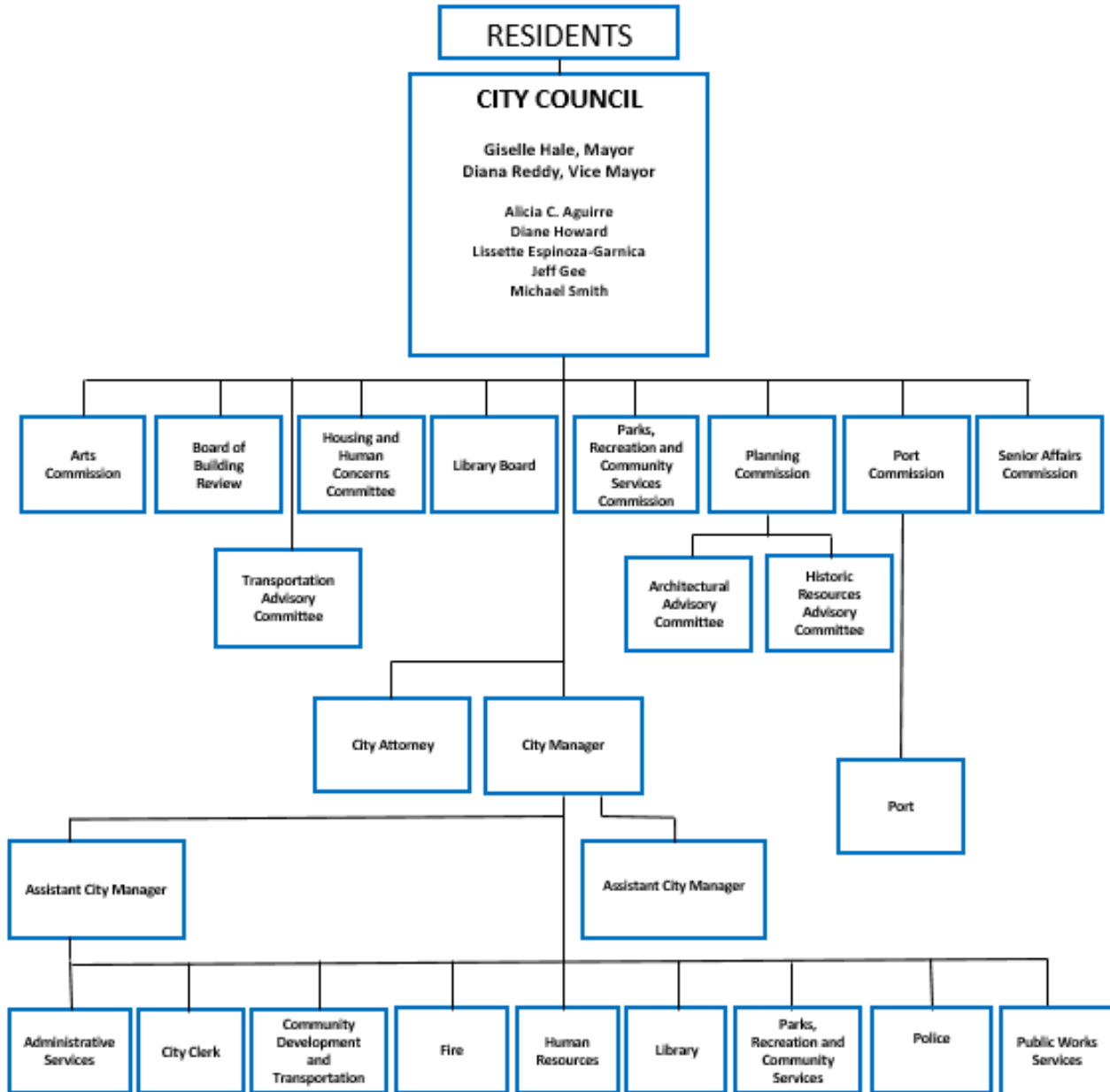
**Michelle Poché Flaherty, Assistant City Manager/Administrative Services Director  
Alex Khojikian, Assistant City Manager  
Derek Rampone, Financial Services Manager  
Theresa Yee, Capital Improvement Program Manager  
Jun Nguyen, Revenue Services Manager  
Jennifer Yamaguma, Public Communications Manager  
Molly Flowerday, Principal Analyst – Budget/Purchasing  
Sylvia Bravo Peters, Principal Analyst – Finance  
Jennifer Chang, Carlyne Kerans, Senior Accountants  
Deanna La Croix, Management Analyst**

# CITY OF REDWOOD CITY

## EXECUTIVE TEAM

City Manager.....	Melissa Stevenson Diaz
City Attorney.....	Veronica Ramirez
City Clerk.....	Pamela Aguilar
Assistant City Manager – Administrative Services.....	Michelle Flaherty
Assistant City Manager .....	Alex Khojikian
Community Development and Transportation .....	Mark Muenzer
Fire .....	Ray Iverson
Human Resources.....	Michelle Katsuyoshi
Library.....	Derek Wolfgram
Parks, Recreation and Community Services .....	Chris Beth
Police. ....	Dan Mulholland
Public Works Services .....	Terence Kyaw

# 2022







GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Redwood City  
California**

For the Fiscal Year Beginning

**July 01, 2021**

*Christopher P. Morill*

**Executive Director**

Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to City of Redwood City, California, for its Annual Budget for the fiscal year beginning July 01, 2021. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide, and as a communications device. This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

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# PREFACE

## PREFACE

The staff report that follows was submitted to the City Council on June 27, 2022 along with the resolution that, upon approval by the City Council, adopted the FY 22-23 budget.

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

# PREFACE



DATE: June 27, 2022

## SUBJECT

Adopt City of Redwood City Fiscal Year 2022-23 Budget, City of Redwood City Five-Year Capital Improvement Program, and Successor Agency to the Redwood City Redevelopment Agency Fiscal Year 2022-23 Budget

## RECOMMENDATION

Hold a public hearing;

1. By motion of the City Council, adopt a City Council resolution adopting the Budget of the City of Redwood City for Fiscal Year July 1, 2022 - June 30, 2023 and providing for the appropriation and expenditure of all sums set forth in said budget;
2. By motion of the City Council, adopt a City Council resolution approving and adopting the Five-Year Capital Improvement Program for the period of Fiscal Year 2022-23 through Fiscal Year 2026-27; and
3. By motion of the Successor Agency Board, adopt a Successor Agency to the Redwood City Redevelopment Agency resolution adopting the Budget of the Successor Agency for Fiscal Year July 1, 2022 - June 30, 2023 and providing for the appropriation and expenditure of all sums set forth in said budget.

## STRATEGIC PLAN GUIDING PRINCIPLE

Excellence in Government Operations

## BACKGROUND

In accordance with the City Charter, the Fiscal Year (FY) 2022-23 City of Redwood City Recommended Budget was submitted to the City Council on June 1, 2022. On June 13, 2022, the City Council held a study session to receive the FY 2022-23 Recommended Budget and provide direction for the FY 2022-23 Adopted Budget. A copy of the staff report is available here: [June 13, 2022 Budget Study Session Staff Report](#). The City Council's feedback did not include changes to the Recommended Budget as submitted; however, the following changes

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have been made as clean-up items to the FY 2022-23 Recommend Budget and are included in the proposed FY 2022-23 Adopted Budget:

- Inserted the “Budget in Brief” section
- Added the Port of Redwood City’s Accomplishments and Goals
- Separated the Anti-Displacement Strategy program and preparing its own program page in the City Manager’s Department section of the budget

The Recommended Budget includes \$1 million set aside for expenditures prioritized by the community through a public engagement process known as the People’s Budget. A description of the process, results and recommendations from the People’s Budget is provided in Attachment A and recommendations are included in this report under the Equity Impact Statement. The Recommended Budget continues financial best practices and advances the City’s Strategic Plan and the City Council’s three top priorities of Housing, Transportation, and Children and Youth. It also continues progress with the City’s COVID-19 financial and community recovery strategy, with particular emphasis on providing the right services with the right resources.

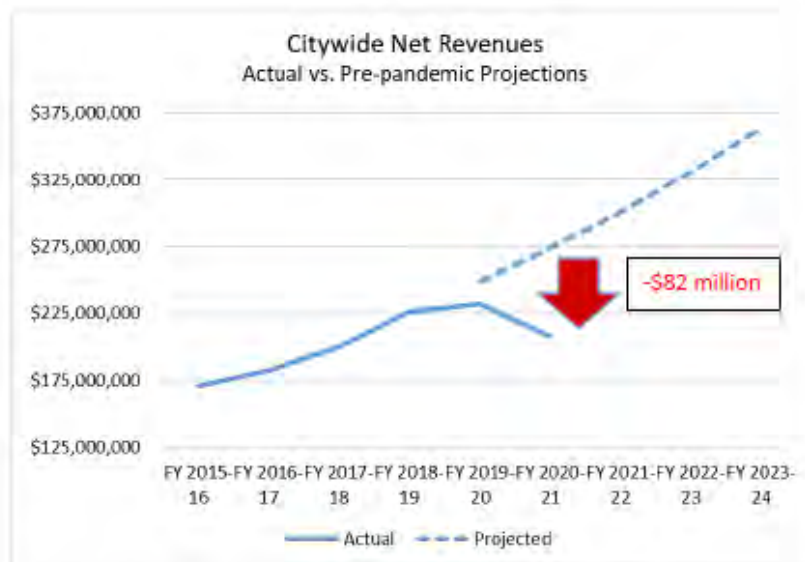
Because ongoing operating revenues are insufficient to fund ongoing operating expenditures at pre-pandemic levels, to balance the budget we must continue to hold at least nine vacancies in multiple departments, even after using one-time funds including \$9.2 million in federal assistance to mitigate the impacts of the pandemic, and \$9.1 million in reserves set-aside from FY 2019-20 and FY 2020-21. The Recommended Budget uses ongoing core operating revenues for ongoing core operating expenditures and, with the allocation of \$9.1 million in reserves that were set aside from the Fiscal Year 2019-20 and FY 2020-21 year-end operating balances specifically for this purpose, and a portion from the expected operating balance from FY 2021-22, if needed, is balanced for City operations.

Financially, we are gradually recovering from the abrupt recession induced by the pandemic and expect to return to pre-pandemic revenue and staffing levels by the end of next fiscal year, FY 2023-24. While we are approaching FY 2022-23 as a year of transition, we are not returning to business as usual. As we focus on restoring community vitality, we remain committed to reimagining public services to adapt to new community needs and prepare for a changing future. While the City has been able to maintain essential services during the pandemic largely because of the City’s strong reserve levels and one-time federal funds, we face mounting deficits. Like most public agencies, the pandemic has exacerbated long-term financial challenges to adequately fund both operating and capital needs. We will address these challenges through a combination of strategies, including exploration of new revenues, ensuring cost recovery for services where appropriate, and continued engagement with our employees on legacy costs.

Redwood City enjoyed a healthy economy before it was thrust into the COVID-19 recession, which resulted in an estimated \$82.8 million in lost City revenues over fiscal years 2019-20 and 2020-21. This revenue loss estimate calculation has been reviewed for accuracy by the City’s third-party independent audit firm. Pre-pandemic projected revenues are based on the average percent revenue growth during the three full fiscal years prior to the pandemic (9.92 percent).



# PREFACE



This dramatic loss of revenue necessitated an increased commitment to financial discipline. The City successfully avoided layoffs and furloughs only by requiring every City department to absorb budget reductions and hiring freezes for the past two years. This has taken a toll on staff and our systems as the City has stretched resources to maintain, and in many cases expand, services to the community.

Several new resources also helped to offset the City's lost revenues, although they covered only a fraction of the loss. As the State of California experienced a historic budget surplus last year, state assistance in several areas has supported Redwood City's recovery from the pandemic. The passage of Measure RR by Redwood City voters in 2018 created a new stream of sales tax revenue for the City, and in FY 2020-21, Measure RR generated an additional \$11.4 million in revenue – more than 32 percent of all sales tax revenue for the City. In the first year of the pandemic, Redwood City received \$1.1 million in federal Coronavirus Aid, Relief and Economic Security (CARES) Act funding, the City continues to pursue reimbursement of emergency response expenditures from the Federal Emergency Management Agency, and Redwood City received \$18.5 million in federal American Rescue Plan Act assistance over two years. Recognizing such examples of state and federal assistance are one-time resources that must responsibly be invested in one-time expenditures rather than ongoing costs, the City remains committed to envisioning new ways of doing business to support its financial sustainability.

The Recommended Budget was developed utilizing Redwood City-based OpenGov, an online software first approved for implementation by the City Council in FY 2019-20 and first used to develop the FY 2021-22 Budget. This overhaul supports continuous improvement efforts related to financial management, disclosure, and increasing transparency of the City's operations, as well as enhancing the City's budget development process.

# PREFACE

## ANALYSIS

The Recommended Budget reflects prior City Council direction to ensure financial sustainability for the City, including paying down liabilities, using one-time funds for one-time needs, and setting aside sufficient reserves. The City's General Fund reserve is intended to support City operations and has a current balance of approximately \$33.2 million, which meets the City's reserve policy of 15 percent of the next fiscal year's revenues, and includes \$9.1 million that has been set-aside from the FY 2019-20 and FY 2020-21 operating balances, which will be used to offset future anticipated deficits.

Forecasting future revenues continues to be difficult in the current economic climate. As economic activity increases, staff continues to monitor actual revenues received and work closely with the City's revenue consultants on recovery factors, including keeping abreast of the constant economic changes that are occurring – such as the impacts from inflation levels that haven't been seen in over 40 years.

### FY 2021-22 Estimated Year-End Operating Balance

At this time, staff anticipates a FY 2021-22 year-end operating balance of approximately \$7.8 million. This is primarily due to stronger-than-projected excess Educational Revenue Augmentation Funds (ERAF) – reimbursement of property tax revenue that has been permanently redirected from cities to fund schools and community colleges since the early 1990s and stronger-than-projected property tax in-lieu of vehicle license fees. The FY 2021-22 Adopted Budget projected \$4.2 million for ERAF and \$7.4 million for property tax in-lieu of vehicle license fees, and current estimates indicate that the City will receive \$10.0 million and \$13.2 million in FY 2021-22, respectively, resulting in a positive variance of \$11.6 million.

Another primary driver of the operating balance is lower than expected expenditures by departments. The final amount of the operating balance will be determined after the fiscal year-end close is completed in the fall. At that time, staff will analyze community needs and the economic outlook, and will develop a recommendation for the utilization of the operating balance for City Council consideration. As a basis, in February 2019, the City Council affirmed an ongoing strategy to utilize approximately 80 percent of the City's estimated operating balance each year towards paying down the City's retirement-related liabilities, 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 as one-time funding towards the City Council's strategic priorities. This strategy will be applied when preparing the recommendation on the utilization of the FY 2021-22 operating balance. Without using 80% of the estimated operating balance from FY 2021-22 to offset the estimated deficit for FY 2022-23, operating cuts will be required.

# PREFACE

## *Redwood City Economic Outlook*

Property tax is the primary source of revenue for City operations. Along with the rest of the state and much of the country, Redwood City property values have climbed steadily over the past year.



However, the strength of the City's property tax base is rooted in the abundance of high-paying jobs in the region and the desirability of the City as a location for employers. The long term impact of remote work remains unclear; many major employers in the region have embraced hybrid work schedules and also are increasing staffing. Demand for high-quality, transit-adjacent office space remains very strong in Redwood City. If this were to change, it could affect demand for existing and new office space and reduce daytime customers for the City's previously-thriving downtown restaurant scene.

A more detailed discussion of specific revenue streams is provided in the Economic Overview and Ten-Year General Fund Forecast section of the Recommended Budget.

The Recommended Budget is based on assumptions compiled from a variety of sources. In addition to the City's internal research, staff has received economic data from a variety of sources, including private sector economic forecasting publications, academic economists, consultants working for the City, other local governments, and the League of California Cities.

## *Revenues*

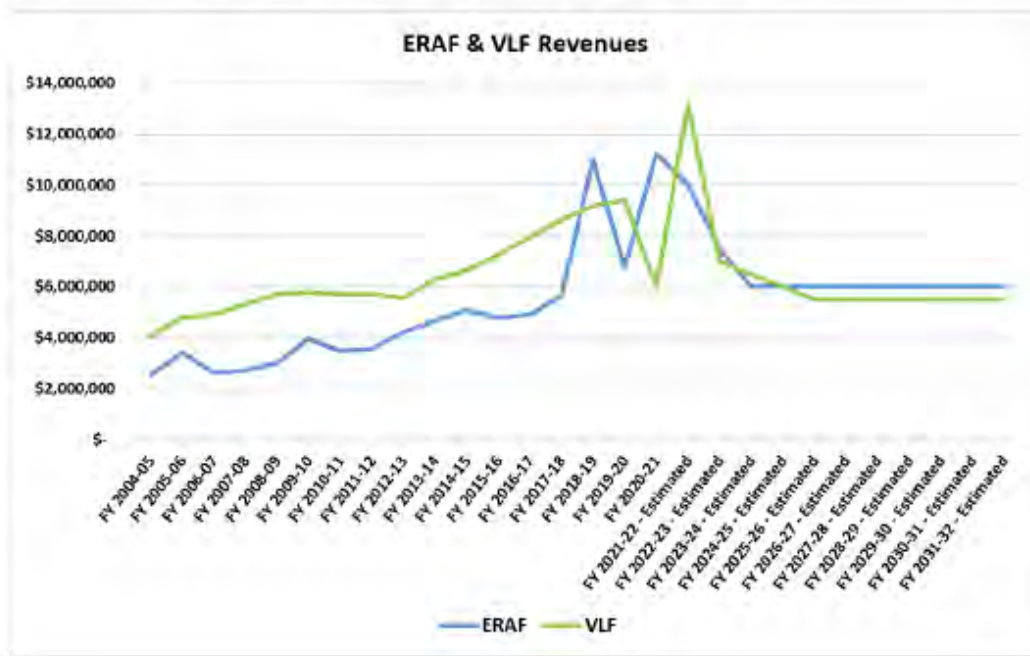
As indicated in the chart below, General Fund revenues are expected to slowly rebound from the low point of FY 2020-21 and will not reach pre-pandemic levels until FY 2024-25. The chart below includes all known federal and state assistance that has been or will be received.



# PREFACE



Property Tax is the largest contributor to the City’s revenue stream, representing 39.9 percent of all revenues. Included in the property tax category is Educational Revenue Augmentation Fund (ERAF) and property tax in lieu of vehicle license fees (VLF). These revenues are especially difficult to forecast as they are susceptible to changes in school funding data, the availability of state funding to backfill any shortfalls, and potential for a change in the State methodology for allocating revenues to local governments. As shown in the chart below, these two revenue sources have been extremely volatile over the last five years, which adds to the difficulty in forecasting future amounts. Our risk in this area is exacerbated by recent legislative proposals to further change the allocation of these funds at the expense of local governments.





# PREFACE

## FY 2022-23 Recommended Budget at-a-Glance

The FY 2022-23 Recommended Budget for all funds totals \$339.4 million in revenues and \$318.6 million in expenditures (before transfers in and out). The General Fund expenditure portion of the budget is \$165.0 million. Using current Recommended Budget numbers, expenditures and transfers out are projected to exceed revenues and transfers in. As a result, the General Fund is projected to have a deficit of \$11.1 million, before utilizing \$9.1 million in reserves that have been set-aside from FY 2019-20 and FY 2020-21 for future anticipated deficits. Any remaining deficit will be covered by the estimated operating balance from FY 2021-22.

## FY 2022-23 Recommended Budget (All Funds)

	<b>FY 2022-23 Recommended Budget</b>
<b>Revenues</b>	
General Fund	\$ 171,325,660 <sup>+</sup>
Special Revenue Funds	31,997,427
Capital Project Funds	1,453,566
Debt Service Fund	-
Enterprise Funds	92,773,670
Internal Service Funds	41,854,097
<b>Total Revenues</b>	<u>\$ 339,404,420</u>
<b>Expenditures</b>	
General Fund	\$ 164,994,734
Special Revenue Funds	20,961,656
Capital Project Funds	3,236,695
Debt Service Fund	1,897,750
Enterprise Funds	83,321,884
Internal Service Funds	44,155,403
<b>Total Expenditures</b>	<u>\$ 318,568,122</u>
<b>Net Change in Fund Balance/Net Position</b>	<u>\$ 20,836,298</u>

**Full-Time Equivalents (FTE)** 571.15

<sup>+</sup>Includes \$9,620,833 of Utility Users' Tax revenue that is transferred to the Capital Projects Fund

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

The recommended FY 2022-23 General Fund expenditure budget is \$165.0 million, which is \$12.3 million, or 8.1 percent more, than the FY 2021-22 adopted General Fund expenditure budget of \$152.7 million. Salaries, wages, and benefits are \$110.2 million, or 66.8 percent of the recommended General Fund expenditure budget. This is a decrease from 67.3 percent for FY 2021-22.

Police and Fire Department salaries and benefits, as in most California cities, are a significant portion of the budget, amounting to approximately \$71.4 million, or 64.8 percent of all salaries, wages, and benefits in the General Fund. This is a decrease from 66.0 percent for FY 2021-22.

# PREFACE

General Fund revenues are expected to increase to \$171.3 million in FY 2022-23; an increase of \$10.8 million, or 6.7 percent from the FY 2021-22 adopted budget of \$160.5 million. A majority of this increase is due to an increase of \$7.4 million in property tax revenue, and increase of \$2.1 million in sales tax revenue, and an increase of \$1.0 million in recreation revenues. Most of the City's General Fund revenues continue to derive from property, sales, utility users' tax (UUT) and, to a lesser extent, transient occupancy taxes (TOT). FY 2022-23 General Fund revenues by category are shown in the table below.

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

<b>Budget By Categories of Revenues</b>	<b>FY 2022-23 Recommended Budget</b>
Property Taxes	\$ 68,577
Sales Tax	35,448
Transient Occupancy Tax	2,750
Other Taxes	6,264
Licenses and Permits	6,003
Fines and Forfeitures	402
Interest Earnings/Rentals	1,195
Intergovernmental	12,353
Charges for Services	19,187
Other Revenues	8,138
Library Revenue	140
Recreation Revenue	1,848
Utility Users Tax	9,021
<b>Total Revenues</b>	<b>171,326</b>

### Budget In Brief

For the second time, staff has prepared a summary of the FY 2022-23 Recommended Budget, called the "Budget In Brief". This document is intended to help interested residents and others understand the City's FY 2022-23 Recommended Budget. This easy-to-read document is now included in the FY 2022-23 Recommended Budget.

### Ten-Year General Fund Forecast – Net Operating Position

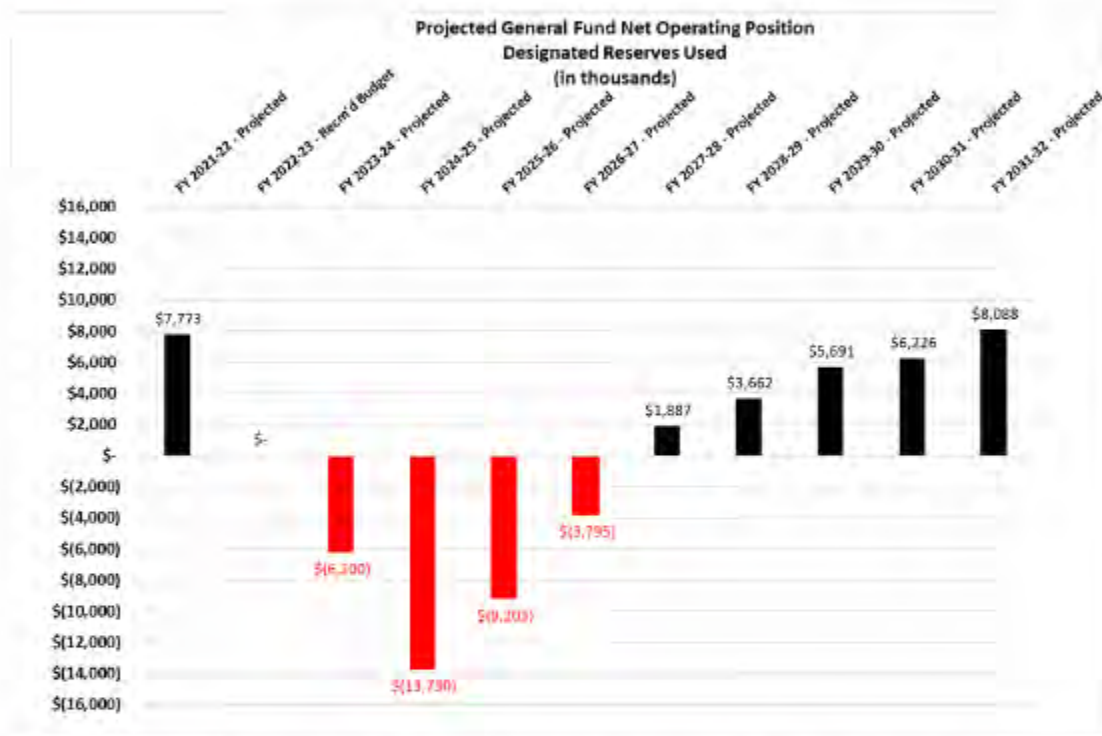
This the fourth year that the City has prepared a ten-year Forecast (Forecast); in prior fiscal years, the Forecast utilized a five-year timeframe. Staff believes that a ten-year forecast is prudent, as it assists as a tool for long term financial planning purposes that is used as a long-term road map to guide the financial planning of the City as it addresses rising pension costs and unfunded liabilities.



# PREFACE

The chart below shows the Forecast's projected operating balances/ (deficits) over the next 10 years. The FY 2022-23 budget is projected to be balanced by utilizing designated reserves that were set aside from previous operating balances. Even with the use of these reserves, deficits are projected for the following four years. The City Council, staff, and community partners will need to continue to work together to align resources with evolving 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.



In February 2022, the Preliminary Ten-Year General Fund Forecast (Preliminary Forecast) projected a balanced budget for FY 2022-23 and FY 2023-24 after utilizing the \$9.1 million of designated reserves that were set-aside from FY 2019-20 and FY 2020-21 operating balances. The Preliminary Forecast did not include any incomplete bargaining unit salary and benefit increases (as negotiations for many groups were still ongoing), internal service charge increases that resulted from increases in general liability and workers' compensation premiums and claims, or any department proposed budget increases for FY 2022-23. Also, since February, updated data on revenue projections has become available, resulting in an overall decrease to FY 2022-23 projected revenues of \$1.6 million.

A comprehensive analysis of the City's Ten-Year General Fund Forecast is included as a separate section of the budget document.

# PREFACE

## Operating Revenues

Revenue Source	Proportion of all General Fund Revenues	Total Projected for FY 2022/23	Change from FY 2021/22
Property Tax	40%	\$62,167,000	6.3% decrease
Sales Tax	20%	\$35,448,000	4.1% increase
Other Taxes (including Transient Occupancy Tax)	1.7%	\$9,014,000	11.6% increase

Property tax is the top revenue source for City operations. A projected 6.3 percent decrease is due to conservative projections for Educational Revenue Augmentation Funds (ERAF) and property tax in-lieu of vehicle license fees (VLF). These revenues are especially difficult to forecast as they are susceptible to changes in school funding data, the availability of state funding to backfill any shortfalls, and potential for a change in the State methodology for allocating revenues to local governments. Sales tax revenues are budgeted to be 4.1 percent higher in FY 2022-23, compared to the amount budgeted in FY 2021-22. It is anticipated that sales tax revenue will experience a modest recovery as the local economy continues to recover in FY 2022-23.

## Expenditures

More than 65 percent of the General Fund's expenditures consist of salaries and benefits, which is very typical of California cities. The FY 2022-23 projected operating deficit of \$11.1 million assumes an employee vacancy rate of 2% in the General Fund; however, vacancy and department spending rates have resulted in an average annual savings of 9% when actual expenditures are compared to budget over the last three years. The recommended budget restores approximately half of the seventeen positions held vacant for the past two years due to the economic impact of the pandemic.

The Recommended Budget restores nearly eight previously-held-vacant positions in FY 2022-23 due to improving revenues:

- .5 Full Time Equivalent (FTE) Administrative Clerk (Community Development and Transportation Department)
- 1 FTE Landscape Gardener (Parks, Recreation and Community Services Department)
- 5 FTE of 9 FTE frozen Police Officer positions (Police Department)
- 1 FTE Recreation Program Coordinator (Parks, Recreation and Community Services Department)

Additionally, the following positions are included in the Recommended Budget in order to advance City Council priorities:

- 2 FTE Management Analyst II positions to implement the Anti-Displacement Strategy (City Manager's Office, one position originally approved in February 2022 as part of mid-year budget revisions)
- 1 FTE Management Analyst II position to implement the City's Cannabis Program (City Manager's Office)
- 0.5 FTE Facility Aide position for City Hall to support City-hosted public meetings (City Manager's Office)
- 3 FTE Permit Technician positions, 1 FTE Plan Checker position, and 1 FTE Plan Check Engineer position to support the implementation plan for the Building Division Organizational Review

# PREFACE

(Community Development & Transportation, originally approved in February 2022 as part of mid-year budget revisions)

- 1 FTE Human Resources Manager position, 1 FTE Senior Human Resources Analyst position, 2 FTE Human Resources Analyst II positions, and 0.5 FTE Administrative Clerk III position to support human capital needs throughout the organization (Human Resources, originally approved in February 2022 as part of mid-year budget revisions)
- 0.75 FTE contract position to support the Safe Routes to Schools Program (Parks, Recreation, and Community Services)
- 1 FTE contract position to research maintenance responsibilities for utilities infrastructure (Public Works)
- 1 FTE Water Resources Specialist position to support recycled water operations (Public Works)

Funding for frozen Library Assistant positions is also restored to the Library to cover personnel transitions associated with the transfer of the Fair Oaks Library to San Mateo County.

In Fiscal Year 2023-24 we anticipate restoring the remaining vacant positions that were frozen during the pandemic:

- Fire Captain (Fire Department)
- Literacy Tutor (Library)
- Manager (Community Development and Transportation Department)
- Four remaining Police Officer positions (Police Department)
- Recreation Specialist (Parks, Recreation and Community Services Department)

The total recommended positions by department are shown below, with additional details in the budget document.

## *Personnel Allocations by Department*

DEPARTMENT	REVISED BUDGET	ADOPTED BUDGET	RECOMMENDED
	2020-21	2021-22	BUDGET 2022-23
City Council	7.00	7.00	7.00
City Manager	11.54	11.06	14.56
City Attorney	5.97	6.02	6.02
City Clerk	3.78	3.80	3.80
Administrative Services	33.23	34.10	34.05
Community Development & Transportation	57.88	60.93	65.93
Fire	87.00	90.00	90.00
Human Resources	7.20	7.20	12.00
Library	38.24	38.24	35.27
Parks, Rec, & Community Svcs	66.11	66.11	67.71
Police	121.00	121.00	126.00
Public Works	105.95	106.95	108.82
<b>Total</b>	<b>544.90</b>	<b>552.40</b>	<b>571.15</b>

It is important to note that even when positions have been included in the budget, it has been challenging to fill vacancies in a timely manner. Adding 4.5 staff positions in the Human Resources Department (HR), as authorized with the Mid-Year Budget Update in February 2022, should help reduce the time required to fill vacant positions and management's objective is to maximize filling positions wherever possible. However, the personnel consequences of the pandemic continue to impact HR and all departments.



# PREFACE

In addition to productivity declines due to burnout and a large increase in the use of leave accrued during the pandemic, the ongoing impact of the nationwide trend in high employee turnover, known as the “Great Resignation,” could exacerbate vacancy levels in a manner that impacts the General Fund. For example, if the General Fund were to realize another year of 9% savings when compared to budget for FY 2022-23, then the projected deficit of \$11.1 million would become an operating balance of \$1.5 million. Such continued financial savings would likely correspond to negative service and human capital consequences.

### *Long-Term Liabilities: Pension and Retiree Health Liabilities*

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. The City is required to contribute payments to each of these plans according to CalPERS’ calculations.

As shown below, pension benefits are funded by a combination of employer contributions, employee contributions, and investment earnings on those contributions. Based on data over the past 20 years ending June 30, 2021, for every dollar CalPERS pays in pensions:

- 60 cents comes from investment earnings
- 29 cents from employer contributions
- 11 cents from employee contributions



Essentially, CalPERS’ investment earnings and employee contributions fund 71 cents out of every public employee pension dollar, with employers making up the difference. When there is a gap between the assets available to fund benefits (such as a reduced rate of return on CalPERS investments), and the assets needed to fund benefits, the City must make up the difference.

A second category of retirement-related benefits which impact 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.

# PREFACE

In the past year, the City's total unfunded pension and retiree health liability has decreased by 6.7 percent. The City's overall funded status for its pension plans is 66.4 percent, no change from the prior fiscal year.

	June 30, 2019	June 30, 2020
Pension Liability	\$257.4	\$268.3
Retiree Health Liability	\$49.5	\$33.8
<b>Total Unfunded Liability</b>	<b>\$323.8</b>	<b>\$302.1</b>

Consistent with overall stock market performance in the past year, CalPERS reported an exceptionally high investment return of 21.3 percent for the fiscal year ended June 30, 2021. As a result, the higher than usual returns triggered the CalPERS Funding Risk Mitigation Policy, which automatically lowered the CalPERS assumed rate of return on investments, or "discount rate," from 7.0 percent to 6.8 percent. When CalPERS assumes a lower rate of return on future investments, CalPERS correspondingly calculates a higher cost in employer contributions in order to fully fund pension obligations. In other words, a lower discount rate generally means a higher charge to cities from CalPERS. However, in this instance, the extremely positive impact of the 21.3 percent investment return exceeds the negative impact of the discount rate reduction from 7.0 percent to 6.8 percent. It should be noted that CalPERS is currently experiencing a negative rate of return on investments for the fiscal year ending June 30, 2022. If the rate of return on investments for the fiscal year ending June 30, 2022 is less than 6.8 percent, there will be a significant increase in required employer contributions paid by the City in future years.

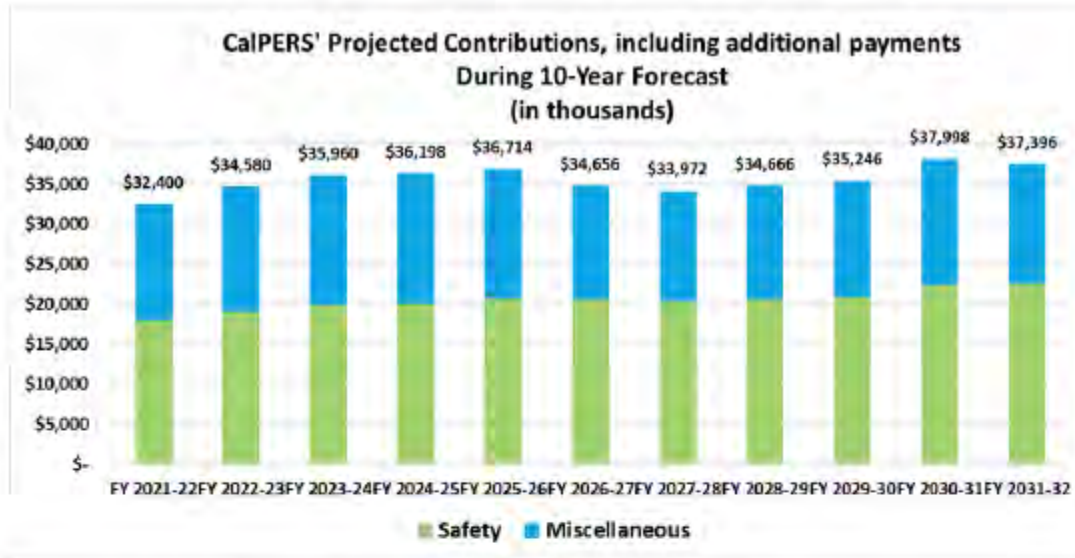
The City's unfunded pension liability is primarily related to retired or inactive (employees not currently employed by or retired from the City) employees: 56% of the unfunded liability for the miscellaneous plan (non-safety employees) is associated with retired or inactive employees, and 71% of the unfunded liability for the safety plan (public safety employees) is associated with retired or inactive employees.

The City is not unique in facing these pension challenges, as public agencies across the state, including school districts and state agencies, are facing similarly 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.

During the FY 2019-20 budget adoption process, the City Council adopted an ambitious pension plan funding strategy to make higher additional annual contributions (beyond the budgeted \$1.5 million to the Section 115 trust account and CalPERS) directly to CalPERS over the next 18 years to accelerate the payoff period. This approach is estimated to save the City approximately \$38 million in interest payments and allow the City to fully fund pensions approximately three years earlier. The City Council acknowledged that adopting this strategy would be a challenge, given that it would require greater contributions, even though the annual budget projections indicated potential deficits for a number of the years in the Forecast. Therefore, although the City is currently experiencing negative impacts on operating revenues, the accelerated 18-year payoff strategy remains in place as a fiscally responsible strategy. The strategy is revisited annually as annual contribution projections change and may be altered in future years. Estimated future contributions, including accelerated payments to pay off the unfunded liability early, are shown below. These estimated contributions have been included in the Ten-Year Forecast.



# PREFACE



In 2010, the City established a Section 115 Other Post-Employment Benefits (OPEB) trust account through the California Employer’s Retiree Benefits Trust (CERBT) program to fund retiree health benefits. As of March 2022, there was a balance of approximately \$62.3 million in the trust account. The Ten-Year 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.

**One-Time Contributions to City Council Priorities - \$7.88 million**

The table below reviews allocations made during FY 2020-21 to address City Council priorities, and includes \$7.81 million in FY 2021-22 and \$7.88 million in the FY 2022-23 Recommended Budget for Council Priorities. Many of these one-time contributions supplement existing baseline funding for these same or similar purposes in the operating budget identified by City department.

One-Time Contributions to Council Priorities					
Council Priorities		Previously Budgeted FY 2020-21	Previously Budgeted FY 2021-22	Recommended Budget FY 2022-23	Total
Respond	Rental Assistance	543,000			543,000
	Newly Added Rental Assistance	1,000,000			1,000,000
	Increased Custodial Services		150,000		150,000
Restore	Utility Bill Forgiveness	750,000	750,000		1,500,000
	Small Business Support	450,000			450,000
Reimagine	Analytical Support		850,000	850,000	1,700,000
	Fire Study and Strategic Planning		150,000		150,000

# PREFACE

One-Time Contributions to Council Priorities					
Council Priorities		Previously Budgeted FY 2020-21	Previously Budgeted FY 2021-22	Recommended Budget FY 2022-23	Total
	Capital Improvements to City Buildings			1,530,000	1,530,000
Equity	Equity & Inclusion	350,000			350,000
	ADA Transition Plan		500,000		500,000
	Sidewalk Repair		500,000	500,000	1,000,000
Housing	Homelessness Initiatives	2,000,000	1,450,000	700,000	4,150,000
Transportation	Grant Support		165,000	165,000	330,000
	Project Management		250,000	250,000	500,000
Children Youth	Safe Routes to Schools		20,000	70,000	90,000
	Child Care Assistance		150,000	150,000	300,000
	Project Read		150,000	150,000	300,000
	Library Improvements			540,000	540,000
	Capital Improvements to Playfields/Parks		160,000	1,300,000	1,460,000
Sustainability	Climate Change Action Planning	500,000	100,000	100,000	700,000
	Vegetation Management		150,000	120,000	270,000
	Streetlight Replacement		715,000	485,000	1,200,000
	Storm Drain and Levee Improvements			867,000	867,000
	Energy Efficient Building Upgrades		500,000		500,000
Civic Engagement	Communications	400,000		100,000	500,000
	Remote Council Meetings		100,000		100,000
	Participatory Budgeting		1,000,000		1,000,000
<b>Total Recommended for FY 2022-23</b>				<b>7,877,000</b>	

## Anti-Displacement Strategy

The proposed Anti-Displacement Strategy will need additional staff and funding to carry out the initial implementation over the next three and a half fiscal years. The estimated non-staffing costs is approximately \$450,000 over the three and half year period. The City has already committed \$106,000 towards implementation from one-time funds and a grant. The remaining \$344,000 will be provided through the People's Budget (\$250,000) and staff will be requesting General Fund support (\$94,000) in subsequent fiscal years. Additionally, staff is requesting a new Management Analyst position funded by the General Fund, in addition to the Management Analyst position that was approved as part of the FY

# PREFACE

2021-22 mid-year budget amendments, for a total of two Management Analyst positions. This would bring the Housing Division staff levels to four full-time, permanent staff and one two-year Management Fellow. The proposed Anti-Displacement Strategy will be brought to the City Council for approval on June 27, 2022.

## Five-Year 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. A study session was held on April 11, 2022 to receive City Council feedback. Based on City Council direction and feedback, projects are prioritized and funding is then allocated for the upcoming fiscal year and included in the Recommended Budget.

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 2022-23, as well as planned project needs for FY 2023-24 through FY 2026-27. The proposed Five-Year CIP has an estimated cost of \$524.0 million, not including \$15.0 million in staffing resources.

Only the recommended FY 2022-23 CIP budget is aligned with anticipated revenue and staffing, and will be approved as part of the Adopted Budget. The remaining fiscal years of the Five-Year CIP are for planning purposes, with projects beyond FY 2022-23 largely unfunded at this point. 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	FY 22-23 Budget	Estimated FY 23-24	Estimated FY 24-25	Estimated FY 25-26	Estimated FY 26-27	Estimated 5-yr Cost
Facilities	\$3,728,963	\$9,655,000	\$8,720,000	\$2,510,000	\$2,375,000	\$26,988,963
Parks	\$6,579,986	\$7,310,000	\$1,660,000	\$1,800,000	\$300,000	\$17,649,986
Redwood Shores Levee/Lagoon	\$320,000	\$3,700,000	\$2,300,000	\$2,150,000	\$2,000,000	\$10,470,000
Sewer	\$5,080,000	\$9,150,000	\$9,350,000	\$9,350,000	\$6,880,000	\$39,810,000
Stormwater	\$2,367,000	\$9,950,000	\$4,400,000	\$2,825,000	\$2,800,000	\$22,342,000
Technology	\$1,300,000	\$1,310,691	\$1,420,378	\$1,372,649	\$1,387,879	\$6,791,597
Transportation	\$13,670,000	\$108,050,000	\$192,850,000	\$28,975,000	\$7,875,000	\$351,420,000



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Functional Area	FY 22-23 Budget	Estimated FY 23-24	Estimated FY 24-25	Estimated FY 25-26	Estimated FY 26-27	Estimated 5-yr Cost
Water	\$6,000,000	\$12,000,000	\$11,500,000	\$11,500,000	\$7,500,000	\$48,500,000
<b>Total</b>	<b>\$39,045,949</b>	<b>\$161,125,691</b>	<b>\$232,200,378</b>	<b>\$60,482,649</b>	<b>\$31,117,879</b>	<b>\$523,972,546</b>

The total Fiscal Year 2022-23 CIP budget is \$42.0 million. This budget includes 42 projects with funding of \$39.0 million plus dedicated staffing resources equal to 26.9 full-time equivalent (FTE) positions at \$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.

An online portal for the recommended FY 2022-23 CIP projects provides a high level summary of the project appropriations. The project summaries can be viewed by district or neighborhood. The interactive portal reflects the new C3 districting maps approved by Council on February 28, 2022. Online portal web address: <https://webgis.redwoodcity.org/storymap/cipdashboard>

### Successor Agency to the Former Redevelopment Agency

Included in the FY 2022-23 Recommended Budget presented to Council, as Successor Agency Board, on June 13, 2022 was a budget for the Successor Agency. This budget appears in the Fiduciary Funds section. The budget provides for the necessary resources to finance the Successor Agency’s obligations of \$3.6 million that will come due in FY 2022-23.

After reviewing the FY 2022-23 Recommended Budget for the Successor Agency, the City Council’s feedback, as Successor Agency Board, did not include changes to the budget as submitted.

### **EQUITY IMPACT STATEMENT**

The City budget considers equity in a variety of ways through the programs, projects, and infrastructure funded. In the 2022-23 budget, the City also conducted extensive community engagement related to the budget through the People’s Budget, a pilot participatory budgeting process. In response to community calls for more involvement in budgeting, City staff conducted a four-month public engagement process to solicit ideas on how to spend a portion of the budget and invite the public to use ranked-choice voting to select the final ideas to be funded. To ensure the participation of community members whose voices often are not heard in civic processes, staff used a range of engagement strategies from January to May 2022, including mailers to over 39,000 Redwood City households in English and Spanish and more than 70 community events and meetings across the City and virtually. 474 community members submitted ideas and 1,759 community members voted on projects. Demographic data collected indicates the participants

# PREFACE

represent the diversity of Redwood City in terms of race, income, age, gender, and sexual orientation. The top voted projects, listed below, are funded as part of the 2022-23 Recommended Budget.

<b>Free showers for unhoused community members</b>	\$250,000
<i>Expansion of existing shower services for residents experiencing homelessness in Redwood City</i>	
<b>Add funds to City Housing team budget</b>	\$250,000
<i>Support to implement housing initiatives such as Anti-Displacement Strategic Plan</i>	
<b>10-week youth peer mentorship program for drug and alcohol prevention</b>	\$40,000
<i>Designed to help address the substance abuse crisis by providing education and mentorship to middle school students in local schools</i>	
<b>El Camino Real bike lanes (3 blocks)</b>	\$460,000
<i>Bike lanes on 3 blocks of El Camino Real between Maple Street and Wilson Street</i>	
<b>TOTAL</b>	<b>\$1,000,000</b>

Other priorities expressed by community members in the People’s Budget are under consideration by City departments and partner agencies to ensure public needs are met. City staff are incorporating learnings from the People’s Budget engagement process in development of other City outreach processes.

## FISCAL IMPACT

Adopting the FY 2022-23 Recommended Budget will provide authority for staff to continue municipal operations, including the development and construction of capital projects this coming fiscal year. The FY 2022-23 Recommended Budget for all funds totals \$339.4 million in revenues and \$318.6 million in expenditures. The General Fund portion of the budget is \$171.3 million in revenues and \$165.0 million in expenditures.

Only the recommended FY 2022-23 CIP budget of \$42.0 million is recommended for budget approval. The remaining fiscal years of the Five-Year CIP are for planning purposes, with projects beyond FY 2022-23 largely unfunded at this time.

The budget also provides the necessary resources to finance the Successor Agency’s obligations of \$3.6 million that are due in FY 2022-23.

## 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 in the



# PREFACE

Public Notices section on May 31, 2022, at all branches of the Redwood City Library on June 6, 2022, and the City Hall lobby window on June 14, 2022.

## 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 – The People’s Budget

Attachment B – Resolution adopting the Recommended Budget for FY 2022-23

Attachment C – Resolution adopting the Five-Year CIP

Attachment D – Resolution adopting the Successor Agency Budget for FY 2022-23

## RELATED DOCUMENTS IN CITY CLERK’S OFFICE

1. City of Redwood City FY 2022-23 Recommended Budget – link [here](#)
2. City of Redwood City Five-Year Capital Improvement Program- link [here](#)

## REPORT PREPARED BY:

Derek Rampone, Assistant Director of Administrative Services  
drampone@redwoodcity.org  
(650) 780-7071

## APPROVED BY:

Michelle Poché Flaherty, Assistant City Manager and Administrative Services Director  
Melissa Stevenson Diaz, City Manager

# PREFACE

## RESOLUTION NO. 16065

### 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, 2022 - JUNE 30, 2023 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 Council of Redwood City a proposed annual budget for Fiscal Year July 1, 2022 - June 30, 2023; and

**WHEREAS**, pursuant to the Charter, after duly noticed public hearing, the Council has approved the budget and it has been certified as the Budget of the City for Fiscal Year 2022-23; and

**WHEREAS**, it is the intention of the Council of Redwood City 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 the Fiscal Year July 1, 2022 - June 30, 2023, approved by the 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 "Recommended Budget FY 2022-23."

**SECTION 2. Appropriations.** The amounts designated for subprograms in the Budget document's "Detailed Operating Expenditure Schedule" 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 Revenue Estimates for 2022-23 in the Budget document's "Consolidated Revenue Schedule", including those for the Redwood City Public Financing Authority and assessment and improvement

ATTY/RESO.0040/CC RESO ADOPTING FY 22-23 BUDGET

RESO. # 16065  
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# PREFACE

districts but excepting those for the Successor Agency, are appropriated.

**SECTION 3. Authorized Positions.** The number of full-time equivalent employees, as listed in the Budget document's "Personnel Allocations by Department" are authorized and approved.

**SECTION 4. Provision for Interim Expenditures After June 30, 2022: Reappropriations.** The City Manager and Assistant City Manager of Administrative Services are authorized and directed to charge expenses incurred prior to July 1, 2023 to the appropriations of Fiscal Year 2022-23. 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, 2023 and the date that the appropriations are adopted for Fiscal Year 2023-2024; 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 2022-2023 to each fund, to be effective July 1, 2023. Upon adoption of a budget for Fiscal Year 2023-2024 this appropriation shall be superseded.

**SECTION 5. 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

06/27/2022

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 27<sup>th</sup> day of June 2022 by the following votes:

AYES:	Aguirre, Espinoza-Garnica, Gee, Howard, Reddy, Smith and Mayor Hale
NOES:	None
ABSENT:	None
ABSTAINED:	None
RECUSED:	None



Giselle Hale  
Mayor of the City of Redwood City

Attest:



Pamela Aguilar, CMC  
City Clerk of Redwood City

I hereby approve the foregoing resolution this  
29<sup>th</sup> day of June 2022.



Giselle Hale  
Mayor of the City of Redwood City

RESO. # 16065  
MUFF # 501

# PREFACE

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# INTRODUCTION

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# BUDGET MESSAGE

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June 1, 2022

Honorable Mayor Hale and City Council Members:

In accordance with the City Charter, I am submitting the Fiscal Year (FY) 2022-23 City of Redwood City (City) Recommended Budget for your consideration on June 13, 2022, and adoption on June 27, 2022. The Recommended Budget continues financial best practices and advances the City's Strategic Plan and the City Council's three top priorities of Housing, Transportation, and Children and Youth. It also continues progress with the City's COVID-19 financial and community recovery strategy, and with particular emphasis on providing the right services with the right resources. Because ongoing operating revenues are insufficient to fund ongoing operating expenditures at pre-pandemic levels, to balance the budget we must continue to hold at least nine vacancies in multiple departments, even after using \$9.2 million in federal assistance to mitigate the impacts of the pandemic, and \$9.1 million in reserves set-aside from FY 2019-20 and FY 2020-21.

Financially, we are gradually recovering from the abrupt recession induced by the pandemic and expect to return to pre-pandemic revenue and staffing levels by the end of FY 2023-24. While we are approaching FY 2022-23 as a year of transition, we are not returning to business as usual. As we focus on restoration and revision of services, we also remain committed to reimagining how we provide services to adapt to new and different community needs and prepare for a changing future. While the City has been able to maintain essential services during the pandemic largely because of the City's strong reserve levels and one-time federal funds, we face mounting deficits. Like most public agencies, the pandemic has exacerbated long-term financial challenges to adequately fund both operating and capital needs. We will address these challenges through a combination of strategies, including exploration of new revenues, ensuring cost recovery for services where appropriate, and continued engagement with our employees on legacy costs.

This transmittal letter addresses the following topics:

1. Pandemic Economic Impacts
2. Financial and Community Recovery Strategy
  - a. *Responding* to the Pandemic
  - b. *Restoring* Economic, Social, and Cultural Vitality
  - c. *Reimagining* City Services
3. Advancing Top City Council Priorities
  - a. Housing
  - b. Transportation
  - c. Children and Youth
4. Climate Action
5. Funding Services, Long Term Liabilities and the Need for New Revenue Streams



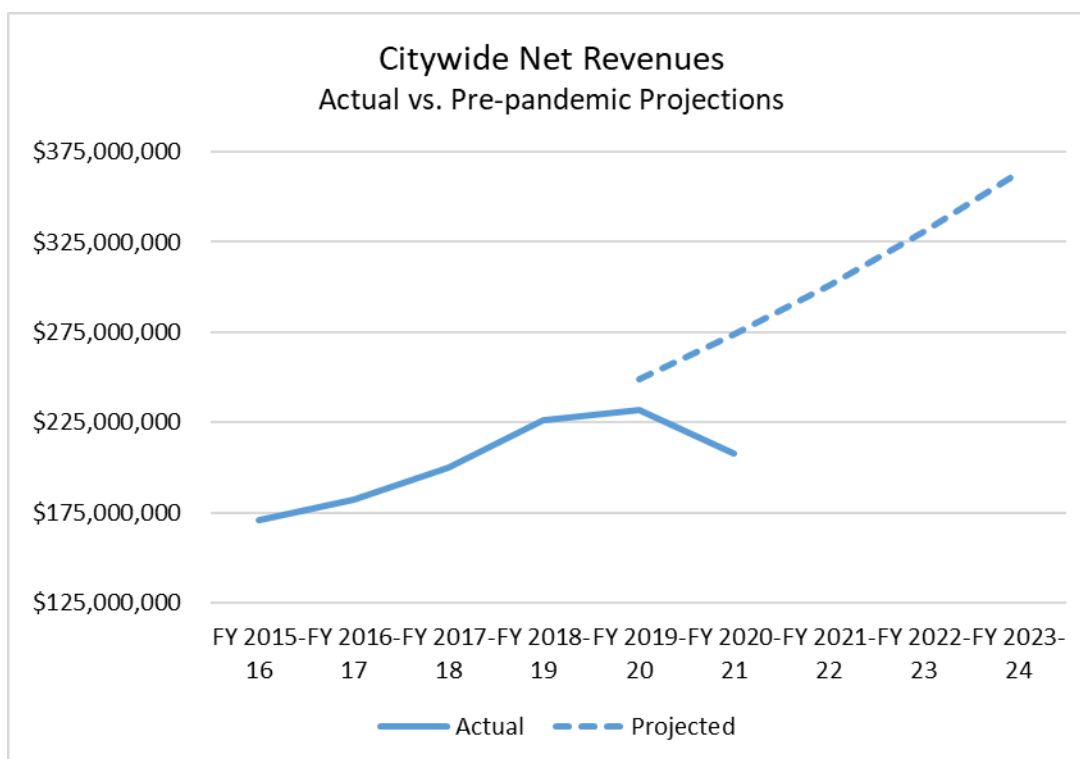
## 1. Pandemic Economic Impacts

Redwood City enjoyed a healthy economy before it was thrust into the COVID-19 recession, which resulted in an estimated \$82.8 million in lost City revenues over fiscal years 2019-20 and 2020-21. This revenue loss estimate calculation has been reviewed for accuracy by the City's third-party independent audit firm. Pre-pandemic projected revenues are based on the average percent revenue growth during the three full fiscal years prior to the pandemic (9.92 percent).

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*\$82.8 million in lost City revenues over fiscal years 2019-20 and 2020-21*

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This dramatic loss of revenue necessitated an increased commitment to financial discipline. We successfully avoided layoffs and furloughs only by requiring every City department to absorb budget reductions and hiring freezes for the past two years. This has taken a toll on our staff and our systems as we have stretched resources to maintain services to the community.

Several new resources also helped to offset the City's lost revenues, although only a fraction was restored. As the State of California experienced a historic budget surplus last year, state assistance in several areas has supported Redwood City's recovery from the pandemic. The passage of Measure RR by Redwood City voters in 2018 created a new stream of sales tax

revenue for the City, and in FY 2020-21, Measure RR generated an additional \$11.4 million in revenue – more than 32 percent of all sales tax revenue for the City. In the first year of the pandemic, Redwood City received \$1.1 million in federal Coronavirus Aid, Relief and Economic Security (CARES) Act funding, the City continues to pursue reimbursement of emergency response expenditures from the Federal Emergency Management Agency, and Redwood City received \$18.5 million in federal American Rescue Plan Act assistance over two years. Recognizing such examples of state and federal assistance are one-time resources that must responsibly be invested in one-time expenditures rather than ongoing costs, the City remains committed to envisioning new ways of doing business to support its financial sustainability.

At this time, staff anticipates a FY 2021-22 year-end operating balance of approximately \$7.8 million. This is primarily due to stronger-than-projected excess Educational Revenue Augmentation Funds (ERAF) – reimbursement of property tax revenue that has been permanently redirected from cities to fund schools and community colleges since the early 1990s and stronger-than-projected property tax in-lieu of vehicle license fees. The FY 2021-22 Adopted Budget projected \$4.2 million for ERAF and \$7.4 million for property tax in-lieu of vehicle license fees, and current estimates indicate that the City will receive \$10.0 million and \$13.2 million in FY 2021-22, respectively, resulting in a positive variance of \$11.6 million. Another primary driver of the operating balance is lower than expected expenditures by departments. The final amount of the operating balance will be determined after the fiscal year-end close is completed in the fall. At that time, staff will analyze community needs and the economic outlook, and will develop a recommendation for the utilization of the operating balance for City Council consideration. As a basis, in February 2019, the City Council affirmed an ongoing strategy to utilize approximately 80 percent of the City’s estimated operating balance each year towards paying down the City’s retirement-related liabilities, 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 as one-time funding towards the City Council’s strategic priorities. This strategy will be applied when preparing the recommendation on the utilization of the FY 2021-22 operating balance. Without using 80% of the estimated operating balance from FY 2021-22 to offset the estimated deficit for FY 2022-23, operating cuts will be required.

Measured by job growth, the Silicon Valley economy has fully recovered from the pandemic, enjoying prosperity exceeding pre-pandemic figures in the technology and life science sectors. However, the majority of other sectors – including retail, food, hotel, transportation, arts/entertainment, non-profit, personal services, and warehousing – remained depressed over the past year. In addition, the national economic recovery may slow as inflation and interest rate increases have developed in 2022. See the Economic Overview and Ten Year General Fund Forecast section of the Budget for a more detailed discussion.

Job growth does not tell the whole story. The pandemic laid bare the significant need for assistance in the Redwood City community and throughout the Bay Area. The 2022 Joint Venture Silicon Valley Index noted:

- In the five-county Bay Area region, 30,000 people are experiencing homelessness
- Despite a relatively low household poverty rate of 5%, nearly 33% of all Silicon Valley households do not earn enough money to meet their most basic needs without public or private/informal assistance
- More than six out of ten Silicon Valley households with a Hispanic or Latino householder lived below the Self-Sufficiency Standard in 2021, amounting to more than 85,000 households (around 327,000 people)
- Households with children are more likely to struggle to make ends meet in Silicon Valley, with 41% living below the Self-Sufficiency Standard compared to 33% overall
- Hispanic/Latino individuals, Black individuals and women continue to experience significant wage gaps

Recognizing these dynamics, Redwood City’s pandemic response and recovery has centered the needs of vulnerable residents in our community.

## 2. Financial and Community Recovery Strategy

The City Council-endorsed financial and community recovery strategy to meet the health, economic, and social challenges of the pandemic is nicknamed the “Three R’s” for Respond, Restore and Reimagine.



### a. Responding to the Pandemic

The pandemic necessitated the creation of many new programs and services while City resources were limited and staff were strained. The extended nature of the pandemic through multiple surges necessitated an extension of our Response efforts over the past year while also beginning our Restoration and Reimagining work.

Since the beginning of the pandemic, the most vulnerable members of our community have been dramatically impacted. While housing insecurity has been a concern for several years, community need exploded during the COVID-19 pandemic with many jobs evaporating at the same time that housing prices rose higher. We know that residents who are Black, Indigenous, or People of Color are especially hard-hit. City supported rent and utilities assistance has been

crucial for many families and property owners in Redwood City and North Fair Oaks during the pandemic.



As of May 19, 2022: 1,008 of the 1,341 Redwood City households that applied for State Rent Relief have been assisted so far with \$11.7 million from State ERAP; an average of \$11,600 per household.

The Fair Oaks Community Center continues to support local tenants and landlords with COVID-19 Rent Relief. As of May 19, 2022, 1,008 of the 1,341 Redwood City households that applied for State Rent Relief have been assisted so far with \$11.7 million from State ERAP; an average of \$11,600 per household. The State has committed to provide rent relief for rent owed through March 31, 2022 for all eligible applicants and continues to process applications with a goal of completing review of all applications by June 30, 2022. In addition, we have resumed using City, County, and private funds for those still needing financial assistance to pay for rent and utilities as they recover from the economic impact of the pandemic.

The California Water Board launched an Arrearages Payment Program to help cover the costs of water utility customer accounts that were delinquent from March 4, 2020 through June 15, 2021. Utility providers, rather than individual customers, were permitted to apply for these funds and Redwood City obtained \$546,075 through the program for roughly 600 City water service customers. The City has applied for a similar credit for sewer utility customers and anticipates receipt of an additional \$600,000 to support about 460 sewer customers.

The City Council also recently approved the allocation of \$1.5 million in one-time funds for utility bill relief in response to the impacts of the pandemic.

*b. Restoring Economic, Social, and Cultural Vitality*

An essential element of Redwood City’s reimagining strategy was determined by the City Council’s placement of equity at the center of our Strategic Plan. In 2021, the City Council adopted its first City Equity Plan, articulating the City’s commitment to advancing equity through its work and within its community by applying an equity lens to City policies, identifying operational equity commitments in every City department, and applying a Geographic Equity

Index to more strategically inform equitable implementation of City projects and programs. In April 2022, the City Council received an update on the use of such an index in the implementation of the City's Americans with Disabilities Act (ADA) Transition Plan.

The City Council Subcommittee on Equity and Social Justice was formed in 2021 and, in addition to helping draft the Equity Plan, the Subcommittee affirmed the cultural events and celebrations to be recognized by Redwood City every year. The Police Advisory Committee was also formed in 2021 and established a work plan to focus on community dialogue and relationship with police; police response to homelessness; police activities, including traffic stops, ticketing, patrolling, welfare checks, and enforcement; and updates on the Community Wellness and Crisis Response Team Pilot Program. Many of the City's existing boards, commissions and committee have integrated equity into their work plans in central ways.

In Redwood City, 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. Public art marks a respect for the humanity and individuality of its community members by offering something beautiful or thought provoking that has a non-commercial purpose. One such example is the newly unveiled Commercial Way Mural Corridor along Commercial Way in Downtown. The interest from the community and enthusiasm from the businesses along Commercial Way were integral in bringing this project to life.



*Commercial Way Murals*

Next up will be the completion of a new Racial Equity Mural at the Jefferson underpass. The selected artist's design includes many symbols, patterns and references to represent different culture groups of Redwood City's past, present and future. In FY 2022-23, staff will explore development of an Arts Center as a community benefit objective within the Central Redwood City Plan.





*Renderings of Racial Equity Mural*

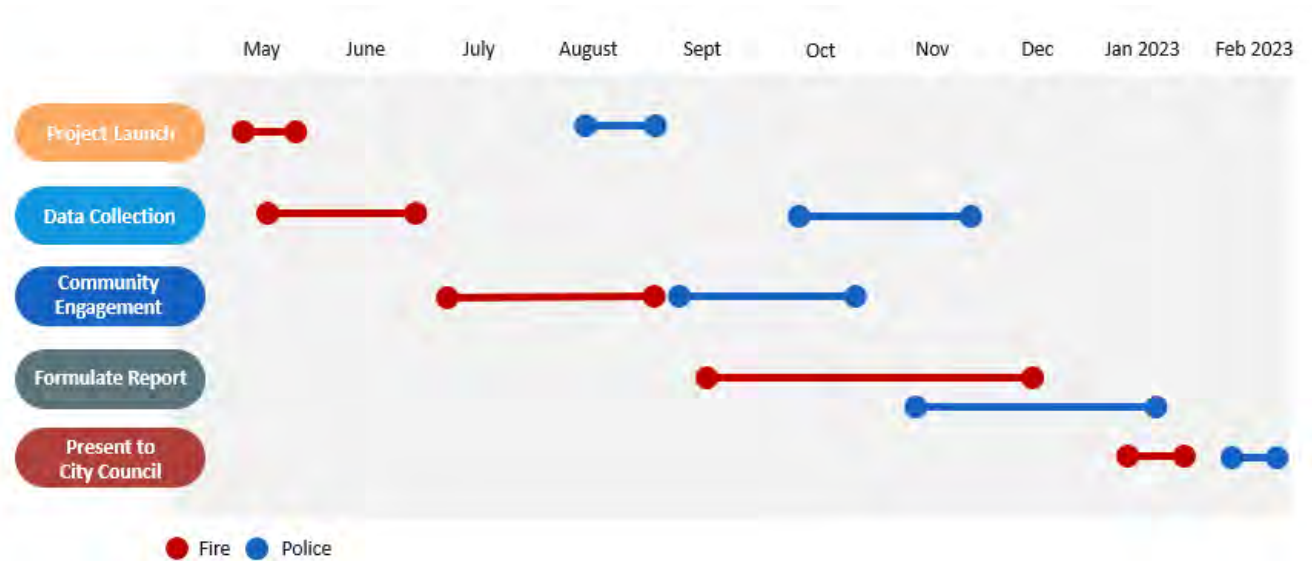
As part of the Economic Resiliency Plan, staff continues to hold regular discussions and roundtables in collaboration with San Mateo County Chamber, Redwood City Improvement Association (RCIA), Downtown Business Group (DBG) and our business community. The “Choose Local San Mateo County” app, which launched in November 2021, continues to promote awareness for businesses and encourages customers to “shop local.” To further support our small businesses, the temporary parklet program will be transitioning to a longer-term program, incorporating the existing Sidewalk Café Program into one, allowing for continued outdoor business activity. Pre-approved designs for businesses to use in their application will save applicants time and money, and will streamline the application process. In addition, later this year, a mid-week Farmers Market will be offered at Courthouse Square.

### *c. Reimagining City Services*

To build a community where every person can thrive, we need the right staff, providing the right services, with the right resources. We are taking a fresh look at what services we provide and how we provide them. While we are proud of the services we provide, we know community needs are changing. We want to be sure we are thinking creatively about services, and that we continue to operate within our means.

With public safety representing more than half of the City’s General Fund operating budget, it is essential to consider public safety as a key lever in transforming City services. By launching studies in both the Fire and Police departments, we are able to compare our services against best practices and consider new approaches. Experienced consultants are helping us assess risk factors in our community, changing community needs, opportunities to innovate in our service delivery, and ways we can manage our costs effectively.

## Timeline for Fire and Police Studies



Note: The studies may be presented separately, or at the same City Council meeting. The presentation date will be set in early 2023.

We provide a wide range of services to support public safety including emergency medical assistance, disaster preparedness, fire prevention, fire suppression, traffic enforcement, crime prevention and investigation. We also respond to less-frequent but significant emergencies including earthquakes, flooding and wildfires. With climate change, we anticipate rising temperatures will present health risks to vulnerable residents and increased flooding will affect more people and property. Additionally, we recognize there are opportunities for specialized civilian positions to provide services in a manner that may result in better outcomes for community members. This is why we have engaged a mental health clinician to help respond to individuals in crisis, and are partnering with community-based organizations to conduct homeless outreach.

While we have resumed in-person services, we know there is still a demand for virtual options. With this in mind, we will continue to offer a hybrid model of services and programs, including public participation at our City Council and various Boards, Commission and Committee meetings either virtually or in-person for the foreseeable future.

Based on our 2019 Parks Needs Assessment, six Redwood City neighborhoods include significant areas that are undeserved by City parks. These neighborhoods include Eagle Hill, Farmhill, Friendly Acres, Palm, Redwood Oaks, and Woodside Plaza. As we look at strategies to expand parks to closes the park service gap, we also continue to look for funding opportunities at the federal, state and local levels. It takes significant investment for the replacement of existing equipment and infrastructure, land acquisition for new parks, and conversion of land (like a parking lot) to a park.

With the opening of the Makerspace at the Downtown Public Library in April, this new space has provided equitable access for community members to use technology and other tools that might not be readily accessible or affordable for individuals, and we will continue to expand programming and services. We are also exploring how to add WiFi as we renovate our parks to provide an outdoor area for homework support.

The 2022 People’s Budget is Redwood City’s first participatory budgeting pilot program. In response to requests for more public involvement in the budget process, the City allocated \$1 million in general funds for the public to decide how to use in FY2022-23. Two staff led a four-phase community engagement process, which is described in the attachment to this letter together with a summary of the most popular ideas.

Following voting by 1,759 community members, the following projects are recommended with the FY 2022-23 Recommended Budget:

PROJECT	LEAD	COST
<b>Free showers for unhoused community members</b> <i>Expansion of existing shower services for residents experiencing homelessness in Redwood City</i>	PRCS	\$250,000
<b>Add funds to City Housing team budget</b> <i>Support for housing initiatives such as Anti-Displacement Strategic Plan and the Housing Element</i>	CMO	\$250,000
<b>10-week youth peer mentorship program for drug and alcohol prevention</b> <i>Designed to help address the substance abuse crisis by providing education and mentorship to middle school students in local schools</i>	CMO	\$40,000
<b>El Camino Real bike lanes</b> <i>Bike lanes on 3 blocks of El Camino between Maple Street and Wilson Street</i>	CDT	\$460,000

Many of the ideas that were in the top 20, based on the voting process, are also reflected in the Recommended Budget.

### 3. Advancing City Council Priorities

#### a. Housing

Affordable housing and homelessness have been the City Council’s top priority for several years. Beyond enabling immediate economic stability, the City is focused on long-term housing

solutions. We know that low-income housing availability and anti-displacement strategies are the best way to prevent homelessness. That's why we are diligently working towards meeting our unique community housing needs for people at all income levels. This includes supporting affordable housing production through the use of City property, implementation of the Affordable Housing Ordinance and allocation of City housing funds. We are diligently working to increase affordable housing units; there are over 1,200 affordable units across more than 20 projects that are either under construction, approved or proposed.

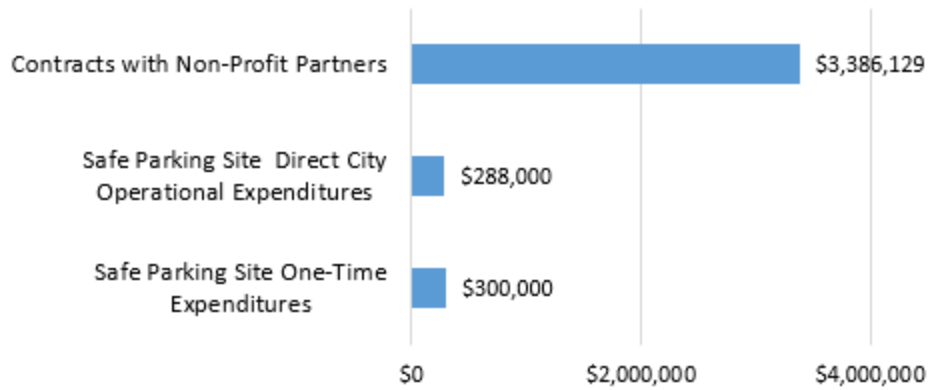
We need to plan for homes for all in our community. A state-required process to adopt a Housing Element means the City must identify where 4,588 new housing units can be built between 2023 and 2031. Redwood City was the first Bay Area city to submit a draft Housing Element to the state for review, and exceeded State requirements, planning for over 6,800 housing units with over 800 units to meet the needs of residents with extremely low incomes – steps above and beyond the City's legal obligations.

In addition, we know that current economic pressures could easily lead to displacement of residents. The City has taken a leadership role in being thoughtful about how its policies and funding priorities can help reduce displacement of Redwood City residents in both the short- and long-term. In the last two years, staff have worked with a diverse group of stakeholders to create an Anti-Displacement Strategy to prevent displacement, preserve affordable housing and protect housing options for the City's low- and moderate-income residents, including tenant protections and mobile park preservation. As directed by the Council in February 2022, the Recommended Budget provides resources to complete and implement the Anti-Displacement Strategy.

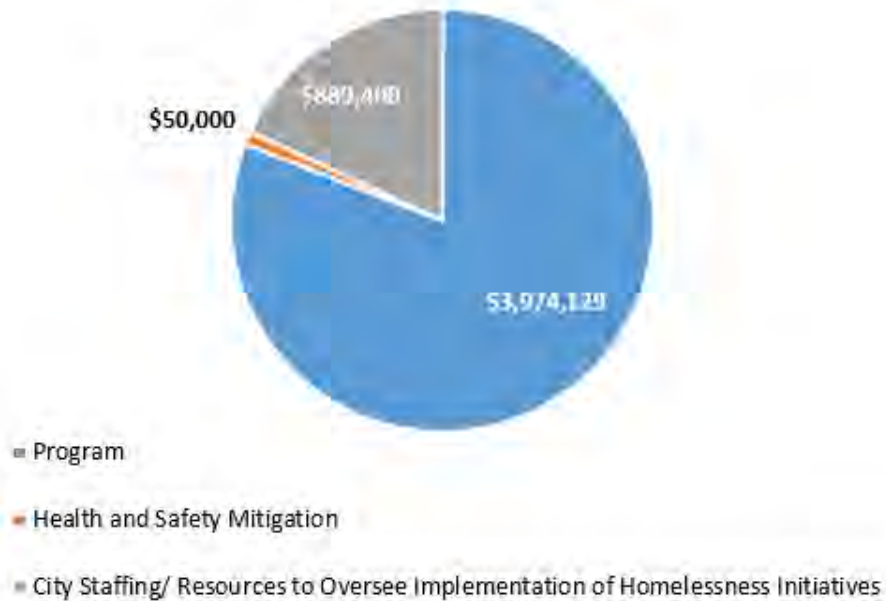
In addition to preventing homelessness, the City Council has allocated resources to meet the needs of those currently experiencing homelessness. Homelessness is a complex issue with a variety of contributing factors, including insufficient mental health resources and the high cost of housing. Over the last three years, the City has committed an exceptional \$4.8 million in City funding to support members of our community experiencing homelessness. This includes funding for mitigation efforts, the Downtown Streets Team, the Temporary RV Safe Parking Pilot Program, and the expansion of outreach services by local non-profit partners.

This is above and beyond annual funding of approximately \$750,000 per year in General Fund and Community Development Block Grant (CDBG) funds to support homeless services in Redwood City for direct services funding – it does not include other departmental costs related to homelessness. It is also in addition to the \$1.8 million dedicated to COVID-19 Rent Relief to prevent homelessness in our community due to the economic impact of COVID-19.

### Homelessness Initiatives Program Breakdown of Expenditures (City one-time funding only)



### Homelessness Initiatives Breakdown of Expenditures (City one-time funding only)



While Redwood City alone cannot solve homelessness, we are investing heavily to implement strategies in partnership with property owners, the State, service providers, a host of non-profit agencies, and the County. We are looking to draw on the strengths and experiences of partners



to maximize our impact as we pilot a new program in FY 2022-23: *Resolving Encampments through Effective Engagement*. This initiative will leverage the \$1.8 million grant from the State’s Business, Consumer and Housing Agency’s California Inter-Agency Council on Homelessness and directly supports our two-year homelessness initiatives workplan. We are seeking \$1.8 million from San Mateo County as well, to increase the number of outreach workers assisting encampment residents.

Construction of the County’s Navigation Center, which includes five “on demand” beds to serve Redwood City unsheltered residents, is expected to be complete during FY 2022-23. When combined with the County’s purchase of three hotels in Redwood City for conversion to emergency and permanent affordable housing, the County will mark a significant step forward in securing sufficient emergency housing and services for all County residents currently experiencing homelessness – a goal the County has dubbed Functional Zero. Although the County’s purchase of hotels removes those properties from the City’s tax rolls, thereby reducing City revenue, property tax and transient occupancy tax generated by these hotels was less than the cost of providing services associated with residents experiencing homelessness.

Many encampments in Redwood City are located on property owned or controlled by the State Department of Transportation (CalTrans), such as property adjacent to Highway 101, along El Camino Real, and Woodside Road. When our individual advocacy to Caltrans last year had limited impact, we coordinated with other cities and the County of San Mateo to present a united front to CalTrans representatives and seek their immediate help. City, County and State Assembly and Senate staff are meeting every other month with CalTrans representatives to continue to coordinate on future CalTrans actions addressing health and safety concerns of encampments and progress towards Functional Zero in Redwood City.

Sustained focus on the community’s need for stable housing has required a significant investment in staff resources. Three years ago, the City’s Housing Division was moved to the City Manager’s Office, existing staff positions were upgraded, and new two- and three-year positions were added. The City’s Human Services Manager assumed the role of Homeless Services Manager, with temporary staff backfilling some of her duties. This enabled stronger coordination among city departments and with community partners. In light of City Council feedback in January and February 2022, with the FY 2022-23 Recommended Budget, I recommend increasing ongoing, regular staffing in the Housing Division from two to four full time equivalent positions.

#### b. Transportation

In addition to community priorities centered on bicycle/pedestrian and safety improvements, Redwood City’s role in regional transportation planning is significant. Design and construction of the 101/84 interchange, long-term planning for CalTrain grade separation, and potential ferry service at the Port of Redwood City all require considerable collaboration with community members and regional partners. The City is actively seeking regional, state and federal infrastructure funding to advance these goals. The City Council will review the 101/84 interchange project funding plan on June 27, 2022. In FY 2022-23, we will secure additional

consultant resources to help implement the 101/84 Interchange’s funding plan, collaborate with Caltrans on an application for SB 1’s Trade Corridors Enhancement Program, and continue advocacy for the project with stakeholders and funding agencies.

In support of the Vision Zero goal to eliminate all traffic fatalities and serious injuries, a three-year work plan will be adopted by the Vision Zero Task Force and implementation will begin this fiscal year. Work also continues with CalTrans to increase safety on state highways, specifically El Camino Real and Woodside Road, as part of planned projects. To accelerate this work, staff is exploring interim improvements on El Camino Real, including protected bike lanes. In addition, walk/bike maps are being updated for routes to local schools.

Late this calendar year, draft amendments to the General Plan, Downtown Precise Plan and the associated environmental review of the Transit District will be presented to Council for consideration, including:

- Land redevelopment of the Transit Center and Sequoia Station properties
- Additional space for a four-track train station
- Circulation improvements associated with potential grade separations to ensure adequate vehicular, bicycle and pedestrian connections

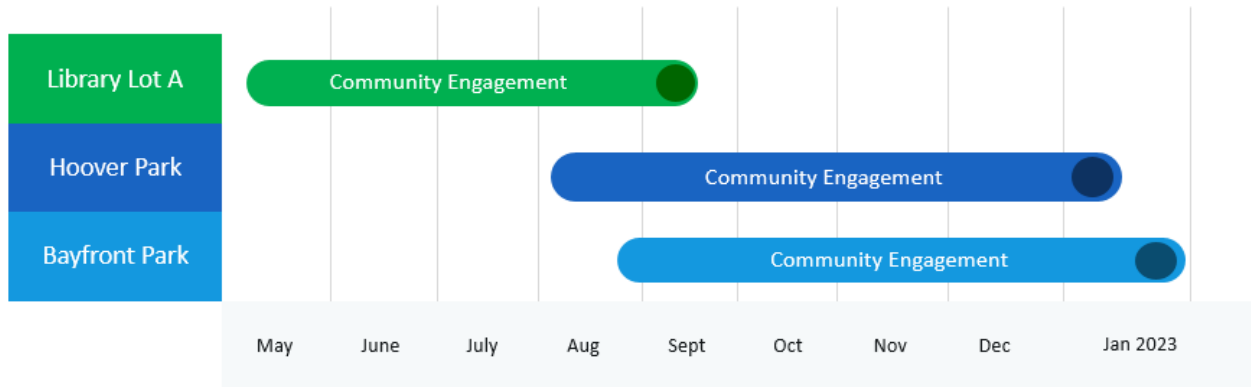
### c. Children and Youth

The City’s Library and Parks, Recreation, and Community Services Departments lead the City’s efforts to support children and youth, and they work closely to advance this City Council priority. Last summer, Library staff went to City parks and delivered storytimes outdoors, which was wildly popular. Because of that success, Magical Bridge Story Times have continued, and we hope to offer more story times in other parks this summer. In addition, events and activities for children and teens in support of Science, Technology, Engineering, Arts, and Mathematics (STEAM) education are available in the new Makerspace at the Downtown Library. Library initiatives support pandemic recovery needs such as learning loss, mental health, and food insecurity; equity and inclusion; and other topics that emerged during RCPL Listens community engagement sessions in the summer of 2022.

Library Lot A is one of three sites that the City Council has selected for a Downtown park. The Downtown Parks and Bay Connectivity Project (DPBC) has started community engagement for the design project, which will include multiple opportunities for public input. The new park will provide a family-friendly shared outdoor space in the neighborhood and will provide a safe route for jogging, biking and leisurely strolls. The routes will lead to the planned Redwood Creek loop and the Bay Trail. The vision for the new park includes a programmable green space and trees that allow visibility from the street into the park, a children’s play area, and a new connection to Rosselli Garden and the Downtown Library building.

Beginning in fall 2022, community members can help shape a future Bayfront Park in the City’s inner harbor area. Amenities may include a multi-field sports park, playground, waterfront promenade, fitness loops, observation plazas, and a connection to the Bay Trail.

***Parks Community Engagement Timeline***



The City Council has prioritized development of affordable child care spaces in developments on City property, such as Arroyo Green senior affordable housing project, and in private developments. Development proposals currently under consideration could add new child care facilities and meet other needs for children and youth.

In authorizing delivery and storefront retail cannabis sales, the City Council created a unique requirement for businesses to help fund education efforts to discourage cannabis use by minors. Staff are working closely with education, health and community partners in Redwood City to determine appropriate uses of these funds. In FY 2022-23, cannabis education and prevention funds will be used to fund a study of current behavior and conduct media outreach to educate and provide resources for the community, parents and youth on health and mental impact of cannabis use.

**4. Climate Action**

For both City operations and in land use planning, the City is seeking to address expected impacts of climate change, and avoid worse impacts. Within City operations, whenever possible, staff have attempted to align Capital Improvement Program (CIP) projects and operating methods with the City’s Climate Action Plan and to implement the most environmentally friendly and cleanest technology available in order to reduce dependency on GHG emissions and promote the conservation of natural resources. In FY 2022-23, the staff will develop a foodware ordinance and food waste diversion programs to reduce methane gas emissions.

As part of the Capital Improvement Program (CIP), a full microgrid at Fire Station 9 and the adjacent Marshall Street Garage is envisioned to be implemented during FY 2022-23, which will

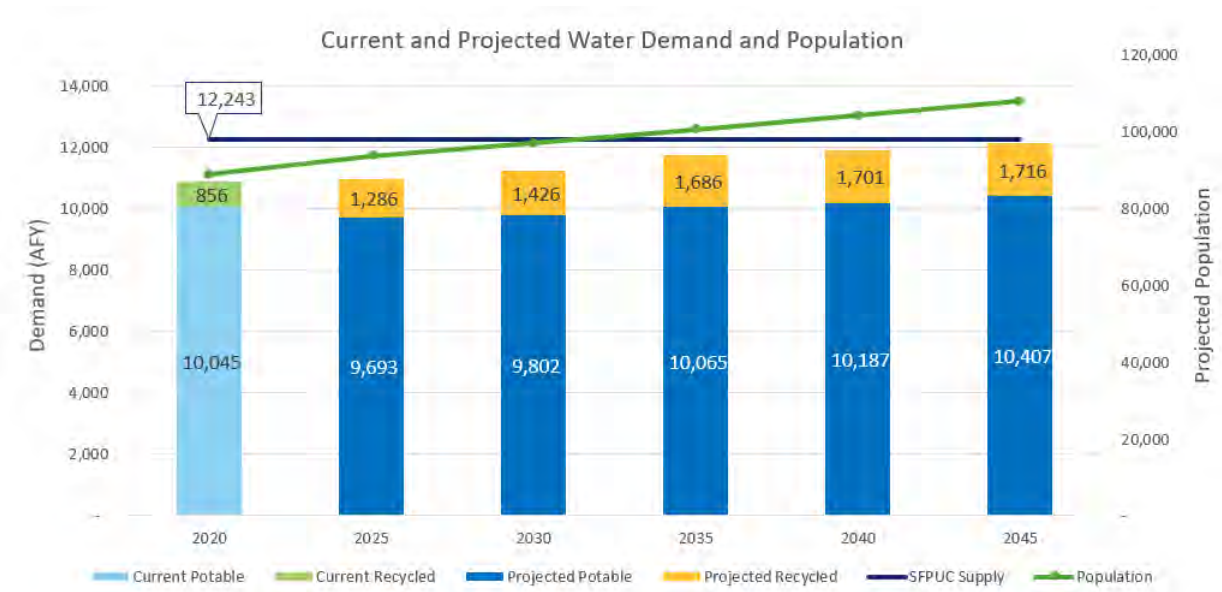
utilize solar and battery storage for emergency power generation in-lieu of a traditional generator completely eliminating fossil fuel usage.

The City is also reducing GHG impacts by participating in Peninsula Clean Energy; 100% of energy used by Redwood City customers is carbon-free and over 50% comes from renewable sources. Redwood City has chosen 100% renewable wind and solar to power all its municipal facilities. The City was an early adopter of REACH codes to support electrification and staff will report back by the end of calendar year 2022 on the impact of implementing these codes.

To address increased wildfire risks due to rising temperatures, sustained drought, and excessive vegetation growth, the budget includes funding to reduce vegetation that might fuel wildfires. Additionally, staff will seek relevant local, State, and Federal grants and consider development of programs to allow property owners to defer the cost of abating tree and vegetation hazards. The Recommended Budget also provides funds to begin an urban forest master plan, which would include a tree inventory and updating the City’s tree ordinance.

The City’s land use policies to focus development near transit and extend the recycled water system also advance the City’s climate action goals. Staff will continue work on the development of the Transit District and consideration of Gatekeeper projects in Downtown Redwood City during FY 2022-23.

Redwood City is impacted by the Statewide drought, and has taken steps to reduce water demand. Thanks to the investment in recycled water, the City anticipates having sufficient water supply for development currently projected in the General Plan and current planning efforts.



The City has partnered with the Flood and Sea Level Rise Resiliency District (One Shoreline) to implement projects to address and adapt to sea-level rise. They have agreed to lead collaboration among the multiple local jurisdictions and stakeholders benefiting from the levees in Redwood Shores in FY 2022-23. Additionally, the City and One Shoreline will collaborate on a Redwood City Sea Level Rise Vulnerability Assessment, building on prior regional studies to develop recommended action to prevent sea level rise-related flooding in Redwood City.

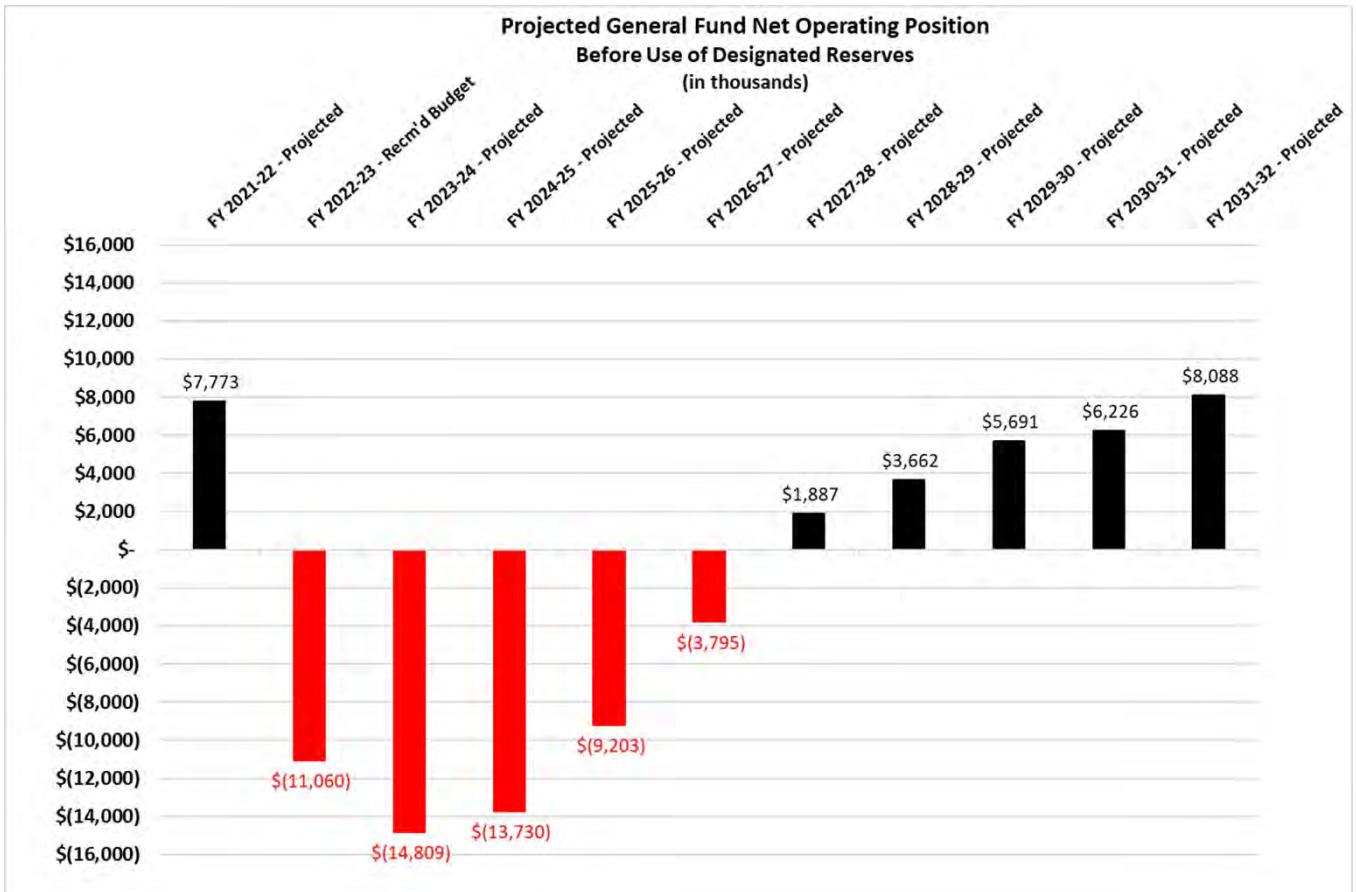
## 5. Funding Services, Long Term Liabilities and the Need for New Revenue Streams

Due to revenue shortfalls caused by the pandemic recession and unfunded employee benefit liabilities, the City is forecasting budget deficits averaging \$10.5 million over the next five years, before utilizing any of the designated reserves that have been set aside from previous operating balances.

Redwood City must identify new strategies to fund current services, new capital projects, and legacy costs. While we project returning to pre-pandemic revenue levels by the end of Fiscal Year 2023-24, those levels would not be sufficient to meet projected expenditure needs. Even after restructuring employee benefits and increasing employee contributions to retirement plans, the City is facing approximately \$300 million in employee-related unfunded liabilities (see the Ten Year General Fund Forecast for a discussion of CalPERS Pension and Retiree Health Liabilities).

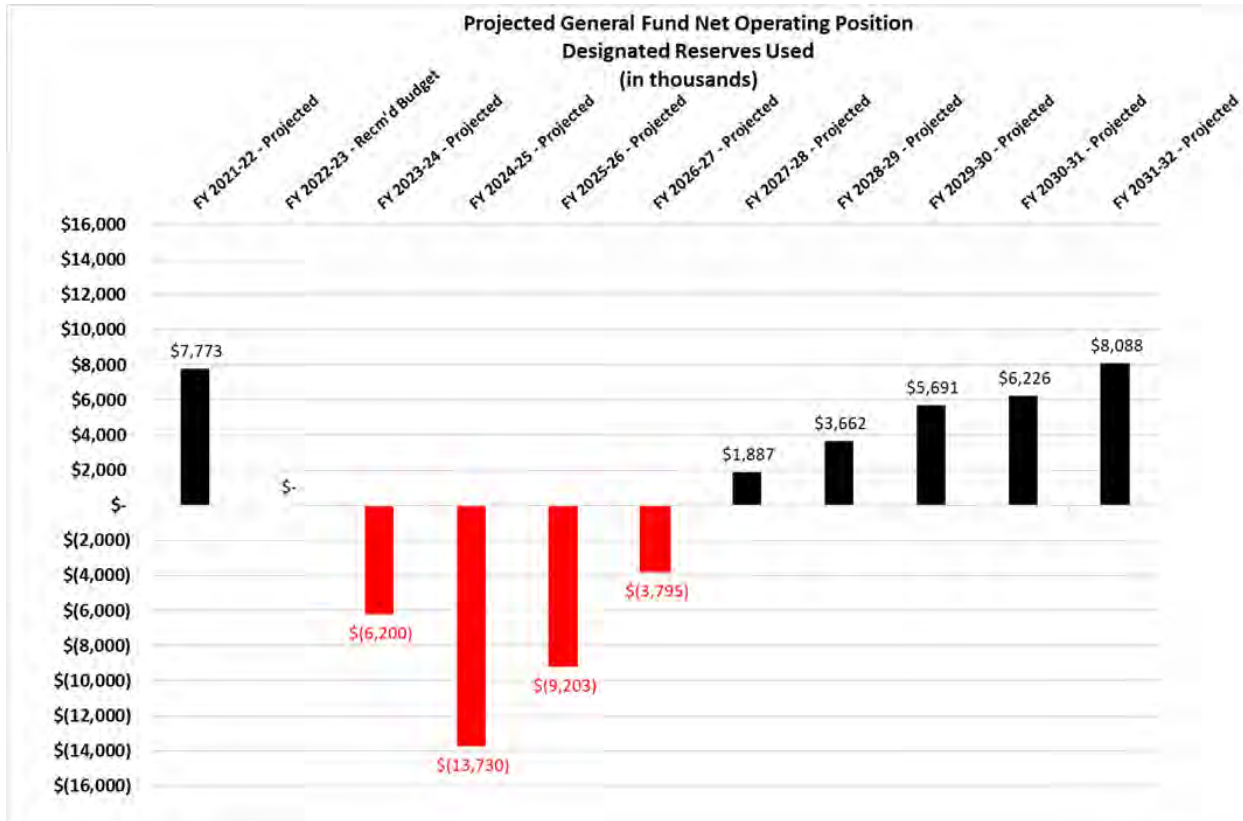
The FY 2022-23 projected operating deficit of \$11.1 million assumes an employee vacancy rate of 2% in the General Fund; however, vacancy and department spending rates have resulted in an average annual savings of 9% when actual expenditures are compared to budget over the last three years. Fundamentally, it has been challenging to fill vacancies in a timely manner. Adding staff positions in the Human Resources Department (HR), as authorized with the Mid-Year Budget Update in February 2022, should help reduce the time required to fill vacant positions and management's objective is to maximize filling positions wherever possible. However, the personnel consequences of the pandemic continue to impact HR and all departments. In addition to productivity declines due to burnout and a large increase in the use of leave accrued during the pandemic, the ongoing impact of the nationwide trend in high employee turnover, known as the "Great Resignation," could exacerbate vacancy levels in a manner that impacts the General Fund. For example, if the General Fund were to realize another year of 9% savings when compared to budget for FY 2022-23, then the projected deficit of \$11.1 million would become an operating balance of \$1.5 million. Such positive financial savings would likely correspond to negative service and human capital consequences. Staff will continue to monitor the economic recovery from the pandemic and provide an update on the FY 2022-23 budget vs. actual results in February 2023, when six months of actual data for FY 2022-23 are available.



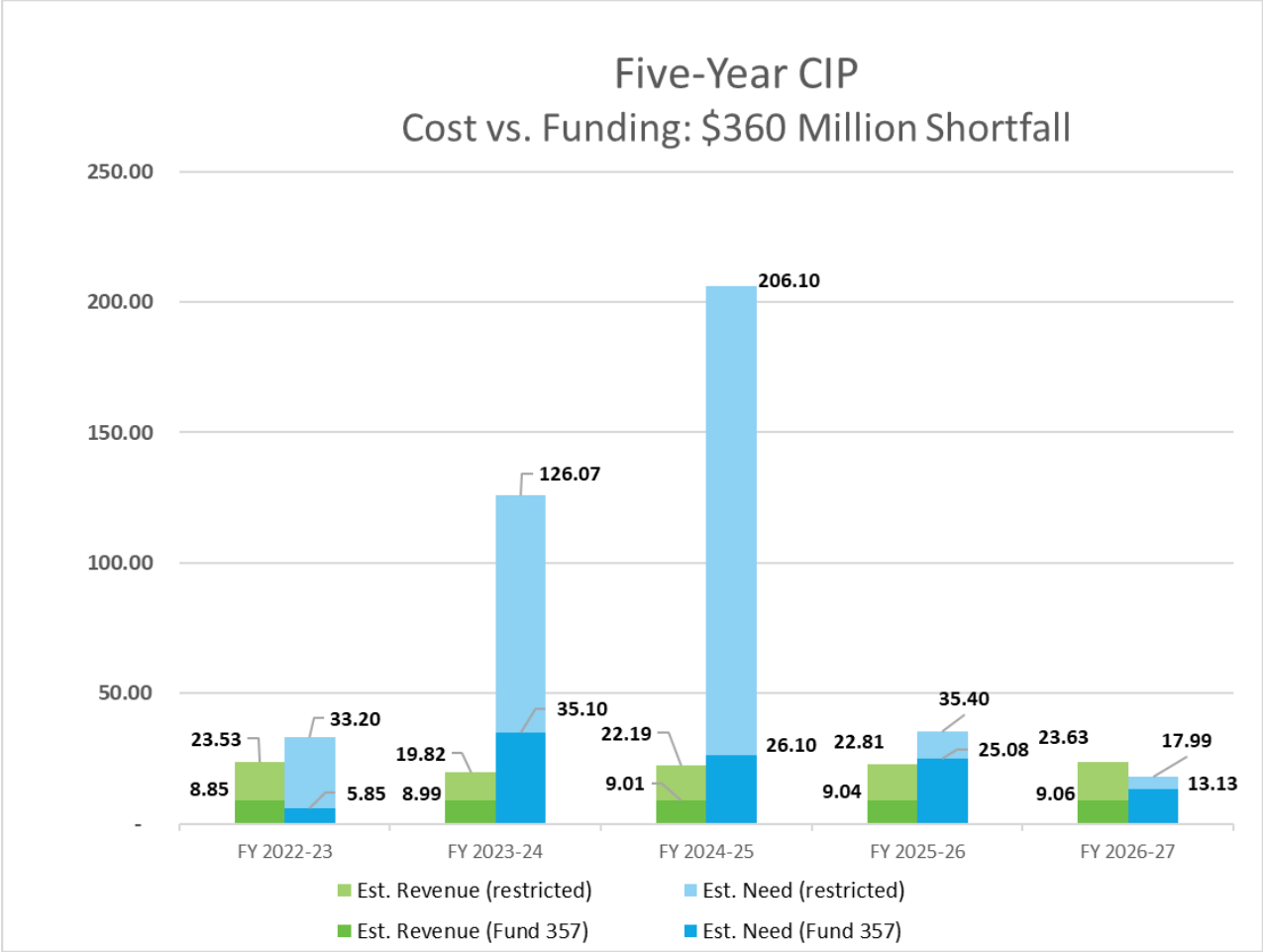


For the proposed FY 2022-23 Operating Budget, it is assumed that \$7.8 in operating balance from FY 2021-22 will be combined with \$9.1 million in reserves set aside for anticipated deficits to balance the FY 2022-23 budget and help reduce projected future deficits to an average of \$8.2 million over the following four years.

The chart below shows the projected operating balances/(deficits) over the next 10 year utilizing the designated reserves that have been set aside from previous operating balances.



In addition to these deficit challenges in the operating budget, the Capital Improvement Program (CIP), which identifies our public facility investment needs and relies in part on dwindling Utility User Tax, projects a shortfall of more than \$360 million over the next five years, including the approximately \$2 million needed annually over 30 years to complete the City’s ADA Transition Plan.



In response to the pandemic, the state and federal governments have dedicated significant funds to a range of new and newly increased assistance programs. In addition to several sources of pandemic assistance from the state and federal government, City staff are monitoring funding opportunities anticipated from the historic federal Infrastructure Investment and Jobs Act of 2021 and the unprecedented FY 2022-23 state budget surplus of nearly \$100 billion. Staff is working with the City’s government affairs consultant to identify potential direct and indirect funding that may be available to the City. City staff have formed an interdepartmental Grants Committee to partner most effectively with the consultant to compete for state and federal assistance as funding opportunities become available. However, these temporary sources of assistance are not sustainable solutions for the magnitude of the City’s projected ongoing operational shortfalls.

This fall, staff intends to work with the City Council’s Finance and Audit Sub-Committee to begin development of a multi-year strategy for revenue enhancement to compliment the reimagining work underway in all departments. This includes examining City cost-recovery fees across all departments and reviewing the potential creation of improvement or assessment districts to recover the impact of growth in an equitable fashion. We also will explore the potential for using City property to generate additional revenues, such as through digital signs. I will also

propose that we examine the feasibility of new revenue streams that present the least ongoing impact on City residents, such as an increase to the Transient Occupancy Tax on hotel guests and/or to Property Transfer Taxes, which are collected only at the time of a transfer of real estate to a new buyer. Some options may require voter approval, likely in 2024. The City may also need to consider bond issuances for capital investments.

In closing, while the past two years have been an undeniably stressful time for our employees and community members alike, thanks to the leadership of the City Council, the support of the Executive Team and the dedication and creativity of City staff, we are on a stable path toward a recovery that benefits everyone in Redwood City. Our adherence to financial best practices and fiscal discipline has enabled us to withstand dramatic revenue losses while avoiding layoffs and sharp service reductions. Simultaneously, we have increased transparency through the use of our budget portal, and supported organizational transformation through implementation of new software systems and work flow practices. I appreciate the outstanding work of our Budget Team - Michelle Poché Flaherty, Derek Rampone, Jennifer Yamaguma, Molly Flowerday, Sylvia Peters, and Deanna La Croix - and the team members throughout the organization who pulled together to produce the FY 2022-23 Recommended Budget.

Sincerely,



Melissa Stevenson Diaz  
City Manager

Attachment: People's Budget



# PB

THE PEOPLE'S BUDGET

# RWC

## How would you spend \$1 million?

Welcome to  
**The People's Budget.**  
 Your way to directly advance  
 Redwood City's budget.

# GOALS

### EMPOWER COMMUNITY

Listen to and act on the input of community members across Redwood City



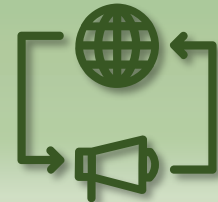
### IMPROVE TRANSPARENCY

Support City government transparency and accountability



### CIVIC INCLUSION

Proactively engage youth, Spanish-speakers, and other communities less heard in civic processes



## PROJECTS FUNDED BY THE PEOPLE'S BUDGET 2022

PROJECT	COST
<b>Free showers for unhoused community members</b> <i>Expansion of existing shower services for residents experiencing homelessness in Redwood City</i>	\$250,000
<b>Add funds to City Housing team budget</b> <i>Support to implement housing initiatives such as Anti-Displacement Strategic Plan</i>	\$250,000
<b>10-week youth peer mentorship program for drug and alcohol prevention</b> <i>Designed to help address the substance abuse crisis by providing education and mentorship to middle school students in local schools</i>	\$40,000
<b>El Camino Real bike lanes (3 blocks)</b> <i>Bike lanes on 3 blocks of El Camino Real between Maple Street and Wilson Street</i>	\$460,000

## ELIGIBILITY CRITERIA

### Project eligibility criteria:

- Costs \$1 million or less
- One-time (non-recurring) cost
- Of public benefit and/or accessibility
- Can begin implementation in FY 2022-23

The People's Budget is a pilot project.  
 Updates and more information available at  
[www.RedwoodCity.org/pb](http://www.RedwoodCity.org/pb)





# PILOT OVERVIEW

## Project Voting March 19- May 9

1,759 community members used ranked-choice voting to select their top seven projects.

## Idea Submission January 1 – February 19

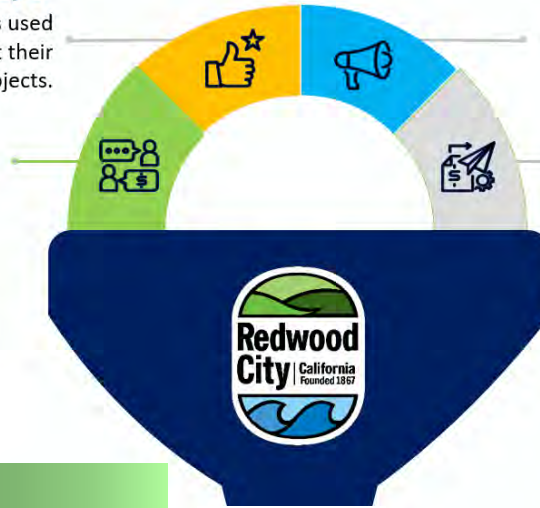
474 members of the public submitted 674 ideas about how to spend \$1 million to grow or improve the Redwood City community.

## Announcement June Budget Session

Winning projects will be announced

## Implementation Beginning July

Projects will begin implementation and updates provided to the public



## PB PILOT DESCRIPTION

The People's Budget was initially proposed in response to community requests for greater input in the City budgeting process. Anyone who lives, works, studies, or plays in Redwood City was invited to participate, regardless of immigration status or age. Two rounds of engagement included:

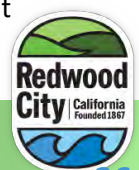
- Presentations or announcements in 50+ local classes and meetings, including Neighborhood Associations
- 20+ bilingual events across the City plus 4 virtual events
- Postcard mailed to 39,200 households across every Redwood City neighborhood in English and Spanish
- 483 PB ideas and 158 PB votes submitted on paper forms, more than half of which were in Spanish
- Scores of 1:1 interactions by community partners working to notify their own communities about PB
- 200+ people under 18 voted for PB projects, according to demographic data submitted via the online PB survey and collected at events

In Idea Submission and Project Voting phases, City staff in multiple departments and partners in other agencies collaborated to confirm costs and feasibility estimates.



## TOP 20 HIGHEST VOTED PROJECTS

1. Free showers for unhoused community members
2. Add funds to City Housing team budget
3. 10-week youth peer mentorship program for drug and alcohol prevention
4. El Camino Real bike lanes
5. Add blinking lights to pedestrian crosswalks
6. Additional trash cleanup and beautification services
7. Add water bottle refill stations in parks
8. Rent assistance / subsidies for low-income residents
9. Expand mobile mental health crisis services
10. Improve roads
11. Use solar panels for more City buildings and parking lots
12. Afterschool program scholarships
13. Mental health / substance recovery fund to support sliding scale services
14. Basic Income pilot to provide cash payments to families in need for a limited period of time
15. Close parts of Broadway to car traffic, add bollards and landscaping
16. Adult Education in Spanish, including classes on citizenship, anti-racism, internet usage, and financial literacy
17. Anti-Displacement Strategy: Write anti-harassment ordinance & renovation just-cause ordinance with right of return
18. Buy books for school libraries, especially in Spanish
19. Build free, outdoor fitness equipment
20. More art activities for kids and teens



# **ECONOMIC OVERVIEW AND TEN-YEAR GENERAL FUND FORECAST**

## Economic Overview

### Ten-Year General Fund Forecast

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.

The Economic Overview and Ten-Year General Fund Forecast are based on research compiled from a variety of sources, including private sector economic forecasting publications, academic economists, consultants working for the City, other local governments, and the League of California Cities.

During normal times, the Ten-Year General Fund Forecast (Forecast) would paint a helpful picture of the future economy of the City. However, the many structural economic changes that could result from the pandemic cause the conclusions drawn from the Forecast to be uncertain and susceptible to fluctuations. Although 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 memorandums of understanding (MOUs) with employee bargaining units, health insurance, and retirement benefit cost projections.

The following pages present an overview of the economic outlook as of spring 2022 and the ten-year forecast for the City's budget, including a summary of revenue and expenditure categories with a discussion of employee pension and retiree health liabilities.

# TEN-YEAR GENERAL FUND FORECAST

## National Outlook

As the United States has begun to emerge from the pandemic with the help of government stimulus investment, the cost of goods and services has abruptly increased to the highest averages in forty years.

Supply chain disruptions brought on during the pandemic and exacerbated by the Russia-Ukraine conflict and dramatic fuel price increases have driven up the cost of living for most Americans. Extreme price pressures are expected to last well into 2022 before decelerating in 2023 and possibly stabilizing in 2024.

The Federal Reserve has responded to this inflation with an interest rate increase higher than any seen in twenty years.

Such increases in interest rates can have a direct impact on the viability of development projects and other economic activity previously anticipated in Redwood City and nationwide.

Nationwide unemployment remains slightly above pre-pandemic levels and is expected to return to pre-pandemic levels by mid-2022.

**Inflation at its highest level since 1980s**  
Percentage change in US consumer prices, year-on-year



**May 2022: Highest interest rate increase in two decades**



# TEN-YEAR GENERAL FUND FORECAST

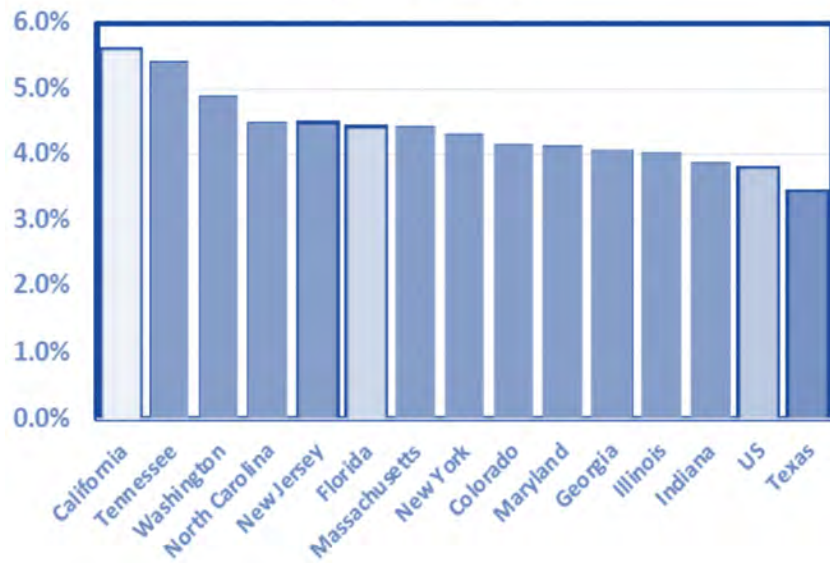
## State Outlook

The California economy leads the nation in the current economic recovery. This is due in part to the state's support from the technology and science sectors that were minimally impacted by the pandemic, as well as growth in the defense sector as the Russia-Ukraine conflict continues.

As knowledge workers throughout the state remained employed and sought additional work-from-home space during the pandemic, the price of housing continued to climb throughout the state, particularly in the Bay Area, Los Angeles and San Diego markets.

In May, the Governor of California announced an unprecedented \$97.5 billion budget surplus fueled by income tax revenue increases from the strong economic recovery and extraordinary past year of stock market performance enjoyed by the most affluent residents. Approximately half of the state's income tax is collected from the top 1 percent of the state's income earners. Nearly 10 percent of that income is earned through capital gains in California.

GDP Growth Rates 2020Q4-2021Q3  
(Pop>5M, SA )



Median Home Price  
(Single Family, 000, NSA)





# TEN-YEAR GENERAL FUND FORECAST

## Regional Outlook

As discussed in the Budget Message Transmittal Letter, measured by job growth, the Silicon Valley economy has fully recovered from the pandemic, enjoying prosperity exceeding pre-pandemic figures in the technology and life science sectors. However, the majority of other sectors – including retail, food, hotel, transportation, arts/entertainment, non-profit, personal services, and warehousing – remained depressed over the past year.

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**43% of Bay Area households with children do not earn enough money to meet their most basic needs without assistance.**

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Job growth does not tell the whole story. The pandemic laid bare the significant need for assistance in the Redwood City community and throughout the Bay Area. The 2022 Joint Venture Silicon Valley Index noted:

- In the five-county region, 30,000 people are experiencing homelessness
- Despite a relatively low household poverty rate of 5%, nearly 33% of all Silicon Valley households do not earn enough money to meet their most basic needs without public or private/informal assistance
- More than six out of ten Silicon Valley households with a Hispanic or Latino householder lived below the Self-Sufficiency Standard in 2021, amounting to more than 85,000 households (around 327,000 people)
- Households with children are more likely to struggle to make ends meet in Silicon Valley, with 41% living below the Self-Sufficiency Standard compared to 33% overall; likewise, 43% of households with children in the Bay Area have wages below the Self-Sufficiency Standard, compared to 32% of households overall
- In 2021, the estimated wages needed in order to meet a family's most basic needs without assistance in Silicon Valley ranged from \$18.54/hour for a two-adult household with no children, to \$33.13/hour per adult in a family of four (with two adults and two school-aged children), and higher. A single adult with an infant and preschooler would need to make \$76.75 per hour (\$160,000 annually) in order to be self-sufficient
- Regionally, we are falling far short on affordable housing production
- Hispanic/Latino individuals, Black individuals and women continue to experience significant wage gaps

## Redwood City's Recovery

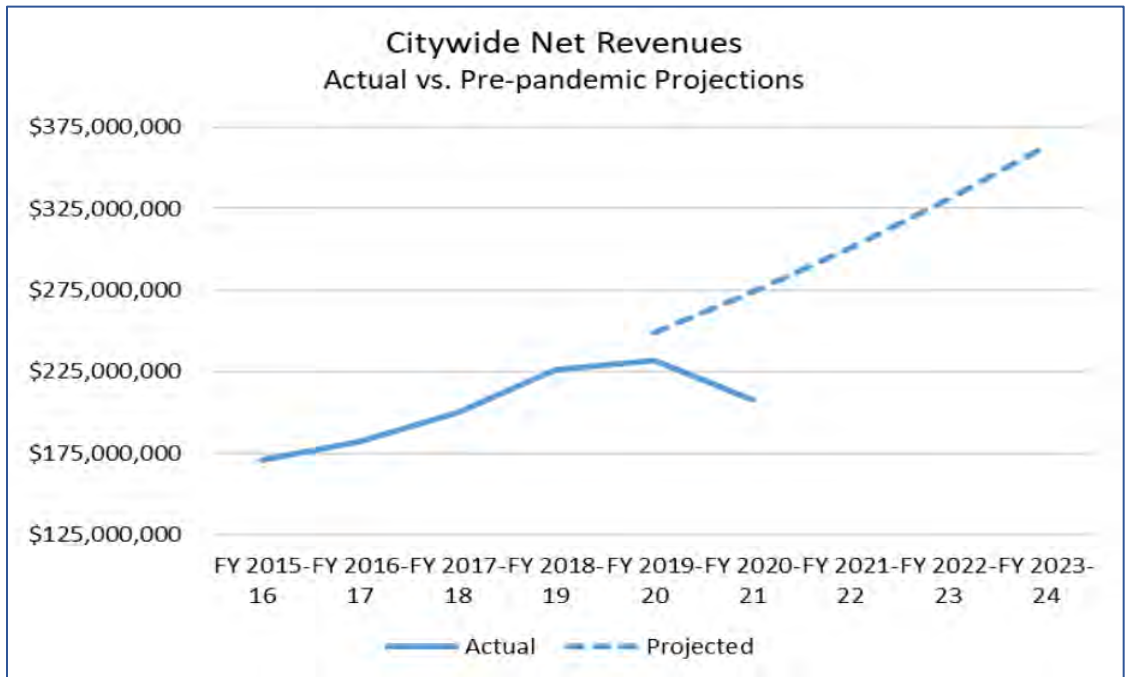
Redwood City is gradually recovering from the abrupt recession induced by the pandemic. The City government expects to return to pre-pandemic revenue and staffing levels by the end of FY 2023-24. The

# TEN-YEAR GENERAL FUND FORECAST

City enjoyed a healthy economy before it was thrust into the COVID-19 recession, which resulted in an estimated \$82.8 million in lost City revenues over fiscal years 2019-20 and 2020-21.

Redwood City lost an estimated \$82.8 million in revenues during the first year and a half of the pandemic.

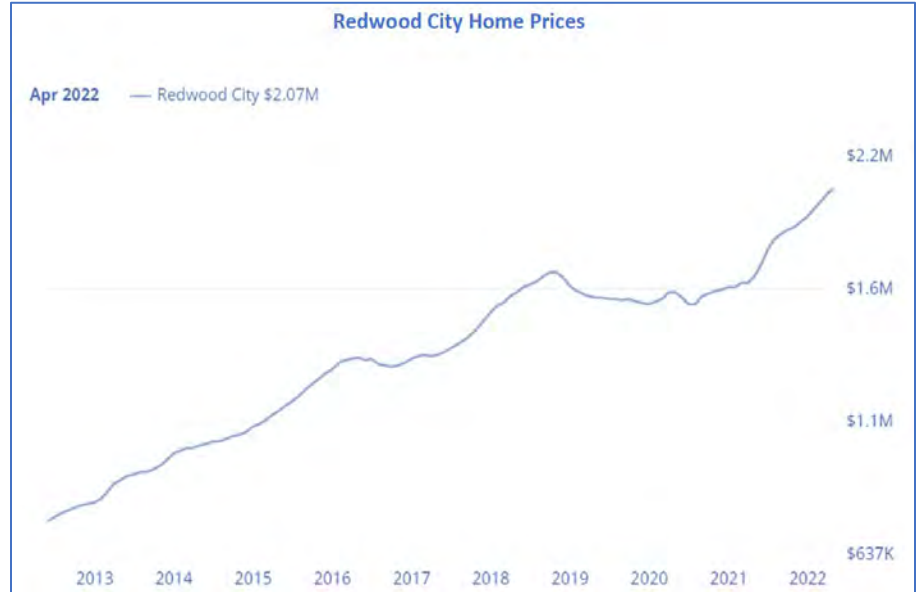
This revenue loss estimate calculation has been reviewed for accuracy by the City's third-party independent audit firm. Pre-pandemic projected revenues are based on the average percent revenue growth during the three full fiscal years prior to the pandemic (9.92 percent).



Property tax is the primary source of revenue for City operations. Along with the rest of the state and much of the country, Redwood City property values have climbed steadily over the past year.

# TEN-YEAR GENERAL FUND FORECAST

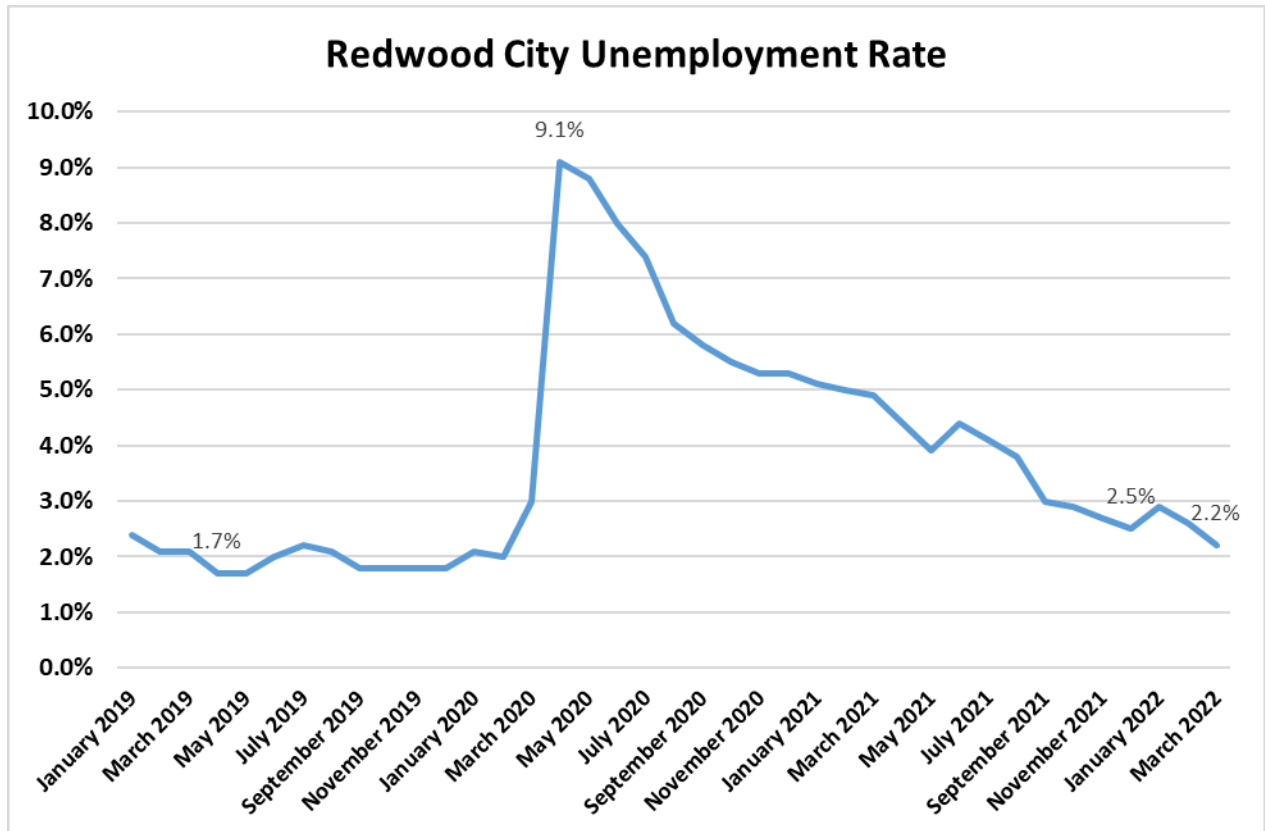
However, the strength of the City's property tax base is rooted in the abundance of high-paying jobs in the region and the desirability of the City as a location for employers. The long term impact of remote work remains unclear; many major employers in the region have embraced hybrid work schedules and also are increasing staffing. Demand for high-quality, transit-adjacent office space remains very strong in Redwood City. If this were to change, it could affect demand for existing and new office space and reduce daytime customers for the City's previously-thriving downtown restaurant scene.



A more detailed discussion of specific revenue streams is provided in the following Ten Year General Fund Forecast.

One of the most discouraging initial economic impacts of the pandemic was on the unemployment rate. After falling to 1.7 percent in April 2019, and hovering around 2.0 percent for nearly a year, Redwood City's unemployment rate abruptly leapt to a high of 9.1 percent in April 2020. However, since that time, unemployment slowly decreased down to 2.5 percent in December 2021, and has further decreased to 2.2 percent as of March 2022, further indicating that a local employment recovery is nearly complete.

# TEN-YEAR GENERAL FUND FORECAST



# TEN-YEAR GENERAL FUND FORECAST

## GENERAL FUND FORECAST - PROJECTED FY 2021-22 THROUGH FY 2031-32 (in thousands)

(Totals may not add due to rounding)

Recommended Budget FY 2022-23

	2020-21 ACTUAL	2021-22 ADJUSTED BUDGET	2021-22 ESTIMATE	2022-23 RECM'D BUDGET	2023-24 ESTIMATE	2024-25 ESTIMATE	2025-26 ESTIMATE	2026-27 ESTIMATE	2027-28 ESTIMATE	2028-29 ESTIMATE	2029-30 ESTIMATE	2030-31 ESTIMATE	2031-32 ESTIMATE
<b>REVENUES</b>													
Property Taxes	61,807	67,091	67,086	62,167	61,066	63,004	65,093	67,318	69,337	71,417	73,560	75,767	78,040
Downtown Property Taxes	5,834	5,729	5,951	6,237	6,529	6,842	7,177	7,528	7,905	8,300	8,715	9,151	9,609
Sales Tax	34,731	34,025	34,025	35,448	36,159	37,182	38,298	39,500	41,080	42,723	44,432	46,209	48,058
Other Taxes	8,063	8,776	9,363	9,014	10,254	10,761	11,265	12,579	13,456	14,360	15,291	16,250	17,237
Licenses and Permits	6,349	7,372	6,784	6,003	6,502	6,502	7,252	7,252	7,397	7,545	7,696	7,850	8,007
Fines and Forfeitures	440	402	402	402	402	402	402	402	406	410	414	418	423
Interest Earnings/Rentals	3,585	1,855	1,433	1,195	1,245	1,245	1,245	1,245	1,270	1,295	1,321	1,347	1,374
Revenue from Other Agencies	5,984	5,437	5,460	3,283	3,053	3,053	3,061	3,065	3,127	3,189	3,253	3,318	3,384
Charges for Services	12,315	26,553	27,803	19,187	19,926	20,527	21,146	21,647	22,188	22,742	23,311	23,894	24,491
Other Revenues	7,815	8,082	8,125	8,138	8,150	8,150	8,150	8,150	8,232	8,314	8,397	8,481	8,566
Library	1,118	751	532	140	156	156	156	156	157	159	161	162	164
Recreation Revenues	1,141	831	1,033	1,848	2,000	2,300	3,050	3,050	3,142	3,236	3,333	3,433	3,536
Utility Users Tax	9,243	8,963	9,021	9,021	9,021	9,021	9,021	9,021	9,021	9,021	9,021	9,021	9,021
COVID-19 Grant Revenue	1,071	9,242	9,242	9,242									
<b>Total Revenues</b>	<b>159,496</b>	<b>185,108</b>	<b>186,258</b>	<b>171,326</b>	<b>164,463</b>	<b>169,149</b>	<b>175,316</b>	<b>180,912</b>	<b>186,717</b>	<b>192,712</b>	<b>198,904</b>	<b>205,301</b>	<b>211,909</b>
<b>Transfers-In:</b>													
Interest from other funds (CIP & ISF)	164	16	12	12	12	12	12	12	12	12	12	12	12
GID 1-64 Maintenance District	642	579	600	600	600	600	600	600	600	600	600	600	600
<b>Total Revenues and Transfers-In</b>	<b>160,302</b>	<b>185,703</b>	<b>186,870</b>	<b>171,938</b>	<b>165,075</b>	<b>169,761</b>	<b>175,928</b>	<b>181,524</b>	<b>187,329</b>	<b>193,324</b>	<b>199,516</b>	<b>205,913</b>	<b>212,521</b>
<b>EXPENDITURES</b>													
City Council	316	332	330	339	344	350	350	350	350	359	369	378	388
City Manager*	4,234	4,734	4,654	5,056	5,137	5,222	5,222	5,222	5,222	5,360	5,499	5,642	5,789
City Attorney	1,819	2,234	1,992	2,054	2,087	2,121	2,121	2,121	2,121	2,178	2,234	2,292	2,352
City Clerk	969	1,441	978	1,452	1,475	1,500	1,500	1,500	1,500	1,539	1,579	1,620	1,663
Administrative Services	3,545	4,603	4,306	3,629	3,937	4,002	4,002	4,002	4,002	4,108	4,215	4,324	4,437
Human Resources	1,961	2,695	2,449	3,587	3,644	3,705	3,705	3,705	3,705	3,803	3,902	4,003	4,107
Police	45,020	47,285	45,319	51,801	53,637	54,334	54,334	54,334	54,334	55,584	56,863	58,028	59,221
Fire	37,299	40,860	39,780	40,723	41,510	42,050	42,050	42,050	42,050	43,017	44,006	44,578	45,158
Community Development & Transportation	12,899	11,571	11,409	13,295	13,787	14,014	14,014	14,014	14,014	14,386	14,760	15,143	15,537
Parks, Recreation & Community Services	17,000	20,534	19,360	21,392	21,819	22,179	22,179	22,179	22,179	22,767	23,359	23,966	24,589
Library	9,704	10,201	9,939	10,462	10,801	10,980	10,980	10,980	10,980	11,271	11,564	11,864	12,173
Public Works Services	1,600	2,519	2,245	3,043	3,092	3,143	3,143	3,143	3,143	3,226	3,310	3,396	3,484
Non-Departmental**				1,257	1,295	1,334	1,374	1,415	1,457	1,501	1,546	1,592	1,640
<b>Total Expenditures</b>	<b>136,366</b>	<b>149,009</b>	<b>142,761</b>	<b>158,090</b>	<b>162,566</b>	<b>164,933</b>	<b>164,973</b>	<b>165,014</b>	<b>165,056</b>	<b>169,098</b>	<b>173,205</b>	<b>176,829</b>	<b>180,538</b>
<b>Transfers-Out:</b>													
Debt Service (Senior Center)					2,149	3,089	3,089	3,092	3,088	3,092	3,088	3,092	3,092
Docktown	590	742	780	500	500	500	500	500	500	500	500	500	500
Traffic Safety	2,095	1,784	2,025	2,100	2,100	2,100	2,100	2,100	2,100	2,100	2,100	2,100	2,100
Lido landscape district	45	38	45	45	45	45	45	45	45	45	45	45	45
UUT/GF savings to capital projects	12,718	8,963	9,021	9,021	9,021	9,021	9,021	9,021	9,021	9,021	9,021	9,021	9,021
Self-Insurance			8,000										
Others (Water & Parking)	2,349	1,955	1,531	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800
15% Reserve Requirement Contribution	3,842	0	0	0	703	925	839	871	899	929	960	991	1,021
<b>Total Expenditures and Transfers-Out</b>	<b>158,005</b>	<b>162,491</b>	<b>164,162</b>	<b>171,556</b>	<b>178,884</b>	<b>182,413</b>	<b>182,367</b>	<b>182,443</b>	<b>182,509</b>	<b>186,585</b>	<b>190,718</b>	<b>194,378</b>	<b>198,117</b>
<b>Limited Term Funding for Council Priorities</b>													
Section 115 Pension Trust Contribution	500	500	500	500									
Section 115 OPEB Trust Contribution - Transfer t	300	300	300	300	300	300	300	300	300	300	300	300	300
Direct additional pension payments to CalPERS	768	250	250	250	250	328	2,164	2,277	2,333	2,477	2,507	4,709	5,716
City-wide COVID-19 costs	883	1,000	1,000	500									
Homelessness Initiative grant		1,843	1,843										
One-time special funds		9,242	9,242	5,005									
One-time fund transfer to CIP				4,237									
Homeless/Healthy Streets/Parking Enf. Initiatives		650	650										
Climate Adaptation Initiatives		500	500										
Mental Health/Law Enforcement Pilot		200	200	200									
Building Division Study Recommendations		450	450	450	450	450	300	300	300	300	300	300	300
<b>Total All Expenditures and Transfers-Out</b>	<b>160,456</b>	<b>177,426</b>	<b>179,097</b>	<b>182,998</b>	<b>179,884</b>	<b>183,491</b>	<b>185,131</b>	<b>185,320</b>	<b>185,442</b>	<b>189,662</b>	<b>193,825</b>	<b>199,687</b>	<b>204,433</b>
<b>Use of Reserves</b>													
<b>Net Surplus (Deficit)</b>	<b>(154)</b>	<b>8,277</b>	<b>7,773</b>	<b>(11,060)</b>	<b>(14,809)</b>	<b>(13,730)</b>	<b>(9,203)</b>	<b>(3,795)</b>	<b>1,887</b>	<b>3,662</b>	<b>5,691</b>	<b>6,226</b>	<b>8,088</b>

\*In FY 2021-22, the DEI division was moved to the City Manager's Department

\*\*Non-Departmental costs were moved from Administrative Services to a new category in FY 2022-23



# TEN-YEAR GENERAL FUND FORECAST

## INTRODUCTION

This is the fourth year that the City has prepared a ten-year Forecast; in prior fiscal years, the Forecast utilized 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 and Transportation; Fire; Human Resources; Library; Parks, Recreation and Community Services; Police; and Public Works Services. The General Fund is also the fund of the City that is most affected by positive and negative economic conditions.

## FORECAST SUMMARY

The City is projected to experience an 8.0 percent drop in revenue for City operations for FY 2022-23, which is in contrast to the estimated increase of 16.6 percent from FY 2020-21 to FY 2021-22. The large increase in FY 2021-22 was primarily due to the receipt of \$9.2 million in COVID-19 relief funds from the U.S. Department of Treasury and an additional \$8.1 million of fire service charges paid by the City of San Carlos from FY 2020-21 that were not billed or received until FY 2021-22.

Staff anticipates that it will take at least two more years for the City's economic base to recover to FY 2019-20 levels, without considering any other federal and state reimbursements. In addition, the City must address escalating contributions for long-term liabilities associated with retired employees during this same time period.

The Forecast reflects updates to revenue projections based on continued estimated impacts from COVID-19, as well as estimated additional expenditures associated with the City's response to the emergency. Additionally, the Forecast includes additional Federal and State revenues that have already been received or will be received within the next year, to offset COVID-19-related operating costs or revenue losses in future years. City staff are monitoring funding opportunities anticipated from the historic federal Infrastructure Investment and Jobs Act of 2021 and the unprecedented FY 2022-23 state budget surplus of nearly \$100 billion. Staff is working with the City's government affairs consultant to identify potential direct and indirect funding that may be available to the City. City staff have formed an interdepartmental Grants Committee to partner most effectively with the consultant to compete for state and federal assistance as funding opportunities become available. However, such additional grant funding and possible Federal Emergency Management Agency reimbursements have not been included in the Forecast, as there is no guarantee that this revenue source will be available. Assumptions regarding revenues and expenditures are described further below.

The Forecast projects a deficit operating position beginning in FY 2022-23, before accounting for the use of reserves that have been set-aside from previous fiscal year operating balances. The City Council has a history of taking intentional, proactive, and strategic steps to ensure fiscal sustainability, including

# TEN-YEAR GENERAL FUND FORECAST

adopting a structurally balanced annual budget, funding long-term needs, and maintaining a 15 percent General Fund reserve level (currently \$24.1 million).

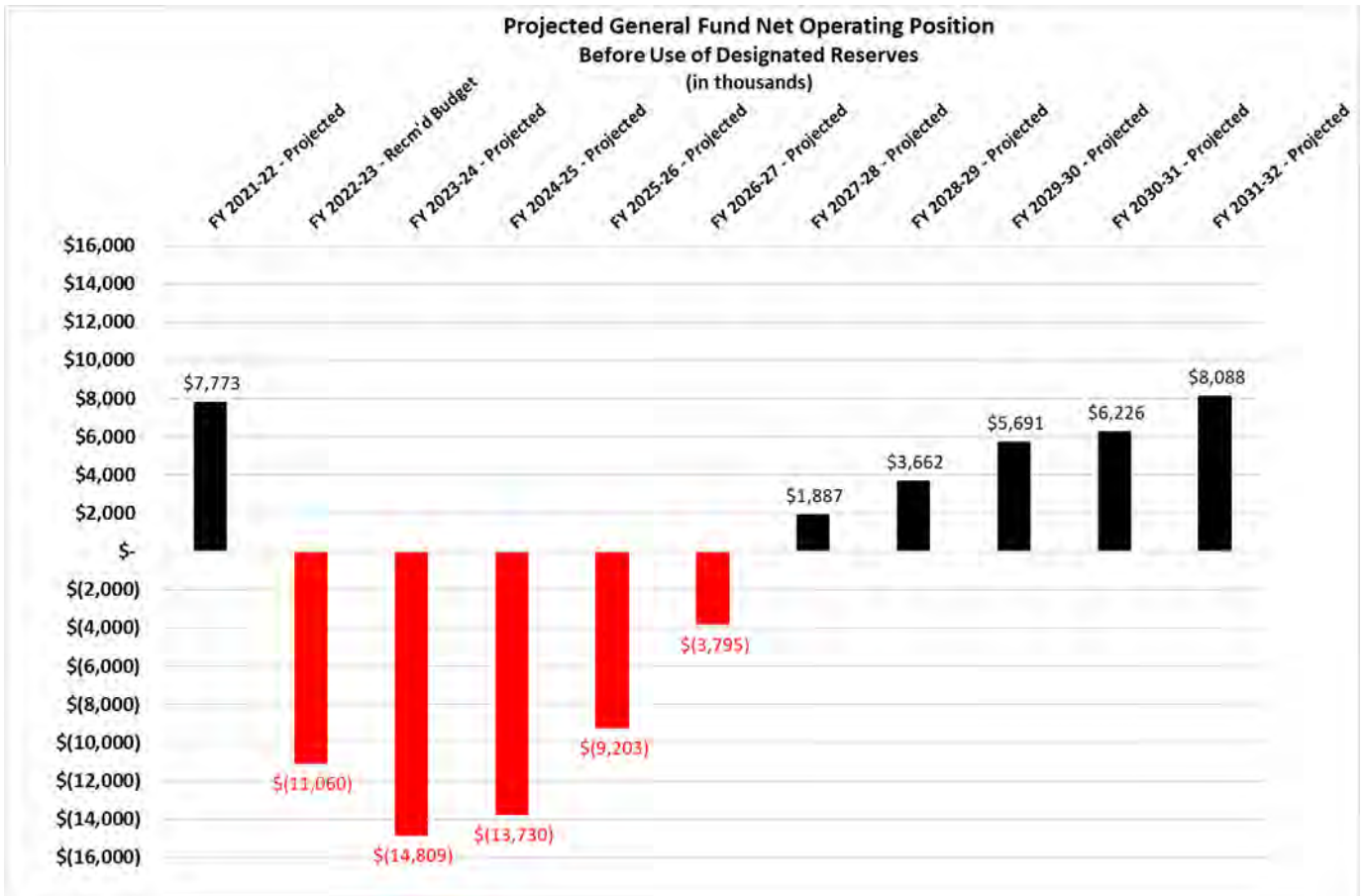
## NET OPERATING POSITION

The Forecast shows a projected budget deficit of \$11.1 million in FY 2022-23, which increases to \$14.8 million in FY 2023-24. Subsequent deficits of \$13.7 million, \$9.2 million, and \$3.8 million are projected for FY 2024-25, FY 2025-26, and FY 2026-27 respectively. These estimated deficits do not take into consideration the use of any designated reserves that have been set aside from previous operating balances. It is anticipated that deficits will give way to operating balances starting in FY 2027-28 and continue through the Forecast period.

Included in the property tax category is Educational Revenue Augmentation Fund (ERAF) and property tax in-lieu of vehicle license fees. These revenues are especially difficult to forecast as they are susceptible to changes in school funding data, the availability of state funding to backfill any shortfalls, and potential for a change in the State methodology for allocating revenues to local governments. Should the actual revenue for these two revenue sources be higher than projected for FY 2022-23, the estimated deficit could shrink dramatically.

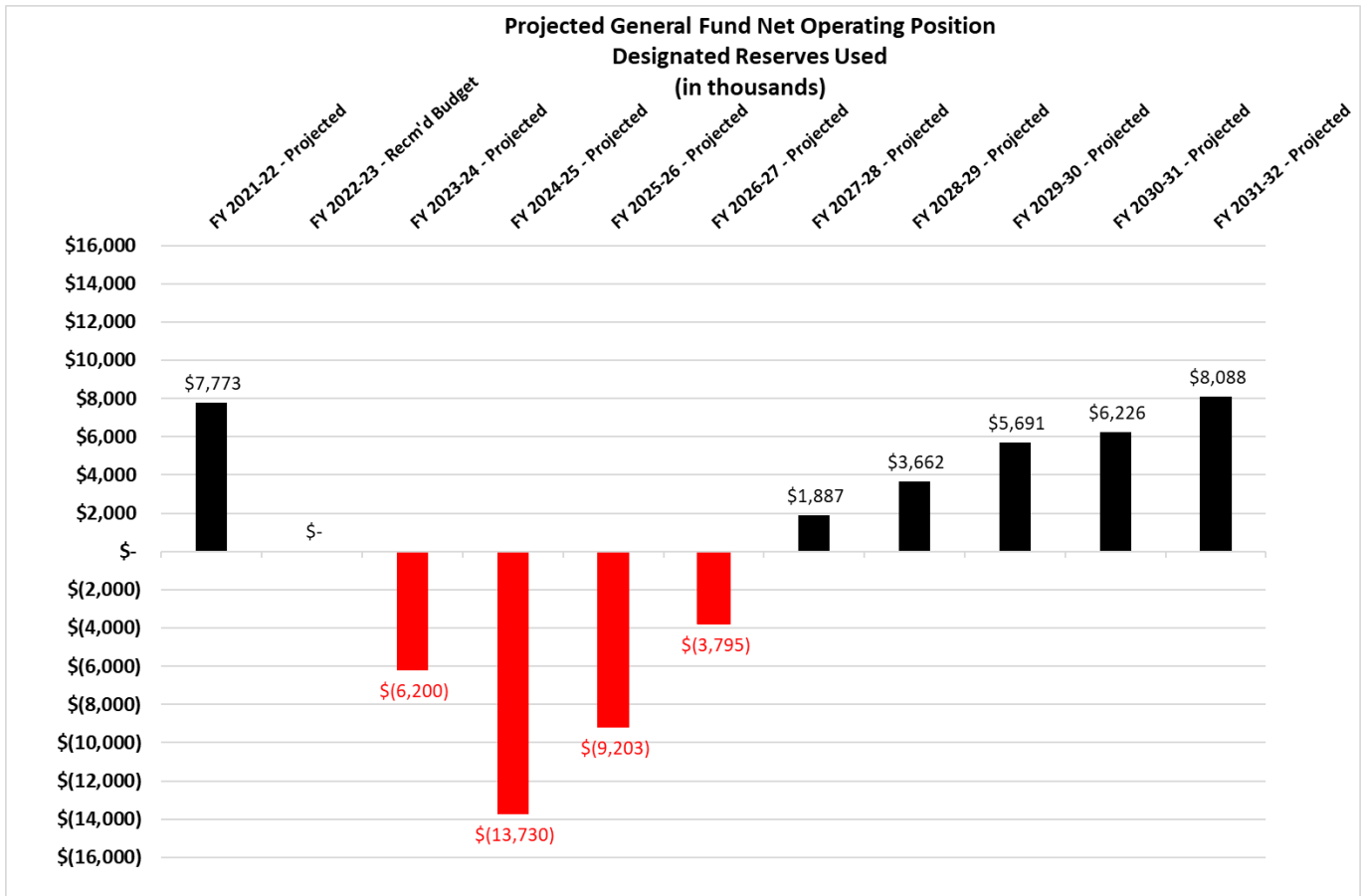
As shown in the chart below, the annual budget deficit is projected to be \$11.1 million in FY 2022-23, before utilizing any City Council designated reserves. The City Council, staff, and community partners will need to continue to work together to align resources with evolving community needs. Maintaining 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.

# TEN-YEAR GENERAL FUND FORECAST



The chart below shows the projected operating balances/(deficits) over the next 10 year utilizing the designated reserves that have been set aside from previous operating balances.

# TEN-YEAR GENERAL FUND FORECAST



In February 2022, the Preliminary Ten-Year General Fund Forecast (Preliminary Forecast) projected a balanced budget for FY 2022-23 and FY 2023-24 after utilizing the \$9.1 million of designated reserves that were set-aside from FY 2019-20 and FY 2020-21 operating balances. The Preliminary Forecast did not include any incomplete bargaining unit salary and benefit increases (as negotiations for many groups were still ongoing), internal service charge increases that resulted from increases in general liability and workers' compensation premiums and claims, or any department proposed budget increases for FY 2022-23. Also, since February, updated data on revenue projections has become available, resulting in an overall decrease to FY 2022-23 projected revenues of \$1.6 million.

## 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 (currently \$24.1 million).

# TEN-YEAR GENERAL FUND FORECAST

## FORECAST ASSUMPTIONS

As discussed in the economic overview, the Forecast is based on assumptions compiled from a variety of sources. Highlights of assumptions informing the Forecast include:

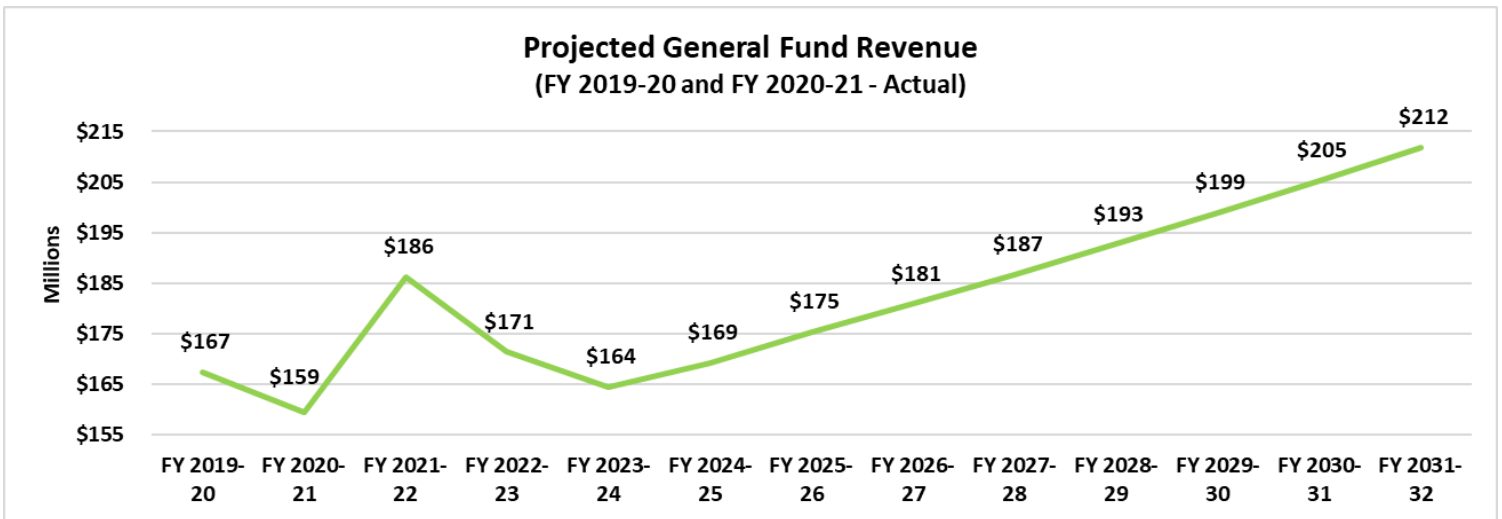
- Property taxes are projected to be 6.3 percent lower than the estimated amount for FY 2021-22, primarily due to a decrease in estimated excess ERAF and property taxes in-lieu of VLF, which were backfilled by the state in FY 2021-22. Property taxes are projected to decrease by 1.2 percent for FY 2023-24, followed by a 3.3 percent increase in FY 2024-25, a 3.5 percent increase in FY 2025-26, and then 3.2 to 3.6 percent annual increases from FY 2026-27 through FY 2031-32.
- Sales tax revenues are projected to be 4.2 percent higher in FY 2022-23, compared to the amount budgeted in FY 2021-22. It is anticipated that sales tax revenue will experience a modest recovery as the local economy continues to open up in FY 2022-23. Due to Redwood City's diverse sales tax base, the negative impacts experienced as a result of COVID-19 have been partly offset by the City's large retailers that were deemed essential during the Shelter in Place Orders, online retailers with headquarters located in Redwood City, and online retailers complying with new legislation related to the South Dakota v. Wayfair case. These increases, coupled with employees going back to work and the reinstatement of indoor dining, and other related local economic activity, should result in increases sales tax revenues. Sales tax revenues are projected to increase by 2.0 percent in FY 2023-24, followed by a 2.8 percent increase in FY 2024-25, and then experience annual increases of 3.0 to 4.0 percent through FY 2031-32.
- Other taxes, including Transient Occupancy Tax (TOT) and business license taxes, are expected to increase by 2.7 percent when compared to the budgeted amount for FY 2021-22. This is primarily due to slight increases in occupancy rates and room rates at local motels, hotels, and inns and the receipt of cannabis business taxes. Revenues are expected to increase in FY 2023-24 by 13.8 percent, followed by an increase of 5.0 percent in FY 2024-25, an increase of 4.7 percent in FY 2025-26, and an increase of 12.2 percent in FY 2026-27, with assumed annual increases ranging from 6.1 to 11.7 percent from FY 2027-28 through FY 2031-32, as travel increases and cannabis businesses commence operations.
- Utility Users' Tax revenue is projected to be \$9.0 million, an increase of 0.6 percent as compared to the FY 2021-22 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 remain steady over the Forecast period.



# TEN-YEAR GENERAL FUND FORECAST

## REVENUES

As indicated in the chart below, General Fund revenues are expected to slowly rebound from the low point of FY 2020-21 and will not reach pre-pandemic levels until FY 2024-25. The chart below includes all known federal and state assistance that has been or will be received.



The following section contains 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.

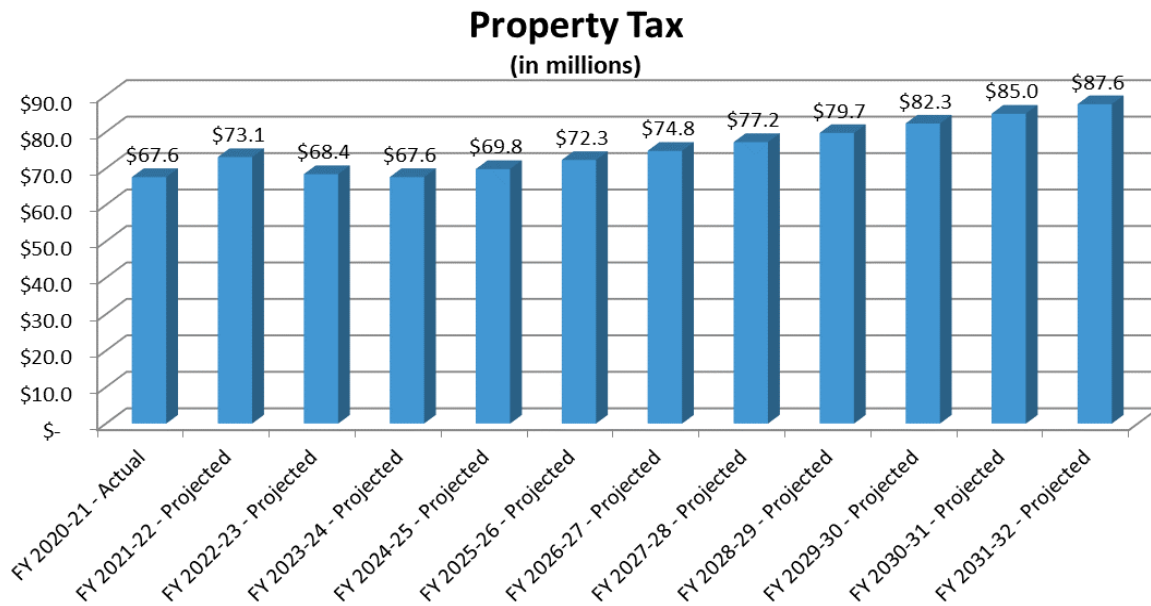
# TEN-YEAR GENERAL FUND FORECAST

## 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.

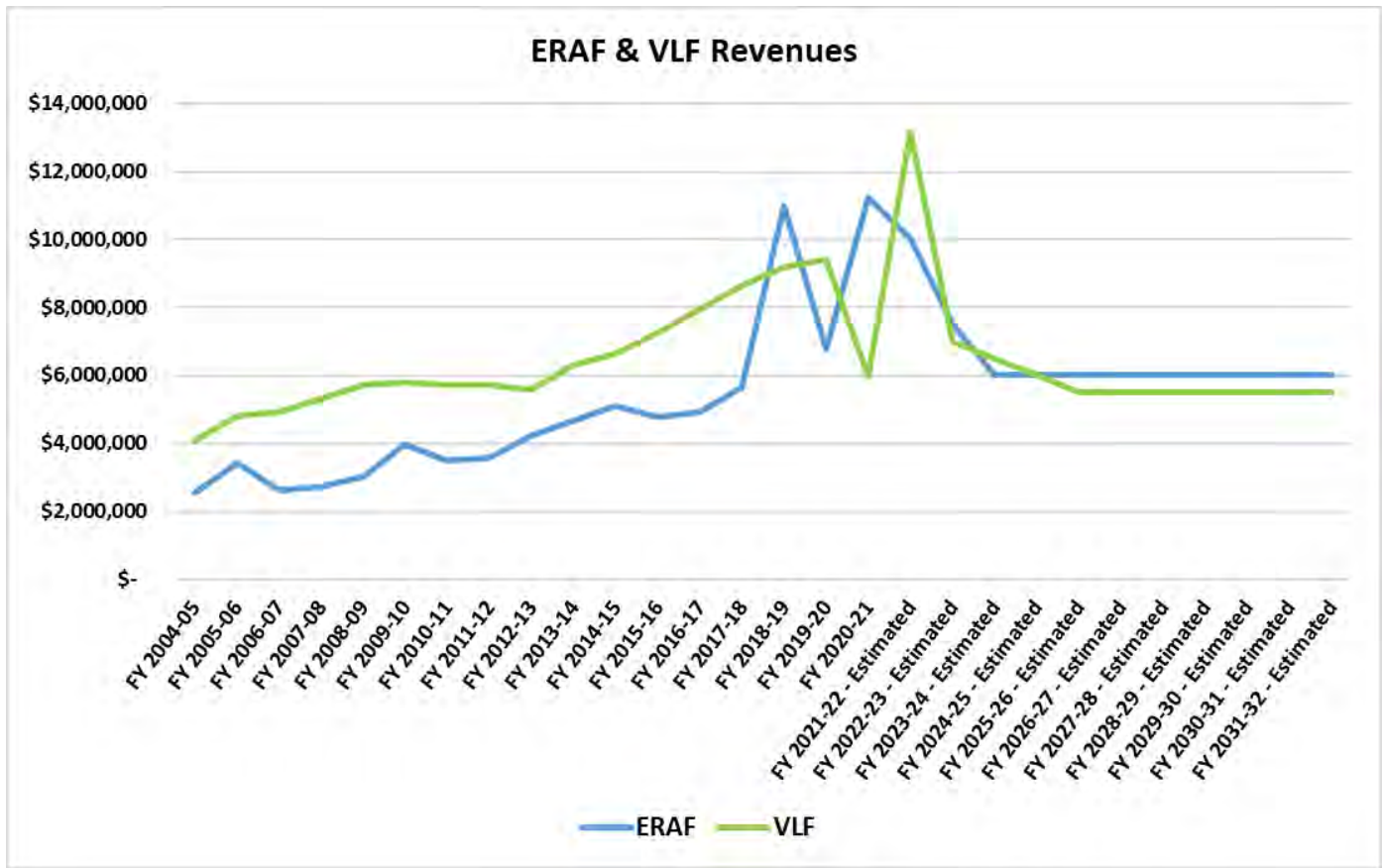
Property Tax is the largest contributor to the City’s revenue stream, representing 39.9 percent of all revenues. Property tax received and projected to be received is shown below. A 6.3 percent decrease in property tax revenue is anticipated for FY 2022-23, followed by a 1.2 percent decrease for FY 2023-24 and a 3.3 percent increase in FY 2024-25. Staff is forecasting increases of 3.2 to 3.6 percent annually from FY 2026-27 through FY 2031-32.



Included in the property tax category is Educational Revenue Augmentation Fund (ERAF) and property tax in-lieu of vehicle license fees (VLF). These revenues are especially difficult to forecast as they are susceptible to changes in school funding data, the availability of state funding to backfill any shortfalls, and potential

# TEN-YEAR GENERAL FUND FORECAST

for a change in the State methodology for allocating revenues to local governments. As shown in the chart below, these two revenue sources have been extremely volatile over the last five years, which adds to the difficulty in forecasting future amounts.



## Sales Tax

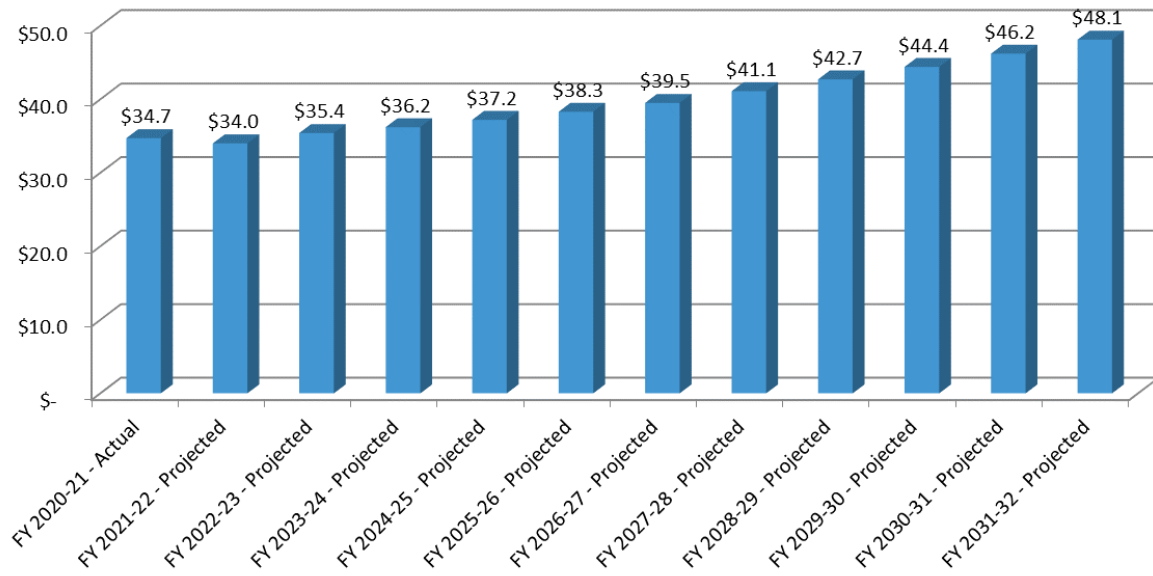
As part of the Bradley-Burns Uniform Local Sales and Use Tax, the City receives an additional 1 percent tax on all sales originating within the City limits. This tax is collected by the business, along with the County and State sales tax. The total amount collected is remitted by the retailers to the 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 approximately 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 20.7 percent of all revenues. Sales tax received and projected to be received is shown below.

# TEN-YEAR GENERAL FUND FORECAST

## Sales Tax (in millions)



### Utility Users' Tax (UUT)

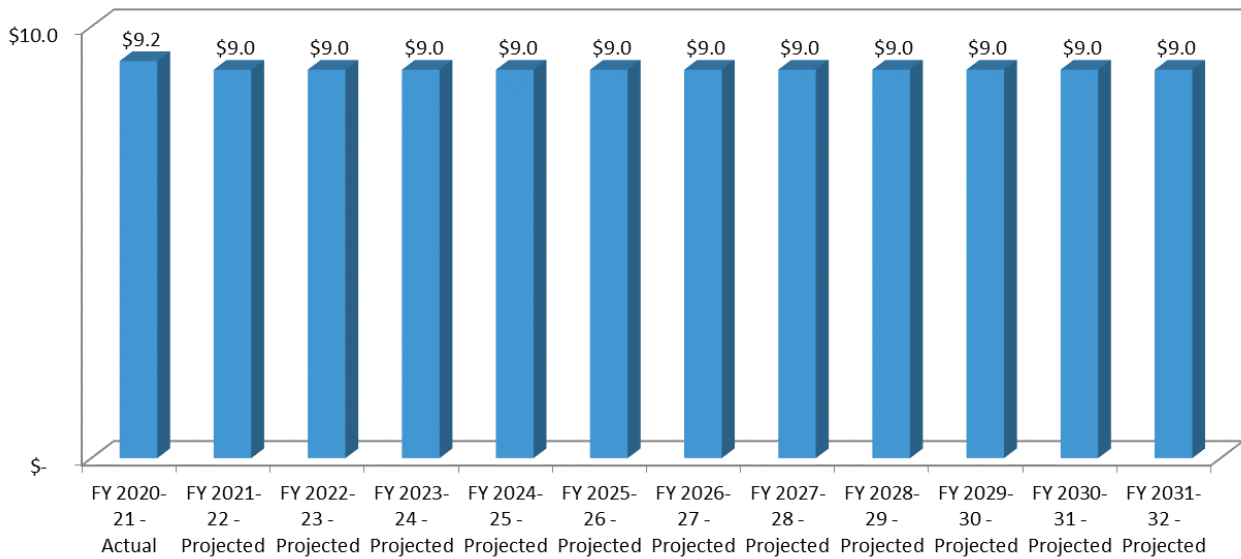
A UUT of 5 percent was imposed by the City in 1983 to be collected on telecommunications charges, gas and electric charges, and cable TV charges. In November 2007, voters approved a change to the utility tax ordinance which reduced the tax rate on telecommunications and cable TV charges to 4 percent, 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 has been declining in recent years 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

## Utility Users' Tax (in millions)



### Other Taxes

Other taxes, which represent 5.3 percent of operating revenue, are comprised of business license taxes, franchise fees, property transfer taxes, and transient occupancy tax (TOT). Business license taxes account for 41 percent of this category; TOT accounts for 31 percent; franchise fees are 20 percent; and property transfer taxes are 8 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. New TOT revenue generated by short term is set aside for affordable housing and is not dedicated to the General Fund.

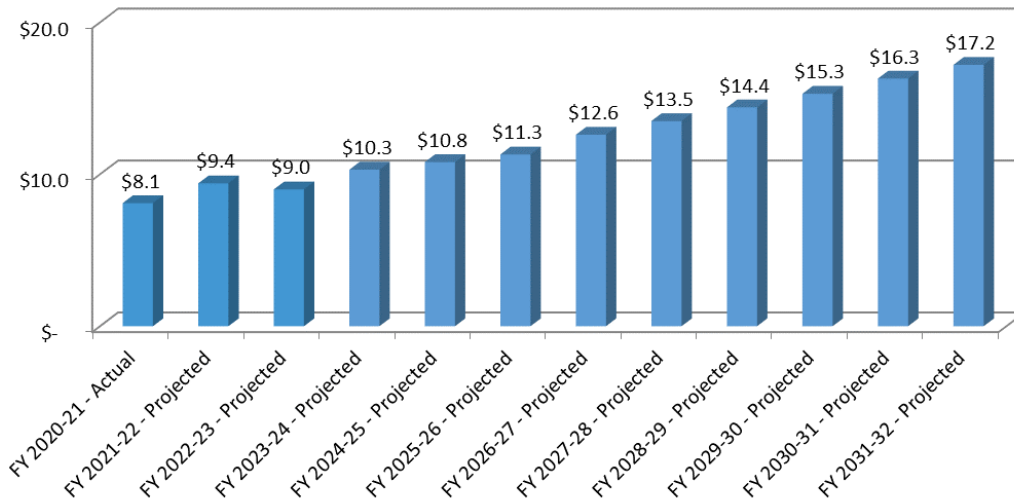
Businesses in the City are levied an annual base tax of \$72, plus an additional tax based on the number of employees, housing units, square footage, or other factors. The City does not base the business license tax on gross sales.

Other taxes received and projected to be received are shown below. Staff is estimating a slight decrease of \$.3 million in this category for FY 2022-23, when compared to the estimated actual for FY 2021-22; this is primarily due to lower property transfer taxes anticipated in FY 2022-23. However, staff is projecting slightly higher TOT revenue in FY 2022-23 and annually thereafter, which is a result of continued opening of the local economy and the corresponding increase in occupancy rates.



# TEN-YEAR GENERAL FUND FORECAST

## Other Taxes (in millions)

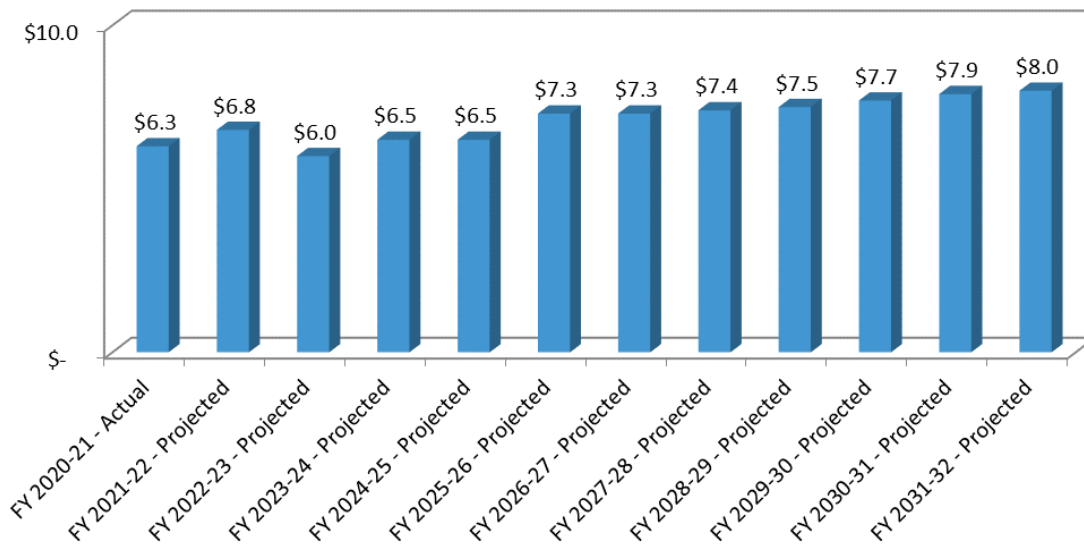


### Licenses and Permits

Licenses and Permits are primarily made up of building permits, but also include one-time cannabis operating permits. Licenses and Permits received and projected to be received are shown below. Staff is estimating strong permit activity in FY 2021-22, with a decrease in FY 2022-23 primarily due to the expectation that no additional cannabis operating permits will be applied for. Steady permit activity, with an increase in development activity beginning in FY 2023-24 and another increase in FY 2025-26, followed by slight increases of 2 percent annually through FY 2031-32 have been projected.

# TEN-YEAR GENERAL FUND FORECAST

## Licenses and Permits (in millions)



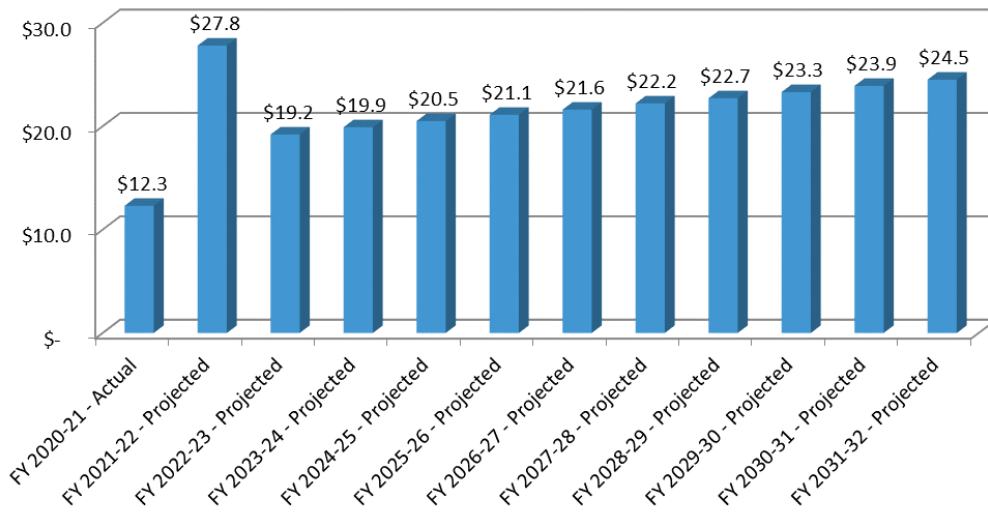
### Charges for Services

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 16 percent, and plan check fees are 12 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. There is a large one-time increase in FY 2021-22 due to \$8.1 million of revenue received from the City of San Carlos for FY 2020-21 fire services that was belatedly billed and received in FY 2021-22.

# TEN-YEAR GENERAL FUND FORECAST

## Charges for Services (in millions)

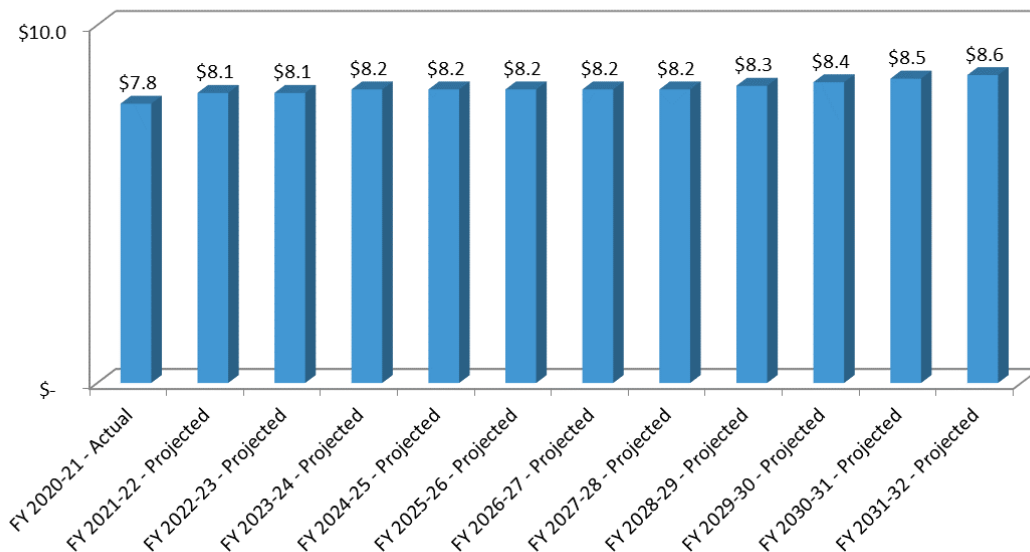


## Other Revenues

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.

## Other Revenues (in millions)



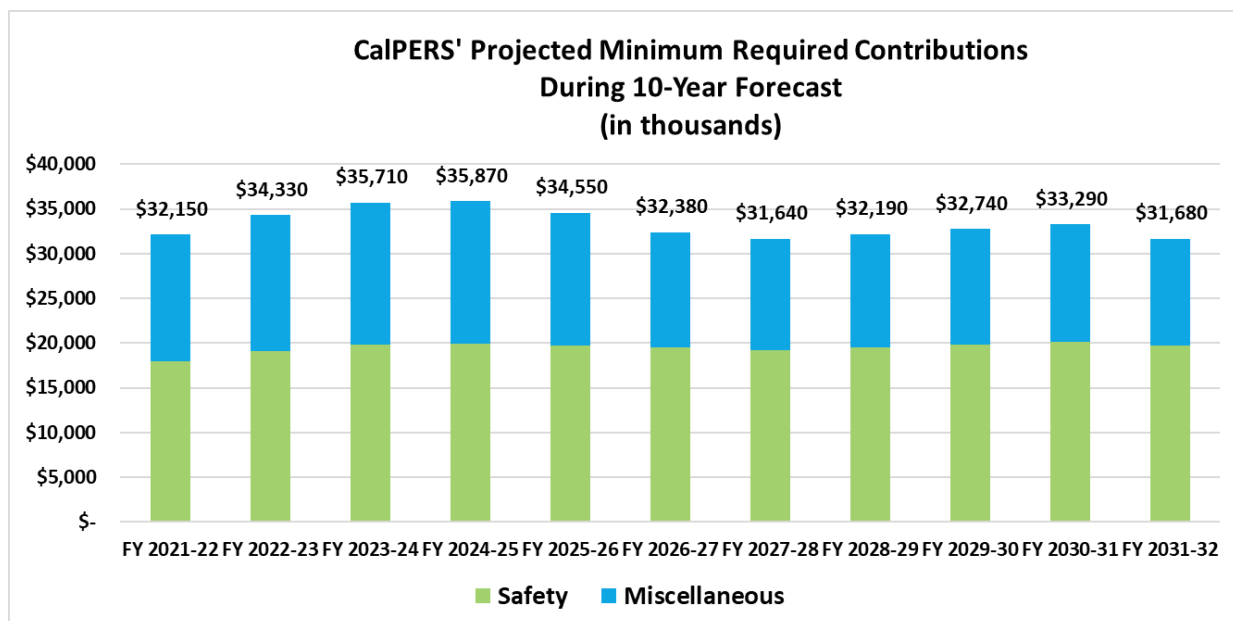
# TEN-YEAR GENERAL FUND FORECAST

## EXPENDITURES

More than 65 percent of the General Fund’s expenditures consist of salaries and benefits, which is very typical of California cities. The FY 2022-23 projected operating deficit of \$11.1 million assumes an employee vacancy rate of 2% in the General Fund; however, vacancy and department spending rates have resulted in an average annual savings of 9% when actual expenditures are compared to budget over the last three years. Fundamentally, it has been challenging to fill vacancies in a timely manner. Adding staff positions in the Human Resources Department (HR), as authorized with the Mid-Year Budget Update in February 2022, should help reduce the time required to fill vacant positions and management’s objective is to maximize filling positions wherever possible. However, the personnel consequences of the pandemic continue to impact HR and all departments. In addition to productivity declines due to burnout and a large increase in the use of leave accrued during the pandemic, the ongoing impact of the nationwide trend in high employee turnover, known as the “Great Resignation,” could exacerbate vacancy levels in a manner than impacts the General Fund. For example, if the General Fund were to realize another year of 9% savings when compared to budget for FY 2022-23, then the projected deficit of \$11.1 million would become an operating balance of \$1.5 million. Such continued financial savings would likely correspond to negative service and human capital consequences.

## Employee Pensions

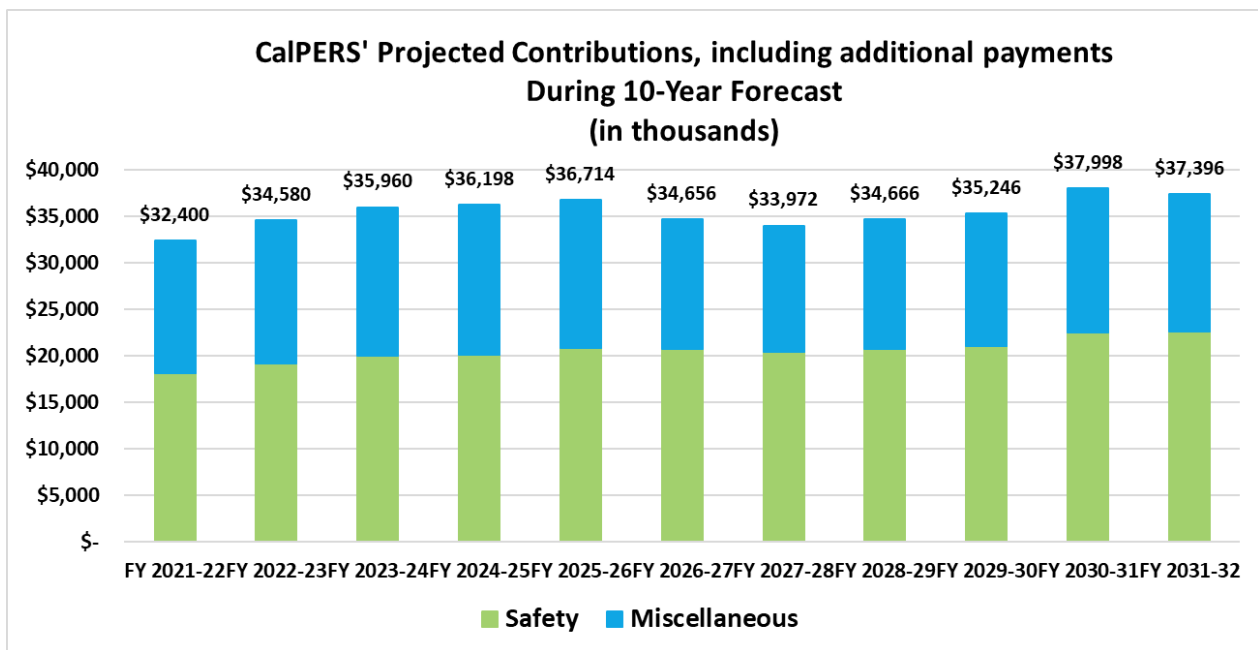
The City has two pension plans with the California Public Employees’ Retirement System (CalPERS): one for miscellaneous (non-safety) employees and one for safety employees such as sworn fire and police personnel. The City is required to contribute payments to each of these plans according to CalPERS’ calculations. Staff has used the CalPERS pension outlook tool to estimate future required contributions, as shown below.



# TEN-YEAR GENERAL FUND FORECAST

Accelerating payments toward such unfunded liabilities allows the City to control future required contribution increases, to a certain extent, and to realize interest savings over time, much like making additional payments on a home mortgage. During the FY 2019-20 budget adoption process, the City Council adopted an ambitious pension plan funding strategy to make higher additional annual contributions (beyond the budgeted \$1.5 million to the Section 115 trust account and CalPERS) directly to CalPERS over the next 18 years to accelerate the payoff period.

This approach is estimated to save the City approximately \$38 million in interest payments and allow the City to fully fund pensions approximately three years earlier. The City Council acknowledged that adopting this strategy would be a challenge, given that it would require greater contributions, even though the annual budget projections indicated potential deficits for a number of the years in the Forecast. Therefore, although the City is currently experiencing negative impacts on operating revenues, the accelerated 18-year payoff strategy remains in place as a fiscally responsible strategy. The strategy is revisited annually as annual contribution projections change and may be altered in future years. Estimated future contributions, including accelerated payments to pay off the unfunded liability early, are shown below. These estimated contributions have been included in the Ten-Year Forecast.



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 ranging from \$250,000 to \$5.7 million, and annual contributions of \$500,000 to the City's Section 115 pension trust account through FY 2022-23. 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.



# TEN-YEAR GENERAL FUND FORECAST

In Fiscal Years 2022-23 through 2024-25, the City does not estimate any 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. In the Forecast, minimum additional contributions of \$250,000 have been estimated, as contingency, for the years in which additional payments are not required.

Consistent with overall stock market performance in the past year, CalPERS reported an exceptionally high investment return of 21.3 percent for the fiscal year ended June 30, 2021. As a result, the higher than usual returns triggered the CalPERS Funding Risk Mitigation Policy, which automatically lowered the CalPERS assumed rate of return on investments, or "discount rate," from 7.0 percent to 6.8 percent. When CalPERS assumes a lower rate of return on future investments, CalPERS correspondingly calculates a higher cost in employer contributions in order to fully fund pension obligations. In other words, a lower discount rate generally means a higher charge to cities from CalPERS. However, in this instance, the extremely positive impact of the 21.3 percent investment return exceeds the negative impact of the discount rate reduction from 7.0 percent to 6.8 percent.

## **Other Post-Employment Benefit (OPEB) Liabilities: Retiree Health**

A second category of retirement-related benefits which impact 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 2022, there was a balance of approximately \$62.3 million in the trust account. As of the most recent actuarial report dated June 30, 2021, the City's unfunded liability for these benefits was \$33.8 million.

The Ten-Year 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 the amount of \$1,972 per month for health plan premiums, which includes medical coverage for the retiree and their family. The family medical benefit is not offered to safety employees who retire on a service retirement related to the years they have worked; those retirees receive health plan premium reimbursement for the retiree only. The City must pay 15 percent of payroll for sworn Police employees, and 10 percent of payroll for sworn Fire employees, to fund retiree health benefits.

According to a recent study, 81 percent of Redwood City Police Department retirees retired on an IDR and 65 percent of Fire Department retirees have retired on an IDR. Between 2011 and 2019, Police IDR rates

# TEN-YEAR GENERAL FUND FORECAST

were 215 percent higher than CalPERS actuarial retiree health projections and Fire IDR rates were 126 percent higher than CalPERS actuarial retiree health projections, and these rates remain significantly higher than CalPERS projections as of 2021.

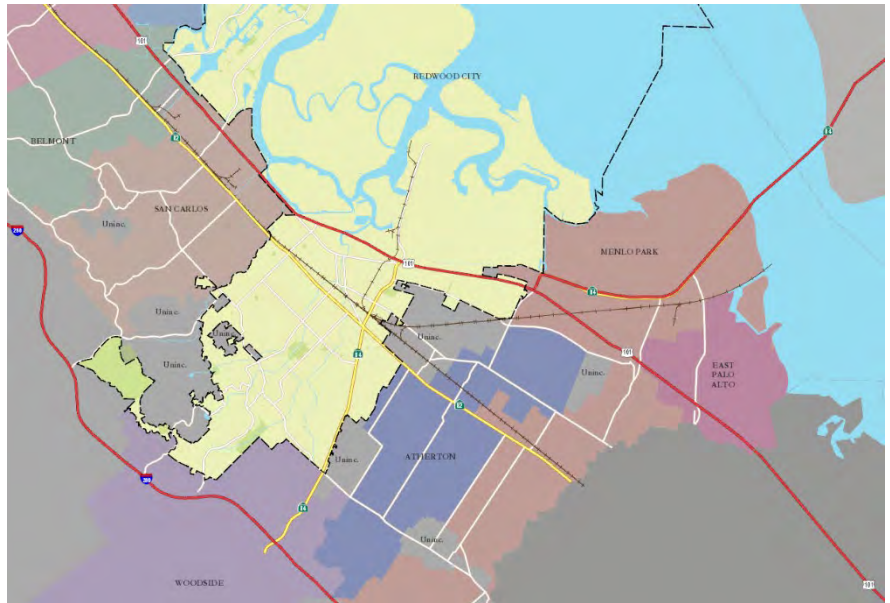
These high IDR rates greatly impact the City's unfunded retiree health liability by increasing the City's costs. Since 2019, the City and affected public safety bargaining units have been discussing alternative solutions to reduce the City's retiree health liability as related to IDRs. The recently-approved MOU for IAFF reformed the retiree health benefit for new hires, and requires all unit employees to contribute toward the cost of the retiree health benefits, an important step forward to easing the costs associated with retiree health benefits.

# 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
<b>RESIDENTIAL</b>	3,294	15.53%
<b>COMMERCIAL</b>	810	3.82%
<b>MIXED-USE</b>	589	2.78%
<b>INDUSTRIAL</b>	305	1.44%
<b>PARKS</b>	416	1.96%
<b>SCHOOLS</b>	156	0.74%
<b>PUBLIC FACILITY</b>	105	0.50%
<b>URBAN RESERVE</b>	548	2.58%
<b>OPEN SPACE*</b>	14,987	70.66%
<b>TOTAL</b>	<b>21,210</b>	

*\*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 City Councilmembers are being elected by district in phases, with four by-district elections in 2020 and three by-district elections in 2022. As legally required and again with significant community engagement, on February 28, 2022, the City Council voted to adopt an ordinance establishing new City Council election district boundaries and identification numbers of each district using 2020 federal census data. Voters in City Council Districts 2, 5, and 6 will elect a Member of the City Council at the next municipal election on November 8, 2022. Voters in City Council Districts 1, 3, 4, and 7 will vote for a Member of the City Council at the municipal election in November 2024.

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 and City Attorney, as well as the members of the City's advisory boards, commissions, and committees. There are currently 571.15 full-time equivalent (FTE) City employees.



# COMMUNITY PROFILE

## LOCAL HISTORY



As the oldest city on the San Francisco Peninsula, Redwood City has a rich and varied history. Redwood City sits on the ancestral land of the Ramaytush Ohlone. Before the Mission period, in which Spanish missionaries and explorers built a new society often using forced labor from indigenous communities, approximately 1500 to 2000 Ramaytush lived in the San Francisco Peninsula. Only a handful of Ramaytush families survived to carry forward indigenous culture and practices in this area after Spanish rule. Founded as 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. The City was an important agricultural community known for its chrysanthemum farms, many run by Japanese immigrants prior to World War II. 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, prompted by proactive City policies and investments and coordination with downtown merchants and property owners.. Neighbor to unincorporated North Fair Oaks, once known as Little Michoacán, Redwood City has long been home to a vibrant and diverse community.

# COMMUNITY PROFILE

## TODAY



Redwood City is the third largest city within the County of San Mateo, with 86,754 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, 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](http://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 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 the historic Fox Theatre.

To further enhance the City's arts and culture experience throughout the 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](http://www.redwoodcity.org/publicart).

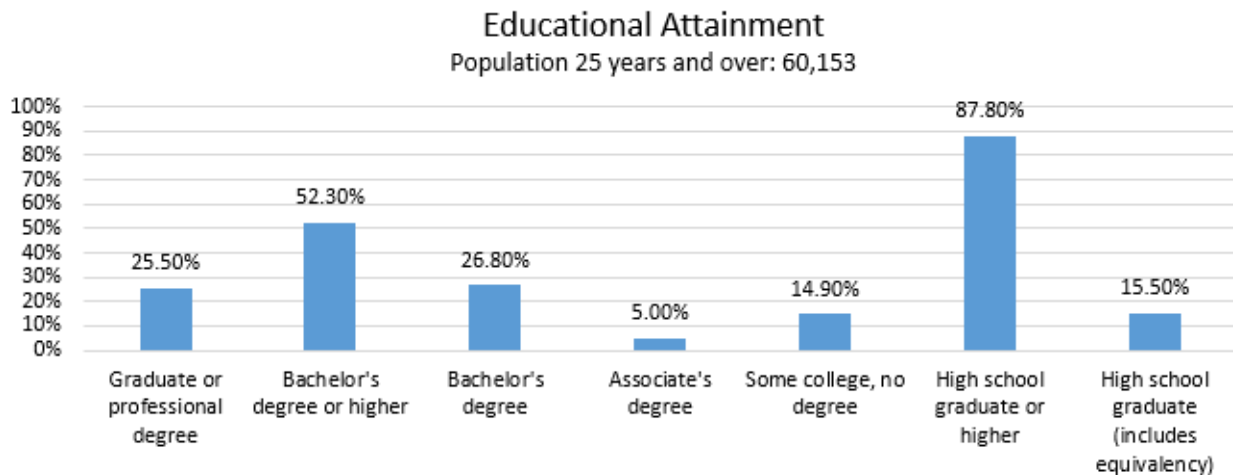
In addition, as part of its celebration of local diversity, Redwood City recognizes a variety of cultural events and awareness days. To view a sample of celebrations and acknowledgements the City celebrates annually, visit [www.redwoodcity.org/IDEALRWC](http://www.redwoodcity.org/IDEALRWC).

# 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 Cañada 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 87.8% high school graduates and 52.3% with a Bachelor's degree or higher.



Source: 2020 American Community Survey 5-Year Estimates

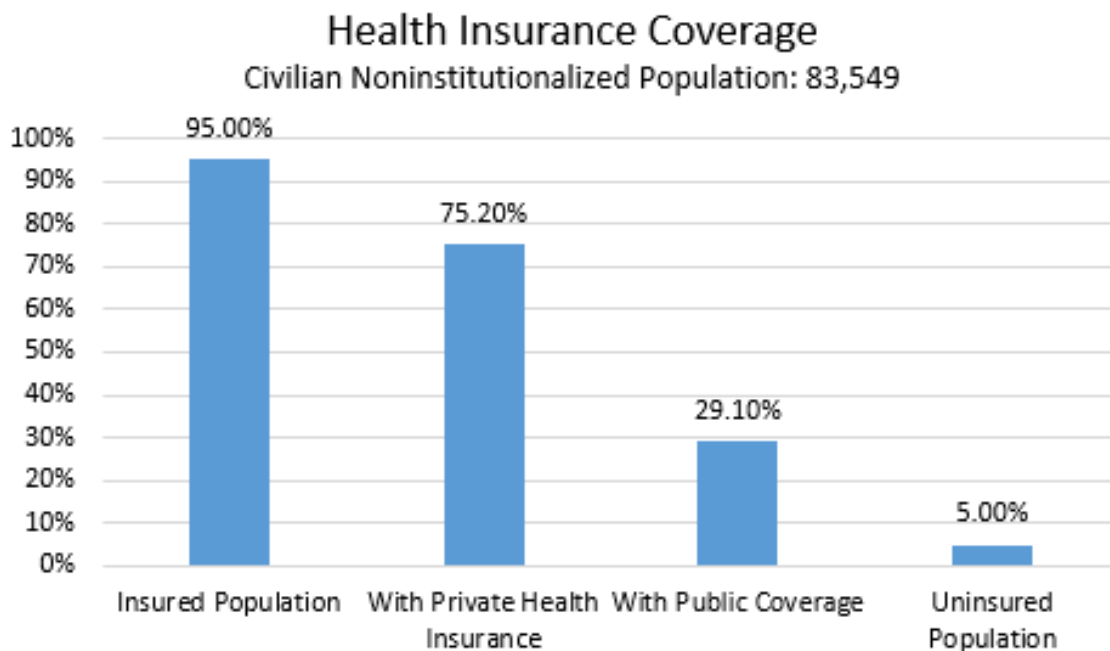


# COMMUNITY PROFILE

## 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 2020 American Community Survey, 95 percent of Redwood City's population has health coverage. The chart below provides a breakdown of health insurance coverage for Redwood City's population.



*Source: 2020 American Community Survey 5-Year Estimates*



# COMMUNITY PROFILE

## LARGE EMPLOYERS

### CITY OF REDWOOD CITY, CALIFORNIA PRINCIPAL EMPLOYERS Current and Nine Years Ago

Employer	2021			2012		
	Employees*	Rank	% of Total City Employment	Employees**	Rank	% of Total City Employment
Oracle Corporation	5,243	1	10.72%	6,218	1	15.39%
County of San Mateo	2,452	2	5.01%			
Stanford Hospital and Clinics	2,279	3	4.66%	750	4	1.86%
Box Inc.	1,576	4	3.22%			
Guardant Health, Inc.	1,495	5	3.06%			
Auris Surgical Robotics, Inc.	1,482	6	3.03%			
Electronic Arts	1,400	7	2.86%	1,320	2	3.27%
Google	952	8	1.95%			
Geonomic Health	842	9	1.72%	435	7	1.08%
The Permanente Medical Group	717	10	1.47%			
Kaiser Permanente				867	3	2.15%
Pacific Data Images (Dreamworks)				553	5	1.37%
Silver Spring Networks				496	6	1.23%
Starvista				330	8	0.82%
Abbott Vascular				327	9	0.81%
Equinix Operating Co.				304	10	0.75%

Source: \*As of 2015, data from City of Redwood City Business License Database; non-profit organizations' data was via published annual reports or direct inquiry to the organization.

\*\*2012 Data from Redwood City Chamber of Commerce.

Source: 2021 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
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
2019	85,319	5,224,936	61,240	2.00	24,627
2020	86,754	4,587,725	52,882	5.40	24,642
2021	85,182	5,180,343	60,815	4.10	23,562

**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.

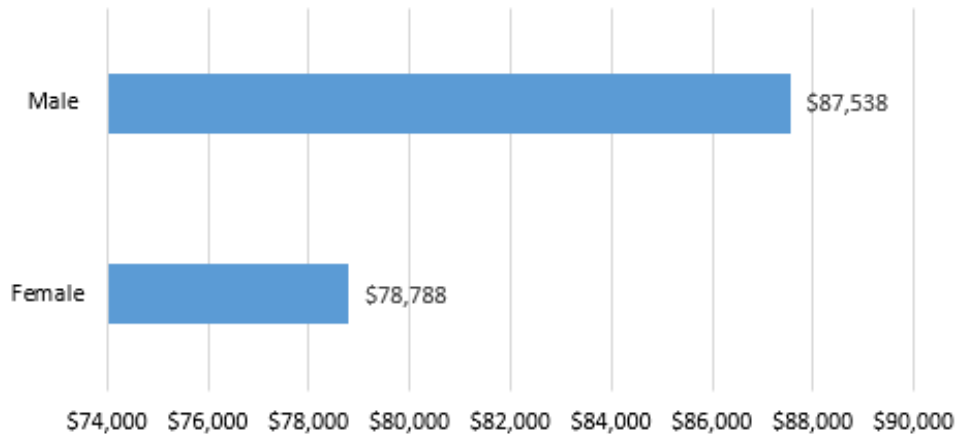
The unemployment rate for the City of Redwood City is provided by the State of California Employee Development Department and is not seasonally adjusted.

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

*Source: 2021 Comprehensive Annual Financial Report*

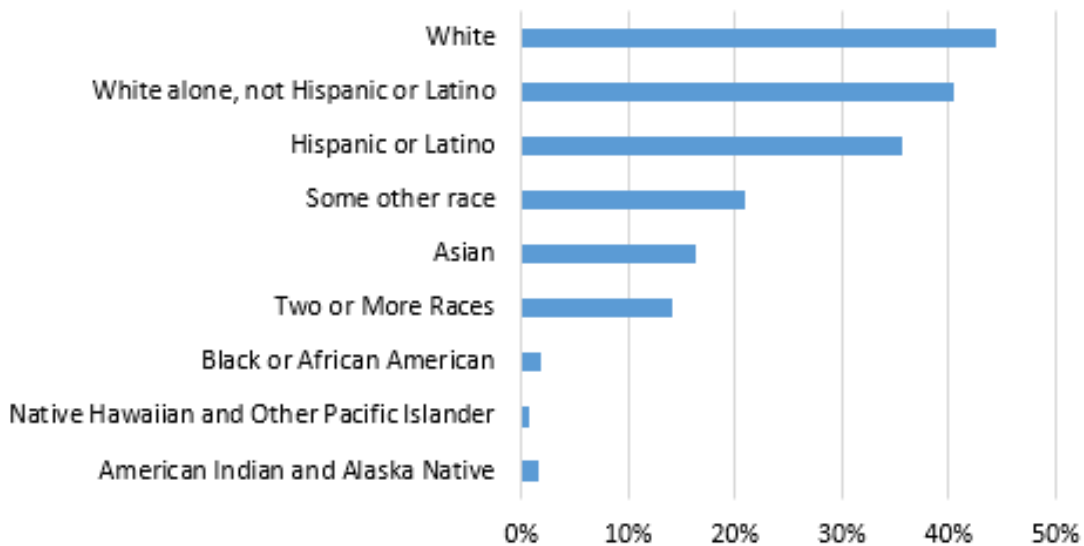
# COMMUNITY PROFILE

### Median Earnings for Full-Time, Year-Round Workers by Sex



Source: 2020 American Community Survey 5-Year Estimates

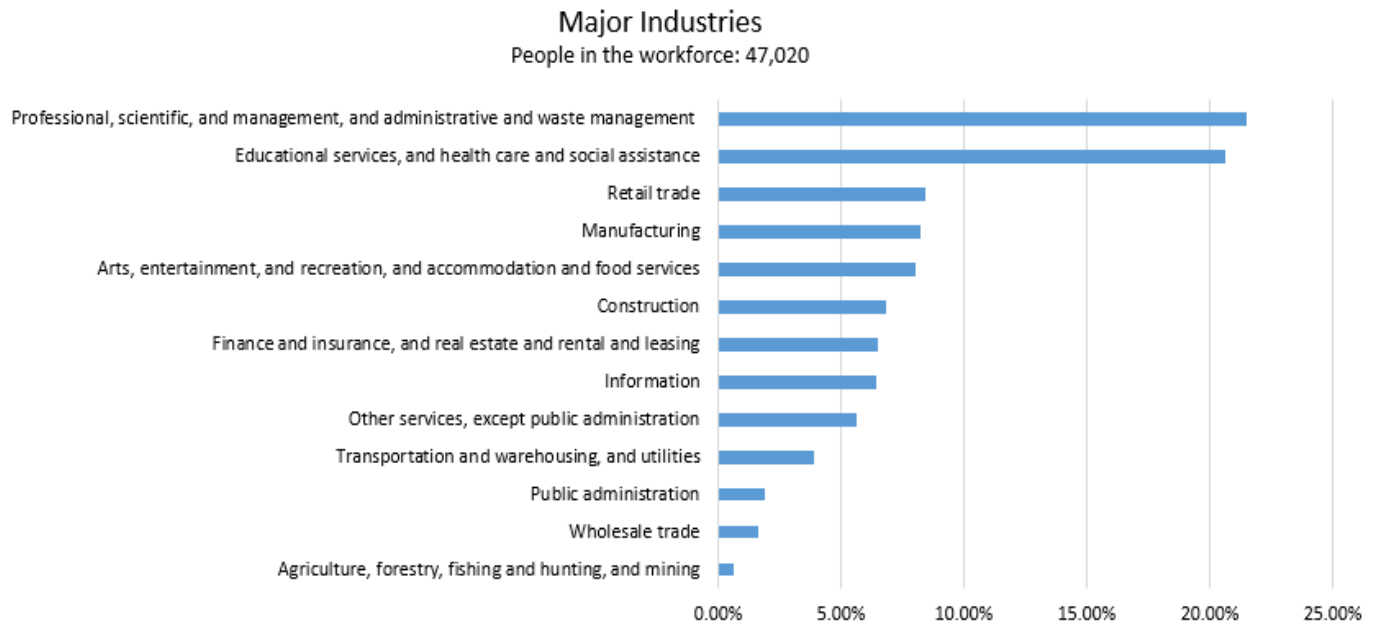
### Population by Race



Source: 2020 Decennial Census

# COMMUNITY PROFILE

## MAJOR INDUSTRIES



Source: 2020 American Community Survey 5-Year Estimates

# COMMUNITY PROFILE

## POPULATION & AVERAGE INCOME

Year Incorporated	1867
Size	Approximately 19 square miles (excluding Bay)
<b>Weather</b>	
Average year round high temperature	58°-84°F
Average year round low temperature	38°-54°F
<b>Demographics</b>	
Population	84,292
Median Age	37
Average Household Size	2.75
<b>Housing</b>	
Median Household Income	\$123,294
Median Home Value	\$2.05 million*

*Sources: 2020 American Community Survey 5-Year Estimates, 2020 Decennial Census and Zillow (March 2022)*



# 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, Community Police Academy, Youth Police Academy, Volunteers In Police Service (VIPS) and Police Activities League.

In May 2022, Redwood City was listed in the state's 100 safest cities, ranked number 65 on SafeWise's eighth annual Safest Cities report.

Per data reported to the Federal Bureau of Investigation's (FBI) Part 1 Crime Reporting, there was an increase in the reported violent crimes (homicide, rape, robbery, and aggravated assault) and a decrease in reported Property Crimes (arson, burglary, larceny-theft, and motor vehicle theft) between 2020 and 2021. When combined, these Part 1 Crimes increased approximately 2 percent during this one-year time period.

In December 2021, the department implemented the Community Wellness and Crisis Response Team (CWCRT) Pilot Program in collaboration with San Mateo County Behavioral Health and Recovery Services to allow mental health clinicians to help respond to individuals in mental health crises. Between December 2021 and May 2022, the clinician working with the department has responded to over 200 incidents, offering mental health crisis support to both adult and juvenile community members. In 2021, the department also commenced work with the new Police

# COMMUNITY PROFILE

Advisory Committee, collaborating with committee members to develop a multi-year work plan and ensure the department understands and meets the needs of the community.

The department continues to review its operations to ensure it is operating efficiently and correctly identifying and responding to community concerns. As part of this process the department anticipates reorganizing several existing specialty units into an integrated Community Response Unit to create a more flexible, responsive and efficient team of officers able to address a range of issues, from traffic safety to downtown special events and homelessness.

Despite slightly increasing concerns about the overall safety of the City and police presence, the overwhelming majority of Redwood City residents are happy with their interactions with local police and are almost all are satisfied with fire protection and emergency medical response based on a December 2021 Community Satisfaction Survey.

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. The department has also 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. The department has a shared service approach to CERT program management with the County of San Mateo Office of Emergency Services with 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. Magical Bridge Playground, a playground for people of all abilities, opened in 2020. 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	2019			2010		
	Taxable Assessed Value	Rank	Percentage of Total Taxable Assessed Value	Taxable Assessed Value	Rank	Percentage of Total Taxable Assessed Value
	\$			\$		
Oracle Corporation	638,902,534	1	2.69%	538,904,130	1	3.60%
Google Inc.	618,608,044	2	2.60%			
Hudson Towers At Shore Center	565,628,243	3	2.38%			
Aimco Indigo LP	349,723,657	4	1.47%			
Westport Office Park LLC	287,910,302	5	1.21%	255,025,089	3	1.70%
DWF IV 1400 1500 Seaport Blvd	273,572,913	6	1.15%			
RWC Harbor Communities LLC	263,415,693	7	1.11%			
Slough Redwood City LLC	261,888,796	8	1.10%	244,812,991	4	1.63%
TGA 299 Franklin LLC	221,205,508	9	0.93%			
Electronic Arts Inc.	220,192,342	10	0.93%	78,180,427	12	0.52%
Pacific Shores Investors LLC				498,283,720	2	3.33%
Selco Service Corporation				186,641,248	5	1.25%
Spk-Metro Center LLC Lessee				180,900,000	6	1.21%
SRI Eight Pacific Shores LLC				176,540,400	7	1.20%
Tishman Speyer Archstone Smith				134,750,265	8	0.90%
Irvine Co. LLC				130,330,794	9	0.87%
Metropolitan Life Insurance Co.				119,660,953	10	0.80%
	<u>3,701,048,032</u>		<u>15.57%</u>	<u>2,544,030,017</u>		<u>17.00%</u>

Source: 2019 Comprehensive Annual Financial Report



# COMMUNITY PROFILE

## TRANSPORTATION



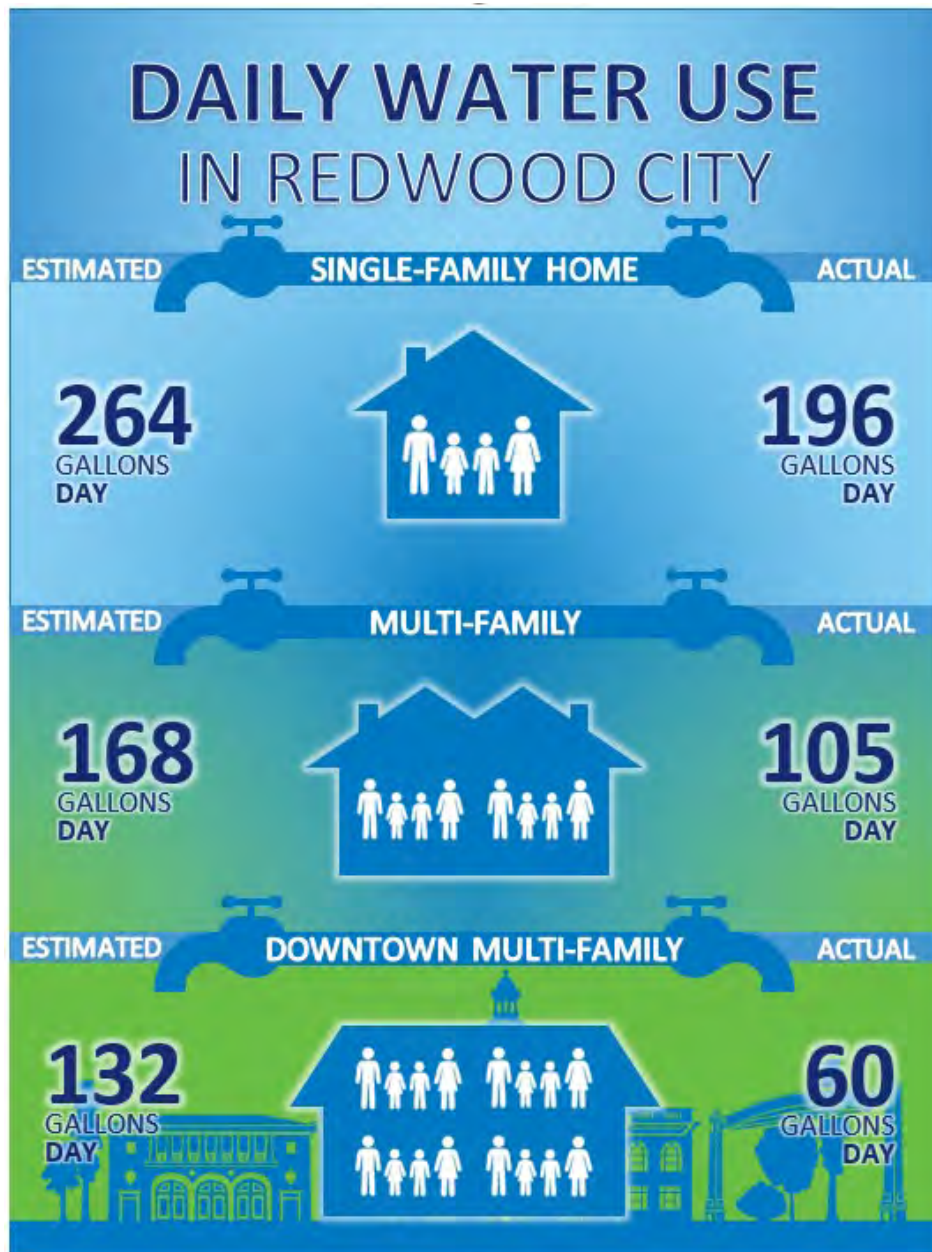
There are several options for getting around town and to Redwood City. Highway 101 and Interstate 280 are both accessible by car and the Redwood City Caltrain stop is right in the heart of Downtown. In addition, SamTrans has multiple routes which provide access to Downtown Redwood City. Easing the impact 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 are underway, including implementation of rwcMoves, the Citywide Transportation Plan.

The City has 16 miles of bike lanes and offers 53 bike lockers and 96 bike racks within the community. The City urges 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

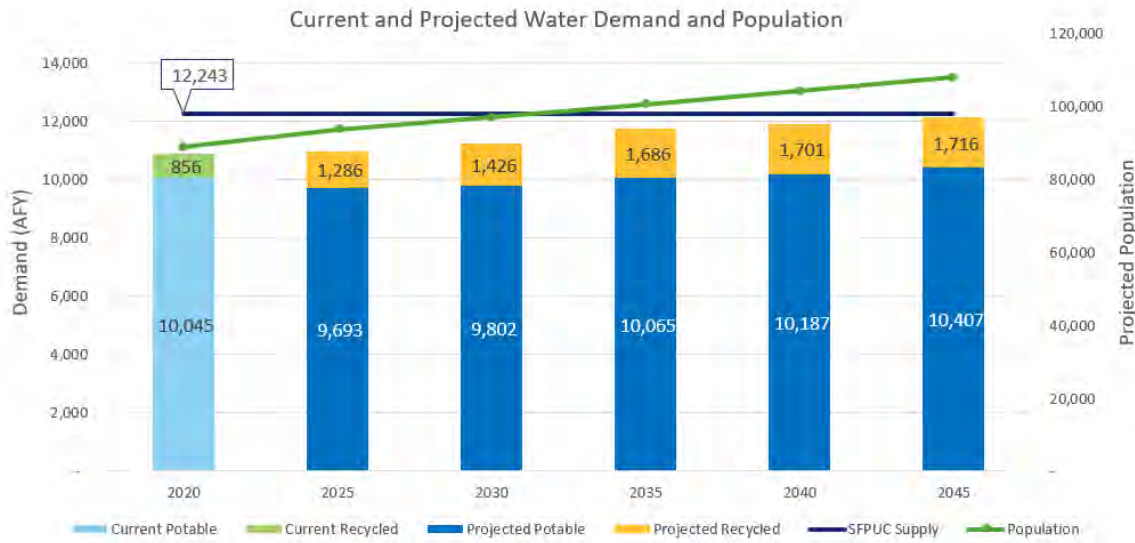
Redwood City's Recycled Water Project was first introduced to the community in 2000, with a small trial in the Redwood Shores neighborhood. Positive feedback during the trial period strengthened the City's commitment to providing recycled water as an alternative resource. Phase 1 of the project expanded 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
- Redwood City Police Station
- Port of Redwood City
- SIMS Metal

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. Phase 2A has been completed extending the recycled water system along Walnut Street from Highway 101 to Marshall St. Also completed is an extension of the recycled water system along East Bayshore Rd from Seaport Blvd. to Douglas Ave. and across Highway 101 to service the Stanford in Redwood City project along Broadway. Recycled water is a key strategy for enhancing the City's water supply, and is used for landscaping and certain indoor applications when facilities are appropriately plumbed for its use. Given the extended drought facing the State, continued expansion of the recycled water system is vital.

# COMMUNITY PROFILE



## 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 (PCE), a non-profit dedicated to reducing the regional carbon footprint, provides 50 percent renewable and 100 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.

As one of California’s 19 Community Choice Aggregators (CCAs), Peninsula Clean Energy (PCE) has the flexibility and local control to use innovative options in purchasing and generating electricity for residents and businesses. This has allowed them to pursue aggressive goals of providing 100% greenhouse gas-free electricity by 2021 and 100% power from wind, solar and other renewable sources by 2025.

Since PCE first began providing electricity to San Mateo County in October 2016, they have built a trendsetting clean energy portfolio. PCE has saved over 1.2 million metric tons of carbon emissions, an amount equivalent to avoiding the use of 141 million gallons of gas. In January 2020, a 200-megawatt Wright Solar Park launched, the largest renewable project currently delivering power to a CCA in California.

# COMMUNITY PROFILE

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# BUDGET GUIDE

# BUDGET GUIDE

## BUDGET GUIDE

The Recommended Operating Budget document includes the **City Manager’s Budget Message**, outlining major policy issues, revenue and expenditure trends and changes to City programs. It also includes high level information about the Recommended 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 Budget Document also provides an **Economic Overview and Ten-Year General Fund Forecast** offering economic forecast information and a long-term look at the City’s financial stability and payments for ongoing liabilities. The **Community Profile** section provides basic City information and data, including economic and demographic information.

The **Budget-in-Brief** provides a summary level view of the operating and capital budgets while the **Strategic Management** section provides a detailed description of the City’s Strategic Priorities and FY 2022-23 Goals that align with the Council’s Guiding Principles. The goals are listed by department, giving the community a solid understanding of how the Recommended Budget aligns with the City Council’s Strategic Priorities and Goals. This section also includes a list of the City’s Accomplishments for FY 2021-22, also organized by Guiding Principles to clearly reflect the City’s focus to address the outcomes of the City’s adopted Strategic Plan. The department’s Performance Measures are also included in this section.

The **General Budget Information** section provides a description of all Funds, a basis of accounting, an outline of financial policies, an analysis by Fund, consolidated expenditures and revenues, City debt, a schedule of Inter-Fund transfers, appropriations limit calculation, and personnel allocations by Department. The **Operating Programs-Budget by Department** offers a look at each City Department’s accomplishments in FY 2021-22, goals for FY 2022-23, 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 Management** section of the document.

The Budget Document also includes the **Capital Improvement Program** for FY 2022-23, 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 **Fiduciary Funds** and a **Glossary**.



# BUDGET PROCESS AND CALENDAR

## EXPLANATION OF THE BUDGET PROCESS

Developing the City's budget 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 City 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 (CIP), 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.

# BUDGET PROCESS AND CALENDAR

## FY 2022-23 BUDGET CALENDAR

<b>October – November 2021:</b> Budget Review Team begins to prepare the calendar and budget development process for the upcoming fiscal year
<b>January 11, 2022:</b> Budget staff kickoff meeting – Finance staff met with all departments to review the budget process and establish current year deadlines and logistics
<b>February 28, 2022:</b> Proposed process for development of FY 2022-23 Recommended Budget – City Council Budget Study Session and Council establishes dates for consideration of the Fiscal Year 2022-23 Budget
<b>February – March 2022:</b> 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.
<b>March – April 2022:</b> Budget Review Team works with the departments and the City Manager to review, refine, and modify submissions. Capital outlay review team prepares the FY 2022-23 CIP plan.
<b>April 11, 2022:</b> Capital Improvement Program Study Session
<b>May 9, 2022:</b> Community Development Block Grant (CDBG)/HOME Investment Partnership (HOME) Public Hearing
<b>June 1, 2022:</b> Recommended Budget Submitted to City Council
<b>June 13, 2022:</b> Recommended Budget City Council Study Session
<b>June 27, 2022:</b> Recommended Budget Adoption and Public Hearing
<b>August 2022:</b> Adopted Budget is finalized and posted to the City’s website



REDWOOD CITY  
CALIFORNIA

# BUDGET IN BRIEF

FISCAL YEAR 2022-23



# REDWOOD CITY CALIFORNIA



## VISION

A community where people of all backgrounds and income levels can thrive.



## MISSION

Building a welcoming Redwood City through collaboration, responsiveness and excellence.



## FOUNDATIONAL GUIDING PRINCIPLE

Redwood City will put equity first, urging a collective restart so that policies serve the entire community.



## GUIDING PRINCIPLES

Aesthetics, Community and Community Building, Economic Vitality, Excellence in Government Operations, Healthy Community for All Ages, Housing, Public Safety, Sustainability, Transportation



## STRATEGIC PRIORITIES

Housing, Transportation, and Children and Youth.



# INTRODUCTION

While the past two years have been an undeniably stressful time for all of us, thanks to the leadership of the City Council, the support of the Executive Team, and the dedication and creativity of our amazing City staff, we are on a stable path toward a recovery that benefits everyone in Redwood City.

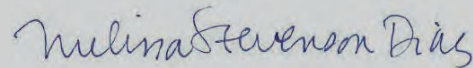
The Recommended Budget continues financial best practices and advances the City's Strategic Plan and the City Council's three top priorities of Housing, Transportation, and Children and Youth. It also continues progress with the City's COVID-19 financial and community recovery strategy, and with particular emphasis on providing the right services with the right staff using the right resources. Because ongoing operating revenues are insufficient to fund ongoing operating expenditures at pre-pandemic levels, to balance the budget we must continue to hold at least nine vacancies in multiple departments, even after using \$9.2 million in federal assistance to mitigate the impacts of the pandemic, and \$9.1 million in reserves set-aside from FY 2019-20 and FY 2020-21.

Financially, we are gradually recovering from the abrupt recession induced by the pandemic and expect to return to pre-pandemic revenue and staffing levels by the end of FY 2023-24. While we are approaching FY 2022-23 as a year of transition, we are not returning to business as usual. We are committed to reimagining how we provide services to adapt to new community needs and a changing future. Redwood City's reimagining strategy is grounded in the City Council's focus on equity. In 2021, the City Council adopted its first City Equity Plan, articulating the City's commitment to advancing equity by applying an equity lens to City policies, identifying operational equity commitments in every City department, and applying a Geographic Equity Index to inform implementation of City projects and programs.

While the City has been able to maintain essential services during the pandemic largely because of the City's strong reserve levels and one-time federal funds, we face mounting deficits. Like most public agencies, the pandemic has exacerbated long-term financial challenges to adequately fund both operating and capital needs. We will address these challenges through a combination of strategies, including exploration of new revenues, ensuring cost recovery for services where appropriate, and continued engagement with our employees on legacy costs.

This Budget in Brief document is intended to highlight major investments being made in the City of Redwood City. It also presents the major sources of funding and the services provided by the City. For a more detailed description of major funding changes, I invite you to read the transmittal letter of the FY 2022-23 Recommended Budget and the FY 2022-2027 Five-Year CIP Budget by visiting [www.redwoodcity.org/budget](http://www.redwoodcity.org/budget).

While there is much work to be done, I believe the future is bright. We remain committed to building a Redwood City where everyone can thrive.



**Melissa Stevenson Diaz**  
City Manager





# CITYWIDE BUDGET

The FY 2022-23 Recommended Budget for all funds totals \$339.4 million in revenues and \$318.6 million in expenditures, and includes 571.15 full time staff equivalent positions. The General Fund revenue portion of the budget is \$165.0 million. As shown in the chart below, the majority of expenditures are supported by the General Fund, the City's main fund to pay for city services, such as police and fire protection, administration, street maintenance, library services and parks, recreation and community services. These activities utilize mostly tax dollars, such as property tax and sales tax, but are also supported by licenses and permits, fees, fines, and investment earnings.

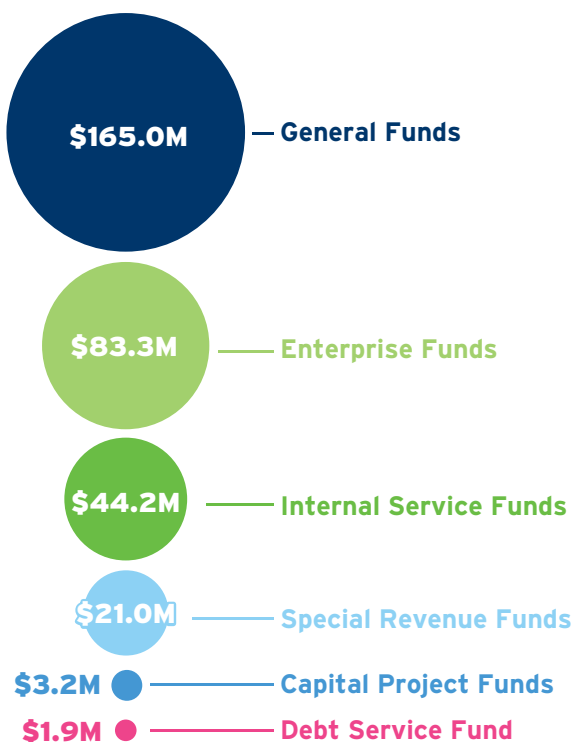
The Recommended FY 2022-23 General Fund expenditure budget is \$165.0 million, which is \$12.3 million, or 8.1 percent more, than the FY 2021-22 adopted General Fund expenditure budget of \$152.7 million. Salaries, wages, and benefits are \$110.2 million, or 66.8 percent of the recommended General Fund expenditure budget. This is a decrease from 67.3 percent for FY 2021-22.

Police and Fire Department salaries and benefits, as in most California cities, are a significant portion of the budget, amounting to approximately \$71.4 million, or 64.8 percent of all salaries, wages, and benefits in the General Fund. This is a decrease from 66.0 percent for FY 2021-22. By launching studies in both the Fire and Police departments, we will compare our services against best practices and consider

new approaches. Experienced consultants are helping us assess risk factors in our community, changing community needs, opportunities to innovate in our service delivery, and ways we can manage our costs effectively.

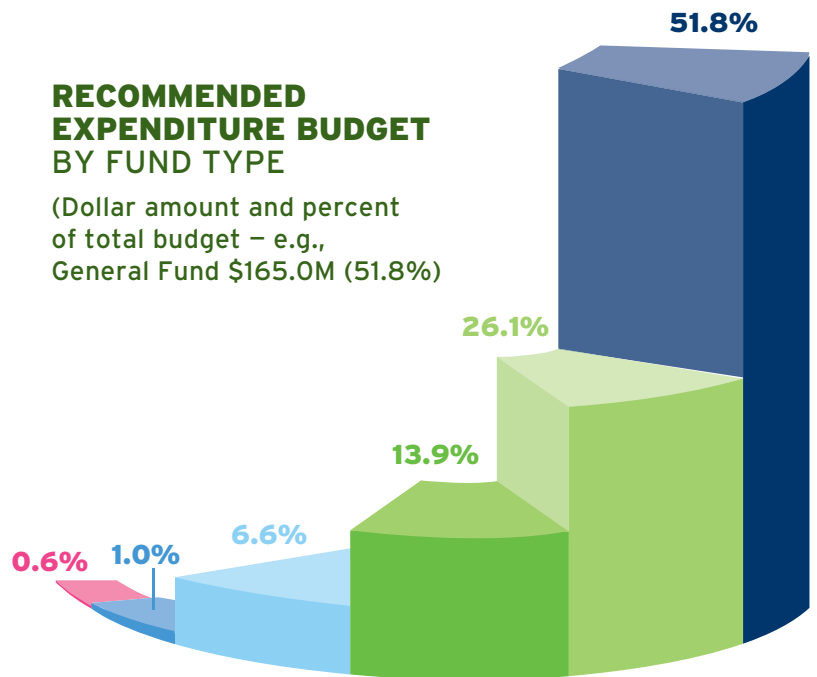
The City provides water, wastewater and solid waste and recycling services. Service costs for these utilities are funded through charges to ratepayers, not general taxes. Utility operations are shown in Enterprise Funds. Other funds include Special Revenue Funds, which are used to account for revenue from specific taxes or other dedicated revenue sources that are restricted by law.

Another component of the budget is the Capital Improvement Program. These are funds for the cost of acquisition, construction, expansion or rehabilitation of the City's physical facilities. The recommended CIP budget for FY 2022-23 is \$42 million, which includes includes 42 projects with funding of \$39 million plus dedicated staffing resources equal to 26.9 full-time equivalent (FTE) positions at \$3 million. Funding for capital projects typically derives from many sources, with the Utility Users' Tax the primary revenue. 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.



## RECOMMENDED EXPENDITURE BUDGET BY FUND TYPE

(Dollar amount and percent of total budget – e.g., General Fund \$165.0M (51.8%))



# FY 2022 BUDGET

## HIGHLIGHTS

### **Affordable Housing and Anti-Displacement Strategy**

Affordable housing and homelessness have been the City Council's top priority for several years. Beyond enabling immediate economic stability, the City is focused on long-term housing solutions. We know that low-income housing availability and anti-displacement strategies are the best way to prevent homelessness. That's why we are diligently working towards meeting our unique community housing needs for people at all income levels. This includes supporting affordable housing production through the use of City property, implementation of the Affordable Housing Ordinance and allocation of City housing funds. We are diligently working to increase affordable housing units; there are over 1,200 affordable units across more than 20 projects that are either under construction, approved or proposed.

We need to plan for homes for all in our community. A state-required process to adopt a Housing Element means the City must identify where 4,588 new housing units can be built between 2023 and 2031. Redwood City was the first Bay Area city to submit a draft Housing Element to the state for review, and exceeded State requirements, planning for over 6,800 housing units with over 800 units to meet the needs of residents with extremely low incomes – steps above and beyond the City's legal obligations.

In addition, we know that current economic pressures could easily lead to displacement of residents. The City has taken a leadership role in being thoughtful about how its policies and funding priorities can help reduce displacement of Redwood City residents in both the short- and long-term. In the last two years, staff have

worked with a diverse group of stakeholders to create an Anti-Displacement Strategy to prevent displacement, preserve affordable housing and protect housing options for the City's low- and moderate-income residents, including tenant protections and mobile park preservation. As directed by the Council in February 2022, the Recommended Budget provides resources to complete and implement the Anti-Displacement Strategy.

### **Supporting Community Members Experiencing Homelessness**

In addition to preventing homelessness, the City Council has allocated resources to meet the needs of those currently experiencing homelessness. Homelessness is a complex issue with a variety of contributing factors, including insufficient mental health resources and the high cost of housing. Over the last three years, the City has committed an exceptional \$4.8 million in City funding to support members of our community experiencing homelessness. This includes funding for mitigation efforts, the Downtown Streets Team, the Temporary RV Safe Parking Pilot Program, and the expansion of outreach services by local non-profit partners.

While Redwood City alone cannot solve homelessness, we are investing heavily to implement strategies in partnership with property owners, the State, service providers, a host of non-profit agencies, and the County of San Mateo. We are looking to draw on the strengths and experiences of partners to maximize our impact as we pilot a new program in FY 2022-23: Resolving Encampments through Effective Engagement. This initiative will leverage a \$1.8 million City commitment with a \$1.8 million State grant to

# FY 2022 BUDGET HIGHLIGHTS



dramatically increase the number of civilian outreach workers assisting encampment residents.

## **A Greener Redwood City: Climate Action Initiatives**

For both City operations and in land use planning, the City is seeking to address expected impacts of climate change, and avoid worse impacts. Within City operations, whenever possible, staff have attempted to align Capital Improvement Program (CIP) projects and operating methods with the City's Climate Action Plan and to implement the most environmentally friendly and cleanest technology available in order to reduce dependency on GHG emissions and promote the conservation of natural resources. In FY 2022-23, staff will develop a foodware ordinance and food waste diversion programs to reduce methane gas emissions. As part of the CIP, a full microgrid at Fire Station 9 and the adjacent Marshall Street Garage will be implemented, which will utilize solar and battery storage for emergency power generation in-lieu of a traditional generator completely eliminating fossil fuel usage. The City is also reducing GHG impacts by participating in Peninsula Clean

Energy; 100% of energy used by Redwood City customers is carbon-free and over 50% comes from renewable sources. Redwood City has chosen 100% renewable wind and solar to power all its municipal facilities.

## **Hybrid (In-person/Virtual) Meetings Here to Stay**

While we have resumed in-person services, we know there is still a demand for virtual options. With this in mind, we will continue to offer a hybrid model of services and programs, including public participation at our City Council and various Boards, Commission and Committee meetings either virtually or in-person for the foreseeable future.

## **The People's Budget**

The 2022 People's Budget is Redwood City's first participatory budgeting pilot program. In response to requests for more public involvement in the budget process, the City allocated \$1 million in general funds for the public to decide how to use in FY2022-23. Staff led a four-phase community engagement process, resulting in nearly 1,800 community member casting votes for their favorite projects! Based on those votes, the following projects are included in the Recommended Budget:

- **Free showers for unhoused community members**
- **Add funds to City Housing team budget**
- **10-week youth peer mentorship program for drug and alcohol prevention**
- **El Camino Real bike lanes**

# GENERAL FUND REVENUES

## PROPERTY TAXES

For every \$1,000 in property taxes paid, the City receives approximately \$162. Most property taxes support local schools.

## SALES TAXES

For every \$100 in taxable purchases, \$10 is collected in sales tax. Of this amount, the City receives approximately \$1.50. Most sales taxes fund State services.

## CHARGES FOR SERVICES

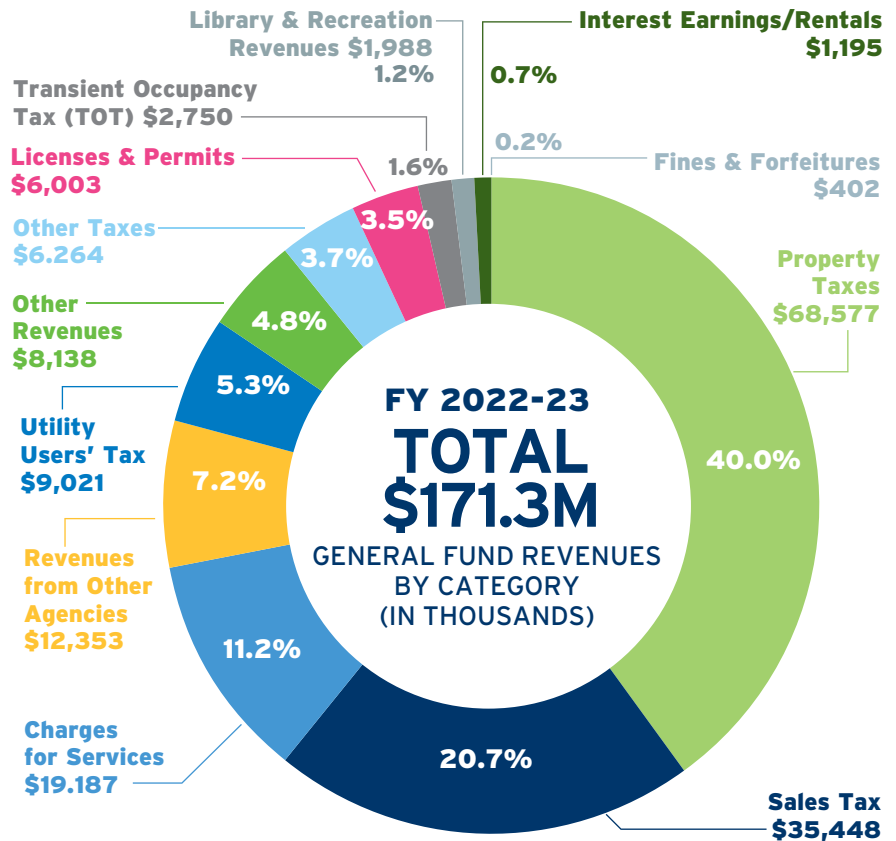
Charges for services, mostly generated from the Fire Department, are collected for general government purposes. Also included in this category are plan check fees and garbage collection franchise fees.

## REVENUES FROM OTHER AGENCIES

Grant revenues and contributions comprise a majority of this category. Also included in this category is Proposition 172 public safety sales tax revenue from the state of California and homeowner property tax relief funds from the County of San Mateo.

## UTILITY USERS' TAX (UUT)

This category includes a tax collected on telecommunications charges, gas and electric charges, cable TV charges, and prepaid phone services. Per Council policy, the entirety of this revenue is transferred to the Capital Projects Fund to be used exclusively for capital projects.



## OTHER REVENUES

Includes 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.

## LICENSES AND PERMITS

This category is primarily comprised of fees paid to ensure structures are up to the current Building and Fire codes to ensure safety of the occupants and environment.

## FRANCHISE FEES & OTHER TAXES

Includes the Business License Tax, Franchise Fees, and Real Estate Transfer Tax.

## TRANSIENT OCCUPANCY TAX

Visitors staying at hotels in Redwood City pay an additional 12% tax applied to their room rate.

## INTEREST EARNINGS/RENTALS

Includes interest earned on investments and rental income received from the use of city facilities.

## LIBRARY AND RECREATION REVENUES

Includes recreation program fees and library grants.

## FINES AND FORFEITURES

Includes parking fines.

# GENERAL FUND

# EXPENDITURES

**FY2022-23**  
**TOTAL**  
**\$165.0M**  
 GENERAL FUND  
 EXPENDITURES  
 BY CATEGORY



**Police**  
**\$52.0M**

31.5%



**Fire**  
**\$40.7M**

24.7%



**Parks, Recreation  
 & Community Services**  
**\$21.4M**

13.0%



**Community Development  
 & Transportation**  
**\$13.7M**

**Non-Departmental**  
**\$7.5M**

8.3%



**Library**  
**\$10.5M**

4.5%

**City Manager**  
**\$5.1M**

6.4%



**Administrative Services**  
**\$3.6M**

3.1%

2.2%

2.2%

1.8%

1.3%

0.9%

0.2%



**Human Resources**  
**\$3.6M**



**Public Works Services**  
**\$3.0M**



**City Attorney**  
**\$2.1M**



**City Clerk**  
**\$1.5M**



**City Council**  
**\$0.3M**



# WHAT DOES \$250,000 BUY?

## FIRE

- Purchase of 30% of a fire engine
- Salary and benefits for 80% of 1 Firefighter for 1 year



## PARKS, RECREATION & COMMUNITY SERVICES

- Salary and benefits for 1.5 Recreation & Community Services Program Coordinators for 1 year



## PUBLIC WORKS

- Purchase of one backhoe
- Purchase of one cherry picker truck

## POLICE

- Salary and benefits for 75% of 1 Police Officer for 1 year
- Purchase of 4.5 police cars



## LIBRARY

- Salary and benefits for 1.5 Librarians for 1 year



## PUBLIC ASSISTANCE

- Provide \$10,000 grants to 25 small businesses
- Provide 112 rental assistance grants (average \$2,238 each)
- Provide over 47,600 meals to residents – not including distribution cost of \$5.25 each



# CAPITAL IMPROVEMENT PROGRAM

## (CIP) BUDGET FY 2022-23

The total Fiscal Year 2022-23 Capital Improvement Program (CIP) budget is \$42.0 million. This budget includes 42 projects with funding of \$39.0 million plus dedicated staffing resources equal to 26.9 full-time equivalent (FTE) positions at \$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.

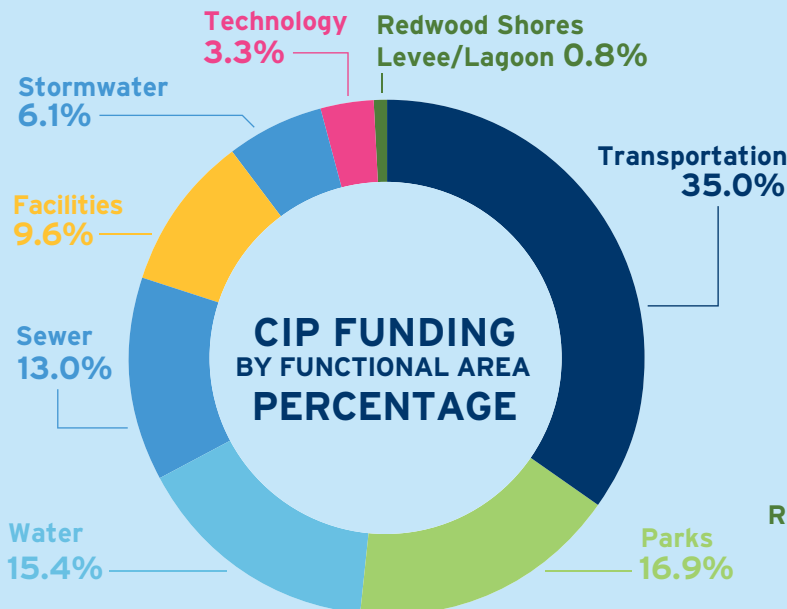
An online portal for the recommended FY 2022-23 CIP projects provides a high level summary of the project appropriations. The project summaries can be viewed by district or neighborhood. The interactive portal reflects the new district maps approved by Council on February 28, 2022.



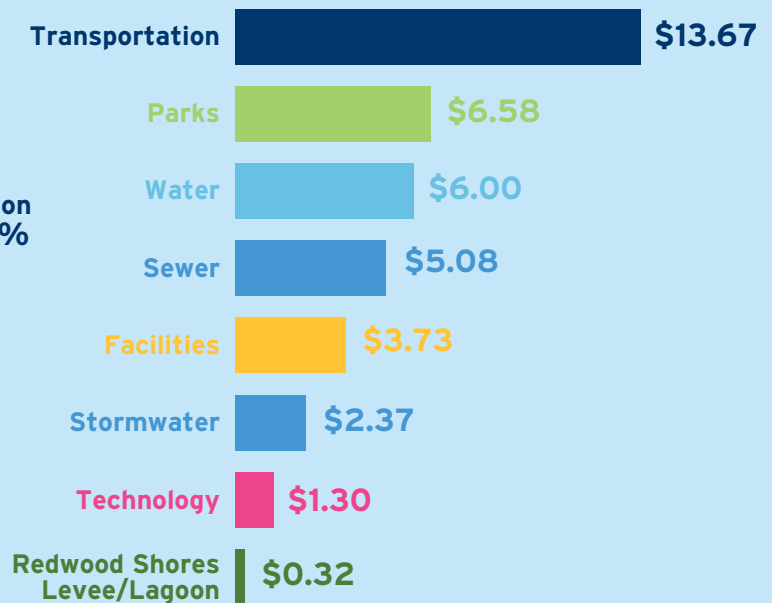
Online portal web address:  
<https://webgis.redwoodcity.org/storymap/cipdashboard>

## FUNCTIONAL AREA FUNDING

In order to promote a better understanding of the CIP program, proposed projects have been grouped into functional areas not including administration. The figures below provide a breakdown of \$28.3 million in FY 2021-22 project funding by functional area.



## CIP FUNDING BY FUNCTIONAL AREA IN MILLIONS





## CONTACT US

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Correspondence to the entire Council may be sent to:

### **CITY COUNCIL**

c/o City Clerk

1017 Middlefield Road

Redwood City, CA 94063

(650) 780-7220

[council@redwoodcity.org](mailto:council@redwoodcity.org)

All correspondence sent to the City Council becomes a public record, including contact information.



REDWOOD CITY  
CALIFORNIA

# BUDGET IN BRIEF

FISCAL YEAR 2022-23



# STRATEGIC MANAGEMENT



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# STRATEGIC PRIORITIES AND GOALS

# STRATEGIC PRIORITIES AND GOALS



## REDWOOD CITY GUIDING PRINCIPLES

In January 2020, the City Council adopted a Strategic Plan which established new vision and mission statements and nine Guiding Principles. To address the most pressing community and regional challenges, the City Council selected three top Strategic Priorities: housing, transportation, and children and youth (in priority order). Goals for each of the Strategic Priorities focus staff activities. The Guiding Principles are: Aesthetics, Community and Community Building, Economic Vitality, Excellence in Government Operations, Healthy Community for All Ages, Housing, Public Safety, Sustainability, and Transportation.

On August 29, 2020, the City Council reaffirmed these Strategic Priorities and emphasized the importance of social equity and integrating diversity, equity and inclusion in the provision of all City services. On October 12, 2020, the City Council adopted equity as a Foundational Guiding Principle: *Redwood City will put equity first, urging a collective restart so that policies serve the entire community.*

# EQUITY FOUNDATIONAL GUIDING PRINCIPAL



*Redwood City will put equity first, urging a collective restart so that policies serve the entire community*

## GOALS

### EQUITY IS A PRIORITY

Establish equity as a foundational priority



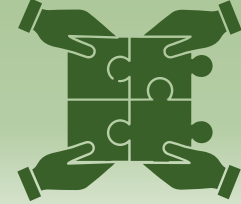
### SUPPORT INCLUSION

Support inclusion, belonging, and equity-related professional development for staff



### ENGAGE STAKEHOLDERS

Proactively engage, listen to, and adapt with community stakeholders



As an expression of the City’s immediate investment in reimagining services, each department has made an equity commitment (see next page). To highlight two initiatives advancing equity, inclusion, and engagement, see below on how the City is reimagining Boards, Commissions and Committees (BCC) recruitment and has included an Environmental Justice Element in our planning processes.

## BOARDS, COMMISSIONS AND COMMITTEES

At the direction of the City Council, as recommended by the Governance Sub-Committee, staff is evaluating a variety of potential changes to BCC-related practices; some will require modifications to the City Charter, while others will not. The recommendations may include an expansion of who can serve on BCCs, changes to how meetings work, and opportunities for compensation for BCC service.

These recommendations are intended to reduce barriers to participation in BCC service, which can add valuable community perspectives to the work our BCCs do on policy. Removing the current prohibition against compensation, for instance, would allow the City to consider offering incentives for service on some or all BCCs, including a monetary stipend. This might serve as an acknowledgement of member’s time or might be structured to cover expenses associated with BCC service, such as child care or transportation-related costs.

## ENVIRONMENTAL JUSTICE ELEMENT

Objectives and policy approaches have been included in the General Plan to ensure the fair treatment and meaningful involvement of people of all races, cultures, incomes and national origins, with respect to the development, adoption, implementation, and enforcement of environmental laws, regulations and policies. The Environmental Justice Element integrates environmental justice principles into the planning process and improves public participation. Fair treatment means that no group of people should bear a disproportionate share of the negative environmental consequences resulting from industrial, governmental, and commercial operations and policies.





# EQUITY FOUNDATIONAL GUIDING PRINCIPLE

These commitments operationalize and institutionalize the City’s focus on equity. These highlights are a subset of the departments’ broader efforts to advance equity.

DEPARTMENT	COMMITMENT	ANTICIPATED OUTCOMES
 <b>Administrative Services Division</b>	Implement utility bill forgiveness program that prioritizes equity	Delinquent utility bills are reduced or eliminated for residents and small businesses with a socioeconomic need.
 <b>City Attorney's Office</b>	Advise on equity-related policies and implementation of departmental equity commitments and add an equity lens to legal advice	Devotion of time and resources in advising on departmental equity commitments and incorporating equity lens into legal advice, including attending racial equity-related events, training.
 <b>City Clerk's Office</b>	Diversify board, commission, and committee recruiting to encourage representative participation from Redwood City Community.	BCCs are more reflective of the diversity of the Redwood City community; Increased number of BCC applicants who identify with historically underrepresented communities.
 <b>City Manager's Office</b>	Develop Anti-Displacement Strategic Plan to advance affordable housing for all.	Redwood City maintains diversity of income and demographics over 5+ years; Increased housing stability and affordable housing options for the City's most vulnerable residents.
 <b>Community Development and Transportation</b>	Center equity in Housing Element planning and engagement	Community and staff recommendation on policies and land use explicitly reflect equity concerns, such as what communities benefit or are burdened by certain policies, and how high-opportunity neighborhoods can be accessible to all groups
 <b>Fire Department</b>	Update recruiting, career development, and promotional requirements and practices to diversify workforce.	Fire Department staff are more reflective of the diversity of the Redwood City community; Self-sustaining recruitment program and work culture that supports a workforce that accepts a wide range of opinions, ideas, and experiences regardless of social and economic differences
 <b>Human Resources</b>	Begin update of hiring and promotion practices	Hiring and promotion best practices identified; Implementation begun as capacity within HR and organization allows
 <b>Library</b>	Pilot equity budgeting tool for library materials, programs, activities, and events.	Library materials, programs, activities and events provide equitable and inclusive experiences for all individuals using the Redwood City Public Library
 <b>Parks, Recreation and Community Services</b>	Amplify the diverse voices of the next generation of leaders through the Teen and Youth Advisory Boards.	More diverse Teen and Youth Advisory Boards in terms of race, ethnicity, gender, socioeconomic status and experiences.
 <b>Police Department</b>	Conduct collaborative evaluation of Community Wellness and Crisis Response Team pilot.	Reduced use of force against persons experiencing mental health crises; As part of a multi-year effort, aim to reduce police involvement in response to persons in mental health crisis and transition task to unarmed professionals
 <b>Public Works</b>	Update 50/50 sidewalk repair program to account for the different needs and resources of community members.	Sidewalk repair program equitable and accessible to all; Increased program participation among groups that have not traditionally been able to participate



# CITY COUNCIL STRATEGIC PRIORITIES FY 2022-23

## HOUSING AND HOMELESSNESS INITIATIVES



**Meet our unique community housing needs for people at all income levels**

### GOALS

**PRESERVE...**  
existing affordable housing



**PROTECT...**  
housing options for low and middle income residents



**PRODUCE...**  
housing to meet Regional Housing Needs Allocation (RHNA) goals for moderate, low and very low income residents



**PARTNER...**  
on housing opportunities for unique populations



### STAFF AND RESOURCE INTENSIVE PROJECTS - HOUSING

*(Blue = Mandated programs)*

- Implement the Anti-Displacement Strategy that will include strategies to preserve unsubsidized affordable housing units and mobile home parks as well as amendments to the City's existing tenant protection ordinances ([www.redwoodcity.org/ADS](http://www.redwoodcity.org/ADS))
- Oversee the City's below market rate (BMR) housing portfolio of over 1,300 units including compliance monitoring, updating the BMR monitoring fees and developing BMR program guidelines
- Continue to oversee and manage the City's COVID-19 Emergency Rental Assistance Program
- Complete the Housing Element update for 2023-2031 including the completion of the environmental review and rezoning
- Process the sales of the 20 affordable ownership units at 612 Jefferson (Habitat for Humanity)
- Comply with CDBG/HOME annual reporting requirements

- Partner with the County (including providing HOME funding) to convert the hotel at 1818 El Camino Real into permanent support housing for people experiencing homelessness or at-risk of homelessness
- Implement the Affordable Housing Ordinance - over 800 proposed affordable housing units across 16 projects (e.g. Sequoia Station, Gatekeeper projects, 1125 Arguello, 1330 El Camino Real, etc.)
- Develop a funding application process to allocate the City's housing funds to affordable housing projects
- Prepare the Five-Year Consolidated Plan and Assessment of Fair Housing (2023-2027) for the CDBG/HOME Program
- Administer the CDBG, HOME and Human Services Financial Assistance (HSFA) grant programs including oversight of the CDBG-funded Hoover Park and Fair Oaks Community Center improvement projects





# HOUSING AND HOMELESSNESS INITIATIVES

(Blue = Mandated programs)

## PRESERVATION

- Administer the HOME Investment Partnerships (HOME) program which provides funds for affordable housing preservation and production
- Oversee the Community Development Block Grant (CDBG) minor home repair and accessibility modification programs for low income homeowners and renters
- Develop a strategy to preserve the five affordable housing projects (239 units) that have expiring affordability covenants in the next 10 years (2022-2032)

## PARTNERSHIP

- Provide operating support to in-home child care providers impacted by COVID-19 in collaboration with the Child Care Coordinating Council (4Cs) of San Mateo County (CDBG funded)

## PRODUCTION

- Negotiate, complete, and enforce affordability restrictions and funding agreements for over 450 affordable housing units that are either under construction or approved
- Administer the HOME Investment Partnerships (HOME) program which provides funds for affordable housing preservation and production
- Provide free, pre-approved ADU plans in collaboration with Housing Endowment & Regional Trust (HEART) of San Mateo County
- Implement the updated the ADU Ordinance

## FOUNDATIONAL

- Update the CDBG/HOME policies and procedures
- Update the City's affordable housing policies and procedures
- Actively participate in housing legislation advocacy
- Implement the Short-Term Rental Ordinance

## STAFF AND RESOURCE INTENSIVE PROJECTS – HOMELESSNESS INITIATIVES

- Implement the Homelessness Initiatives Work Plan to address the impacts of homelessness and achieve functional zero homelessness
- Continue Fair Oaks Community Center programs and services for homeless and at-risk of homelessness residents
- Continue to implement the Temporary RV Safe Parking Program and transition program participants to permanent housing options
- Implement the “Resolving Encampments through Effective Engagement” Pilot Program
- Administer \$1.8 million in State Encampment Resolution Funding
- Oversee expansion and coordination of homeless outreach provided by community partners
- Develop and implement a Coordinated, Inter-Agency Redwood City Homeless Outreach Strategy

## HOMELESSNESS WORKPLAN

- Continue to oversee Downtown Streets Team Program as a pathway to employment and housing and expand encampment waste services
- Continue to implement the Permanent Local Housing Allocation (PLHA)-funded rapid rehousing program for the RV Safe Parking participants
- Continue to coordinate with CalTrans regarding encampments on CalTrans property
- Develop a homeless hotline
- Develop and implement “on demand” and “Redwood City Preference” options for unsheltered homeless individuals within the existing Coordinated Entry System (CES)
- Support development of Navigation Center in Redwood City including five “on demand” beds to serve Redwood City unsheltered residents
- Partner with the County to leverage federal and state homelessness funding

# TRANSPORTATION INITIATIVES



*Create and maintain a multimodal, safe and accessible transportation network*

## GOALS

### BICYCLE/PEDESTRIAN SAFETY AND VISION ZERO

Create an action plan to implement Vision Zero strategies (zero fatalities or serious injuries involving road traffic)



### SUSTAINABILITY - ZERO EMISSION TRIPS

Create policies and infrastructure to support zero emission trips



### REGIONAL MOBILITY

Ensure Redwood City is considered in all strategic regional transportation initiatives



## STAFF AND RESOURCE INTENSIVE PROJECTS

- Construct permanent Hopkins Avenue Traffic Safety Project and Pavement Overlay
- Explore the feasibility of a quick-build cycle track on northbound El Camino Real, between Maple and Wilson streets
- Collaborate with Caltrans to increase safety on state highways (El Camino Real and Woodside Road) as part of planned projects
- Vision Zero Task Force to adopt workplan for the next three years and begin implementation
- Complete Transit District Plan and adopt supplemental environmental impact report
- Identify funding for the US 101/84 Interchange Improvement Project
- Collaborate with Caltrain, SamTrans, City/County Association of Governments (C/CAG), and the San Mateo County Transportation Authority (SMCTA) to advance development of the Rail Grade Separation and Transit Center Project







# TRANSPORTATION INITIATIVES

## BICYCLE/PEDESTRIAN SAFETY

- Participate in the Countywide Saturation Traffic Enforcement Program, teaming with allied law enforcement agencies to target aggressive driving behaviors in Redwood City and the surrounding areas
- By Fall 2022, complete transition of the Safe Routes to School Program from Redwood City Together to the City and continue implementation
- Apply for grant funding for high-priority safety projects identified in Redwood City Walk Bike Thrive
- Build Roosevelt Avenue Traffic Calming pilot project

## SUSTAINABILITY – ZERO EMISSIONS

- Complete fee study for the Transportation Demand Management Program
- Develop the Citywide Transportation Management Association
- Update Transportation Impact Fee Program to reflect transition from Level of Service (LOS) to Vehicle Miles Traveled (VMT) and expand VMT-reducing projects
- Issue permits for shared micromobility operators as applications are submitted and monitor their performance and level of use
- Advance design and secure funding for the Redwood Avenue Sidewalk, Curb and Gutter, and Paving Project

## REGIONAL MOBILITY

- Ensure Redwood City is considered in all strategic regional transportation initiatives
- Advocate for additional funding for City priorities in federal infrastructure bills
- Collaborate with the Managers Mobility Partnership to advance the planning, design, and construction of the Peninsula Bikeway on El Camino Real from Mountain View to Redwood City
- City Council and staff participation on state and regional boards and committees:
  - California Walk & Bike Technical Advisory Committee
  - Caltrain City/County Staff Coordinating Group
  - Caltrain Local Policy Makers Group
  - C/CAG, including Congestion Management & Environmental Quality, Resource Management-Climates Protection, and Airport-Land Use Committee
  - Commute.org
  - Managers Mobility Partnership
  - Safe Routes to School Task Force
  - SFO Airport/Community Roundtable
  - Countywide Safe Routes to School Technical Advisory Committee
  - C/CAG's Countywide Shared Micromobility Feasibility Technical Advisory Committee



# CHILDREN AND YOUTH INITIATIVES



*Create opportunities for children and youth to grow,  
learn and play in safe and healthy environments*

## GOALS

### PRODUCTION

Increase the number and  
affordability of child care  
spaces



### AMENITIES AND PROGRAMS

Increase opportunities for  
family entertainment,  
family- friendly businesses  
and youth activities



### YOUTH ENGAGEMENT

Increase opportunities  
for youth to provide  
meaningful input



## STAFF AND RESOURCE INTENSIVE PROJECTS

- Deliver at least ten storytimes per week, including regular bilingual sessions, across all three library locations
- Provide Library events and activities for children and teens to support Science, Technology, Engineering, Arts, and Mathematics (STEAM) education in the new Makerspace; pandemic recovery issues like learning loss, mental health, and food insecurity; equity and inclusion; and other topics that emerge during RCPL Listens community engagement sessions in the summer of 2022
- During the first semester of the 2022-23 school year, pilot “Empower Card” initiative in collaboration with San Mateo County Libraries to expand equitable access to all online library resources for students, regardless of where they reside
- Complete community engagement to develop final design and go out to bid for construction by May 2023 to build the new Downtown Park adjacent to the Downtown Library with an eye towards accessible youth amenities that both expand and complement amenities at the Library
- Provide a robust Library Summer Learning Challenge program to keep thousands of children and teens reading over the summer







## CHILDREN AND YOUTH INITIATIVES

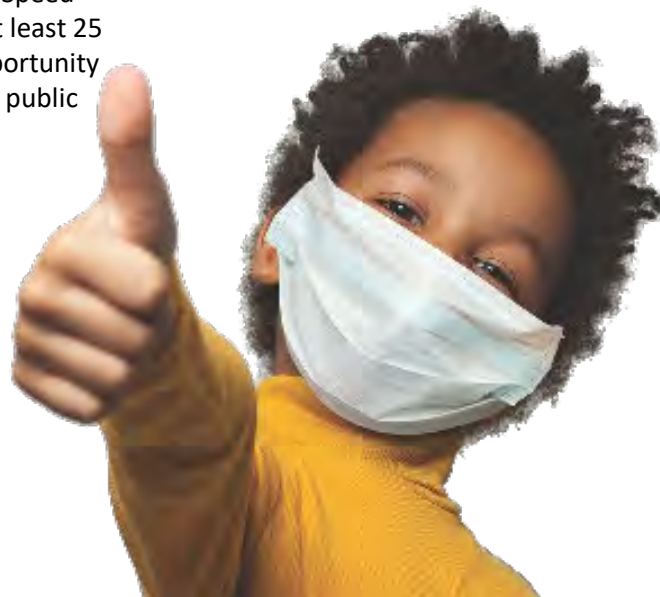
### AMENITIES AND PROGRAMS

- Update the Redwood Shores Branch Library Interpretive Center to incorporate new technology and subject matter, including sea level rise
- Support over 80 trained volunteer teen tutors in providing one-on-one tutoring to younger children through Project READ's youth literacy programs
- Provide an equitable array of youth wellness and learning programs at 5 PRCS after school program sites, serving 400 students, that focuses on pandemic recovery issues like learning loss, mental health and food insecurity
- Provide at least 8 free summer mobile recreation programs at a minimum of 4 parks identified in underserved neighborhoods of the City
- Increase youth recreation activities by 20% in North Fair Oaks and Redwood Shores for greater youth access by spring 2023
- Host a teen talk speaker series for at least 50 youth that focuses on: growth mindset, college and job preparation, financial education and more in spring 2023
- Host a "Public Sector Career Speed Networking" event to give at least 25 high school students the opportunity to learn about careers in the public sector by spring 2023



### YOUTH ENGAGEMENT

- Proactively include youth voices in the RCPL Listens community engagement sessions to develop new Library service priorities for 2022-2025
- Support the Youth Advisory Board to host the "Volun-teen Program" engaging at least 50 youth in the 2022-2023 school year to provide volunteer services throughout the community
- Continue to provide opportunities for youth to express themselves and weigh in on important issues and projects within the City through the participation of a total of at least 30 youth/teens by serving on the Teen and Youth Advisory Boards



# STRATEGIC PRIORITIES AND GOALS



## AESTHETICS

*Support a safe and clean and attractive environment.*

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### Goals for Fiscal Year 2022-23

- Installation of the Racial Equity Mural by end of September 2022
- Complete a tree inventory audit and update the City's tree ordinance by June 2023
- Through community engagement, collaboration, and internal consideration, reimagine the current sidewalk repair program with an equity lens to ensure that the program is accessible to all and complete 3,000 sidewalk repairs by June 2023 (the timeline for this goal was extended an additional fiscal year in order to incorporate feedback received from the City Council Equity and Social Justice Sub-Committee)
- Develop recommendation for new 1% for Public Art Ordinance for residential development projects for at least 30 units or more (with no fee requirements for affordable housing units) in FY 2023-24 (multi-year goal)
- Evaluate and perform maintenance, such as tree trimming or removal, on City-owned trees (multi-year goal)

# STRATEGIC PRIORITIES AND GOALS



## COMMUNITY BUILDING AND COMMUNICATION

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

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### Goals for Fiscal Year 2022-23

- Complete Foundational Equity Training for 60% of City staff by August 2022
- Conduct at least twelve Redwood City Public Library (RCPL) Listens community conversations and listening sessions to identify community aspirations that will create the foundation for updated Library Service Priorities for the period from 2022-2027 during summer 2022
- Develop a programming policy to ensure that library activities reflect and support the City's adopted list of annual acknowledgements, recognitions, and celebrations designed to encourage reflection on the contributions and experiences of the residents of our diverse city by September 2022
- Complete phase I (administrative area improvements) and phase II (paint, kitchen and classroom 7 upgrades) of the Community Development Block Grant (CDBG)-funded Fair Oaks Community Center improvement project by June 2023
- Conduct at least 350 Library Makerspace programs and events, including collaborative efforts with community partners, by June 2023
- Adopt and implement the Central Redwood City Plan (multi-year goal)
- Support programs and initiatives in support of the City's COVID-19 Response Strategy – Respond, Restore and Reimagine (ongoing)
- Strengthen relationships throughout the community by engaging intentionally with existing partners and by building new connections that allow the City to better hear community members in areas that have been historically and currently marginalized (ongoing)

# STRATEGIC PRIORITIES 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.*

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### Goals for Fiscal Year 2022-23

- Initiate the Bayfront Park community engagement project by July 2022 and develop initial master plan by summer 2023
- Provide a robust Library Summer Learning Challenge program to keep thousands of children and teens reading over summer 2022
- Pilot “Empower Card” initiative with San Mateo County Libraries to expand equitable access to all online library resources for students, regardless of where they reside, during the first semester of the 2022-23 school year
- Develop a programming policy to ensure that library activities reflect and support the City’s adopted list of annual acknowledgements, recognitions, and celebrations designed to encourage reflection on the contributions and experiences of the residents of our diverse city by September 2022
- Complete Hawes Field Synthetic Turf Replacement Project by October 2022
- Complete the Dolphin Park Playground renovation project by December 2022
- Increase After School Program spaces by 10% for vulnerable populations by January 2023
- Increase youth recreation activities by 20% in North Fair Oaks and Redwood Shores for greater youth access by spring 2023
- Initiate the Garrett Park renovation project community engagement by May 2023
- Complete community engagement to develop final design and go out to bid for construction by May 2023 to build the new Downtown Park adjacent to the Downtown Library with an eye towards accessible youth amenities that both expand and complement amenities at the Library
- Complete the Fair Oaks Field Synthetic Turf Replacement Project by June 2023
- Conduct at least 350 Library Makerspace programs and events, including collaborative efforts with community partners by June 2023
- Complete Hoover Park and Pool Master Plan, including engaging the Redwood Village Neighborhood, stakeholders, and general public by June 2023
- Complete the Jardin de Niños Park expansion project by April 2023

# STRATEGIC PRIORITIES AND GOALS

- Identify pipeline material downstream of the water meter for 21,000 customer side private water service lines by October 2024 in compliance with the Federal Lead and Copper Rule Revision (multi-year goal)
- Explore the need, feasibility, and cost to expand the Downtown Library facility (multi-year goal)
- Update the Redwood Shores Branch Library Interpretive Center to incorporate new technology and subject matter (multi-year goal)
- Develop the Citywide Park System Master Plan by FY 2024-25 (multi-year goal)
- Develop the Stulsaft Park Site Master Plan by FY 2024-2025 (multi-year goal)
- Deliver at least ten storytimes per week, including regular bilingual sessions, across all three library locations (ongoing)
- Provide an equitable array of youth wellness and learning programs at five PRCS after school program sites, serving 400 students, focused on pandemic recovery issues like learning loss, mental health and food insecurity (ongoing)
- Provide at least eight free July mobile recreation programs at a minimum of four parks identified in underserved neighborhoods of the City (ongoing)
- Support the Youth Advisory Board to host the “Volun-teen Program” engaging at least 50 youth in the 2022-2023 school year to provide volunteer services throughout the community (ongoing)
- Continue to provide opportunities for youth to express themselves and weigh in on important issues and projects within the City through the participation of a total of at least 30 youth/teens by serving on the Teen and Youth Advisory Boards (ongoing)
- Provide Library events and activities for children and teens to support Science, Technology, Engineering, Arts, and Mathematics (STEAM) education in the new Makerspace; pandemic recovery issues like learning loss, mental health, and food insecurity; equity and inclusion; and other topics that emerge during RCPL Listens community engagement sessions in the summer of 2022 (ongoing)



# STRATEGIC PRIORITIES 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.*

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### Goals for Fiscal Year 2022-23

- Implement permanent parklet program by March 2023
- Facilitate development of an electronic sign on Highway 101 on a site approved by Caltrans, including sign ordinance revisions as needed (multi-year goal)
- Oversee and monitor the City's cannabis business to ensure businesses comply with City ordinances and City Manager's regulations (ongoing)

# STRATEGIC PRIORITIES AND GOALS



## EXCELLENCE IN 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.*

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### Goals for Fiscal Year 2022-23

- Transition to collect sewer service charges for one dwelling unit parcels through the County of San Mateo tax rolls by July 31, 2022 (this timeline was extended an additional fiscal year based on the City Council's direction)
- Implement a new citywide cashiering system program by August 2022
- Select and enter into a contract with a Third-Party Administrator to administer the City's workers' compensation claims by August 2022
- Publish a "Budget-in-Brief" document in print and online in English and Spanish by August 2022
- Centralize and strengthen grant coordination efforts citywide, with the first quarterly meeting by August 2022
- Reorganize Human Resources Department, including hiring, onboarding, and training new HR positions: 1.0 FTE Human Resources Manager, 1.0 FTE Senior Human Resources Analyst and 2.0 FTE Human Resources Analysts by August 2022 and a 0.5 FTE Administrative Clerk III by October 2022
- Continue to implement, evaluate, and refine hybrid City Council meeting solutions, including strengthening communication and resources to inform community-members about participation options, consideration of asynchronous meeting solutions to engage community-members on matters before the Council during non-meeting times, and ongoing analysis of in-person and virtual engagement tools with findings prepared by September 2022
- Develop an implementation plan for NEOGOV software for recruitment, onboarding, training and development, performance management, and use of electronic forms by October 2022
- Create training modules and job aids, and provide Human Capital Management (HCM) system administrator training to City employees to address training needs related to 180 new HCM system processes by October 2022
- Update, reorganize, and reformat the Municipal Code and Zoning Code by October 2022
- Fulfill responsibilities for the November 8, 2022 Municipal Election by November 2022
- Assess the full functionality of software reporting options in the Oracle application and begin using reports to inform operations by December 2022
- Develop an updated set of procurement related job aids by December 2022

# STRATEGIC PRIORITIES AND GOALS

- Explore creation of a Medical Provider Network (MPN) to offer injured workers a designated group of healthcare providers to treat work injuries by December 2022
- Continue to develop and implement a framework to analyze all functions and programs related to Boards, Commissions and Committees (BCC), including consideration and development of tools to support members and staff, identifying strategies to strengthen and diversify recruitment efforts, and consideration of structural changes to increase engagement by underrepresented Redwood City community members and prepare findings and recommendations by December 2022
- Explore additional revenue opportunities and cost savings needed to balance the budget over the 10-year forecast period and provide recommendations to the Finance/Audit Sub-Committee by January 2023
- Continue exploring the next phases of implementing Environmental, Social, Governance investing with investment firm consultant, with next steps proposed to the Finance/Audit Sub-Committee by January 2023
- Review financial practices related to internal service charges, capital assets, construction deposits, and city utility costs by March 2023
- Implement a plan to meet various updated System Security Standards across the organization, thereby improving the security and availability of key technological infrastructure, and implementing the vital system priority standards by June 2023
- Develop a plan for applying an equity lens to fees by June 2023
- Develop and implement a monthly financial report of budget and actual results by department by June 2023 while seeking interim solutions in the meantime
- Conduct State-mandated biannual Sexual Harassment Training for all employees who are due for training by June 2023, including regular, casual, and contract employees
- Continue to support the Talent Acquisition Program that strives to develop creative and innovative ways to attract, develop, and retain a highly-qualified workforce (multi-year goal)
- 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 (multi-year goal)
- Develop a new solid waste rate structure to realign rates based on current costs of service (multi-year goal)
- Replace or retrofit existing water meters with Smart/Automated Meter Infrastructure (AMI) water meters where feasible (multi-year goal)
- Support inclusion, belonging and equity-related professional development for staff (ongoing)
- Oversee and coordinate Governance and Legislative Advocacy activities (ongoing)
- Continue to implement recommendations from Building Division's Organizational Review and provide quarterly updates to City Council on progress (ongoing)

# STRATEGIC PRIORITIES AND GOALS

- Manage existing contract with Oracle implementation consultant to avoid the need for any change orders (ongoing)
- Support all business users of the City's new Enterprise Resource Planning (ERP) system, and identify and implement opportunities for improvements in all ERP related processes (ongoing)

# STRATEGIC PRIORITIES 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.*

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### Goals for Fiscal Year 2022-23

#### Housing

- Adopt the Housing, Environmental Justice and Safety Elements by December 2022
- Process the sales of the 20 affordable ownership units at 612 Jefferson Street (Habitat for Humanity) by September 2022
- Prepare the Five-Year Consolidated Plan and Assessment of Fair Housing (2023-2027) for the CDBG/HOME Program by May 2023
- Adopt the 2023-2031 Housing Element and receive certification by the State by June 2023
- Implement the Anti-Displacement Strategy including completing Mobile Home Rezoning by January 2023, completing research and community engagement and developing draft policies for Tenant Protection Ordinance Amendments by December 2023, and developing program guidelines for establishing a Preservation fund by August 2023
- Provide operating support to in-home child care providers impacted by COVID-19 in collaboration with the Child Care Coordinating Council (4Cs) of San Mateo County (CDBG funded) through June 2023
- Negotiate, complete, and enforce affordability restrictions and funding agreements for over 450 affordable housing units that are either under construction or approved (multi-year goal)
- Develop a strategy to preserve the five affordable housing projects (239 units) that have expiring affordability covenants in the next ten years (2022-2032) (multi-year goal)
- Continue to support affordable housing production through implementation of the Affordable Housing Ordinance and allocation of City housing funds (multi-year goal)
- Oversee the City's below market rate (BMR) housing portfolio of over 1,300 units, including compliance monitoring, updating the BMR monitoring fees and developing BMR program guidelines (ongoing)
- Continue to support the production of 100% affordable housing for unique population projects in Redwood City (ongoing)
- Comply with CDBG/HOME annual reporting requirements (ongoing)
- Implement the updated the ADU Ordinance (ongoing)



# STRATEGIC PRIORITIES AND GOALS

- Administer the CDBG, HOME and Human Services Financial Assistance (HSFA) grant programs, including oversight of the CDBG-funded Hoover Park and Fair Oaks Community Center improvement projects (ongoing)
- Administer the HOME Investment Partnerships (HOME) program which provides funds for affordable housing preservation and production (ongoing)
- Oversee the Community Development Block Grant (CDBG) minor home repair and accessibility modification programs for low income homeowners and renters (ongoing)
- Provide free, pre-approved ADU plans in collaboration with Housing Endowment & Regional Trust (HEART) of San Mateo County (ongoing)

## Homelessness Initiatives

- Develop and implement “on-demand” and “Redwood City preference” options for unsheltered homeless individuals within the existing Coordinated Entry System (CES) by January 2023
- Develop a homeless hotline by January 2023
- Partner with San Mateo County (including providing HOME funding) to convert the hotel at 1818 El Camino Real into permanent support housing for people experiencing homelessness or at-risk of homelessness by May 2023
- Implement the “Resolving Encampments through Effective Engagement” Pilot Program and implement the Homelessness Initiatives Strategy of Intensive, Coordinated Outreach and Engagement for Unsheltered Residents by June 2023
- Support development of Navigation Center in Redwood City, including five “on demand” beds to serve Redwood City unsheltered residents (multi-year goal)
- Continue to oversee and manage the City’s COVID-19 Emergency Rental Assistance Program (multi-year goal)
- Develop and implement Coordinated Inter-Agency Redwood City Homeless Outreach Strategy (multi-year goal)
- Administer \$1.8 million in State Encampment Resolution Funding (multi-year goal)
- Continue to implement the Temporary RV Safe Parking Program and transition program participants to permanent housing options (multi-year goal)
- Continue to implement the Permanent Local Housing Allocation (PLHA)-funded rapid rehousing program for the RV Safe Parking participants (multi-year goal)
- Coordinate citywide, inter-departmental, inter-agency (private and public sector) efforts towards ending homelessness (ongoing)
- Continue Fair Oaks Community Center programs and services for homeless and at-risk of homelessness residents (ongoing)
- Continue to oversee the Downtown Streets Team Program and encampment waste services (ongoing)

# STRATEGIC PRIORITIES 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.*

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### Goals for Fiscal Year 2022-23

- Development of emergency plans, training and other Emergency Operations Center (EOC) tasks, as well as complete the EOC remodel by December 2022
- Complete a commissioned police staffing and services assessment study by December 2022 and begin implementation of findings by June 2023
- Complete the Fire Department Standards of Cover study by December 2022 and begin implementation of the findings by June 2023
- Through the Recruitment Working Group, focus on diversity, equity and inclusion within hiring and promotional practices by developing strategies to recruit talent from diverse backgrounds, identify areas where we can support those from diverse backgrounds, and ensure an equitable approach for building our workforce by avoiding exclusionary practices by January 2023
- Reorganize existing Police Department specialty units into an integrated Community Response Unit to create a more flexible, responsive, and efficient team of officers better positioned to respond to existing and emerging public safety and crime trends and on-going community safety concerns such as traffic safety, downtown special events and homeless outreach by February 2023
- Work in collaboration with the City of San Carlos to improve our Emergency Management efforts for both cities, and provide Emergency Operations Center (EOC) training (Type 3 EOC credentialing courses as defined by California Operations of Emergency Services (CAL OES) to City staff by June 2023
- Host two Community Emergency Response Team (CERT) Trainings and at least four continuing education/membership meetings by June 2023
- Expand the Fire Explorer Program by hosting one open house and recruiting at least four new explorers by June 2023
- Design and build a training tower for Public Safety by June 2023
- Purchase and deploy vehicle mounted cameras, which are integrated with existing body worn cameras, to increase departmental transparency and accountability to the community; improve officer safety; and employ best evidentiary gathering practices by June 2023
- Deploy an integrated system of Flock Safety automated license plate reader cameras at key locations around the City to improve investigative efficiency, enhance community safety, and improve criminal deterrence, and provide real time patrol information to officers and investigative leads to detectives by June 2023

# STRATEGIC PRIORITIES AND GOALS

- Identify and retain the services a dedicated on-call mental health professional specializing in first responders to provide counseling and services to public safety staff to improve staff resiliency and overall mental health wellness by June 2023
- Continue implementation of the Community Wellness and Crisis Response Team (CWCRT) Two-Year Pilot Program (multi-year goal)
- Enhance transparency with data collection, reporting and analysis, and adhere to all applicable reporting laws, including the Racial and Identity Profiling Act (RIPA) (ongoing)
- Modify existing crime statistics and data collection process (Uniform Crime Reporting) to conform with the new mandated California Incident-Based Reporting System (CIBRS) (ongoing)
- Continue to update and improve data and information sharing on the Department's Data Dashboard, including information on arrests, use of force, department staffing and demographics, and budget (ongoing)

# STRATEGIC PRIORITIES AND GOALS



## SUSTAINABILITY

*Proactively address environmental concerns to protect our community.*

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### Goals for Fiscal Year 2022-23

- Implement the solar microgrid within Fire Station 9 and the adjacent Marshall Street Garage by June 2023
- Convert remaining eligible streets lights to LED by June 2024
- Implement electrification within the City's fleet by replacing aging hybrid and gasoline vehicles with 100% electric Vehicles (EV) where possible (multi-year goal)
- Research additional funding options for Athletic Field Light LED conversion by July 2024 (multi-year goal)
- Extend recycled water distribution pipelines by 4,000 to 5,000 feet per year for the next 3-4 years to serve landscape irrigation demands at parks, streetscapes and medians, and for various approved indoor uses in both new buildings and existing buildings into the Downtown area (multi-year goal)
- Obtain additional grant funding and coordinate with regional agencies for levee improvements in and around Redwood Shores (multi-year goal)
- Complete groundwater remediation efforts at the Sequoia Station Shopping Center (multi-year goal)
- Construct the Bayfront Canal & Atherton Channel Flood Management Project in collaboration with neighboring jurisdictions (ongoing)
- Develop incentive programs and initiatives based on the Climate Action Plan (ongoing)
- Work locally and with regional partners to identify water supplies to supplement dry year demand through development of recycled water, groundwater, and other potential sources of new water supply (ongoing)

# STRATEGIC PRIORITIES AND GOALS



## TRANSPORTATION

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

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### Goals for Fiscal Year 2022-23

- Complete transition of the Safe Routes to School Program from Redwood City Together to the City and continue implementation by October 2022
- Issue permits for shared micromobility operators as applications are submitted and monitor their performance and level of use by October 2022
- Adopt Vision Zero Task Force workplan for the next three years and begin implementation by October 2022
- Explore the feasibility of a quick-build cycle track on northbound El Camino Real, between Maple and Wilson streets by December 2022
- Complete construction of the 2021 Pavement Overlay Project that will improve 9.5 miles of street pavement by December 2022
- Adopt the Transit District Plan and certify the environmental review by December 2022
- Develop the Citywide Transportation Management Association by April 2023
- Update Transportation Impact Fee Program to reflect transition from Level of Service (LOS) to Vehicle Miles Traveled (VMT) and expand VMT-reducing projects by June 2023
- Build Roosevelt Avenue Traffic Calming pilot project by April 2023
- Construct permanent Hopkins Avenue Traffic Safety Project and Pavement Overlay by April 2023
- Complete fee study for the Transportation Demand Management Program by July 2023
- Implement the 101/84 Interchange Project Funding Implementation Plan (multi-year goal)
- Advance design and secure funding for the Redwood Avenue Sidewalk, Curb and Gutter, and Paving Project (multi-year goal)
- Collaborate with the Managers Mobility Partnership to advance the planning, design, and construction of the Peninsula Bikeway on El Camino Real from Mountain View to Redwood City (multi-year goal)
- Collaborate with Caltrain, SamTrans, City/County Association of Governments (C/CAG) and the San Mateo County Transportation Authority (SMCTA) to advance development of Rail Grade Separation and Transit Center Project (multi-year goal)



# STRATEGIC PRIORITIES AND GOALS

- Participate in the Countywide Saturation Traffic Enforcement Program, teaming with allied law enforcement agencies to target aggressive driving behaviors in Redwood City and surrounding areas (ongoing)
- Collaborate with Caltrans to increase safety on state highways (El Camino Real and Woodside Road) as part of planned projects (ongoing)
- Advocate for additional funding for City priorities in federal infrastructure bills (ongoing)

# STRATEGIC PRIORITIES AND GOALS

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# CITYWIDE ACCOMPLISHMENTS

# CITYWIDE ACCOMPLISHMENTS BY GUIDING PRINCIPLE

## CITYWIDE GUIDING PRINCIPLES



# CITYWIDE ACCOMPLISHMENTS BY GUIDING PRINCIPLE



## AESTHETICS

*Support a safe and clean and attractive environment.*

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### Accomplishments for Fiscal Year 2021-22

- Supported the Sidewalk Repair and Replacement program by exceeding the goal of 1,750 repairs by June 2022
- Completed construction of the Middlefield Streetscape and Undergrounding Project and held ribbon cutting



# CITYWIDE ACCOMPLISHMENTS BY GUIDING PRINCIPLE



## COMMUNITY BUILDING AND COMMUNICATION

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

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### Accomplishments for Fiscal Year 2021-22

- Supported vulnerable community members impacted by COVID-19 through the Fair Oaks Community Center/Human Services Unit. This includes providing \$6.6M in rent and utility assistance payments and behalf of 545 households.
- Designed and implemented a new utility bill forgiveness and payment program to address community hardships arising from the COVID-19 crisis
- Continued to advance RCPL CARES racial equity work plan. Completed equity audit of Library policies in December 2021. Applied equity budgeting tools to the purchase of additional library materials representing marginalized populations for the collection
- Launched programming for Magical Bridge with monthly book reading, art classes, and senior days
- Created and delivered over 1,000 virtual events, with a focus on inclusion and numerous collaborations with community partners, including, but not limited to, Welcoming Redwood City, American Chemical Society, Zoppe Family Circus, Magical Bridge Playground, Opening Doors PTA, Domini Hoskins Black History Museum and Learning Center, San Mateo County Pride Center, Second Harvest, Casa Circulo Cultural, and many more
- In February 2022, began a multi-year initiative to reimagine Boards, Commissions and Committees (BCC) through a diversity, equity, and inclusion (DEI) lens, which included launching a recruitment feedback survey, hosting a community listening session, updating the application and interview questions, and developing a framework by which staff can continue to analyze BCC programs and tailor solutions to the changing needs and expectations of the Redwood City community. Staff also conducted a robust recruitment and onboarding process to fill 28 vacancies on 11 advisory bodies.
- Applied for and received financial assistance from the State of California to implement and administer a utility arrearage assistance program for water service customers
- Developed a Citywide Equity Plan that incorporates policy priorities and new, specific commitments to equity in each department
- Led City Council redistricting efforts with the Census 2020 data, including significant community outreach
- Launched The People's Budget, a participatory budgeting pilot program, and began implementation of community-selected projects up to \$1 million

# CITYWIDE ACCOMPLISHMENTS BY GUIDING PRINCIPLE



## 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.*

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### Accomplishments for Fiscal Year 2021-22

- Completed construction of the US 101 Pedestrian Undercrossing Project and held ribbon cutting
- Received recognition from the federal Institute of Museum and Library Services as one of the 15 finalist libraries in the United States, and the only one in California, for the National Medal for Museum and Library Services
- Completed construction of Downtown Library Makerspace, including \$435,000 raised by the Redwood City Library Foundation
- Examined library programs using an equity assessment tool, refocusing resources towards pandemic recovery (wellness, meditation, tai chi, mental health), inclusive programs (Black History Month, Confronting History: Stories of Internment, Welcoming Week, United Against Hate Week), and STEAM education for all ages
- Hosted hundreds of virtual recreation programs and activities focused on youth and families and successfully transitioned to in-person recreation programming that included serving over 400 youth a day in after school programs; over 200 youth and adult classes; dozens of camps; and senior clubs and programs.
- Delivered over 120,000 senior meals in 2021, including special senior outreach efforts to homebound seniors. Transitioned from senior meal deliver to in-person senior meals at the Veterans Memorial Senior Center while also delivering 40 meals a day to homebound seniors.
- Developed new senior programs for Redwood Shores residents including computer skills, wellness programs, walking club, travel seminars, Ping Pong, Tai Chi, and Mandolin Orchestra performances.
- Successfully hosted two high school only events – “Study Sesh” for finals and a Movie Night
- Held a joint meeting with the Senior Affairs Commission and the Youth Advisory Board
- Accomplished goal to complete the renovation of the Fair Oaks Community Center administrative offices as well as the Child Development Program kitchen to better serve the Redwood City Child Development Program, the Fair Oaks Older Adult Activity Center, and the community

# CITYWIDE ACCOMPLISHMENTS BY GUIDING PRINCIPLE



## ECONOMIC DEVELOPMENT

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

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### Accomplishments for Fiscal Year 2021-22

- Implemented retail storefront cannabis program and issued four permits allowing storefront cannabis businesses in commercial and mixed-use zones
- Developed and began implementation of the Parklet and Sidewalk Café Program and street closure along the block 2000 block of Broadway
- Following City Council's initiation of General Plan Amendments for several large commercial and housing projects in the Downtown area, began environmental review for the Downtown Precise Plan Amendments ("Gatekeeper Projects")

# CITYWIDE ACCOMPLISHMENTS BY GUIDING PRINCIPLE



## EXCELLENCE IN 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.*

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### Accomplishments for Fiscal Year 2021-22

- Implemented a new Enterprise Resource Planning system for financial and human capital management, and a new capital improvement program (CIP) application to increase the efficiency of the CIP project selection process
- Launched a new procurement support function supported by the allocation of 0.50 FTE and provided citywide training on the City's updated purchasing ordinance
- Supported return to workplace and hybrid meetings with remote participants (all requests for new licenses for Microsoft Teams and/or Zoom were fulfilled within one business day), planned for hybrid City Council meetings, and continued supporting remote access to services for the public, through technology improvements and new online functions.
- Implemented Oracle Cloud Enterprise Resource Planning system (Financial Management as of July 2021 and Human Capital Management in December 2021)
- Resolved more than 8,700 information technology help tickets
- Implemented an electronic system for filing campaign disclosure forms and statements of economic interest resulting in an increase in efficiency for filers and easier access and transparency for the public in August 2021.
- Supported the City Council election district redistricting initiative to rebalance population within the City Council election districts following the release of 2020 United States Census data and provided staff support to the Council-appointed Advisory Redistricting Committee (ARC). Support included staffing and logistics for six ARC meetings, nine community workshops, five City Council public hearings, and associated administrative tasks necessary to facilitate the acceptance of the final district map by the San Mateo County Election Official. The City Council adopted an ordinance establishing new City Council election district boundaries and identification numbers of each district in February 2022.
- Implemented Pandemic Recovery Strategy citywide, with focus on reimagining services; continued to provide a mix of in-person and virtual services, and initiated strategic planning and service-level studies in March 2022 (Fire Department with a similar study for the Police Department to begin by August 2022 following consultant selection)
- Implemented virtual building inspections, electronic plan submittals and plan review to improve customer service and issue permits more quickly

# CITYWIDE ACCOMPLISHMENTS BY GUIDING PRINCIPLE

- Completed the Building Inspection and Code Enforcement Division’s organizational review and established an action plan to implement the review’s recommendations to improve efficiency, staff capacity and customer service
- Developed various public web-map applications, such as the Council Districts Redistricting Web-Map and the Housing Element Opportunity Sites Web-Map
- Commenced the labor negotiations process for fiscally responsible labor agreements with all six of the City’s bargaining groups for contracts expiring in 2021 and 2022 (COA, IAFF, POA, PSA, RCMEA, SEIU), while continuing to provide salaries and benefits that attract and retain a well-qualified workforce. The City Council approved successor MOUs for PSA in September 2021, RCMEA in February 2022, SEIU, COA and IAFF in May 2022.
- Enhanced advertising and diversity outreach for recruitments to ensure hiring and selection rules support the City’s DEI efforts by advertising on Handshake for entry-level positions to attract a diverse pool of new and recent graduates, enhanced community outreach and engagement by expanding the use of LinkedIn advertising, and advertised on a National Diversity Network and on various professional affinity groups organizations
- Piloted Implicit Bias Training for interview panelists
- Began development of a comprehensive Diversity, Equity, and Inclusion (DEI) Citywide training program
- Continued to work with the Safety bargaining group leadership on the Industrial Disability Retirement benefit and explored alternative benefit solutions to reduce the City’s retiree health liability. IAFF agreed to changes in the Industrial Disability Retirement benefit.
- Selected NEOGOV’s integrated, cloud-based modules for recruitment, onboarding, training and development, and performance management in December 2021
- Implemented the 2021 COVID-19 Supplemental Paid Sick Leave (2021-SPSL) law and the new 2022 COVID-19 Supplemental Paid Sick Leave (SPSL) bill (SB 114) per federal and states mandates. A total of 2,009 supplemental paid sick leave hours in the total amount of \$98,150 were paid July 1, 2021 – September 30, 2021 and January 1, 2022 - April 2022.
- Provided Executive Coaching and Leadership Development Services to executive and mid-management teammates
- Conducted 32 recruitment and selection processes for 32 regular positions and 29 casual/contract positions
- Conducted a City Council Study Session and completed Park Impact Fees ordinance amendments



# CITYWIDE ACCOMPLISHMENTS BY GUIDING PRINCIPLE



## 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.*

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### Accomplishments for Fiscal Year 2021-22

- Developed a proposed Anti-Displacement Strategy in December 2021 that includes strategies to preserve unsubsidized affordable housing and mobile home units and enhancements to the City's existing tenant protection ordinances
- Awarded \$1,845,000 in Encampment Resolution Funding from the California Inter-Agency Council on Homelessness to expand outreach, support services, and encampment clean-ups and restoration
- Continued inter-departmental and inter-agency coordination to facilitate successful outcomes for the Temporary RV Safe Parking Program, and launched a rapid rehousing program for participants in the program in January 2022
- Coordinated with all levels of government on addressing community impacts of encampments on public (non-City) and private property, including establishing a Working Group comprised of City, County, State Legislators and Caltrans to resolve encampments through effective collaboration and engagement
- Amended the Affordable Housing Ordinance in September 2021 to include a local live/work preference policy and increased the affordable housing impact fee on nonresidential development in December 2021
- Completed negotiations with the County on a property exchange to support construction of the County's first homeless navigation center and enhance waterfront access
- Began the environmental review and community outreach process for the Housing Element and accompanying Environmental Justice and Safety Elements
- Prepared and City Council adopted Accessory Dwelling Unit legislation to comply with state law regarding the development of Accessory Dwelling Units

# CITYWIDE ACCOMPLISHMENTS BY GUIDING PRINCIPLE



## 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.*

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### Accomplishments for Fiscal Year 2021-22

- Focused on diversity, equity and inclusion within hiring and promotional practices by taking steps to remove unconscious biases during those recruitment processes. Before the most recent lateral firefighter interviews and promotional assessments, the recruitment teams participated in bias training. For all future recruitments, unconscious bias training will be a requirement before each recruitment process.
- Collaborated with the County and other health care organizations to maximize the delivery of COVID-19 vaccines by participating in approximately 28 vaccination clinics throughout the fiscal year.
- Established a Fire Explorer Program to improve recruitment efforts for the future of our community by setting the foundation, procedures and guidelines, and securing the appropriate stakeholders of the program. This program fills the gap between our existing Junior Fire Academy and Cadet Program and provides continuity.
- Implemented the Zonehaven platform, a system that allows us to conduct actual evacuations as well as community evacuation planning and notification for all hazards.
- Hired a consultant to perform a Standards of Cover Study and Community Hazard Risk Assessment to assist the Fire Department in ensuring a safe and effective response force. The study will also include response assessments to those experiencing homelessness, as well as mental health crisis calls.
- Held Emergency Preparedness and Public Education Events, and conducted Community Emergency Response Team (CERT) Training to 40 participants.
- Deployed Body Worn Cameras to 100% of Field Personnel and continue development of the BWC program. This includes community education and discussion with the Police Advisory Committee regarding BWC policy and use. The Department has also hired a civilian Body Worn Camera Manager to oversee the program, conduct audits, prepare video for investigations and criminal prosecutions and ensure compliance with Department policies and best practices
- Implemented the Community Wellness and Crisis Response Team (CWCRT) Pilot Program in collaboration with San Mateo County Behavioral Health and Recovery Services to allow Mental Health Clinicians to respond in tandem with officers on calls for service involving people in mental health crises; hired a Mental Health Clinician who is now working in conjunction with staff to provide alternative mental health solutions to the community. Since starting in December 2021, this clinician has responded to nearly 200 incidents and

# CITYWIDE ACCOMPLISHMENTS BY GUIDING PRINCIPLE

provided valuable assistance to adult and juvenile community members in mental health crisis and has also assisted with offering mental health and other supportive services to unhoused individuals throughout Redwood City.

- Implemented the first phase of a Wellness Program based around the Cordico Wellness Application, a customized web-based platform designed to provide police department staff with easy access to crisis intervention and mental health support, health, fitness, and nutrition information, family support services and wellness self-assessment tools
- Commenced work with the City's new Police Advisory Committee to improve department transparency, collaborate with committee members to ensure the department understands and meets the needs of the community, and increase department accountability. The Department has participated in nine monthly committee meetings and as well hosted a special in-person meeting in December 2021 designed to educate the committee and public regarding department staffing, operations, programs, and practices and how they affect the department's ability to meet community needs. The Police Chief and City staff also collaborated with the Police Advisory Committee to develop the Committee's multi-year work plan
- Provided mutual aid in response to the historic 2021 Lava and Dixie wildfires in Siskiyou and Plumas counties; the fires occurred hundreds of miles from San Mateo County and required officer deployments totaling more than 1800 hours over the course of several weeks in July, August and September
- Accomplished goal to replace, update or enhance scheduled heating, ventilation, and air conditioning (HVAC) systems throughout two City facilities, Redwood Shores Branch Library and the Red Morton Community Center; also accomplished goal to enhance the HVAC systems of two critical-use facilities, City Hall and the Downtown Library, with the installation of Bipolar Ionization Systems designed to reduce airborne pathogens and provide cleaner, safer air quality. Enhancements to the HVAC system in other City facilities will be included in the scope of work at the time of replacement in the near future.

# CITYWIDE ACCOMPLISHMENTS BY GUIDING PRINCIPLE



## SUSTAINABILITY

*Proactively address environmental concerns to protect our community.*

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### Accomplishments for Fiscal Year 2021-22

- Updated the Hazard Mitigation Plan to support the City's efforts on climate adaptation.
- Exceeded goal of converting an additional 400 street lights to LED lights by June 2022
- Established procedures for consistent data collection and cleaned up source data prior to beginning in-person, visual identification of pipeline material downstream of the water meter for 21,000 customer-side, private water service lines. Approximately 4,000 service lines are planned to be identified by the end of June 2022, and all service lines must be identified by October 16, 2024 to comply with the Federal Lead and Copper Rule Revision.
- Completed construction of the California Water Tank, Pump Station and Transmission Main Project to increase the level of water supply safety for all water customers in the Emerald Hills water service area by providing more reliable water storage capacity for daily use and emergency responses

# CITYWIDE ACCOMPLISHMENTS BY GUIDING PRINCIPLE



## TRANSPORTATION

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

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### Accomplishments for Fiscal Year 2021-22

- Began the environmental review process for the Transit District, a City-led effort to plan for housing, and jobs, while retaining large retail anchors, with a new multi-modal transit center
- Adopted shared micromobility ordinance, developed administrative guidelines, and received first application for scooter service in downtown area
- Completed design and awarded contract for the Hopkins Traffic Calming and Paving Project

# CITYWIDE ACCOMPLISHMENTS BY GUIDING PRINCIPLE

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# GENERAL BUDGET INFORMATION

**Fund Descriptions**

**Basis of Accounting**

**Financial Policies**

**Analysis of Budget by Fund**

**Consolidated Revenue Schedule**

**Consolidated Operating  
Expenditure Schedule**

**Detailed Operating Expenditure  
Schedule**

**City Debt**

**Schedule of Inter-Fund  
Transfers**

**Appropriations Limit**

**Personnel Allocations by  
Department**

# 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, 3.5 percent on prepaid wireless, and 4 percent on all other 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 and Measure W half-cent sales tax for congestion relief expenditures. Revenues from these sources may only be used for expenditures meeting the above criteria.

## 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

## DEBT SERVICE FUNDS

**Public Financing Authority Bonds/Lease Fund** – The Redwood City Public Facilities and Infrastructure Authority Lease Revenue Bonds, Series 2021 were issued in June 2021 as a financing mechanism to provide funds to construct a new Veterans Memorial Building/Senior Center.

## 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.

**Community Facilities District No. 2020-1 (Seaport Centre/Seaport Plaza)** - This fund was established to account for transactions related to acquisition of levee improvements and maintenance of the levee and Seaport Centre wet utilities. 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 2021-22 will not have been paid by June 30, 2022, but are estimated and recorded as of June 30, 2022. 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.

# BASIS OF ACCOUNTING

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# 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 expenditure categories. The City Manager approves transfers between major expenditure 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 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 updated in August 2020.

## **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. In February 2019, the City Council approved a strategy to utilize approximately 80 percent of the City's estimated operating balance towards paying down the City's pension liabilities and to use approximately 20 percent of the operating balance as one-time funding towards the City Council's priorities in the areas of housing, transportation, children and youth, and equity.

## **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 Asset Management, LLC (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 quarterly 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



# FINANCIAL POLICIES

oversight to the investment function through the periodic review of the investment report and policy. This policy was updated in January 2022.

## **Purchasing Policy**

This policy 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 a formal bidding process for purchases or contracts of materials, services, equipment or supplies exceeding one hundred thousand dollars and public works or improvement contracts. This policy was updated in May 2020.

## **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.

# FINANCIAL POLICIES

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# ANALYSIS OF BUDGET BY FUND

	ACTUAL 2020-21	ESTIMATED ACTUAL 2021-22	ADOPTED BUDGET 2022-23
<b>GENERAL FUND</b>			
Beginning Balance	\$ 47,295,016	\$ 51,481,065	\$ 67,236,065
Estimated Revenues/Transfers	139,813,060	173,253,000	153,432,215
Total Expenditures, including Capital	(135,627,011)	(157,498,000)	(164,994,734)
<b>Ending Balance</b>	<b>\$ 51,481,065</b>	<b>\$ 67,236,065</b>	<b>\$ 55,673,546</b>
<b>SPECIAL REVENUE FUNDS</b>			
Beginning Balance	49,800,028	49,387,916	54,433,405
Estimated Revenues/Transfers	28,548,654	34,951,317	35,490,535
Total Expenditures, including Capital	(28,960,766)	(29,905,828)	(38,285,604)
<b>Ending Balance</b>	<b>\$ 49,387,916</b>	<b>\$ 54,433,405</b>	<b>\$ 51,638,336</b>
<b>CAPITAL PROJECT FUNDS</b>			
Beginning Balance	39,623,103	34,517,192	17,564,729
Estimated Revenues/Transfers	250,519	7,799,744	12,766,940
Total Expenditures, including Capital	(5,356,430)	(24,752,207)	(12,878,695)
<b>Ending Balance</b>	<b>\$ 34,517,192</b>	<b>\$ 17,564,729</b>	<b>\$ 17,452,974</b>
<b>DEBT SERVICE FUND</b>			
Beginning Balance	-	4,791,518	4,791,518
Estimated Revenues/Transfers	4,791,518	-	-
Total Expenditures, including Capital	-	-	(1,897,750)
<b>Ending Balance</b>	<b>\$ 4,791,518</b>	<b>\$ 4,791,518</b>	<b>\$ 2,893,768</b>
<b>ENTERPRISE FUNDS</b>			
Beginning Balance	106,834,699	123,733,996	132,248,236
Estimated Revenues/Transfers	106,072,993	98,602,729	95,563,405
Total Expenditures, including Capital	(89,173,696)	(90,088,489)	(94,401,884)
<b>Ending Balance</b>	<b>\$ 123,733,996</b>	<b>\$ 132,248,236</b>	<b>\$ 133,409,757</b>
<b>INTERNAL SERVICES FUND</b>			
Beginning Balance	443,646	4,557,527	194,061
Estimated Revenues/Transfers	39,470,867	39,109,587	42,151,325
Total Expenditures, including Capital	(35,356,986)	(43,473,053)	(44,155,402)
<b>Ending Balance</b>	<b>\$ 4,557,527</b>	<b>\$ 194,061</b>	<b>\$ (1,810,016)</b>

# ANALYSIS OF BUDGET BY FUND

## Analysis of Budget By Fund

2022-23

### Analysis of Budget By Fund FY 2022-23

	BEGINNING BALANCE	ESTIMATED REVENUES	TRANSFER IN/(OUT)	TOTAL AVAILABLE	OPERATIONS DEBT SERVICE	CAPITAL IMPROVEMENTS	TOTAL EXPENDITURE	ENDING BALANCE
<b>GENERAL OPERATING FUNDS</b>								
General Fund	67,236,065	160,316,543	(19,972,712)	207,579,896	152,071,084	-	152,071,084	55,508,812
Library Fund	-	140,000	10,321,814	10,461,814	10,461,814	-	10,461,814	-
Recreation Program Fund	-	1,848,284	733,827	2,582,111	2,417,377	-	2,417,377	164,734
Utility Users Tax	-	9,020,833	(8,976,374)	44,459	44,459	-	44,459	-
<i>Subtotal</i>	\$ 67,236,065	\$ 171,325,660	\$ (17,893,445)	\$ 220,668,280	\$ 164,994,734	\$ -	\$ 164,994,734	\$ 55,673,546
<b>SPECIAL REVENUE FUNDS</b>								
Traffic Safety Fund	131,935	139,195	2,050,943	2,322,073	2,322,073	-	2,322,073	-
Special Gas Tax Fund	6,176,735	4,538,020	1,900,000	12,614,755	3,209,249	1,900,000	5,109,249	7,505,506
GID-64 Maint District (RWS Maint Fund)	1,088,864	1,158,886	(496,000)	1,751,750	543,568	120,000	663,568	1,088,182
Seaport Centre Maintenance Fund	2,340,505	29,455	-	2,369,960	204,285	-	204,285	2,165,675
Seaport Blvd Landscape Maintenance Fund	535,937	219,406	-	755,343	265,196	-	265,196	490,147
Lido Maint District Fund (RWS Landscape Maint)	590	283,976	38,165	322,731	322,731	-	322,731	-
Grants Fund	9,145,715	5,727,376	-	14,873,091	845,465	4,603,949	5,449,414	9,423,677
Human Services Financial Assistance Fund	470,096	-	-	470,096	100,000	-	100,000	370,096
Low & Moderate Income Housing Asset Fund	11,531,626	1,314,457	-	12,846,083	10,459,418	-	10,459,418	2,386,665
S.L.E.S.F. Grant Fund	858,903	226,377	-	1,085,280	125,000	-	125,000	960,280
Planning Cost Recovery Fund	(72,989)	2,200,000	-	2,127,011	812,000	-	812,000	1,315,011
Community Benefits Fund	2,458,888	28,965	-	2,487,853	-	-	-	2,487,853
Housing Legal Aid Society Fund	146,014	2,101	-	148,115	-	-	-	148,115
Housing In-Lieu Fees & Other Rev Fund	536,142	-	-	536,142	28,000	-	28,000	508,142
Housing Support Fund	1,278,915	-	-	1,278,915	914,366	-	914,366	364,549
Affordable Housing & Other Rev Fund	1,158,466	4,633,630	-	5,792,096	54,945	-	54,945	5,737,151
Transportation Grants Fund	2,490,147	8,375,384	-	10,865,531	454,623	8,000,000	8,454,623	2,410,908
Traffic Mitigation Fees Fund	7,344,952	240,728	-	7,585,680	18,561	-	18,561	7,567,119
Transportation Fund	6,811,963	2,879,471	-	9,691,434	282,175	2,700,000	2,982,175	6,709,259
<i>Subtotal</i>	\$ 54,433,404	\$ 31,997,427	\$ 3,493,108	\$ 89,923,939	\$ 20,961,655	\$ 17,323,949	\$ 38,285,604	\$ 51,638,335
<b>CAPITAL IMPROVEMENT FUNDS</b>								
Capital Outlay Fund	16,121,274	353,461	11,263,374	27,738,109	3,229,698	9,082,000	12,311,698	15,426,411
GID Facilities Fees Fund	462,649	5,450	-	468,099	-	-	-	468,099
Shores Transportation Imprv. District Fund	649,536	7,651	-	657,187	-	-	-	657,187
Parks Impact and In Lieu Fees Fund	(205,326)	1,079,077	-	873,751	6,997	500,000	506,997	366,754
Art in Public Places Fund	124,316	985	50,000	175,301	-	60,000	60,000	115,301
PEG Fees Fund	387,867	5,582	-	393,449	-	-	-	393,449
One Marina Construction Fund	24,413	1,360	-	25,773	-	-	-	25,773
<i>Subtotal</i>	\$ 17,564,729	\$ 1,453,566	\$ 11,313,374	\$ 30,331,669	\$ 3,236,695	\$ 9,642,000	\$ 12,878,695	\$ 17,452,974
<b>DEBT SERVICE FUND</b>								
PFA 2021 Veterans Memorial/Senior Center Lease Bond F	4,791,518	-	-	4,791,518	1,897,750	-	1,897,750	2,893,768
<b>ENTERPRISE FUNDS</b>								
Parking Fund	6,535,731	2,153,620	1,773,072	10,462,423	3,926,692	-	3,926,692	6,535,731
Water Fund	38,222,190	43,495,676	1,257,280	82,975,146	41,708,054	6,000,000	47,708,054	35,267,092
Sewer Fund	87,136,594	47,108,242	(943,185)	133,301,651	36,968,438	5,080,000	42,048,438	91,253,213
Docktown Marina Fund	353,721	16,132	702,568	1,072,421	718,700	-	718,700	353,721
<i>Subtotal</i>	\$ 132,248,236	\$ 92,773,670	\$ 2,789,735	\$ 227,811,641	\$ 83,321,884	\$ 11,080,000	\$ 94,401,884	\$ 133,409,757
<b>TOTAL</b>	<b>\$ 276,273,952</b>	<b>\$ 297,550,323</b>	<b>\$ (297,228)</b>	<b>\$ 573,527,047</b>	<b>\$ 274,412,718</b>	<b>\$ 38,045,949</b>	<b>\$ 312,458,667</b>	<b>\$ 261,068,380</b>
<i>(excluding Internal Service)</i>								
<b>INTERNAL SERVICE FUNDS</b>								
Equipment Services Fund	14,212,037	6,294,450	-	20,506,487	5,982,038	-	5,982,038	14,524,449
Internal Services Fund/Technology Fund	(18,361,262)	14,177,759	(2,772)	(4,186,275)	14,066,892	-	14,066,892	(18,253,167)
Workers' Compensation Ins. Fund	1,107,770	7,720,325	-	8,828,095	9,369,690	-	9,369,690	(541,595)
General Liability Insurance Fund	3,684,576	5,138,799	-	8,823,375	5,730,348	-	5,730,348	3,093,027
Employee Benefits Fund	(449,060)	8,522,764	300,000	8,373,704	9,006,434	-	9,006,434	(632,730)
<i>Subtotal</i>	\$ 194,061	\$ 41,854,097	\$ 297,228	\$ 42,345,386	\$ 44,155,402	\$ -	\$ 44,155,402	\$ (1,810,016)
<b>TOTAL ALL FUNDS</b>	<b>\$ 276,468,013</b>	<b>\$ 339,404,420</b>	<b>\$ -</b>	<b>\$ 615,872,433</b>	<b>\$ 318,568,120</b>	<b>\$ 38,045,949</b>	<b>\$ 356,614,069</b>	<b>\$ 259,258,364</b>

# ANALYSIS OF BUDGET BY FUND

## Discussion of Changes in Fund Balance

### General Operating Funds

Fund Balance in the General Operating Funds is expected to decrease 17.2 percent in FY 2022-23, based on the adopted budget. There are five categories that comprise fund balance: nonspendable, restricted, committed, assigned, and unassigned.

The decrease to the total fund balance is due to expenditures exceeding revenues, which will decrease designated reserves that have been set aside to offset operating deficits. The remaining reserve balance will still comply with the City Council's reserve policy of 15 percent of next fiscal year's revenues.

### Special Revenue Funds

Fund Balance in the Special Revenue Funds is expected to decrease 5.1 percent in FY 2022-23. The primary driver of the decrease is related to the timing of expenditures in relation to the receipt of grant and other restricted funds.

### Capital Projects Funds

Fund Balance in the Capital Projects Funds is expected to decrease 0.6 percent in FY 2022-23. This decrease is due to current year expenditures being slightly higher than the revenue for capital projects. 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 expected to decrease by 39.6 percent in FY 2022-23. This decrease is due to the payment of debt service on the 2021 Lease Revenue Bonds, which are paid from bond proceeds held by the fiscal agent.

### Enterprise Funds

Fund Balance in the Enterprise Funds is expected to increase by 0.9 percent in FY 2022-23. Excess revenue in the Sewer Fund is offset by expenses exceeding revenues in the Water Fund. Most fiscal years, the Water Fund budget represents the accumulation of funds as 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. For FY 2022-23, the Water Fund budget includes \$6.0 million for capital related items, which will decrease the fund balance of the Water Fund. The fund balances of the Parking and Docktown Marina Funds remain stable due to transfers in from the General Fund to cover shortfalls in operations.

### Internal Services Funds

Fund Balance in the Internal Service Funds is expected to decrease from \$194,000 to a negative \$1.8 million in FY 2022-23. The biggest driver of this decrease is the planned and budgeted use of general liability and workers compensation funds that have been accumulated to pay claims.

# ANALYSIS OF BUDGET BY FUND

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# CONSOLIDATED REVENUE SCHEDULE

<b>GENERAL FUND</b>	<b>ACTUALS FY 2020-21</b>	<b>ADJUSTED BUDGET FY 2021-22</b>	<b>ADOPTED BUDGET FY 2022-23</b>
<b>CHARGES FOR CURRENT SERVICES</b>			
Accounting Services	249,879	140,839	146,953
After School Program Fees	203,910	80,000	300,000
Construction Demolition Debris Income	929,863	130,000	130,000
Courthouse Square Rental Income	899	500	500
Downtown Program Revenues	85,000	268,000	350,000
Engineering Services	1,396,277	740,000	740,000
Fire Inspection Fees	494,951	508,149	522,703
Fire Services	1,194,868	8,756,183	9,132,403
Garbage Collection Franchise Fees	2,904,443	2,911,542	3,056,221
Geographic Information System Fee	853,181	800,000	825,000
Garbage Bill Rate Assistance Program	-	-	(20,000)
Miscellaneous Fees and Charges	-	-	-
Plan Checking Fees	2,965,105	2,266,585	2,320,550
Planning Cost Recovery	502,319	380,000	380,000
Planning Fees	1,314,012	1,000,000	1,055,000
Polices Services	224,332	236,620	243,700
Shopping Cart Collection Fees	8,826	4,000	4,000
<b>Subtotal Charges for Current Services</b>	<b>\$ 13,327,865</b>	<b>\$ 18,222,418</b>	<b>\$ 19,187,030</b>
<b>FINES AND FORFEITURES</b>			
Administrative Citation Fines	1,938	2,000	2,000
Parking Fines	428,386	400,000	400,000
<b>Subtotal Fines and Forfeitures</b>	<b>\$ 430,324</b>	<b>\$ 402,000</b>	<b>\$ 402,000</b>
<b>INTERGOVERNMENTAL</b>			
Contribution from Port of Redwood City	541,416	542,000	533,566
County Fair Oaks Information and Referral Contributions	235,176	231,948	310,793
Fair Oaks Center Contribution/Grants	287,369	287,369	386,214
Grants and Donations	3,037,411	9,271,531	9,271,531
Motor Vehicle In-Lieu Fee	63,629	50,000	50,000
Paramedic Program Contribution	122,457	122,457	67,313
Police Officer Training Reimbursement	27,522	50,000	70,000
Proposition 172 Sales Tax	876,339	836,445	954,906
Recreation Program Grants	621,238	500,000	588,580
State Contribution for Streets	70,200	70,200	70,200
State-Mandated Program Reimbursement	95,268	50,000	50,000
<b>Subtotal Intergovernmental</b>	<b>\$ 5,978,025</b>	<b>\$ 12,011,950</b>	<b>\$ 12,353,103</b>
<b>LIBRARY REVENUE</b>			
County Contribution to Fair Oaks Library	235,567	-	-
Library Grants	804,533	125,000	125,000
Library Services	4,558	19,276	15,000
<b>Subtotal Library Revenue</b>	<b>\$ 1,044,658</b>	<b>\$ 144,276</b>	<b>\$ 140,000</b>
<b>LICENSES AND PERMITS</b>			
Building Permits	4,479,610	4,500,000	4,000,000
Fire Permits	3,923	1,928	2,500
Other Licenses and Permits	3,013,418	2,069,753	2,000,517
<b>Subtotal Licenses and Permits</b>	<b>\$ 7,496,951</b>	<b>\$ 6,571,681</b>	<b>\$ 6,003,017</b>

# CONSOLIDATED REVENUE SCHEDULE

<b>GENERAL FUND CONT.</b>	ACTUALS FY 2020-21	ADJUSTED BUDGET FY 2021-22	ADOPTED BUDGET FY 2022-23
<b>OTHER REVENUE</b>			
Interdepartmental Operating Transfers	2,400,963	2,511,407	2,520,970
Other Revenue	723,492	800,217	862,845
Right of Way Compensation- Parking Fund	42,000	42,000	42,000
Right of Way Compensation- Sewer Fund	2,129,465	2,129,465	2,129,465
Right of Way Compensation- Water Fund	2,583,167	2,583,167	2,583,167
<b>Subtotal Other Revenue</b>	<b>\$ 7,879,087</b>	<b>\$ 8,066,256</b>	<b>\$ 8,138,447</b>
<b>OTHER TAXES &amp; FEES</b>			
Business License Taxes	3,339,032	3,774,993	3,736,765
Franchise Fees	1,856,599	1,781,966	1,826,966
Property Transfer Taxes	1,042,944	1,000,000	700,000
Sales and Use Taxes	34,730,936	34,283,395	35,447,810
Transient Occupancy Taxes	1,824,102	2,500,000	2,750,000
<b>Subtotal Other Taxes &amp; Fees</b>	<b>\$ 42,793,613</b>	<b>\$ 43,340,354</b>	<b>\$ 44,461,541</b>
<b>PROPERTY TAXES</b>			
Current Secured Property/Assessment District Taxes	43,255,186	42,063,548	45,981,372
Current Unsecured Property/Assessment District Taxes	1,366,892	1,857,876	1,722,896
ERAF Return from County	11,234,286	10,038,073	7,500,000
Former Redevelopment Agency Property Taxes	3,356,943	5,729,028	6,237,326
Homeowner Property Tax Relief	175,893	200,000	171,811
Prior Year Property/Assessment District Taxes	(37,910)	(30,000)	(36,770)
Property Tax In-lieu of VLF	5,988,562	5,988,563	7,000,000
<b>Subtotal Property Taxes</b>	<b>\$ 65,339,852</b>	<b>\$ 65,847,088</b>	<b>\$ 68,576,635</b>
<b>RECREATION REVENUE</b>			
Recreation Program Fees	1,424,969	831,000	1,848,284
<b>Subtotal Recreation Revenue</b>	<b>\$ 1,424,969</b>	<b>\$ 831,000</b>	<b>\$ 1,848,284</b>
<b>USE OF MONEY AND PROPERTY</b>			
Interest Income	2,700,914	1,605,424	844,770
Rental Income	262,821	250,000	350,000
<b>Subtotal Use of Money and Property</b>	<b>\$ 2,963,735</b>	<b>\$ 1,855,424</b>	<b>\$ 1,194,770</b>
<b>UTILITY USERS' TAX</b>			
Utility Users' Tax	9,243,434	8,963,038	9,020,833
<b>Subtotal Utility Users' Tax</b>	<b>\$ 9,243,434</b>	<b>\$ 8,963,038</b>	<b>\$ 9,020,833</b>
<b>Total General Fund Revenues</b>	<b>\$ 157,922,513</b>	<b>\$ 166,255,485</b>	<b>\$ 171,325,660</b>

# CONSOLIDATED REVENUE SCHEDULE

<b>SPECIAL REVENUE FUNDS</b>	ACTUALS FY 2020-21	ADJUSTED BUDGET FY 2021-22	ADOPTED BUDGET FY 2022-23
<b>COMMUNITY BENEFITS FUND</b>			
Interest Income	33,337	28,971	28,965
Total Community Benefits Fund	\$ 33,337	\$ 28,971	\$ 28,965
<b>GRANTS</b>			
Community Development Block Grant	1,797,971	5,359,270	1,137,758
Federal and State Grants	-	-	4,500,000
Grants and Donations	350	50,000	50,000
Other Revenue	57,929	-	-
Interest Income	33,829	30,594	39,618
Rental Income	24,300	-	-
Total Grants	\$ 1,914,379	\$ 5,439,864	\$ 5,727,376
<b>LEGAL AID SOCIETY HOUSING FUND</b>			
Interest Income	2,418	2,101	2,101
Total Legal Aid Society Housing Fund	\$ 2,418	\$ 2,101	\$ 2,101
<b>LOW AND MODERATE INCOME HOUSING ASSET FUND</b>			
Affordable Housing Impact Fees	997,975	4,633,630	4,633,630
Federal and State Grants	-	-	500,000
Miscellaneous Fees and Charges	-	-	40,320
Transient Occupancy Tax- Short term rental	163,620	220,000	544,924
Interest Income	113,587	88,265	178,926
Utility Users' Tax	52,388	50,287	50,287
Total Low and Moderate Income Housing Asset Fund	\$ 1,327,570	\$ 4,992,182	\$ 5,948,087
<b>MAINTENANCE DISTRICTS</b>			
Redwood Shores Landscape	277,507	279,393	283,976
Redwood Shores Maintenance	1,117,496	1,094,909	1,158,886
Seaport Centre Maintenance	221,173	216,554	29,455
Seaport Landscape	220,077	219,070	219,406
Total Maintenance District Funds	\$ 1,836,253	\$ 1,809,926	\$ 1,691,723
<b>PLANNING COST RECOVERY FUND</b>			
Reimbursable Planning Contracts	460,721	400,000	2,200,000
Total Planning Cost Recovery	\$ 460,721	\$ 400,000	\$ 2,200,000
<b>SPECIAL GAS TAX STREET IMPROVEMENT FUND</b>			
Miscellaneous	34,571	25,000	25,000
Capital Contributions	-	-	-
Gas Tax section 2103 Prop 42 Replacement	-	753,700	838,957
Gas Tax Section 2105	448,019	491,114	549,581
Gas Tax Section 2106	284,600	312,991	336,590
Gas Tax Section 2107 and 2107.5	613,797	632,481	758,316
Gas Tax Section 7360 Prop 72 Replacement	602,727	-	-
SB1- Loan Repayment Funds	-	-	-
Sec 2031 - RMRA Revenue Allocation	1,471,992	1,667,533	1,941,695
Interest Income	24,451	41,090	87,881
Total Special Gas Tax Funds	\$ 3,480,157	\$ 3,923,909	\$ 4,538,020

# CONSOLIDATED REVENUE SCHEDULE

<b>SPECIAL REVENUE FUNDS CONT</b>	ACTUALS FY 2020-21	ADJUSTED BUDGET FY 2021-22	ADOPTED BUDGET FY 2022-23
<b>SUPPLEMENTAL LAW ENFORCEMENT SERVICES FUND GRANT</b>			
S.L.E.S.F. Grant	205,136	210,000	216,000
Interest Income	9,493	7,862	10,377
<b>Total S.L.E.S.F Grant</b>	<b>\$ 214,629</b>	<b>\$ 217,862</b>	<b>\$ 226,377</b>
<b>TRAFFIC MITIGATION FEES FUND</b>			
Traffic Mitigation Fees	95,474	200,000	200,000
Interest Income	53,460	48,422	40,728
Interest Income- Trustee Accounts	927	-	-
<b>Total Traffic Mitigation Fees Fund</b>	<b>\$ 149,861</b>	<b>\$ 248,422</b>	<b>\$ 240,728</b>
<b>TRAFFIC SAFETY FUND</b>			
Polices Services	88,596	10,000	10,000
Traffic Fines	130,251	-	125,000
Interest Income	(20,615)	1,946	4,195
<b>Total Traffic Safety Fund</b>	<b>\$ 198,232</b>	<b>\$ 11,946</b>	<b>\$ 139,195</b>
<b>TRANSPORTATION FUND</b>			
Sales and Use Taxes	2,848,566	2,897,845	2,805,570
Interest Income	53,756	42,525	73,901
<b>Total Transportation Fund</b>	<b>\$ 2,902,322</b>	<b>\$ 2,940,370</b>	<b>\$ 2,879,471</b>
<b>TRANSPORTATION GRANTS FUNDS</b>			
Federal and State Grants	2,505,679	-	8,000,000
Motor Vehicle In-Lieu Fee	405,293	280,000	300,000
Interest Income	54,637	54,401	75,384
<b>Total Transportation Grants Fund</b>	<b>\$ 2,965,609</b>	<b>\$ 334,401</b>	<b>\$ 8,375,384</b>
<b>Total Special Revenue Funds Revenues</b>	<b>\$ 15,485,488</b>	<b>\$ 20,349,954</b>	<b>\$ 31,997,427</b>

# CONSOLIDATED REVENUE SCHEDULE

	ACTUALS FY 2020-21	ADJUSTED BUDGET FY 2021-22	ADOPTED BUDGET FY 2022-23
<b>CAPITAL PROJECT FUNDS</b>			
<b>ART IN PUBLIC PLACES FUND</b>			
Interest Income	341	149	985
Total Art In Public Places Fund	\$ 341	\$ 149	\$ 985
<b>CAPITAL OUTLAY FUND</b>			
Other Revenue	(98,170)	45,000	42,000
Bond Proceeds	59,325,291	-	-
Interest Income	272,477	237,486	311,461
Total Capital Outlay Fund	\$ 59,499,598	\$ 282,486	\$ 353,461
<b>FACILITIES FEES CONSTRUCTION FUND</b>			
Interest Income	6,273	5,451	5,450
Total GID-64 Facilities Fees Fund	\$ 6,273	\$ 5,451	\$ 5,450
<b>ONE MARINA COMMUNITY FACILITIES DISTRICT FUND</b>			
Interest Income	3,109	3,188	1,360
Total One Marina Construction Fund	\$ 3,109	\$ 3,188	\$ 1,360
<b>PARKS IMPACT AND IN LIEU FEE FUND</b>			
Developer Contributions	221,452	1,000,000	1,000,000
Interest Income	110,304	104,935	79,077
Total Parks Impact and In-Lieu Fees Fund	\$ 331,756	\$ 1,104,935	\$ 1,079,077
<b>PUBLIC, EDUCATIONAL, GOVERNMENTAL (PEG) FEES FUND</b>			
PEG Fees	48,692	-	-
Interest Income	4,726	4,120	5,582
Total PEG Fund	\$ 53,418	\$ 4,120	\$ 5,582
<b>SHORES TRANSPORTATION IMPROVEMENT DISTRICT FUND</b>			
Interest Income	8,806	7,653	7,651
Total Traffic Mitigation Fees Fund	\$ 8,806	\$ 7,653	\$ 7,651
<b>Total Capital Project Funds Revenues</b>	<b>\$ 59,903,301</b>	<b>\$ 1,407,982</b>	<b>\$ 1,453,566</b>
<b>DEBT SERVICE FUNDS</b>			
<b>PUBLIC FINANCE AUTHORITY</b>			
Bond Proceeds	4,791,518	-	-
Total Public Finance Authority	\$ 4,791,518	\$ -	\$ -
<b>Total Debt Service Funds Revenues</b>	<b>\$ 4,791,518</b>	<b>\$ -</b>	<b>\$ -</b>



# CONSOLIDATED REVENUE SCHEDULE

<b>ENTERPRISE FUNDS</b>	<b>ACTUALS FY 2020-21</b>	<b>ADJUSTED BUDGET FY 2021-22</b>	<b>ADOPTED BUDGET FY 2022-23</b>
<b>DOCKTOWN MARINA</b>			
Miscellaneous	79,129	-	-
Rent	15,931	-	11,880
Interest Income	(215)	-	4,252
<b>Total Docktown Marina Fund</b>	<b>\$ 94,845</b>	<b>\$ -</b>	<b>\$ 16,132</b>
<b>PARKING FUND</b>			
Parking Fees	910,593	1,340,000	1,485,000
Parking In-Lieu Fees	-	25,000	25,000
Current Secured Property/Assessment District Taxes	50,421	30,127	35,200
Current Unsecured Property/Assessment District Taxes	(10,389)	1,550	877
ERAF Return from County	1,927	1,638	1,638
Former Redevelopment Agency Property Taxes	270,576	365,134	382,697
Homeowner Property Tax Relief	1,639	1,447	1,591
Interest Income	229,900	198,246	221,617
<b>Total Parking Fund</b>	<b>\$ 1,454,667</b>	<b>\$ 1,963,142</b>	<b>\$ 2,153,620</b>
<b>SEWER UTILITY FUND</b>			
Emerald Lakes Area	1,588,257	1,659,728	1,620,021
Facility Fees	289,094	201,000	202,000
Fair Oaks District	6,026,644	6,313,098	7,086,264
Miscellaneous	54,896	21,900	51,100
Sewer Service Charges	32,370,635	34,022,684	37,383,237
Woodside Sewer Service	112,680	124,496	131,317
Other Revenue	38,109	-	-
Interest Income	449,428	371,967	634,302
<b>Total Sewer Utility Fund</b>	<b>\$ 40,929,743</b>	<b>\$ 42,714,873</b>	<b>\$ 47,108,242</b>
<b>WATER UTILITY FUND</b>			
Basic Service Charges	15,052,438	15,530,642	15,122,490
Connection Fees	142,205	175,000	150,000
Facility Fees	484,140	453,135	320,000
Miscellaneous	131,465	94,050	100,000
Water Capacity Fees	647,917	500,000	250,000
Water Sales	30,501,376	32,769,241	26,368,810
Capital Contributions	4,223,051	-	-
Developer Contributions	51,000	-	-
Federal and State Grants	958,704	-	-
Other Revenue	28,194	-	5,000
Interest Income	516,577	701,968	1,179,376
<b>Total Water Utility Fund</b>	<b>\$ 52,737,067</b>	<b>\$ 50,224,036</b>	<b>\$ 43,495,676</b>
<b>Total Enterprise Funds Revenues</b>	<b>\$ 95,216,322</b>	<b>\$ 94,902,051</b>	<b>\$ 92,773,670</b>



# CONSOLIDATED REVENUE SCHEDULE

<b>INTERNAL SERVICE FUNDS</b>	<b>ACTUALS FY 2020-21</b>	<b>ADJUSTED BUDGET FY 2021-22</b>	<b>ADOPTED BUDGET FY 2022-23</b>
<b>EMPLOYEE BENEFITS FUND</b>			
Charges and Interest	8,068,863	8,369,000	8,520,349
Interest Income	26,613	18,008	2,415
<b>Total Employee Benefits Fund</b>	<b>\$ 8,095,476</b>	<b>\$ 8,387,008</b>	<b>\$ 8,522,764</b>
<b>EQUIPMENT SERVICES FUND</b>			
Internal Service Charges	5,302,890	5,658,596	5,970,913
Miscellaneous	161,673	181,253	110,000
Interest Income	206,202	166,773	203,537
Rental Income	14,533	10,300	10,000
<b>Total Equipment Services Fund</b>	<b>\$ 5,685,298</b>	<b>\$ 6,016,922</b>	<b>\$ 6,294,450</b>
<b>INTERNAL SERVICES FUND</b>			
Communication Services	3,711,088	3,830,482	4,000,520
Facility Custodial Services	2,267,032	2,398,949	2,488,967
Facility Maintenance Services	2,351,202	2,577,309	2,741,791
Fire Equipment Replacement	137,771	160,091	-
Information Technology (IT) Services	2,817,887	2,788,426	3,754,228
IT Services - Other Agencies	1,297,974	1,153,868	413,786
Miscellaneous	600	-	-
Telephone Services	493,621	517,934	533,864
Other Revenue	-	-	-
Interest Income	12,993	9,640	-
Rental Income	(200)	7,500	7,500
<b>Total Internal Services Fund</b>	<b>\$ 13,089,968</b>	<b>\$ 13,444,199</b>	<b>\$ 13,940,656</b>
<b>SELF INSURANCE FUND</b>			
General Liability Insurance Charges	4,367,217	4,516,239	5,094,888
Workers' Comp. Insurance Charges	7,723,195	5,604,877	7,370,028
Other Revenue	407,892	-	-
Interest Income	499,032	421,502	394,208
<b>Total Self Insurance Fund</b>	<b>\$ 12,997,336</b>	<b>\$ 10,542,618</b>	<b>\$ 12,859,124</b>
<b>TECHNOLOGY FUND</b>			
PC Refresh	6	224,999	234,331
Interest Income	7,310	6,228	2,772
<b>Total Technology Fund</b>	<b>\$ 7,316</b>	<b>\$ 231,227</b>	<b>\$ 237,103</b>
<b>Total Internal Services Funds Revenues</b>	<b>\$ 39,875,394</b>	<b>\$ 38,621,974</b>	<b>\$ 41,854,097</b>

# CONSOLIDATED REVENUE SCHEDULE

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# CONSOLIDATED OPERATING EXPENDITURE SCHEDULE

<b>GENERAL FUNDS</b>	<b>ACTUAL 2020-21</b>	<b>ADJUSTED BUDGET 2021-22</b>	<b>ADOPTED BUDGET 2022-23</b>
<b>CITY COUNCIL</b>			
City Council (61110)	315,539	331,871	338,761
<b>Total</b>	<b>\$ 315,539</b>	<b>\$ 331,871</b>	<b>\$ 338,761</b>
<b>CITY MANAGER</b>			
Anti-Displacement Strategy (61255)	-	-	382,040
DEI Initiatives (61260)	-	487,393	401,206
Diversity Equity & Inclusion (61711)	100,752	(1)	-
Homelessness Initiatives (61250)	130,060	2,800,000	650,000
Management/Policy Execution (61210)	1,085,146	1,260,162	1,262,758
Organizational Efficiencies (61223)	141,152	123,200	100,000
Communications/Community Engagement (61220)	2,227,116	1,468,660	1,453,025
Economic Development (61240)	561,975	754,664	807,164
Affordable Housing (66457)	-	100,000	-
<b>Total</b>	<b>\$ 4,246,201</b>	<b>\$ 6,994,079</b>	<b>\$ 5,056,193</b>
<b>CITY ATTORNEY</b>			
Legal Services (61510)	1,819,122	2,384,236	2,054,292
<b>Total</b>	<b>\$ 1,819,122</b>	<b>\$ 2,384,236</b>	<b>\$ 2,054,292</b>
<b>CITY CLERK</b>			
Legisl. Svcs./Records Mgmt. (61310)	801,968	1,064,815	970,297
Elections (61320)	154,552	402,714	407,773
Council Support (61330)	12,707	73,785	73,785
<b>Total</b>	<b>\$ 969,227</b>	<b>\$ 1,541,314</b>	<b>\$ 1,451,854</b>
<b>ADMINISTRATIVE SERVICES</b>			
Admin. Supp. Svcs. (61710)	2,926,616	3,640,290	1,289,986
Financial Services (61430)	1,937,308	2,433,457	2,339,357
Revenue Services (61410)	-	-	-
<b>Total</b>	<b>\$ 4,863,924</b>	<b>\$ 6,073,747</b>	<b>\$ 3,629,343</b>
<b>COMMUNITY DEVELOPMENT &amp; TRANSPORTATION</b>			
Community Development Admin (63010)	610,957	592,278	831,442
GIS/CAD Program- Operating (63015)	-	-	165,000
Building Regulation (63110)	4,874,836	4,889,117	6,299,510
Code Enforcement (63310)	1,034,973	1,122,642	1,145,767
General Engineering (65121)	810,371	493,023	477,894
Subdivision Engineering (65122)	830,780	513,498	516,235
Flood & Sea Level Rise Resiliency Ag (65125)	55,000	55,000	55,000
Planning (63210)	2,819,382	2,823,660	2,811,424
Strategic Planning (63220)	999,740	1,234,729	1,443,139
<b>Total</b>	<b>\$ 12,036,039</b>	<b>\$ 11,723,948</b>	<b>\$ 13,745,411</b>

# CONSOLIDATED OPERATING EXPENDITURE SCHEDULE

<b>GENERAL FUNDS CONT.</b>	<b>ACTUAL 2020-21</b>	<b>ADJUSTED BUDGET 2021-22</b>	<b>ADOPTED BUDGET 2022-23</b>
<b>FIRE</b>			
Administration (62210)	1,217,057	2,631,879	3,080,179
Operations (62220)	30,912,245	27,337,207	34,364,092
San Carlos Fire (62225)	3,239,401	8,363,625	677,134
San Carlos Fire (62226)	-	(172,680)	(172,680)
Prevention (62230)	1,322,373	1,739,047	2,000,781
Training (62240)	325,008	819,722	603,209
Emergency Medical Services (62245)	154,754	46,355	48,480
Emergency Operations (62260)	174,927	116,502	121,488
<b>Total</b>	<b>\$ 37,345,765</b>	<b>\$ 40,881,657</b>	<b>\$ 40,722,683</b>
<b>HUMAN RESOURCES</b>			
Human Resources (61610)	1,908,815	2,844,429	3,586,953
<b>Total</b>	<b>\$ 1,908,815</b>	<b>\$ 2,844,429</b>	<b>\$ 3,586,953</b>
<b>LIBRARY</b>			
Administrative Svcs. Unit (66251)	1,702,124	1,800,524	2,268,694
Downtown Library (66261)	3,734,617	4,056,570	4,458,283
Literacy Services Unit (66281)	1,615,968	1,680,229	1,130,158
Children's & Teen Svcs & Comm Outreach (66282)	1,145,313	1,108,353	1,151,787
Neighborhood Libraries and Outreach (66290)	1,505,346	1,616,276	1,452,893
<b>Total</b>	<b>\$ 9,703,368</b>	<b>\$ 10,261,952</b>	<b>\$ 10,461,814</b>
<b>PARKS, RECREATION AND COMMUNITY SERVICES</b>			
Fair Oaks Community Center (64211)	1,311,417	1,266,808	1,457,372
Information/Referral (64212)	1,387,685	1,722,305	858,412
Human Svcs. Assistance (64213)	37,300	59,800	59,800
Fair Oaks Senior Services (64218)	67,588	70,823	-
Administration (66110)	1,850,565	2,136,582	2,312,120
Civic Cultural Commission (66111)	66,953	73,896	73,896
Landscape Maintenance-City (66121)	3,242,479	3,532,666	6,048,582
Landscape Mtc.-Redwood Shores (66122)	1,678,341	1,492,291	-
Landscape Maintenance - Downtown (66124)	604,238	868,016	-
Youth and Teen Services (66131)	401,330	476,812	937,001
Elementary Activities (66133)	611,987	650,950	492,338
Teen Activities (66135)	225,555	355,357	405,764
After School Program Grant (66137)	1,011,792	1,508,222	1,544,387
Preschool Program (66139)	-	244,649	253,520
Red Morton Community Center (66142)	1,435,471	1,466,217	963,781
Aquatics Program (66145)	118,261	107,825	112,352
Adult Sports (66147)	23,424	253,062	256,724
Middle School Sports (66148)	425,446	365,442	205,856
Community Activities Building Ops (66151)	-	-	459,511
Special Interest Classes (66161)	761,918	1,094,420	1,571,340
Sandpiper Community Center Building Ops (66162)	630,290	623,593	504,065
Sandpiper Youth Club (66163)	323,270	268,747	323,549
Senior Services (66171)	-	-	1,027,596
Veterans Memorial Senior Center Building Ops (66172)	1,610,760	1,607,414	834,139
Senior Shuttle and Events (66179)	-	10,000	-
Armory Building Ops (66182)	-	-	296,256
Downtown Development Program (66429)	871,060	653,480	393,753
<b>Total</b>	<b>\$ 18,697,130</b>	<b>\$ 20,909,376</b>	<b>\$ 21,392,114</b>

# CONSOLIDATED OPERATING EXPENDITURE SCHEDULE

<b>GENERAL FUNDS CONT.</b>	<b>ACTUAL 2020-21</b>	<b>ADJUSTED BUDGET 2021-22</b>	<b>ADOPTED BUDGET 2022-23</b>
<b>POLICE</b>			
Administration (62111)	9,958,192	9,465,672	10,654,388
Records (62112)	1,094,696	1,267,637	1,257,541
Training (62113)	961,658	748,022	813,813
Property/Evidence (62114)	425,865	532,168	557,618
Police Activities League (62115)	86,078	104,457	103,630
Patrol Services (62131)	25,630,762	28,459,811	31,641,434
Criminal Investigation (62134)	6,874,520	6,706,735	6,972,245
<b>Total</b>	<b>\$ 45,031,771</b>	<b>\$ 47,284,501</b>	<b>\$ 52,000,669</b>
<b>PUBLIC WORKS SERVICES</b>			
Climate Action Plan Programs (65138)	1,708	630,000	530,000
Highway 101 Pedestrian Underpass (67243)	-	-	50,000
Street System Maintenance (65132)	331,907	314,250	328,233
Street Cleaning (65133)	285,514	287,350	587,350
Sidewalk Maintenance/Replacement (65134)	24,363	37,115	95,104
Street Tree Maintenance (65135)	898,101	1,273,150	1,253,869
Downtown/Entry Feature Maintenance (65136)	8,752	11,889	11,889
Storm Water Collection/Disposal (65161)	27,000	28,755	60,842
Trash & Recycling Efforts (65186)	21,245	21,546	121,950
Water Resources Management (65146)	1,264	3,793	3,793
<b>Total</b>	<b>\$ 1,599,854</b>	<b>\$ 2,607,847</b>	<b>\$ 3,043,030</b>
<b>NON-DEPARTMENTAL</b>			
People's Budget		1,000,000	-
One-time special funds		1,591,531	5,004,531
Citywide COVID-19 costs		1,000,000	500,000
Administrative Services Operations		-	983,695
City Manager Operations		-	1,023,390
<b>Total</b>	<b>\$ -</b>	<b>\$ 3,591,531</b>	<b>\$ 7,511,616</b>
<b>TOTAL GENERAL FUNDS</b>	<b>\$ 138,536,755</b>	<b>\$ 157,430,487</b>	<b>\$ 164,994,734</b>
<b>SPECIAL REVENUE FUNDS</b>			
<b>AFFORDABLE HOUSING AND OTHER REVENUE</b>			
City Manager			
Housing Projects (66457)	43,419	552,455	54,945
<b>Fund Total</b>	<b>\$ 43,419</b>	<b>\$ 552,455</b>	<b>\$ 54,945</b>

# CONSOLIDATED OPERATING EXPENDITURE SCHEDULE

<b>SPECIAL REVENUE FUNDS CONT.</b>	ACTUAL 2020-21	ADJUSTED BUDGET 2021-22	ADOPTED BUDGET 2022-23
<b>GAS TAX STREET IMPROVEMENT FUND</b>			
Administrative Services			
Admin. Supp. Svcs. (61710)	1,329	1,500	1,500
Public Works			
Street System Maint. (65132)	1,355,344	1,440,219	1,442,943
Street Cleaning (65133)	168,114	269,702	278,411
Sidewalk Maint. & Replacement (65134)	1,366,161	1,149,120	1,022,186
Storm Water Coll. & Disposal (65161)	195,390	300,623	272,368
Trash & Recycling Efforts (65186)	167,988	183,052	191,842
	<u>3,252,997</u>	<u>3,342,715</u>	<u>3,207,749</u>
Fund Total	\$ 3,254,326	\$ 3,344,215	\$ 3,209,249
<b>GID 1-64 MAINTENANCE &amp; OPERATION</b>			
Public Works			
Storm Water Coll. & Disposal (65161)	435,419	515,902	543,568
Fund Total	\$ 435,419	\$ 515,902	\$ 543,568
<b>GRANTS FUND</b>			
<b>Federal Grants/Rental Income Program</b>			
City Manager			
CDBG Admin-Housing Employees (66310)	-	282	-
HOME Administration (66354)	-	26	-
Rental Rehabilitation Admin (66380)	-	150	-
Home Administration (66354)	67,218	-	-
General Administration-CDBG (66310)	185,283	325,503	180,821
Fair Housing Implementation (66311)	15,000	15,000	15,000
Habitat For Humanity-612 Jefferson (66318)	-	200,000	-
Minor Home Repair (66374)	50,322	61,080	100,000
Covid19 Emergency Rental Assistance (66482)	671,297	360,000	-
Public Services - CDBG (66483)	114,925	119,462	121,164
Economic Development CDBG (66484)	50,000	50,000	50,000
Housing & Pub Fac Impr Proj-CDBG (66485)	761,635	416,994	-
CHDO Set-Aside Unallocated (66499)	-	145,353	49,480
Habitat For Humanity-612 Jefferson (66318)	-	898,503	-
HOME Administration (66354)	32,387	43,743	81,452
Home Site Acquisition (66371)	-	247,398	247,398
Rehab.Admin.Not Funded By Grt. (66380)	-	1	150
Fund Total	\$ 1,948,067	\$ 2,883,496	\$ 845,465



# CONSOLIDATED OPERATING EXPENDITURE SCHEDULE

	ACTUAL 2020-21	ADJUSTED BUDGET 2021-22	ADOPTED BUDGET 2022-23
<b>SPECIAL REVENUE FUNDS CONT.</b>			
<b>HOUSING IN-LIEU FEES &amp; OTHER REVENUES</b>			
City Manager			
Habitat For Humanity-612 Jefferson (66318)	895,949	1,425,000	-
Housing Projects (66457)	16,062	595,376	28,000
<b>Fund Total</b>	<b>912,011</b>	<b>2,020,376</b>	<b>28,000</b>
<b>HUMAN SERVICES FINANCIAL ASST.</b>			
Parks/Recreation			
Human Services Asst. (64213)	100,000	100,000	100,000
<b>Fund Total</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>
<b>LAW ENFORCEMENT GRANTS</b>			
Police			
Citizen's Option for Public Safety-Patrol (62131)	53,205	125,000	125,000
<b>Fund Total</b>	<b>\$ 53,205</b>	<b>\$ 125,000</b>	<b>\$ 125,000</b>
<b>LOW &amp; MODERATE INCOME HOUSING ASSET FUND</b>			
City Manager			
Homelessness Initiatives (61250)	-	-	250,000
Administration (66410)	338,151	89,838	209,418
Housing Projects (66457)	45,791	2,458,093	10,000,000
<b>Fund Total</b>	<b>383,942</b>	<b>2,547,931</b>	<b>10,459,418</b>
<b>HOUSING SUPPORT FUND</b>			
City Manager			
General Administration (66310)	-	(17,387)	720
Housing Administration (66319)	5,855	941,701	904,085
Housing Projects (66457)	15,851	43,479	9,561
<b>Fund Total</b>	<b>\$ 21,706</b>	<b>\$ 967,793</b>	<b>\$ 914,366</b>
<b>OTHER RESTRICTED DONATIONS/GRANTS FUND</b>			
Parks/Recreation			
Landscape Maintenance-City (66121)	209	-	-
Teen Activities (66135)	674	-	-
Fair Oaks Community Center (64211)	9,250	-	-
Sandpiper Youth Club (66163)	149	-	-
Community Services (66172)	17,266	-	-
<b>Fund Total</b>	<b>\$ 27,548</b>	<b>\$ -</b>	<b>\$ -</b>
<b>PLANNING COST RECOVERY</b>			
Community Development			
Current Projects Planning (63210)	588,705	812,000	812,000
<b>Fund Total</b>	<b>\$ 588,705</b>	<b>\$ 812,000</b>	<b>\$ 812,000</b>

# CONSOLIDATED OPERATING EXPENDITURE SCHEDULE

<b>SPECIAL REVENUE FUNDS CONT.</b>	<b>ACTUAL 2020-21</b>	<b>ADJUSTED BUDGET 2021-22</b>	<b>ADOPTED BUDGET 2022-23</b>
<b>REDWOOD SHORES LANDSCAPE MAINT. DISTRICT</b>			
Parks/Recreation			
Lido Landscape Maint. (66123)	376,749	316,373	322,731
<b>Fund Total</b>	<b>\$ 376,749</b>	<b>\$ 316,373</b>	<b>\$ 322,731</b>
<b>SEAPORT CENTRE MAINTENANCE DISTRICT</b>			
Community Development			
General Engineering (65121)	9,584	5,649	5,817
Public Works			
Water Supply & Distr. (65144)	345	6,776	6,776
Sewer System Maint. (65152)	44,227	60,282	90,685
Storm Water Coll. & Disposal (65161)	41,414	62,105	101,007
	85,986	129,164	198,468
<b>Fund Total</b>	<b>\$ 95,570</b>	<b>\$ 134,813</b>	<b>\$ 204,285</b>
<b>SEAPORT LANDSCAPING MAINT. DISTRICT</b>			
Community Development			
General Engineering (65121)	1,216	5,649	5,817
Public Works			
Storm Water Collection and Disposal (65161)	18,332	29,786	33,366
Parks/Recreation			
Seaport Blvd. Landscape Maint. (65184)	220,315	218,402	226,013
<b>Fund Total</b>	<b>\$ 239,863</b>	<b>\$ 253,836</b>	<b>\$ 265,196</b>
<b>TRAFFIC MITIGATION FEES FUND</b>			
Administrative Services			
Admin. Supp. Svcs. (61710)	3,793	2,502	2,502
Parks/Recreation			
Shuttle Services (72623)	3,793	16,038	16,059
<b>Fund Total</b>	<b>\$ 7,586</b>	<b>\$ 18,540</b>	<b>\$ 18,561</b>
<b>TRAFFIC SAFETY FUND</b>			
Public Works			
Traffic Control Maint. (65131)	1,702,056	1,470,431	1,725,916
Paint and Sign Maint. (65137)	498,114	566,046	596,158
<b>Fund Total</b>	<b>\$ 2,200,170</b>	<b>\$ 2,036,477</b>	<b>\$ 2,322,073</b>
<b>TRANSPORTATION FUND</b>			
Administrative Services			
Admin. Supp. Svcs. (61710)	227,526	253,837	34,597
Non-departmental (89999)	-	-	219,696
Community Development			
Engineering (65121)	115,953	197,431	200,330
<b>Fund Total</b>	<b>\$ 343,479</b>	<b>\$ 451,268</b>	<b>\$ 454,623</b>
<b>TRANSPORTATION GRANTS FUNDS</b>			
Public Works			
Storm Water Col. & Disposal (65161)	394,431	454,798	282,175
<b>Fund Total</b>	<b>\$ 394,431</b>	<b>\$ 454,798</b>	<b>\$ 282,175</b>
<b>TOTAL SPECIAL REVENUE FUNDS</b>	<b>\$ 11,426,196</b>	<b>\$ 17,535,274</b>	<b>\$ 20,961,655</b>

# CONSOLIDATED OPERATING EXPENDITURE SCHEDULE

	ACTUAL 2020-21	ADJUSTED BUDGET 2021-22	ADOPTED BUDGET 2022-23
<b>CAPITAL IMPROVEMENT FUNDS</b>			
CAPITAL OUTLAY FUND			
Administrative Services			
Admin. Supp. Svcs. (61710)	20,657	21,600	21,600
Community Development			
Program Administration (65112)	3,008,816	3,000,000	3,208,098
Fund Total	\$ 3,029,473	\$ 3,021,600	3,229,698
PARKS IMPACT AND IN-LIEU FEES FUND			
Administrative Services			
Admin. Supp. Svcs. (61710)	10,545	6,997	6,997
Fund Total	\$ 10,545	\$ 6,997	\$ 6,997
<b>TOTAL CAPITAL IMPROVEMENT FUNDS</b>	<b>\$ 3,040,018</b>	<b>\$ 3,028,597</b>	<b>\$ 3,236,695</b>
<b>DEBT SERVICE FUNDS</b>			
PFA 2021 VETERANS' MEMORIAL/SENIOR CENTER LEASE BOND FUND			
Administrative Services			
Debt Service (61423)	-	-	1,897,750
Fund Total	\$ -	\$ -	\$ 1,897,750
<b>TOTAL DEBT SERVICE FUNDS</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,897,750</b>
<b>ENTERPRISE FUNDS</b>			
PARKING FUND			
Administrative Services			
Revenue Services (61410)	50,899	82,409	220,770
Admin. Support Svcs. (61710)	8,719	28,602	28,602
	59,618	111,011	249,372
Community Development			
Downtown Facilities Operations (65175)	1,083,139	1,824,362	1,837,653
Police			
Patrol Services (62131)	1,039,620	1,234,819	1,285,499
Public Works			
Street System Maint. (65132)	1,145,266	536,460	554,168
Fund Total	\$ 3,327,643	\$ 3,706,653	\$ 3,926,692

# CONSOLIDATED OPERATING EXPENDITURE SCHEDULE

<b>ENTERPRISE FUNDS CONT.</b>	ACTUAL 2020-21	ADJUSTED BUDGET 2021-22	ADOPTED BUDGET 2022-23
<b>DOCKTOWN MARINA FUND</b>			
Public Works			
Docktown Administration (66433)	319,678	741,796	718,387
Docktown Special Projects (75607)	380,278	284	313
Fund Total	\$ 699,956	\$ 742,080	\$ 718,700
<b>SEWER FUND</b>			
Administrative Services			
Admin. Support Svcs. (61710)	27,364	67,764	67,764
Public Works			
Sewer System Maint. (65152)	7,961,968	7,396,264	7,860,355
Waste Water Treat. & Disposal (65154)	24,738,306	27,897,147	27,897,147
Storm Water Coll. & Disposal (65161)	676,305	981,728	1,143,173
Fund Total	\$ 33,403,943	\$ 36,342,903	\$ 36,968,438
<b>WATER FUND</b>			
Administrative Services			
Revenue Services (61410)	1,789,279	2,153,476	1,987,915
Admin. Support Svcs. (61710)	31,171	119,727	119,727
Fund Total	1,820,450	2,273,203	2,107,642
Public Works			
Water Customer Services (65142)	2,512,858	2,469,001	2,552,406
Water Supply & Distribution (65144)	11,895,530	8,412,233	8,819,391
SFWD Water Purchases (65145)	17,198,176	20,446,000	20,446,000
Water Resources Management (65146)	1,101,523	1,271,912	1,510,546
Recycled Water (65147)	-	87,929	87,929
Recycled Water Fund- Recycled Water (65147)	-	5,459,481	5,879,141
Debt Service (61423)	1,545	305,000	305,000
Fund Total	\$ 34,530,082	\$ 40,724,758	\$ 41,708,054
<b>TOTAL ENTERPRISE FUNDS</b>	<b>\$ 71,961,624</b>	<b>\$ 81,516,394</b>	<b>\$ 83,321,884</b>
<b>TOTAL ALL FUNDS</b>	<b>\$224,964,593</b>	<b>\$ 259,510,752</b>	<b>\$ 274,412,718</b>
(excluding Internal Svcs & Fiduciary Funds)			

# CONSOLIDATED OPERATING EXPENDITURE SCHEDULE

	ACTUAL 2020-21	ADJUSTED BUDGET 2021-22	ADOPTED BUDGET 2022-23
<b>INTERNAL SERVICE FUNDS</b>			
<b>SELF INSURANCE FUND - GENERAL LIABILITY</b>			
Administrative Services			
Administrative Support (61710)	-	2,465	2,465
Risk Management Admin (67711)	322,695	377,979	327,319
Risk Management- General Liability (67712)	2,079,016	3,661,513	4,651,513
Risk Management- Property (67714)	428,335	499,052	749,052
<b>Fund Total</b>	<b>\$ 2,830,046</b>	<b>\$ 4,541,008</b>	<b>\$ 5,730,348</b>
<b>EMPLOYEE BENEFITS FUND</b>			
Administrative Services			
Employee Benefits (67810)	729,066	881,205	881,205
Employee Benefits (67820)	167,657	64,826	64,826
Employee Benefits (67830)	7,002,952	6,972,825	6,972,825
Employee Benefits (67840)	59,871	93,255	93,255
Employee Benefits (67850)	349	-	-
Leave Buyouts (67860)	1,056,389	994,323	994,323
<b>Fund Total</b>	<b>\$ 9,016,284</b>	<b>\$ 9,006,434</b>	<b>\$ 9,006,434</b>
<b>EQUIPMENT SERVICES FUND</b>			
Public Works			
Equipment Services (67230)	2,680,802	5,810,645	5,960,012
Administrative Services			
Administrative Support (61710)	7,995	22,026	22,026
<b>Fund Total</b>	<b>\$ 2,688,797</b>	<b>\$ 5,832,671</b>	<b>\$ 5,982,038</b>
<b>INTERNAL SERVICES FUND</b>			
Administrative Services			
Administrative Support (61710)	-	135,548	135,548
Information Technology (67110)	4,078,099	3,895,271	4,086,892
Telephone Services (67211)	252,471	344,113	353,144
	4,330,570	4,374,932	4,575,584
City Manager			
Receptionist Services (67212)	154,612	179,734	183,354
Fire			
Fire Operations (62220)	70,459	160,091	160,091
Police			
Central Dispatching Svcs. (67310)	3,685,345	3,827,217	3,981,870
Public Works			
Custodial Services (67241)	2,049,935	2,484,323	2,439,299
Bldg. Maint. & Repair Svcs. (67242)	2,535,971	2,512,611	2,601,696
	4,585,906	4,996,934	5,040,995
<b>Fund Total</b>	<b>\$ 12,826,892</b>	<b>\$ 13,538,908</b>	<b>\$ 13,941,893</b>

# CONSOLIDATED OPERATING EXPENDITURE SCHEDULE

<b>INTERNAL SERVICE FUNDS</b>	<b>ACTUAL 2020-21</b>	<b>ADJUSTED BUDGET 2021-22</b>	<b>ADOPTED BUDGET 2022-23</b>
<b>TECHNOLOGY FUND</b>			
Administrative Services			
Information Technology (67110)	-	(100,000)	(100,000)
Computer Replacement Prog (67111)	31,961	224,999	224,999
Fund Total	\$ 31,961	\$ 124,999	\$ 124,999
<b>SELF INSURANCE FUND- WORKERS' COMPENSATION</b>			
Administrative Services			
Administrative Support (61710)	13,582	13,816	13,816
Risk Mgmt. - Workers' Comp (67713)	4,122,757	8,308,179	9,355,874
Risk Mgmt. - Workers' Comp FF (67717)	1,998,737	-	-
Fund Total	\$ 6,135,076	\$ 8,321,995	\$ 9,369,690
<b>TOTAL INTERNAL SERVICE FUNDS</b>	<b>\$ 33,529,056</b>	<b>\$ 41,366,015</b>	<b>\$ 44,155,403</b>



# DETAILED OPERATING EXPENDITURE SCHEDULE

GENERAL FUNDS	Employee Costs	Supplies and Services	Internal Services	Capital	Total
<b>CITY COUNCIL</b>					
City Council (61110)	215,201	3,158	120,402	-	338,761
Total	\$ 215,201	\$ 3,158	\$ 120,402		\$ 338,761
<b>CITY MANAGER</b>					
Anti-Displacement Strategy (61255)	210,746	171,294	-	-	382,040
DEI Initiatives (61260)	299,206	102,000	-	-	401,206
Homelessness Initiatives (61250)	-	650,000	-	-	650,000
Management/Policy Execution (61210)	877,982	154,742	230,034	-	1,262,758
Organizational Efficiencies (61223)	-	100,000	-	-	100,000
Communications/Community Engagement (61220)	1,064,767	379,141	9,117	-	1,453,025
Economic Development (61240)	478,300	325,850	3,014	-	807,164
Total	\$ 2,931,001	\$ 1,883,027	\$ 242,165		\$ 5,056,193
<b>CITY ATTORNEY</b>					
Legal Services (61510)	1,679,349	248,218	126,724	-	2,054,292
Total	\$ 1,679,349	\$ 248,218	\$ 126,724	\$ -	\$ 2,054,292
<b>CITY CLERK</b>					
Legisl. Svcs./Records Mgmt. (61310)	765,231	130,357	74,709	-	970,297
Elections (61320)	62,456	343,272	2,045	-	407,773
Council Support (61330)	-	73,785	-	-	73,785
Total	\$ 827,686	\$ 547,414	\$ 76,754	\$ -	\$ 1,451,854
<b>ADMINISTRATIVE SERVICES</b>					
Admin. Supp. Svcs. (61710)	536,906	737,907	15,173	-	1,289,986
Financial Services (61430)	2,019,361	94,564	225,431	-	2,339,357
Revenue Services (61410)	-	-	-	-	-
Total	\$ 2,556,268	\$ 832,471	\$ 240,604	\$ -	\$ 3,629,343
<b>COMMUNITY DEVELOPMENT &amp; TRANSPORTATION</b>					
Community Development Admin (63010)	596,869	50,690	183,883	-	831,442
GIS/CAD Program- Operating (63015)	-	165,000	-	-	165,000
Building Regulation (63110)	2,749,629	3,289,100	260,781	-	6,299,510
Code Enforcement (63310)	975,593	27,528	142,646	-	1,145,767
General Engineering (65121)	-	145,245	332,649	-	477,894
Subdivision Engineering (65122)	-	504,808	11,427	-	516,235
Flood & Sea Level Rise Resiliency Ag (65125)	-	55,000	-	-	55,000
Planning (63210)	2,448,721	99,920	262,783	-	2,811,424
Strategic Planning (63220)	1,150,741	283,259	9,139	-	1,443,139
Total	\$ 7,921,553	\$ 4,620,550	\$ 1,203,308	\$ -	\$ 13,745,411
<b>FIRE</b>					
Administration (62210)	1,924,706	666,293	489,180	-	3,080,179
Operations (62220)	29,246,981	846,563	4,270,548	-	34,364,092
San Carlos Fire (62225-26)	-	677,134	-	-	677,134
San Carlos Fire (62225-26)	(172,680)	-	-	-	(172,680)
Prevention (62230)	1,758,659	121,767	120,355	-	2,000,781
Training (62240)	512,528	86,181	4,500	-	603,209
Emergency Medical Services (62245)	-	48,480	-	-	48,480
Emergency Operations (62260)	-	119,207	2,281	-	121,488
Total	\$ 33,270,194	\$ 2,565,625	\$ 4,886,864	\$ -	\$ 40,722,683

# DETAILED OPERATING EXPENDITURE SCHEDULE

GENERAL FUNDS	Employee Costs	Supplies and Services	Internal Services	Capital	Total
<b>HUMAN RESOURCES</b>					
Human Resources (61610)	2,544,047	765,252	277,653	-	3,586,953
Total	\$ 2,544,047	\$ 765,252	\$ 277,653	\$ -	\$ 3,586,953
<b>LIBRARY</b>					
Administrative Svcs. Unit (66251)	942,029	1,013,597	313,067	-	2,268,694
Downtown Library (66261)	2,480,188	788,322	1,189,773	-	4,458,283
Literacy Services Unit (66281)	1,046,499	5,023	78,636	-	1,130,158
Children's & Teen Svcs & Comm Outreach (66282)	1,118,582	9,408	23,797	-	1,151,787
Neighborhood Libraries and Outreach (66290)	1,102,508	61,367	289,018	-	1,452,893
Total	\$ 6,689,806	\$ 1,877,717	\$ 1,894,292	\$ -	\$ 10,461,814
<b>PARKS, RECREATION AND COMMUNITY SERVICES</b>					
Fair Oaks Community Center (64211)	733,864	114,794	608,715	-	1,457,372
Information/Referral (64212)	811,225	10,758	36,430	-	858,412
Human Svcs. Assistance (64213)	-	59,800	-	-	59,800
Administration (66110)	1,749,425	336,620	226,075	-	2,312,120
Civic Cultural Commission (66111)	-	73,896	-	-	73,896
Landscape Maintenance-City (66121)	3,426,519	1,206,784	1,415,278	-	6,048,582
Youth and Teen Services (66131)	541,516	28,560	366,925	-	937,001
Elementary Activities (66133)	389,901	81,036	21,402	-	492,338
Teen Activities (66135)	341,085	44,694	19,985	-	405,764
After School Program Grant (66137)	1,414,156	85,555	44,676	-	1,544,387
Preschool Program (66139)	242,251	7,400	3,869	-	253,520
Red Morton Community Center (66142)	306,308	131,974	525,500	-	963,781
Aquatics Program (66145)	4,865	48,975	58,512	-	112,352
Adult Sports (66147)	153,945	102,550	229	-	256,724
Middle School Sports (66148)	77,004	110,500	18,352	-	205,856
Community Activities Building Ops (66151)	115,501	84,703	259,307	-	459,511
Special Interest Classes (66161)	645,964	851,195	74,181	-	1,571,340
Sandpiper Community Center (66162)	224,576	30,046	249,443	-	504,065
Sandpiper Youth Club (66163)	312,333	7,973	3,243	-	323,549
Senior Services (66171)	665,574	251,669	110,354	-	1,027,596
Community Services (66172)	414,420	71,031	348,687	-	834,139
Armory Building Ops (66182)	96,946	20,000	179,310	-	296,256
Downtown Development Program (66429)	163,152	215,000	15,600	-	393,753
Total	\$ 12,830,528	\$ 3,975,513	\$ 4,586,073	\$ -	\$ 21,392,115
<b>POLICE</b>					
Administration (62111)	1,373,872	1,101,525	8,178,991	-	10,654,388
Records (62112)	1,159,814	56,893	40,834	-	1,257,541
Training (62113)	562,451	236,977	14,386	-	813,813
Property/Evidence (62114)	506,115	27,855	23,648	-	557,618
Police Activities League (62115)	-	103,273	357	-	103,630
Patrol Services (62131)	28,173,975	589,118	2,878,341	-	31,641,434
Criminal Investigation (62134)	6,365,769	87,318	519,157	-	6,972,245
Total	\$ 38,141,996	\$ 2,202,959	\$ 11,655,714	\$ -	\$ 52,000,669

# DETAILED OPERATING EXPENDITURE SCHEDULE

<b>GENERAL FUNDS</b>	Employee Costs	Supplies and Services	Internal Services	Capital	Total
<b>PUBLIC WORKS SERVICES</b>					
Climate Action Plan Programs (65138)	-	530,000	-	-	530,000
Highway 101 Pedestrian Underpass (67243)	-	50,000	-	-	50,000
Street System Maintenance (65132)	-	-	328,233	-	328,233
Street Cleaning (65133)	-	587,350	-	-	587,350
Sidewalk Maintenance/Replacement (65134)	44,963	-	50,141	-	95,104
Street Tree Maintenance (65135)	494,462	395,528	363,879	-	1,253,869
Downtown/Entry Feature Maintenance (65136)	-	11,889	-	-	11,889
Storm Water Collection/Disposal (65161)	-	30,000	30,842	-	60,842
Trash & Recycling Efforts (65186)	9,678	112,000	272	-	121,950
Water Resources Management (65146)	3,793	-	-	-	3,793
<b>Total</b>	<b>\$ 552,896</b>	<b>\$ 1,716,767</b>	<b>\$ 773,367</b>	<b>\$ -</b>	<b>\$ 3,043,030</b>
<b>NON-DEPARTMENTAL</b>					
One-time special funds	-	5,004,531	-	-	5,004,531.00
Citywide COVID-19 costs	-	500,000	-	-	500,000.00
Administrative Services Operations	-	983,695	-	-	983,695.00
City Manager Operations	-	1,023,390	-	-	1,023,390.00
<b>Total</b>	<b>\$ -</b>	<b>\$ 7,511,616</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 7,511,616</b>
<b>TOTAL GENERAL FUNDS</b>	<b>\$ 110,160,526</b>	<b>\$ 28,750,287</b>	<b>\$ 26,083,921</b>	<b>\$ -</b>	<b>\$ 164,994,734</b>
<b>SPECIAL REVENUE FUNDS</b>					
<b>AFFORDABLE HOUSING AND OTHER REVENUE</b>					
City Manager	-	-	-	-	-
Housing Projects (66457)	26,304	28,000	641	-	54,945
<b>Fund Total</b>	<b>\$ 26,304</b>	<b>\$ 28,000</b>	<b>\$ 641</b>	<b>\$ -</b>	<b>\$ 54,945</b>
<b>GAS TAX STREET IMPROVEMENT FUND</b>					
Administrative Services	-	-	-	-	-
Admin. Supp. Svcs. (61710)	-	1,500	-	-	1,500
Public Works	-	-	-	-	-
Street System Maint. (65132)	661,142	232,142	549,659	-	1,442,943
Street Cleaning (65133)	261,785	4,181	12,445	-	278,411
Sidewalk Maint. & Replacement (65134)	305,350	3,717	713,119	-	1,022,186
Storm Water Coll. & Disposal (65161)	185,789	15,111	71,468	-	272,368
Trash & Recycling Efforts (65186)	183,745	-	8,097	-	191,842
<b>Fund Total</b>	<b>\$ 1,597,810</b>	<b>\$ 255,151</b>	<b>\$ 1,354,788</b>	<b>\$ -</b>	<b>\$ 3,207,749</b>
<b>Fund Total</b>	<b>\$ 1,597,810</b>	<b>\$ 256,651</b>	<b>\$ 1,354,788</b>	<b>\$ -</b>	<b>\$ 3,209,249</b>
<b>GID 1-64 MAINTENANCE &amp; OPERATION</b>					
Public Works	-	-	-	-	-
Storm Water Coll. & Disposal (65161)	121,583	381,846	40,139	-	543,568
<b>Fund Total</b>	<b>\$ 121,583</b>	<b>\$ 381,846</b>	<b>\$ 40,139</b>	<b>\$ -</b>	<b>\$ 543,568</b>

# DETAILED OPERATING EXPENDITURE SCHEDULE

<b>SPECIAL REVENUE FUNDS CONT.</b>	Employee Costs	Supplies and Services	Internal Services	Capital	Total
<b>GRANTS FUND</b>					
Federal Grants/Rental Income Program					
City Manager					
General Administration-CDBG (66310)	139,019	41,520	282	-	180,821
Fair Housing Implementation (66311)	-	15,000	-	-	15,000
Minor Home Repair (66374)	-	100,000	-	-	100,000
Public Services - CDBG (66483)	-	121,164	-	-	121,164
Economic Development CDBG (66484)	-	50,000	-	-	50,000
CHDO Set-Aside Unallocated (66499)	-	49,480	-	-	49,480
HOME Administration (66354)	78,926	2,500	26	-	81,452
Home Site Acquisition (66371)	247,398	-	-	-	247,398
Rehab.Admin.Not Funded By Grt. (66380)	-	-	150	-	150
<b>Fund Total</b>	<b>\$ 465,343</b>	<b>\$ 379,664</b>	<b>\$ 458</b>	<b>\$ -</b>	<b>\$ 845,465</b>
<b>HOUSING IN-LIEU FEES &amp; OTHER REVENUES</b>					
City Manager					
Housing Projects (66457)	-	28,000	-	-	28,000
<b>Fund Total</b>	<b>\$ -</b>	<b>\$ 28,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 28,000</b>
<b>HUMAN SERVICES FINANCIAL ASST.</b>					
Council					
Human Services Asst. (64213)	-	100,000	-	-	100,000
<b>Fund Total</b>	<b>\$ -</b>	<b>\$ 100,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 100,000</b>
<b>LAW ENFORCEMENT GRANTS</b>					
Police					
Citizen's Option for Public Safety-Patrol (62131)	-	125,000	-	-	125,000
<b>Fund Total</b>	<b>\$ -</b>	<b>\$ 125,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 125,000</b>
<b>LOW &amp; MODERATE INCOME HOUSING ASSET FUND</b>					
City Manager					
Homelessness Initiatives (61250)	-	250,000	-	-	250,000
Administration (66410)	162,417	37,000	10,001	-	209,418
Housing Projects (66457)	-	10,000,000	-	-	10,000,000
<b>Fund Total</b>	<b>\$ 162,417</b>	<b>\$ 10,287,000</b>	<b>\$ 10,001</b>	<b>\$ -</b>	<b>\$ 10,459,418</b>
<b>HOUSING SUPPORT FUND</b>					
City Manager					
General Administration (66310)	-	720	-	-	720
Housing Administration (66319)	371,317	532,768	-	-	904,085
Housing Projects (66457)	-	-	9,561	-	9,561
<b>Fund Total</b>	<b>\$ 371,317</b>	<b>\$ 533,488</b>	<b>\$ 9,561</b>	<b>\$ -</b>	<b>\$ 914,366</b>
<b>PLANNING COST RECOVERY</b>					
Community Development					
Current Projects Planning (63210)	-	812,000	-	-	812,000
<b>Fund Total</b>	<b>\$ -</b>	<b>\$ 812,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 812,000</b>

# DETAILED OPERATING EXPENDITURE SCHEDULE

<b>SPECIAL REVENUE FUNDS CONT.</b>	Employee Costs	Supplies and Services	Internal Services	Capital	Total
<b>REDWOOD SHORES LANDSCAPE MAINT. DISTRICT</b>					
Parks/Recreation					
Lido Landscape Maint. (66123)	207,069	91,042	24,620	-	322,731
Fund Total	\$ 207,069	\$ 91,042	\$ 24,620	\$ -	\$ 322,731
<b>SEAPORT CENTRE MAINTENANCE DISTRICT</b>					
Community Development					
General Engineering (65121)	5,770	-	47	-	5,817
Public Works					
Water Supply & Distr. (65144)	-	6,415	361	-	6,776
Sewer System Maint. (65152)	28,043	58,211	4,431	-	90,685
Storm Water Coll. & Disposal (65161)	35,583	53,160	12,263	-	101,007
	63,626	117,786	17,056	-	198,468
Fund Total	\$ 69,396	\$ 117,786	\$ 17,103	\$ -	\$ 204,285
<b>SEAPORT LANDSCAPING MAINT. DISTRICT</b>					
Community Development					
General Engineering (65121)	5,770	-	47	-	5,817
Public Works					
Storm Water Collection and Disposal (65161)	14,160	14,224	4,982	-	33,366
Parks/Recreation					
Seaport Blvd. Landscape Maint. (65184)	149,822	44,099	32,092	-	226,013
Fund Total	\$ 169,752	\$ 58,323	\$ 37,121	\$ -	\$ 265,196
<b>TRAFFIC MITIGATION FEES FUND</b>					
Administrative Services					
Admin. Supp. Svcs. (61710)	-	2,502	-	-	2,502
Parks/Recreation					
Shuttle Services (72623)	15,856	-	203	-	16,059
Fund Total	\$ 15,856	\$ 2,502	\$ 203	\$ -	\$ 18,561
<b>TRAFFIC SAFETY FUND</b>					
Public Works					
Traffic Control Maint. (65131)	391,401	1,273,871	60,644	-	1,725,916
Paint and Sign Maint. (65137)	436,541	63,579	96,037	-	596,158
Fund Total	\$ 827,942	\$ 1,337,450	\$ 156,682	\$ -	\$ 2,322,073
<b>TRANSPORTATION FUND</b>					
Administrative Services					
Admin. Supp. Svcs. (61710)	-	34,597	-	-	34,597
Non-departmental (89999)	-	219,696	-	-	219,696
Community Development					
Engineering (65121)	198,211	-	2,119	-	200,330
Fund Total	\$ 198,211	\$ 254,293	\$ 2,119	\$ -	\$ 454,623
<b>TRANSPORTATION GRANTS FUNDS</b>					
Public Works					
Storm Water Col. & Disposal (65161)	90,253	-	191,922	-	282,175
Fund Total	\$ 90,253	\$ -	\$ 191,922	\$ -	\$ 282,175
<b>TOTAL SPECIAL REVENUE FUNDS</b>	<b>\$ 4,323,253</b>	<b>\$ 14,793,045</b>	<b>\$ 1,845,358</b>	<b>\$ -</b>	<b>\$ 20,961,655</b>

# DETAILED OPERATING EXPENDITURE SCHEDULE

<b>CAPITAL IMPROVEMENT FUNDS</b>	<b>Employee Costs</b>	<b>Supplies and Services</b>	<b>Internal Services</b>	<b>Capital</b>	<b>Total</b>
<b>CAPITAL OUTLAY FUND</b>					
Administrative Services					
Admin. Supp. Svcs. (61710)	-	21,600	-	-	21,600
Community Development					
Program Administration (65112)	3,000,000	351	207,747	-	3,208,098
<b>Fund Total</b>	<b>\$ 3,000,000</b>	<b>\$ 21,951</b>	<b>\$ 207,747</b>	<b>\$ -</b>	<b>\$ 3,229,698</b>
<b>PARKS IMPACT AND IN-LIEU FEES FUND</b>					
Administrative Services					
Admin. Supp. Svcs. (61710)	-	6,997	-	-	6,997
<b>Fund Total</b>	<b>\$ -</b>	<b>\$ 6,997</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 6,997</b>
<b>TOTAL CAPITAL IMPROVEMENT FUNDS</b>	<b>\$ 3,000,000</b>	<b>\$ 28,948</b>	<b>\$ 207,747</b>	<b>\$ -</b>	<b>\$ 3,236,695</b>
<b>DEBT SERVICE FUNDS</b>					
<b>PFA 2021 VETERANS' MEMORIAL/SENIOR CENTER LEASE BOND FUND</b>					
Administrative Services					
Debt Service (61423)	-	1,897,750	-	-	1,897,750
<b>Fund Total</b>	<b>-</b>	<b>\$ 1,897,750</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,897,750</b>
<b>TOTAL DEBT SERVICE FUNDS</b>	<b>\$ -</b>	<b>\$ 1,897,750</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,897,750</b>
<b>ENTERPRISE FUNDS</b>					
<b>PARKING FUND</b>					
Administrative Services					
Revenue Services (61410)	213,479	1,315	5,975	-	220,770
Admin. Support Svcs. (61710)	-	28,602	-	-	28,602
	213,479	29,917	5,975	-	249,372
Community Development					
Downtown Facilities Operations (65175)	237,590	1,457,264	142,800	-	1,837,653
Police					
Patrol Services (62131)	1,222,951	-	62,548	-	1,285,499
Public Works					
Street System Maint. (65132)	323,404	132,473	98,291	-	554,168
<b>Fund Total</b>	<b>\$ 1,997,424</b>	<b>\$ 1,619,654</b>	<b>\$ 309,614</b>	<b>\$ -</b>	<b>\$ 3,926,692</b>
<b>DOCKTOWN MARINA FUND</b>					
Public Works					
Docktown Administration (66433)	108,944	559,706	49,737	-	718,387
Docktown Special Projects (75607)	-	-	313	-	313
<b>Fund Total</b>	<b>\$ 108,944</b>	<b>\$ 559,706</b>	<b>\$ 50,050</b>	<b>\$ -</b>	<b>\$ 718,700</b>
<b>SEWER FUND</b>					
Administrative Services					
Admin. Support Svcs. (61710)	-	67,764	-	-	67,764
Revenue Services (61410)	-	-	-	-	-
Police					
Police Criminal Investigation (62134)	-	-	-	-	-
Public Works					
Sewer System Maint. (65152)	3,207,641	1,211,067	3,441,647	-	7,860,355
Waste Water Treat. & Disposal (65154)	-	27,168,597	-	728,550	27,897,147
Storm Water Coll. & Disposal (65161)	497,286	414,989	230,898	-	1,143,173
<b>Fund Total</b>	<b>\$ 3,704,927</b>	<b>\$ 28,794,653</b>	<b>\$ 3,672,545</b>	<b>\$ 728,550</b>	<b>\$ 36,900,674</b>
<b>Fund Total</b>	<b>\$ 3,704,927</b>	<b>\$ 28,862,417</b>	<b>\$ 3,672,545</b>	<b>\$ 728,550</b>	<b>\$ 36,968,438</b>



# DETAILED OPERATING EXPENDITURE SCHEDULE

ENTERPRISE FUNDS CONT.	Employee Costs	Supplies and Services	Internal Services	Capital	Total
<b>WATER FUND</b>					
Administrative Services					
Revenue Services (61410)	1,189,506	481,404	317,005	-	1,987,915
Admin. Support Svcs. (61710)	-	119,727	-	-	119,727
	1,189,506	601,131	317,005	-	2,107,642
Public Works					
Water Customer Services (65142)	1,181,156	936,442	434,808	-	2,552,406
Water Supply & Distribution (65144)	3,649,834	1,376,972	3,792,584	-	8,819,391
SFWD Water Purchases (65145)	-	20,446,000	-	-	20,446,000
Water Resources Management (65146)	728,658	535,161	246,727	-	1,510,546
Recycled Water (65147)	87,929	-	-	-	87,929
Recycled Water Fund- Recycled Water (65147)	1,259,923	4,455,263	163,955	-	5,879,141
Debt Service (61423)	-	305,000	-	-	305,000
	6,907,500	28,054,838	4,638,074	-	39,600,412
Fund Total	\$ 8,097,006	\$ 28,655,969	\$ 4,955,079	\$ -	\$ 41,708,054
<b>TOTAL ENTERPRISE FUNDS</b>	<b>\$ 13,908,301</b>	<b>\$ 59,697,746</b>	<b>\$ 8,987,288</b>	<b>\$ 728,550</b>	<b>\$ 83,321,884</b>
<b>TOTAL ALL FUNDS</b> (excluding Internal Svcs & Fiduciary Funds)	<b>\$ 131,392,080</b>	<b>\$ 103,270,026</b>	<b>\$ 37,124,314</b>	<b>\$ 728,550</b>	<b>\$ 274,412,718</b>

## INTERNAL SERVICE FUNDS

### GENERAL LIABILITY INSURANCE FUND

Administrative Services					
Administrative Support (61710)	-	2,465	-	-	2,465
Risk Management Admin (67711)	279,335	18,636	29,348	-	327,319
Risk Management- General Liability (67712)	-	4,490,411	161,102	-	4,651,513
Risk Management- Property (67714)	-	731,994	17,058	-	749,052
Fund Total	\$ 279,335	\$ 5,243,506	\$ 207,507	\$ -	\$ 5,730,348

### EMPLOYEE BENEFITS FUND

Administrative Services					
Employee Benefits (67810)	-	881,205	-	-	881,205
Employee Benefits (67820)	-	64,826	-	-	64,826
Employee Benefits (67830)	-	6,972,825	-	-	6,972,825
Employee Benefits (67840)	-	93,255	-	-	93,255
Leave Buyouts (67860)	994,323	-	-	-	994,323
Fund Total	\$ 994,323	\$ 8,012,111	\$ -	\$ -	\$ 9,006,434

### EQUIPMENT SERVICES FUND

Public Works					
Equipment Services (67230)	1,739,987	3,842,838	377,187	-	5,960,012
Administrative Services					
Administrative Support (61710)	-	22,026	-	-	22,026
Fund Total	\$ 1,739,987	\$ 3,864,864	\$ 377,187	\$ -	\$ 5,982,038

# DETAILED OPERATING EXPENDITURE SCHEDULE

<b>INTERNAL SERVICE FUNDS CONT.</b>	Employee Costs	Supplies and Services	Internal Services	Capital	Total
<b>INTERNAL SERVICES FUND</b>					
Administrative Services					
Administrative Support (61710)	-	135,548	-	-	135,548
Information Technology (67110)	3,703,945	88,225	294,722	-	4,086,892
Telephone Services (67211)	214,259	104,148	34,737	-	353,144
	<u>3,918,204</u>	<u>327,921</u>	<u>329,459</u>	<u>-</u>	<u>4,575,584</u>
City Manager					
Receptionist Services (67212)	170,532	1,187	11,635	-	183,354
Fire					
Fire Operations (62220)	-	160,091	-	-	160,091
Police					
Central Dispatching Svcs. (67310)	3,383,100	340,259	258,511	-	3,981,870
Public Works					
Custodial Services (67241)	2,088,894	118,250	232,155	-	2,439,299
Bldg. Maint. & Repair Svcs. (67242)	1,553,972	587,019	460,706	-	2,601,696
	<u>3,642,866</u>	<u>705,269</u>	<u>692,860</u>	<u>-</u>	<u>5,040,995</u>
<b>Fund Total</b>	<b>\$ 11,114,701</b>	<b>\$ 1,534,727</b>	<b>\$ 1,292,465</b>	<b>\$ -</b>	<b>\$ 13,941,893</b>
<b>TECHNOLOGY FUND</b>					
Administrative Services					
Information Technology (67110)	-	(100,000)	-	-	(100,000)
Computer Replacement Prog (67111)	-	-	-	224,999	224,999
<b>Fund Total</b>	<b>\$ -</b>	<b>\$ (100,000)</b>	<b>\$ -</b>	<b>\$ 224,999</b>	<b>\$ 124,999</b>
<b>WORKERS' COMPENSATION FUND</b>					
Administrative Services					
Administrative Support (61710)	-	13,816	-	-	13,816
Risk Mgmt. - Workers' Comp (67713)	497,857	8,421,961	436,056	-	9,355,874
Risk Mgmt. - Workers' Comp FF (67717)	-	-	-	-	-
<b>Fund Total</b>	<b>\$ 497,857</b>	<b>\$ 8,435,777</b>	<b>\$ 436,056</b>	<b>\$ -</b>	<b>\$ 9,369,690</b>
<b>TOTAL INTERNAL SERVICE FUNDS</b>	<b>\$ 14,626,204</b>	<b>\$ 26,990,985</b>	<b>\$ 2,313,215</b>	<b>\$ 224,999</b>	<b>\$ 44,155,403</b>

## 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 \$6,052,719. 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. Bonds funded by loan from GE Government Finance, Inc.; unrated.

**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 \$4,095,000. 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. Rated A- by Standard & Poor's.

**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 \$18,265,000. 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. Rated AA by Standard & Poor's, and Aa3 by Moody's.

**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 \$14,735,000. 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. Rated AA by Standard & Poor's, and Aa3 by Moody's.

**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 \$4,995,000. 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. Rated AA by Standard & Poor's, and Aa3 by Moody's.

# CITY DEBT

**Lease Revenue Bonds Series 2021** - In June 2021, Redwood City Public Facilities and Infrastructure Authority issued \$56,885,000 of Lease Revenue Bonds (Veterans Memorial Building/Senior Center) with a bond premium of \$7,231,809. The Bonds are issued to (a) finance a portion of the cost of construction of a new activity and community center known as the Veterans Memorial Building/Senior Center, (b) fund capitalized interest with respect to the bonds through January 2024, and (c) pay the cost of the issuance of the bonds. Principal and interest is payable in 28 annual installments of \$1,205,000 to \$3,092,250 from June 2022 through June 2051, with total principal remaining of \$56,885,000.

## Future Debt Payments

Name of Debt Issue	FY 2022-23	FY 2023-24	FY2024-25	FY2025-26	Thereafter
2012 Revenue Bonds - Port	742,294	742,294	742,294	742,294	4,453,762
2015 Revenue Bonds - Port	608,188	609,388	604,544	608,175	2,387,300
2013 Revenue Bonds - Water	2,058,250	2,061,000	2,060,750	2,062,500	16,486,500
2015 Revenue Bonds - Water	1,419,844	1,418,444	1,420,644	1,421,244	12,783,338
2017 Revenue Bonds - Water	494,919	490,419	495,419	494,419	4,445,706
2021 PFIA Lease Revenue Bonds- VMSC	1,887,250	3,092,250	3,089,050	3,089,050	77,247,850

\*Appropriated by the Port Commission as detailed in the Port Section of this document.

# CITY DEBT

## Computation of Legal Debt Margin

FY 2021-22

Total Assessed Value - All Real & Personal Property	\$ 29,958,828,107
Debt Limit Percentage	3.75%
Total Debt Limit	1,123,456,054
Total Amount of Debt Applicable to Debt Limit	-
<b>Legal Debt Margin</b>	<b>\$ 1,123,456,054</b>

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.

# CITY DEBT

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# SCHEDULE OF INTER-FUND TRANSFERS

	ADOPTED BUDGET FY 2022-23	
	IN	OUT
ART IN PUBLIC PLACE		
Capital Outlay Fund	50,000	-
DOCKTOWN		
General Fund	702,568	-
CAPITAL OUTLAY FUND		
Utility Users Tax Fund	8,976,374	-
General Fund	4,237,000	-
Art in Public Places	-	(50,000)
Gas Tax Capital Fund	-	(1,900,000)
	<u>13,213,374</u>	<u>(1,950,000)</u>
EMPLOYEE BENEFITS FUND		
General Fund	300,000	-
GAS TAX CAPITAL		
Capital Projects Fund	1,900,000	-
GENERAL FUND		
General Improvement District 1-64	496,000	-
Lido Landscape Maint District	-	(38,165)
Employee Benefits	-	(300,000)
Docktown	-	(702,568)
Water Fund	-	(314,095)
Internal Services Fund Interest	2,772	-
Parking Fund	-	(1,773,072)
Capital Outlay	-	(4,237,000)
Traffic Safety	-	(2,050,943)
	<u>498,772</u>	<u>(9,415,843)</u>
GENERAL IMPROVEMENT DISTRICT		
General Fund	-	(496,000)
INTERNAL SERVICES FUND		
General Fund	-	(2,772)
LIDO LANDSCAPE DISTRICT FUND		
General Fund	38,165	-
PARKING FUND		
General Fund	1,773,072	-

# SCHEDULE OF INTER-FUND TRANSFERS

	ADOPTED BUDGET FY 2022-23	
	IN	OUT
SEWER FUND		
Water fund	-	(943,185)
TRAFFIC SAFETY		
General Fund	2,050,943	-
UTILITY USERS TAX		
Capital Outlay Fund	-	(8,976,374)
WATER FUND		
General Fund	314,095	-
Sewer Fund	943,185	-
	<u>1,257,280</u>	<u>-</u>
	<u>\$ 21,784,174</u>	<u>\$ (21,784,174)</u>

# APPROPRIATIONS LIMIT

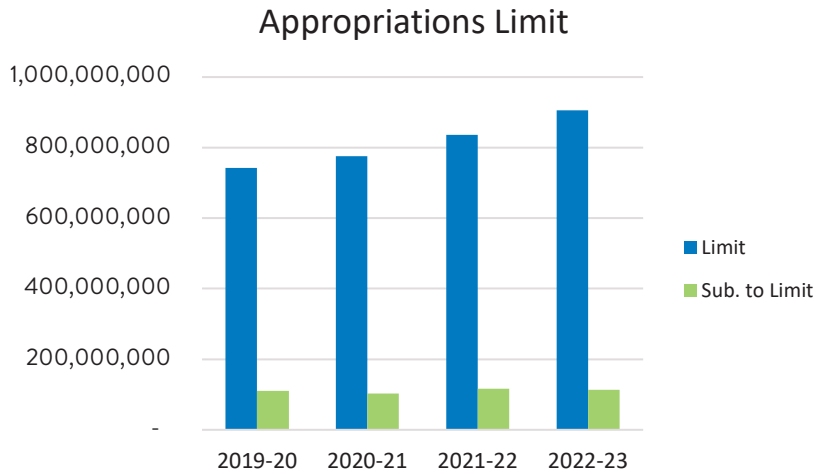
## APPROPRIATIONS LIMITATIONS

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 2022-23 is \$906,290,865 while the limit for FY 2021-22 was \$836,811,649. The proposed appropriations connected to the estimated proceeds of taxes for FY 2022-23 are \$113,102,184, well below the \$906,290,865 legal limit. The increase from FY 2022-23 is primarily due to a percentage change of 7.55% in state-wide per capita personal income over prior year, one of the factors used in calculating the change in the appropriation limit.

### Calculation for FY 2022-23

Appropriations Limit FY 2021-22	\$836,811,649
Percentage growth in state-wide per capita personal income	7.55%
Percentage increase in City population growth	0.70%
$1.0755 \times 1.007 =$	<u>1.0830285</u>
Appropriations Limit FY 2022-23	\$906,290,865



# APPROPRIATIONS LIMIT

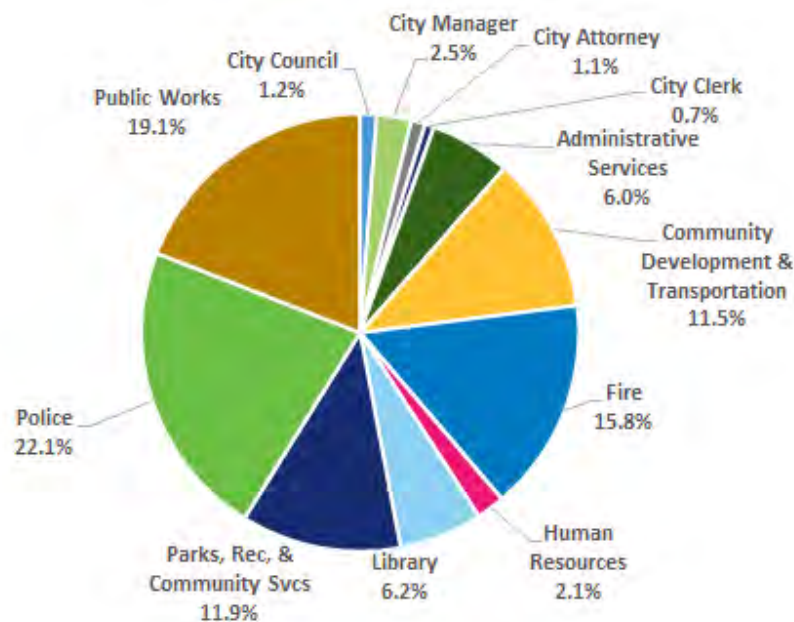
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# PERSONNEL ALLOCATIONS BY DEPARTMENT

## 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 0.11 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	REVISED BUDGET 2020-21	ADOPTED BUDGET 2021-22	ADOPTED BUDGET 2022-23
City Council	7.00	7.00	7.00
City Manager	11.54	11.06	14.56
City Attorney	5.97	6.02	6.02
City Clerk	3.78	3.80	3.80
Administrative Services	33.23	34.10	34.05
Community Development & Transportation	57.88	60.93	65.93
Fire	87.00	90.00	90.00
Human Resources	7.20	7.20	12.00
Library	38.24	38.24	35.27
Parks, Rec, & Community Svcs	66.11	66.11	67.71
Police	121.00	121.00	126.00
Public Works	105.95	106.95	108.82
<b>Total</b>	<b>544.90</b>	<b>552.40</b>	<b>571.15</b>



# PERSONNEL ALLOCATIONS BY DEPARTMENT

<u>DEPARTMENT / TITLE</u>	<u>REVISED BUDGET 2020-21</u>	<u>ADOPTED BUDGET 2021-22</u>	<u>ADOPTED BUDGET 2022-23</u>
<b>City Council</b>			
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
<b>City Manager</b>			
Administrative Clerk III	1.00	1.00	1.00
Administrative Secty	1.00	1.00	1.00
Assistant ASD Director	0.05	0.01	0.01
Assistant City Manager	1.07	1.01	1.01
City Attorney	0.05	0.02	0.02
City Clerk	0.02	-	-
City Manager	0.85	0.85	0.85
Communications Manager	1.00	1.00	1.00
Community Development & Transportation Director	0.06	0.06	0.06
DEI Officer - Communications Mgr	-	-	1.00
Economic Development Manager	1.00	1.00	1.00
Equity Manager - Principal Analyst	1.00	1.00	-
Facility Aide	-	-	0.50
Housing & Econ. Develop. Spec. II	1.00	1.00	1.00
Housing Leadership Manager	1.00	1.00	1.00
Management Analyst I	2.00	2.00	1.00
Management Analyst II	-	-	4.00
Principal Analyst - Finance	0.10	0.02	0.02
Secretary	0.04	-	-
Senior Accountant	0.28	0.10	0.10
Senior Assistant City Attorney	0.02	-	-
Total	11.54	11.06	14.56
<b>City Attorney</b>			
Administrative Clerk III	1.00	1.00	1.00
Administrative Secty	1.00	1.00	1.00
Assistant City Attorney	0.77	-	0.45
City Attorney	0.77	0.80	0.80
Deputy City Attorney	2.00	2.00	2.00
Senior Assistant City Attorney	0.43	1.22	0.77
Total	5.97	6.02	6.02
<b>City Clerk</b>			
Administrative Clerk III	1.00	-	-
Administrative Secty	-	1.00	1.00
Assistant City Clerk	0.90	0.90	0.90
City Clerk	0.88	0.90	0.90
Management Analyst I	1.00	1.00	1.00
Total	3.78	3.80	3.80



# PERSONNEL ALLOCATIONS BY DEPARTMENT

DEPARTMENT / TITLE	REVISED BUDGET 2020-21	ADOPTED BUDGET 2021-22	ADOPTED BUDGET 2022-23
<b>Administrative Services</b>			
Account Clerk II	6.88	6.88	6.00
Accountant	0.75	0.75	1.75
Accounting Technician II	2.87	2.87	2.00
Administrative Assistant	1.00	1.00	0.75
Assistant ASD Director	0.95	0.99	0.99
Assistant City Manager	0.73	0.80	0.80
Endpoint & Infrastructure IT Analyst II	1.00	1.00	2.00
Funded Executive Director C/CAG	1.00	1.00	1.00
Information Technology Manager	1.00	1.00	1.00
Managerial / Professional Level II	1.00	1.00	1.00
Parking Meter Collector	0.50	0.50	0.50
Principal Analyst - Finance	0.90	2.18	2.18
Revenue Services Manager	1.00	1.00	1.00
Senior Accountant	1.42	0.90	1.90
Senior Assistant City Attorney	0.23	0.23	0.18
Senior Endpoint & Infrastructure IT Analyst	6.00	6.00	5.00
Senior Software Development & Application Support Analyst	4.00	4.00	4.00
Supervising IT Analyst	2.00	2.00	2.00
Total	33.23	34.10	34.05
<b>Community Development &amp; Transportation</b>			
Administrative Clerk III	- *	- *	0.50
Administrative Secty	3.00	3.00	3.00
Assistant City Attorney	-	-	0.55
Assistant City Clerk	0.10	0.10	0.10
Assistant Community Development & Transportation Directc	1.00	1.00	1.00
Assistant Engineer I	1.00	1.00	1.00
Assistant Engineer II	6.00	6.00	6.00
Assistant Planner	2.00	2.00	2.00
Associate Engineer	2.00	2.00	2.00
Associate Planner	2.00	2.00	2.00
Building Inspector	4.00	4.00	4.00
Capital Improvement Program Manager	1.00	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	0.85	0.85	0.85
Community Development & Transportation Director	0.94	0.95	0.95
Contract Fire Plan Checker	- *	- *	- *
Engineering Tech II	1.00	1.00	1.00
GIS Manager	0.75	0.75	0.75
GIS Technician	2.00	2.00	2.00
Management Analyst II	2.00	2.00	2.00
Managerial / Professional Level I	0.50	1.50	1.00
Managerial / Professional Level II	1.00	1.00	1.00
Official / Executive / Professional Level I	0.30 *	0.30 *	0.30 *

\*Position frozen in FY2021-22

# PERSONNEL ALLOCATIONS BY DEPARTMENT

DEPARTMENT / TITLE	REVISED BUDGET 2020-21	ADOPTED BUDGET 2021-22	ADOPTED BUDGET 2022-23
<b>Community Development &amp; Transp. Cont.</b>			
Parking/TDM Manager	1.00	1.00	1.00
Permits Technician	3.00	3.00	6.00
Plan Checker	1.00	1.00	2.00
Plan Check Engineer	-	-	1.00
Principal Analyst - Finance	-	0.30	0.30
Principal Planner	2.00	3.00	3.00
Public Works Field Supervisor	0.50	0.50	0.50
Public Works Maint Worker II	1.00	1.00	1.00
Public Works Services Director	0.20	0.20	0.20
Secretary	1.96	2.00	2.00
Senior Accountant	0.30	-	-
Senior Assistant City Attorney	0.55	0.55	-
Senior Building Inspector	3.00	3.00	3.00
Senior Civil Engineer	1.50	1.50	1.50
Senior Construction Technician	1.00	1.00	1.00
Senior Engineering Technician	2.00	2.00	2.00
Senior Planner	2.00	3.00	3.00
Senior Transportation Planner	1.00	1.00	1.00
Supv Civil Engineer	2.00	2.00	2.00
Total	57.88	60.93	65.93
<b>Fire</b>			
Administrative Assistant	1.00	1.00	1.00
Administrative Secty	1.00	1.00	1.00
Battalion Chief	3.00	3.00	3.00
Battalion Chief - 40 Hr	1.00	1.00	1.00
Deputy Fire Chief	2.00	2.00	2.00
Deputy Fire Marshal	1.00	1.00	1.00
Fire Captain	24.00 *	24.00 *	24.00 *
Fire Chief	1.00	1.00	1.00
Fire Fighter/Engineer	48.00 *	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
Total	87.00	90.00	90.00
<b>Library</b>			
Administrative Clerk III	1.00	1.00	1.00
Facility Aide	1.00	1.00	1.00
Graphic Design Specialist	0.51	0.51	0.51
Librarian II	9.25	9.25	8.72
Library Assistant II	6.07 *	6.07 *	5.04
Library Director	1.00	1.00	1.00
Library Division Manager	4.00	4.00	4.00
Library Information Technology Technician	1.00	1.00	1.00
Library Services Supervisor	1.00	1.00	1.00
Literacy Tutor - Student Coord	4.50 *	4.50 *	4.50 *
Management Analyst I	1.00	1.00	-
Management Analyst II	-	-	1.00
Senior Library Assistant	6.00	6.00	6.00
Senior Library Page	1.91	1.91	0.50
Total	38.24	38.24	35.27

\*Position frozen in FY2021-22

# PERSONNEL ALLOCATIONS BY DEPARTMENT

DEPARTMENT / TITLE	REVISED BUDGET 2020-21	ADOPTED BUDGET 2021-22	ADOPTED BUDGET 2022-23
<b>Human Resources</b>			
Administrative Clerk III	-	-	0.50
Administrative Assistant	-	-	0.25
Assistant City Manager	0.20	0.20	0.20
Human Resources Analyst I	1.00	1.00	-
Human Resources Analyst II	-	-	3.00
Human Resources Director	1.00	1.00	1.00
Human Resources Manager	-	-	1.00
Human Resources Technician	1.00	1.00	1.00
Principal Analyst - Workers Comp	1.00	1.00	1.00
Senior Assistant City Attorney	-	-	0.05
Senior Human Resources Analyst	3.00	3.00	4.00
Total	7.20	7.20	12.00
<b>Parks, Recreation, and Community Services</b>			
Administrative Clerk III	2.00	2.00	3.00
Administrative Secty	1.00	1.00	1.00
Assistant Parks, Recreation & Community Services Direct	1.00	1.00	1.00
Child Care Specialist	0.50	0.50	0.50
Facility Aide	3.00	3.00	2.00
Facility Leader	2.00	2.00	2.00
Human Services Coordinator (Mang/Prof Level II)	1.00	1.00	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	1.00
Landscape Gardener	16.00	15.00 *	16.00
Landscape Supervisor	- *	1.00	1.00
Lead Landscape Gardener	4.00	4.00	4.00
Management Analyst II	1.00	1.00	1.00
Managerial / Professional Level I	1.00	1.00	1.00
Paraprofessional	1.00	1.00	0.75
Parks, Recreation & Community Services Manager	5.00	5.00	5.00
Parks, Recreation & Community Services Director	1.00	1.00	1.00
Program Assistant II	2.00	2.00	4.00
Recreation & Community Services Program Coordinator	10.00 *	10.00 *	11.00
Recreation Program Coordinator/Special Events	1.00	1.00	1.00
Recreation Specialist I	0.35	0.35	-
Recreation Specialist II	2.26 *	2.26 *	1.46 *
Recreation Specialist III	1.00	1.00	-
Recreation Supervisor	2.00	2.00	2.00
Secretary	2.00	2.00	2.00
Senior Crafts Specialist	1.00	1.00	1.00
Total	66.11	66.11	67.71

\*Position frozen in FY2021-22

# PERSONNEL ALLOCATIONS BY DEPARTMENT

DEPARTMENT / TITLE	REVISED BUDGET 2020-21	ADOPTED BUDGET 2021-22	ADOPTED BUDGET 2022-23
<b>Police</b>			
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	2.00	2.00	2.00
Parking Enforcement Officer II	2.00	2.00	2.00
Police Captain	2.00	2.00	2.00
Police Chief	1.00	1.00	1.00
Police Clerk	5.00	5.00	4.00
Police Evidence & Property Clerk	-	-	1.00
Police Evidence & Property Room Coordinator	2.00	2.00	2.00
Police Lieutenant	4.00	4.00	4.00
Police Officer	68.00 *	68.00 *	73.00 *
Police Sergeant	12.00	12.00	12.00
Records Supervisor	1.00	1.00	1.00
Total	121.00	121.00	126.00
<b>Public Works</b>			
Accountant	0.25	0.25	0.25
Accounting Technician II	0.13	0.13	-
Administrative Clerk I	1.00	1.00	1.00
Administrative Clerk III	1.00	1.00	1.00
Administrative Secty	1.00	1.00	1.00
Assistant Engineer II	1.00	1.00	-
Assistant Public Works Director	1.00	1.00	1.00
Associate Engineer	1.00	1.00	2.00
Building Maintenance Worker	3.22	3.22	3.22
Comm. Dev. Manager - Engineering	0.15	0.15	0.15
Custodial Services Supervisor	1.00	1.00	1.00
Environmental Initiatives Coordinator	1.00	1.00	1.00
Equipment Mechanic I	-	-	1.00
Equipment Mechanic II	4.00	4.00	3.00
Equipment Service Worker	1.00	1.00	1.00
Facilities Maintenance Supervisor	1.00	1.00	1.00
Fleet Supervisor	1.00	1.00	1.00
GIS Manager	0.25	0.25	0.25
Lead Equipment Mechanic	1.00	1.00	1.00
Lead Maintenance Custodian	3.00	3.00	3.00
Lead Public Works Maint Worker	5.00	5.00	5.00
Lead Public Works 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

\*Position frozen in FY2021-22

# PERSONNEL ALLOCATIONS BY DEPARTMENT

<u>DEPARTMENT / TITLE</u>	<u>REVISED BUDGET 2020-21</u>	<u>ADOPTED BUDGET 2021-22</u>	<u>ADOPTED BUDGET 2022-23</u>
<b>Public Works Cont.</b>			
Managerial / Professional Level I	-	-	1.00
Official / Executive / Professional Level I	0.70	0.70	0.70
Public Works Field Supervisor	1.50	1.50	1.50
Public Works Maint Worker I - Wastewater	1.00	1.00	1.00
Public Works Maint Worker II	12.00	12.00	10.00
Public Works Maint Worker II - Wastewater	8.00	8.00	8.00
Public Works Maint Worker III / Equip Oper	2.45	2.45	2.45
Public Works Maint Worker II-N.C.P.	-	-	1.00
Public Works Maint Worker III / Equip Oper - Wastewater	1.00	1.00	1.00
Public Works Services Director	0.80	0.80	0.80
Public Works Superintendent	5.00	5.00	5.00
Secretary	1.00	1.00	1.00
Senior Building Maint Worker	4.00	4.00	4.00
Senior Civil Engineer	1.50	1.50	1.50
Technical Level I	2.00	3.00	3.00
Tree Maint Worker II	1.00	1.00	1.00
Tree Maintenance Leader	1.00	1.00	1.00
Utilities Field Supv	3.00	3.00	3.00
Utilities Specialist	1.00	1.00	2.00
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	3.00
Water Resources Technician	4.00	4.00	4.00
	<u>105.95</u>	<u>106.95</u>	<u>108.82</u>

# PERSONNEL ALLOCATIONS BY DEPARTMENT

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# OPERATING PROGRAMS – BUDGET BY DEPARTMENT

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# ADMINISTRATIVE SERVICES



Administrative Support  
Debt Service  
Employee Benefits  
Financial Management  
Information Technology  
Revenue Services  
Risk Management & Insurance

# ADMINISTRATIVE SERVICES

## DEPARTMENT DESCRIPTION

The Administrative Services Department (ASD) is comprised of three divisions: Finance, Information Technology, and Revenue Services. Working together, these divisions manage the City's organizational infrastructure, financial processes and systems, 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 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 related to accounting and information technology to the following agencies: Fire Net Six Joint Powers Authority, Port of Redwood City, and South Bayside Waste Management Authority.

## MAJOR ACCOMPLISHMENTS

- Implemented a new Enterprise Resource Planning system for financial and human capital management, and a new capital improvement program (CIP) application to increase the efficiency of the CIP project selection process
- In partnership with the Public Works Services Department, applied for and received financial assistance from the State of California to implement and administer a utility arrearage assistance program for water service customers
- Designed and implemented a new utility bill forgiveness and payment program to address community hardships arising from the COVID-19 crisis
- Assisted with the issuance of debt for the construction of a new Veterans' Memorial and Senior Center building
- Supported implementation of the People's Budget to support greater community engagement in the budget process
- Launched a new procurement support function supported by the allocation of 0.50 FTE and provided citywide training on the City's updated purchasing ordinance
- Supported return to workplace and hybrid meetings with remote participants (all requests for new licenses for Microsoft Teams and/or Zoom were fulfilled within one business day), planned for hybrid City Council meetings, and continued supporting remote access to services for the public, through technology improvements and new online functions.
- Implemented Oracle Cloud Enterprise Resource Planning system (Financial Management as of July 2021 and Human Capital Management in December 2021)
- Resolved more than 8,700 information technology help tickets

# ADMINISTRATIVE SERVICES

## GOALS FOR FY 2022-23

- Implement a new citywide cashiering system program by August 2022
- Publish a “Budget-in-Brief” document in print and online in English and Spanish by August 2022
- Centralize and strengthen grant coordination efforts citywide, with the first quarterly meeting by August 2022
- Assess the full functionality of software reporting options in the Oracle application and begin using reports to inform operations by December 2022
- Develop an updated set of procurement related job aids by December 2022
- Explore additional revenue opportunities and cost savings needed to balance the budget over the 10-year forecast period and provide recommendations to the Finance/Audit Sub-Committee by January 2023
- Continue exploring the next phases of implementing Environmental, Social, Governance investing with investment firm consultant, with next steps proposed to the Finance/Audit Sub-Committee by January 2023
- Review financial practices related to internal service charges, capital assets, construction deposits, and city utility costs by March 2023
- Implement a plan to meet various updated System Security Standards across the full organization, thereby improving the security and availability of key technological infrastructure, and implementing the vital system priority standards by June 2023
- Develop a plan for applying an equity lens to fees by June 2023
- Develop and implement a monthly financial report of budget and actual results by department by June 2023 while seeking interim solutions in the meantime

## CURRENT OR UPCOMING MULTI-YEAR MAJOR PROJECTS

- Support all business users of the City’s new Enterprise Resource Planning (ERP) system, as well as identifying and implementing opportunities for improvements in all ERP related processes
- Manage existing contract with Oracle implementation consultant to avoid the need for any change orders

# ADMINISTRATIVE SERVICES

Performance Measure	2018 Results	2019 Results	2020 Results	2021 Results	Target
<b>Finance</b>					
Number of Audit Findings reported by the City's outside independent audit firm in relation to the City's annual audit	1	1	0	Results not finalized yet	0
Implement required Governmental Accounting Standards Board Statements by the required implementation date	100%	100%	100%	100%	100%
<b>Information Technology</b>					
Percentage of responses to the IT support survey questions on timeliness and quality of service are excellent or good	N/A - new measure for 2021	N/A - new measure for 2021	N/A - new measure for 2021	100%	99.0%
Percentage of all employee computers replaced annually	N/A - new measure for 2021	N/A - new measure for 2021	N/A - new measure for 2021	2.0%	20.0%
<b>Revenue Services</b>					
Number of Business Licenses issued	7,113	8,351	8,490	10,234	8,000
Average wait time for customers on hold before they are assisted by a customer service representative	N/A – new measure for 2021	N/A – new measure for 2021	N/A – new measure for 2021	60 seconds	90 seconds or less
Number of utility customers utilizing online e-billing process (InfoSend)	45.3%	47.8%	51.8%	93.47%	48.0%



# ADMINISTRATIVE SERVICES

## DEPARTMENT BUDGET

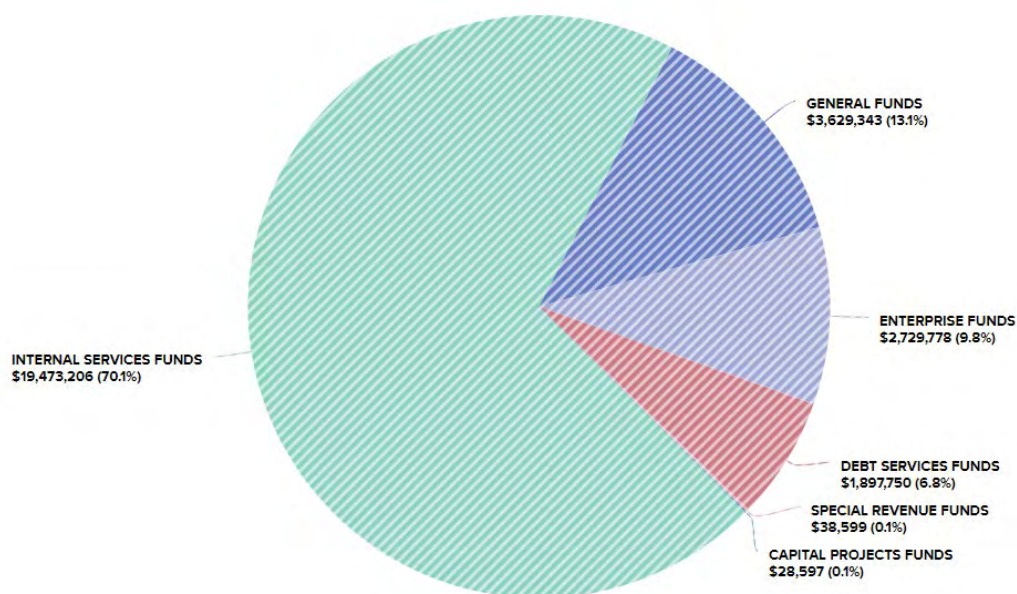
The total Administrative Services budget for FY 2022-23 is \$27.49 million, representing 8.0% of the total operational budget. The majority of funding for this department comes from the City's General Fund, Enterprise Funds, and the Internal Services Fund.

	ACTUAL 2020-21	ADJUSTED BUDGET 2021-22	ADOPTED BUDGET 2022-23
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## BUDGET BY CATEGORIES OF EXPENDITURES

Employee Costs	\$ 7,765,517	\$ 8,798,377	\$ 9,151,115
Supplies and Services	13,988,379	16,562,508	17,015,609
Internal Services	1,479,868	1,309,492	1,100,551
Capital Allocations	31,961	224,999	224,999
<b>Total</b>	<b>\$ 23,265,725</b>	<b>\$ 26,895,375</b>	<b>\$ 27,492,273</b>

## FY2022-23 BUDGET BY FUNDING SOURCE

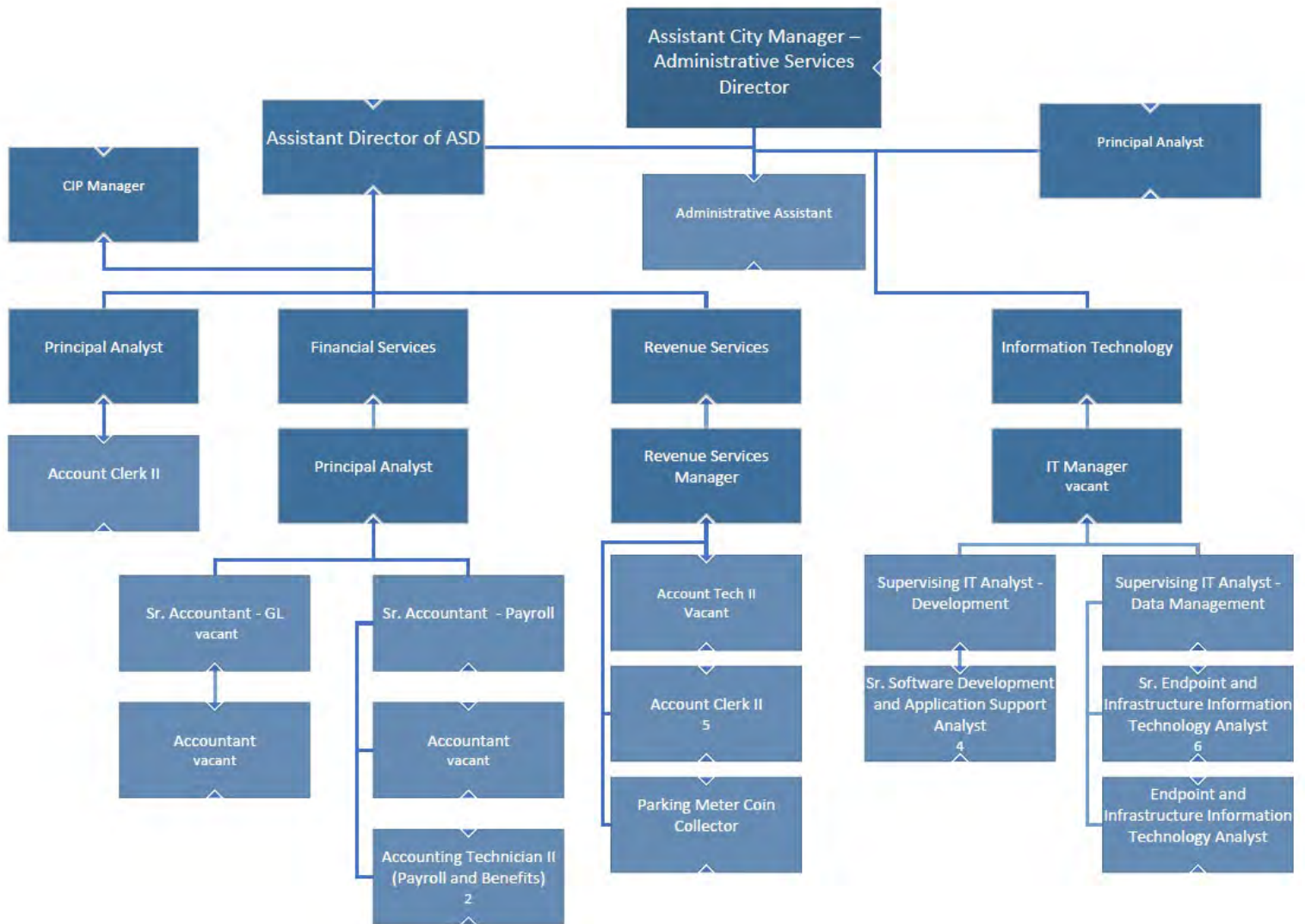


# ADMINISTRATIVE SERVICES

There are 34.05 FTEs in the budget, representing 5.96% of all City employees

<b>Administrative Services</b>	<b>REVISED BUDGET 2020-21</b>	<b>ADOPTED BUDGET 2021-22</b>	<b>ADOPTED BUDGET 2022-23</b>
Account Clerk II	6.88	6.88	6.00
Accountant	0.75	0.75	1.75
Accounting Technician II	2.87	2.87	2.00
Administrative Assistant	1.00	1.00	0.75
Assistant ASD Director	0.95	0.99	0.99
Assistant City Manager	0.73	0.80	0.80
Endpoint & Infrastructure IT Analyst II	1.00	1.00	2.00
Funded Executive Director C/CAG	1.00	1.00	1.00
Information Technology Manager	1.00	1.00	1.00
Managerial / Professional Level II	1.00	1.00	1.00
Parking Meter Collector	0.50	0.50	0.50
Principal Analyst - Finance	0.90	2.18	2.18
Revenue Services Manager	1.00	1.00	1.00
Senior Accountant	1.42	0.90	1.90
Senior Assistant City Attorney	0.23	0.23	0.18
Senior Endpoint & Infrastructure IT Analyst	6.00	6.00	5.00
Senior Software Development & Application Support Analyst	4.00	4.00	4.00
Supervising IT Analyst	2.00	2.00	2.00
<b>Total</b>	<b>33.23</b>	<b>34.10</b>	<b>34.05</b>

# ADMINISTRATIVE SERVICES



# ADMINISTRATIVE SERVICES

Major changes to the department's budget for FY 2022-23 are listed below:

Summary of Change	General Fund	Special Revenue Funds	Capital Projects Funds	Enterprise Funds	Internal Services Funds	Total
<b>Supplies and Services</b>						
Increase budget for County administrative fees related to property taxes.	198,533					<b>198,533</b>
Increase Risk budget based on staffing changes and increased premiums.					1,280,000	<b>1,280,000</b>
Decrease COVID-19 expenditure budget to align with estimated costs for the entire City for FY 2022-23, based on the most recent 10-year GF Forecast.	(500,000)					<b>(500,000)</b>
<b>Personnel</b>						
Reclassify 1.0 FTE Account Clerk II position to 1.0 FTE Senior Accountant position.	110,712					<b>110,712</b>
Reclassify 1.0 FTE Account Technician II position to 1.0 FTE Accountant position.	60,258			(23,674)		<b>36,584</b>
<b>Total</b>	<b>(130,497)</b>	<b>-</b>	<b>-</b>	<b>(23,674)</b>	<b>1,280,000</b>	<b>1,125,829</b>

# ADMINISTRATIVE SERVICES

**PROGRAM:** Financial Management  
**SUB-PROGRAM:** Revenue Services (61410)

**SUB-PROGRAM PURPOSE OR BUSINESS:**

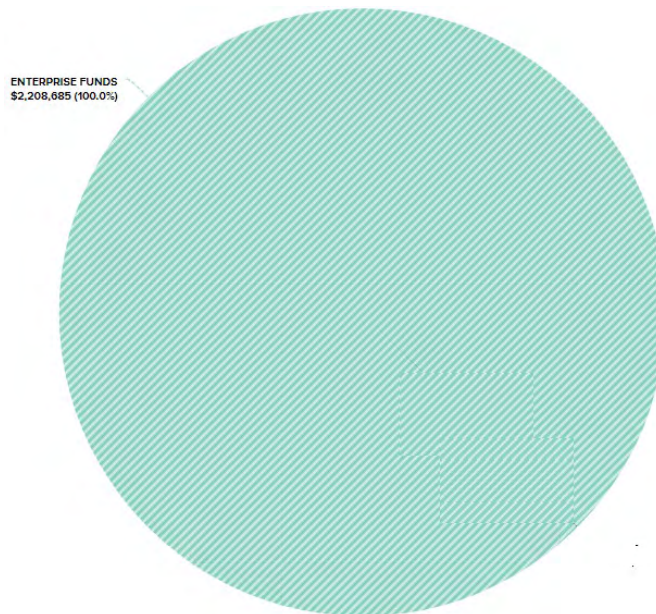
Oversee the collection and deposit of all City revenues and generate utility bills.

	ACTUAL 2020-21	ADJUSTED BUDGET 2021-22	ADOPTED BUDGET 2022-23
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**BUDGET BY CATEGORIES OF EXPENDITURES**

Employee Costs	\$ 926,934	\$ 1,339,412	\$ 1,402,985
Supplies and Services	446,991	482,719	482,719
Internal Services	466,252	413,754	322,980
Capital Allocations	-	-	-
<b>Total</b>	<b>\$ 1,840,177</b>	<b>\$ 2,235,885</b>	<b>\$ 2,208,685</b>

**FY2022-23 BUDGET BY FUNDING SOURCE**





# ADMINISTRATIVE SERVICES

**PROGRAM:** Financial Management

**SUB-PROGRAM:** Public Financing Authority Bonds/Lease Debt Service (61423)

**SUB-PROGRAM PURPOSE OR BUSINESS:**

Repayment of Lease Revenue Bonds Series 2021 - Veterans Memorial Building/Senior Center

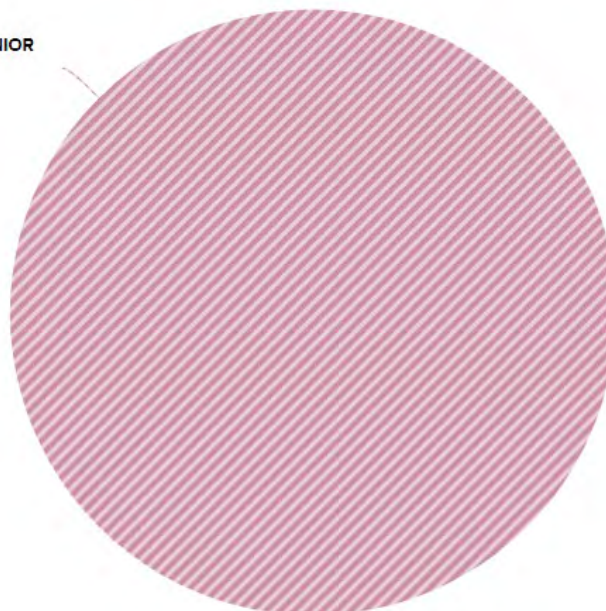
	ACTUAL 2020-21	ADJUSTED BUDGET 2021-22	ADOPTED BUDGET 2022-23
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## BUDGET BY CATEGORIES OF EXPENDITURES

Employee Costs	\$ -	\$ -	\$ -
Supplies and Services	-	-	1,897,750
Internal Services	-	-	-
Capital Allocations	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,897,750</b>

## FY 2022-23 BUDGET BY FUNDING SOURCE

(428) PFA 2021 VETERANS' MEMORIAL/SENIOR  
CENTER LEASE BOND FUND  
\$1,897,750 (100.0%)





# ADMINISTRATIVE SERVICES

**PROGRAM: Financial Management**

**SUB-PROGRAM: Financial Management Services (61430)**

**SUB-PROGRAM PURPOSE OR BUSINESS:**

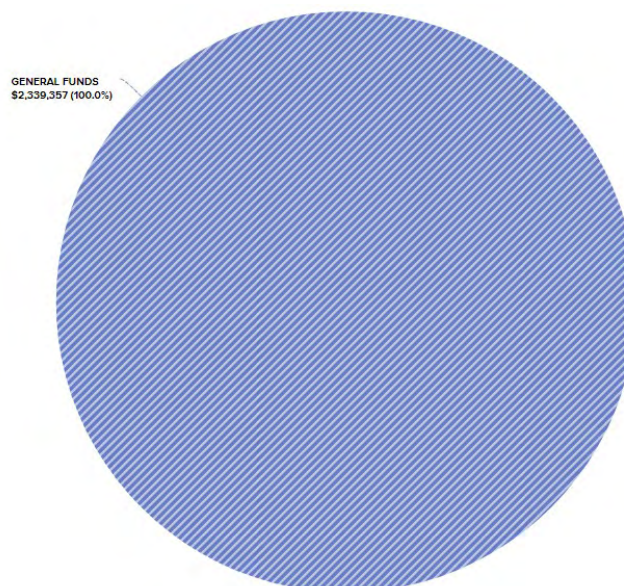
Manage the financial system pursuant to federal, state, and city statutes in accordance with generally accepted accounting principles; maximize earnings on cash resources within the framework of the City Investment Policy as part of the treasury function. Responsible for Citywide accounting policies and procedures, investments, accounts payable, budget preparation, payroll, and maintaining the general ledger. Provide accounting services to Net 6 Fire Joint Powers Authority and South Bayside Waste Management Authority.

	<b>ACTUAL</b>	<b>ADJUSTED</b>	<b>ADOPTED</b>
	<b>2020-21</b>	<b>BUDGET</b>	<b>BUDGET</b>
	<b>2021-22</b>	<b>2022-23</b>	

**BUDGET BY CATEGORIES OF EXPENDITURES**

Employee Costs	\$ 1,457,786	\$ 1,826,683	\$ 2,019,361
Supplies and Services	43,576	244,564	94,564
Internal Services	435,946	362,210	225,431
Capital Allocations	-	-	-
<b>Total</b>	<b>\$ 1,937,308</b>	<b>\$ 2,433,457</b>	<b>\$ 2,339,357</b>

**FY2022-23 BUDGET BY FUNDING SOURCE**



# ADMINISTRATIVE SERVICES

**PROGRAM: Administration**

**SUB-PROGRAM: Administrative Support Services (61710)**

**PROGRAM PURPOSE OR BUSINESS:**

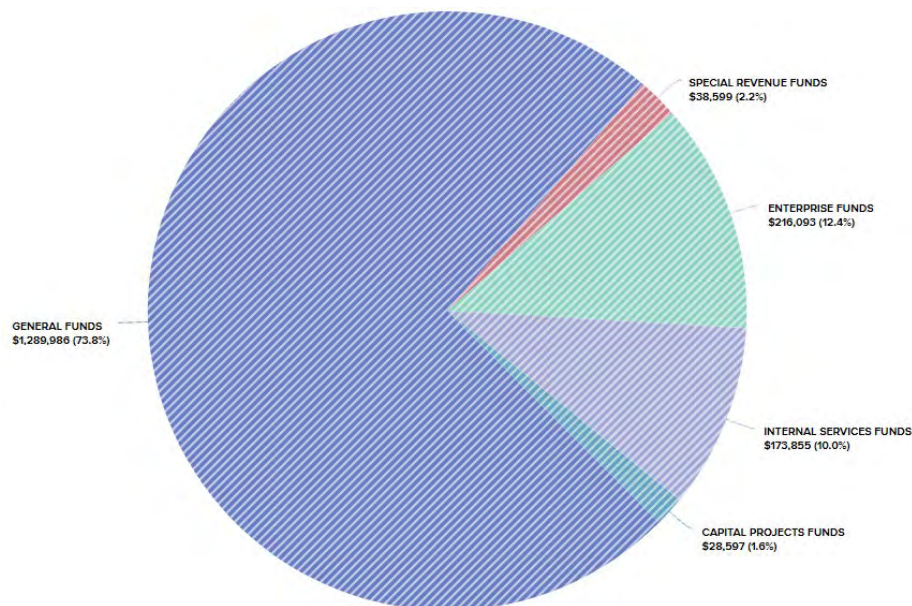
Support programs not directly assigned to any one department, such as the external audit of the City’s financial affairs, animal control services, and lease payments related to Public Financing Authority bonds, City membership in various organizations, investment advisory services, pension consulting,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

	<b>ACTUAL</b>	<b>ADJUSTED</b>	<b>ADOPTED</b>
	<b>2020-21</b>	<b>BUDGET</b>	<b>BUDGET</b>
	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>

**BUDGET BY CATEGORIES OF EXPENDITURES**

Employee Costs	\$ 496,626	\$ 562,652	\$ 536,906
Supplies and Services	2,769,846	3,739,700	1,195,051
Internal Services	12,906	14,322	15,173
Capital Allocations	-	-	-
<b>Total</b>	<b>\$ 3,279,378</b>	<b>\$ 4,316,674</b>	<b>\$ 1,747,130</b>

**FY2022-23 BUDGET BY FUNDING SOURCE**



# ADMINISTRATIVE SERVICES

**PROGRAM: Administration**

**SUB-PROGRAM: Employee Benefits (67810-60)**

**PROGRAM PURPOSE OR BUSINESS:**

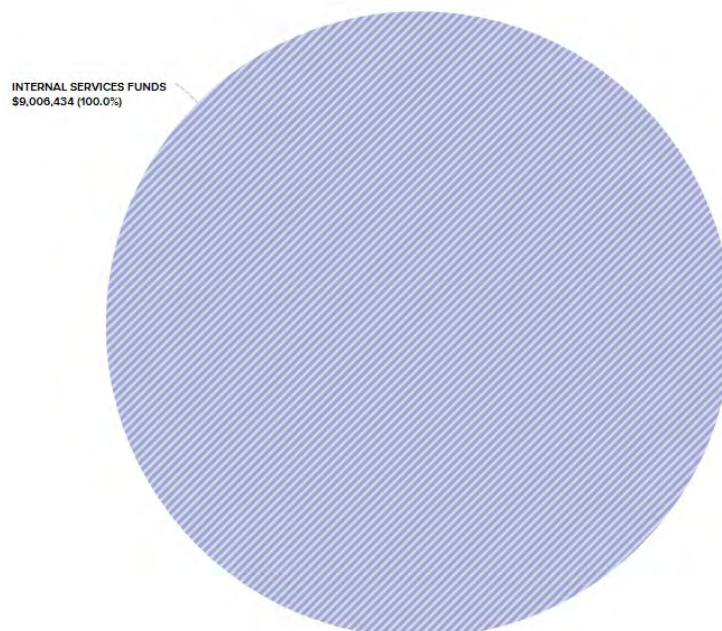
Account for payments made for employee benefits, including health insurance coverage for retirees, payments made to terminated employees for leave accruals, and dental, vision, and unemployment insurance for active employees. Employee costs represent anticipated payments of accrued leave hours to terminated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

	<b>ACTUAL</b>	<b>ADJUSTED</b>	<b>ADOPTED</b>
	<b>2020-21</b>	<b>BUDGET</b>	<b>BUDGET</b>
	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>

**BUDGET BY CATEGORIES OF EXPENDITURES**

Employee Costs	\$ 1,056,739	\$ 994,323	\$ 994,323
Supplies and Services	7,959,546	8,012,111	8,012,111
Internal Services	-	-	-
Capital Allocations	-	-	-
<b>Total</b>	<b>\$ 9,016,285</b>	<b>\$ 9,006,434</b>	<b>\$ 9,006,434</b>

**FY2022-23 BUDGET BY FUNDING SOURCE**



# ADMINISTRATIVE SERVICES

**PROGRAM: Administration**

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

**PROGRAM PURPOSE OR BUSINESS:**

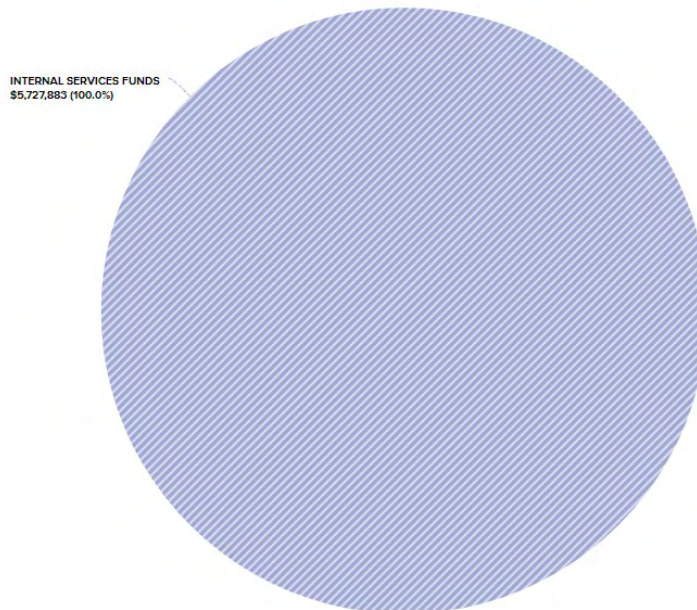
Manage risk situations by assisting in the review of contracts and program activities for loss and insurance implications. Provide insurance protection and self-insurance levels to adequately protect the City against loss. Major expenditures in this program are insurance premiums, claims paid, and administration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

	<b>ACTUAL</b>	<b>ADJUSTED</b>	<b>ADOPTED</b>
	<b>2020-21</b>	<b>BUDGET</b>	<b>BUDGET</b>
	<b>2021-22</b>	<b>2022-23</b>	<b>2022-23</b>

**BUDGET BY CATEGORIES OF EXPENDITURES**

Employee Costs	\$ 290,913.00	\$ 340,178	\$ 279,335
Supplies and Services	2,341,544	3,991,041	5,241,041
Internal Services	197,589	207,325	207,507
Capital Allocations	-	-	-
<b>Total</b>	<b>\$ 2,830,046</b>	<b>\$ 4,538,543</b>	<b>\$ 5,727,883</b>

**FY2022-23 BUDGET BY FUNDING SOURCE**





# ADMINISTRATIVE SERVICES

**PROGRAM:** Information Technology

**SUB-PROGRAM:** Data Services (67110)

**SUB-PROGRAM PURPOSE OR BUSINESS:**

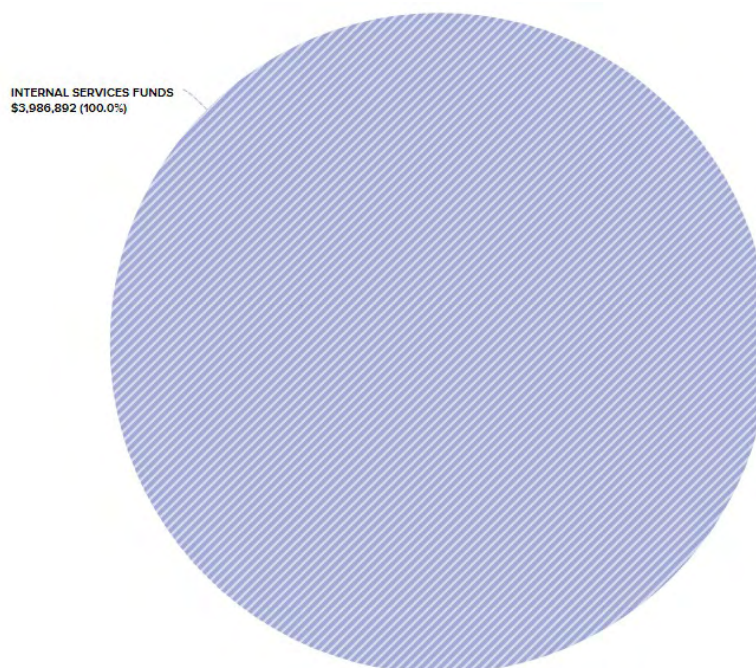
Assist Redwood City operating departments and other client agencies in the delivery of their services utilizing cost effective technologies.

	ACTUAL 2020-21	ADJUSTED BUDGET 2021-22	ADOPTED BUDGET 2022-23
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**BUDGET BY CATEGORIES OF EXPENDITURES**

Employee Costs	\$ 3,454,396	\$ 3,527,601	\$ 3,703,945
Supplies and Services	287,345	(11,775)	(11,775)
Internal Services	336,358	279,445	294,722
Capital Allocations	-	-	-
<b>Total</b>	<b>\$ 4,078,099</b>	<b>\$ 3,795,271</b>	<b>\$ 3,986,892</b>

**FY2022-23 BUDGET BY FUNDING SOURCE**



# ADMINISTRATIVE SERVICES

**PROGRAM:** Information Technology  
**SUB-PROGRAM:** Voice Services (67211)

**SUB-PROGRAM PURPOSE OR BUSINESS:**

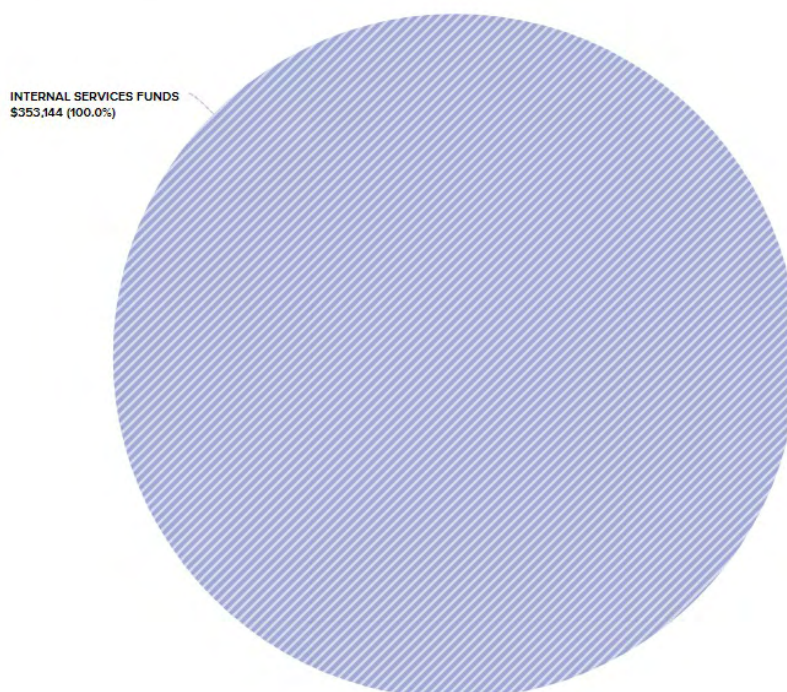
Assist Redwood City operating departments and other client agencies in the delivery of their services utilizing cost effective voice and other communication technologies.

	ACTUAL 2020-21	ADJUSTED BUDGET 2021-22	ADOPTED BUDGET 2022-23
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**BUDGET BY CATEGORIES OF EXPENDITURES**

Employee Costs	\$ 82,123	\$ 207,529	\$ 214,259
Supplies and Services	139,531	104,148	104,148
Internal Services	30,817	32,436	34,737
Capital Allocations	-	-	-
<b>Total</b>	<b>\$ 252,471</b>	<b>\$ 344,113</b>	<b>\$ 353,144</b>

**FY2022-23 BUDGET BY FUNDING SOURCE**





# ADMINISTRATIVE SERVICES

**PROGRAM:** Information Technology

**SUB-PROGRAM:** Computer Replacement Program (67111)

**SUB-PROGRAM PURPOSE OR BUSINESS:**

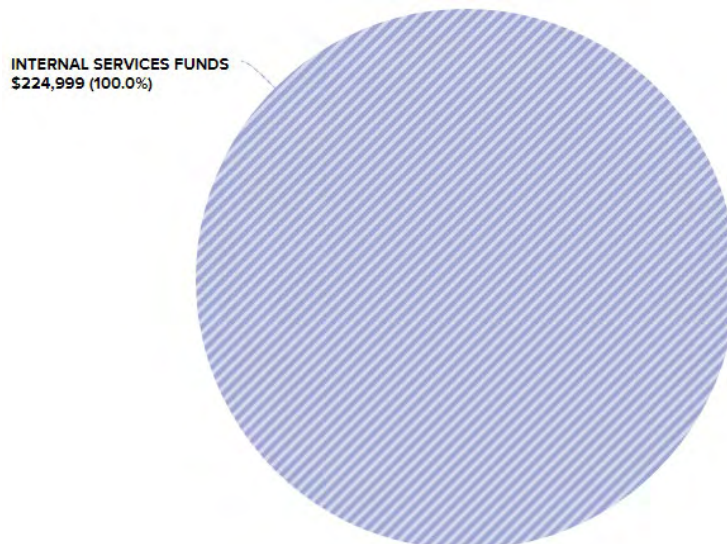
Replacement program for 600 desktops and laptops used throughout the City. Hardware is replaced on a regular cycle to mitigate security risks inherent in machines no longer supported by their manufacturer, as well as to simplify troubleshooting issues by having fewer models in use throughout the organization.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

	<b>ACTUAL</b>	<b>ADJUSTED</b>	<b>ADOPTED</b>
	<b>2020-21</b>	<b>BUDGET</b>	<b>BUDGET</b>
	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>

**BUDGET BY CATEGORIES OF EXPENDITURES**

Employee Costs	\$ -	\$ -	\$ -
Supplies and Services	-	-	-
Internal Services	-	-	-
Capital Allocations	31,961	224,999	224,999
<b>Total</b>	<b>\$ 31,961</b>	<b>\$ 224,999</b>	<b>\$ 224,999</b>

**FY2022-23 BUDGET BY FUNDING SOURCE**



# 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

- Continued to advise City officials and staff on a myriad of measures as a result of the Covid-19 pandemic, including safety measures for City worksites under rapidly evolving state and county health orders
- Provided guidance on the amendment of the Affordable Housing Ordinance to include a local live/work preference policy
- Advised on the development of a proposed Anti-Displacement Strategy that includes strategies to preserve unsubsidized affordable housing and mobile home units and enhancements to the City's existing tenant protection ordinances
- Advised on implementation of a cannabis business permit program for storefront retail operation
- Advised on the preparation and adoption of Accessory Dwelling Unit legislation to comply with state law
- Advised on the City's redistricting efforts and continued implementation of district elections for City Councilmembers
- Advised on preparation and implementation of the Transportation Demand Management Program ("TDM Ordinance")
- Advised on the creation of the Outdoor Business Activities Program and related municipal code amendments
- Advised on the development and adoption of the shared micromobility ordinance and related administrative guidelines
- Advised on the creation of a Racial Equity Mural, including legal aspects relating to solicitation and selection of an artist
- Advised on the City's and Parks Impact Fee and Quimby Act Fee update

# CITY ATTORNEY

## GOALS FOR FY 2022-23

- Advise on proposed charter amendments relating to district elections for the November 2022 ballot by December 2022
- Advise on the Housing Element and accompanying Environmental Justice and Safety Elements by December 2022
- Advise on amendments to the Downtown Precise Plan for the proposed Transit District, including associated environmental review by December 2022
- Advise on the Gatekeeper-related Downtown Precise Plan amendments, including associated environmental review by March 2023
- Advise on implementation of the Anti-Displacement Strategic including the Mobile Home Rezoning and Tenant Protection enhancements by June 2023
- Advise on the ongoing reorganization of the City's Municipal Code by June 2023
- Continue to advise on and assist with the ongoing implementation of the City's cannabis business permit program for storefront retail operations by June 2023
- Advise on the Hoover Park and Pool Master Plan by June 2023
- Advise on all aspects of the City's review and processing of land use projects, including associated environmental review, throughout the fiscal year
- Advise on the City's evolving homelessness initiatives throughout the fiscal year

## CURRENT OR UPCOMING MULTI-YEAR MAJOR PROJECTS

- Provide advice and counsel as the City commences the Central Redwood City Plan process
- Advise on legal and real estate aspects of the 101/84 Interchange Improvement Project
- Advise on legal and real estate aspects of the 101/84 Interchange Improvement Project
- Advise on the relocation of remaining Docktown Marina residential tenants and manage attendant litigation
- Advise on implementation of Senate Bill 9, which makes substantial changes to permitted development and subdivisions within single-family residential zones
- Advise on the ongoing reorganization of the City's Municipal Code

# CITY ATTORNEY

## DEPARTMENT BUDGET

The total City Attorney budget for FY 2022-23 is \$2.05 million, representing 0.64% of the total operational budget.

## PROGRAM PURPOSE OR BUSINESS:

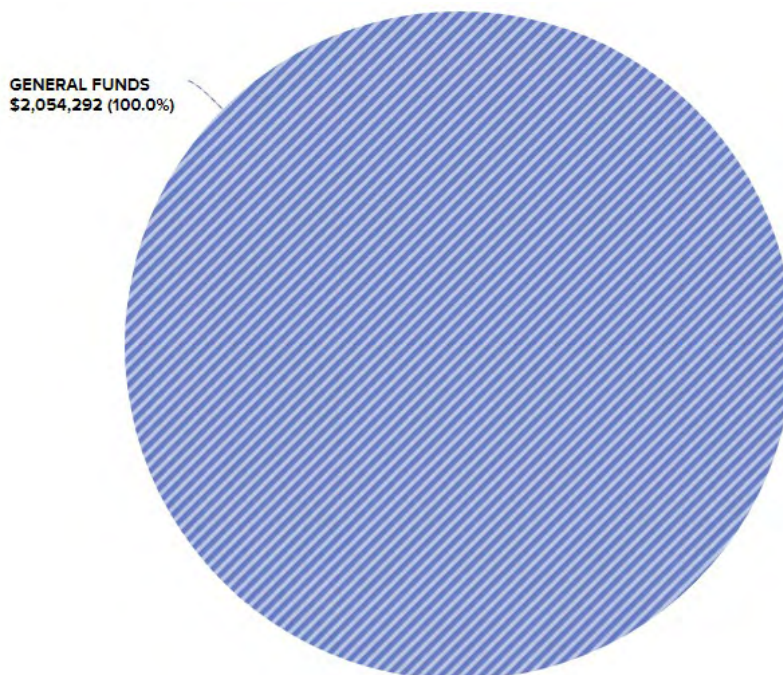
Advise City officials, officers and employees in matters of law pertaining to their offices, and represent and appear on their behalf in matters to which they are concerned or are parties.

	ACTUAL 2020-21	ADJUSTED BUDGET 2021-22	ADOPTED BUDGET 2022-23
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## BUDGET BY CATEGORIES OF EXPENDITURES

Employee Costs	\$ 1,489,007	\$ 1,660,286	\$ 1,679,349
Supplies and Services	224,309	618,218	248,218
Internal Services	105,807	105,732	126,724
Capital Allocations	-	-	-
<b>Total</b>	<b>\$ 1,819,123</b>	<b>\$ 2,384,236</b>	<b>\$ 2,054,292</b>

## FY2022-23 BUDGET BY FUNDING SOURCE

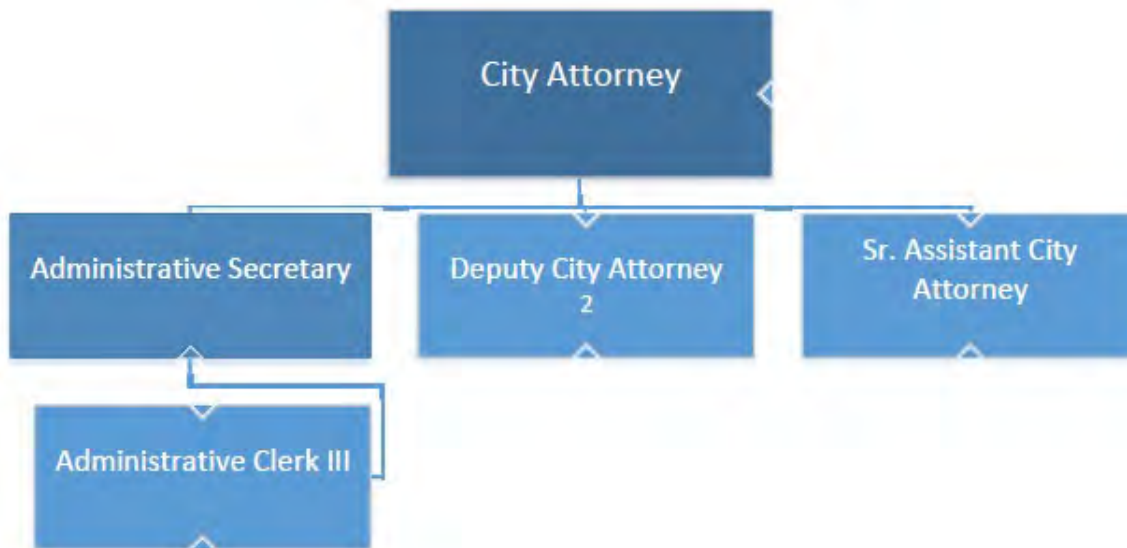




# CITY ATTORNEY

There are 6.02 FTEs in the Budget for FY 2022-23, representing 1.05% of all City employees.

City Attorney	REVISED BUDGET	ADOPTED	ADOPTED BUDGET
	2020-21	BUDGET 2021-22	2022-23
Administrative Clerk III	1.00	1.00	1.00
Administrative Secty	1.00	1.00	1.00
Assistant City Attorney	0.77	-	0.45
City Attorney	0.77	0.80	0.80
Deputy City Attorney	2.00	2.00	2.00
Senior Assistant City Attorney	0.43	1.22	0.77
Total	5.97	6.02	6.02



There were no structural budget department changes in FY 2022-23

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# CITY CLERK



City Council Support  
Elections  
Legislative Services  
Records Management

# CITY CLERK

## DEPARTMENT DESCRIPTION

The mission of the City Clerk's Office is to be a steward and protector of democratic processes, including administration of municipal elections, access to official City records, participation in City Council meetings, and compliance with federal, state and local statutes. The City Clerk's Office supports the City Council in its goals of innovation, transparency, and fairness while promoting community engagement and awareness.

The City Clerk is responsible for facilitating the business proceedings of the City Council, and fulfilling legal requirements set forth in the City Charter, City Codes and State law. The City Clerk acts as the City's Local Elections Official, Custodian of Records, Legislative Recorder, liaison to Council-appointed Boards, Commissions, and Committees, and local campaign finance filing officer.

## MAJOR ACCOMPLISHMENTS

- Implemented an electronic system for filing campaign disclosure forms and statements of economic interest resulting in an increase in efficiency for filers and easier access and transparency for the public in August 2021.
- Supported the City Council election district redistricting initiative to rebalance population within the City Council election districts following the release of 2020 United States Census data and provided staff support to the Council-appointed Advisory Redistricting Committee (ARC). Support included staffing and logistics for six ARC meetings, nine community workshops, five City Council public hearings, and associated administrative tasks necessary to facilitate the acceptance of the final district map by the San Mateo County Election Official. The City Council adopted an ordinance establishing new City Council election district boundaries and identification numbers of each district in February 2022.
- In February 2022, began a multi-year initiative to reimagine Boards, Commissions and Committees (BCC) through a diversity, equity, and inclusion (DEI) lens, which included launching a recruitment feedback survey, hosting a community listening session, updating the application and interview questions, and developing a framework by which staff can continue to analyze BCC programs and tailor solutions to the changing needs and expectations of the Redwood City community. Staff also conducted a robust recruitment and onboarding process to fill 28 vacancies on 11 advisory bodies.
- Implemented the first phase in a multi-phase approach to facilitating hybrid City Council meetings to allow in-person and virtual public participation options and held first hybrid City Council meeting in April 2022.

# CITY CLERK

## GOALS FOR FY 2022-23

- Act as and fulfill responsibilities of Redwood City Elections Official for the November 8, 2022 Municipal Election by November 2022
- Continue to develop and implement a framework to analyze all functions and programs related to Boards, Commissions and Committees (BCC), including consideration and development of tools to support members and staff, identifying strategies to strengthen and diversify recruitment efforts, and consideration of structural changes to increase engagement by underrepresented Redwood City community-members and prepare findings and recommendations by December 2022
- Continue to implement, evaluate, and refine hybrid City Council meeting solutions, including strengthening communication and resources to inform community-members about participation options, consideration of asynchronous meeting solutions to engage community-members on matters before the Council during non-meeting times, and ongoing analysis of in-person and virtual engagement tools with findings prepared by spring 2023
- Update, reorganize, and reformat the Municipal Code and Zoning Code by spring 2023

# CITY CLERK

Performance Measure	2018 Results	2019 Results	2020 Results	2021 Results
Number of agenda packets produced	26	26	35	30
Number of Public Records Act Requests processed	172	200	203	497*
Number of Official Documents executed and archived (Resolutions, Ordinances, Minutes, Agreements/Contracts)	298	321	274	552

\*This figure includes all Public Records Act (PRA) requests received by all City departments through an automated Public Records Act request system implemented by the City Clerk's Office in March 2021. Prior years did not reflect PRA request received and processed by the Fire Department or Police Department, which have been included in the 2021 metric. Going forward, the City Clerk's Office will continue to reflect the total number of PRA requests received by all City departments.



# CITY CLERK

## DEPARTMENT BUDGET

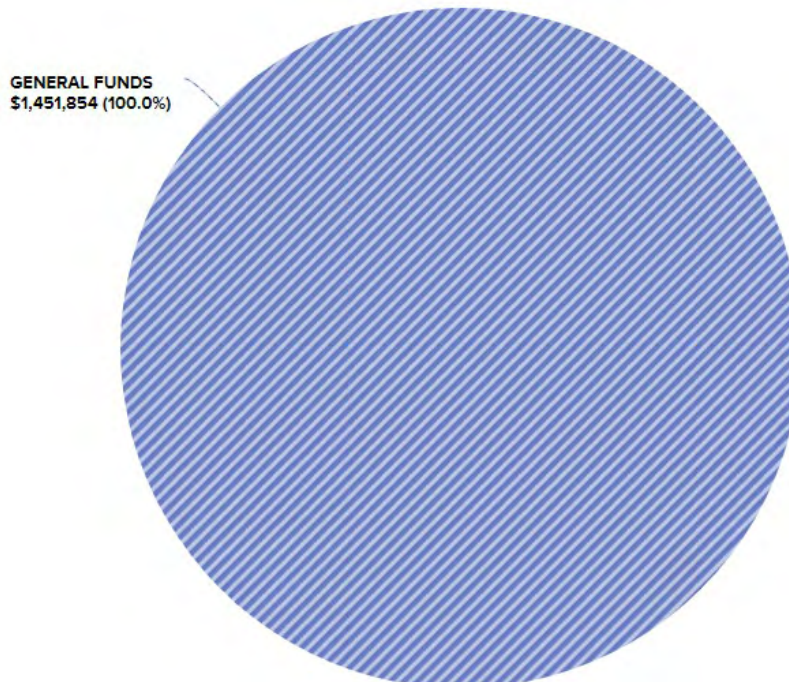
The total City Clerk budget for FY 2022-23 is \$1.45 million, representing 0.46% of the total operational budget. The funding for this department comes from the City's General Fund.

	ACTUAL 2020-21	ADJUSTED BUDGET 2021-22	ADOPTED BUDGET 2022-23
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### BUDGET BY CATEGORIES OF EXPENDITURES

Employee Costs	\$ 719,234	\$ 807,211	\$ 827,686
Supplies and Services	139,915	627,414	547,414
Internal Services	110,078	106,689	76,754
Capital Allocations	-	-	-
<b>Total</b>	<b>\$ 969,227</b>	<b>\$ 1,541,314</b>	<b>\$ 1,451,854</b>

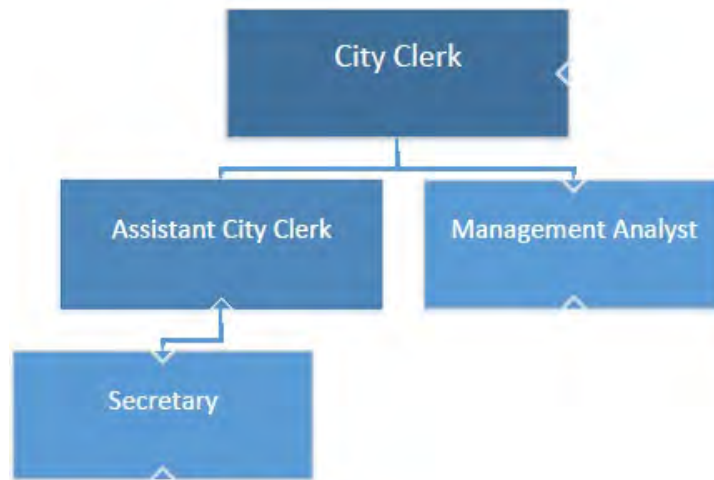
### FY 2022-23 BUDGET BY FUNDING SOURCE



# CITY CLERK

There are 3.80 FTEs in the budget, representing 0.67% of all City employees

<b>City Clerk</b>	<b>REVISED BUDGET 2020-21</b>	<b>ADOPTED BUDGET 2021-22</b>	<b>ADOPTED BUDGET 2022-23</b>
Administrative Clerk III	1.00	-	-
Administrative Secty	-	1.00	1.00
Assistant City Clerk	0.90	0.90	0.90
City Clerk	0.88	0.90	0.90
Management Analyst I	1.00	1.00	1.00
<b>Total</b>	<b>3.78</b>	<b>3.80</b>	<b>3.80</b>



Major changes to the department’s budget for FY 2022-23 are listed in the table below

<b>Summary of Change</b>	<b>General Fund</b>	<b>Special Revenue Funds</b>	<b>Capital Projects Funds</b>	<b>Enterprise Funds</b>	<b>Internal Services Funds</b>	<b>Total</b>
<b>Supplies and Services</b>						
Increase budget for Gas and Electric based on actuals for the last three FYs, this year’s actuals to date, and anticipated increased usage with staff returning to the office.	20,000					<b>20,000</b>
<b>Total</b>	<b>20,000</b>	-	-	-	-	<b>20,000</b>

# CITY CLERK

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

**SUB-PROGRAM PURPOSE OR BUSINESS:**

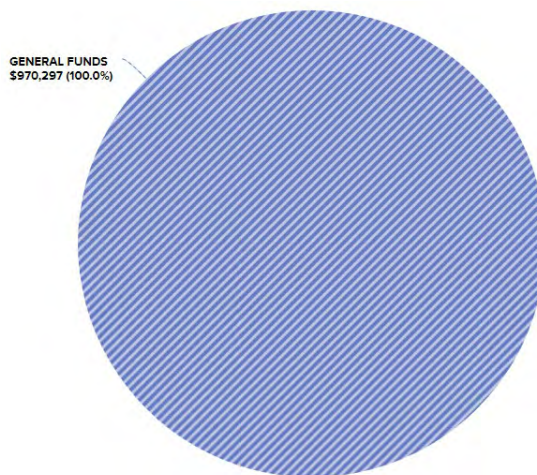
Provide timely and accurate information and assistance to external and internal customers pertaining to City services, Council actions, and policies in the most efficient and effective manner; prepare, organize, distribute and retain Council legislative documentation; maintain complete records of the 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.

	<b>ACTUAL</b>	<b>ADJUSTED</b>	<b>ADOPTED</b>
	<b>2020-21</b>	<b>BUDGET</b>	<b>BUDGET</b>
	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>

**BUDGET BY CATEGORIES OF EXPENDITURES**

Employee Costs	\$ 640,032	\$ 739,464	\$ 765,231
Supplies and Services	53,442	220,357	130,357
Internal Services	108,494	104,994	74,709
Capital Allocations	-	-	-
<b>Total</b>	<b>\$ 801,968</b>	<b>\$ 1,064,815</b>	<b>\$ 970,297</b>

**FY 2022-23 BUDGET BY FUNDING SOURCE**



# CITY CLERK

**PROGRAM:** City Clerk  
**SUB-PROGRAM:** Elections (61320)

**SUB-PROGRAM PURPOSE OR BUSINESS:**

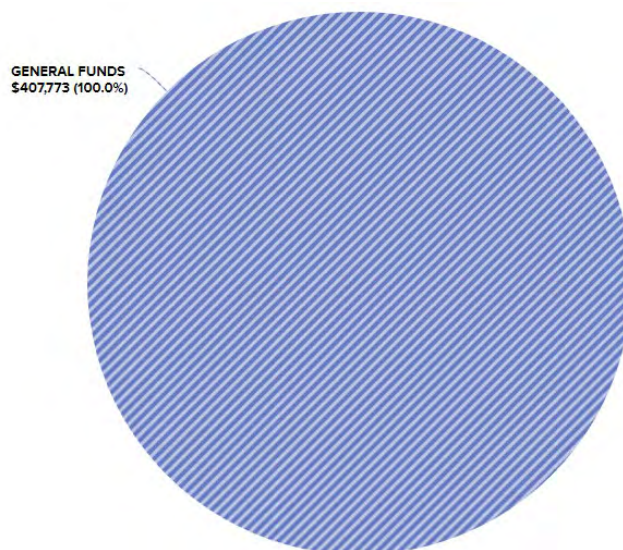
Conduct municipal elections including Charter amendments, City Council seats, referenda and recalls; file documents pertaining to election proceedings with the Secretary of State and the County of San Mateo; provide information to candidates, Council Members, staff, and the community; and comply with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

	<b>ACTUAL</b>	<b>ADJUSTED</b>	<b>ADOPTED</b>
	<b>2020-21</b>	<b>BUDGET</b>	<b>BUDGET</b>
	<b>2021-22</b>	<b>2022-23</b>	<b>2022-23</b>

**BUDGET BY CATEGORIES OF EXPENDITURES**

Employee Costs	\$ 79,202	\$ 67,747	\$ 62,456
Supplies and Services	73,766	333,272	343,272
Internal Services	1,584	1,695	2,045
Capital Allocations	-	-	-
<b>Total</b>	<b>\$ 154,552</b>	<b>\$ 402,714</b>	<b>\$ 407,773</b>

**FY 2022-23 BUDGET BY FUNDING SOURCE**



# CITY CLERK

**PROGRAM:** City Clerk  
**SUB-PROGRAM:** Council Support (61330)

**SUB-PROGRAM PURPOSE OR BUSINESS:**

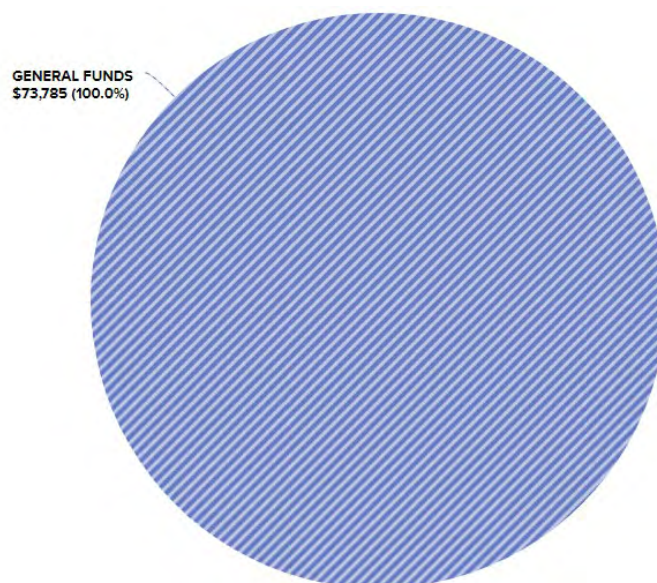
Provide Council support and uphold the public process enabling multi-modal public participation; enable televising and streaming (live and archived) of all public Council meetings; organize and plan for Town Hall meetings; Boards, Commissions' and Committees' processes, and prepare celebratory documents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

	<b>ACTUAL</b> 2020-21	<b>ADJUSTED</b> BUDGET 2021-22	<b>ADOPTED</b> BUDGET 2022-23
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**BUDGET BY CATEGORIES OF EXPENDITURES**

Employee Costs	\$ -	\$ -	\$ -
Supplies and Services	12,707	73,785	73,785
Internal Services	-	-	-
Capital Allocations	-	-	-
<b>Total</b>	<b>\$ 12,707</b>	<b>\$ 73,785</b>	<b>\$ 73,785</b>

**FY 2022-23 BUDGET BY FUNDING SOURCE**



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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 City Council makes final decisions on all major City matters, and sets citywide 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. 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.

## GOALS FOR FY 2022-23

- Direct staff and partner with other organizations to advance the City Council's Strategic Plan and top three priorities: Housing, Transportation, and Children and Youth
- Direct staff to develop programs and initiatives in support of the City's Pandemic Response Strategy:
  - Respond to immediate community needs resulting from the COVID-19 pandemic, with particular care for seniors and vulnerable residents
  - Restore community cultural, economic and social vitality in partnership with community organizations and businesses
  - Reimagine public services in light of evolving community needs and financial resources

# CITY COUNCIL

## DEPARTMENT BUDGET

The total City Council budget for FY 2022-23 is \$339,000, representing 0.11% of the total operational budget.

## PROGRAM PURPOSE OR BUSINESS:

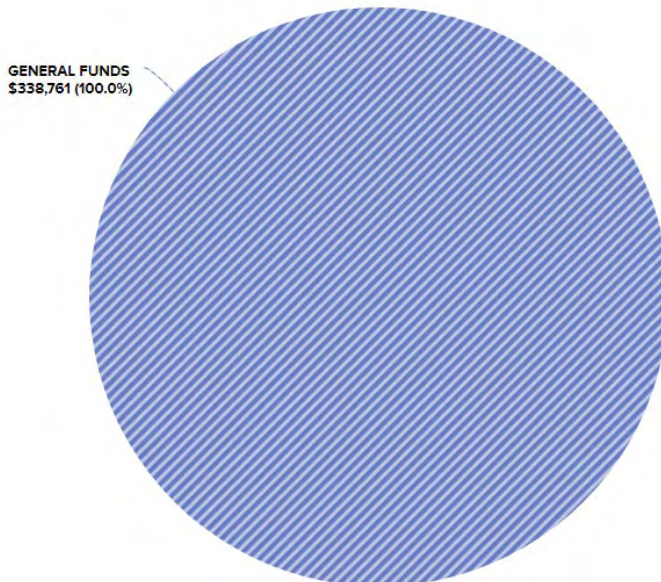
Determine the policies of the City and seek the most effective use of limited resources to meet community needs.

	ACTUAL 2020-21	ADJUSTED BUDGET 2021-22	ADOPTED BUDGET 2022-23
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## BUDGET BY CATEGORIES OF EXPENDITURES

Employee Costs	\$ 215,986	\$ 215,244	\$ 215,201
Supplies and Services	-	3,158	3,158
Internal Services	99,553	113,469	120,402
Capital Allocations	-	-	-
<b>Total</b>	<b>\$ 315,539</b>	<b>\$ 331,871</b>	<b>\$ 338,761</b>

## FY 2022-23 BUDGET BY FUNDING SOURCE

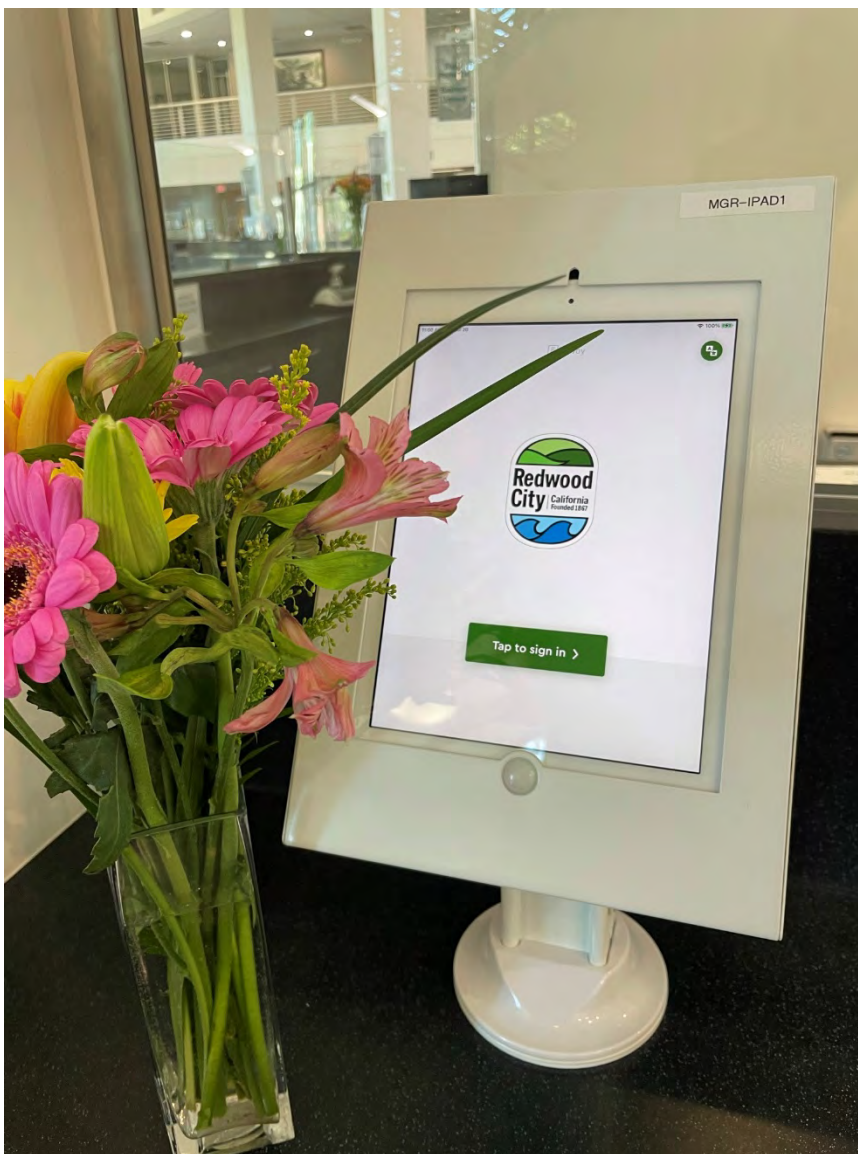


# CITY COUNCIL

There are 7.0 FTEs in the Budget for FY 2022-23, representing 1.23% of all City employees.

<b>City Council</b>	<b>REVISED BUDGET 2020-21</b>	<b>ADOPTED BUDGET 2021-22</b>	<b>ADOPTED BUDGET 2022-23</b>
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



Budget Strategy and Oversight

Communications

Community Engagement

Economic Development

Housing

Homelessness Initiatives

IDEAL RWC

(Inclusion, Diversity, Equity  
Accessibility and Leadership  
in Redwood City)

Management

Legislative Advocacy

Policy Implementation

Real Property  
Management

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, Library 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 several divisions: Administrative; Communications and Community Engagement; Economic Development; Housing; and IDEAL RWC (Inclusion, Diversity, Equity Accessibility and Leadership in Redwood City). 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 a Citywide Equity Plan that incorporates policy priorities and new, specific commitments to equity in each department
- Developed a proposed Anti-Displacement Strategy in December 2021 that includes strategies to preserve unsubsidized affordable housing and mobile home units and enhancements to the City's existing tenant protection ordinances
- Awarded \$1,845,000 in Encampment Resolution Funding from the California Inter-Agency Council on Homelessness to expand outreach, support services, and encampment clean-ups and restoration
- Continued inter-departmental and inter-agency coordination to facilitate successful outcomes for the Temporary RV Safe Parking Program, and launched a rapid rehousing program for participants in the program in January 2022
- Coordinated with all levels of government on addressing community impacts of encampments on public (non-City) and private property, including establishing a Working Group comprised of City, County, State Legislators and Caltrans to resolve encampments through effective collaboration and engagement
- Amended the Affordable Housing Ordinance in September 2021 to include a local live/work preference policy and increased the affordable housing impact fee on nonresidential development in December 2021
- Led City Council redistricting efforts with the Census 2020 data, including significant community outreach
- Implemented retail storefront cannabis program and issued four permits allowing storefront cannabis businesses in commercial and mixed-use zones
- Developed and began implementation of the Parklet and Sidewalk Café Program and street closure along the block 2000 block of Broadway
- Launched The People's Budget, a participatory budgeting pilot program, and began implementation of community-selected projects up to \$1 million
- Completed negotiations with the County on a property exchange to support construction of the County's first homeless navigation center and enhance waterfront access
- Implemented Pandemic Recovery Strategy citywide, with focus on reimagining services. Continued to provide a mix of in-person and virtual services, and initiated strategic planning and service-level studies in March 2022 (Fire Department), with a similar studies for the Police Department to begin by August 2022 following consultant selection.



# CITY MANAGER

## GOALS FOR FY 2022-23

- Complete Foundational Equity Training for 60% of City staff by June 2022
- Lead effort to place Charter Amendments for District Elections on the November 2022 ballot by August 2022
- Implement permanent parklet program by March 2023
- Implement the Anti-Displacement Strategy including completing Mobile Home Rezoning by January 2023, completing research and community engagement and developing draft policies for Tenant Protection Ordinance Amendments by December 2023, and developing program guidelines for establishing a Preservation fund by August 2023
- Complete phase I (administrative area improvements) and phase II (paint, kitchen and classroom 7 upgrades) of the Community Development Block Grant (CDBG)-funded Fair Oaks Community Center improvement project by June 2023
- In partnership with San Mateo County, complete the rehabilitation and lease up of the Comfort Inn Hotel conversion to permanent affordable housing project by June 2023
- Resolve encampments through effective engagement and implement Homelessness Initiatives Strategy of intensive, coordinated outreach and engagement for encampment residents by June 2023
- Support orientation for new City Councilmembers December 2022 through March 2023

## CURRENT OR UPCOMING MULTI-YEAR MAJOR PROJECTS

- Support inclusion, belonging and equity-related professional development for staff
- Strengthen relationships throughout the community by engaging intentionally with existing partners and by building new connections that allow the City to better hear community members in areas that have been historically and currently marginalized
- Continue to support the production of 100% affordable housing for unique populations in Redwood City
- 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 to ensure businesses comply with City ordinances and City Manager's regulations
- Oversee and coordinate Governance and Legislative Advocacy activities
- Coordinate citywide, inter-departmental, inter-agency (private and public sector) efforts towards ending homelessness
- Support Equity and Social Justice and Governance Sub-Committees and Police Advisory Committee

# CITY MANAGER

Performance Measure	2017 Results	2018 Results	2019 Results	2020 Results	2021 Results	Target
Number of neighborhood community engagement events	48	59	68	28	32	50
Number of active neighborhood associations	10	15	14	14	13	15
Number of neighborhood association leaders	30	31	36	28	24	30
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	Facebook: 4,983 Nextdoor: 29,269 Twitter: 5,829 Instagram: 2,806	Facebook: 6,377 Nextdoor: 40,042 Twitter: 6,946 Instagram: 4,191	Facebook: 7,350 Nextdoor: 44,752 Twitter: 7,231 Instagram: 5,026	Facebook: 7,700 Nextdoor: 46,000 Twitter: 7,500 Instagram: 5,200
Number of annual unique visitors to the City's website	600,228	761,064	679,540	601,379	697,492	700,000
Number of Redwood City Voice blog subscribers	987	Over 1,000	Over 1,000	Over 1,000	1,077	1,100
Number of contacts with businesses pertaining to assistance, retention, expansion, or relocation in Redwood City	35	41	78	6,400	200	100
New: average eNewsletter open rate	28%	32%	29%	35%	35%	30%
Number of printed newsletters	2	3	3	1	2	3
Number of new entitled Affordable Housing units	172	125	119	147	11	100

# CITY MANAGER

## DEPARTMENT BUDGET

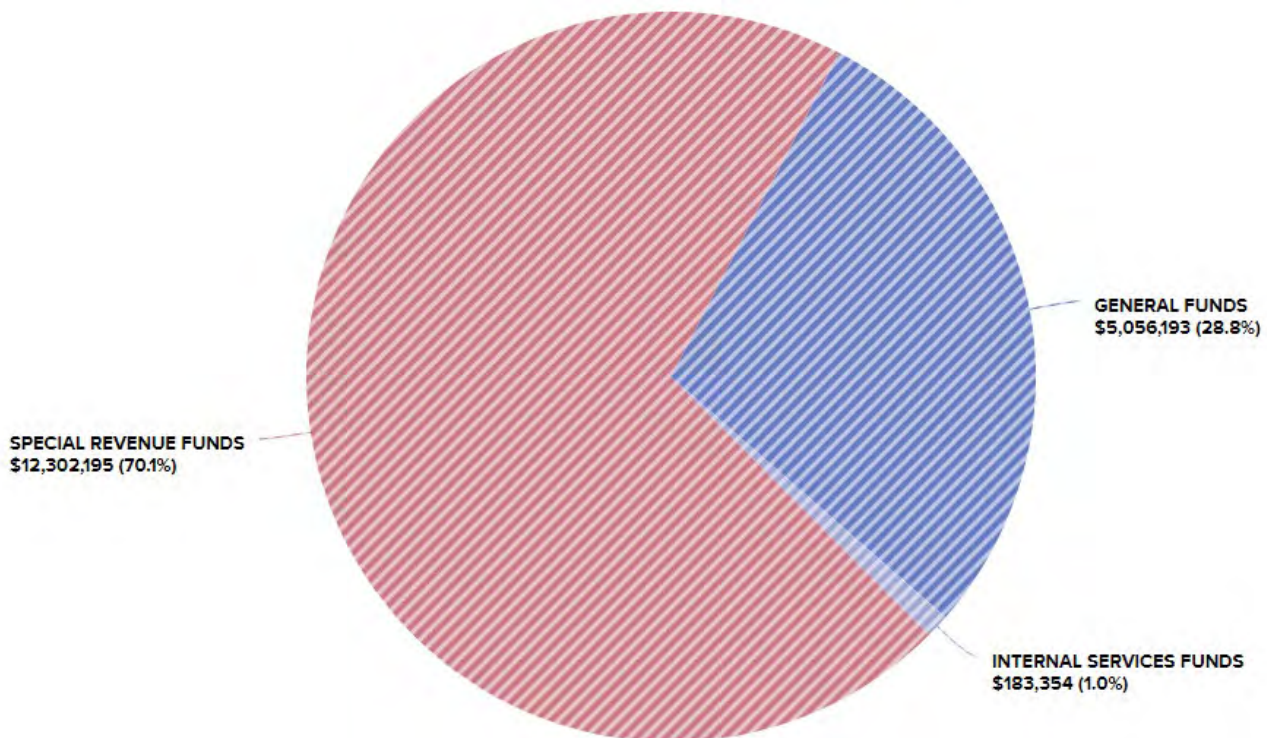
The total City Manager budget for FY 2022-23 is \$17.5 million, representing 5.51% of the recommended operational budget.

	ADJUSTED	ADOPTED
ACTUAL	BUDGET	BUDGET
2020-21	2021-22	2022-23

## BUDGET BY CATEGORIES OF EXPENDITURES

Employee Costs	\$ 2,468,083	\$ 3,579,177	\$ 4,126,915
Supplies and Services	4,852,194	12,318,181	13,140,366
Internal Services	217,732	248,507	274,461
Capital Allocations	-	-	-
<b>Total</b>	<b>\$ 7,538,009</b>	<b>\$ 16,145,865</b>	<b>\$ 17,541,742</b>

## FY 2022-23 BUDGET BY FUNDING SOURCE

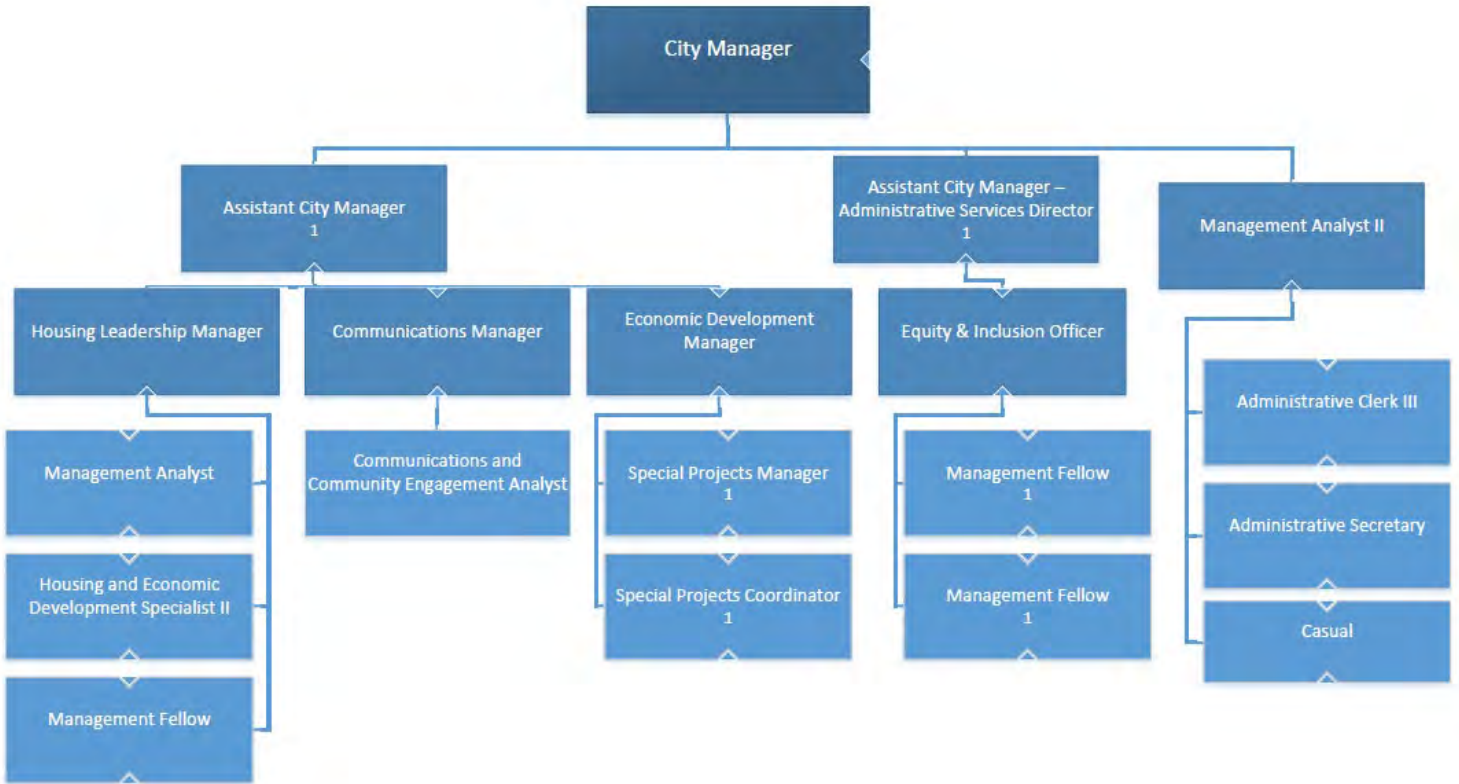


# CITY MANAGER

There are 14.56 FTEs in the budget, representing 2.55% of all City employees.

City Manager	REVISED BUDGET 2020-21	ADOPTED BUDGET 2021-22	ADOPTED BUDGET 2022-23
Administrative Clerk III	1.00	1.00	1.00
Administrative Secty	1.00	1.00	1.00
Assistant ASD Director	0.05	0.01	0.01
Assistant City Manager	1.07	1.01	1.01
City Attorney	0.05	0.02	0.02
City Clerk	0.02	-	-
City Manager	0.85	0.85	0.85
Communications Manager	1.00	1.00	1.00
Community Development & Transportation Director	0.06	0.06	0.06
DEI Officer - Communications Mgr	-	-	1.00
Economic Development Manager	1.00	1.00	1.00
Equity Manager - Principal Analyst	1.00	1.00	-
Facility Aide	-	-	0.50
Housing & Econ. Develop. Spec. II	1.00	1.00	1.00
Housing Leadership Manager	1.00	1.00	1.00
Management Analyst I	2.00	2.00	1.00
Management Analyst II	-	-	4.00
Principal Analyst - Finance	0.10	0.02	0.02
Secretary	0.04	-	-
Senior Accountant	0.28	0.10	0.10
Senior Assistant City Attorney	0.02	-	-
Total	11.54	11.06	14.56

# CITY MANAGER



# CITY MANAGER

Major changes to the department’s budget for FY 2022-23 are listed in the table below.

Summary of Change	General Fund	Special Revenue Funds	Capital Projects Funds	Enterprise Funds	Internal Services Funds	Total
<b>Supplies and Services</b>						
Increase budget for PG&E costs.	11,500					11,500
Increase budget for development of an Anti-Displacement Strategic Plan that includes strategies to preserve unsubsidized affordable housing and mobile home units and enhancements to the City’s existing tenant protection ordinances.	171,294					171,294
Increase budget for Cannabis support and Digital Signs.	202,000					202,000
Increase budget for housing funds to support City Council initiatives	(100,000)	3,953,048				3,853,048
Increase budget for professional services relating to a study session on financing affordable housing- an analysis of the development costs and subsidy gaps specific to affordable housing projects in Redwood City.		15,000				15,000
<b>Personnel</b>						
Add 2.0 FTE Management Analyst II positions for new Anti-Displacement Strategy Program implementation. 1.0 FTE was already approved by Council at mid-year FY2021-22.	214,700	214,700				429,400
Add 1.0 FTE Management Analyst II position for Cannabis Program.	214,700					214,700
Add 0.5 FTE Facility Aide position for City Hall to assist with setting up for meetings, events, and possible mail delivery.	68,061					68,061
Update Diversity, Equity & Inclusion Officer salary that was approved in February 2022 during mid-year.	87,745					87,745
<b>Total</b>	<b>870,000</b>	<b>4,182,748</b>	-	-	-	<b>5,052,748</b>



# CITY MANAGER

**PROGRAM: City Manager**

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

**PROGRAM PURPOSE OR BUSINESS:**

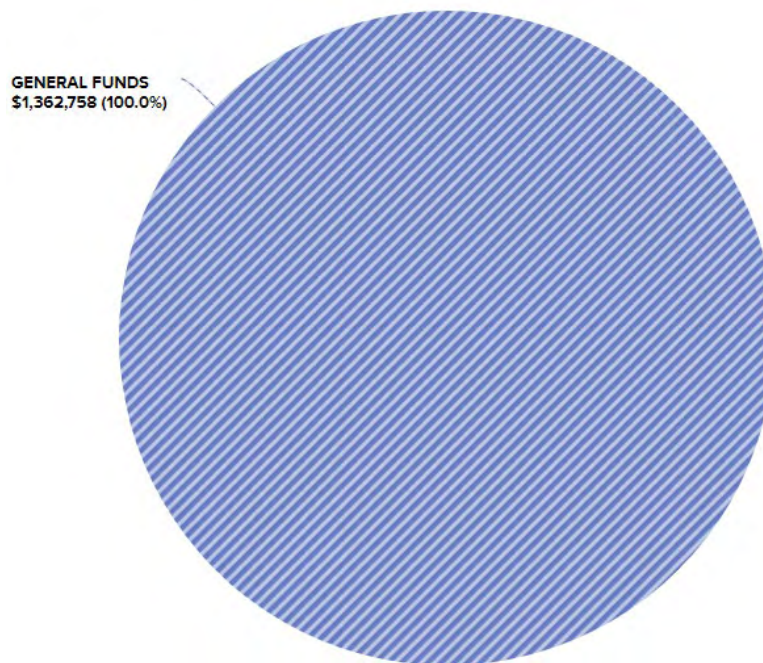
Implement and execute City Council policy decisions and strategic initiatives; provide overall leadership and vision for the City organization; produce and recommend to Council annual budgets and alignment of resources, and assure that programs and services are provided effectively and efficiently.

	<b>ACTUAL</b>	<b>ADJUSTED</b>	<b>ADOPTED</b>
	<b>2020-21</b>	<b>BUDGET</b>	<b>BUDGET</b>
	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>

**BUDGET BY CATEGORIES OF EXPENDITURES**

Employee Costs	\$ 814,725	\$ 787,355	\$ 877,982
Supplies and Services	249,090	416,442	254,742
Internal Services	162,482	179,565	230,034
Capital Allocations	-	-	-
<b>Total</b>	<b>\$ 1,226,297</b>	<b>\$ 1,383,362</b>	<b>\$ 1,362,758</b>

**FY 2022-23 BUDGET BY FUNDING SOURCE**



# CITY MANAGER

**PROGRAM: City Manager**

**SUB-PROGRAM: Communications/Community Engagement (61220)**

**PROGRAM PURPOSE OR BUSINESS:**

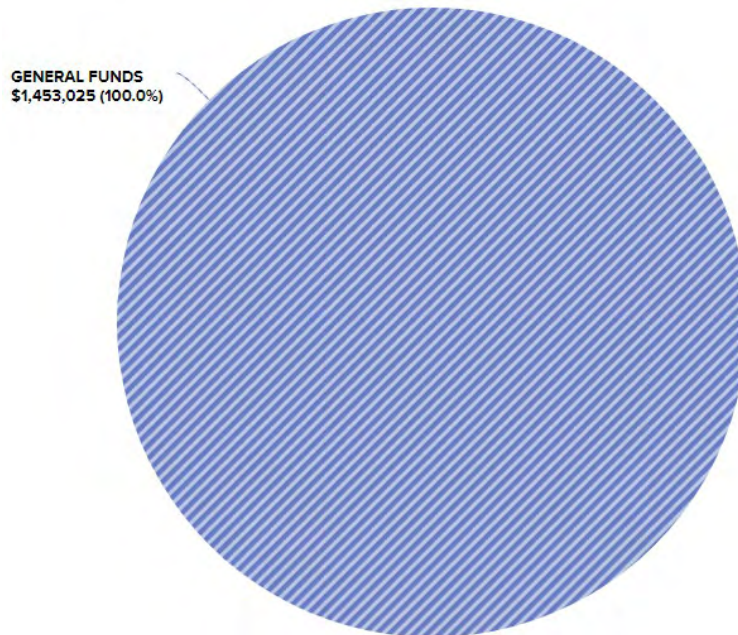
Promote and facilitate community building and civic engagement outreach and activities; foster public awareness of City actions; and provide effective communications between the City and the community in order to build a great community together.

	<b>ACTUAL</b>	<b>ADJUSTED</b>	<b>ADOPTED</b>
	<b>2020-21</b>	<b>BUDGET</b>	<b>BUDGET</b>
	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>

**BUDGET BY CATEGORIES OF EXPENDITURES**

Employee Costs	\$ 879,163	\$ 1,040,905	\$ 1,064,767
Supplies and Services	1,341,570	419,449	379,141
Internal Services	6,383	8,307	9,117
Capital Allocations	-	-	-
<b>Total</b>	<b>\$ 2,227,116</b>	<b>\$ 1,468,660</b>	<b>\$ 1,453,025</b>

**FY 2022-23 BUDGET BY FUNDING SOURCE**



# CITY MANAGER

**PROGRAM: City Manager**

**SUB-PROGRAM: Economic Development (61240)**

**PROGRAM PURPOSE OR BUSINESS:**

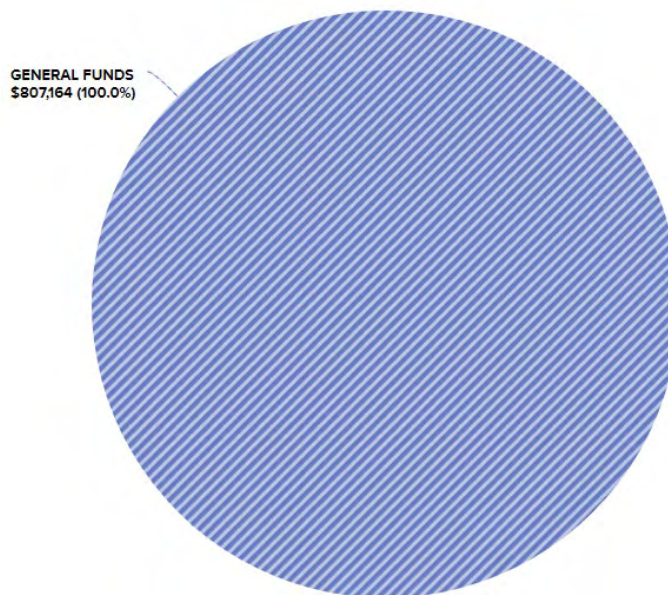
Implement programs to strengthen and sustain the City’s economic base and enhance its positive business climate. Programs include targeted business attraction and retention, utilizing a variety of tools and strategies including data collection, marketing, revitalizing commercial districts, and developing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

	<b>ACTUAL</b>	<b>ADJUSTED</b>	<b>ADOPTED</b>
	<b>2020-21</b>	<b>BUDGET</b>	<b>BUDGET</b>
	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>

**BUDGET BY CATEGORIES OF EXPENDITURES**

Employee Costs	\$ 164,678	\$ 378,070	\$ 478,300
Supplies and Services	395,191	373,850	325,850
Internal Services	2,107	2,744	3,014
Capital Allocations	-	-	-
<b>Total</b>	<b>\$ 561,976</b>	<b>\$ 754,664</b>	<b>\$ 807,164</b>

**FY 2022-23 BUDGET BY FUNDING SOURCE**



# CITY MANAGER

**PROGRAM: City Manager**

**SUB-PROGRAM: Homelessness Initiatives (61250)**

**PROGRAM PURPOSE OR BUSINESS:**

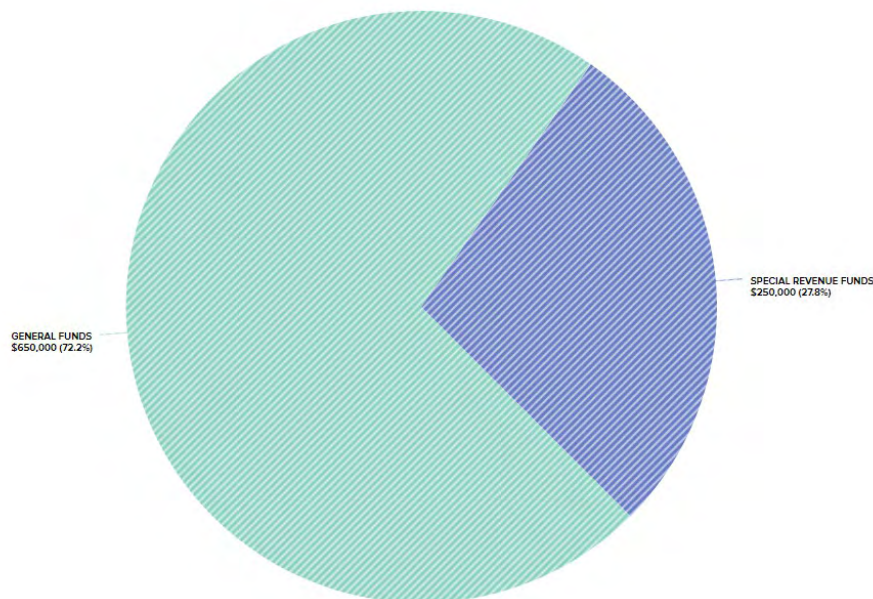
To implement vision of “functional zero” for homelessness in Redwood City; mitigate public health, public safety, and environmental concerns related to unsheltered homelessness and homeless encampments; transition unsheltered residents into permanent housing; and eliminate the long term impact of encampments and street homelessness.

	<b>ACTUAL</b>	<b>ADJUSTED</b>	<b>ADOPTED</b>
	<b>2020-21</b>	<b>BUDGET</b>	<b>BUDGET</b>
	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>

**BUDGET BY CATEGORIES OF EXPENDITURES**

Employee Costs	\$ -	\$ -	\$ -
Supplies and Services	130,060	2,800,000	900,000
Internal Services	-	-	-
Capital Allocations	-	-	-
<b>Total</b>	<b>\$ 130,060</b>	<b>\$ 2,800,000</b>	<b>\$ 900,000</b>

**FY 2022-23 BUDGET BY FUNDING SOURCE**





# CITY MANAGER

**PROGRAM:** City Manager

**SUB-PROGRAM:** Anti-Displacement Strategy (61255)

**PROGRAM PURPOSE OR BUSINESS:**

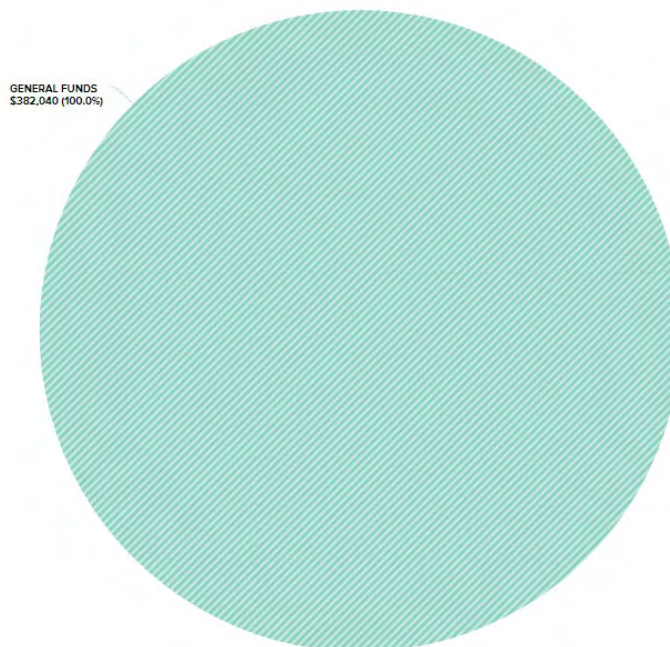
To implement the proposed Anti-Displacement Strategy that will included strategies to preserve unsubsidized affordable housing units and mobile home parks as well as amendments to the City’s existing tenant protection ordinances ([www.redwoodcity.org/ADS](http://www.redwoodcity.org/ADS))

	<b>ACTUAL</b>	<b>ADJUSTED</b>	<b>ADOPTED</b>
	<b>2020-21</b>	<b>BUDGET</b>	<b>BUDGET</b>
	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>

**BUDGET BY CATEGORIES OF EXPENDITURES**

Employee Costs	\$	-	\$	-	\$	210,746
Supplies and Services		-		-		171,294
Internal Services				-		-
Capital Allocations		-		-		-
<b>Total</b>	<b>\$</b>	<b>-</b>	<b>\$</b>	<b>-</b>	<b>\$</b>	<b>382,040</b>

**FY 2022-23 BUDGET BY FUNDING SOURCE**



# CITY MANAGER

**PROGRAM:** City Manager

**SUB-PROGRAM:** IDEAL RWC (Inclusion, Diversity, Equity, Accessibility & Leadership- 61260)

**PROGRAM PURPOSE OR BUSINESS:**

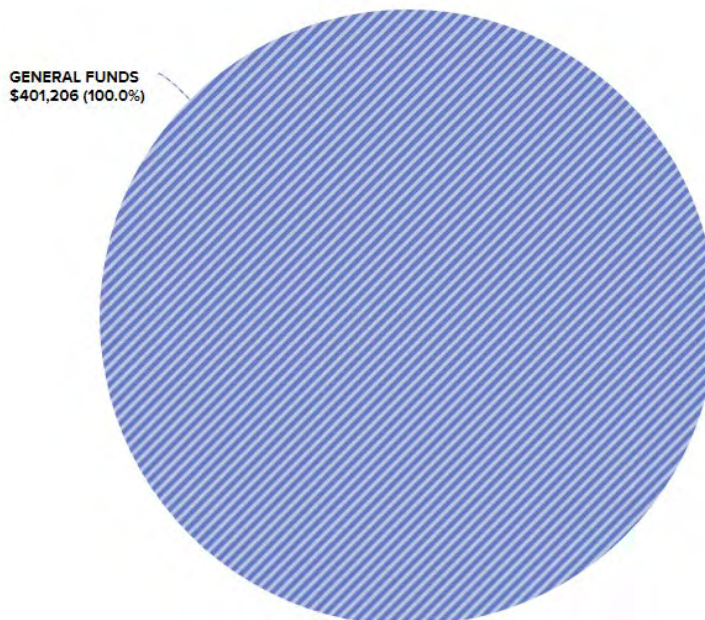
Advance equity and inclusion both in the City workplace and through the City's services and engagement with the public. Amplify community voice and support systems change through partnership with City departments, community-based organizations, and community members themselves.

	ACTUAL 2020-21	ADJUSTED BUDGET 2021-22	ADOPTED BUDGET 2022-23
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**BUDGET BY CATEGORIES OF EXPENDITURES**

Employee Costs	\$ -	\$ 237,393	\$ 299,206
Supplies and Services	-	250,000	102,000
Internal Services	-	\$ -	\$ -
Capital Allocations	-	\$ -	\$ -
<b>Total</b>	<b>\$ -</b>	<b>\$ 487,393</b>	<b>\$ 401,206</b>

**FY 2022-23 BUDGET BY FUNDING SOURCE**





# CITY MANAGER

**PROGRAM:** City Manager

**SUB-PROGRAM:** Receptionist Services (67212)

**PROGRAM PURPOSE OR BUSINESS:**

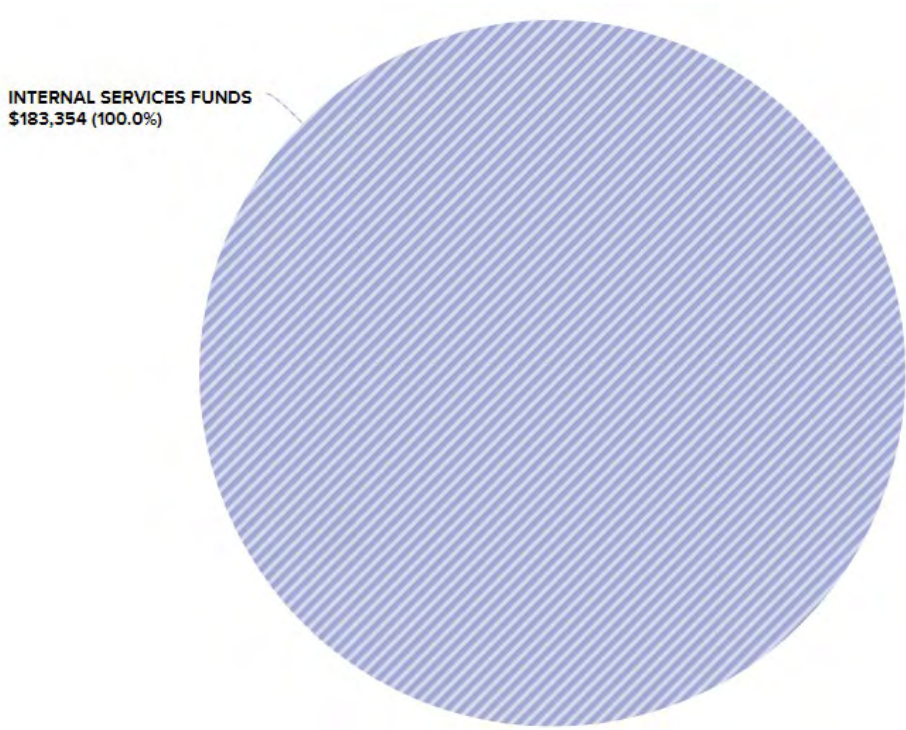
Provide Citywide receptionist phone support and customer service at City Hall for the residents and internal customers.

	<b>ACTUAL</b>	<b>ADJUSTED</b>	<b>ADOPTED</b>
	<b>2020-21</b>	<b>BUDGET</b>	<b>BUDGET</b>
	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>

**BUDGET BY CATEGORIES OF EXPENDITURES**

Employee Costs	\$ 142,584	\$ 167,072	\$ 170,532
Supplies and Services	1,617	1,187	1,187
Internal Services	10,411	11,475	11,635
Capital Allocations	-	-	-
<b>Total</b>	<b>\$ 154,612</b>	<b>\$ 179,734</b>	<b>\$ 183,354</b>

**FY 2022-23 BUDGET BY FUNDING SOURCE**



# CITY MANAGER

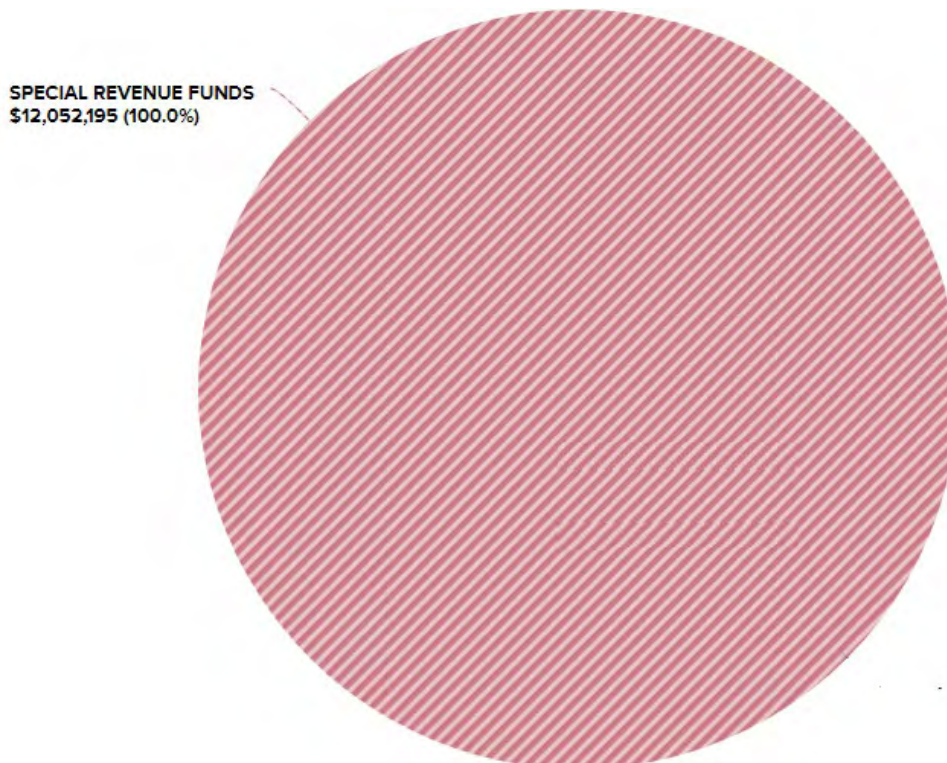
**PROGRAM: HOUSING AND COMMUNITY DEVELOPMENT BLOCK GRANT AND HOME INVESTMENT PARTNERSHIP PROGRAM SUMMARY**

	ACTUAL 2020-21	ADJUSTED BUDGET 2021-22	ADOPTED BUDGET 2022-23
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**BUDGET BY CATEGORIES OF EXPENDITURES**

Employee Costs	\$ 466,933	\$ 968,382	\$ 1,025,382
Supplies and Services	2,734,666	8,057,254	11,006,152
Internal Services	36,349	\$ 46,416	\$ 20,661
Capital Allocations	-	\$ -	\$ -
<b>Total</b>	<b>\$ 3,237,948</b>	<b>\$ 9,072,052</b>	<b>\$ 12,052,195</b>

**FY 2022-23 BUDGET BY FUNDING SOURCE**



# CITY MANAGER

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

Available Funding		Spending Limits	
<b>CDBG</b>		<b>CDBG Public Services</b>	
FY 22-23 CDBG Allocation	\$ 734,656	15% of FY 22-23 CDBG Allocation	\$ 110,198
Estimated FY 22-23 Program Income	\$ 27,000	15% of FY 21-22 Program Income <sup>1,2</sup>	\$ 4,050
Prior Year Funding - 1306 Main Sale Proceeds	\$ 4,219,986	<b>Total</b>	<b>\$ 114,248</b>
Other Prior Year Carryover Funding	\$ 8,921		
<b>Total CDBG</b>	<b>\$4,990,563</b>	<b>CDBG Administration &amp; Fair Housing</b>	
<b>HOME</b>		20% of FY 22-23 CDBG Allocation	\$ 146,931
FY 22-23 HOME Allocation	\$ 350,983	20% of FY 22-23 Program Income	\$ 5,400
Estimated FY 22-23 HOME Program Income	\$ -	<b>Total</b>	<b>\$ 152,331</b>
PY20 CHDO set aside carryover	\$ 13,993	<b>HOME Administration</b>	
PY21 CHDO set aside carryover	\$ 49,480	10% of FY 22-23 HOME Allocation	\$ 35,098
<b>Total HOME</b>	<b>\$ 414,456</b>	<b>HOME CHDO Set Aside</b>	
<b>TOTAL HOME/CDBG</b>	<b>\$ 5,405,019</b>	15% of FY 22-23 HOME Allocation	\$ 52,468

# CITY MANAGER

## CDBG/HOME Expenditures

<b>CDBG</b>	
<b>Administration &amp; Fair Housing</b>	
CDBG Administration	\$ 137,331
Fair Housing - Project Sentinel	\$ 15,000
<b>Subtotal</b>	<b>\$ 152,331</b>
<b>Public Services</b>	
Bay Area Legal Aid - Domestic Violence Legal Safety Net Project	\$ 14,136
Community Overcoming Relationship Abuse (CORA) - Emergency Shelter Program	\$ 14,136
LifeMoves - Shelter Operations	\$ 14,716
Mental Health Association - Spring Street Shelter	\$ 14,136
Rape Trauma Services -Sexual Abuse Services for Children and Youth	\$ 14,136
Samaritan House - Safe Harbor Homeless Shelter	\$ 14,716
St Francis Youth Center - Siena Youth Center	\$ 14,136
StarVista - Day Break Shelter	\$ 14,136
<b>Subtotal</b>	<b>\$ 114,248</b>
<b>Public Facilities Projects</b>	
Fair Oaks Community Center Improvement Project - Phase II	\$ 353,998
Hoover Park Improvement Project	\$ 4,219,986
<b>Subtotal</b>	<b>\$ 4,573,984</b>
<b>Minor Home Repair Programs</b>	
Center for Independence of Individuals with Disabilities - Housing Accessibility Modifications	\$ 15,000
El Concilio of San Mateo County - Peninsula Minor Home Repair	\$ 35,000
Rebuilding Together Peninsula - National Rebuilding Day	\$ 25,000
Rebuilding Together Peninsula - Safe at Home	\$ 25,000
<b>Subtotal</b>	<b>\$ 100,000</b>
<b>Economic Development</b>	
Renaissance Entrepreneurship Center	\$ 50,000
<b>TOTAL CDBG</b>	<b>\$ 4,990,563</b>
<b>HOME</b>	
HOME Administration	\$ 35,098
CHDO Set Aside	\$ 115,941
Acquisition & Rehabilitation Housing Project (TBD)	\$ 263,417
<b>TOTAL HOME</b>	<b>\$ 414,456</b>
<b>TOTAL CDBG &amp; HOME</b>	<b>\$ 5,405,019</b>

<sup>1</sup> Estimated FY 21-22 Program Income \$ 27,000.00

<sup>2</sup> 1306 Main program income is not included in the spending cap calculations; see section AP-15 of the Annual Action Plan for more information

# COMMUNITY DEVELOPMENT AND TRANSPORTATION



Administration  
Building and Inspection  
Engineering and Construction  
Planning  
Transportation



# 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 City Council subcommittees and ad hoc committees.

## MAJOR ACCOMPLISHMENTS

- Began the environmental review and community outreach process for the Housing Element and accompanying Environmental Justice and Safety Elements
- Began the environmental review process for the Transit District, a City-led effort to plan for housing, and jobs, while retaining large retail anchors, with a new multi-modal transit center
- Following City Council's initiation of General Plan Amendments for several large commercial and housing projects in the Downtown area, began environmental review for the Downtown Precise Plan Amendments ("Gatekeeper Projects")
- Implemented virtual building inspections, electronic plan submittals and plan review to improve customer service and issue permits more quickly
- Completed the Building Inspection and Code Enforcement Division's organizational review and established an action plan to implement the review's recommendations to improve efficiency, staff capacity and customer service
- Completed construction of the US 101 Pedestrian Undercrossing Project and held ribbon cutting
- Completed construction of the California Water Tank, Pump Station and Transmission Main Project to increase the level of water supply safety for all water customers in the Emerald Hills water service area by providing more reliable water storage capacity for daily use and emergency responses
- Adopted shared micromobility ordinance, developed administrative guidelines, and received first application for scooter service in downtown area
- Completed construction of the Middlefield Streetscape and Undergrounding Project and held ribbon cutting
- Completed design and awarded contract for the Hopkins Traffic Calming and Paving Project
- Prepared and City Council adopted Accessory Dwelling Unit legislation to comply with state law regarding the development of Accessory Dwelling Units
- Developed various public web-map applications, such as the Council Districts Redistricting Web-Map and the Housing Element Opportunity Sites Web-Map
- Continued analysis of Redwood City Police Department data and created three additional publicly available police data dashboards for Police Activity, Arrests, and Use of Force



# COMMUNITY DEVELOPMENT AND TRANSPORTATION

## GOALS FOR FY 2022-23

- Complete construction of the 2021 Pavement Overlay Project that will improve 9.5 miles of street pavement by December 2022
- Adopt the Transit District Plan and certify the environmental review by December 2022
- Adopt the Housing, Environmental Justice and Safety Elements by December 2022
- After certification of the environmental review, adopt the amendments to the Downtown Precise Plan and consider planning entitlements for Gatekeeper projects by April 2023
- Adopt the 2023-2031 Housing Element and receive certification by the State by June 2023

## CURRENT OR UPCOMING MULTI-YEAR MAJOR PROJECTS

- Adopt and implement the Central Redwood City Plan
- Construct the Bayfront Canal & Atherton Channel Flood Management Project in collaboration with neighboring jurisdictions
- Implement funding plan and continue development of the 101/84 (Woodside Rd.) Interchange Improvement Project
- Extend recycled water distribution pipelines by 4,000 to 5,000 feet per year for the next 3-4 years to serve landscape irrigation demands at parks, streetscapes and medians, and for various approved indoor uses in both new buildings and existing buildings into the Downtown area
- Apply and obtain additional grant funding and coordinate with regional agencies for levee improvements in and around Redwood Shores
- Continue to implement Building Division's Organizational Review and provide quarterly updates to City Council on progress
- Continue to improve performance measures and customer service departmentwide

# COMMUNITY DEVELOPMENT AND TRANSPORTATION

Performance Measure	2017 Results	2018 Results	2019 Results	2020 Results	2021 Results	Target
<b>Planning</b>						
Number of new entitled Affordable Housing units	105	125	125	276	92	250
Number of residential architecture permits (approved)	29	21	56	52	43	55
Number of Accessory Dwelling Units (ADUs) permitted	34	32	57	47	81	50
<b>Building and Code Enforcement</b>						
Number of permitted kitchen and/or bathroom remodels	356	230	221	159	221	250
Number of code enforcement cases closed	903	911	1,196	645	546	900
<b>Engineering and Transportation</b>						
Number of linear feet of sewer mains replaced or rehabilitated	14,386	18,149	12,178	12,547	12,733	10,000 to 15,000
Number of potable water mains replaced or rehabilitated	10,353	3,650	8,000	6,889	2,950*	5,000 to 15,000
Number of traffic calming projects designed	6	1	1	1	2	1

\* A smaller quantity of pipes which had a larger diameter (12" vs. typical 8" diameter pipes) were installed in 2021. The CIP program's main efforts were on water tank works. Staff resources and capital funding have been concentrated on the seismic strengthening of the Peninsula No. 2 Tank in Redwood Shores and the construction of a new California Water Tank and Pump Station in the Emerald Lake Hills. The Peninsula No. 2 Tank Seismic Upgrade was completed, and the California Water Tank and Pump Station are substantially completed.

# COMMUNITY DEVELOPMENT AND TRANSPORTATION

## DEPARTMENT BUDGET

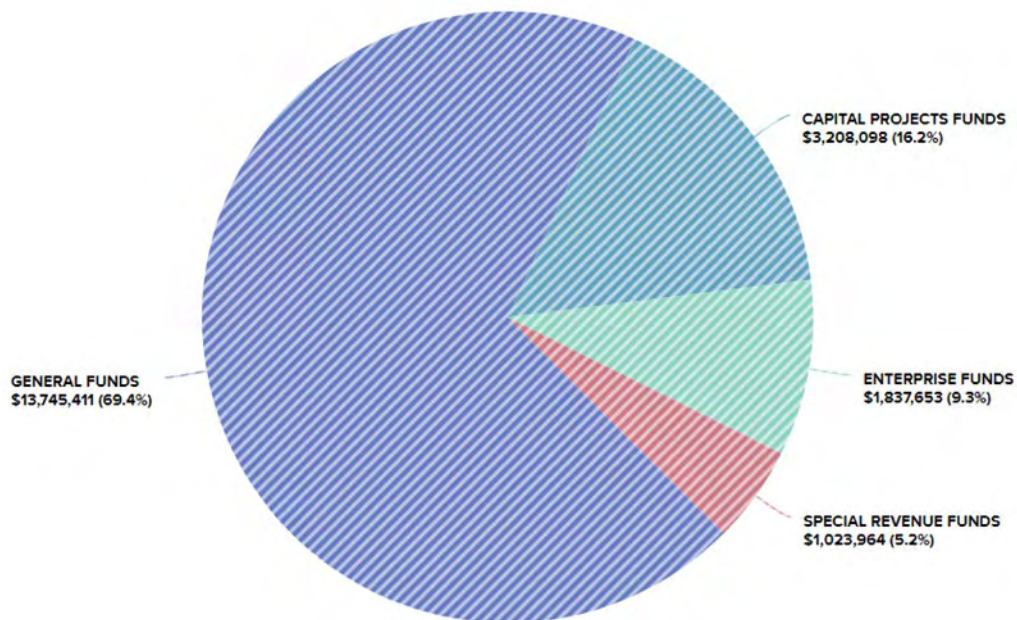
The total Community Development and Transportation Department's budget for FY 2022-23 is \$19.8 million, representing 6.22% of the total operational budget.

	ACTUAL 2020-21	ADJUSTED BUDGET 2021-22	ADOPTED BUDGET 2022-23
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### BUDGET BY CATEGORIES OF EXPENDITURES

Employee Costs	\$ 9,642,793	\$ 10,152,261	\$ 11,368,894
Supplies and Services	5,863,069	6,037,469	6,890,165
Internal Services	1,337,591	1,379,309	1,556,067
Capital Allocations	-	-	-
<b>Total</b>	<b>\$ 16,843,453</b>	<b>\$ 17,569,039</b>	<b>\$ 19,815,126</b>

### FY 2022-23 BUDGET BY FUNDING SOURCE



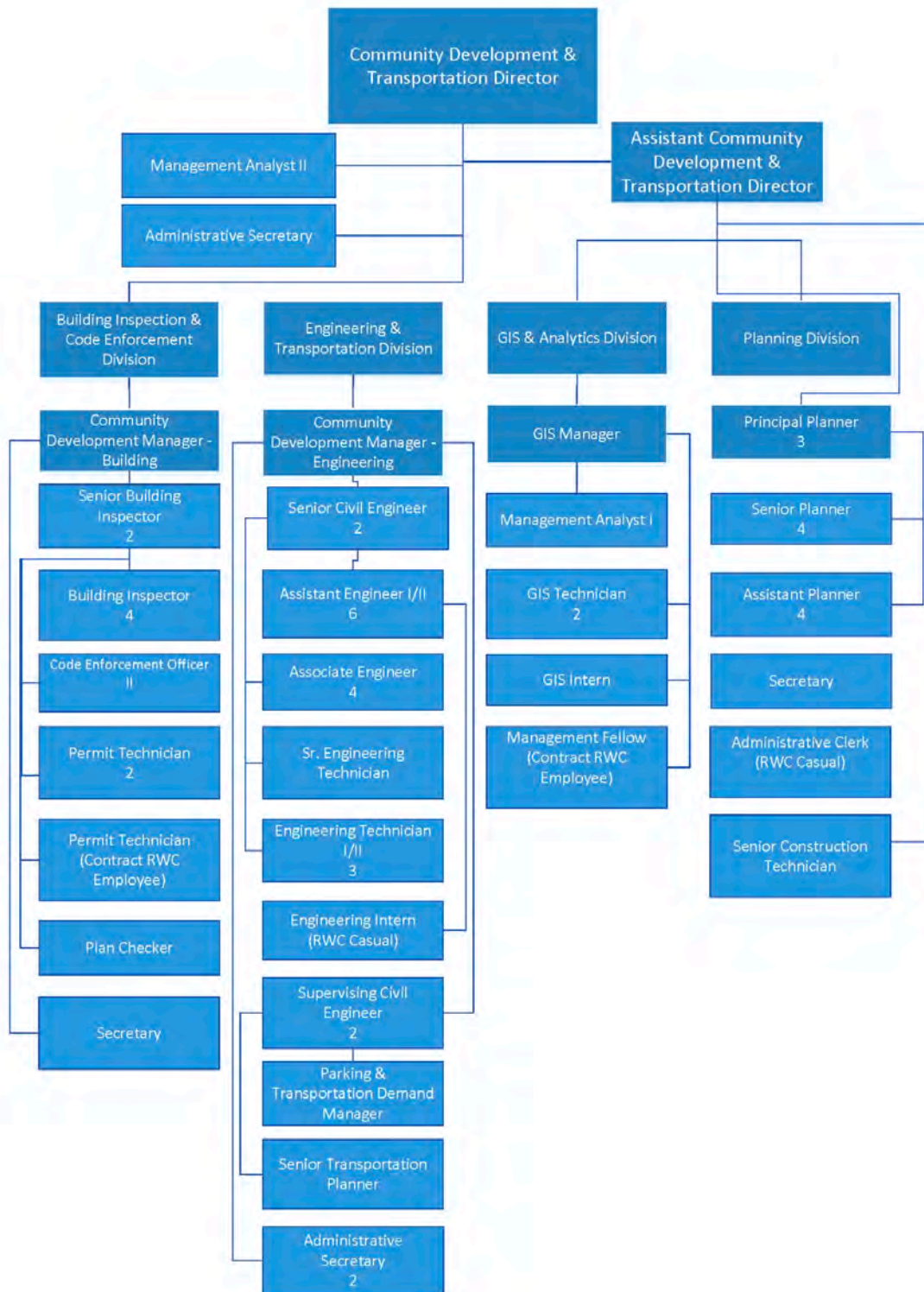
# COMMUNITY DEVELOPMENT AND TRANSPORTATION

There are 65.93 FTEs in the Recommended Budget for FY 2022-23, representing 11.54% of all City employees.

<b>Community Development &amp; Transportation</b>	<b>REVISED BUDGET 2020-21</b>	<b>ADOPTED BUDGET 2021-22</b>	<b>ADOPTED BUDGET 2022-23</b>
Administrative Clerk III	- *	- *	0.50
Administrative Secty	3.00	3.00	3.00
Assistant City Attorney	-	-	0.55
Assistant City Clerk	0.10	0.10	0.10
Assistant Community Development & Transportation Director	1.00	1.00	1.00
Assistant Engineer I	1.00	1.00	1.00
Assistant Engineer II	6.00	6.00	6.00
Assistant Planner	2.00	2.00	2.00
Associate Engineer	2.00	2.00	2.00
Associate Planner	2.00	2.00	2.00
Building Inspector	4.00	4.00	4.00
Capital Improvement Program Manager	1.00	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	0.85	0.85	0.85
Community Development & Transportation Director	0.94	0.95	0.95
Contract Fire Plan Checker	- *	- *	- *
Engineering Tech II	1.00	1.00	1.00
GIS Manager	0.75	0.75	0.75
GIS Technician	2.00	2.00	2.00
Management Analyst II	2.00	2.00	2.00
Managerial / Professional Level I	0.50	1.50	1.00
Managerial / Professional Level II	1.00	1.00	1.00
Official / Executive / Professional Level I	0.30 *	0.30 *	0.30 *
Parking/TDM Manager	1.00	1.00	1.00
Permits Technician	3.00	3.00	6.00
Plan Checker	1.00	1.00	2.00
Plan Check Engineer	-	-	1.00
Principal Analyst - Finance	-	0.30	0.30
Principal Planner	2.00	3.00	3.00
Public Works Field Supervisor	0.50	0.50	0.50
Public Works Maint Worker II	1.00	1.00	1.00
Public Works Services Director	0.20	0.20	0.20
Secretary	1.96	2.00	2.00
Senior Accountant	0.30	-	-
Senior Assistant City Attorney	0.55	0.55	-
Senior Building Inspector	3.00	3.00	3.00
Senior Civil Engineer	1.50	1.50	1.50
Senior Construction Technician	1.00	1.00	1.00
Senior Engineering Technician	2.00	2.00	2.00
Senior Planner	2.00	3.00	3.00
Senior Transportation Planner	1.00	1.00	1.00
Supv Civil Engineer	2.00	2.00	2.00
<b>Total</b>	<b>57.88</b>	<b>60.93</b>	<b>65.93</b>

\*Position frozen in FY 2020-21

# COMMUNITY DEVELOPMENT AND TRANSPORTATION



# COMMUNITY DEVELOPMENT AND TRANSPORTATION

Major changes to the department's budget for FY 2022-23 are listed in the table below.

Summary of Change	General Fund	Special Revenue Funds	Capital Projects Funds	Enterprise Funds	Internal Services Funds	Total
<b>Supplies and Services</b>						
Increase budget for supplies, travel and consultants to reflect increased cost of doing business. Also, increase budget for Gas, Electric, and Water to reflect increased indirect costs over past few years.	39,383					<b>39,383</b>
Allocate designated fund balance from General Plan Maintenance Fees for expenditures in Long Range Planning Consultant Services to begin planning, design and outreach related to Central Redwood City Plan project underway in FY23.	250,000					<b>250,000</b>
Increase budget for GIS software and staff costs that were previously budgeted in the CIP.	165,000					<b>165,000</b>
<b>Personnel</b>						
Add 3.0 FTE Permit Technician positions. This is part of the Building Division Organization Review to fund 5.0 FTE that were recommended as part of the implementation plan.	513,867					<b>513,867</b>
Add 1.0 FTE Plan Checker position. This is part of the Building Division Organization Review to fund 5.0 FTE that were recommended as part of the implementation plan.	234,213					<b>234,213</b>
Add 1.0 FTE Plan Check Engineer position. This is part of the Building Division Organization Review to fund 5.0 FTE that were recommended as part of the implementation plan.	262,000					<b>262,000</b>
Restore frozen 0.5 FTE Administrative Clerk III position	62,542					<b>62,542</b>
<b>Total</b>	<b>1,527,005</b>	-	-	-	-	<b>1,527,005</b>



# COMMUNITY DEVELOPMENT AND TRANSPORTATION

**PROGRAM:** Community Development and Transportation

**SUB-PROGRAM:** Administration (63010)

**SUB-PROGRAM PURPOSE OR BUSINESS:**

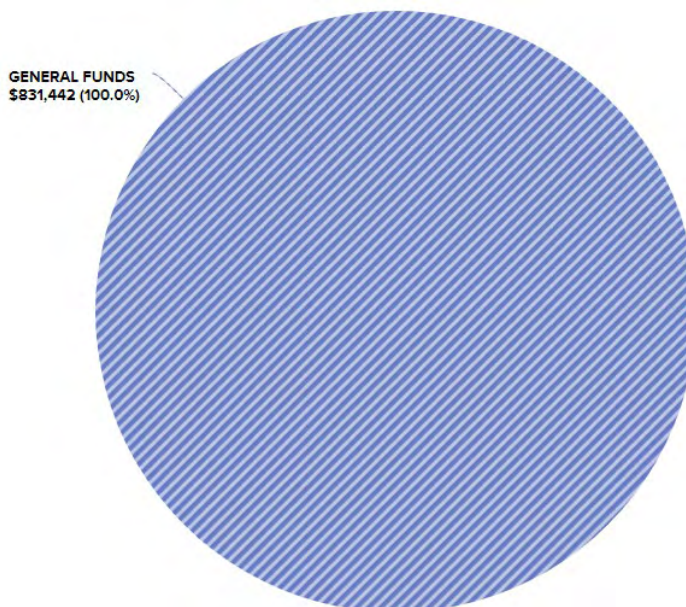
Oversee the functions of the Department’s three divisions towards the planning and implementation of improvements to the City’s built environment, transportation systems, and infrastructure, create and review policies and practices to improve operations, and administer the Department budget. Support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

	ACTUAL 2020-21	ADJUSTED BUDGET 2021-22	ADOPTED BUDGET 2022-23
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**BUDGET BY CATEGORIES OF EXPENDITURES**

Employee Costs	\$ 543,389	\$ 486,697	\$ 596,869
Supplies and Services	52,222	50,397	50,690
Internal Services	15,346	55,184	183,883
Capital Allocations	-	-	-
<b>Total</b>	<b>\$ 610,957</b>	<b>\$ 592,278</b>	<b>\$ 831,442</b>

**FY 2022-23 BUDGET BY FUNDING SOURCE**



# COMMUNITY DEVELOPMENT AND TRANSPORTATION

**PROGRAM:** Planning  
**SUB-PROGRAM:** GIS/CAD PROGRAM (63015)

**SUB-PROGRAM PURPOSE OR BUSINESS:**

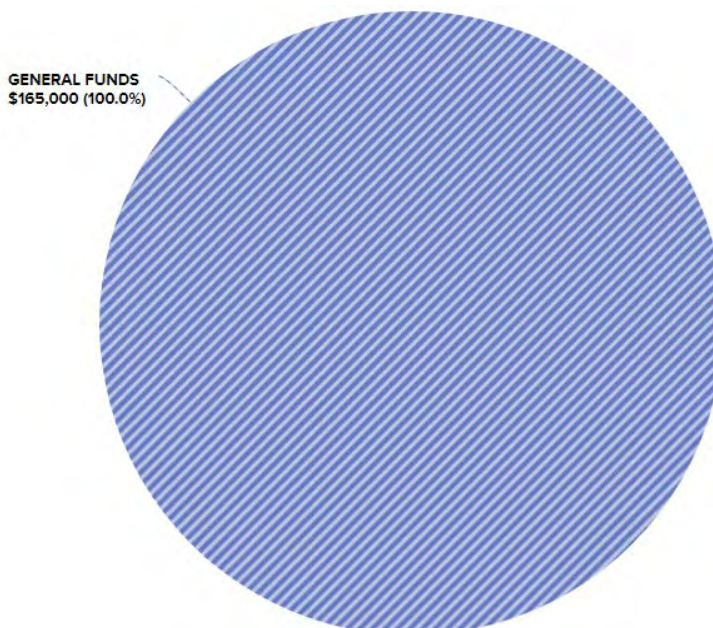
Provide City-wide mapping and spatial analysis support. Develop web applications and data dashboards. Maintain the City's spatial data, such as addresses, utilities, and land use data.

	ACTUAL 2020-21	ADJUSTED BUDGET 2021-22	ADOPTED BUDGET 2022-23
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**BUDGET BY CATEGORIES OF EXPENDITURES**

Employee Costs	\$ -	\$ -	\$ -
Supplies and Services	-	-	165,000
Internal Services	-	-	-
Capital Allocations	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 165,000</b>

**FY 2022-23 BUDGET BY FUNDING SOURCE**



# 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.

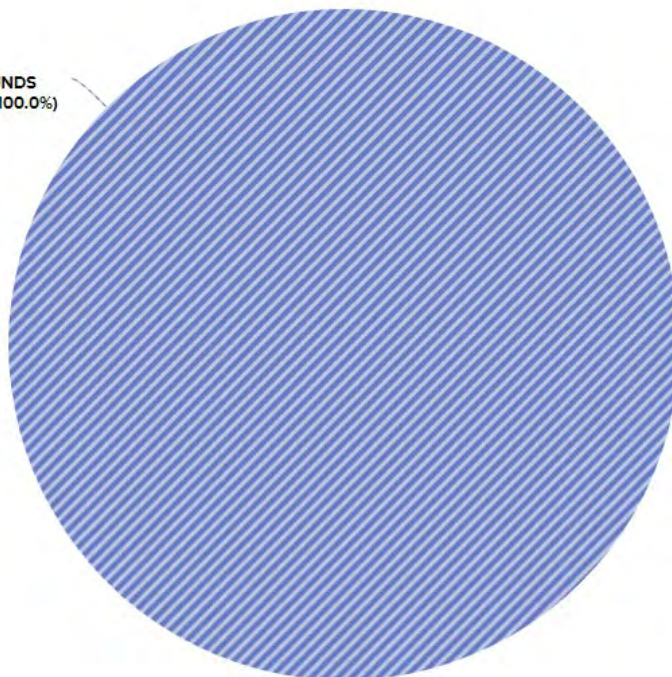
	ACTUAL 2020-21	ADJUSTED BUDGET 2021-22	ADOPTED BUDGET 2022-23
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**BUDGET BY CATEGORIES OF EXPENDITURES**

Employee Costs	\$ 1,356,381	\$ 1,818,932	\$ 2,749,629
Supplies and Services	3,255,725	2,786,129	3,289,100
Internal Services	262,730	284,056	260,781
Capital Allocations	-	-	-
<b>Total</b>	<b>\$ 4,874,836</b>	<b>\$ 4,889,117</b>	<b>\$ 6,299,510</b>

**FY 2022-23 BUDGET BY FUNDING SOURCE**

GENERAL FUNDS  
 \$6,299,510 (100.0%)





# COMMUNITY DEVELOPMENT AND TRANSPORTATION

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

**SUB-PROGRAM PURPOSE OR BUSINESS:**

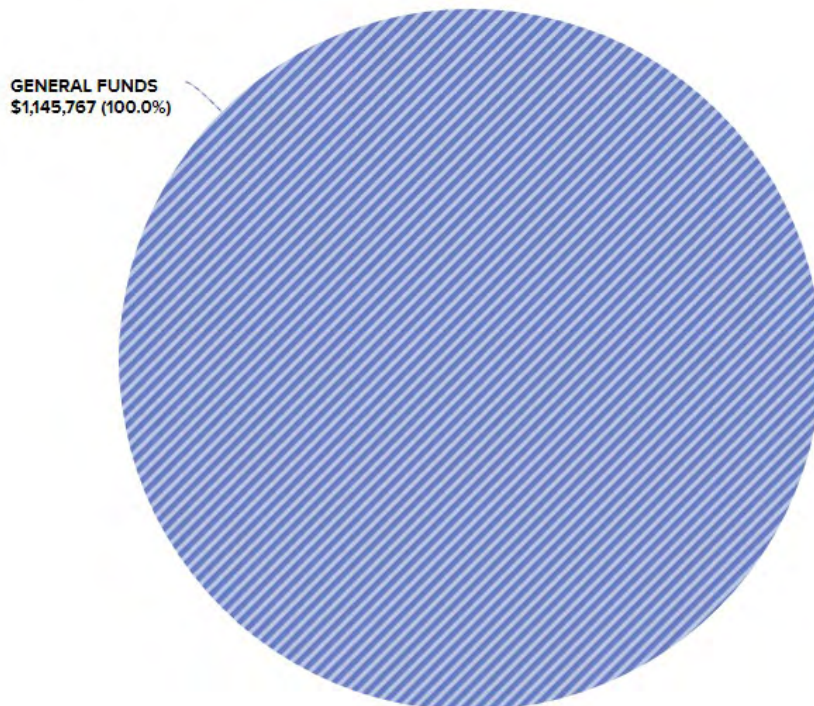
Preserve and maintain the quality of neighborhoods and businesses through enforcement of applicable federal, state and local laws.

	<b>ACTUAL</b>	<b>ADJUSTED</b>	<b>ADOPTED</b>
	<b>2020-21</b>	<b>BUDGET</b>	<b>BUDGET</b>
	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>

**BUDGET BY CATEGORIES OF EXPENDITURES**

Employee Costs	\$ 839,598	\$ 949,699	\$ 975,593
Supplies and Services	59,400	44,883	27,528
Internal Services	135,976	128,060	142,646
Capital Allocations	-	-	-
<b>Total</b>	<b>\$ 1,034,974</b>	<b>\$ 1,122,642</b>	<b>\$ 1,145,767</b>

**FY 2022-23 BUDGET BY FUNDING SOURCE**



# COMMUNITY DEVELOPMENT AND TRANSPORTATION

**PROGRAM:** Engineering and Construction  
**SUB-PROGRAM:** General Engineering (65121)

**SUB-PROGRAM PURPOSE OR BUSINESS:**

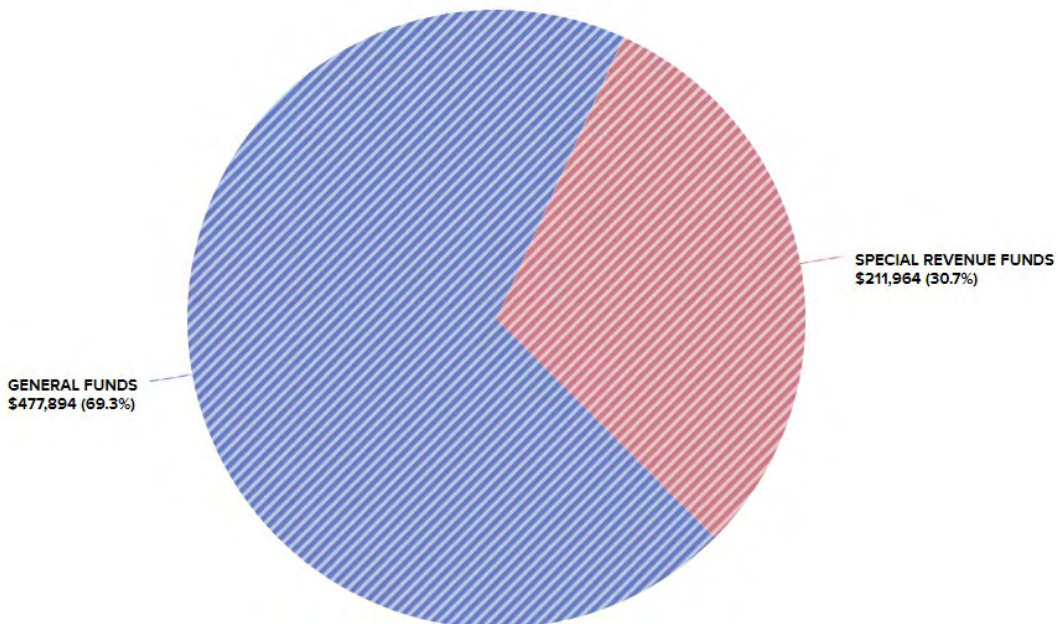
Administers the Engineering Division. Provide engineering and construction services for design, permitting and construction of the City’s infrastructure and maintenance districts. Respond to general engineering inquiries.

	ACTUAL 2020-21	ADJUSTED BUDGET 2021-22	ADOPTED BUDGET 2022-23
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**BUDGET BY CATEGORIES OF EXPENDITURES**

Employee Costs	\$ 365,315	\$ 206,721	\$ 209,751
Supplies and Services	250,969	141,745	145,245
Internal Services	320,838	353,285	334,862
Capital Allocations	-	-	-
<b>Total</b>	<b>\$ 937,122</b>	<b>\$ 701,751</b>	<b>\$ 689,858</b>

**FY 2022-23 BUDGET BY FUNDING SOURCE**



# COMMUNITY DEVELOPMENT AND TRANSPORTATION

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

**SUB-PROGRAM PURPOSE OR BUSINESS:**

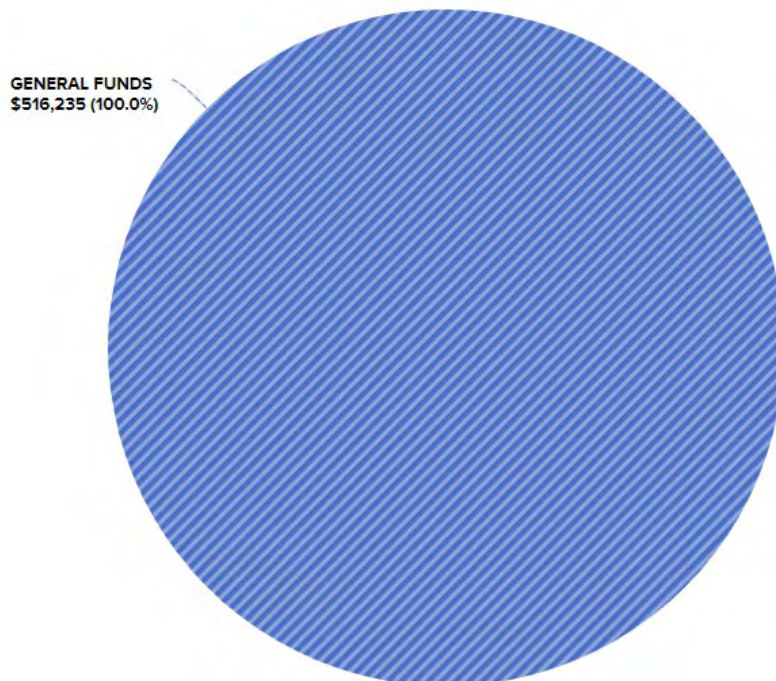
Reviews and processes subdivision maps, development plans, and construction permit applications. Inspects and verifies compliance with City and regulatory requirements on development projects and construction within the City's right-of-way.

	ACTUAL 2020-21	ADJUSTED BUDGET 2021-22	ADOPTED BUDGET 2022-23
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**BUDGET BY CATEGORIES OF EXPENDITURES**

Employee Costs	\$ 486,892	\$ -	\$ -
Supplies and Services	333,577	504,808	504,808
Internal Services	10,311	8,690	11,427
Capital Allocations	-	-	-
<b>Total</b>	<b>\$ 830,780</b>	<b>\$ 513,498</b>	<b>\$ 516,235</b>

**FY 2022-23 BUDGET BY FUNDING SOURCE**





# COMMUNITY DEVELOPMENT AND TRANSPORTATION

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

**SUB-PROGRAM PURPOSE OR BUSINESS:**

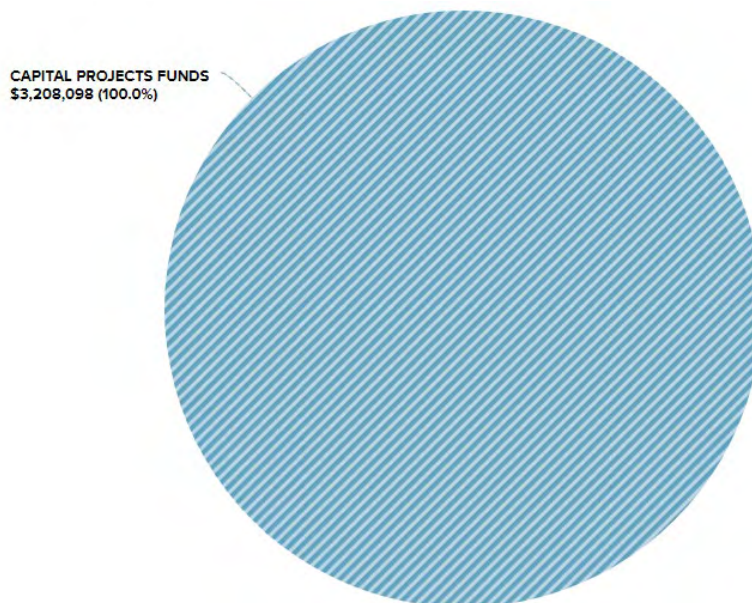
Provides engineering, construction, and project management services for design, permitting, and transportation planning including the implementation of the City’s infrastructure master plans such as the Citywide Transportation Plan, Sewer Master Plan, Stormwater Master Plan, and Water Master Plan. Plan,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

	ACTUAL 2020-21	ADJUSTED BUDGET 2021-22	ADOPTED BUDGET 2022-23
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**BUDGET BY CATEGORIES OF EXPENDITURES**

Employee Costs	\$ 2,806,893	\$ 2,833,190	\$ 3,000,000
Supplies and Services	25,569	351	351
Internal Services	176,354	166,459	207,747
Capital Allocations	-	-	-
<b>Total</b>	<b>\$ 3,008,816</b>	<b>\$ 3,000,000</b>	<b>\$ 3,208,098</b>

**FY 2022-23 BUDGET BY FUNDING SOURCE**



# 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.

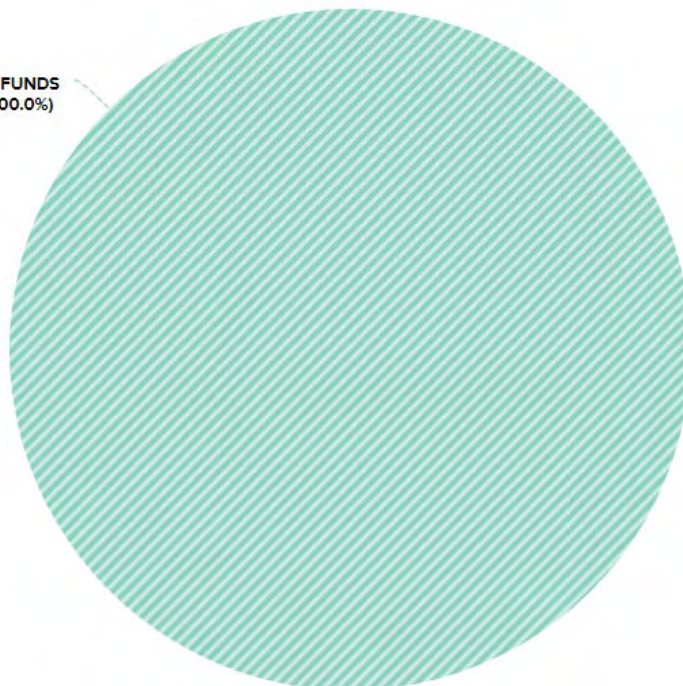
	ACTUAL 2020-21	ADJUSTED BUDGET 2021-22	ADOPTED BUDGET 2022-23
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## BUDGET BY CATEGORIES OF EXPENDITURES

Employee Costs	\$ 237,378	\$ 230,885	\$ 237,590
Supplies and Services	709,796	1,457,264	1,457,264
Internal Services	135,965	136,213	142,800
Capital Allocations	-	-	-
<b>Total</b>	<b>\$ 1,083,139</b>	<b>\$ 1,824,362</b>	<b>\$ 1,837,653</b>

## FY 2022-23 BUDGET BY FUNDING SOURCE

ENTERPRISE FUNDS  
 \$1,837,653 (100.0%)



# COMMUNITY DEVELOPMENT AND TRANSPORTATION

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

**SUB-PROGRAM PURPOSE OR BUSINESS:**

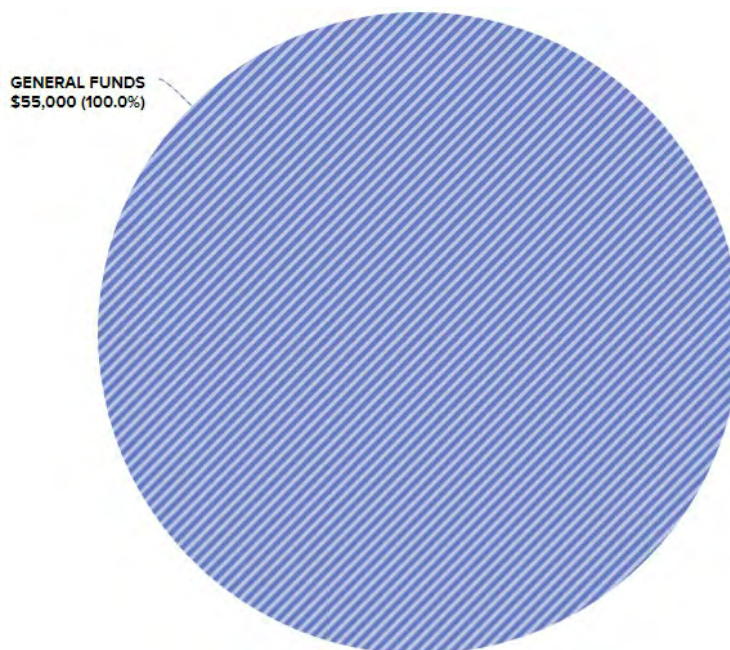
This program is setup to represent the City’s share towards the costs of the countywide Flood and Sea Level Rise Resiliency Agency (Agency). The Agency was created to address sea level rise, flooding, coastal erosion and large-scale stormwater infrastructure improvements through integrated regional planning,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

	<b>ACTUAL</b>	<b>ADJUSTED</b>	<b>ADOPTED</b>
	<b>2020-21</b>	<b>BUDGET</b>	<b>BUDGET</b>
	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>

**BUDGET BY CATEGORIES OF EXPENDITURES**

Employee Costs	\$ -	\$ -	\$ -
Supplies and Services	55,000	55,000	55,000
Internal Services	-	-	-
Capital Allocations	-	-	-
<b>Total</b>	<b>\$ 55,000</b>	<b>\$ 55,000</b>	<b>\$ 55,000</b>

**FY 2022-23 BUDGET BY FUNDING SOURCE**



# COMMUNITY DEVELOPMENT AND TRANSPORTATION

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

**SUB-PROGRAM PURPOSE OR BUSINESS:**

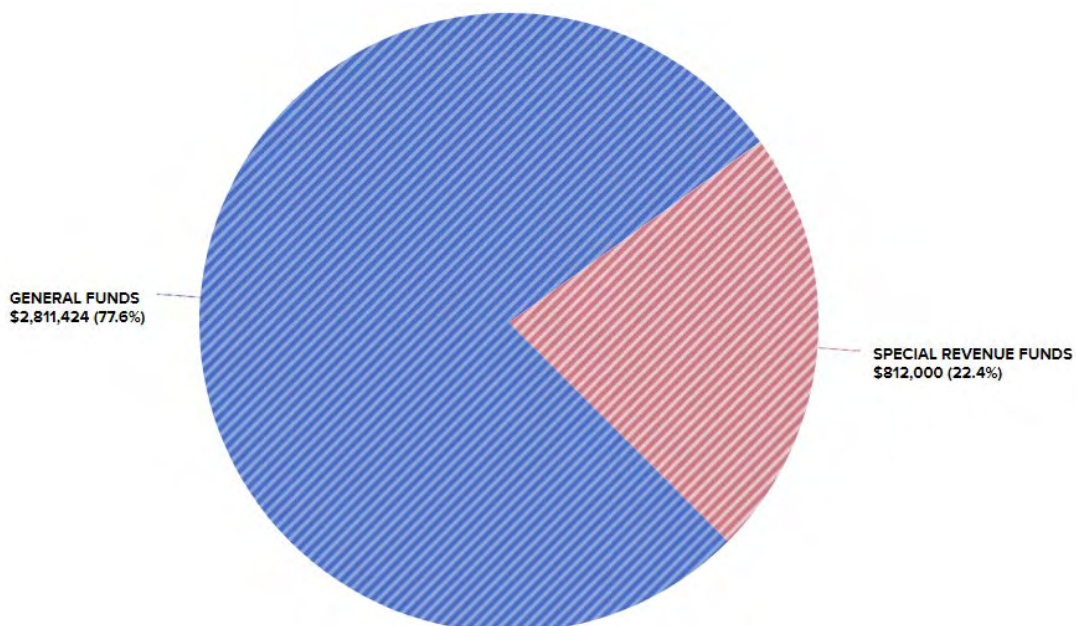
Implements City Council priorities contained in the General Plan, Zoning Ordinance and specific plans; provide front-line customer service, entitlement review and permit processing to support new development and economic development. Provide staff support to the Planning Commission and its appointed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

	<b>ACTUAL</b>	<b>ADJUSTED</b>	<b>ADOPTED</b>
	<b>2020-21</b>	<b>BUDGET</b>	<b>BUDGET</b>
	<b>2021-22</b>	<b>2022-23</b>	<b>2022-23</b>

**BUDGET BY CATEGORIES OF EXPENDITURES**

Employee Costs	\$ 2,238,856	\$ 2,488,066	\$ 2,448,721
Supplies and Services	895,862	908,520	911,920
Internal Services	273,370	239,074	262,783
Capital Allocations	-	-	-
<b>Total</b>	<b>\$ 3,408,088</b>	<b>\$ 3,635,660</b>	<b>\$ 3,623,424</b>

**FY 2022-23 BUDGET BY FUNDING SOURCE**





# COMMUNITY DEVELOPMENT AND TRANSPORTATION

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

**SUB-PROGRAM PURPOSE OR BUSINESS:**

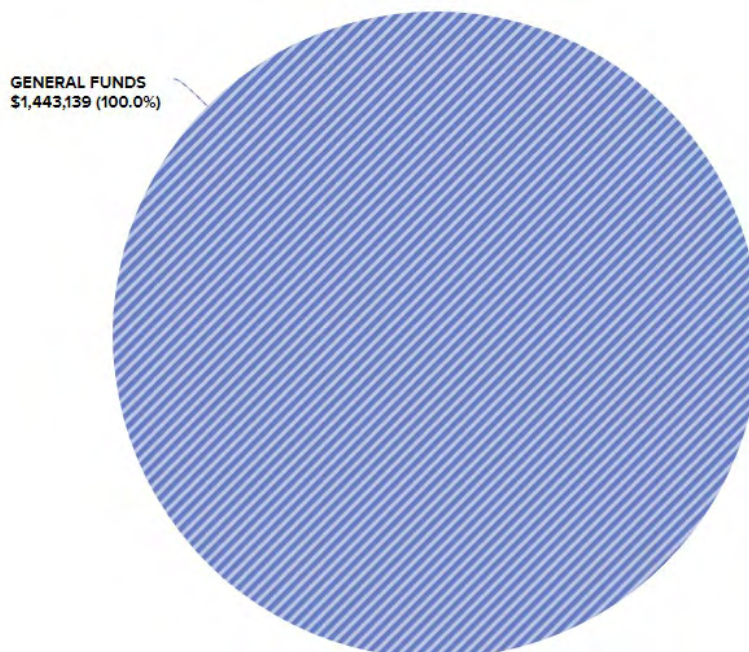
Oversee the maintenance of the General Plan, including the Housing Element. Amend and develop new regulations and policies governing land use and urban design, including revisions to the Zoning Ordinance, for adoption by the City Council. Prepare strategic land use studies, reports, and analysis such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

	<b>ACTUAL</b>	<b>ADJUSTED</b>	<b>ADOPTED</b>
	<b>2020-21</b>	<b>BUDGET</b>	<b>BUDGET</b>
	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>

**BUDGET BY CATEGORIES OF EXPENDITURES**

Employee Costs	\$ 768,091	\$ 1,138,069	\$ 1,150,741
Supplies and Services	224,949	88,372	283,259
Internal Services	6,701	8,288	9,139
Capital Allocations	-	-	-
<b>Total</b>	<b>\$ 999,741</b>	<b>\$ 1,234,729</b>	<b>\$ 1,443,139</b>

**FY 2022-23 BUDGET BY FUNDING SOURCE**



# COMMUNITY DEVELOPMENT AND TRANSPORTATION

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# 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 services. 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

- Focused on diversity, equity and inclusion within hiring and promotional practices by taking steps to remove unconscious biases during those recruitment processes. Before the most recent lateral firefighter interviews and promotional assessments, the recruitment teams participated in bias training. For all future recruitments, unconscious bias training will be a requirement before each recruitment process.
- Collaborated with the County and other health care organizations to maximize the delivery of COVID-19 vaccines by participating in approximately 28 vaccination clinics throughout the fiscal year.
- Established a Fire Explorer Program to improve recruitment efforts for the future of our community by setting the foundation, procedures and guidelines, and securing the appropriate stakeholders of the program. This program fills the gap between our existing Junior Fire Academy and Cadet Program and provides continuity.
- Implemented the Zonehaven platform, a system that allows us to conduct actual evacuations as well as community evacuation planning and notification for all hazards.
- Updated the Hazard Mitigation Plan to support the City's efforts on climate adaptation.
- Hired a consultant to perform a Standards of Cover Study and Community Hazard Risk Assessment to assist the Department in ensuring a safe and effective response force. The study will also include response assessments to those experiencing homelessness, as well as mental health crisis calls.
- Held Emergency Preparedness and Public Education Events, and conducted Community Emergency Response Team (CERT) Training to 40 participants.

## GOALS FOR FY 2022-23

- Development of emergency plans, training and other Emergency Operations Center (EOC) tasks, as well as complete the EOC remodel by December 2022
- Complete the Standards of Cover study by December 2022 and begin implementation of the findings by June 2023
- Through the Recruitment Working Group, focus on diversity, equity and inclusion within hiring and promotional practices by developing strategies to recruit talent from diverse backgrounds, identify areas where we can support those from diverse backgrounds, and ensure an equitable approach for building our workforce by avoiding exclusionary practices by January 2023
- Work in collaboration with the City of San Carlos to improve our Emergency Management efforts for both cities, and provide Emergency Operations Center (EOC) training (Type 3 EOC credentialing courses as defined by California Operations of Emergency Services (CAL OES) to City staff by June 2023
- Host two Community Emergency Response Team (CERT) Trainings and at least four continuing education/membership meetings by June 2023
- Expand the Fire Explorer Program by hosting one open house and recruiting at least four new explorers by June 2023
- Design and build a training tower for Public Safety by June 2023

## CURRENT OR UPCOMING MULTI-YEAR MAJOR PROJECTS

- **Fire Strategic Plan Initiatives**
  - Workforce Development
  - Sustainability
  - Operational Readiness
  - Community Involvement
- **Pursue new revenue and cost recovery opportunities**
  - Grants
  - False Alarm Billing
  - Cost Recovery
  - Possible new revenues

# FIRE

Performance Measure	2018 Results	2019 Results	2020 Results	2021 Results	Target
Number of calls for service	10,592	10,959	10,037	13,750	12,600
Average response time	5 minutes and 20 seconds	5 minutes and 11 seconds	5 minutes and 23 seconds	5 minutes and 53 seconds	5 minutes
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	Due to the COVID-19 pandemic the Fire Department did not host any CERT Classes	One class; delivered in English with about 40 participants	Two classes; Delivered in English with Spanish translation.
Measure the community's cardiac arrest survivability by evaluating the following factors:					
Bystander CPR Applied	10	6	22	8	
Bystander use of an AED	1	0	1	5	

# FIRE

## DEPARTMENT BUDGET

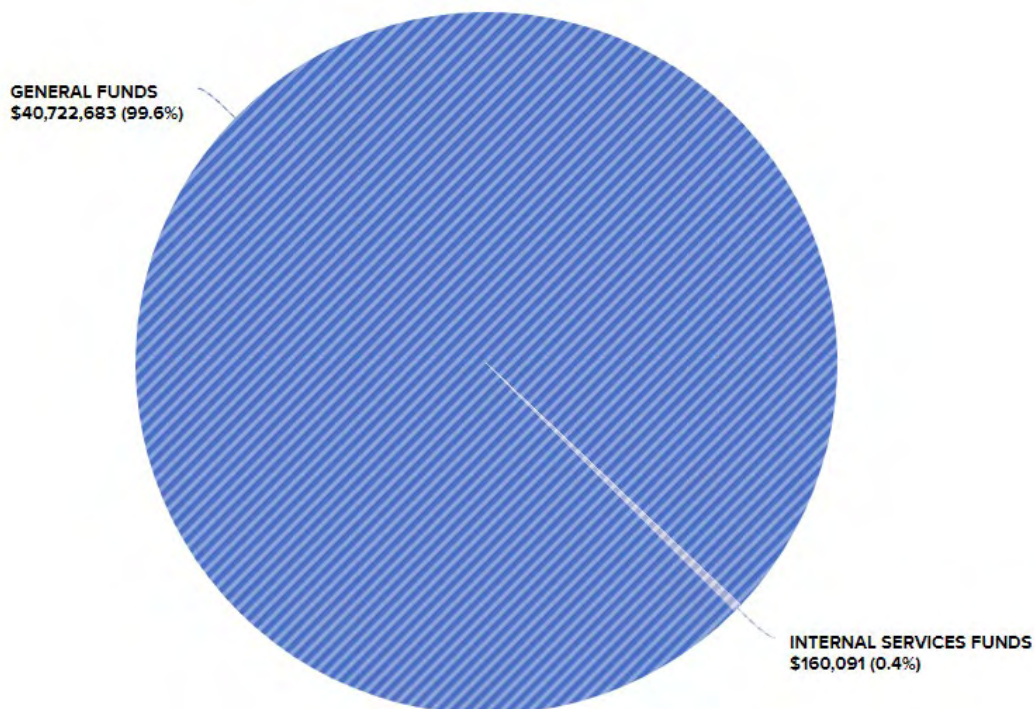
The total Fire budget for FY 2022-23 is \$40.88 million, representing 12.83% of the operational budget.

	ACTUAL 2020-21	ADJUSTED BUDGET 2021-22	ADOPTED BUDGET 2022-23
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### BUDGET BY CATEGORIES OF EXPENDITURES

Employee Costs	\$ 31,431,165	\$ 34,460,282	\$ 33,270,194
Supplies and Services	1,679,142	2,659,420	2,725,716
Internal Services	4,289,330	3,922,046	4,886,864
Capital Allocations	16,587	-	-
<b>Total</b>	<b>\$ 37,416,224</b>	<b>\$ 41,041,748</b>	<b>\$ 40,882,774</b>

### FY 2022-23 BUDGET BY FUNDING SOURCE



# FIRE

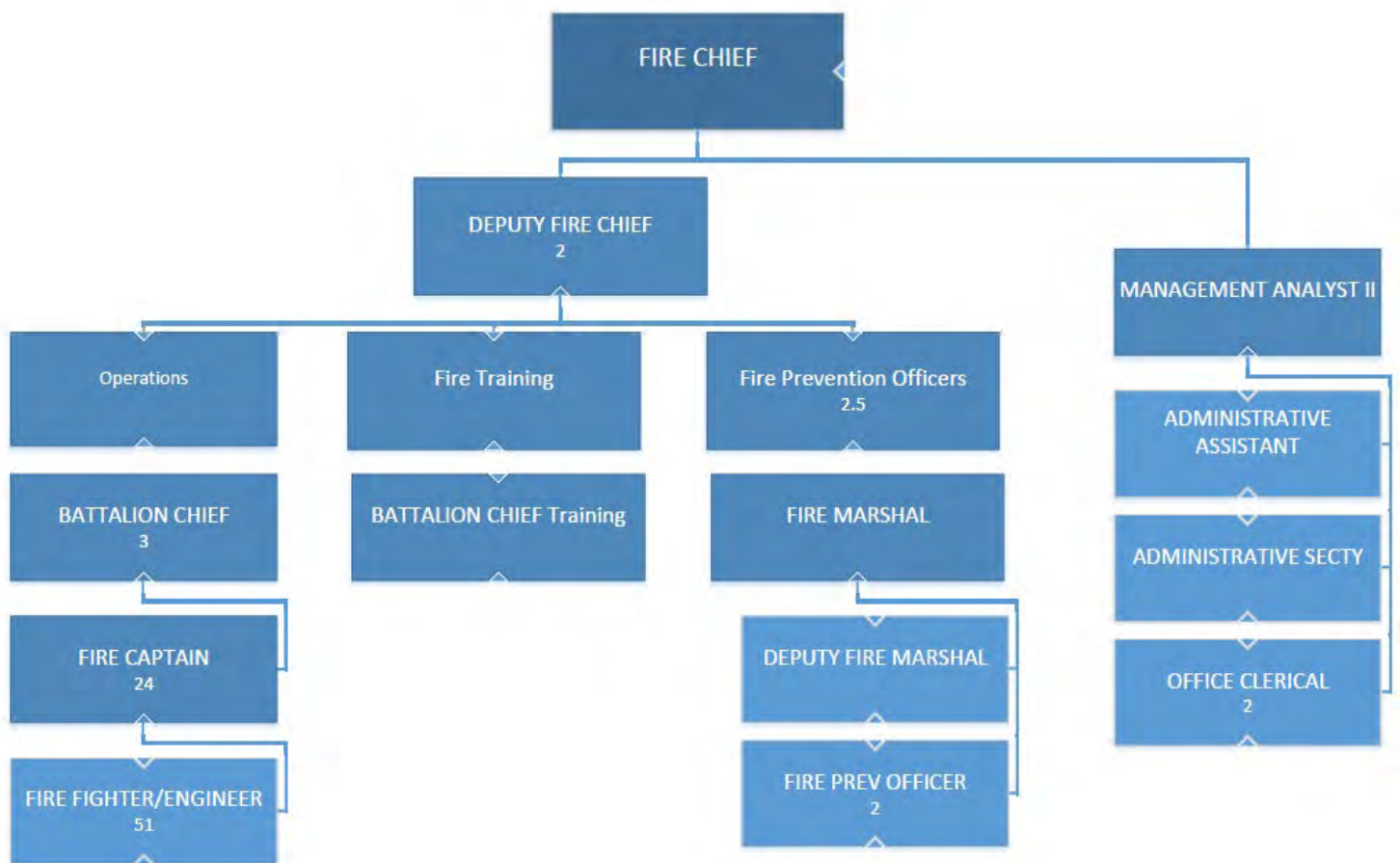
There are 90.0 FTEs in the Budget for FY 2022-23, representing 15.76% of all City employees.

Fire	REVISED BUDGET	ADOPTED BUDGET	ADOPTED BUDGET
	2020-21	2021-22	2022-23
Administrative Assistant	1.00	1.00	1.00
Administrative Secty	1.00	1.00	1.00
Battalion Chief	3.00	3.00	3.00
Battalion Chief - 40 Hr	1.00	1.00	1.00
Deputy Fire Chief	2.00	2.00	2.00
Deputy Fire Marshal	1.00	1.00	1.00
Fire Captain	24.00 *	24.00 *	24.00 *
Fire Chief	1.00	1.00	1.00
Fire Fighter/Engineer	48.00 *	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
Total	87.00	90.00	90.00

\*Position frozen in FY 2020-21



# FIRE



# FIRE

Major changes to the department's budget for FY 2022-23 are listed in the table below.

Summary of Change	General Fund	Special Revenue Funds	Capital Projects Funds	Enterprise Funds	Internal Services Funds	Total
<b>Supplies and Services</b>						
Increase budget for costs relating to disaster preparedness contractual obligations, Fire Net 6, and data management analytic tools.	20,104					<b>20,104</b>
Increase budget for professional services to aid the Fire and Police Departments in combatting PTSD and other mental health issues found in first responders.	50,000					<b>50,000</b>
Increase budget for PG&E electricity budget for all of the five (5) Redwood City fire stations	146,208					<b>146,208</b>
Increase budget to cover the cost of replacing turnouts that have outlived their lifespan. This will help the Department remain in compliance with NFPA standards.	118,000					<b>118,000</b>
Increase budget to cover the increased cost of purchasing, repairing and replacing equipment and services.	77,271					<b>77,271</b>
<b>Total</b>	<b>411,583</b>	-	-	-	-	<b>411,583</b>

# FIRE

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

**SUB-PROGRAM PURPOSE OR BUSINESS:**

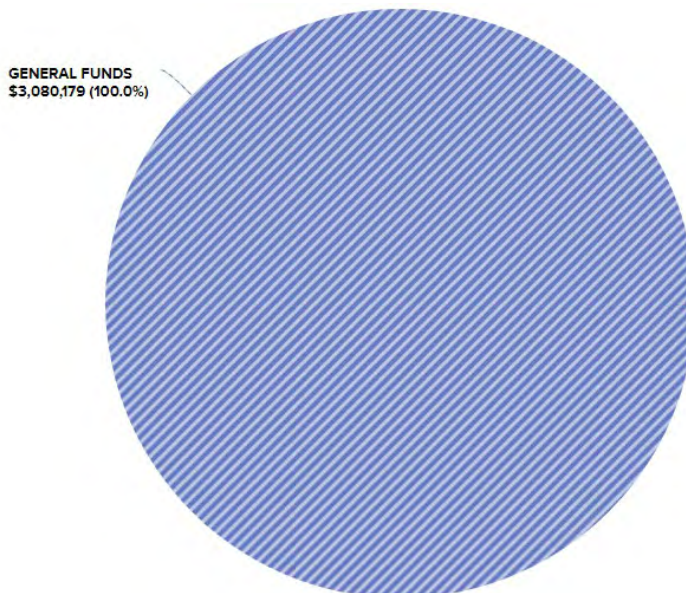
Provide leadership and support for the fire department to protect life, property, and the environment from fire, medical, disaster, and hazardous material related incidents through emergency mitigation, public education, and code enforcement.

	<b>ACTUAL</b>	<b>ADJUSTED</b>	<b>ADOPTED</b>
	<b>2020-21</b>	<b>BUDGET</b>	<b>BUDGET</b>
	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>

**BUDGET BY CATEGORIES OF EXPENDITURES**

Employee Costs	\$ 468,147	\$ 1,470,940	\$ 1,924,706
Supplies and Services	387,145	756,420	666,293
Internal Services	360,742	404,519	489,180
Capital Allocations	1,022	-	-
<b>Total</b>	<b>\$ 1,217,056</b>	<b>\$ 2,631,879</b>	<b>\$ 3,080,179</b>

**FY 2022-23 BUDGET BY FUNDING SOURCE**



# FIRE

**PROGRAM:** Fire Operations & Training

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

**SUB-PROGRAM PURPOSE OR BUSINESS:**

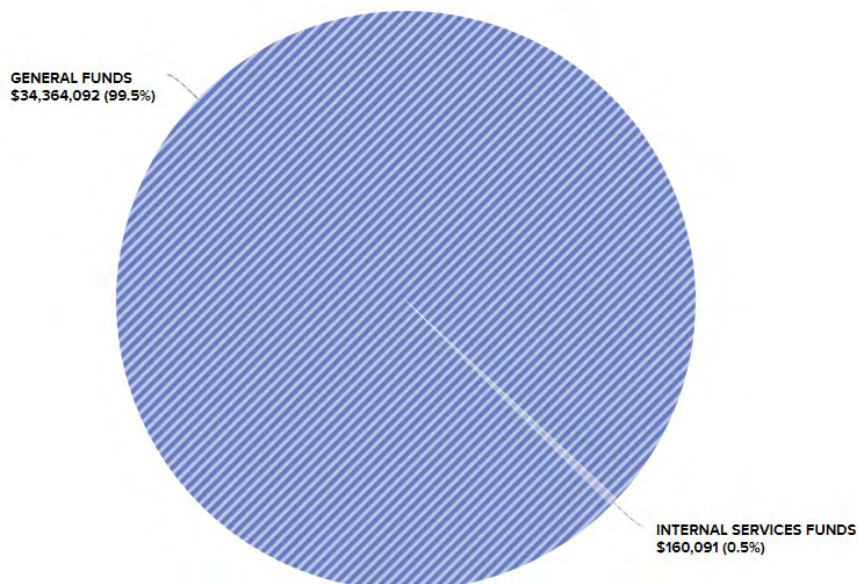
Protect life, property, and the environment from fire, hazards, and other types of emergencies and provide professional emergency response, mitigation, and hazard prevention. Respond to medical emergencies with advanced life support intervention.

	ACTUAL 2020-21	ADJUSTED BUDGET 2021-22	ADOPTED BUDGET 2022-23
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**BUDGET BY CATEGORIES OF EXPENDITURES**

Employee Costs	\$ 26,967,061	\$ 23,666,949	\$ 29,246,981
Supplies and Services	556,064	844,507	1,006,654
Internal Services	3,444,014	2,985,842	4,270,548
Capital Allocations	15,565	-	-
<b>Total</b>	<b>\$ 30,982,704</b>	<b>\$ 27,497,298</b>	<b>\$ 34,524,183</b>

**FY 2022-23 BUDGET BY FUNDING SOURCE**



# FIRE

**PROGRAM:** Fire Administration  
**SUB-PROGRAM:** San Carlos Fire (62225,62226)

**SUB-PROGRAM PURPOSE OR BUSINESS:**

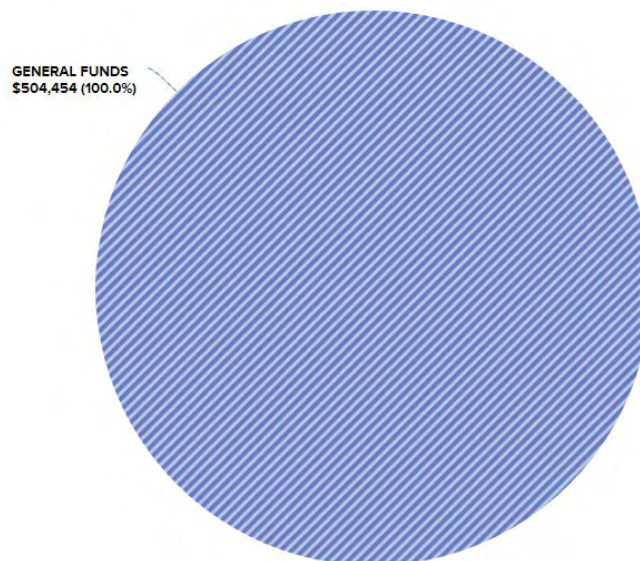
Provide to the City of San Carlos fire and emergency services that protect life, property and the environment from fire, medical, disaster, and hazardous material related incidents through emergency mitigation, public education, and code enforcement. Redwood City and San Carlos have entered into a Second 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.

	<b>ACTUAL</b> 2020-21	<b>ADJUSTED</b> BUDGET 2021-22	<b>ADOPTED</b> BUDGET 2022-23
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**BUDGET BY CATEGORIES OF EXPENDITURES**

Employee Costs	\$ 2,521,229	\$ 7,051,548	\$ (172,680)
Supplies and Services	290,109	677,134	677,134
Internal Services	428,064	462,263	-
Capital Allocations		-	-
<b>Total</b>	<b>\$ 3,239,402</b>	<b>\$ 8,190,945</b>	<b>\$ 504,454</b>

**FY 2022-23 BUDGET BY FUNDING SOURCE**





# FIRE

**PROGRAM:** Fire Administration  
**SUB-PROGRAM:** Fire Prevention (62230)

**SUB-PROGRAM PURPOSE OR BUSINESS:**

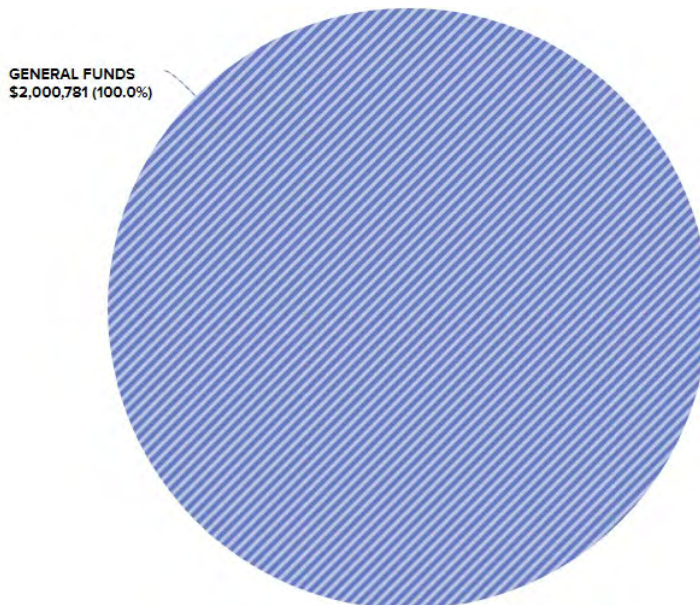
Ensure significant focus on prevention and reduction of the consequences of fire and other disasters. Sustain a team approach with other City operations, the community, and outside agencies to promote public safety, fire/emergency prevention, code enforcement, hazard abatement, and community involvement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

	<b>ACTUAL</b>	<b>ADJUSTED</b>	<b>ADOPTED</b>
	<b>2020-21</b>	<b>BUDGET</b>	<b>BUDGET</b>
	<b>2021-22</b>	<b>2022-23</b>	<b>2022-23</b>

**BUDGET BY CATEGORIES OF EXPENDITURES**

Employee Costs	\$ 1,212,855	\$ 1,561,620	\$ 1,758,659
Supplies and Services	58,051	113,608	121,767
Internal Services	51,467	63,819	120,355
Capital Allocations	-	-	-
<b>Total</b>	<b>\$ 1,322,373</b>	<b>\$ 1,739,047</b>	<b>\$ 2,000,781</b>

**FY 2022-23 BUDGET BY FUNDING SOURCE**





# FIRE

**PROGRAM:** Fire Operations & Training  
**SUB-PROGRAM:** Fire Training (62240)

**SUB-PROGRAM PURPOSE OR BUSINESS:**

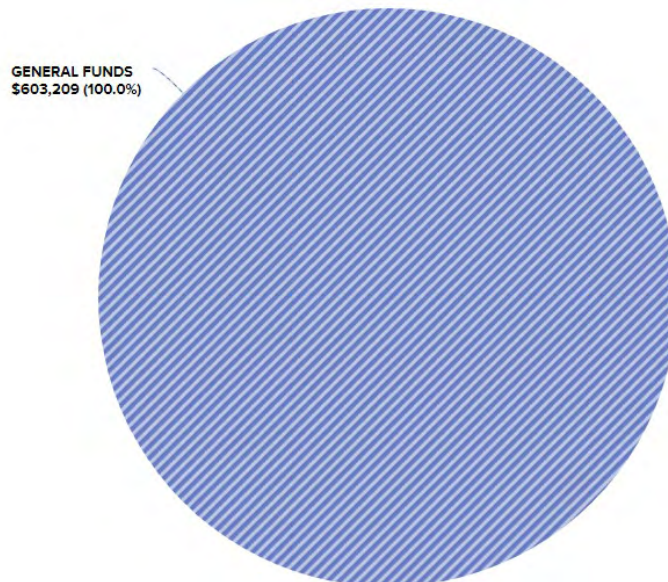
Provide high quality fire and life safety service delivery through education, training, drills and exercises. The training division also encompasses the departments' safety officer.

	ACTUAL 2020-21	ADJUSTED BUDGET 2021-22	ADOPTED BUDGET 2022-23
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**BUDGET BY CATEGORIES OF EXPENDITURES**

Employee Costs	\$ 253,273	\$ 709,225	\$ 512,528
Supplies and Services	67,449	106,774	86,181
Internal Services	4,287	3,723	4,500
Capital Allocations		-	-
<b>Total</b>	<b>\$ 325,009</b>	<b>\$ 819,722</b>	<b>\$ 603,209</b>

**FY 2022-23 BUDGET BY FUNDING SOURCE**



# FIRE

**PROGRAM:** Fire Operations & Training  
**SUB-PROGRAM:** Emergency Medical Supplies and Services (62245)

**SUB-PROGRAM PURPOSE OR BUSINESS:**

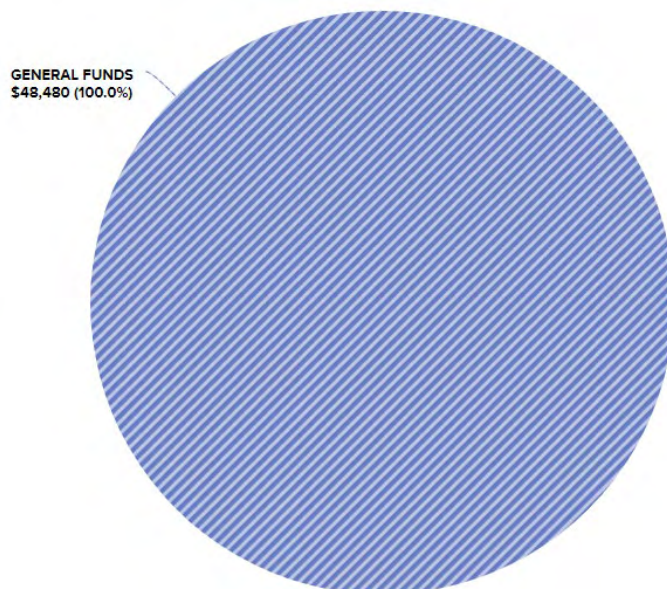
Provide safe and efficient deployment of a comprehensive, fire-based paramedic service to our community by procuring the proper equipment and supplies; improve Advanced Life Support service through continual education and training in the region.

	<b>ACTUAL</b>	<b>ADJUSTED</b>	<b>ADOPTED</b>
	<b>2020-21</b>	<b>BUDGET</b>	<b>BUDGET</b>
	<b>2021-22</b>	<b>2022-23</b>	<b>2022-23</b>

**BUDGET BY CATEGORIES OF EXPENDITURES**

Employee Costs	\$ -	\$ -	\$ -
Supplies and Services	154,754	46,355	48,480
Internal Services	-	-	-
Capital Allocations	-	-	-
<b>Total</b>	<b>\$ 154,754</b>	<b>\$ 46,355</b>	<b>\$ 48,480</b>

**FY 2022-23 BUDGET BY FUNDING SOURCE**



# FIRE

**PROGRAM:** Fire Administration  
**SUB-PROGRAM:** Emergency Operations Center (62260)

**SUB-PROGRAM PURPOSE OR BUSINESS:**

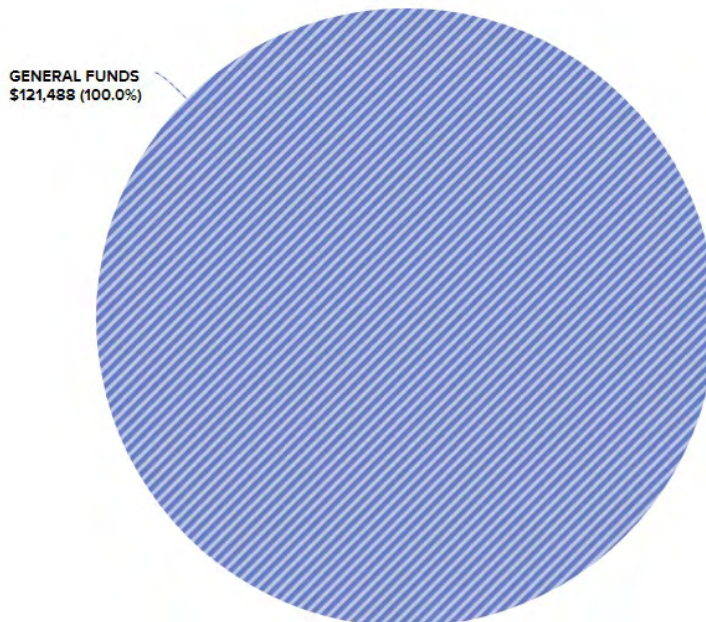
Utilize the Standardized Emergency Management System (SEMS) to manage disasters; provide and support well-trained City staff to assess and evaluate the situation, facilitate communications, and plan response from an operationally efficient Emergency Operations Center (EOC); provide accurate information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

	<b>ACTUAL</b>	<b>ADJUSTED</b>	<b>ADOPTED</b>
	<b>2020-21</b>	<b>BUDGET</b>	<b>BUDGET</b>
	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>

**BUDGET BY CATEGORIES OF EXPENDITURES**

Employee Costs	\$ 8,600	\$ -	\$ -
Supplies and Services	165,570	114,622	119,207
Internal Services	756	1,880	2,281
Capital Allocations	-	-	-
<b>Total</b>	<b>\$ 174,926</b>	<b>\$ 116,502</b>	<b>\$ 121,488</b>

**FY 2022-23 BUDGET BY FUNDING SOURCE**



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# HUMAN RESOURCES



Human Resources  
Workers' Compensation



# HUMAN RESOURCES

## DEPARTMENT DESCRIPTION

The Human Resources Department is responsible for supporting the City's organizational goals and values. Its purpose is to attract, develop, and retain a diverse, well-qualified, and professional workforce and provide high quality human resource services to employees and prospective employees. Human Resource programs include: recruitment and selection; onboarding and orientation of new employees; classification and compensation; labor negotiations, employee relations, administration and coordination of employee benefits; training and development; workers' compensation; safety; ergonomics; COVID-19 compliance; wellness; and provides assistance in all employment-related matters.

## MAJOR ACCOMPLISHMENTS

- Commenced the labor negotiations process for fiscally responsible labor agreements with all six of the City's bargaining groups for contracts expiring in 2021 and 2022 (COA, IAFF, POA, PSA, RCMEA, SEIU), while continuing to provide salaries and benefits that attract and retain a well-qualified workforce. The City Council approved successor MOUs for PSA in September 2021, RCMEA in February 2022, SEIU, COA and IAFF in May 2022.
- Partnered with the City Manager's Office to begin development of a comprehensive Diversity, Equity, and Inclusion (DEI) Citywide training program
- Enhanced advertising and diversity outreach for recruitments to ensure hiring and selection rules support the City's DEI efforts by advertising on Handshake for entry-level positions to attract a diverse pool of new and recent graduates, enhanced community outreach and engagement by expanding the use of LinkedIn advertising, and advertised on a National Diversity Network and on various professional affinity groups organizations
- Partnered with the City Manager's Office and the City's Equity and Inclusion Officer to pilot Implicit Bias Training for interview panelists
- Continued to work with the Safety bargaining group leadership on the Industrial Disability Retirement benefit and explored alternative benefit solutions to reduce the City's retiree health liability. IAFF agreed to changes in the Industrial Disability Retirement benefit.
- Selected NEOGOV's integrated, cloud-based modules for recruitment, onboarding, training and development, and performance management in December 2021
- Implemented the 2021 COVID-19 Supplemental Paid Sick Leave (2021-SPSL) law and the new 2022 COVID-19 Supplemental Paid Sick Leave (SPSL) bill (SB 114) per federal and states mandates. A total of 2,009 supplemental paid sick leave hours in the total amount of \$98,150 were paid July 1, 2021 – September 30, 2021 and January 1, 2022 - April 2022.
- Provided Executive Coaching and Leadership Development Services to executive and mid-management teammates
- Conducted 32 recruitment and selection processes for 32 regular positions and 29 casual/contract positions



# HUMAN RESOURCES

## GOALS FOR FY 2022-23:

- Select and enter into a contract with a Third-Party Administrator to administer the City's workers' compensation claims by August 2022
- Explore a Medical Provider Network (MPN) who will offer injured workers a designated group of healthcare providers to treat work injuries by December 2022
- Reorganize Human Resources Department, which includes hiring, onboarding, and training new HR positions: 1.0 FTE Human Resources Manager, 1.0 FTE Senior Human Resources Analyst and 2.0 FTE Human Resources Analysts by August 2022 and a 0.5 FTE Administrative Clerk III by October 2022
- Create training modules and job aids, and provide Human Capital Management (HCM) system administrator training to City employees, to address training needs related to 180 new HCM system processes by October 2022
- Develop an implementation plan for NEOGOV software for recruitment, onboarding, training and development, performance management, and use of electronic forms by October 2022
- Conduct State-mandated biannual Sexual Harassment Training for all employees who are due for training by June 2023, including regular, casual, and contract employees

## CURRENT OR UPCOMING MULTI-YEAR MAJOR PROJECTS

- Continue to support the Talent Acquisition Program that strives to develop creative and innovative ways to attract, develop, and retain a highly-qualified workforce
- 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
- Partner with the City Manager's Office to support Diversity, Equity, and Inclusion efforts and apply an equity lens to all Human Resources programs, with an ongoing focus on increasing the diversity in all our recruitment processes

# HUMAN RESOURCES

Performance Measure	2017 Results	2018 Results	2019 Results	2020 Results	2021 Results
Number of regular employment recruitments	33	51	56	32	32
Number of new employee hires in regular positions	31	50	56	32	41*

\*The number of new employee hires exceeds the number of regular employment recruitments because the lateral firefighter recruitment resulted in ten new hires.

# HUMAN RESOURCES

## DEPARTMENT BUDGET

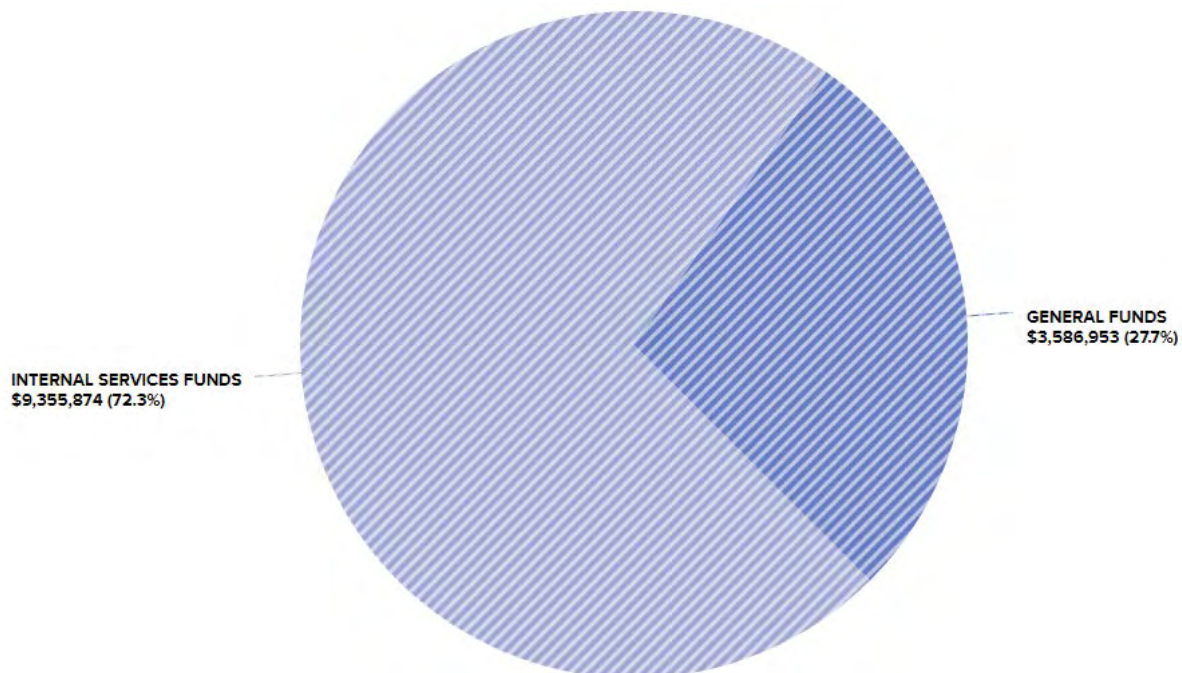
The total Human Resources budget for FY 2022-23 is \$12.94 million, representing 4.06% of the total operational budget. The majority of funding for this department comes from the City's General Fund and Internal Services Fund.

	ACTUAL 2020-21	ADJUSTED BUDGET 2021-22	ADOPTED BUDGET 2022-23
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## BUDGET BY CATEGORIES OF EXPENDITURES

Employee Costs	\$ 1,814,752	\$ 2,054,445	\$ 3,041,904
Supplies and Services	5,571,123	8,370,883	9,187,213
Internal Services	644,434	727,281	713,710
Capital Allocations	-	-	-
<b>Total</b>	<b>\$ 8,030,309</b>	<b>\$ 11,152,608</b>	<b>\$ 12,942,827</b>

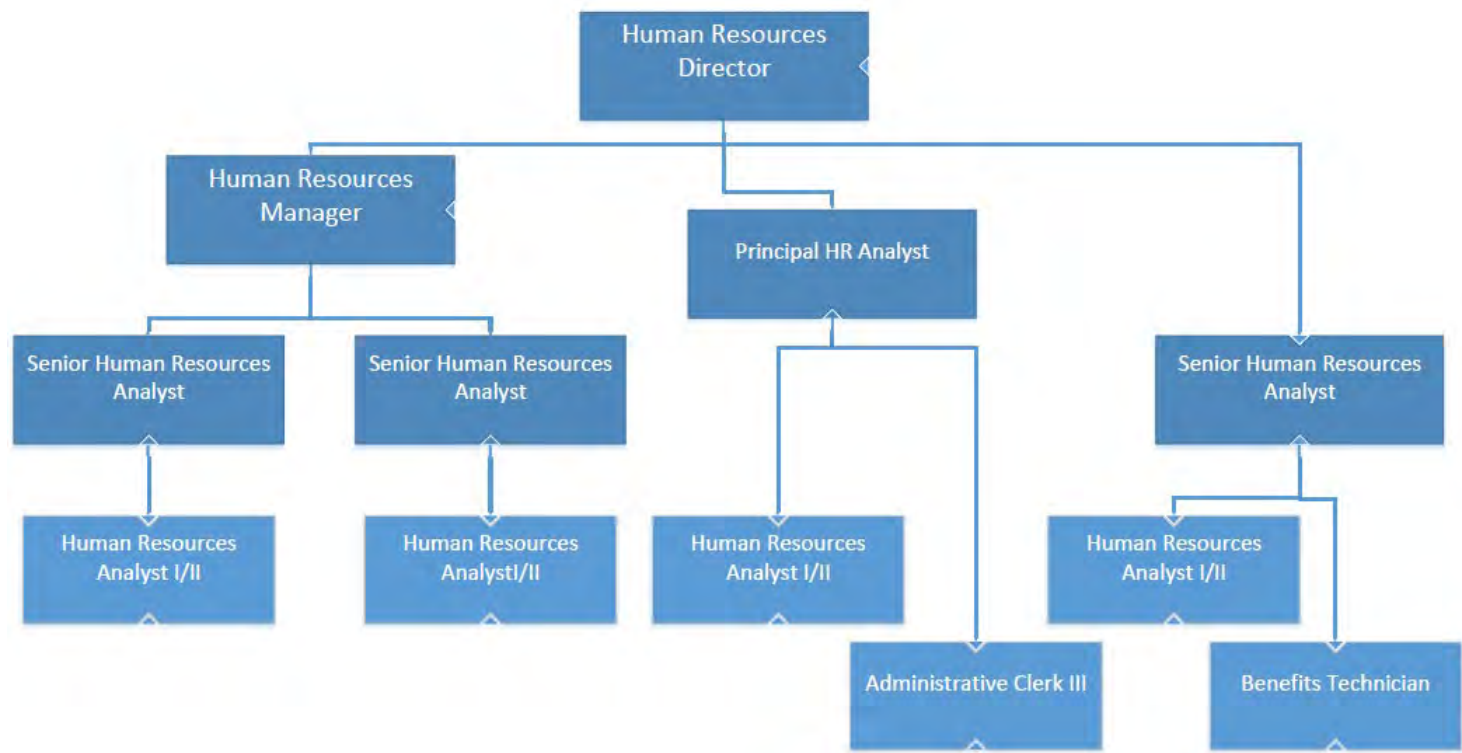
## FY 2022-23 BUDGET BY FUNDING SOURCE



# HUMAN RESOURCES

There are 12.0 FTEs in the budget for FY 2022-23, representing 2.10% of all City employees.

Human Resources	REVISED BUDGET 2020-21	ADOPTED BUDGET 2021-22	ADOPTED BUDGET 2022-23
Administrative Clerk III	-	-	0.50
Administrative Assistant	-	-	0.25
Assistant City Manager	0.20	0.20	0.20
Human Resources Analyst I	1.00	1.00	-
Human Resources Analyst II	-	-	3.00
Human Resources Director	1.00	1.00	1.00
Human Resources Manager	-	-	1.00
Human Resources Technician	1.00	1.00	1.00
Principal Analyst - Workers Comp	1.00	1.00	1.00
Senior Assistant City Attorney	-	-	0.05
Senior Human Resources Analyst	3.00	3.00	4.00
<b>Total</b>	<b>7.20</b>	<b>7.20</b>	<b>12.00</b>



# HUMAN RESOURCES

Major changes to the department’s budget for FY 2022-23 are listed in the table below.

Summary of Change	General Fund	Special Revenue Funds	Capital Projects Funds	Enterprise Funds	Internal Services Funds	Total
<b>Supplies and Services</b>						
Increase budget for outside professional consulting firms to support labor negotiations/relations, investigations, class and compensation studies.	375,000					<b>375,000</b>
Increase budget for anticipated costs for the workers' compensation program.					1,041,000	<b>1,041,000</b>
<b>Personnel</b>						
Add 1.0 FTE Human Resources Manager position	367,290					<b>367,290</b>
Add 2.0 FTE Human Resources Analyst II positions	402,070					<b>402,070</b>
Add 1.0 FTE Senior Human Resources Analyst position	225,017					<b>225,017</b>
Add 0.5 FTE Administrative Clerk III position	72,623					<b>72,623</b>
<b>Total</b>	<b>1,442,000</b>	-	-	-	<b>1,041,000</b>	<b>2,483,000</b>

# HUMAN RESOURCES

**PROGRAM:** Human Resources

**SUB-PROGRAM:** Human Resources (61610)

**SUB-PROGRAM PURPOSE OR BUSINESS:**

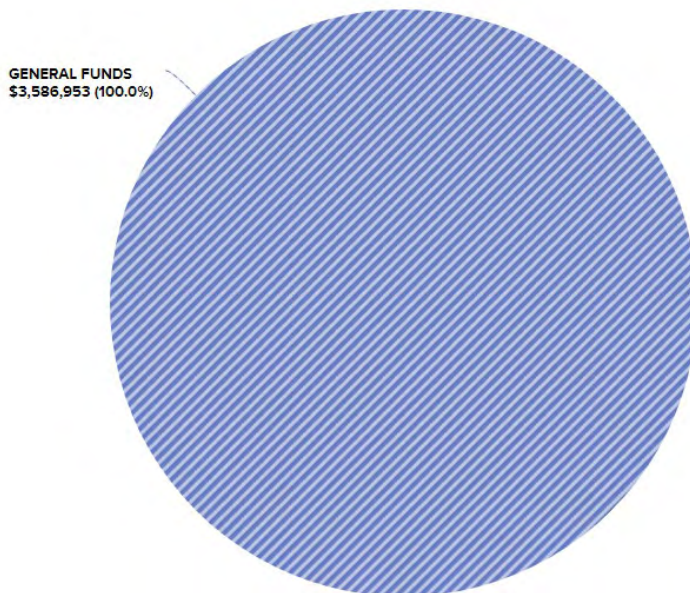
Facilitate alignment of organizational resources, initiatives, and programs with the City Council’s strategic initiatives; attract, retain, and develop a well-qualified workforce that serves the community of Redwood City; promote and foster positive employee relations; assist individual employees and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

	<b>ACTUAL</b>	<b>ADJUSTED</b>	<b>ADOPTED</b>
	<b>2020-21</b>	<b>BUDGET</b>	<b>BUDGET</b>
	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>

**BUDGET BY CATEGORIES OF EXPENDITURES**

Employee Costs	\$ 1,409,218	\$ 1,576,776	\$ 2,544,047
Supplies and Services	291,557	989,922	765,252
Internal Services	208,040	277,731	277,653
Capital Allocations	-	-	-
<b>Total</b>	<b>\$ 1,908,815</b>	<b>\$ 2,844,429</b>	<b>\$ 3,586,953</b>

**FY 2022-23 BUDGET BY FUNDING SOURCE**





# HUMAN RESOURCES

**PROGRAM: Human Resources**

**SUB-PROGRAM: Workers' Compensation (67713-67717)**

**SUB-PROGRAM PURPOSE OR BUSINESS:**

The Human Resources Department oversees the City's Self-Insured Workers' Compensation Program and partners with a licensed Third-Party Administrator (TPA), that handles the day-to-day workers' compensation claims administration. This involves coordinating all aspects of the Workers' Compensation program with the TPA and overseeing effective claims management to ensure the appropriate administration of benefits. This includes reporting of injuries; prompt payment of lost time benefits; training for managers, supervisors, and employees; timely medical treatment including post injury return to work program to assist in recovery; and adjudication of claims.

The City of Redwood City maintains a self-insured retention level of \$350,000 per incident and is a member of PRISM-Public Risk Innovation, Solutions, and Management, a Joint Powers Authority which provides excess workers' compensation coverage.

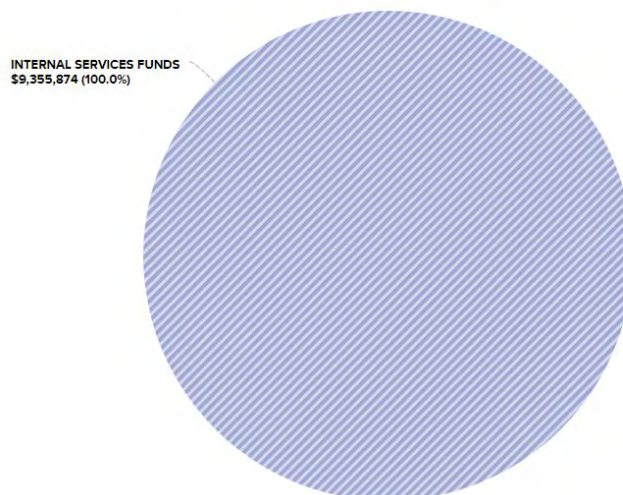
In addition to overseeing the City's Self-Insured Workers' Compensation Program, HR is responsible for developing, implementing, and overseeing safety programs and strategies to prevent and reduce workplace injuries and illness.

	ACTUAL 2020-21	ADJUSTED BUDGET 2021-22	ADOPTED BUDGET 2022-23
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**BUDGET BY CATEGORIES OF EXPENDITURES**

Employee Costs	\$ 405,534	\$ 477,668	\$ 497,857
Supplies and Services	5,279,566	7,380,961	8,421,961
Internal Services	436,394	449,550	436,056
Capital Allocations	-	-	-
<b>Total</b>	<b>\$ 6,121,494</b>	<b>\$ 8,308,179</b>	<b>\$ 9,355,874</b>

**FY 2022-23 BUDGET BY FUNDING SOURCE**



# HUMAN RESOURCES

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# LIBRARY



Adult and Family Literacy

Community Engagement

Educational Programs

Historical Archives

Makerspace

Neighborhood Branches

Online Resources

Project READ

RCPL CARES

Racial Equity Team

Services for Children  
and Teens

Technology Access

Youth Literacy

# LIBRARY

## DEPARTMENT DESCRIPTION

The Redwood City Public Library cultivates community and advances equity 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 integral to 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

- Received recognition from the federal Institute of Museum and Library Services as one of the 15 finalist libraries in the United States, and the only one in California, for the National Medal for Museum and Library Services
- Completed construction of Downtown Library Makerspace, including \$435,000 raised by the Redwood City Library Foundation
- Examined library programs using an equity assessment tool, refocusing resources towards pandemic recovery (wellness, meditation, tai chi, mental health), inclusive programs (Black History Month, Confronting History: Stories of Internment, Welcoming Week, United Against Hate Week), and STEAM education for all ages
- Provided a wide variety of outdoor, online, and drive-through pickup options for Library programs and events through the end of February 2022. Relaunched in-person library events on March 1 with 11 storytimes per week, 12 Makerspace programs per week, and more, including multiple bilingual offerings. Relaunched Library Takeover program series in April 2022.
- Created and delivered over 1,000 virtual events, with a focus on inclusion and numerous collaborations with community partners, including, but not limited to, Welcoming Redwood City, American Chemical Society, Zoppe Family Circus, Magical Bridge Playground, Opening Doors PTA, Domini Hoskins Black History Museum and Learning Center, San Mateo County Pride Center, Second Harvest, Casa Circulo Cultural, and many more
- Continued to advance RCPL CARES racial equity work plan. Completed equity audit of Library policies in December 2021. Applied equity budgeting tools to the purchase of additional library materials representing marginalized populations for the collection

## GOALS FOR FY 2022-23

- Conduct at least twelve Redwood City Public Library (RCPL) Listens community conversations and listening sessions during the summer of 2022 to identify community aspirations that will create the foundation for updated Library Service Priorities for the period from 2022-2027 during summer 2022
- Conduct at least 350 Library Makerspace programs and events, including collaborative efforts with community partners by June 2023
- Develop a programming policy to ensure that library activities reflect and support the City's adopted list of annual acknowledgements, recognitions, and celebrations designed to encourage reflection on the contributions and experiences of the residents of our diverse city by September 2022
- Pilot "Empower Card" initiative with San Mateo County Libraries to expand equitable access to all online library resources for students, regardless of where they reside, during the first semester of the 2022-23 school year
- Partner with Parks, Recreation, and Community Services on the conceptual plan to build the new Downtown Park adjacent to the Downtown Library with an eye towards accessible youth amenities that both expand and complement amenities at the Library by summer 2023

## CURRENT OR UPCOMING MULTI-YEAR MAJOR PROJECTS

- Explore the need, feasibility, and cost to expand the Downtown Library facility
- Update the Redwood Shores Branch Library Interpretive Center to incorporate new technology and subject matter

# LIBRARY

Performance Measure	2017 Results	2018 Results	2019 Results	2020 Results	2021 Results	Target *
Percentage of residents who are satisfied or very satisfied with library services (EMC Research polling survey)	82%	NA	82%	NA	89%	80%
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%	97%	98%	N/A	90%
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%	92%	90%	N/A	80%
Number of people who attended Library Programs	224,000	215,000	188,053	20,195 attended live programs, and 19,697 viewed recorded storytimes	19,513 Total 235 live and 19,278 Virtual	75,000
Number of youth who participated in the Summer Learning Challenge (youth reading)	25,000	15,000	17,525	6,219	11,256	12,000



# LIBRARY

Performance Measure	2017 Results	2018 Results	2019 Results	2020 Results	2021 Results	Target *
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)	744,000 visitors checked out over 1.1 million items (including over 181,000 eBooks)	133,635 visitors pre-shutdown + 13,593 curbside appointments; checked out over 576,000 items (including over 138,000 eBooks)	Over 201,000 visitors checked out over 711,000 items (including over 188,000 eBooks)	400,000 visitors; 900,000 checkouts; 200,000 eBooks
Number of people who logged onto Library computers and wireless networks	1,092,000	896,000	1,061,000	460,624	579,872	700,000

\*2022 targets reflect reductions based on the transfer of the Fair Oaks Branch Library to San Mateo County Libraries

# LIBRARY

## DEPARTMENT BUDGET

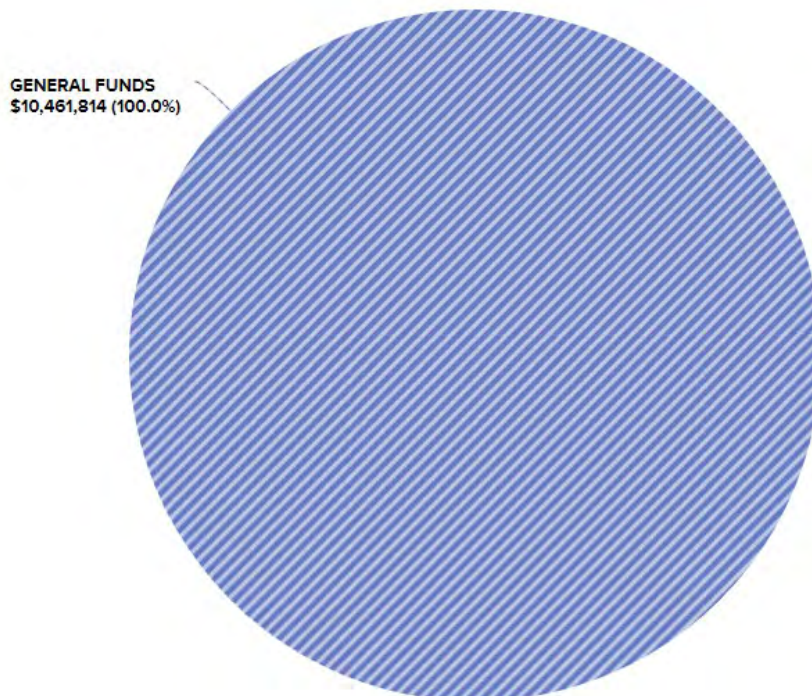
The total Library budget for FY 2022-23 is \$10.46 million, representing 3.28% of the operational budget.

	ACTUAL 2020-21	ADJUSTED BUDGET 2021-22	ADOPTED BUDGET 2022-23
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### BUDGET BY CATEGORIES OF EXPENDITURES

Employee Costs	\$ 6,820,931	\$ 7,047,572	\$ 6,689,806
Supplies and Services	1,486,843	1,716,225	1,877,717
Internal Services	1,395,593	1,498,155	1,894,292
Capital Allocations	-	-	-
<b>Total</b>	<b>\$ 9,703,367</b>	<b>\$ 10,261,952</b>	<b>\$ 10,461,814</b>

### FY 2022-23 BUDGET BY FUNDING SOURCE



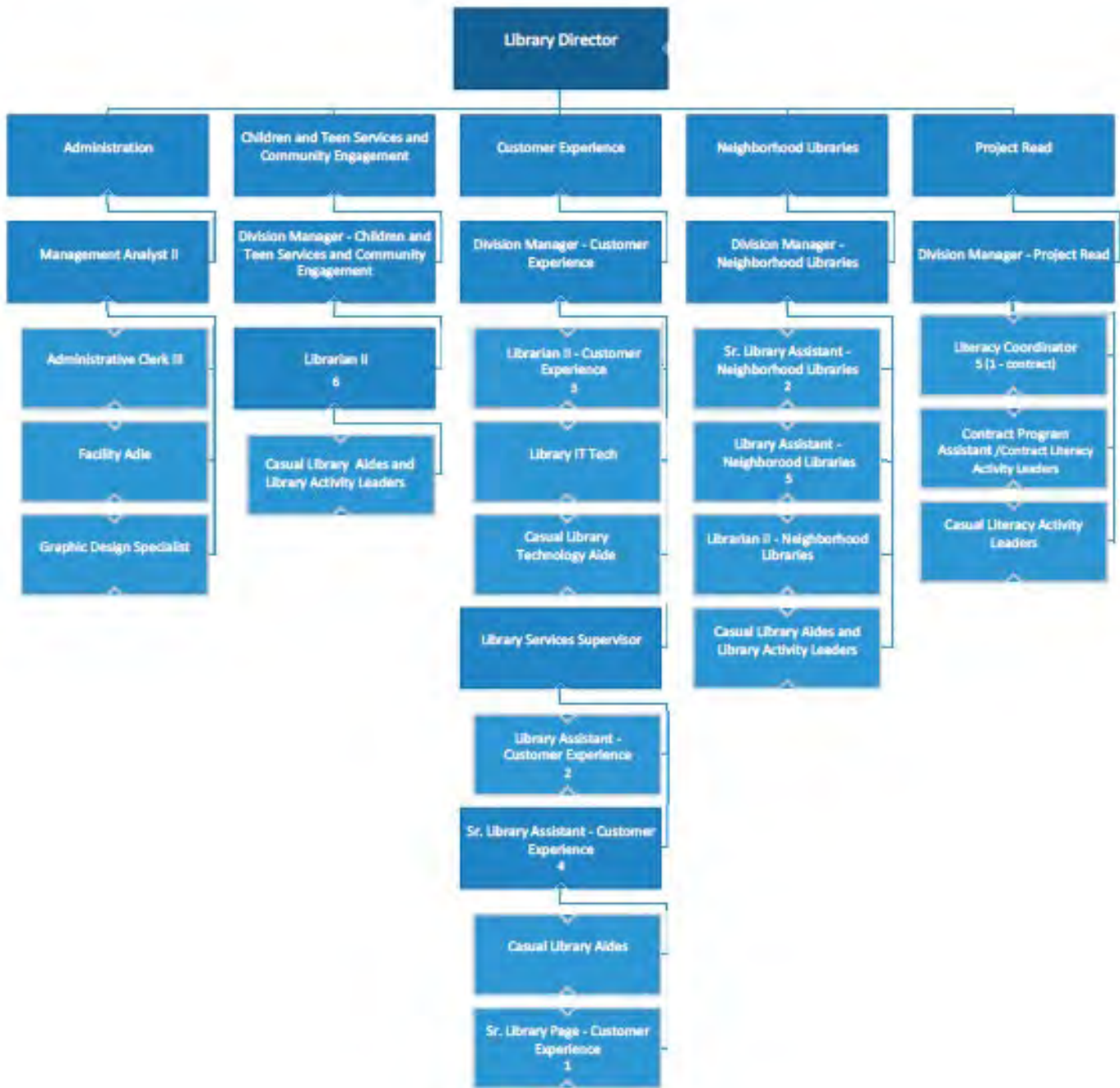
# LIBRARY

There are 35.27 FTEs in the budget for FY 2022-23, representing 6.18 % of all City employees.

Library	REVISED BUDGET	ADOPTED BUDGET	ADOPTED BUDGET
	2020-21	2021-22	2022-23
Administrative Clerk III	1.00	1.00	1.00
Facility Aide	1.00	1.00	1.00
Graphic Design Specialist	0.51	0.51	0.51
Librarian II	9.25	9.25	8.72
Library Assistant II	6.07 *	6.07 *	5.04
Library Director	1.00	1.00	1.00
Library Division Manager	4.00	4.00	4.00
Library Information Technology Technician	1.00	1.00	1.00
Library Services Supervisor	1.00	1.00	1.00
Literacy Tutor - Student Coord	4.50 *	4.50 *	4.50 *
Management Analyst I	1.00	1.00	-
Management Analyst II	-	-	1.00
Senior Library Assistant	6.00	6.00	6.00
Senior Library Page	1.91	1.91	0.50
Total	38.24	38.24	35.27

\*Position frozen in FY 2020-21

# LIBRARY



# LIBRARY

Major changes to the department’s budget for FY 2022-23 are listed in the table below.

Summary of Change	General Fund	Special Revenue Funds	Capital Projects Funds	Enterprise Funds	Internal Services Funds	Total
<b>Supplies and Services</b>						
Increase Library’s casual employee budget for FY2022-23.	66,387					<b>66,387</b>
Increase professional services budget for agreement with San Mateo County Libraries to subsidize the operations of the North Fair Oaks Library. Costs will be offset by elimination of vacant positions.	400,000					<b>400,000</b>
Increase Library’s technology hardware and software budgets on a one-time basis for FY2022-23 to upgrade outdated computers and software.	69,750					<b>69,750</b>
<b>Personnel</b>						
Upgrade 1.0 FTE Management I position to 1.0 FTE Management Analyst II position.	10,323					<b>10,323</b>
Eliminate 4.06 FTE total in vacant positions in order to accommodate the additional costs of the North Fair Oaks Library agreement.	(426,008)					<b>(426,008)</b>
Restore frozen 1.0 FTE Library Assistant II position.	124,209					<b>124,209</b>
<b>Total</b>	<b>244,661</b>	-	-	-	-	<b>244,661</b>

# LIBRARY

**PROGRAM:** Library Services  
**SUB-PROGRAM:** Administrative Services Unit (66251)

**SUB-PROGRAM PURPOSE OR BUSINESS:**

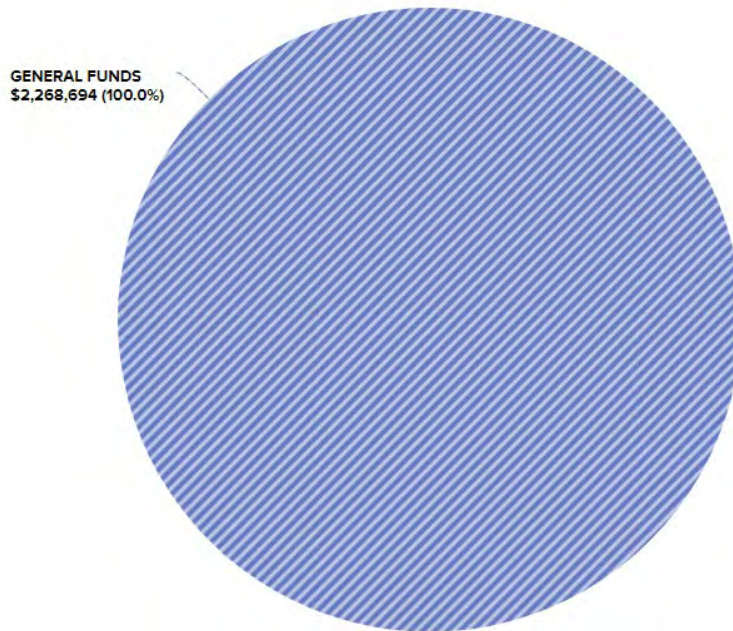
Provide leadership and administrative support to maximize the Library’s delivery of services to fulfill our mission to cultivate community and advance equity by welcoming all people to experience the shared joys of literacy and learning. Ensure that the Library addresses the five community aspirations identified in the department’s service priorities: inclusion, equity, awareness, safety, and education.

	<b>ACTUAL</b>	<b>ADJUSTED</b>	<b>ADOPTED</b>
	<b>2020-21</b>	<b>BUDGET</b>	<b>BUDGET</b>
	<b>2021-22</b>	<b>2022-23</b>	

**BUDGET BY CATEGORIES OF EXPENDITURES**

Employee Costs	\$ 910,635	\$ 917,679	\$ 942,029
Supplies and Services	529,467	613,597	1,013,597
Internal Services	262,022	269,248	313,067
Capital Allocations	-	-	-
<b>Total</b>	<b>\$ 1,702,124</b>	<b>\$ 1,800,524</b>	<b>\$ 2,268,694</b>

**FY 2022-23 BUDGET BY FUNDING SOURCE**





# LIBRARY

**PROGRAM:** Library Services  
**SUB-PROGRAM:** Downtown Library (66261)

**SUB-PROGRAM PURPOSE OR BUSINESS:**

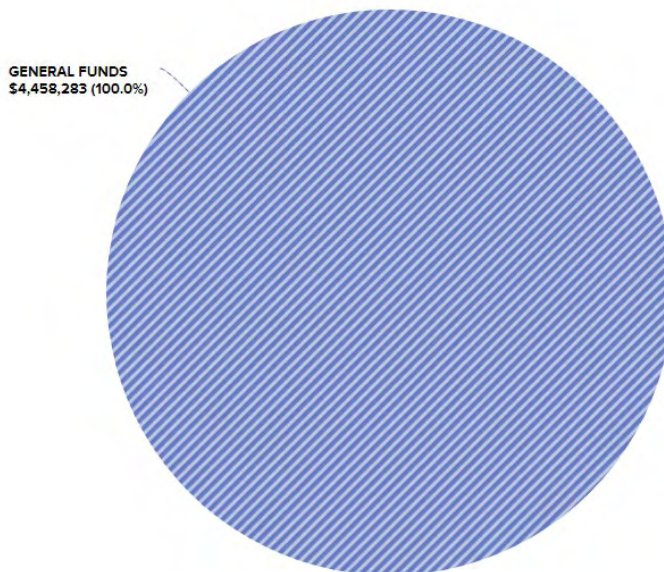
Deliver positive experiences to library customers of all ages through integrated delivery of: face-to-face customer service; access to high-speed wireless networks and library computers; and opportunities to explore new technologies through the Makerspace. Other services and programs include remote online 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.

	<b>ACTUAL</b>	<b>ADJUSTED</b>	<b>ADOPTED</b>
	<b>2020-21</b>	<b>BUDGET</b>	<b>BUDGET</b>
	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>

**BUDGET BY CATEGORIES OF EXPENDITURES**

Employee Costs	\$ 2,222,202	\$ 2,470,220	\$ 2,480,188
Supplies and Services	751,512	718,572	788,322
Internal Services	760,903	867,778	1,189,773
Capital Allocations	-	-	-
<b>Total</b>	<b>\$ 3,734,617</b>	<b>\$ 4,056,570</b>	<b>\$ 4,458,283</b>

**FY 2022-23 BUDGET BY FUNDING SOURCE**



# LIBRARY

**PROGRAM:** Library Services  
**SUB-PROGRAM:** Literacy Services Unit – Project Read (66281)

**SUB-PROGRAM PURPOSE OR BUSINESS:**

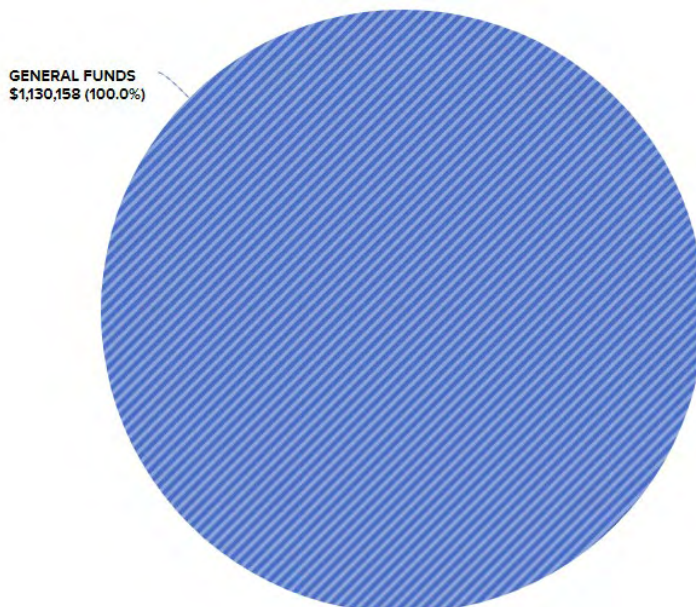
Promote and support literacy and the lifelong love of reading and learning for all adults, youth, and families by leveraging community partnerships and fostering meaningful community participation.

	ACTUAL 2020-21	ADJUSTED BUDGET 2021-22	ADOPTED BUDGET 2022-23
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**BUDGET BY CATEGORIES OF EXPENDITURES**

Employee Costs	\$ 1,377,949	\$ 1,294,258	\$ 1,046,499
Supplies and Services	171,135	313,281	5,023
Internal Services	66,884	72,690	78,636
Capital Allocations	-	-	-
<b>Total</b>	<b>\$ 1,615,968</b>	<b>\$ 1,680,229</b>	<b>\$ 1,130,158</b>

**FY 2022-23 BUDGET BY FUNDING SOURCE**



# LIBRARY

**PROGRAM:** Library Services

**SUB-PROGRAM:** Children’s and Teen Services and Community Engagement (66282)

**SUB-PROGRAM PURPOSE OR BUSINESS:**

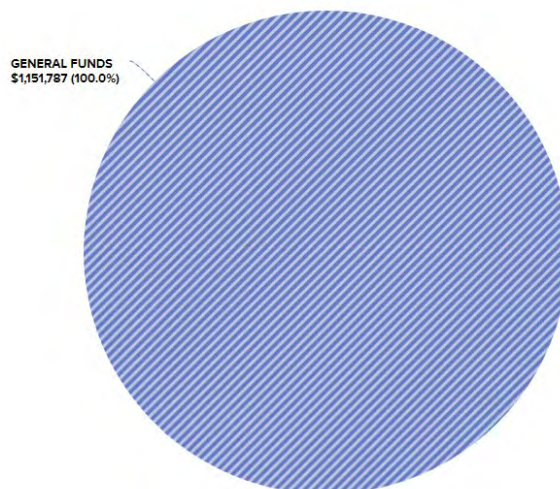
Provide young children in the community with the early literacy skills needed to ensure that they are ready to enter school through the 3 E's of Early Literacy: Education, Empowerment, and Encouragement, through outreach to preschools, schools, and daycares; educational and fun programs and activities 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. 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.

	<b>ACTUAL</b> 2020-21	<b>ADJUSTED</b> BUDGET 2021-22	<b>ADOPTED</b> BUDGET 2022-23
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**BUDGET BY CATEGORIES OF EXPENDITURES**

Employee Costs	\$ 1,103,784	\$ 1,079,068	\$ 1,118,582
Supplies and Services	22,935	9,408	9,408
Internal Services	18,594	19,877	23,797
Capital Allocations	-	-	-
<b>Total</b>	<b>\$ 1,145,313</b>	<b>\$ 1,108,353</b>	<b>\$ 1,151,787</b>

**FY 2022-23 BUDGET BY FUNDING SOURCE**



# LIBRARY

**PROGRAM:** Library Services  
**SUB-PROGRAM:** Neighborhood Libraries (66290)

**SUB-PROGRAM PURPOSE OR BUSINESS:**

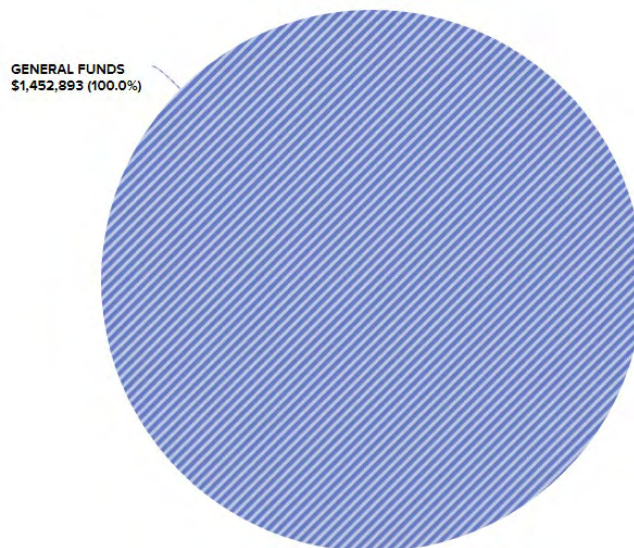
Provide safe and welcoming spaces for youth, literacy services and programs, and gathering spaces for neighborhood residents to engage with one another; promote youth development, school success, and the joy of reading by providing learning activities for children and teens; provide access to collections, technology, and staff expertise tailored to the needs of local neighborhoods.

	<b>ACTUAL</b> 2020-21	<b>ADJUSTED</b> BUDGET 2021-22	<b>ADOPTED</b> BUDGET 2022-23
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**BUDGET BY CATEGORIES OF EXPENDITURES**

Employee Costs	\$ 1,206,361	\$ 1,286,347	\$ 1,102,508
Supplies and Services	11,794	61,367	61,367
Internal Services	287,190	268,562	289,018
Capital Allocations	-	-	-
<b>Total</b>	<b>\$ 1,505,345</b>	<b>\$ 1,616,276</b>	<b>\$ 1,452,893</b>

**FY 2022-23 BUDGET BY FUNDING SOURCE**





# 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, including academic enrichment, after school sports, teen programs, child and early development programs, and manages community centers and other City recreational facilities. Staff support the efforts of the Parks, Recreation and Community Services Commission, the Arts Commission, the Housing and Human Concerns Committee, the Senior Affairs Commission, and the Youth and Teen Advisory Boards

## MAJOR ACCOMPLISHMENTS

- Hosted hundreds of virtual recreation programs and activities focused on youth and families and successfully transitioned to in-person recreation programming that included serving over 400 youth a day in after school programs; over 200 youth and adult classes; dozens of camps; and senior clubs and programs.
- Supported vulnerable community members impacted by COVID-19 through the Fair Oaks Community Center/Human Services Unit. This includes providing \$6.6M in rent and utility assistance payments and behalf of 545 households.
- Delivered over 120,000 senior meals in 2021, including special senior outreach efforts to homebound seniors. Transitioned from senior meal deliver to in-person senior meals at the Veterans Memorial Senior Center while also delivering 40 meals a day to homebound seniors.
- Developed new senior programs for Redwood Shores residents including computer skills, wellness programs, walking club, travel seminars, Ping Pong, Tai Chi, and Mandolin Orchestra performances.
- Secured bond financing, hired a construction firm, broke ground on Phase I of the Veterans Memorial Building/Senior Center-YMCA Project on July 16, 2021.
- Initiate Phase II of the Downtown Parks Plan by launching public engagement efforts and finalize plans for the Library Lot A Conversion to Park Project.
- Successfully hosted two high school only events – “Study Sesh” for finals and a Movie Night
- Held a joint meeting with the Senior Affairs Commission and the Youth Advisory Board
- Launched programming for Magical Bridge with monthly book reading, art classes, and senior days
- Conducted a City Council Study Session and completed Park Impact Fees ordinance amendments



# PARKS, RECREATION, & COMMUNITY SERVICES

## GOALS FOR FY 2022-23

- Initiate the Bayfront park community engagement project by July 2022 and develop initial master plan by summer 2023
- Installation of the Racial Equity Mural by end of September 2022
- Complete Hawes Field Synthetic Turf Replacement Project by October 2022
- Complete the Dolphin Park Playground renovation project by December 2022
- Complete the Jardin de Ninos Park expansion project by April 2023
- Complete Hoover Park and Pool Master Plan, including engaging the Redwood Village Neighborhood, stakeholders, and general public by June 2023
- Complete the Fair Oaks Field Synthetic Turf Replacement Project by June 2023
- Initiate the Garrett Park renovation project community engagement by May 2023
- Increase After School Program spaces by 10% for vulnerable populations by January 2023

## CURRENT OR UPCOMING MULTI-YEAR MAJOR PROJECTS

- Develop the Citywide Park System Master Plan by FY 2024-25
- Develop the Stulsaft Park Site Master Plan by FY 2024-2025
- Research additional funding options for Athletic Field Light LED conversion by FY 2023-24
- Implement two-year Council Committee work plans for:
  - Arts Commission
  - Housing and Human Concerns Committee
  - PRCS Commission
  - Senior Affairs Commission
- Develop recommendation for new 1% for Public Art Ordinance for residential development projects for at least 30 units or more (with no fee requirements for affordable housing units) in FY 2023-24
- Coordinate citywide, inter-departmental efforts towards ending homelessness

# PARKS, RECREATION, & COMMUNITY SERVICES

Performance Measure	2017 Results		2018 Results		2019 Results		2020 Results	2021 Results
	Total Events	Total Attendance	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	140	159,250	COVID-19 restricted community events from occurring. Below will show target compliant events PRCS hosted.	93 / 89,470
Youth	17	13,395	22	17,600	22	16,850	Before COVID Served -644 students daily in after school programs. During COVID - Total 8 in person activities serving 423 participants	40 / 28,570
Family Events	32	74,000	36	82,100	86	88,850	74 Zoppe Circus Shows averaging 52 families per show (estimated 13,000 attendees) 41 Drive-In Movies averaging 65 families per show 9,000 attendees	78 / 30,280
1+ / Adult Events	29	57,450	29	27,800	29	47,800		

# PARKS, RECREATION, & COMMUNITY SERVICES

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	6,308 children totaling 1,135,440 contact hours	COVID-19 greatly restricted youth sports play. Estimate that 1,600 children totaling 420,000 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	758 unduplicated homeless households comprised of 1,144 individuals	767 unduplicated homeless households comprised of 1,330 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	6,548 youth year round, representing 42% of the City's youth population ages 14 and under	6,500 youth year round representing at least 42% of the City's youth population ages 14 and under

# PARKS, RECREATION, & COMMUNITY SERVICES

## DEPARTMENT BUDGET

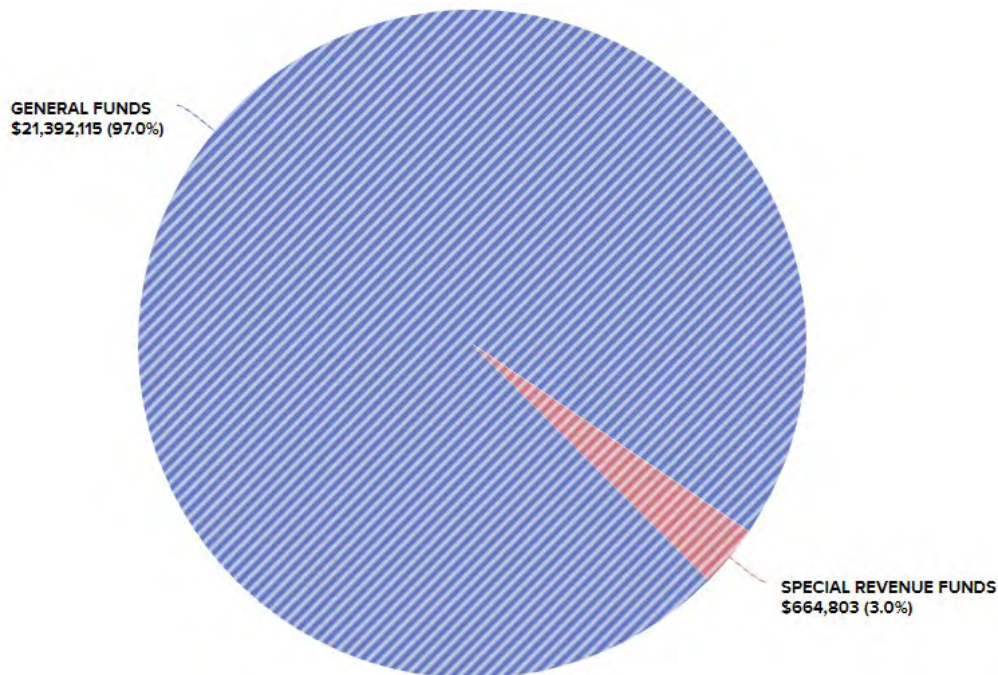
The total Parks, Recreation, and Community Services budget for FY 2022-23 is \$22.06 million, representing 6.92% of the total operational budget.

	ACTUAL 2020-21	ADJUSTED BUDGET 2021-22	ADOPTED BUDGET 2022-23
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### BUDGET BY CATEGORIES OF EXPENDITURES

Employee Costs	\$ 11,327,456	\$ 13,276,359	\$ 13,203,275
Supplies and Services	4,485,782	4,463,264	4,210,654
Internal Services	3,568,972	3,820,566	4,642,989
Capital Allocations	21,617	-	-
<b>Total</b>	<b>\$ 19,403,827</b>	<b>\$ 21,560,188</b>	<b>\$ 22,056,918</b>

### FY 2022-23 BUDGET BY FUNDING SOURCE



# PARKS, RECREATION, & COMMUNITY SERVICES

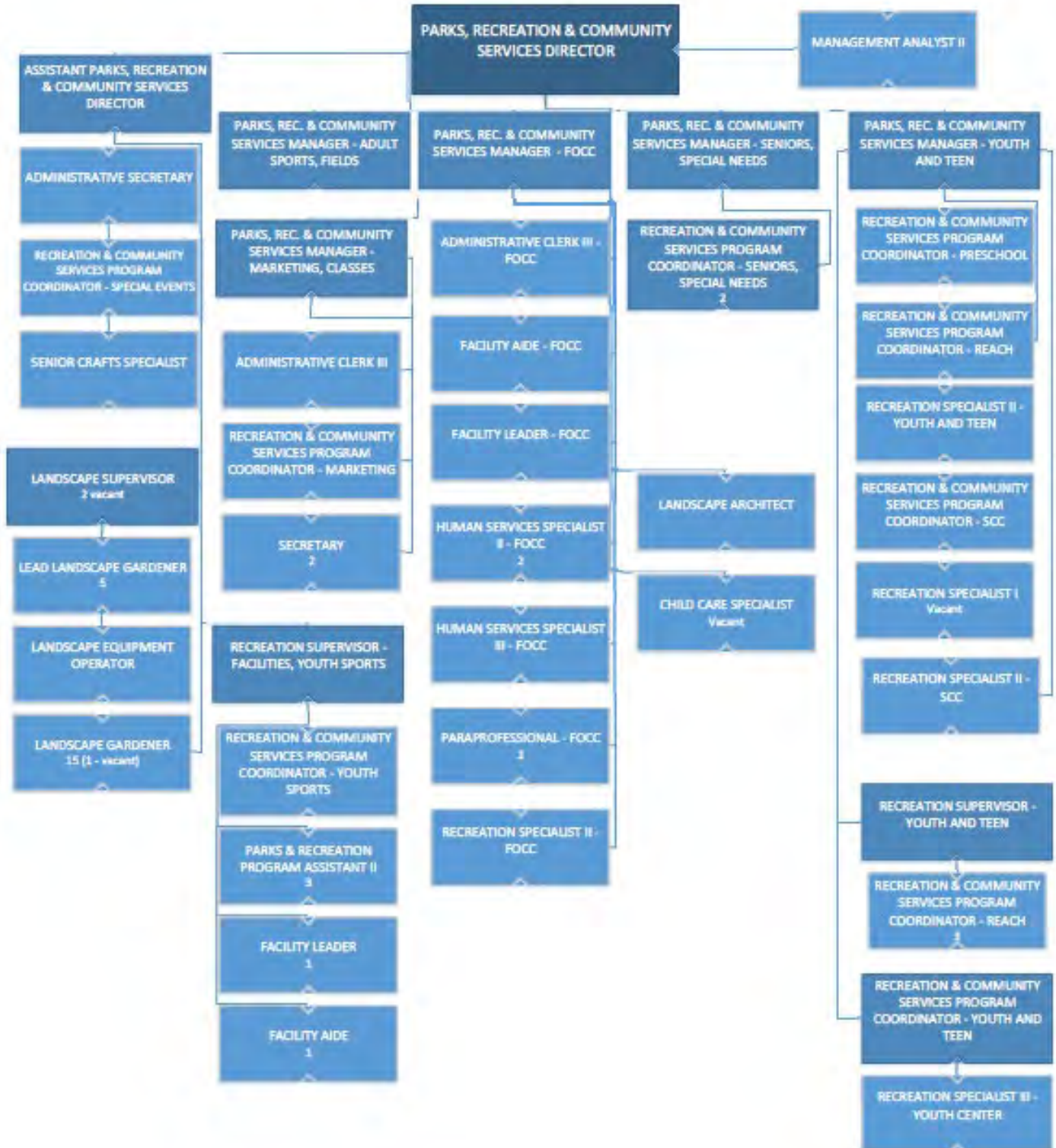
There are 67.71 FTEs in the budget for FY 2022-23, representing 11.86% of all City employees.

Parks, Recreation, and Community Services	REVISED BUDGET	ADOPTED BUDGET	ADOPTED BUDGET
	2020-21	2021-22	2022-23
Administrative Clerk III	2.00	2.00	3.00
Administrative Secty	1.00	1.00	1.00
Assistant Parks, Recreation & Community Services Director	1.00	1.00	1.00
Child Care Specialist	0.50	0.50	0.50
Facility Aide	3.00	3.00	2.00
Facility Leader	2.00	2.00	2.00
Human Services Coordinator (Mang/Prof Level II)	1.00	1.00	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	1.00
Landscape Gardener	16.00	15.00 *	16.00
Landscape Supervisor	- *	1.00	1.00
Lead Landscape Gardener	4.00	4.00	4.00
Management Analyst II	1.00	1.00	1.00
Managerial / Professional Level I	1.00	1.00	1.00
Paraprofessional	1.00	1.00	0.75
Parks, Recreation & Community Services Manager	5.00	5.00	5.00
Parks, Recreation & Community Services Director	1.00	1.00	1.00
Program Assistant II	2.00	2.00	4.00
Recreation & Community Services Program Coordinator	10.00 *	10.00 *	11.00
Recreation Program Coordinator/Special Events	1.00	1.00	1.00
Recreation Specialist I	0.35	0.35	-
Recreation Specialist II	2.26 *	2.26 *	1.46 *
Recreation Specialist III	1.00	1.00	-
Recreation Supervisor	2.00	2.00	2.00
Secretary	2.00	2.00	2.00
Senior Crafts Specialist	1.00	1.00	1.00
Total	66.11	66.11	67.71

\*Position frozen in FY 2020-21



# PARKS, RECREATION, & COMMUNITY SERVICES





# PARKS, RECREATION, & COMMUNITY SERVICES

Major changes to the department's budget for FY 2022-23 are listed in the table below.

Summary of Change	General Fund	Special Revenue Funds	Capital Projects Funds	Enterprise Funds	Internal Services Funds	Total
<b>Supplies and Services</b>						
Increase budget for casual labor budget for the operations at the Armory Building.	27,150					27,150
Increase budget for Marketing and Class Administration for more enhanced diversity and specialty targeted marketing.	36,123					36,123
Increase budget for Fair Oaks Community Center operations.	14,985					14,985
Increase budget for supplies.	50,478	6,751				57,229
Increase budget for new PG&E services for the Armory.	20,000					20,000
Increase budget for Magical Bridge Programming and 4th of July Fireworks.	153,097					153,097
Increase Senior Center catering budget to fund the senior lunch program.	150,644					150,644
<b>Personnel</b>						
Add 0.75 FTE contract position to the Youth and Teens Division to support the Safe Route to Schools Program.	84,839					84,839
Convert 1.35 vacant FTE to 1.0 FTE Program Assistant II position to support the Youth Center.	17,937					17,937
Convert existing 1.0 FTE Facility Aide to 1.0 Program Assistant II and convert 1.0 FTE Paraprofessional to 1.0 FTE Managerial Professional to align employee classifications with PRCS needs.	17,991					17,991
Restore 1.0 FTE frozen Landscape Gardener position.	169,323					169,323
Restore 1.0 FTE frozen Recreation Program Coordinator position.	137,849					137,849
Convert existing 0.83 FTE Recreation Specialist II and 0.79 FTE Building Attendant to create a permanent 1.0 FTE Administrative Clerk III position for the front desk at the Fair Oaks Community Center.	(11,506)					(11,506)
<b>Total</b>	<b>868,910</b>	<b>6,751</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>875,661</b>

# PARKS, RECREATION, & COMMUNITY SERVICES

**PROGRAM:** Parks, Recreation, and Community Services Administration

**SUB-PROGRAM:** PRCS Facilities (66151, 66142, 66162, 66172, 66182)

**SUB-PROGRAM PURPOSE OR BUSINESS:**

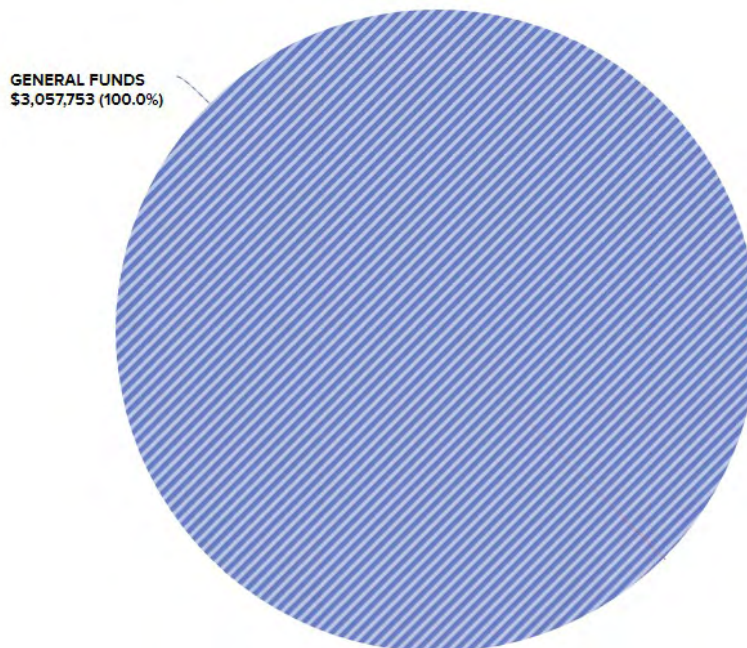
Provides management and coordination for all recreation facility rentals, supports recreation classes and summer camps, customer service and scheduling, facility promotions, facility staffing, room set-ups and tear-downs, picnic reservations, and repair and light maintenance.

	ACTUAL 2020-21	ADJUSTED BUDGET 2021-22	ADOPTED BUDGET 2022-23
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**BUDGET BY CATEGORIES OF EXPENDITURES**

Employee Costs	\$ 1,727,311	\$ 1,764,539	\$ 1,157,751
Supplies and Services	655,499	462,793	337,754
Internal Services	1,293,711	1,469,891	1,562,247
Capital Allocations	-	-	-
<b>Total</b>	<b>\$ 3,676,521</b>	<b>\$ 3,697,223</b>	<b>\$ 3,057,753</b>

**FY 2022-23 BUDGET BY FUNDING SOURCE**



# PARKS, RECREATION, & COMMUNITY SERVICES

**PROGRAM:** Parks, Recreation, and Community Services Administration

**SUB-PROGRAM:** Administration (66110)

**SUB-PROGRAM PURPOSE OR BUSINESS:**

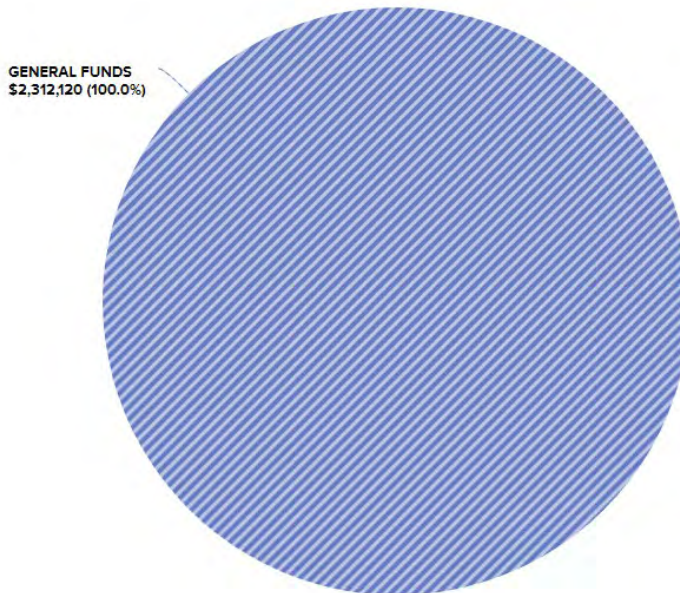
Provide leadership and administrative support for delivery of service that creates a positive impact on community image and sense of place; increase safety and security; provide economic development opportunities; protect environmental resources; enhance cultural understanding; improve health and wellness; foster human development; assist in community problem solving; and provide a wide range of recreation experiences with a focus on diversity, equity, and inclusion in programs, services, parks, and recreation centers.

	<b>ACTUAL</b>	<b>ADJUSTED</b>	<b>ADOPTED</b>
	<b>2020-21</b>	<b>BUDGET</b>	<b>BUDGET</b>
	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>

**BUDGET BY CATEGORIES OF EXPENDITURES**

Employee Costs	\$ 1,255,309	\$ 1,619,401	\$ 1,749,425
Supplies and Services	433,623	378,260	336,620
Internal Services	140,016	138,921	226,075
Capital Allocations	21,617	-	-
<b>Total</b>	<b>\$ 1,850,565</b>	<b>\$ 2,136,582</b>	<b>\$ 2,312,120</b>

**FY 2022-23 BUDGET BY FUNDING SOURCE**



# PARKS, RECREATION, & COMMUNITY SERVICES

**PROGRAM:** Parks, Recreation, and Community Services Administration

**SUB-PROGRAM:** Arts Commission (66111)

**SUB-PROGRAM PURPOSE OR BUSINESS:**

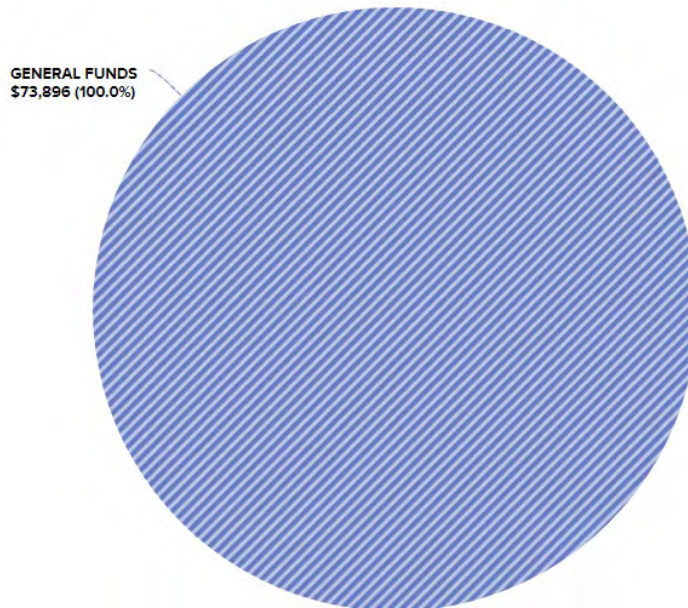
The Redwood City Arts Commission, on behalf of the City Council, ensures that art, culture, and creative experiences are woven into the fabric of our community by being an advocate for art and culture awareness, sponsoring arts and culture through grants, and sanctioning public art and events.

	<b>ACTUAL</b>	<b>ADJUSTED</b>	<b>ADOPTED</b>
	<b>2020-21</b>	<b>BUDGET</b>	<b>BUDGET</b>
	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>

**BUDGET BY CATEGORIES OF EXPENDITURES**

Employee Costs	\$ -	\$ -	\$ -
Supplies and Services	66,953	73,896	73,896
Internal Services	-	-	-
Capital Allocations	-	-	-
<b>Total</b>	<b>\$ 66,953</b>	<b>\$ 73,896</b>	<b>\$ 73,896</b>

**FY 2022-23 BUDGET BY FUNDING SOURCE**





# PARKS, RECREATION, & COMMUNITY SERVICES

**PROGRAM:** Parks, Recreation, and Community Services Administration  
**SUB-PROGRAM:** Special Events Programming (66429)

**SUB-PROGRAM PURPOSE OR BUSINESS:**

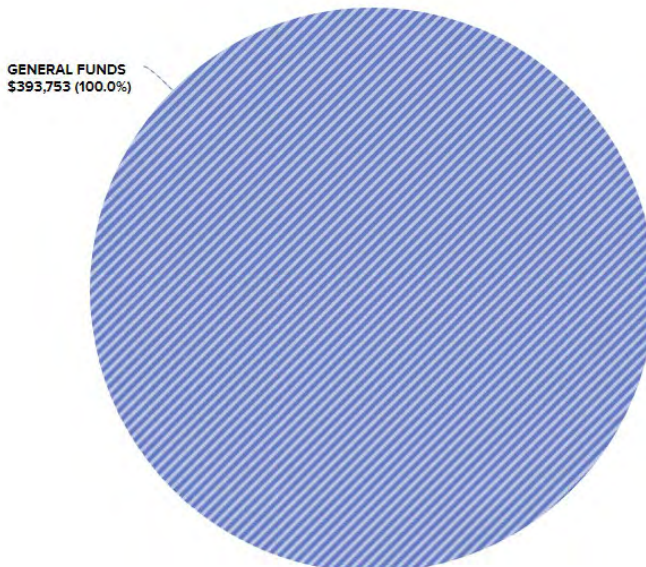
Support building a strong community by strengthening community image and sense of place; promoting health and wellness; fostering human development; providing recreational experiences; increasing cultural unity with a focus on diversity, equity, and inclusion; and facilitating community problem solving. Provide positive events and programming for Redwood City residents, from pre-school to seniors, in collaboration with other community partners. Provide management, programming, and coordination of all Courthouse Square events to support local businesses and to brand Redwood City as the “arts, cultural, and entertainment destination” of the Peninsula.

	<b>ACTUAL</b> 2020-21	<b>ADJUSTED</b> BUDGET 2021-22	<b>ADOPTED</b> BUDGET 2022-23
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**BUDGET BY CATEGORIES OF EXPENDITURES**

Employee Costs	\$ 325,860	\$ 382,987	\$ 163,152
Supplies and Services	484,883	215,000	215,000
Internal Services	60,318	55,493	15,600
Capital Allocations	-	-	-
<b>Total</b>	<b>\$ 871,061</b>	<b>\$ 653,480</b>	<b>\$ 393,753</b>

**FY 2022-23 BUDGET BY FUNDING SOURCE**



# PARKS, RECREATION, & COMMUNITY SERVICES

**PROGRAM:** Parks  
**SUB-PROGRAM:** Landscape Maintenance (66121)

**SUB-PROGRAM PURPOSE OR BUSINESS:**

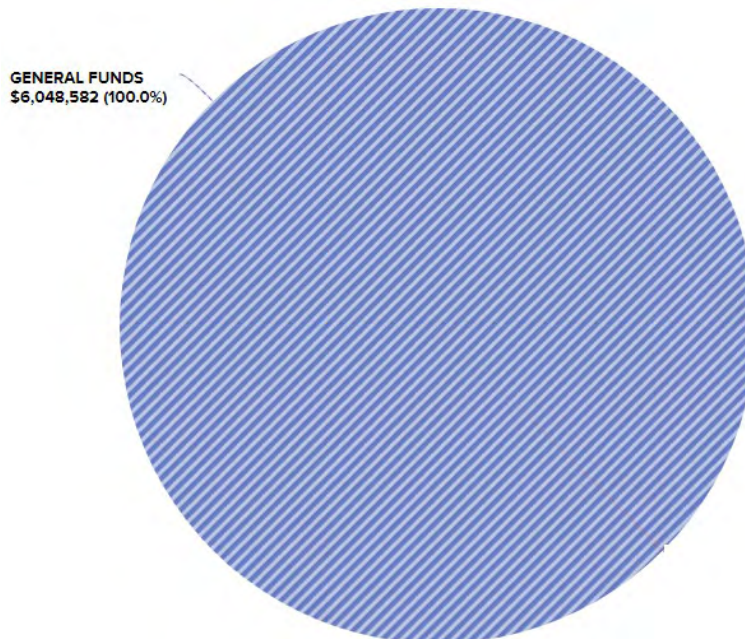
Support building a strong community by providing safe, clean and attractive parks and recreation spaces in adequate numbers throughout the community.

	ACTUAL 2020-21	ADJUSTED BUDGET 2021-22	RECOMD. BUDGET 2022-23
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**BUDGET BY CATEGORIES OF EXPENDITURES**

Employee Costs	\$ 2,799,995	\$ 3,172,274	\$ 3,426,520
Supplies and Services	1,502,097	1,434,586	1,206,784
Internal Services	1,223,175	1,286,113	1,415,278
Capital Allocations	-	-	-
<b>Total</b>	<b>\$ 5,525,267</b>	<b>\$ 5,892,973</b>	<b>\$ 6,048,582</b>

**FY 2022-23 BUDGET BY FUNDING SOURCE**





# PARKS, RECREATION, & COMMUNITY SERVICES

**PROGRAM:** Parks  
**SUB-PROGRAM:** Lido Landscape District (66123)

**SUB-PROGRAM PURPOSE OR BUSINESS:**

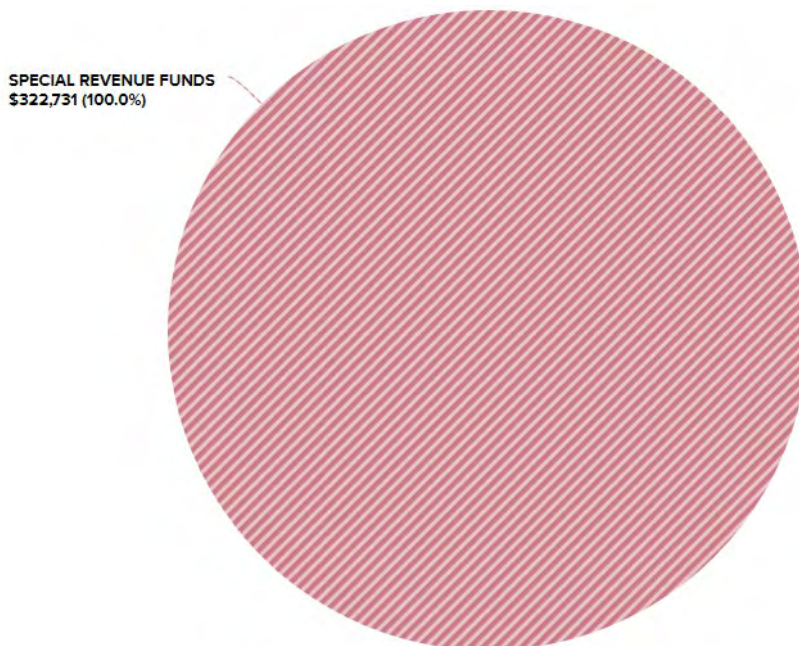
Support building a strong community by maintaining the Lido Landscape area in a safe, clean, and attractive manner.

	ACTUAL 2020-21	ADJUSTED BUDGET 2021-22	ADOPTED BUDGET 2022-23
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**BUDGET BY CATEGORIES OF EXPENDITURES**

Employee Costs	\$ 292,840	\$ 206,631	\$ 207,069
Supplies and Services	59,957	87,094	91,042
Internal Services	23,952	22,648	24,620
Capital Allocations	-	-	-
<b>Total</b>	<b>\$ 376,749</b>	<b>\$ 316,373</b>	<b>\$ 322,731</b>

**FY 2022-23 BUDGET BY FUNDING SOURCE**



# PARKS, RECREATION, & COMMUNITY SERVICES

**PROGRAM:** Parks  
**SUB-PROGRAM:** Seaport Blvd. Landscape District (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 2020-21	ADJUSTED BUDGET 2021-22	ADOPTED BUDGET 2022-23
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**BUDGET BY CATEGORIES OF EXPENDITURES**

Employee Costs	\$ 144,308	\$ 147,021	\$ 149,822
Supplies and Services	43,681	39,859	44,099
Internal Services	32,327	31,522	32,092
Capital Allocations	-	-	-
<b>Total</b>	<b>\$ 220,316</b>	<b>\$ 218,402</b>	<b>\$ 226,013</b>

**FY 2022-23 BUDGET BY FUNDING SOURCE**



# PARKS, RECREATION, & COMMUNITY SERVICES

**PROGRAM:** Recreation and Community Services  
**SUB-PROGRAM:** Human Services (64211- 64213, 64218)

**SUB-PROGRAM PURPOSE OR BUSINESS:**

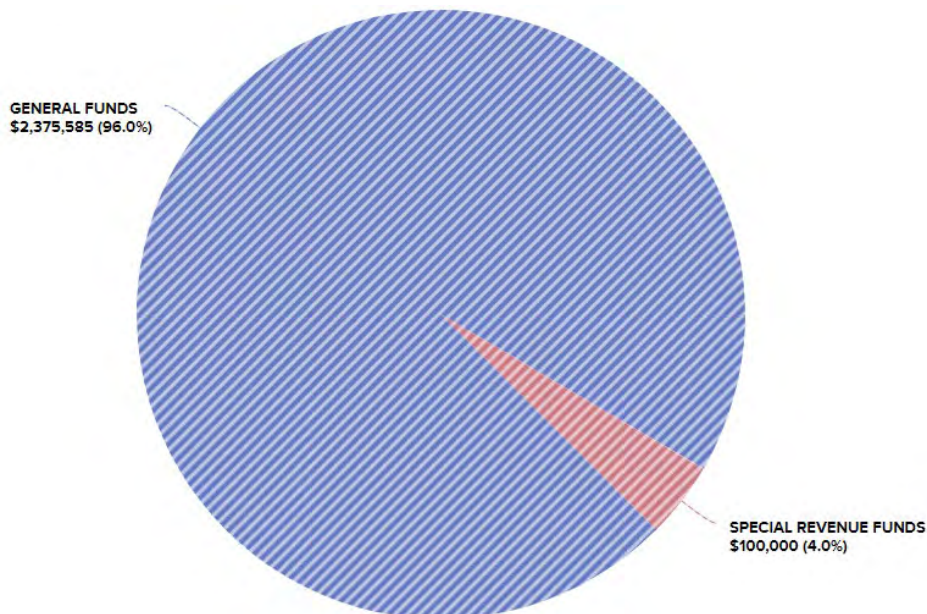
Utilize partnerships and leverage external funding to support building a strong community by providing the facilities, personnel, and programs necessary to coordinate human services for “at risk” populations within Redwood City and North Fair Oaks. Directly support, educate, empower, and serve as a bridge to resources for families and individuals in Redwood City, North Fair Oaks, Woodside, Atherton, and Portola Valley.

	ACTUAL 2020-21	ADJUSTED BUDGET 2021-22	ADOPTED BUDGET 2022-23
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**BUDGET BY CATEGORIES OF EXPENDITURES**

Employee Costs	\$ 1,859,516	\$ 2,284,265	\$ 1,545,088
Supplies and Services	575,093	435,455	285,352
Internal Services	478,631	500,016	645,145
Capital Allocations	-	-	-
<b>Total</b>	<b>\$ 2,913,240</b>	<b>\$ 3,219,736</b>	<b>\$ 2,475,585</b>

**FY 2022-23 BUDGET BY FUNDING SOURCE**



# PARKS, RECREATION, & COMMUNITY SERVICES

**PROGRAM:** Recreation and Community Services  
**SUB-PROGRAM:** Youth and Teen Services (66131, 66133, 66135, 66137, 66139)

**SUB-PROGRAM PURPOSE OR BUSINESS:**

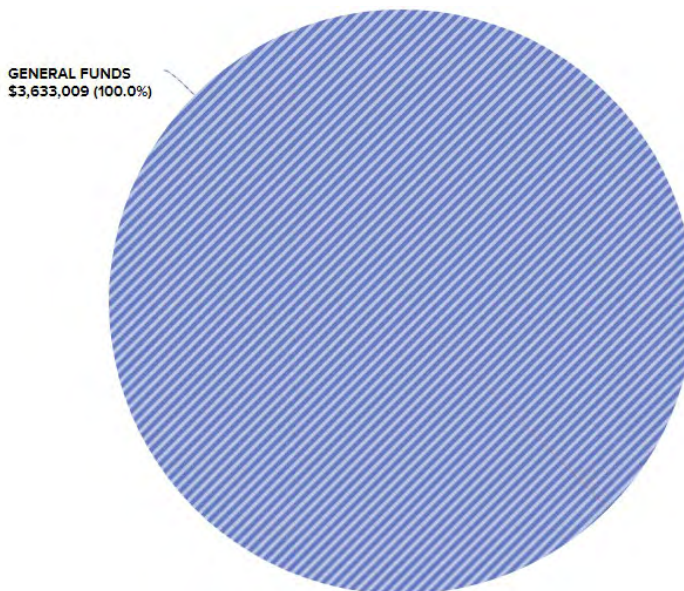
Support building a strong community by strengthening safety and security; strengthening community image and sense of place; promoting health and wellness; fostering human development; providing recreation experiences; increasing cultural unity with a focus on diversity, equity, and inclusion; and facilitating 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 2020-21	ADJUSTED BUDGET 2021-22	ADOPTED BUDGET 2022-23
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**BUDGET BY CATEGORIES OF EXPENDITURES**

Employee Costs	\$ 1,944,784	\$ 2,741,985	\$ 2,928,908
Supplies and Services	73,839	256,322	247,245
Internal Services	232,041	237,683	456,857
Capital Allocations	-	-	-
<b>Total</b>	<b>\$ 2,250,664</b>	<b>\$ 3,235,990</b>	<b>\$ 3,633,009</b>

**FY 2022-23 BUDGET BY FUNDING SOURCE**





# PARKS, RECREATION, & COMMUNITY SERVICES

**PROGRAM:** Recreation and Community Services  
**SUB-PROGRAM:** Sports and Aquatics (66145, 66147, 66148)

**SUB-PROGRAM PURPOSE OR BUSINESS:**

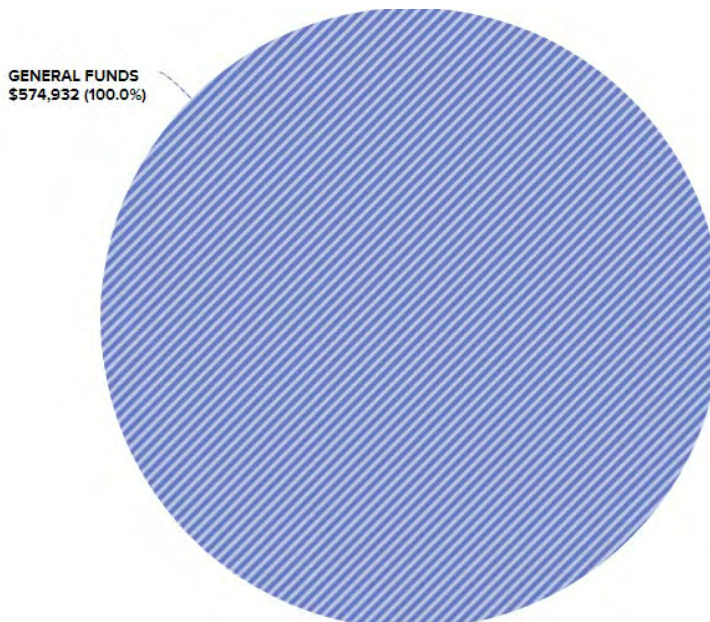
Support building a strong community by promoting health and wellness; strengthening community image and sense of place; fostering human development; providing recreation experiences; supporting economic development; coordinating the use of local sports fields for youth and adult teams and tournaments; programming a variety of sports and aquatics activities at various levels of competition for youth and adults aimed at supporting family and community interaction.

	<b>ACTUAL</b>	<b>ADJUSTED</b>	<b>ADOPTED</b>
	<b>2020-21</b>	<b>BUDGET</b>	<b>BUDGET</b>
	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>

**BUDGET BY CATEGORIES OF EXPENDITURES**

Employee Costs	\$ 371,336	\$ 390,461	\$ 235,815
Supplies and Services	116,930	263,652	262,025
Internal Services	78,865	72,216	77,093
Capital Allocations	-	-	-
<b>Total</b>	<b>\$ 567,131</b>	<b>\$ 726,329</b>	<b>\$ 574,932</b>

**FY 2022-23 BUDGET BY FUNDING SOURCE**



# PARKS, RECREATION, & COMMUNITY SERVICES

**PROGRAM:** Recreation and Community Services  
**SUB-PROGRAM:** Class Administration & Marketing (66161,66163)

**SUB-PROGRAM PURPOSE OR BUSINESS:**

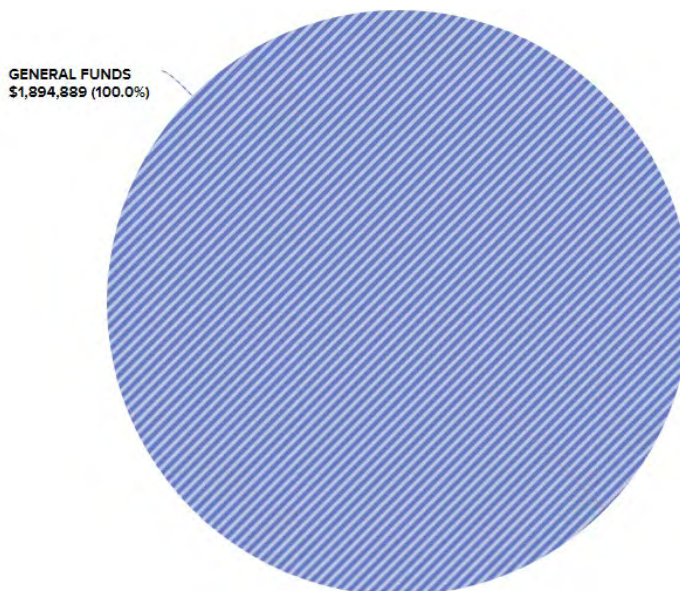
Support building a strong community by providing a wide variety of fee-based recreation offerings for all that: strengthen community image and sense of place; strengthen safety and security; promote health and wellness; and fosters human development. Other efforts include creating equitable and diversified ways of communicating department information as well as improving methods for participants to easily register for programs, streamline the customer service experience, and implementing new technologies to support the department during these quickly changing times.

	<b>ACTUAL</b> 2020-21	<b>ADJUSTED</b> BUDGET 2021-22	<b>ADOPTED</b> BUDGET 2022-23
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**BUDGET BY CATEGORIES OF EXPENDITURES**

Employee Costs	\$ 606,197	\$ 550,939	\$ 958,296
Supplies and Services	473,227	806,347	859,168
Internal Services	5,764	5,881	77,425
Capital Allocations	-	-	-
<b>Total</b>	<b>\$ 1,085,188</b>	<b>\$ 1,363,167</b>	<b>\$ 1,894,889</b>

**FY 2022-23 BUDGET BY FUNDING SOURCE**





# PARKS, RECREATION, & COMMUNITY SERVICES

**PROGRAM:** Recreation and Community Services  
**SUB-PROGRAM:** Community Services (66171-66179)

**SUB-PROGRAM PURPOSE OR BUSINESS:**

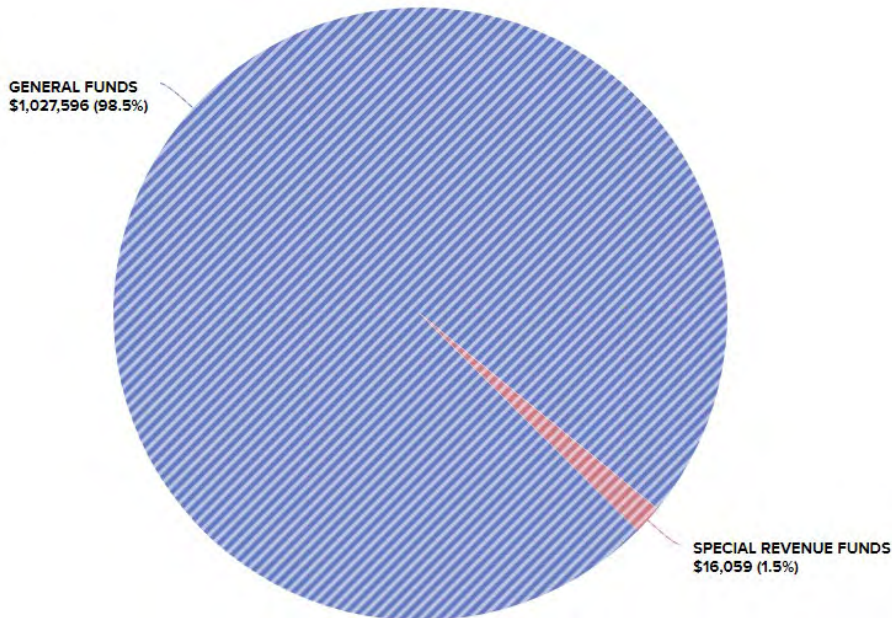
Support building a strong community by promoting health and wellness; fostering human development; strengthening community image and sense of place; and increasing cultural unity. Other efforts include providing recreational experiences; facilitating community problem solving; providing social events, 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.

	<b>ACTUAL</b>	<b>ADJUSTED</b>	<b>ADOPTED</b>
	<b>2020-21</b>	<b>BUDGET</b>	<b>BUDGET</b>
	<b>2021-22</b>	<b>2022-23</b>	<b>2022-23</b>

**BUDGET BY CATEGORIES OF EXPENDITURES**

Employee Costs	\$ -	\$ 15,856	\$ 681,430
Supplies and Services	-	10,000	251,669
Internal Services	172	182	110,557
Capital Allocations	-	-	-
<b>Total</b>	<b>\$ 172</b>	<b>\$ 26,038</b>	<b>\$ 1,043,655</b>

**FY 2022-23 BUDGET BY FUNDING SOURCE**



# PARKS, RECREATION, & COMMUNITY SERVICES

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# POLICE



Community Outreach  
Community Policing  
Crime Prevention  
Dispatch Service  
Investigations  
Parking Enforcement  
Police Activities League  
Property and Evidence  
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

- Deployed Body Worn Cameras to 100% of Field Personnel and continue development of the BWC program. This includes community education and discussion with the Police Advisory Committee regarding BWC policy and use. The Department has also hired a civilian Body Worn Camera Manager to oversee the program, conduct audits, prepare video for investigations and criminal prosecutions and ensure compliance with Department policies and best practices
- Implemented the Community Wellness and Crisis Response Team (CWCRT) Pilot Program in collaboration with San Mateo County Behavioral Health and Recovery Services to allow Mental Health Clinicians to respond in tandem with officers on calls for service involving people in mental health crises; hired a Mental Health Clinician who is now working in conjunction with staff to provide alternative mental health solutions to the community. Since starting in December 2021, this clinician has responded to nearly 200 incidents and provided valuable assistance to adult and juvenile community members in mental health crisis and has also assisted with offering mental health and other supportive services to unhoused individuals throughout Redwood City.
- Implemented the first phase of a Wellness Program based around the Cordico Wellness Application, a customized web-based platform designed to provide police department staff with easy access to crisis intervention and mental health support, health, fitness, and nutrition information, family support services and wellness self-assessment tools
- Commenced work with the City's new Police Advisory Committee to improve department transparency, collaborate with committee members to ensure the department understands and meets the needs of the community, and increase department accountability. The Department has participated in nine monthly committee meetings and as well hosted a special in-person meeting in December 2021 designed to educate the committee and public regarding department staffing, operations, programs, and practices and how they affect the department's ability to meet community needs. The Police Chief and City staff also collaborated with the Police Advisory Committee to develop the Committee's multi-year work plan
- Provided mutual aid in response to the historic 2021 Lava and Dixie wildfires in Siskiyou and Plumas counties; the fires occurred hundreds of miles from San Mateo County and required officer deployments totaling more than 1800 hours over the course of several weeks in July, August and September

## GOALS FOR FY 2022-23

- Purchase and deploy vehicle mounted cameras, which are integrated with existing body worn cameras, to increase departmental transparency and accountability to the community; improve officer safety; and employ best evidentiary gathering practices by June of 2023
- Deploy an integrated system of Flock Safety automated license plate reader cameras at key locations around the City to improve investigative efficiency, enhance community safety, and improve criminal deterrence, and provide real time patrol information to officers and investigative leads to detectives by June 2023
- Reorganize existing department specialty units into an integrated Community Response Unit to create a more flexible, responsive, and efficient team of officers better positioned to respond to existing and emerging public safety and crime trends and on-going community safety concerns such as traffic safety, downtown special events and homeless outreach by February 2023
- Complete a commissioned police staffing assessment study by December 2022 and begin implementation by June 2023
- Partner with the Fire Department to identify and retain the services a dedicated on-call mental health professional specializing in first responders to provide counseling and services to Department staff to improve staff resiliency and overall mental health wellness by June 2023

## CURRENT OR UPCOMING MULTI-YEAR MAJOR PROJECTS

- Continue implementation of the Community Wellness and Crisis Response Team (CWCRT) Two-Year Pilot Program
- Enhance transparency with data collection, reporting and analysis, and adhere to all applicable reporting laws, including the Racial and Identity Profiling Act (RIPA)
- Modify existing crime statistics and data collection process (Uniform Crime Reporting) to conform with the new mandated California Incident-Based Reporting System (CIBRS)
- Continue to update and improve data and information sharing on the Department's Data Dashboard, including information on arrests, use of force, department staffing and demographics, and budget
- Continue work with the City's Police Advisory Committee to assist the committee with the development and execution of its annual work plan

# POLICE

Performance Measure	2018 Results	2019 Results	2020 Results	2021 Results	Target
Number of staff with Crisis Intervention Training (CIT)*	84% of our sworn personnel	88% of our sworn personnel	90% of our sworn personnel & 86% of our Dispatch personnel	98% of our sworn personnel and 100% of our dispatch personnel	100% for Sworn, Dispatch and Records personnel
Number of contacts with individuals who were experiencing a mental health crisis who were referred to a mental health facility for evaluation	318	324	319	316	N/A
Number of traffic citations	5,812	3,930	2,341	3,743	N/A
Number of traffic collisions	703	603**	444	470	0
Crime Rates –Number of Part 1 Offenses***	1,614	1,753	1,911	1,991	0
Average Response Times for Priority 1**** Incidents	6 minutes and 59 seconds	7 minutes and 5 seconds	6 minutes and 38 seconds	6 minutes and 11 seconds	Less than 7 minutes

\*All sworn members holding the rank of Lieutenant and below

\*\*Significant reduction is due to 2018-19 policy change that encouraged officers to facilitate the more efficient exchange of information between parties of non-injury collisions instead of keeping parties on scene for the longer duration of time required for documentation in a formal collision report.

\*\*\*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. Average is from time of initial phone call to dispatch, to arrival of first officer on scene.



# POLICE

## DEPARTMENT BUDGET

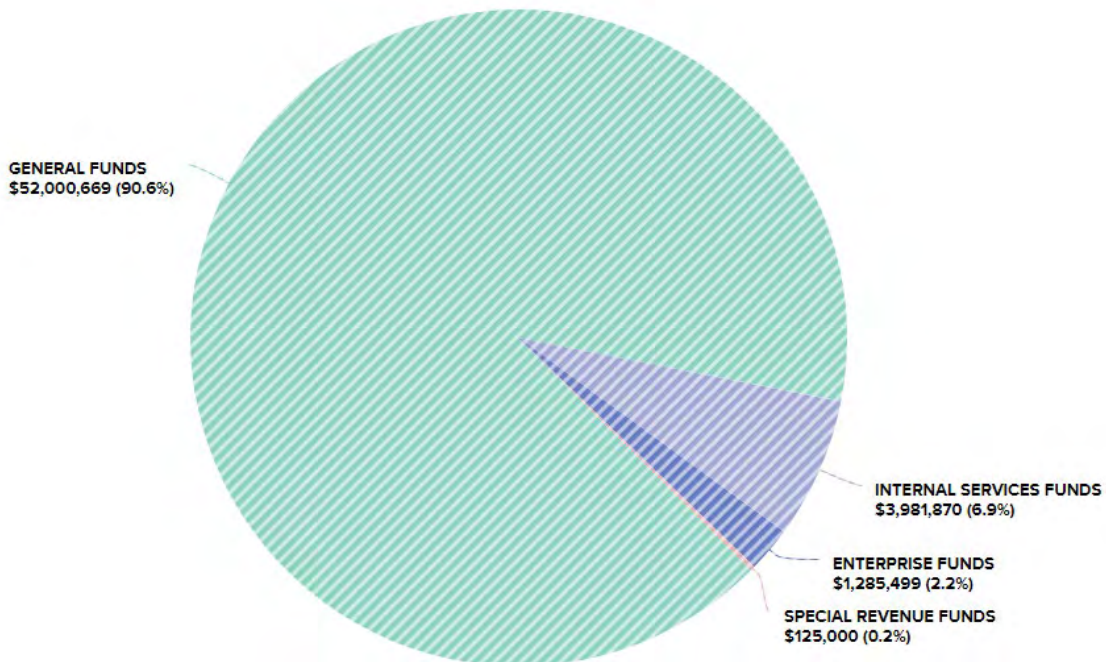
The total Police budget for FY 2022-23 is \$57.39 million, representing 18.02% of the total operational budget.

	<b>ACTUAL</b>	<b>ADJUSTED</b>	<b>ADOPTED</b>
	<b>2020-21</b>	<b>BUDGET</b>	<b>BUDGET</b>
	<b>2021-22</b>	<b>2022-23</b>	<b>2022-23</b>

### BUDGET BY CATEGORIES OF EXPENDITURES

Employee Costs	\$ 36,537,137	\$ 39,695,382	\$ 42,748,047
Supplies and Services	1,881,631	2,154,901	2,668,218
Internal Services	11,198,084	10,621,254	11,976,773
Capital Allocations	194,899	-	-
<b>Total</b>	<b>\$ 49,811,751</b>	<b>\$ 52,471,537</b>	<b>\$ 57,393,038</b>

### FY2022-23 BUDGET BY FUNDING SOURCE



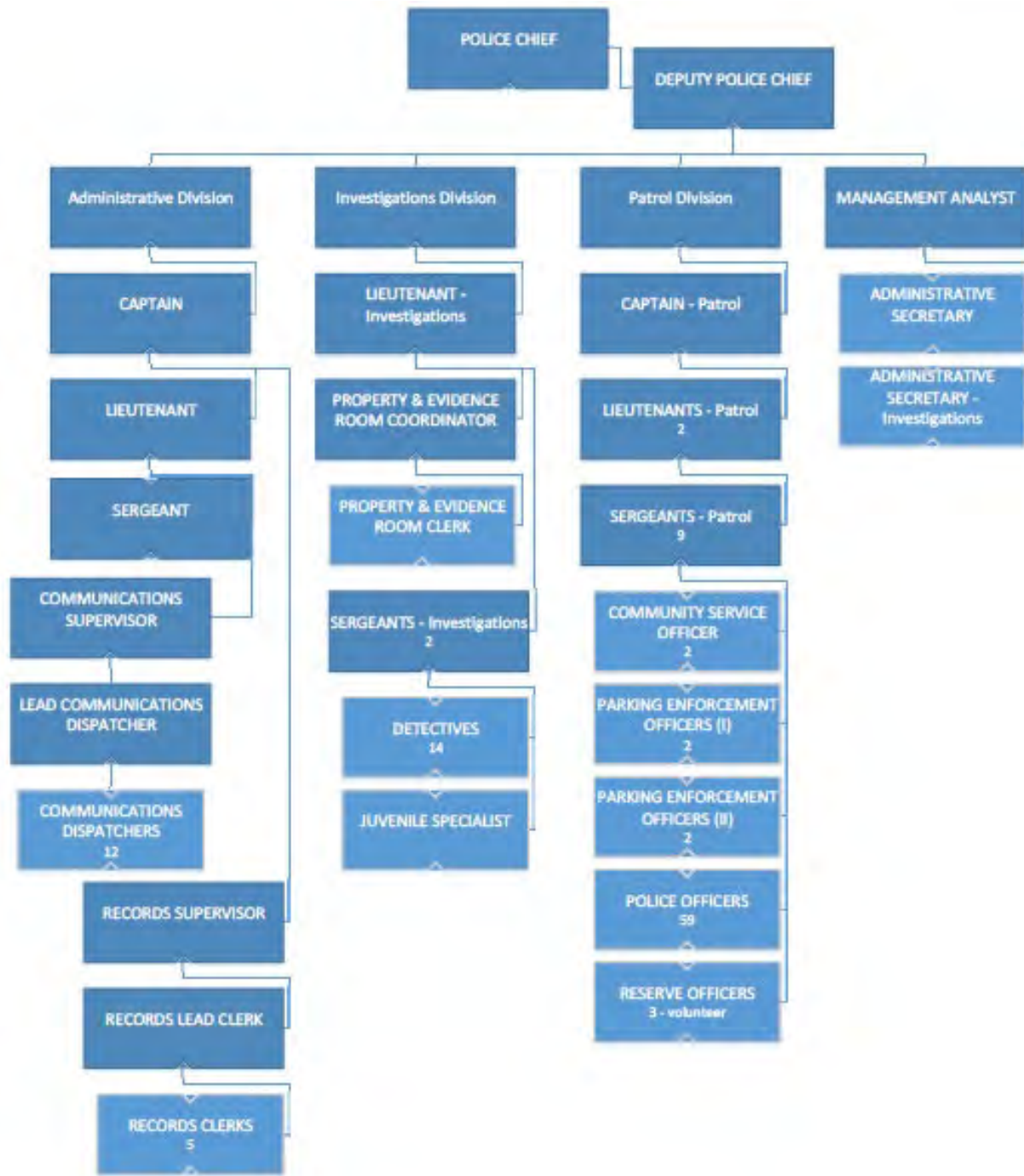
# POLICE

There are 126.0 FTEs in the Budget for FY 2022-23, representing 22.06% of all City employees.

Police	REVISED BUDGET	ADOPTED BUDGET	ADOPTED BUDGET
	2020-21	2021-22	2022-23
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	2.00	2.00	2.00
Parking Enforcement Officer II	2.00	2.00	2.00
Police Captain	2.00	2.00	2.00
Police Chief	1.00	1.00	1.00
Police Clerk	5.00	5.00	4.00
Police Evidence & Property Clerk	-	-	1.00
Police Evidence & Property Room Coordinator	2.00	2.00	2.00
Police Lieutenant	4.00	4.00	4.00
Police Officer	68.00 *	68.00 *	73.00 *
Police Sergeant	12.00	12.00	12.00
Records Supervisor	1.00	1.00	1.00
Total	121.00	121.00	126.00

\*Position frozen in FY 2020-21

# POLICE



# POLICE

Major changes to the department's budget for FY 2022-23 are listed in the table below.

Summary of Change	General Fund	Special Revenue Funds	Capital Projects Funds	Enterprise Funds	Internal Services Funds	Total
<b>Supplies and Services</b>						
Decrease budget for unused auto allowances.	(16,800)					(16,800)
Increase budget for Per Diem dispatchers to reflect the true cost/usage of these positions and reallocate other unused funds to cover essential training opportunities.					49,010	49,010
Increase budget for crossing guard services.	73,616					73,616
Increase budget for operational and contractual requirements associated with periodic administrative and support work on holidays.	28,000					28,000
Increase budget for cost of necessary supplies, expenses, and service costs including COVID response and PPE supplies.	143,136					143,136
Increase budget for overtime costs to meet the minimal staffing requirements to ensure public safety and cover existing vacancies.	253,097					253,097
Increase budget for Gas & Electric to meet the rising costs.	20,000					20,000
Increase budget for casual part-time labor to relieve full time employees of certain administrative tasks so they can focus on their primary duties.	20,000					20,000
Increase budget for contractual obligations to pay certain employees annual uniform allowances.	15,510					15,510
Increase budget for periodic evidence testing and processing fees.	23,350					23,350
Increase budget for citywide central dispatching internal service expenditure allocation.	161,109	1,429		7,499		170,037
Increase budget for professional services to aid the Fire and Police Departments in combatting PTSD and other mental health issues found in first responders.	50,000					50,000
<b>Personnel</b>						
Restore 5.0 FTE frozen Police Officer positions.	1,388,465					1,388,465
<b>Total</b>	<b>2,159,483</b>	<b>1,429</b>	<b>-</b>	<b>7,499</b>	<b>49,010</b>	<b>2,217,421</b>

# POLICE

**COST CENTER:** Law Enforcement  
**PROGRAM:** Administrative Services (62111)

**PROGRAM PURPOSE OR BUSINESS:**

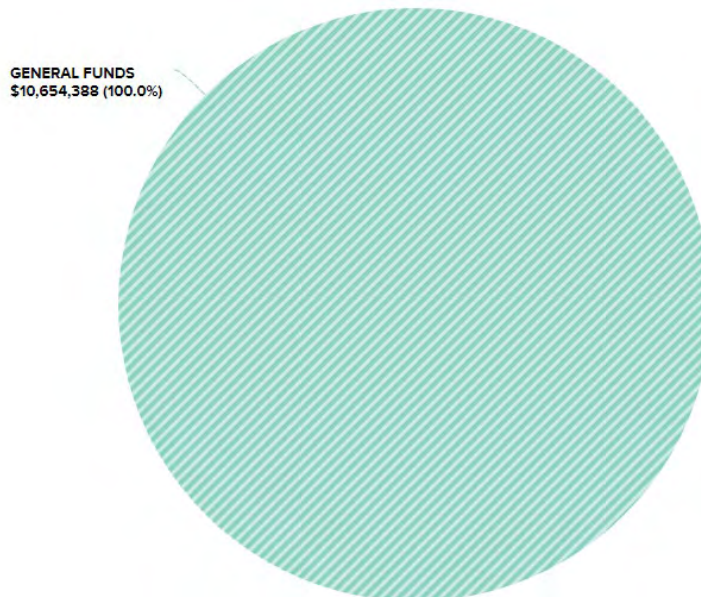
Provide for the overall leadership and administration of the Police Department and ensure effective interaction and engagement within the community, City organization and with regional civilian and law enforcement agencies as functionally required.

	<b>ACTUAL</b>	<b>ADJUSTED</b>	<b>ADOPTED</b>
	<b>2020-21</b>	<b>BUDGET</b>	<b>BUDGET</b>
	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>

**BUDGET BY CATEGORIES OF EXPENDITURES**

Employee Costs	\$ 1,156,194	\$ 1,302,567	\$ 1,373,872
Supplies and Services	860,122	937,078	1,101,525
Internal Services	7,933,675	7,226,027	8,178,991
Capital Allocations	8,201	-	-
<b>Total</b>	<b>\$ 9,958,192</b>	<b>\$ 9,465,672</b>	<b>\$ 10,654,388</b>

**FY 2022-23 BUDGET BY FUNDING SOURCE**





# POLICE

**COST CENTER:** Law Enforcement  
**PROGRAM:** Records (62112)

**PROGRAM PURPOSE OR BUSINESS:**

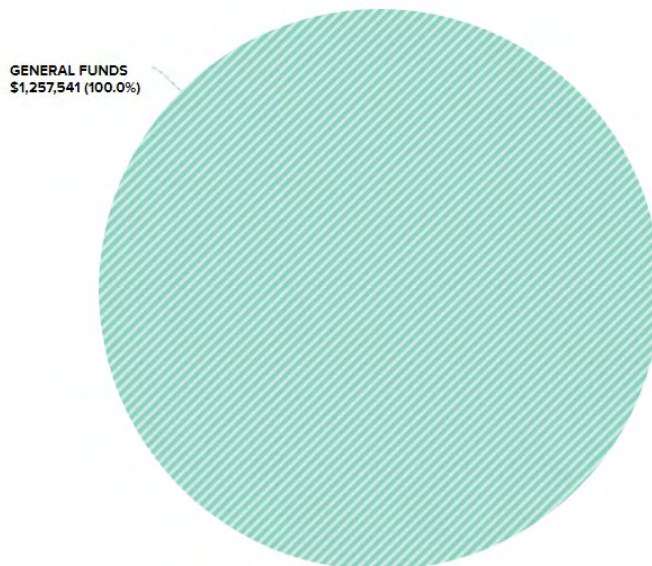
Process crime reports, subpoenas, arrest warrants, restraining orders and all other court related documents according to established norms; report to the State all statistical data within five business days after the end of each month; ensure that all operational needs for police records are met; and interact with citizens at the front counter of the Police Department and on the telephone to assist as needed.

	<b>ACTUAL</b>	<b>ADJUSTED</b>	<b>ADOPTED</b>
	<b>2020-21</b>	<b>BUDGET</b>	<b>BUDGET</b>
	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>

**BUDGET BY CATEGORIES OF EXPENDITURES**

Employee Costs	\$ 1,014,725	\$ 1,179,249	\$ 1,159,814
Supplies and Services	40,628	55,491	56,893
Internal Services	39,343	32,897	40,834
Capital Allocations		-	-
<b>Total</b>	<b>\$ 1,094,696</b>	<b>\$ 1,267,637</b>	<b>\$ 1,257,541</b>

**FY 2022-23 BUDGET BY FUNDING SOURCE**





# POLICE

**COST CENTER:** Law Enforcement  
**PROGRAM:** Training (62113)

**PROGRAM PURPOSE OR BUSINESS:**

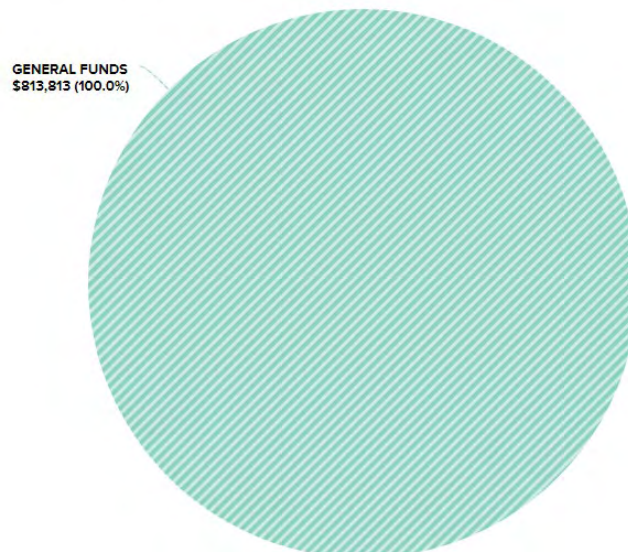
Plan, organize, and implement training for all police personnel; ensure compliance with state-mandated training; and maintain all training records according to State standards.

	<b>ACTUAL</b> 2020-21	<b>ADJUSTED</b> BUDGET 2021-22	<b>ADOPTED</b> BUDGET 2022-23
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**BUDGET BY CATEGORIES OF EXPENDITURES**

Employee Costs	\$ 556,780	\$ 526,707	\$ 562,451
Supplies and Services	209,178	209,774	236,977
Internal Services	9,002	11,541	14,386
Capital Allocations	186,698	-	-
<b>Total</b>	<b>\$ 961,658</b>	<b>\$ 748,022</b>	<b>\$ 813,813</b>

**FY 2022-23 BUDGET BY FUNDING SOURCE**



# POLICE

**COST CENTER**      Law Enforcement  
**PROGRAM:**        Property and Evidence (62114)

**PROGRAM PURPOSE OR BUSINESS:**

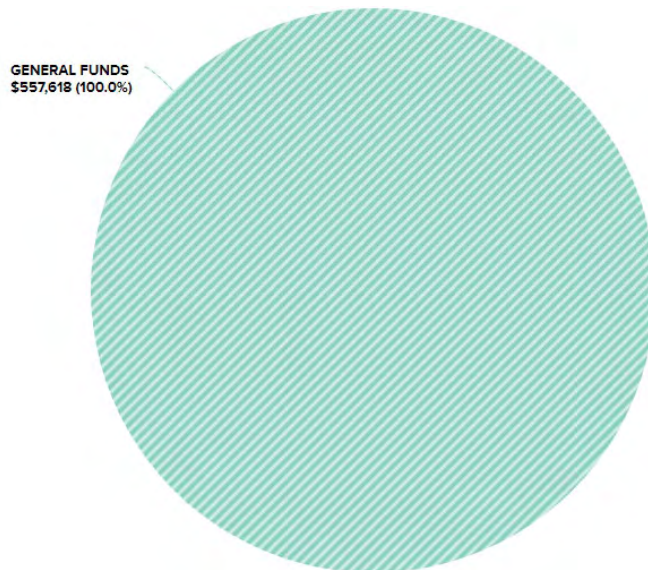
Receive and maintain property and evidence collected by department personnel, and minimize the amount of property and evidence stored to the minimum required by law.

	<b>ACTUAL</b>	<b>ADJUSTED</b>	<b>ADOPTED</b>
	<b>2020-21</b>	<b>BUDGET</b>	<b>BUDGET</b>
	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>

**BUDGET BY CATEGORIES OF EXPENDITURES**

Employee Costs	\$ 380,186	\$ 491,350	\$ 506,115
Supplies and Services	23,856	19,583	27,855
Internal Services	21,824	21,235	23,648
Capital Allocations	-	-	-
<b>Total</b>	<b>\$ 425,866</b>	<b>\$ 532,168</b>	<b>\$ 557,618</b>

**FY 2022-23 BUDGET BY FUNDING SOURCE**



# POLICE

**COST CENTER:** Law Enforcement  
**PROGRAM:** Police Activities League - PAL (62115)

**PROGRAM PURPOSE OR BUSINESS:**

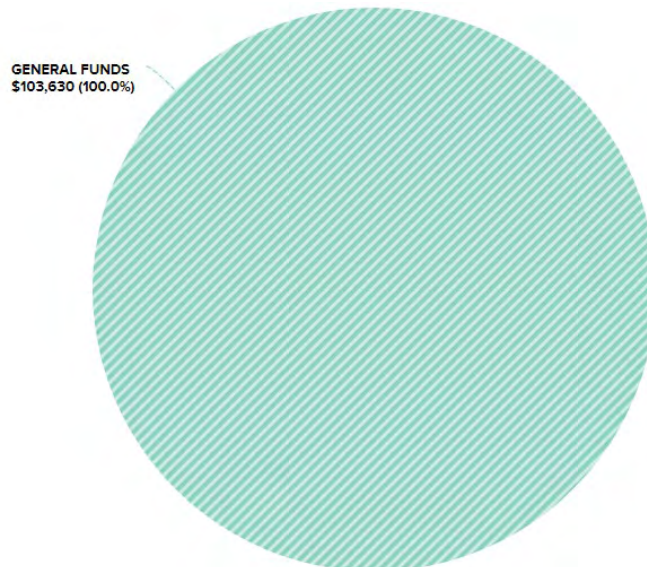
Build partnerships between youth, police, and the community through educational, cultural, recreational, and outreach programs to help youth reach their full potential.

	ACTUAL 2020-21	ADJUSTED BUDGET 2021-22	ADOPTED BUDGET 2022-23
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**BUDGET BY CATEGORIES OF EXPENDITURES**

Employee Costs	\$ -	\$ 865	\$ -
Supplies and Services	85,777	103,273	103,273
Internal Services	301	319	357
Capital Allocations		-	-
<b>Total</b>	<b>\$ 86,078</b>	<b>\$ 104,457</b>	<b>\$ 103,630</b>

**FY 2022-23 BUDGET BY FUNDING SOURCE**



# POLICE

**COST CENTER:** Law Enforcement  
**PROGRAM:** Patrol Services (62131)

**PROGRAM PURPOSE OR BUSINESS:**

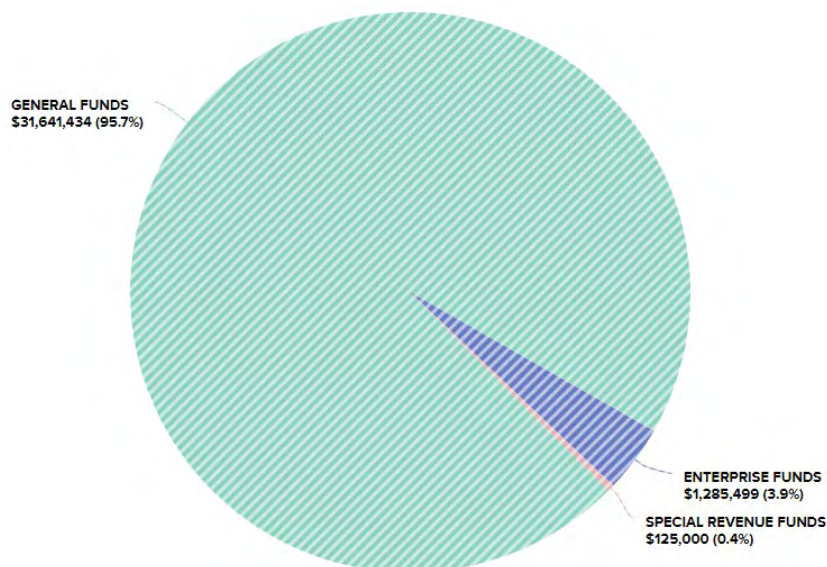
Provide adequate resources to meet the demand for uniformed police services. Under a community policing philosophy, enforce laws, provide emergency response, initiate preliminary investigations and respond to community complaints on quality-of-life issues.

	ACTUAL 2020-21	ADJUSTED BUDGET 2021-22	ADOPTED BUDGET 2022-23
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**BUDGET BY CATEGORIES OF EXPENDITURES**

Employee Costs	\$ 23,857,945	\$ 26,772,639	\$ 29,396,927
Supplies and Services	312,225	410,384	714,118
Internal Services	2,555,226	2,636,607	2,940,889
Capital Allocations	-	-	-
<b>Total</b>	<b>\$ 26,725,396</b>	<b>\$ 29,819,630</b>	<b>\$ 33,051,933</b>

**FY 2022-23 BUDGET BY FUNDING SOURCE**



# POLICE

**COST CENTER:** Law Enforcement  
**PROGRAM:** Dispatching Services (67310)

**PROGRAM PURPOSE OR BUSINESS:**

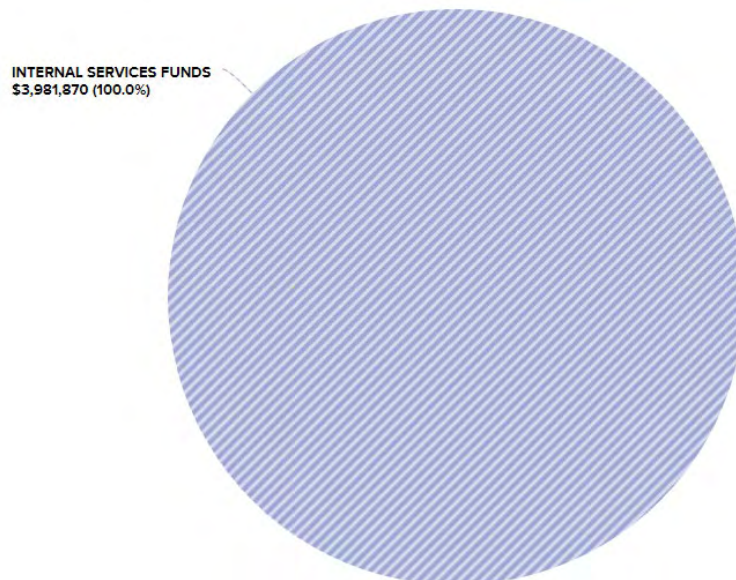
Provide 24-hour emergency contact for police, public works, citizens and allied law enforcement agencies, and dispatch units within prescribed guidelines.

	ACTUAL 2020-21	ADJUSTED BUDGET 2021-22	ADOPTED BUDGET 2022-23
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**BUDGET BY CATEGORIES OF EXPENDITURES**

Employee Costs	\$ 3,136,768	\$ 3,246,449	\$ 3,383,100
Supplies and Services	302,122	336,259	340,259
Internal Services	246,455	244,509	258,511
Capital Allocations	-	-	-
<b>Total</b>	<b>\$ 3,685,345</b>	<b>\$ 3,827,217</b>	<b>\$ 3,981,870</b>

**FY 2022-23 BUDGET BY FUNDING SOURCE**





# POLICE

**COST CENTER:** Law Enforcement  
**PROGRAM:** Investigative Services (62134)

**PROGRAM PURPOSE OR BUSINESS:**

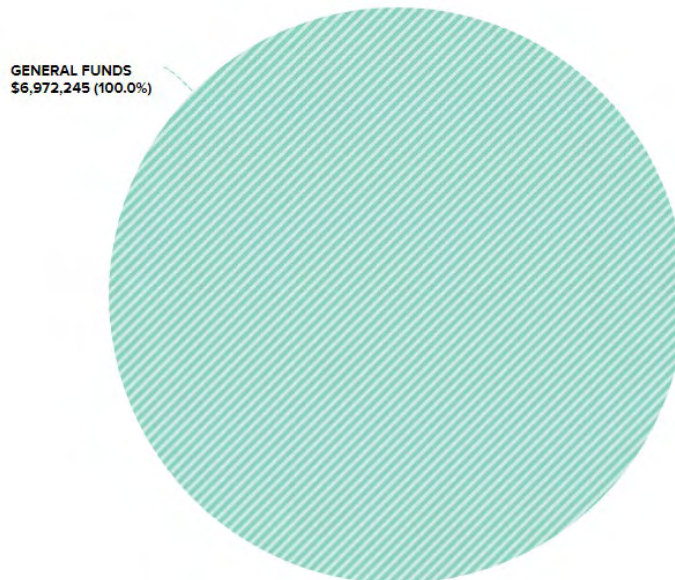
Investigate criminal violations in a manner that will best ensure suspect apprehension and prosecution or resolution; refer juveniles to diversion programs when appropriate; and identify emerging crime patterns and criminal methods of operation through partnerships within the law enforcement community.

	ACTUAL 2020-21	ADJUSTED BUDGET 2021-22	ADOPTED BUDGET 2022-23
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**BUDGET BY CATEGORIES OF EXPENDITURES**

Employee Costs	\$ 6,434,539	\$ 6,175,556	\$ 6,365,769
Supplies and Services	47,723	83,059	87,318
Internal Services	392,258	448,120	519,157
Capital Allocations	-	-	-
<b>Total</b>	<b>\$ 6,874,520</b>	<b>\$ 6,706,735</b>	<b>\$ 6,972,245</b>

**FY 2022-23 BUDGET BY FUNDING SOURCE**





# PORT OF REDWOOD CITY

# PORT OF REDWOOD CITY



ECONOMIC DEVELOPMENT  
AGENCY

INTERNATIONAL TRADE

LAND-USE MANAGEMENT

MARITIME COMMERCE

PORT OPERATIONS

PUBLIC RECREATION &  
WATERFRONT

PUBLIC SAFETY  
INFRASTRUCTURE



# PORT OF REDWOOD CITY

## DEPARTMENT DESCRIPTION

The Port of Redwood City, founded by City Charter in 1937, is a department of the City of Redwood City. A five-member Board of Port Commissioners, appointed by the City Council, governs the Port and is assigned control and management of the Port, including the right to adopt and enforce ordinances, orders, regulations, and practices for proper administration as necessary for the management and governance of the Port and its facilities. The City oversees the Port as a financially self-sufficient enterprise department without any General Fund support. The finances of the Port are maintained as a separate budget of the City and support City services through an annual subvention payment to the City based upon the Port's annual revenues. The Port is the only deep-water port in South San Francisco Bay and is strategically located in the growing economic region of Silicon Valley. 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 values public safety and works diligently to safeguard the region and its emergency resilience.

## MAJOR ACCOMPLISHMENTS

- Generated \$9.0 million in revenue for FY21 by moving 1.8 million metric tons of cargo across Port docks
- Received awards of \$1.55 million for the third consecutive year in federal funds as part of the Port Security Grant Program from the Department of Homeland Security for enhanced security infrastructure and waterside facilities for City Fire and Police (since 2018 the Port has received nearly \$5M in PSGP grant funding)
- Issued RFI/RFP for redevelopment of commercial/marina waterfront area, to diversify real estate portfolio, creating more community benefits, and driving increased revenue opportunities
- Received the 2021 American Association of Port Authorities (AAPA) Overall Campaign Award of Excellence for our "Splash of Fun" marketing campaign for the recreational waterfront activation (second consecutive year for an AAPA communications award)
- Enrolled in the international Green Marine program, the largest voluntary environmental certification program for North America's maritime industry
- Completed the construction of the new public fishing pier, for total cost of \$2.1M
- Launched a new Saturday afternoon springtime concert series on waterfront
- Completed berth dredging for cargo vessels, for a total project cost of \$1.5M
- Accepted the findings of the Business Plan for future ferry service in partnership with the City of Redwood City and the Water Emergency Transportation Authority (WETA)
- Funded \$605K for City services – \$542K in subvention (general fund revenue) used for citywide services and \$63K in City contract services to the Port



# PORT OF REDWOOD CITY

## GOALS FY 2022-23

In light of the worldwide impacts associated with COVID-19, the Port has been active behind the scenes planning for a post-pandemic future. While we have continued to see cargo operations fueling our region's essential construction activities, the Port, has been diligently working to welcome our residents back to the shores by preparing for when our community can safely return to recreational uses.

The Port's overarching Goals for FY2022-23 include:

- Identify new master developer through the RFP process to activate and redevelop our marina waterfront with more destination type uses and increase Port revenue.
- Launch the CEQA process and engineering for the future ferry project
- Construct new Interagency Operations Center with total project cost of approximately \$1M
- Advance engineering/construction for new RWCPD/FD jet dock with total project cost of approximately \$2.5M
- Sponsor U.S. Army Corps of Engineers channel maintenance dredging project of \$9M appropriated in federal funding
- Continue efforts to advance the 101/84 interchange and identify funding opportunities through both state and federal sources
- Continue public waterfront activation events in partnership with the City of Redwood City and launch new community event permitting, tours, gathering spaces, and programs on Port waterfront
- Maintain and grow existing cargo tonnage as part of post-pandemic economic recovery
- Host annual public safety emergency drill and exercise with the City of Redwood City and other regional first responder agencies





# 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 25, 2022

The Honorable Giselle Hale, Mayor  
City of Redwood City and City Council Members  
1017 Middlefield Road  
Redwood City, CA 94061

**Subject: FY2022-23 Port Budget and Relevant Data**

Dear Mayor Hale and City Council Members:

The Port of Redwood City annually prepares its 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, 2022 to June 30, 2023, the Port Commission reviewed the FY2022-23 Port Budget at its meeting on May 25, 2022 and thereby introduced a Budget Ordinance. In order to finalize the introduction of Budget Ordinance there will be a second reading, which is scheduled to be considered on June 8, 2022. 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 FY2022-23 Port Budget reflects \$9.3 million in Operating Revenue, of which Maritime Operations will generate \$6.5 million, or 70%, of the total operating revenue. This \$6.5 million includes rentals/leases and 2.0 million metric tons of cargo that will be transported through the Port. The remaining \$2.8 million of the operating revenue will be from Recreational Boating (\$600,000) and Commercial Rentals/Leases, which is slightly over \$2.1 million.

The budget data also includes \$6.4 million in Total Operating Expenses; approximately 73% is attributable to operations and 27% to administration – leaving an Operating Income of \$2.9 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 \$2.3 million.

The FY2022-23 Port Budget also includes Capital Improvement Program (CIP) of \$2.4 million. The major project for FY2022-23 will be to renovate Port's Emergency Operation Center (EOC).

Respectfully,

Kristine Zortman,  
Executive Director

Encl: Executive Summary of FY2022-23 Port Budget

CC: City Manager, ACM of Administrative Services, City Clerk  
Port Commissioners, Port Executive Director

# PORT OF REDWOOD CITY

Executive Summary  
**PORT OF REDWOOD CITY**  
**Fy2022-23 BUDGET**  
**COMPARATIVE STATEMENTS OF ACTIVITIES**

	Fy2020 ACTUAL	Fy2021 ACTUAL	Fy2022 BUDGET	Fy2022 FORECAST	Fy2023 BUDGET	Fy2023 Budget vs Fy2022 Forecast Favorable (Unfavorable)	%
<b>OPERATING REVENUES</b>							
Package:	\$ 699,908	\$ 714,059	\$ 754,179	\$ 894,912	\$ 707,092	\$ 187,820	2%
Line Handling:	588,072	680,419	642,735	632,138	615,951	117,187	-3%
Wharfage:	1,387,018	1,332,115	2,603,890	2,406,678	2,361,928	244,962	-2%
Facilities Usage:	361,107	355,551	395,200	375,527	379,130	18,373	1%
Services & Misc (Water usage):	28,153	34,908	25,500	31,744	32,000	6,264	1%
Rental - Maritime:	2,468,149	2,532,663	2,576,687	2,267,248	2,449,444	282,196	-11%
<b>Sub-Total Marine Terminal:</b>	<b>6,532,307</b>	<b>6,649,215</b>	<b>7,038,191</b>	<b>6,908,147</b>	<b>6,544,545</b>	<b>364,602</b>	<b>-5%</b>
Marina - Berth Rental:	511,225	508,059	558,460	500,169	520,400	19,231	4%
Launch Ramp:	6,059	6,697	7,000	4,851	6,000	1,139	23%
Dry Boat Storage:	51,284	52,787	53,574	54,143	55,854	1,711	3%
<b>Sub-Total Recreational Boating:</b>	<b>568,568</b>	<b>567,543</b>	<b>619,034</b>	<b>559,172</b>	<b>582,254</b>	<b>60,002</b>	<b>4%</b>
Rental - Commercial:	985,536	979,339	1,009,933	952,875	1,073,510	120,635	13%
Rental - Temporary:	571,830	721,286	715,677	800,984	949,604	148,620	19%
<b>Sub-Total Commercial:</b>	<b>1,556,966</b>	<b>1,700,625</b>	<b>1,755,610</b>	<b>1,753,859</b>	<b>2,023,114</b>	<b>269,255</b>	<b>15%</b>
Sewer Capacity:	21,142	22,370	27,960	29,389	29,960	671	2%
Security Fees (Rowing charges):	82,950	83,850	84,900	84,900	122,900	48,000	57%
<b>Sub-Total Other Operating Rev:</b>	<b>104,092</b>	<b>106,220</b>	<b>112,860</b>	<b>114,289</b>	<b>162,860</b>	<b>48,571</b>	<b>42%</b>
<b>TOTAL OPERATING REVENUES:</b>	<b>8,761,823</b>	<b>9,023,603</b>	<b>9,525,695</b>	<b>9,335,468</b>	<b>9,317,273</b>	<b>118,185</b>	<b>0%</b>
<b>OPERATING EXPENSES</b>							
Marine Terminal:	2,169,394	2,127,631	4,217,813	3,422,580	2,289,218	1,935,233	53%
Recreation Boating:	597,908	580,544	617,890	557,242	581,610	26,352	4%
Commercial:	328,474	343,389	382,759	364,911	399,268	34,357	-9%
Infrastructure:	827,458	781,676	880,978	816,479	889,270	72,791	-9%
General Maintenance:	270,055	272,863	374,485	367,973	491,418	123,445	-34%
<b>Sub-Total Operating Expenses:</b>	<b>4,193,289</b>	<b>4,106,103</b>	<b>6,473,925</b>	<b>5,529,215</b>	<b>4,650,784</b>	<b>1,879,431</b>	<b>16%</b>
<b>ADMINISTRATIVE EXPENSES</b>							
Salaries & Benefits:	1,032,247	1,033,834	997,009	998,561	989,037	9,524	1%
Office & Admin Expenses:	149,896	143,325	173,685	180,650	160,735	19,915	-11%
Professional Services:	288,818	256,347	281,800	236,536	287,680	51,144	-22%
Promotion & Marketing:	239,171	171,160	231,000	200,901	260,000	59,099	-29%
Depreciation (Office Only):	7,274	15,820	26,019	26,227	15,636	10,591	4%
<b>Sub-Total Administrative Exp:</b>	<b>1,737,357</b>	<b>1,620,296</b>	<b>1,669,513</b>	<b>1,632,870</b>	<b>1,715,088</b>	<b>82,218</b>	<b>-5%</b>
<b>TOTAL OPERATING EXPENSES:</b>	<b>5,930,646</b>	<b>5,726,399</b>	<b>8,143,438</b>	<b>7,162,085</b>	<b>6,365,872</b>	<b>916,213</b>	<b>11%</b>
<b>OPERATING INCOME:</b>	<b>2,831,277</b>	<b>3,297,204</b>	<b>1,382,257</b>	<b>2,173,383</b>	<b>2,951,401</b>	<b>778,188</b>	<b>36%</b>
<b>NON-OPERATING REVENUES (EXPENSES)</b>							
Interest Income:	292,088	105,795	78,500	46,882	55,000	23,882	20%
Interest Expense:	(510,405)	(478,096)	(447,099)	(447,099)	(413,275)	33,824	8%
Other Income (Expense):	111,729	9,111	163,888	125,204	318,500	193,296	144%
<b>Total Non-Operating Expenses:</b>	<b>(106,588)</b>	<b>(363,190)</b>	<b>(204,711)</b>	<b>(274,913)</b>	<b>(52,775)</b>	<b>221,142</b>	<b>81%</b>
<b>NET INCOME BEFORE SUBVENTION:</b>	<b>2,724,689</b>	<b>2,934,014</b>	<b>1,177,546</b>	<b>1,898,470</b>	<b>2,898,626</b>	<b>999,196</b>	<b>53%</b>
Subvention to City of Redwood City:	(525,715)	(541,416)	(571,542)	(560,128)	(558,766)	1,262	0%
<b>NET INCOME AFTER SUBVENTION:</b>	<b>\$ 2,198,974</b>	<b>\$ 2,392,598</b>	<b>\$ 606,004</b>	<b>\$ 1,338,342</b>	<b>\$ 2,339,860</b>	<b>\$ 1,001,524</b>	<b>75%</b>



# PORT OF REDWOOD CITY

Executive Summary  
PORT OF REDWOOD CITY  
FY2023 BUDGET  
STATEMENTS OF CASH FLOWS

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	Fy2023
Operating Income:	\$ 2,948,901
Plus: Interest Income:	55,000
Plus: Other Non-Operating Income:	305,500
Less: Subvention:	(558,766)
Less: Debt Service:	
2012 Bonds	(742,294)
2015 Bonds	(606,538)
	(1,348,832)
Plus: Depreciation:	1,386,717
Less: Capital Improvement Program (CIP):	(2,350,000)
Net Cash Flow:	<u>\$ 438,519</u>

# PORT OF REDWOOD CITY

Executive Summary  
PORT OF REDWOOD CITY  
FY2023 BUDGET  
CAPITAL IMPROVEMENT PROGRAM (CIP)

<u>PROJECT DESCRIPTION</u>	<u>COST</u>
Paving - Boat Launch Parking Lot:	\$ 200,000
Marina Parking Lot:	500,000
Emergency Operations Center (EOC):	750,000
Speed-bumps & Hineman Road Paving:	200,000
Upgrade Stormwater Drainage System:	250,000
WIP - Ferry Project:	100,000
WIP - Port Precise Plan:	100,000
WIP - Boatyard Project:	250,000
	<u>\$ 2,350,000</u>

# PORT OF REDWOOD CITY

Executive Summary  
**PORT OF REDWOOD CITY**  
**FY2023 BUDGET**  
**COMPARATIVE STATISTICS**

	FY2020 ACTUAL	FY2021 ACTUAL	FY2022 BUDGET	FY2022 FORECAST	FY2023 BUDGET
<b><u>MAJINE TERMINAL</u></b>					
OPERATING REVENUE:	\$ 6,532,307	\$ 6,649,215	\$ 7,038,191	\$ 6,908,147	\$ 6,544,545
OPERATING EXPENSE:	2,169,394	2,127,631	4,217,813	3,422,590	2,289,218
GROSS PROFIT:	4,362,913	4,521,584	2,820,378	3,485,557	4,255,327
GROSS MARGIN:	66.8%	68.0%	40.1%	50.5%	65.0%
<b><u>RECREATIONAL BOATING</u></b>					
OPERATING REVENUE:	568,558	567,543	619,034	559,173	582,254
OPERATING EXPENSE:	597,908	580,544	617,890	557,242	581,610
GROSS PROFIT:	(29,350)	(13,001)	1,144	1,931	644
GROSS MARGIN:	-5.2%	-2.3%	0.2%	0.3%	0.1%
<b><u>COMMERCIAL</u></b>					
OPERATING REVENUE:	1,661,058	1,806,845	1,869,470	1,868,148	2,185,974
OPERATING EXPENSE:	328,474	343,389	382,759	364,931	399,268
GROSS PROFIT:	1,332,584	1,463,456	1,486,711	1,503,217	1,786,705
GROSS MARGIN:	80.2%	81.0%	79.5%	80.5%	81.7%
<b><u>OPERATIONS ONLY (NO ADMIN)</u></b>					
OPERATING REVENUE:	8,761,923	9,023,603	9,525,695	9,335,468	9,312,773
OPERATING EXPENSE:	4,193,289	4,106,103	6,473,925	5,529,715	4,650,784
GROSS PROFIT:	4,568,634	4,917,500	3,051,770	3,806,253	4,661,989
GROSS MARGIN:	52.1%	54.5%	32.0%	40.8%	50.1%
<b><u>OPERATING INCOME TO OPERATING REVENUE</u></b>					
TOTAL OPERATING INCOME:	2,831,277	3,297,204	1,362,257	2,173,383	2,948,901
TOTAL OPERATING REVENUE:	8,761,923	9,023,603	9,525,695	9,335,468	9,312,773
RATIO OF OPS INCOME TO OPS REVENUE:	32.3%	36.5%	14.5%	23.3%	31.7%
<b><u>NET INCOME TO OPERATING INCOME</u></b>					
NET INCOME BEFORE SUBVENTION:	2,724,689	2,934,074	1,177,546	1,897,370	2,896,126
OPERATING REVENUE:	8,761,923	9,023,603	9,525,695	9,335,468	9,312,773
RATIO OF NET INCOME TO OPS REVENUE:	31.1%	32.5%	12.4%	20.3%	31.1%
<b><u>ADMINISTRATIVE EXPENSE TO OPERATING EXPENSE</u></b>					
ADMINISTRATIVE EXPENSE:	1,737,357	1,620,296	1,669,513	1,632,870	1,713,088
TOTAL OPERATING EXPENSES:	5,930,646	5,726,399	8,143,438	7,162,085	6,363,872
RATIO OF ADMIN EXP TO OPS EXP:	29.3%	28.3%	20.5%	22.8%	26.9%

# PORT OF REDWOOD CITY

Executive Summary  
**PORT OF REDWOOD CITY**  
**FY2023 BUDGET**  
**COMPARATIVE TONNAGE**

	<u>FY2020</u> <u>ACTUAL</u> Metric ton	<u>FY2021</u> <u>ACTUAL</u> Metric ton	<u>FY2022</u> <u>BUDGET</u> Metric ton	<u>FY2022</u> <u>FORECAST</u> Metric ton	<u>FY2023</u> <u>BUDGET</u> Metric ton
CEMENT:	53,588	108,418	72,000	105,000	90,000
IMPORTED SAND:	1,555,768	1,256,039	1,620,000	1,075,000	1,320,000
DOMESTIC SAND (Dredged):	-	-	-	-	-
GYPSUM:	210,543	707,518	230,000	280,000	230,000
BAUXITE:	90,782	-	82,000	-	75,000
SCRAP METAL:	201,184	248,739	220,000	280,000	240,000
LIMESTONE:	-	-	-	-	-
OTHER - SLAG:	-	-	-	-	-
	<u>2,111,865</u>	<u>1,820,714</u>	<u>2,224,000</u>	<u>1,740,000</u>	<u>1,955,000</u>
			<b>Fy2022-23 vs Fy2021-22 (FORECAST):</b>	<b>215,000</b>	<b>12.4%</b>
			<b>Fy2022-23 vs Fy2021-22 (BUDGET):</b>	<b>(269,000)</b>	<b>-12.1%</b>

# PORT OF REDWOOD CITY

Executive Summary  
**PORT OF REDWOOD CITY**  
**FY2023 BUDGET**  
**TONNAGE BY COMMODITY**

<u>CUSTOMER</u>	<u>COMMODITY</u>	<u>IMPORTS</u>	<u>EXPORTS</u>	<u>TOTAL</u>	<u>No. of Vessels</u>
Cemex (HS&G)	Imported Sand:	1,320,000		1,320,000	36
Cemex (HS&G)	Dredged Sand:	-		-	12 <i>Barge</i>
Cemex	Cement:	90,000		90,000	5
Pabco	Gypsum:	230,000		230,000	8
Simsmetal	Scrap:		240,000	240,000	12
International Materials Inc.	Bauxite:	75,000		75,000	0
<b>TOTAL TONNAGE (metric):</b>		<b>1,715,000</b>	<b>240,000</b>	<b>1,955,000</b>	<b>61</b>

	NUMBER OF VESSELS				
	<u>FY2020</u> <u>ACTUAL</u>	<u>FY2021</u> <u>ACTUAL</u>	<u>FY2022</u> <u>BUDGET</u>	<u>FY2022</u> <u>FORECAST</u>	<u>FY2023</u> <u>BUDGET</u>
CARGO VESSELS:	64	63	67	64	61
BARGES:	12	12	12	10	12
PASSENGER VESSELS:	0	0	0	0	0
<b>TOTAL VESSELS:</b>	<b>76</b>	<b>75</b>	<b>79</b>	<b>74</b>	<b>73</b>

# PORT OF REDWOOD CITY

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# 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

- Supported the Sidewalk Repair and Replacement program by exceeding the goal of 1,750 repairs by June 2022
- Exceeded goal of converting an additional 400 street lights to LED lights by June 2022
- Established procedures for consistent data collection and cleaned up source data prior to beginning in-person, visual identification of pipeline material downstream of the water meter for 21,000 customer-side, private water service lines. Approximately 4,000 service lines are planned to be identified by the end of June 2022, and all service lines must be identified by October 16, 2024 to comply with the Federal Lead and Copper Rule Revision.
- Accomplished goal to replace, update or enhance scheduled heating, ventilation, and air conditioning (HVAC) systems throughout two City facilities, Redwood Shores Branch Library and the Red Morton Community Center; also accomplished goal to enhance the HVAC systems of two critical-use facilities, City Hall and the Downtown Library, with the installation of Bipolar Ionization Systems designed to reduce airborne pathogens and provide cleaner, safer air quality. Enhancements to the HVAC system in other City facilities will be included in the scope of work at the time of replacement in the near future.
- Accomplished goal to complete the renovation of the Fair Oaks Community Center administrative offices as well as the Child Development Program kitchen to better serve the Redwood City Child Development Program, the Fair Oaks Older Adult Activity Center, and the community at large by June 2022.

# PUBLIC WORKS SERVICES

## GOALS FOR FY 2022-23

- Through community engagement, collaboration, and internal consideration, reimagine the current sidewalk repair program with an equity lens to ensure that the program is accessible to all and complete 3,000 sidewalk repairs by June 2023 (the timeline for this goal was extended an additional fiscal year in order to incorporate feedback received from the City Council Equity and Social Justice Sub-Committee)
- In coordination with the Community Development and Transportation Department, complete a tree inventory audit and update the City's tree ordinance by June 2023
- Complete the implementation of the solar microgrid within Fire Station 9 and the adjacent Marshall Street Garage by June 2023
- Transition to collect sewer service charges for one dwelling unit parcels through the County of San Mateo tax rolls by July 31, 2022 (this timeline was extended an additional fiscal year based on the City Council's direction)

## CURRENT OR UPCOMING MULTI-YEAR MAJOR PROJECTS

- Convert remaining eligible streets lights to LED by June 2024
- Identify pipeline material downstream of the water meter for 21,000 customer side private water service lines by October 2024 in compliance with the Federal Lead and Copper Rule Revision
- Implement electrification within the City's fleet by replacing aging hybrid and gasoline vehicles with 100% electric Vehicles (EV) where possible
- Replace or retrofit existing water meters with Smart/Automated Meter Infrastructure (AMI) water meters where feasible
- Evaluate and perform maintenance, such as tree trimming or removal, on City-owned trees
- Complete groundwater remediation efforts at the Sequoia Station Shopping Center
- Work locally and with regional partners to identify water supplies to supplement dry year demand through development of recycled water, groundwater, and other potential sources of new water supply
- Develop incentive programs and initiatives based on the Climate Action Plan
- Develop a new solid waste rate structure to realign rates based on current costs of service

# PUBLIC WORKS SERVICES

Performance Measure	2017 Results	2018 Results	2019 Results	2020 Results	2021 Results	Target
Number of water main breaks responded to and repaired	63	88	76	120	109	Less than previous year
Number of sewer overflows	13	18	9	14	17	Less than 25
Percent of service requests completed on time	90%	94%	90%	97%	93%	90%
Number of sidewalk repairs completed	598	1,330	1,919	2,146	4,497	3,000

# PUBLIC WORKS SERVICES

## DEPARTMENT BUDGET

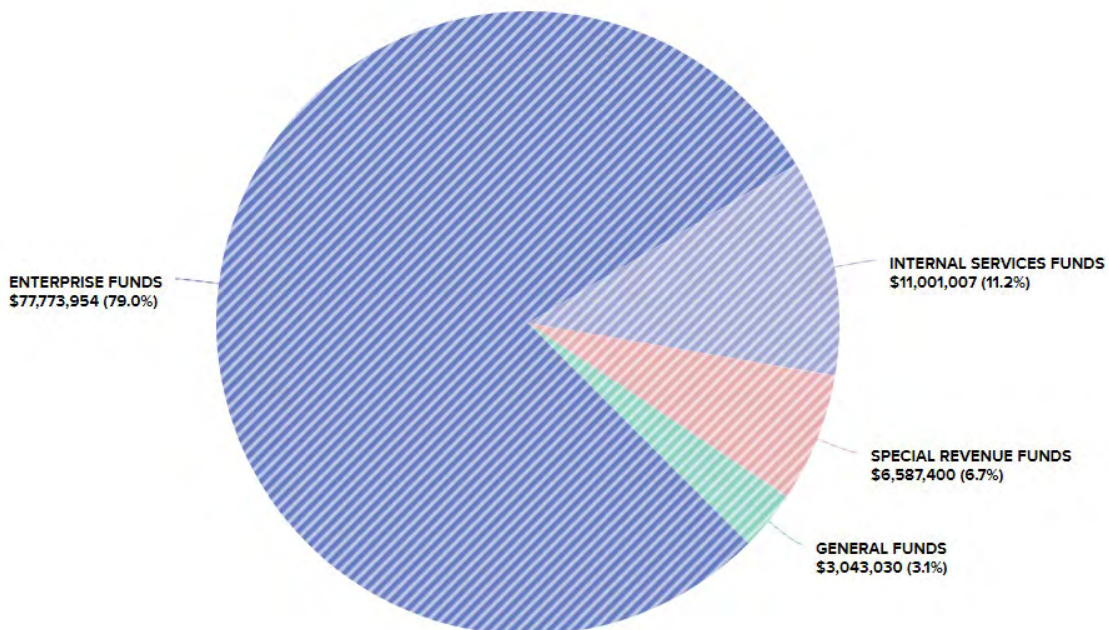
The total Public Works Services budget for FY 2022-23 is \$98.41 million, representing 30.89% of the total operational budget.

	ACTUAL 2020-21	ADJUSTED BUDGET 2021-22	ADOPTED BUDGET 2022-23
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## BUDGET BY CATEGORIES OF EXPENDITURES

Employee Costs	\$ 16,856,665	\$ 18,749,733	\$ 19,695,897
Supplies and Services	\$ 55,855,675	\$ 65,642,293	\$ 65,913,001
Internal Services	\$ 11,726,787	\$ 11,537,477	\$ 12,067,943
Capital Allocations	\$ 1,369,860	\$ -	\$ 728,550
<b>Total</b>	<b>\$ 85,808,987</b>	<b>\$ 95,929,503</b>	<b>\$ 98,405,391</b>

## FY 2022-23 BUDGET BY FUNDING SOURCE



# PUBLIC WORKS SERVICES

There are 108.82 FTEs in the budget for FY 2022-23, representing 19.05 % of all City employees.

Public Works	REVISED BUDGET	ADOPTED BUDGET	ADOPTED BUDGET
	2020-21	2021-22	2022-23
Accountant	0.25	0.25	0.25
Accounting Technician II	0.13	0.13	-
Administrative Clerk I	1.00	1.00	1.00
Administrative Clerk III	1.00	1.00	1.00
Administrative Secty	1.00	1.00	1.00
Assistant Engineer II	1.00	1.00	-
Assistant Public Works Director	1.00	1.00	1.00
Associate Engineer	1.00	1.00	2.00
Building Maintenance Worker	3.22	3.22	3.22
Comm. Dev. Manager - Engineering	0.15	0.15	0.15
Custodial Services Supervisor	1.00	1.00	1.00
Environmental Initiatives Coordinator	1.00	1.00	1.00
Equipment Mechanic I	-	-	1.00
Equipment Mechanic II	4.00	4.00	3.00
Equipment Service Worker	1.00	1.00	1.00
Facilities Maintenance Supervisor	1.00	1.00	1.00
Fleet Supervisor	1.00	1.00	1.00
GIS Manager	0.25	0.25	0.25
Lead Equipment Mechanic	1.00	1.00	1.00
Lead Maintenance Custodian	3.00	3.00	3.00
Lead Public Works Maint Worker	5.00	5.00	5.00
Lead Public Works 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
Managerial / Professional Level I	-	-	1.00
Official / Executive / Professional Level I	0.70	0.70	0.70
Public Works Field Supervisor	1.50	1.50	1.50
Public Works Maint Worker I - Wastewater	1.00	1.00	1.00
Public Works Maint Worker II	12.00	12.00	10.00
Public Works Maint Worker II - Wastewater	8.00	8.00	8.00
Public Works Maint Worker III / Equip Oper	2.45	2.45	2.45
Public Works Maint Worker II-N.C.P.	-	-	1.00
Public Works Maint Worker III / Equip Oper - Wastewater	1.00	1.00	1.00
Public Works Services Director	0.80	0.80	0.80
Public Works Superintendent	5.00	5.00	5.00
Secretary	1.00	1.00	1.00
Senior Building Maint Worker	4.00	4.00	4.00
Senior Civil Engineer	1.50	1.50	1.50
Technical Level I	2.00	3.00	3.00
Tree Maint Worker II	1.00	1.00	1.00
Tree Maintenance Leader	1.00	1.00	1.00
Utilities Field Supv	3.00	3.00	3.00
Utilities Specialist	1.00	1.00	2.00
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	3.00
Water Resources Technician	4.00	4.00	4.00
Total	105.95	106.95	108.82



# PUBLIC WORKS SERVICES



# PUBLIC WORKS SERVICES

Major changes to the department's budget for FY 2022-23 are listed in the table below

Summary of Change	General Fund	Special Revenue Funds	Capital Projects Funds	Enterprise Funds	Internal Services Funds	Total
<b>Supplies and Services</b>						
Provide one-time funding for outside consultant services to update the City's municipal code as it relates to public street trees.	50,000					50,000
Provide one-time funding for City equipment and vehicle replacement.					47,000	47,000
Provide funding to meet a portion of the City's annual procurement target for recovered organic waste product mandated under SB 1383.	100,000					100,000
Increase the repair budget to allow for necessary improvements to the storm pump station and storm water conveyance system at the Seaport Centre Community Facilities District.		30,000				30,000
Provide ongoing funding to support the operations and maintenance costs associated with the new Highway 101 Pedestrian Undercrossing.	50,000					50,000
Provide ongoing funding to align the repair cost budget with anticipated expenditures for sewer infrastructure in the Seaport Centre Community Facilities District.		30,000				30,000
Provide funding to meet increasing PG&E utility costs for storm water pump stations.				30,000		30,000
Provide funding to meet projected costs associated with PG&E electrical costs for street lights and traffic signals.		227,000				227,000
Provide ongoing funding to purchase water treatment chemicals for recycled water.				20,000		20,000
Provide ongoing funding to maintain various water conservation programs and rebates that meet the needs of the community at all levels.				50,000		50,000
Provide funding to meet cost increases for regulatory permits and general operating expenditures for the sewer collection system.				100,000		100,000
Provide funding to meet increasing costs of materials and parts for critical repairs to the sanitary sewer collection system.				200,000		200,000
Provide funding to meet the increasing operating costs for the storm water system.	30,000					30,000
Provide funding to continue street sweeping operations at existing service levels.	300,000					300,000
Provide funding to enhance tree maintenance activities.	75,000					75,000
Provide funding to meet projected utilities costs for the Sewer Maintenance System program.				15,000		15,000
Provide ongoing funding to meet the City's mandated obligations to maintain and reduce water lost from the drinking water system.				125,000		125,000
Provide ongoing funding for water utility costs allocated to the Water Customer Services Program.				8,000		8,000
Provide ongoing funding for insurance premium cost allocated to the Water Supply and Distribution program.				50,600		50,600
<b>Personnel</b>						
Add 1.0 FTE Managerial//Professional position for one-time funding for contract staff to research maintenance responsibility of utilities infrastructure.	46,304			92,609		138,913
Add 1.0 FTE Water Resources Specialist position for recycled water operations.				181,275		181,275
Convert 1.0 FTE Public Works Maintenance Worker II to 1.0 FTE Utilities Specialist.				50,862		50,862
<b>Total</b>	<b>651,304</b>	<b>287,000</b>	<b>-</b>	<b>923,346</b>	<b>47,000</b>	<b>1,908,650</b>

# PUBLIC WORKS SERVICES

**PROGRAM:** Climate Action Plan  
**SUB-PROGRAM:** Climate Action and Adaptation Implementation (65138)

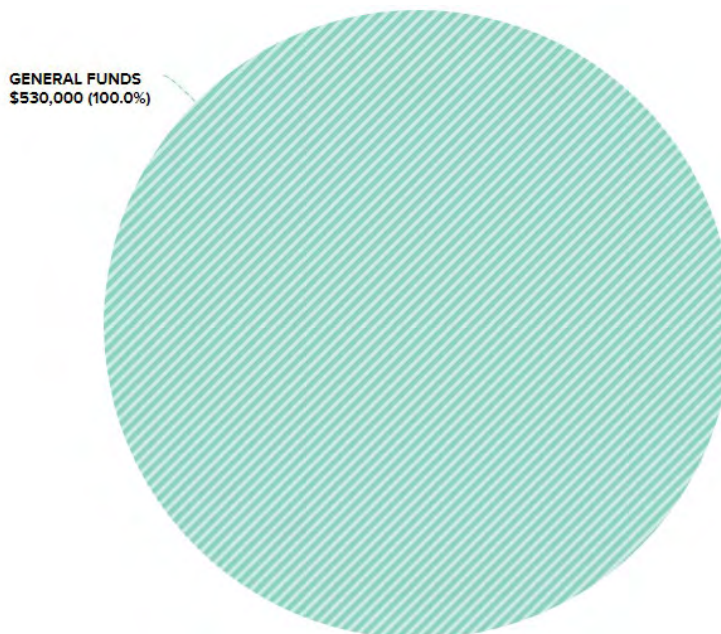
**SUB-PROGRAM PURPOSE OR BUSINESS:**  
 Manage the implementation of the City’s Climate Action Plan strategies and initiatives.

	ACTUAL 2020-21	ADJUSTED BUDGET 2021-22	ADOPTED BUDGET 2022-23
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## BUDGET BY CATEGORIES OF EXPENDITURES

Employee Costs	\$ -	\$ -	\$ -
Supplies and Services	1,708	630,000	530,000
Internal Services	-	-	-
Capital Allocations	-	-	-
<b>Total</b>	<b>\$ 1,708</b>	<b>\$ 630,000</b>	<b>\$ 530,000</b>

## FY 2022-23 BUDGET BY FUNDING SOURCE



# PUBLIC WORKS SERVICES

**PROGRAM:** Fleet, Facilities, and Custodial Maintenance Services  
**SUB-PROGRAM:** Equipment Services (67230)

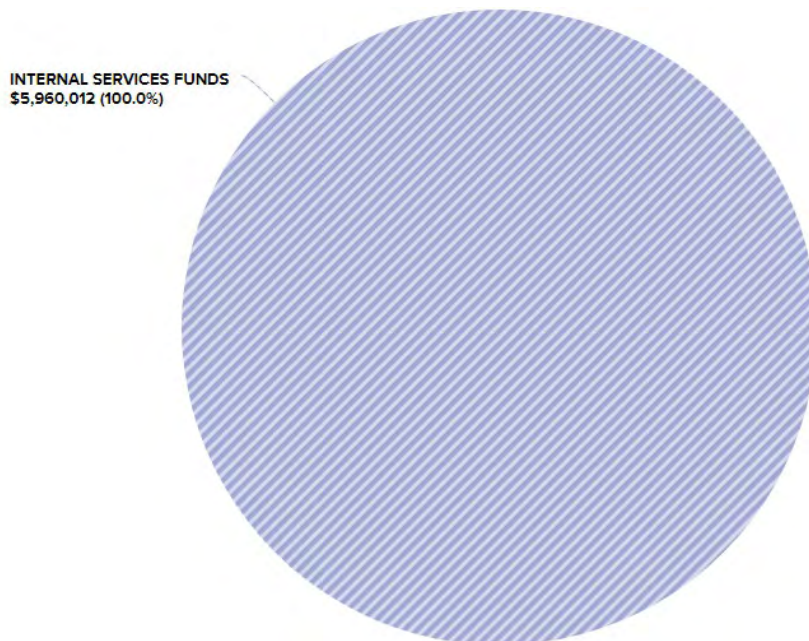
**SUB-PROGRAM PURPOSE OR BUSINESS:**  
 Manage the City's fleet operations for maximum safety and efficiency.

	ACTUAL 2020-21	ADJUSTED BUDGET 2021-22	ADOPTED BUDGET 2022-23
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## BUDGET BY CATEGORIES OF EXPENDITURES

Employee Costs	\$ 1,429,497	\$ 1,682,562	\$ 1,739,987
Supplies and Services	920,055	3,795,838	3,842,838
Internal Services	331,250	332,245	377,187
Capital Allocations	-	-	-
<b>Total</b>	<b>\$ 2,680,802</b>	<b>\$ 5,810,645</b>	<b>\$ 5,960,012</b>

## FY 2022-23 BUDGET BY FUNDING SOURCE





# PUBLIC WORKS SERVICES

**PROGRAM:** Fleet, Facilities, and Custodial Maintenance Services  
**SUB-PROGRAM:** Custodial Services (780-67241)

**SUB-PROGRAM PURPOSE OR BUSINESS:**

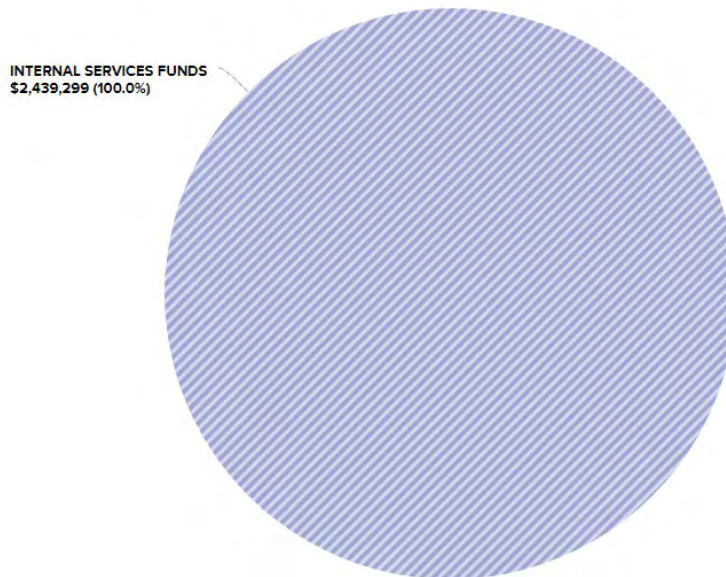
Provide great places for community activities by cleaning and maintaining City facilities and Courthouse Square so they are safe, clean, and attractive to the community.

	ACTUAL 2020-21	ADJUSTED BUDGET 2021-22	ADOPTED BUDGET 2022-23
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**BUDGET BY CATEGORIES OF EXPENDITURES**

Employee Costs	\$ 1,719,733	\$ 2,010,964	\$ 2,088,894
Supplies and Services	102,903	268,250	118,250
Internal Services	227,299	205,109	232,155
Capital Allocations	-	-	-
<b>Total</b>	<b>\$ 2,049,935</b>	<b>\$ 2,484,323</b>	<b>\$ 2,439,299</b>

**FY 2022-23 BUDGET BY FUNDING SOURCE**



# PUBLIC WORKS SERVICES

**PROGRAM:** Fleet, Facilities, and Custodial Maintenance Services  
**SUB-PROGRAM:** Building Maintenance Services (780-67242)

**SUB-PROGRAM PURPOSE OR BUSINESS:**

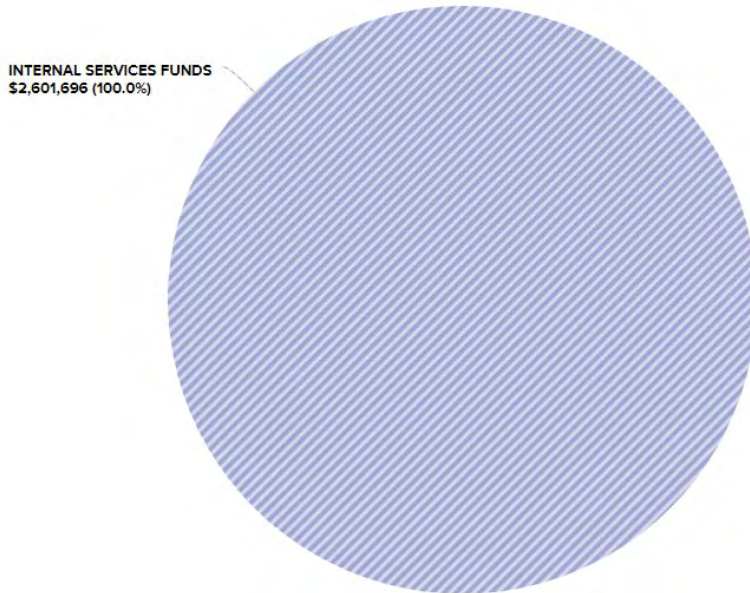
Provide great places for community activities by maintaining or enhancing the physical condition of City facilities, park hardscape, and other City assets so that they are safe, comfortable, and available for use.

	<b>ACTUAL</b>	<b>ADJUSTED</b>	<b>ADOPTED</b>
	<b>2020-21</b>	<b>BUDGET</b>	<b>BUDGET</b>
	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>

**BUDGET BY CATEGORIES OF EXPENDITURES**

Employee Costs	\$ 1,501,883	\$ 1,506,113	\$ 1,553,972
Supplies and Services	621,050	587,019	587,019
Internal Services	413,038	419,479	460,706
Capital Allocations	-	-	-
<b>Total</b>	<b>\$ 2,535,971</b>	<b>\$ 2,512,611</b>	<b>\$ 2,601,696</b>

**FY 2022-23 BUDGET BY FUNDING SOURCE**





# PUBLIC WORKS SERVICES

**PROGRAM:** Fleet, Facilities, and Custodial Maintenance Services  
**SUB-PROGRAM:** Highway 101 Pedestrian Underpass (67243)

**SUB-PROGRAM PURPOSE OR BUSINESS:**

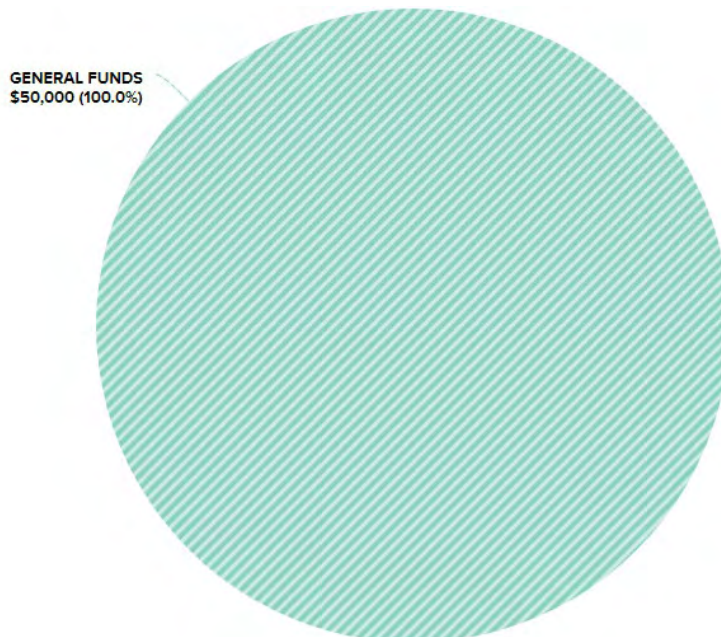
Supports the operations and maintenance costs associated with the new Highway 101 Pedestrian Undercrossing.

	ACTUAL 2020-21	ADJUSTED BUDGET 2021-22	ADOPTED BUDGET 2022-23
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**BUDGET BY CATEGORIES OF EXPENDITURES**

Employee Costs	\$ -	\$ -	\$ -
Supplies and Services	-	-	50,000
Internal Services	-	-	-
Capital Allocations	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 50,000</b>

**FY 2022-23 BUDGET BY FUNDING SOURCE**



# PUBLIC WORKS SERVICES

**PROGRAM:** Right-Of-Way Maintenance  
**SUB-PROGRAM:** Electrical Maintenance (65131)

**SUB-PROGRAM PURPOSE OR BUSINESS:**

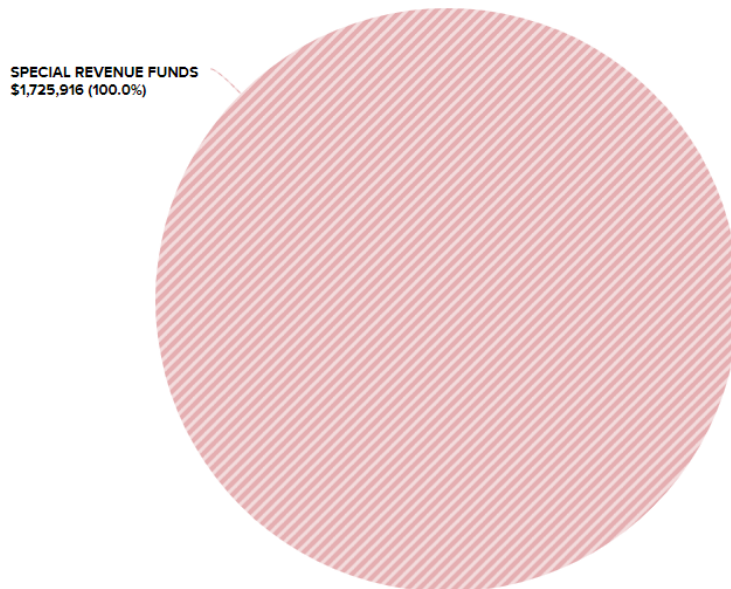
Maintain the safe movement of vehicles, bicycles, and pedestrians within the City's public right-of-ways through the operation of traffic signals and street lighting.

	ACTUAL 2020-21	ADJUSTED BUDGET 2021-22	ADOPTED BUDGET 2022-23
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**BUDGET BY CATEGORIES OF EXPENDITURES**

Employee Costs	\$ 356,876	\$ 375,632	\$ 391,401
Supplies and Services	1,297,652	1,046,871	1,273,871
Internal Services	47,528	47,928	60,644
Capital Allocations	-	-	-
<b>Total</b>	<b>\$ 1,702,056</b>	<b>\$ 1,470,431</b>	<b>\$ 1,725,916</b>

**FY 2022-23 BUDGET BY FUNDING SOURCE**



# PUBLIC WORKS SERVICES

**PROGRAM:** Right-Of-Way Maintenance  
**SUB-PROGRAM:** Street System Maintenance (65132)

**SUB-PROGRAM PURPOSE OR BUSINESS:**

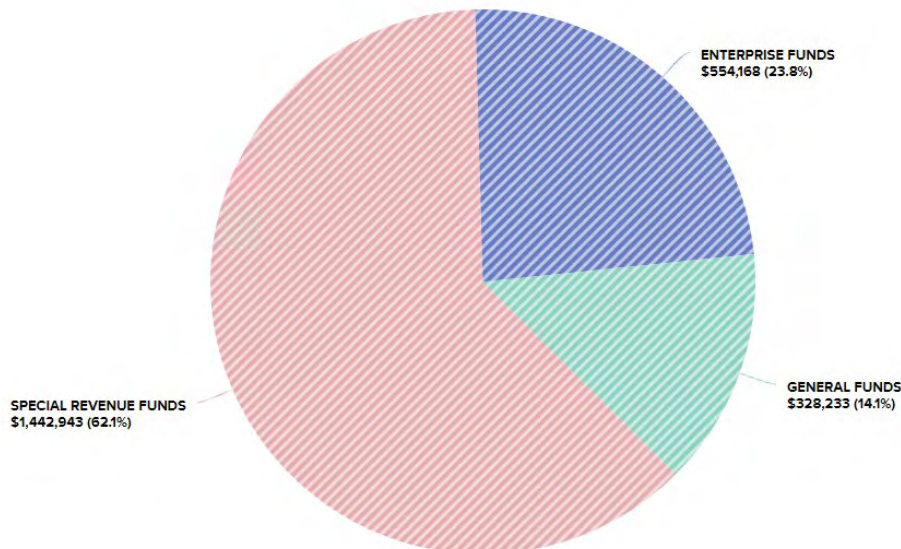
Maintain all streets, sidewalks, City parking lots, and parking meters in a safe condition for the movement of pedestrians and vehicles.

	<b>ACTUAL</b>	<b>ADJUSTED</b>	<b>ADOPTED</b>
	<b>2020-21</b>	<b>BUDGET</b>	<b>BUDGET</b>
	<b>2021-22</b>	<b>2022-23</b>	<b>2022-23</b>

**BUDGET BY CATEGORIES OF EXPENDITURES**

Employee Costs	\$ 944,016	\$ 976,085	\$ 984,546
Supplies and Services	908,620	364,615	364,615
Internal Services	979,881	950,229	976,183
Capital Allocations	-	-	-
<b>Total</b>	<b>\$ 2,832,517</b>	<b>\$ 2,290,929</b>	<b>\$ 2,325,345</b>

**FY 2022-23 BUDGET BY FUNDING SOURCE**



# PUBLIC WORKS SERVICES

**PROGRAM:** Right-Of-Way Maintenance  
**SUB-PROGRAM:** Street Cleaning (65133)

**SUB-PROGRAM PURPOSE OR BUSINESS:**

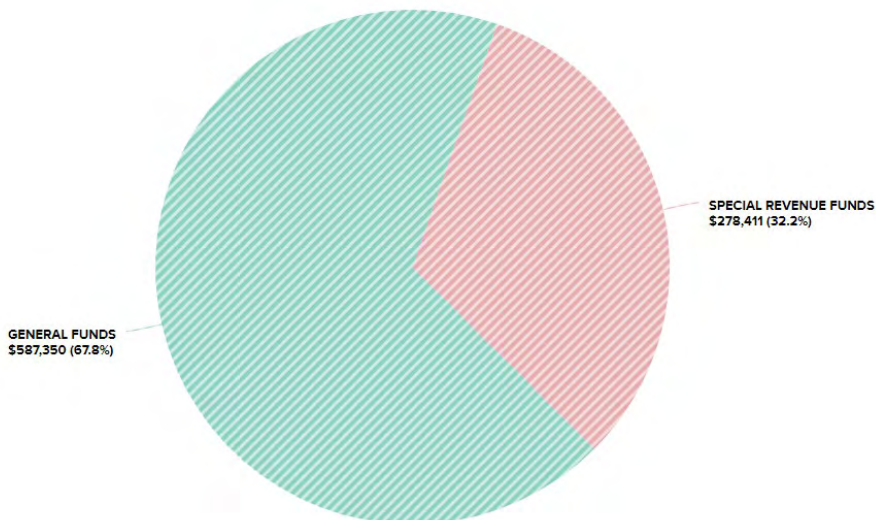
Sustain the City as clean, inviting, and aesthetically pleasing throughout all segments of the community by maintaining all roadway rights-of-way and parking facilities free from dirt, refuse, and litter as a component of street and road repair and maintenance in compliance with local, state, and federal laws and regulations.

	<b>ACTUAL</b>	<b>ADJUSTED</b>	<b>ADOPTED</b>
	<b>2020-21</b>	<b>BUDGET</b>	<b>BUDGET</b>
	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>

**BUDGET BY CATEGORIES OF EXPENDITURES**

Employee Costs	\$ 160,003	\$ 255,739	\$ 261,785
Supplies and Services	281,242	291,531	591,531
Internal Services	12,382	9,782	12,445
Capital Allocations	-	-	-
<b>Total</b>	<b>\$ 453,627</b>	<b>\$ 557,052</b>	<b>\$ 865,761</b>

**FY 2022-23 BUDGET BY FUNDING SOURCE**



# PUBLIC WORKS SERVICES

**PROGRAM:** Right-Of-Way Maintenance  
**SUB-PROGRAM:** Sidewalk Maintenance and Replacement (65134)

**SUB-PROGRAM PURPOSE OR BUSINESS:**

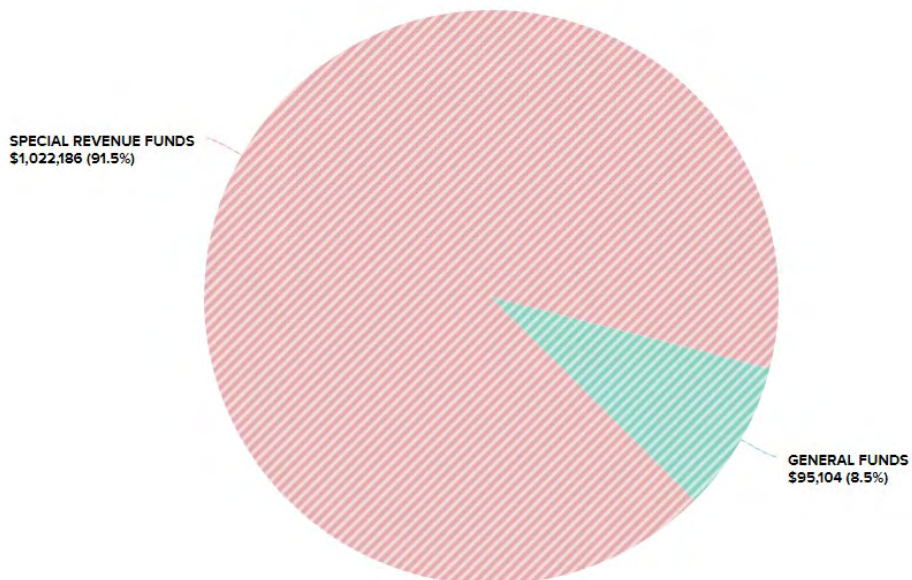
Identify areas needing sidewalk repairs and wheelchair ramps for barrier-free access and schedule appropriate construction or maintenance; and preserve existing street and private trees when practical during sidewalk repairs.

	ACTUAL 2020-21	ADJUSTED BUDGET 2021-22	ADOPTED BUDGET 2022-23
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**BUDGET BY CATEGORIES OF EXPENDITURES**

Employee Costs	\$ 221,284	\$ 296,346	\$ 350,312
Supplies and Services	4,136	3,717	3,717
Internal Services	1,165,104	886,172	763,260
Capital Allocations	-	-	-
<b>Total</b>	<b>\$ 1,390,524</b>	<b>\$ 1,186,235</b>	<b>\$ 1,117,290</b>

**FY 2022-23 BUDGET BY FUNDING SOURCE**





# PUBLIC WORKS SERVICES

**PROGRAM:** Right-Of-Way Maintenance  
**SUB-PROGRAM:** Street Tree Maintenance (65135)

**SUB-PROGRAM PURPOSE OR BUSINESS:**

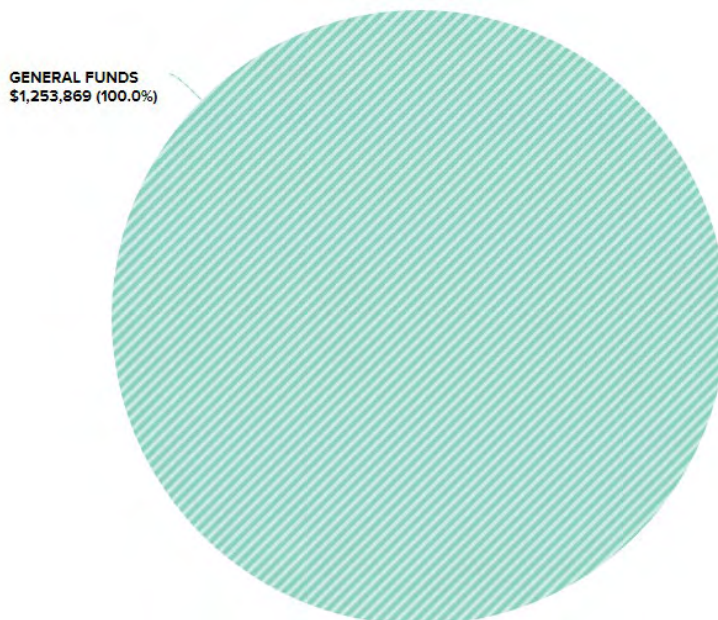
Protect the City's investment in street trees and enhance the overall tree population within the City, resulting in a more livable urban environment.

	<b>ACTUAL</b>	<b>ADJUSTED</b>	<b>ADOPTED</b>
	<b>2020-21</b>	<b>BUDGET</b>	<b>BUDGET</b>
	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>

**BUDGET BY CATEGORIES OF EXPENDITURES**

Employee Costs	\$ 468,133	\$ 475,241	\$ 494,462
Supplies and Services	77,737	485,528	395,528
Internal Services	352,231	312,381	363,879
Capital Allocations	-	-	-
<b>Total</b>	<b>\$ 898,101</b>	<b>\$ 1,273,150</b>	<b>\$ 1,253,869</b>

**FY 2022-23 BUDGET BY FUNDING SOURCE**





# PUBLIC WORKS SERVICES

**PROGRAM:** Right-Of-Way Maintenance  
**SUB-PROGRAM:** Downtown Entry Features Maintenance (65136)

**SUB-PROGRAM PURPOSE OR BUSINESS:**

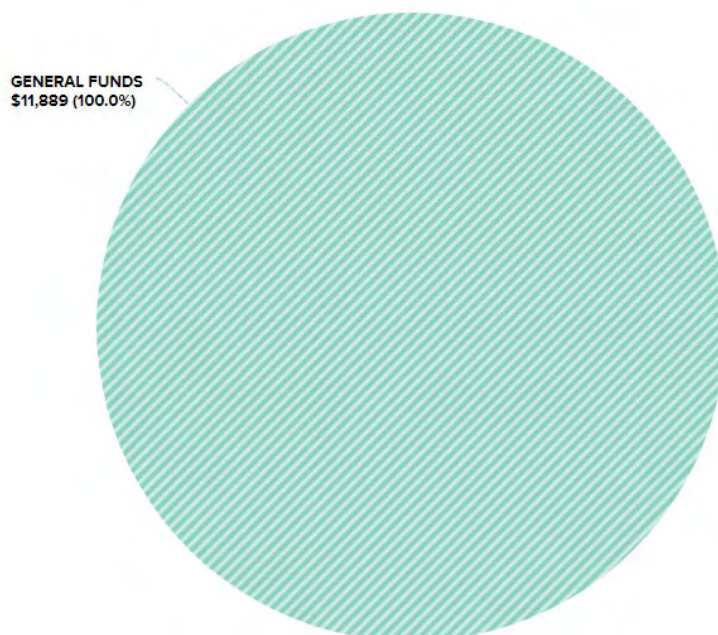
Maintain downtown right-of-way improvements and entry features in a safe and aesthetically pleasing manner.

	<b>ACTUAL</b>	<b>ADJUSTED</b>	<b>ADOPTED</b>
	<b>2020-21</b>	<b>BUDGET</b>	<b>BUDGET</b>
	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>

**BUDGET BY CATEGORIES OF EXPENDITURES**

Employee Costs	\$ -	\$ -	\$ -
Supplies and Services	8,752	11,889	11,889
Internal Services	-	-	-
Capital Allocations	-	-	-
<b>Total</b>	<b>\$ 8,752</b>	<b>\$ 11,889</b>	<b>\$ 11,889</b>

**FY 2022-23 BUDGET BY FUNDING SOURCE**



# PUBLIC WORKS SERVICES

**PROGRAM:** Right-of-Way Maintenance  
**SUB-PROGRAM:** Paint and Sign Maintenance (65137)

**SUB-PROGRAM PURPOSE OR BUSINESS:**

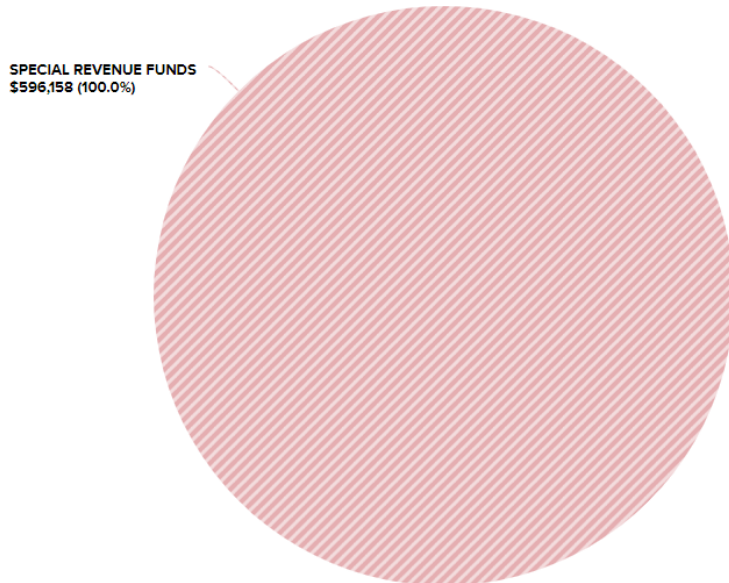
Maintain the safe movement of vehicles, bicycles, and pedestrians within the City’s public right-of-ways through the maintenance of traffic control apparatus – signs, curb painting, and pavement markings.

	<b>ACTUAL</b>	<b>ADJUSTED</b>	<b>ADOPTED</b>
	<b>2020-21</b>	<b>BUDGET</b>	<b>BUDGET</b>
	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>

**BUDGET BY CATEGORIES OF EXPENDITURES**

Employee Costs	\$ 395,248	\$ 419,646	\$ 436,541
Supplies and Services	19,155	63,579	63,579
Internal Services	83,711	82,821	96,037
Capital Allocations	-	-	-
<b>Total</b>	<b>\$ 498,114</b>	<b>\$ 566,046</b>	<b>\$ 596,158</b>

**FY 2022-23 BUDGET BY FUNDING SOURCE**



# PUBLIC WORKS SERVICES

**PROGRAM:** Right-of-Way Maintenance  
**SUB-PROGRAM:** Trash and Recycling Efforts (65186)

**SUB-PROGRAM PURPOSE OR BUSINESS:**

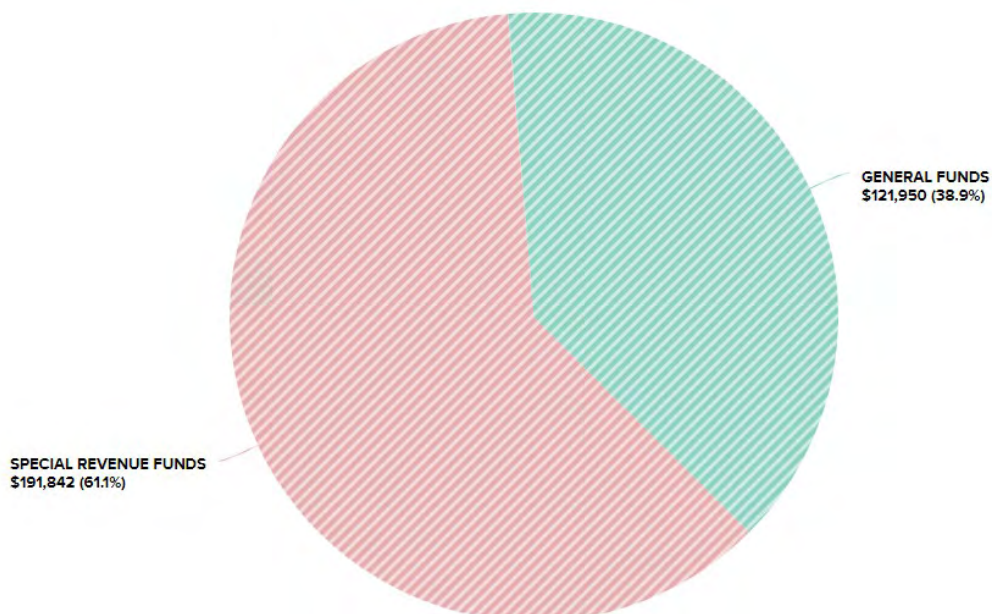
Coordinate with, manage and oversee the City’s solid waste contract with Recology. Provide staff support for activities and events involving solid waste, recycling and organics collection and processing programs in order to maintain compliance with state and local laws, goals, and mandates.

	ACTUAL 2020-21	ADJUSTED BUDGET 2021-22	ADOPTED BUDGET 2022-23
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**BUDGET BY CATEGORIES OF EXPENDITURES**

Employee Costs	\$ 168,848	\$ 186,009	\$ 193,422
Supplies and Services	11,783	12,000	112,000
Internal Services	8,602	6,588	8,369
Capital Allocations	-	-	-
<b>Total</b>	<b>\$ 189,233</b>	<b>\$ 204,597</b>	<b>\$ 313,791</b>

**FY 2022-23 BUDGET BY FUNDING SOURCE**



# PUBLIC WORKS SERVICES

**PROGRAM:** Docketown Marina  
**SUB-PROGRAM:** Administration and Special Projects (66433/75607)

**SUB-PROGRAM PURPOSE OR BUSINESS:**

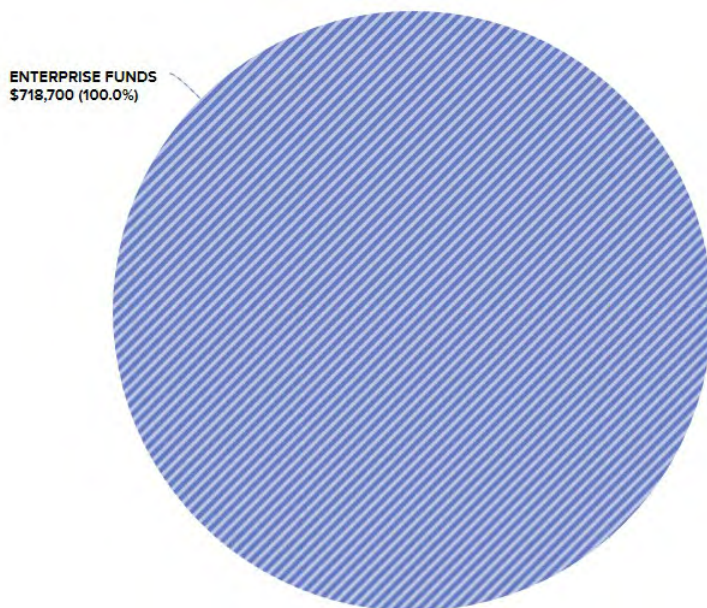
Oversee the management of Docketown Marina. Previously this was under the management of the Community Development and Transportation Department.

	ACTUAL 2020-21	ADJUSTED BUDGET 2021-22	ADOPTED BUDGET 2022-23
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**BUDGET BY CATEGORIES OF EXPENDITURES**

Employee Costs	\$ 151,281	\$ 135,931	\$ 108,944
Supplies and Services	499,621	559,706	559,706
Internal Services	49,054	46,443	50,050
Capital Allocations	-	-	-
<b>Total</b>	<b>\$ 699,956</b>	<b>\$ 742,080</b>	<b>\$ 718,700</b>

**FY 2022-23 BUDGET BY FUNDING SOURCE**





# PUBLIC WORKS SERVICES

**PROGRAM:** Wastewater Management Services  
**SUB-PROGRAM:** Sanitary Sewer Maintenance (65152)

**SUB-PROGRAM PURPOSE OR BUSINESS:**

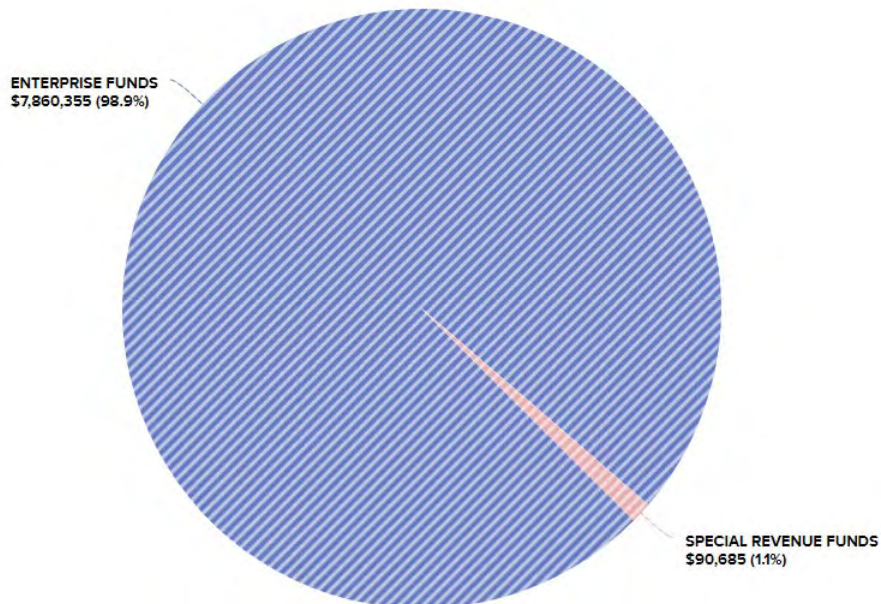
Maintain, repair, and operate the sanitary sewer collection system in a safe and effective manner and in compliance with county, state, and federal regulations.

	ACTUAL 2020-21	ADJUSTED BUDGET 2021-22	ADOPTED BUDGET 2022-23
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**BUDGET BY CATEGORIES OF EXPENDITURES**

Employee Costs	\$ 2,562,136	\$ 3,187,341	\$ 3,235,684
Supplies and Services	2,192,599	924,278	1,269,278
Internal Services	3,251,459	3,344,927	3,446,078
Capital Allocations	-	-	-
<b>Total</b>	<b>\$ 8,006,194</b>	<b>\$ 7,456,546</b>	<b>\$ 7,951,040</b>

**FY 2022-23 BUDGET BY FUNDING SOURCE**



# PUBLIC WORKS SERVICES

**PROGRAM:** Wastewater Management Services  
**SUB-PROGRAM:** Wastewater Treatment and Disposal (65154)

**SUB-PROGRAM PURPOSE OR BUSINESS:**

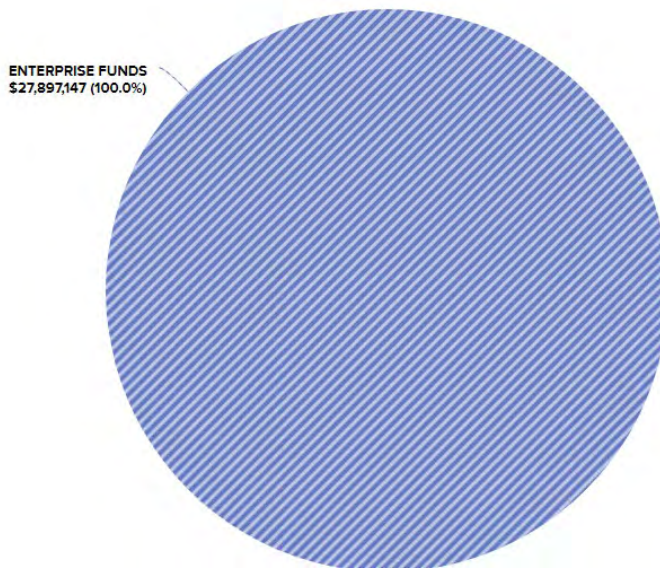
Ensure public health and safety through the proper and effective treatment of domestic and industrial wastewater collected by the City’s sewer collection system at Silicon Valley Clean Water (formerly the South Bayside System Authority) wastewater treatment plant so that it meets the standards set by the San Francisco Bay Regional Water Quality Control Board.

	<b>ACTUAL</b>	<b>ADJUSTED</b>	<b>RECOMD.</b>
	<b>2020-21</b>	<b>BUDGET</b>	<b>BUDGET</b>
	<b>2021-22</b>	<b>2022-23</b>	<b>2022-23</b>

**BUDGET BY CATEGORIES OF EXPENDITURES**

Employee Costs	\$ -	\$ -	\$ -
Supplies and Services	23,368,446	27,897,147	27,168,597
Internal Services	-	-	-
Capital Allocations	1,369,860	-	728,550
<b>Total</b>	<b>\$ 24,738,306</b>	<b>\$ 27,897,147</b>	<b>\$ 27,897,147</b>

**FY 2022-23 BUDGET BY FUNDING SOURCE**





# PUBLIC WORKS SERVICES

**PROGRAM:** Wastewater Management Services  
**SUB-PROGRAM:** Storm Drains Maintenance (65161)

**SUB-PROGRAM PURPOSE OR BUSINESS:**

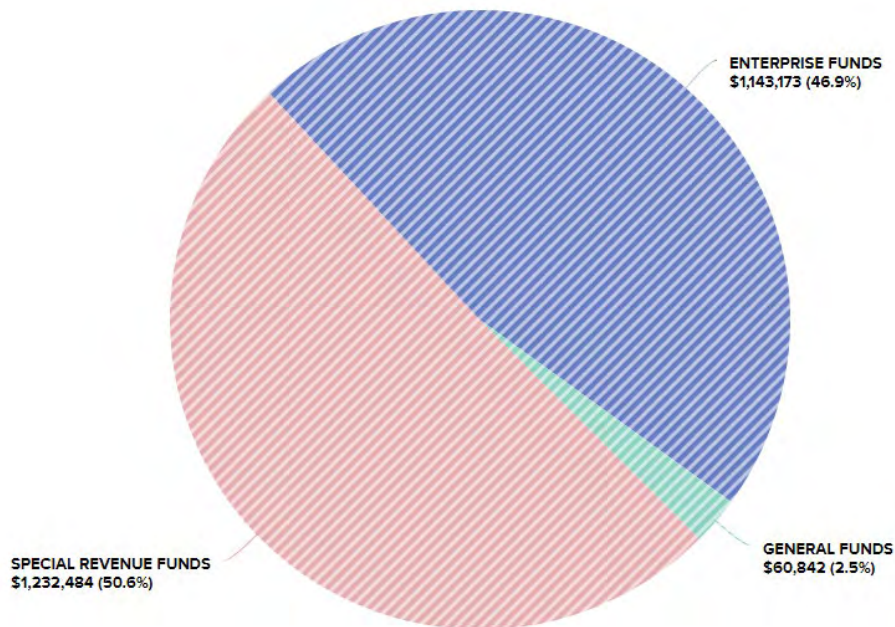
Maintain, repair, and operate the storm drainage system in a safe and effective manner and in compliance with county, state, and federal regulations.

	ACTUAL 2020-21	ADJUSTED BUDGET 2021-22	ADOPTED BUDGET 2022-23
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**BUDGET BY CATEGORIES OF EXPENDITURES**

Employee Costs	\$ 779,779	\$ 969,802	\$ 944,654
Supplies and Services	517,202	819,330	909,330
Internal Services	491,310	584,566	582,515
Capital Allocations	-	-	-
<b>Total</b>	<b>\$ 1,788,291</b>	<b>\$ 2,373,697</b>	<b>\$ 2,436,498</b>

**FY 2022-23 BUDGET BY FUNDING SOURCE**



# PUBLIC WORKS SERVICES

**PROGRAM:** Water Utility Services  
**SUB-PROGRAM:** Customer & Support Services (65142)

**SUB-PROGRAM PURPOSE OR BUSINESS:**

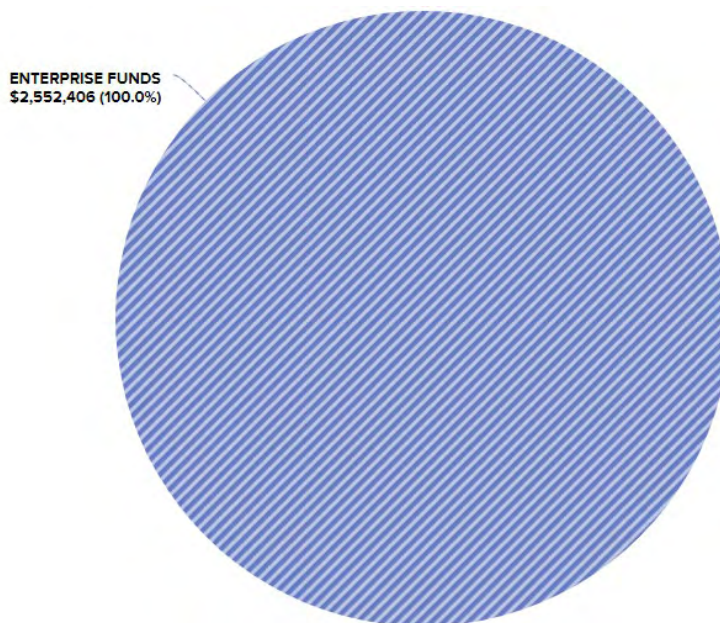
Support and sustain a business environment by providing key services for the City’s Water Enterprise that include the collection of Water Enterprise revenues through meter reading, customer and support services, and protection of the City’s water distribution system through the cross connection control program.

	<b>ACTUAL</b>	<b>ADJUSTED</b>	<b>ADOPTED</b>
	<b>2020-21</b>	<b>BUDGET</b>	<b>BUDGET</b>
	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>

**BUDGET BY CATEGORIES OF EXPENDITURES**

Employee Costs	\$ 1,504,380	\$ 1,148,014	\$ 1,181,156
Supplies and Services	607,659	928,442	936,442
Internal Services	400,819	392,546	434,808
Capital Allocations	-	-	-
<b>Total</b>	<b>\$ 2,512,858</b>	<b>\$ 2,469,001</b>	<b>\$ 2,552,406</b>

**FY 2022-23 BUDGET BY FUNDING SOURCE**



# PUBLIC WORKS SERVICES

**PROGRAM:** Water Utility Services  
**SUB-PROGRAM:** Water System Maintenance (65144)

**SUB-PROGRAM PURPOSE OR BUSINESS:**

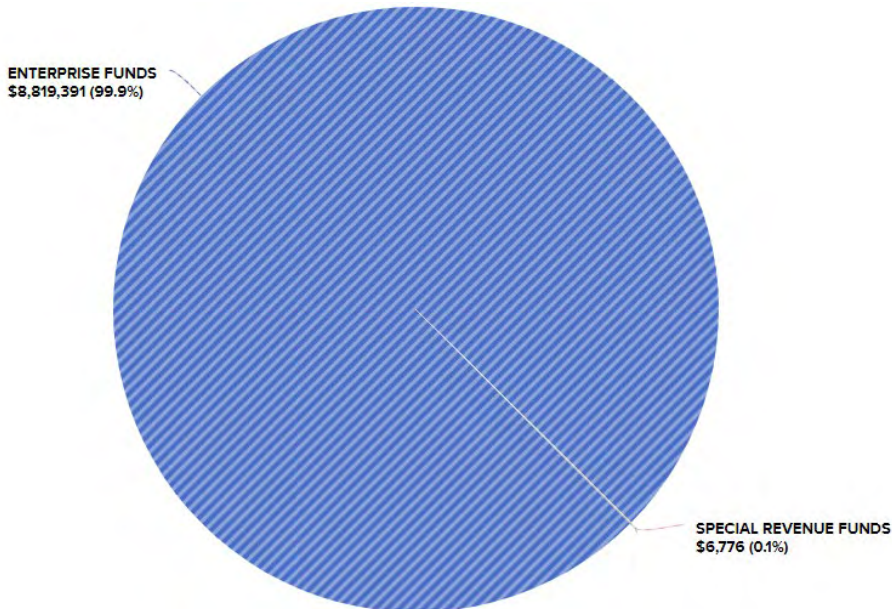
Operate, maintain, and repair the City’s water distribution system consistent with county, state, and federal regulations, protect the City’s water distribution system through water quality monitoring, and maintain a high level of readiness and disaster preparedness 24 hours a day, seven days a week.

	<b>ACTUAL</b>	<b>ADJUSTED</b>	<b>ADOPTED</b>
	<b>2020-21</b>	<b>BUDGET</b>	<b>BUDGET</b>
	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>

**BUDGET BY CATEGORIES OF EXPENDITURES**

Employee Costs	\$ 3,419,038	\$ 3,465,467	\$ 3,649,834
Supplies and Services	4,907,718	1,379,187	1,383,387
Internal Services	3,570,204	3,574,356	3,792,946
Capital Allocations	-	-	-
<b>Total</b>	<b>\$ 11,896,960</b>	<b>\$ 8,419,009</b>	<b>\$ 8,826,167</b>

**FY 2022-23 BUDGET BY FUNDING SOURCE**



# PUBLIC WORKS SERVICES

**PROGRAM:** Water Utility Services  
**SUB-PROGRAM:** SFWD Water Purchases (65145)

**SUB-PROGRAM PURPOSE OR BUSINESS:**

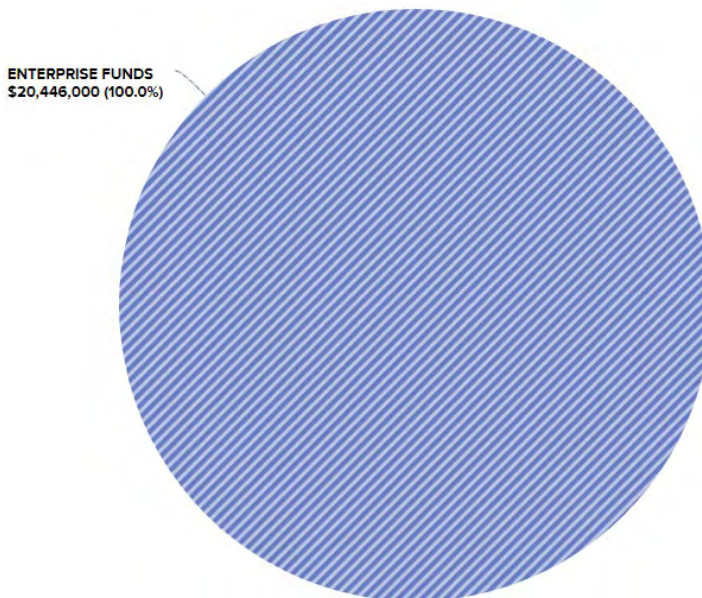
Procure 100% of Redwood City’s drinking water supply from the San Francisco Public Utilities Commission (SFPUC) regional water system.

	ACTUAL 2020-21	ADJUSTED BUDGET 2021-22	ADOPTED BUDGET 2022-23
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**BUDGET BY CATEGORIES OF EXPENDITURES**

Employee Costs	\$ -	\$ -	\$ -
Supplies and Services	17,198,176	20,446,000	20,446,000
Internal Services	-	-	-
Capital Allocations	-	-	-
<b>Total</b>	<b>\$ 17,198,176</b>	<b>\$ 20,446,000</b>	<b>\$ 20,446,000</b>

**FY 2022-23 BUDGET BY FUNDING SOURCE**





# PUBLIC WORKS SERVICES

**PROGRAM:** Water Utility Services  
**SUB-PROGRAM:** Water Resources Management (65146)

**SUB-PROGRAM PURPOSE OR BUSINESS:**

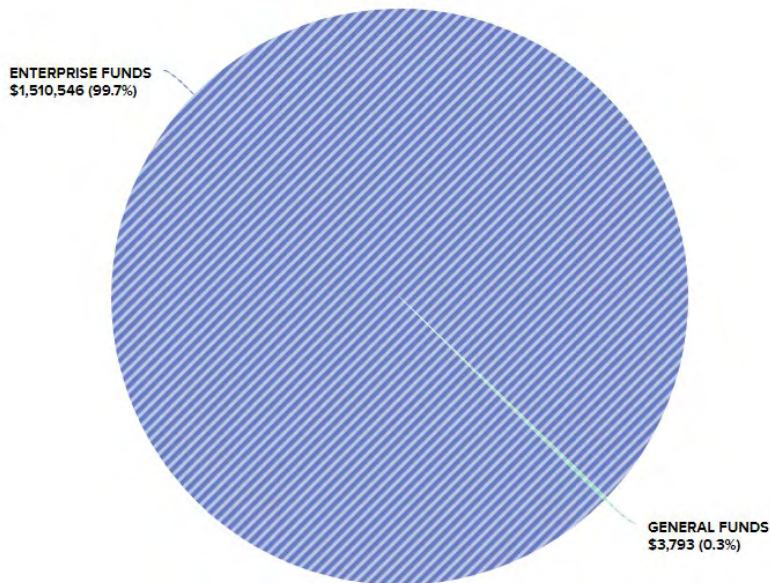
Plan and ensure the continued responsible use of water resources in Redwood City by implementing water conservation programs and maintaining compliance with State water efficiency standards.

	<b>ACTUAL</b>	<b>ADJUSTED</b>	<b>ADOPTED</b>
	<b>2020-21</b>	<b>BUDGET</b>	<b>BUDGET</b>
	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>

**BUDGET BY CATEGORIES OF EXPENDITURES**

Employee Costs	\$ 636,170	\$ 703,205	\$ 732,451
Supplies and Services	251,825	360,161	535,161
Internal Services	214,793	212,339	246,727
Capital Allocations	-	-	-
<b>Total</b>	<b>\$ 1,102,788</b>	<b>\$ 1,275,705</b>	<b>\$ 1,514,339</b>

**FY 2022-23 BUDGET BY FUNDING SOURCE**



# PUBLIC WORKS SERVICES

**PROGRAM:** Water Utility Services  
**SUB-PROGRAM:** Recycled Water (696-65147)

**SUB-PROGRAM PURPOSE OR BUSINESS:**

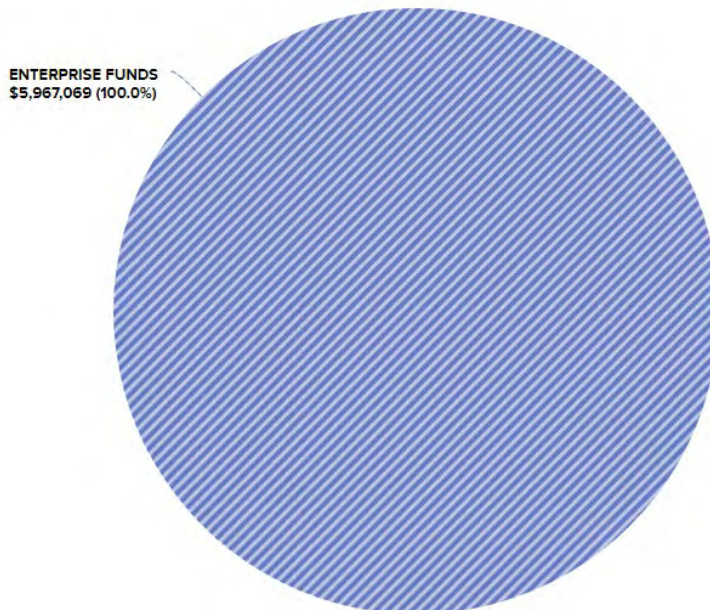
Manage, operate, and maintain the City’s recycled water system in accordance with state and federal regulations. Continue to be a leader in the development and utilization of recycled water in the County, which compliments the Council’s strategic initiatives and support of sustainability programs.

	ACTUAL 2020-21	ADJUSTED BUDGET 2021-22	ADOPTED BUDGET 2022-23
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**BUDGET BY CATEGORIES OF EXPENDITURES**

Employee Costs	\$ 438,360	\$ 955,637	\$ 1,347,851
Supplies and Services	2,056,091	4,462,205	4,455,263
Internal Services	128,122	129,568	163,955
Capital Allocations	-	-	-
<b>Total</b>	<b>\$ 2,622,573</b>	<b>\$ 5,547,410</b>	<b>\$ 5,967,069</b>

**FY 2022-23 BUDGET BY FUNDING SOURCE**





# PUBLIC WORKS SERVICES

**PROGRAM:** Water Utility Services/Debt Service  
**SUB-PROGRAM:** Interfund Loan Repayment (687-61423)

**SUB-PROGRAM PURPOSE OR BUSINESS:**

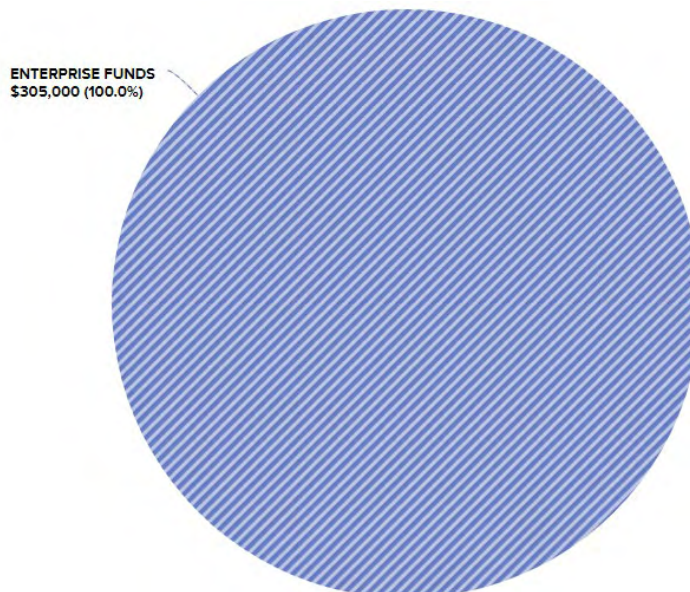
Interest and principal repayment on interfund loan from the Equipment Services Fund to the Water Fund.

	ACTUAL 2020-21	ADJUSTED BUDGET 2021-22	ADOPTED BUDGET 2022-23
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**BUDGET BY CATEGORIES OF EXPENDITURES**

Employee Costs	\$ -	\$ -	\$ -
Supplies and Services	1,545	305,000	305,000
Internal Services	-	-	-
Capital Allocations	-	-	-
<b>Total</b>	<b>\$ 1,545</b>	<b>\$ 305,000</b>	<b>\$ 305,000</b>

**FY 2022-23 BUDGET BY FUNDING SOURCE**



# PUBLIC WORKS SERVICES

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# NON-DEPARTMENTAL

Animal Control

CalPERS Replacement  
Benefits

Citywide Memberships

COVID-19

Postage

Section 115 Trust  
Contributions

Special One-Time Funds

The People's Budget

# NON-DEPARTMENTAL

## DESCRIPTION

In addition to expenditures that are directly related to departmental operations, there are also expenditures that are not directly attributable to a specific City department, but represent costs of a general citywide nature. Examples of these non-departmental expenditures are animal control services paid to the County of San Mateo; memberships and dues/subscriptions to various government agencies/organizations, such as the Association of Bay Area Governments, City/County Association of Governments of San Mateo County, and the San Mateo Local Agency Formation Commission; costs budgeted to be spent on ideas from the participatory budgeting process, also known as the “People’s Budget”; non-budgeted citywide costs related to responding to the COVID-19 pandemic; postage costs; contributions to the City’s Section 115 pension trust account; and any special one-time funds that are not directly attributable to a specific department.

## NON-DEPARTMENTAL BUDGET

The total budget for FY 2022-23 is \$7.51 Million, representing 2.36% of the total operational budget.

	ACTUAL 2020-21	ADJUSTED BUDGET 2021-22	ADOPTED BUDGET 2022-23
<b>BUDGET BY CATEGORIES OF EXPENDITURES</b>			
Employee Costs	\$ -	\$ -	\$ -
Supplies and Services	-	3,591,531	7,511,616
Internal Services	-	-	-
Capital Allocations	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ 3,591,531</b>	<b>\$ 7,511,616</b>

# 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. Currently, the outstanding principal amount is \$6,985,000.

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. Currently, the outstanding principal amount is \$3,685,000



# FIDUCIARY FUNDS

## BUDGET FOR THE ASSESSMENT DISTRICTS

	ACTUAL 2020-21	ADJUSTED BUDGET 2021-22	ADOPTED BUDGET 2022-23
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## BUDGET BY CATEGORIES OF EXPENDITURES

Employee Costs	\$ -	\$ -	\$ -
Supplies and Services	987,486	1,037,064	1,040,120
Internal Services	-	-	-
Capital Allocations	-	-	-
<b>Total</b>	<b>\$ 987,486</b>	<b>\$ 1,037,064</b>	<b>\$ 1,040,120</b>

Please refer to City Debt in the General Budget Information section of this document for details on the City's (and the related entities) debt service payments.

# FIDUCIARY FUNDS

## SUCCESSOR 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 2022-23 budget at their meeting on January 10, 2022. The budget is submitted both to the County Auditor-Controller and the State Department of Finance (DOF) through the required Annual Recognized Obligation Payment Schedule (ROPS). The DOF approved the ROPS on April 13, 2022.

### 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 currently remaining on the bonds is \$10,256,223

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 from the Project Area, as defined within the Official Statement. The Bonds are not a debt of the City, the

# FIDUCIARY FUNDS

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.

	<b>ACTUAL</b>	<b>ADJUSTED</b>	<b>ADOPTED</b>
	<b>2020-21</b>	<b>BUDGET</b>	<b>BUDGET</b>
	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>

## BUDGET BY CATEGORIES OF EXPENDITURES

Employee Costs	\$ 112,664	\$ 41,582	\$ 85,679
Supplies and Services	2,262,179	3,536,080	3,536,080
Internal Services	19,494	20,955	-
Capital Allocations	-	-	-
<b>Total</b>	<b>\$ 2,394,337</b>	<b>\$ 3,598,617</b>	<b>\$ 3,621,759</b>

# FIDUCIARY FUNDS

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**FY 2022-23**

**CAPITAL IMPROVEMENT**

**PROGRAM**

# CAPITAL IMPROVEMENT PROGRAM

## FY 2022-23 CAPITAL IMPROVEMENT PROGRAM (CIP) BUDGET

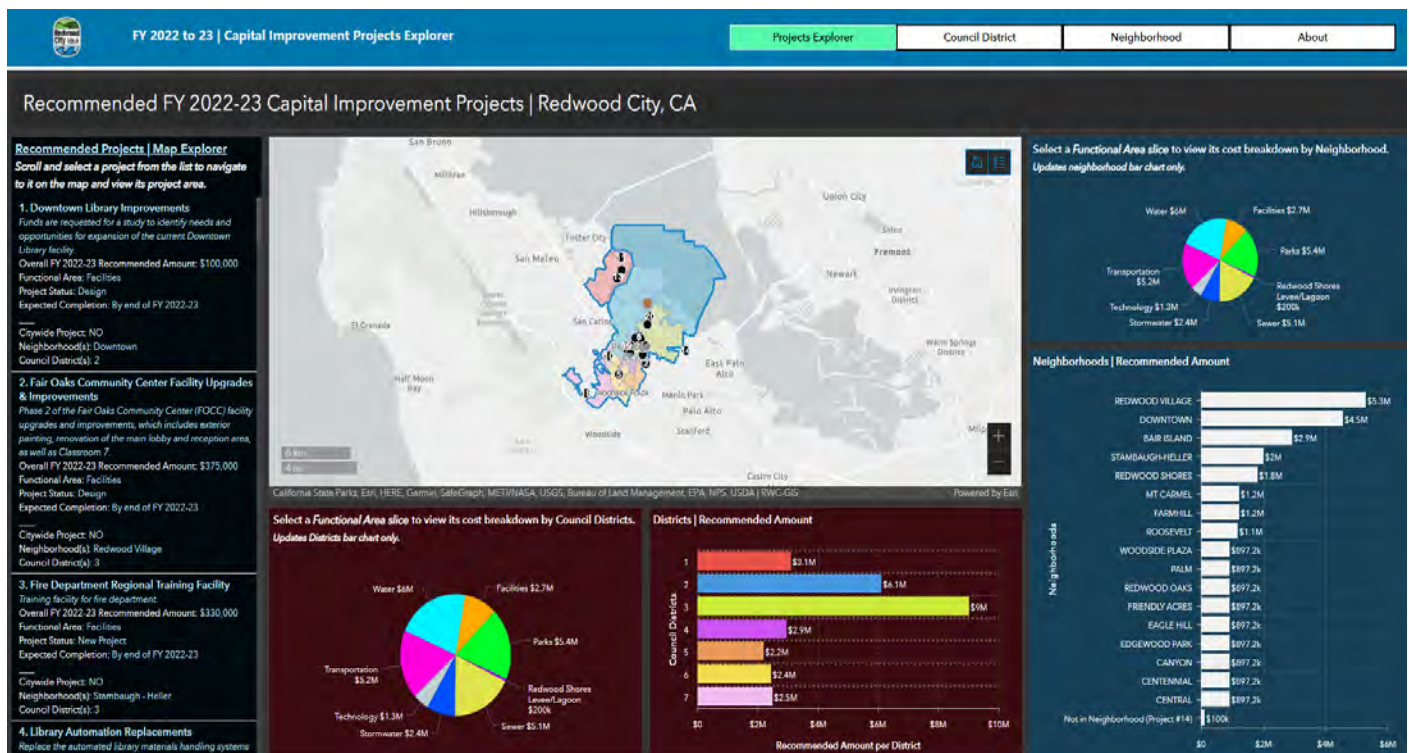
### SUMMARY

The total Fiscal Year 2022-23 Capital Improvement Program (CIP) budget is \$42.0 million. This budget includes 42 projects with funding of \$39.0 million plus dedicated staffing resources equal to 26.9 full-time equivalent (FTE) positions at \$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.

An online portal for the recommended FY 2022-23 CIP projects provides a high level summary of the project appropriations. The project summaries can be viewed by district or neighborhood. The interactive portal reflects the new C3 districting maps approved by Council on February 28, 2022.

Online portal web address: <https://webgis.redwoodcity.org/storymap/cipdashboard>



Excerpt from FY 2022-23 Recommended Capital Improvement Projects online portal

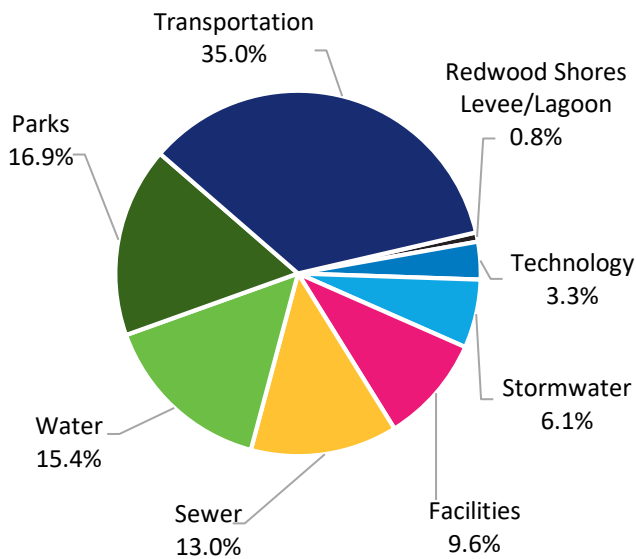


# CAPITAL IMPROVEMENT PROGRAM

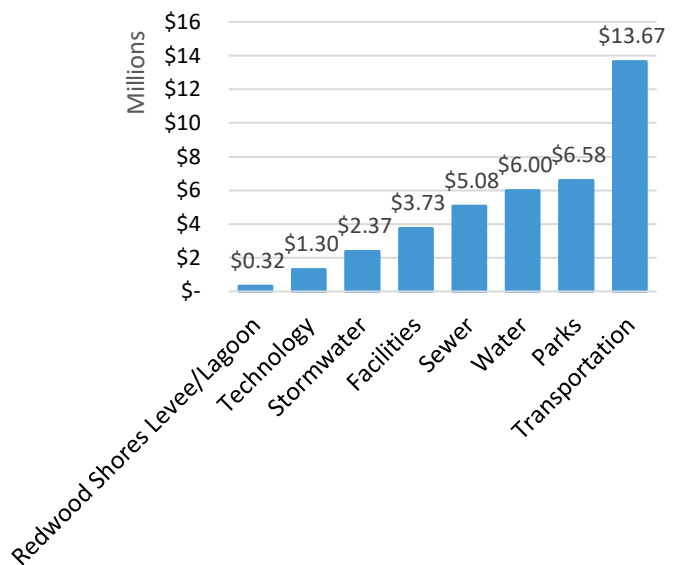
## FUNCTIONAL AREA FUNDING

In order to promote a better understanding of the CIP program, proposed projects have been grouped into functional not including administration. The figures below provide a breakdown of \$39.0 million in FY 2022-23 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 Council’s Strategic Plan 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 eight functional areas contain the City’s Fiscal Year 2022-23 project budget of \$39.0 million. These functional areas do not include staffing resources of \$3 million but are included in the total \$42.0 million CIP budget.

Functional Area	Description	FY 2022-23 Allocation Request
Facilities	Repair and improvements to the City’s 17 facilities, including five fire stations, three libraries, City Hall, police building, and community centers.	\$3,728,963
Parks	Investments in more than 30 parks throughout the City as well as park amenities such as playgrounds, tennis courts, and play fields.	\$6,579,986
Redwood Shores Levee/Lagoon	Infrastructure improvements in Redwood Shores.	\$320,000
Sewer	Upkeep of the City’s sanitary sewer collection system, including over 200 miles of pipe and 31 pump stations.	\$5,080,000
Stormwater	Management of the City’s stormwater infrastructure including 14 miles of creeks, over 100 miles of storm drainpipes, and 22 pump stations.	\$2,367,000
Technology	Projects that focus on implementation of technology to improve government operations.	\$1,300,000
Transportation	Investments to the City’s transportation infrastructure including roads, sidewalks, traffic safety, traffic signals, and more.	\$13,670,000
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.	\$6,000,000
<b>Total</b>		<b>\$39,045,949</b>

# CAPITAL IMPROVEMENT PROGRAM

## PROJECTS BY FUNCTIONAL AREA

Projects are grouped by different functional areas. Of the projects with recommended FY 2022-23 funding, the data below provides information on the funding source, the project's previously approved funding, estimated expenditures through the end of Fiscal Year 2021-22, the fund carryover to Fiscal Year 2022-23, and the recommended Fiscal Year 2022-23 funding.

### Projects by Functional Area - Facilities

Facilities	Fund	Previously Approved Funding	Estimated Expenditures thru 6-30-22	Carryover to FY 2022-23	Recommended FY 2022-23 Funding
Carpet Replacement Program	357 Capital Outlay Fund	Ongoing	Ongoing	Ongoing	\$200,000
Downtown Library Improvements	One-Time Funds	\$0	\$0	\$0	\$100,000
Fair Oaks Community Center Facilities Upgrade & Improvements	256 Community Development Block Grant	\$418,000	\$0	\$418,000	\$383,963
Fire Department Regional Training Facility	One-Time Funds	\$0	\$0	\$0	\$330,000
Library Automation Replacements	One-Time Funds	\$0	\$0	\$0	\$440,000
National Guard Armory	358 Parks Impact Fees	\$0	\$0	\$0	\$250,000
Roof Replacement Program	357 Capital Outlay Fund	Ongoing	Ongoing	Ongoing	\$325,000
Roof Replacement Program	One-Time Funds	Ongoing	Ongoing	Ongoing	\$200,000
Tenant Improvement Program	357 Capital Outlay Fund	Ongoing	Ongoing	Ongoing	\$1,500,000
<b>Total</b>					<b>\$3,728,963</b>

*\*Ongoing –funding over different projects and multiple years.*

# CAPITAL IMPROVEMENT PROGRAM

## Projects by Functional Area - Parks

Facilities	Fund	Previously Approved Funding	Estimated Expenditures thru 6-30-22	Carryover to FY 2022-23	Recommended FY 2022-23 Funding
Bayfront Park (Maple Street)	358 Parks Impact Fees	\$50,000	\$0	\$50,000	\$250,000
Fair Oaks Synthetic Turf Replacement Project	One-Time Funds	\$0	\$0	\$0	\$1,000,000
Holiday Tree Lighting	357 Capital Outlay Fund	\$0	\$0	\$0	\$100,000
Hoover Pool Conversion Project	256 Community Development Block Grant	\$0	\$0	\$0	\$4,219,986
Irrigation Backflow Replacement Fund	357 Capital Outlay Fund	Ongoing	Ongoing	Ongoing	\$100,000
Play Equipment Replacement Fund	357 Capital Outlay Fund	Ongoing	Ongoing	Ongoing	\$450,000
Public Art	357 Capital Outlay Fund	Ongoing	Ongoing	Ongoing	\$100,000
Public Art	360 Art in Public Places	Ongoing	Ongoing	Ongoing	\$60,000
Stafford Park Restroom Replacement Project	One-Time Funds	\$0	\$0	\$0	\$300,000
<b>Total</b>					<b>\$6,579,986</b>

*\*Ongoing –funding over different projects and multiple years.*

## Projects by Functional Area - Redwood Shores Levee/Lagoon

Facilities	Fund	Previously Approved Funding	Estimated Expenditures thru 6-30-22	Carryover to FY 2022-23	Recommended FY 2022-23 Funding
Boardwalk Dredging	216 Redwood Shores Maintenance Fund	\$70,000	\$0	\$70,000	\$120,000
Redwood Shores Levee FEMA Compliance Startup	One-Time Funds	\$0	\$0	\$0	\$200,000
<b>Total</b>					<b>\$320,000</b>

# CAPITAL IMPROVEMENT PROGRAM

## Projects by Functional Area - Sewer

Facilities	Fund	Previously Approved Funding	Estimated Expenditures thru 6-30-22	Carryover to FY 2022-23	Recommended FY 2022-23 Funding
Closed Circuit Television (CCTV) Program	689 Sewer Capital Projects	Ongoing	Ongoing	Ongoing	\$300,000
Collection System Replacement Program	689 Sewer Capital Projects	Ongoing	Ongoing	Ongoing	\$3,500,000
Pump and Controls Replacement Program	689 Sewer Capital Projects	Ongoing	Ongoing	Ongoing	\$80,000
Redwood City Pump Station Improvements (SVCW)	689 Sewer Capital Projects	\$0	\$0	\$0	\$1,000,000
Redwood Shores Isolation Valve Installation	689 Sewer Capital Projects	\$85,000	\$0	\$85,000	\$200,000
<b>Total</b>					<b>\$5,080,000</b>

*\*Ongoing –funding over different projects and multiple years.*

## Projects by Functional Area - Stormwater

Facilities	Fund	Previously Approved Funding	Estimated Expenditures thru 6-30-22	Carryover to FY 2022-23	Recommended FY 2022-23 Funding
Bayfront Canal and Cordilleras Creek Annual Maintenance	357 Capital Outlay Fund	Ongoing	Ongoing	Ongoing	\$100,000
Bradford Stormwater Pump Station Rehabilitation	357 Capital Outlay Fund	\$0	\$0	\$0	\$1,500,000
Storm Drain -Creeks and Channels	One-Time Funds	Ongoing	Ongoing	Ongoing	\$667,000
Stormwater Utility System Repairs	357 Capital Outlay Fund	Ongoing	Ongoing	Ongoing	\$100,000
<b>Total</b>					<b>\$2,367,000</b>

*\*Ongoing –funding over different projects and multiple years.*

# CAPITAL IMPROVEMENT PROGRAM

## Projects by Functional Area - Technology

Facilities	Fund	Previously Approved Funding	Estimated Expenditures thru 6-30-22	Carryover to FY 2022-23	Recommended FY 2022-23 Funding
Finance & Human Resources Software	357 Capital Outlay Fund	\$1,498,826	\$434,299	\$1,064,527	\$600,000
Technology Infrastructure & Application Support	357 Capital Outlay Fund	Ongoing	Ongoing	Ongoing	\$700,000
<b>Total</b>					<b>\$1,300,000</b>

*\*Ongoing –funding over different projects and multiple years.*

## Projects by Functional Area - Transportation

Facilities	Fund	Previously Approved Funding	Estimated Expenditures thru 6-30-22	Carryover to FY 2022-23	Recommended FY 2022-23 Funding
101/84 Interchange	262 Transportation Fund	\$0	\$0	\$0	\$500,000
101/84 Interchange	264 Various Transportation Grants	\$0	\$0	\$0	\$8,000,000
Active Transportation Corridor Program	262 Transportation Fund	Ongoing	Ongoing	Ongoing	\$300,000
Blomquist Street Extension Project	357 Capital Outlay Fund	\$0	\$0	\$0	\$500,000
Roadway Pavement Management Program	277 Road Maintenance & Rehab (Senate Bill 1)	Ongoing	Ongoing	Ongoing	\$1,900,000
Roadway Pavement Management Program	278 Measure W	Ongoing	Ongoing	Ongoing	\$500,000
Roadway Pavement Management Program	357 Capital Outlay Fund	Ongoing	Ongoing	Ongoing	\$570,000
Sidewalk Curb and Gutter Program	262 Transportation Fund	Ongoing	Ongoing	Ongoing	\$100,000

*Continued on next page*



# CAPITAL IMPROVEMENT PROGRAM

*Continued from previous page*

Traffic Calming	262 Transportation Fund	Ongoing	Ongoing	Ongoing	\$300,000
Traffic Safety Program	262 Transportation Fund	Ongoing	Ongoing	Ongoing	\$500,000
Transportation Planning	262 Transportation Fund	Ongoing	Ongoing	Ongoing	\$500,000
<b>Total</b>					<b>\$13,670,000</b>

*\*Ongoing –funding over different projects and multiple years.*

## Projects by Functional Area - Water

Facilities	Fund	Previously Approved Funding	Estimated Expenditures thru 6-30-22	Carryover to FY 2022-23	Recommended FY 2022-23 Funding
California Tank and Pump Station	686 Water Capital Projects	\$76,895	\$887	\$76,008	\$300,000
Distribution System Replacement Program	686 Water Capital Projects	Ongoing	Ongoing	Ongoing	\$2,350,000
Distribution System Zone Metering	686 Water Capital Projects	Ongoing	Ongoing	Ongoing	\$350,000
Downtown Recycled Water Distribution Phase 2C Extension	686 Water Capital Projects	\$1,500,000	\$0	\$1,500,000	\$1,500,000
Main City Recycled Water Tank and Pump Station	686 Water Capital Projects	\$0	\$0	\$0	\$1,500,000
<b>Total</b>					<b>\$6,000,000</b>

*\*Ongoing –funding over different projects and multiple years.*

# CAPITAL IMPROVEMENT PROGRAM

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# CAPITAL IMPROVEMENT PROGRAM

## PROJECT FUNDING REQUEST BY FUNDING SOURCE

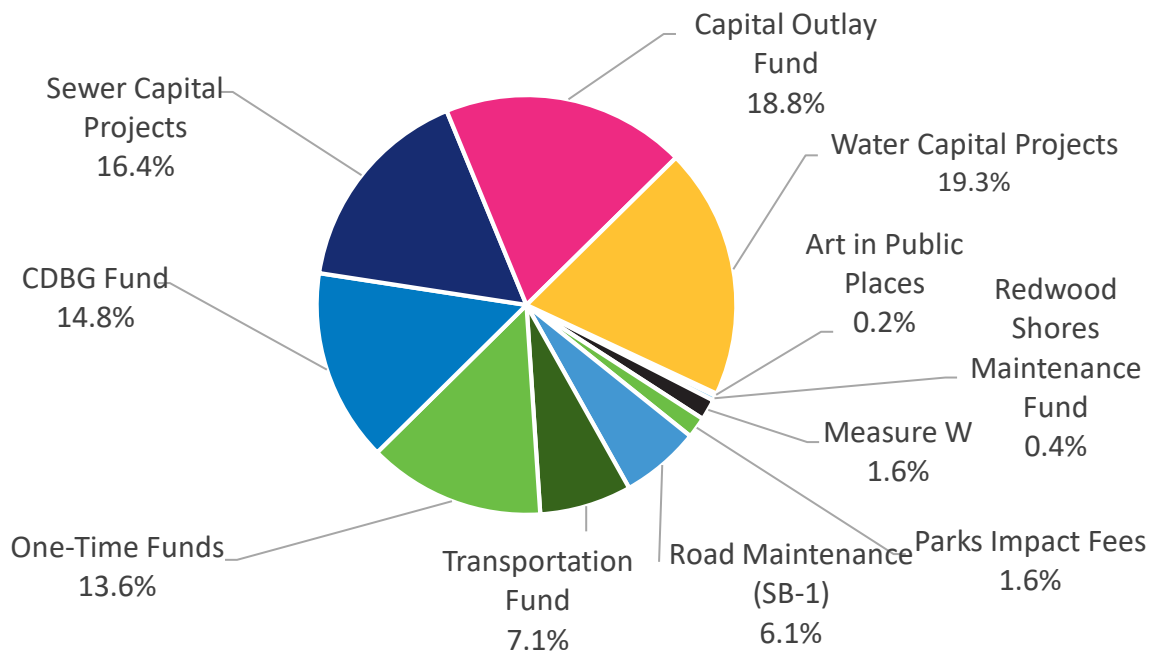
The following provides a summary of the recommended Fiscal Year 2022-23 Capital Improvement Program funding by funding source. Funding sources may each have their own conditions for use. A short description of these funds is provided. Refer to the City's Fiscal Year 2022-23 Budget for a full fund description.

Funding Source	Fund Description	FY 2022-23 Allocations
216 Redwood Shores Maintenance Fund	Maintenance district for the Redwood Shores neighborhood.	\$120,000
256 Community Development Block Grant	State of California Community Development Block Grant funds to benefit low- and moderate-income persons.	\$4,603,949
262 Transportation Fund	City's share of Countywide Measure A half-cent sales tax for transportation expenditures.	\$2,200,000
264 Various Transportation Grants	This fund accounts for grants a developer contributions received for specific transportation projects.	\$8,000,000
277 Road Maintenance & Rehab (Senate Bill 1)	State of California gasoline tax funds for street-related capital improvement projects.	\$1,900,000
278 Measure W	Fees collected from collected by SamTrans and remitted to local agencies for highway projects, local street repair, grade separations for Caltrain tracks, expanded bicycle and pedestrian facilities, and improved transit connections.	\$500,000
357 Capital Outlay Fund	A General Fund revenue from the Utility Users Tax. This fund was created for accounting purposes and spent only on capital improvement projects, by Council direction.	\$5,845,000
358 Parks Impact Fees	Fees from developers for park improvements.	\$500,000
360 Art in Public Places	Contributions from the city and developers to be used in accordance with the Public Art Master Plan.	\$60,000
686 Water Capital Projects	Enterprise funds for the administration, operations, maintenance, capital improvements, financing, and billing/collections of the water pumping and distribution system.	\$6,000,000
689 Sewer Capital Projects	Enterprise funds for the administration, operations, maintenance, capital improvements, financing, and billing/collections of the sewer transport lines and pumping stations.	\$5,080,000
One-Time Funds	One-time funds from the General Fund for recommended projects for this fiscal year. These projects span a variety of citywide infrastructure and services.	\$4,237,000
<b>Total</b>		<b>\$39,045,949</b>

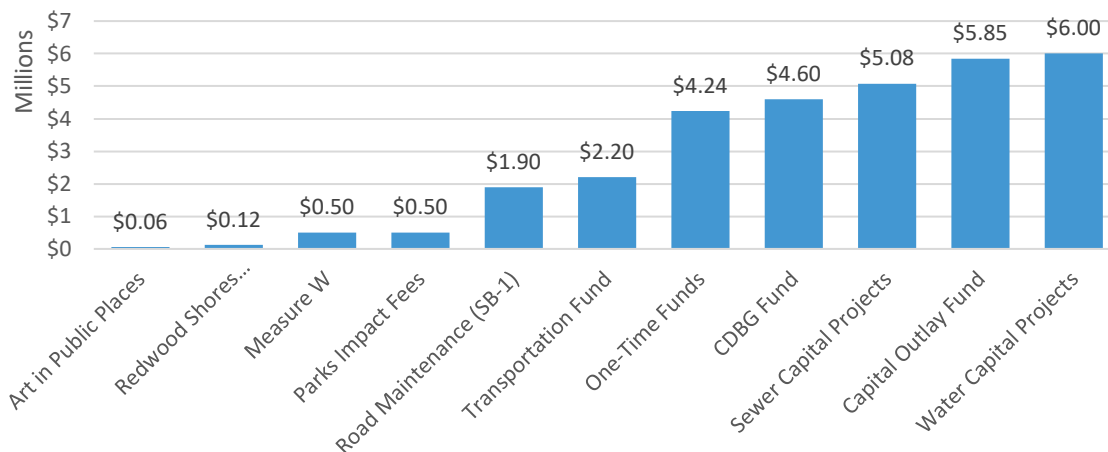
# CAPITAL IMPROVEMENT PROGRAM

The Capital Improvement Program uses a variety of funding sources to support projects. Fiscal Year 2022-23 projects draw upon twelve funding sources to appropriate \$39.0 million over 42 projects. Names of projects from each funding source and the FY 2022-23 funding is provided in the charts that follow. Staffing resources of \$3 million are added for a total \$42.0 million CIP budget. The staffing resources come from the Capital Outlay Fund and are not included in the totals below.

### CIP Funding by Funding Source



### CIP Funding by Funding Source



# CAPITAL IMPROVEMENT PROGRAM

## Projects by Fund – 216 Redwood Shores Maintenance Fund

Project Name	Functional Area	Previously Approved Funding	Estimated Expenditures thru 6-30-22	Carryover to FY 2022-23	Recommended FY 2022-23 Funding
Boardwalk Dredging	Redwood Shores Levee/Lagoon	\$70,000	\$0	\$70,000	\$120,000
<b>TOTAL</b>					<b>\$120,000</b>

*\*Ongoing –funding over different projects and multiple years.*

## Projects by Fund – 256 Community Development Block Grant

Project Name	Functional Area	Previously Approved Funding	Estimated Expenditures thru 6-30-22	Carryover to FY 2022-23	Recommended FY 2022-23 Funding
Fair Oaks Community Center Facilities Upgrade & Improvements	Facilities	\$418,000	\$0	\$418,000	\$383,963
Hoover Pool Conversion Project	Parks	\$0	\$0	\$0	\$4,219,986
<b>TOTAL</b>					<b>\$4,603,949</b>

*\*Ongoing –funding over different projects and multiple years.*

# CAPITAL IMPROVEMENT PROGRAM

## Projects by Fund – 262 Transportation Fund

Project Name	Functional Area	Previously Approved Funding	Estimated Expenditures thru 6-30-22	Carryover to FY 2022-23	Recommended FY 2022-23 Funding
101/84 Interchange	Transportation	\$0	\$0	\$0	\$500,000
Active Transportation Corridor Program	Transportation	Ongoing	Ongoing	Ongoing	\$300,000
Sidewalk Curb and Gutter Program	Transportation	Ongoing	Ongoing	Ongoing	\$100,000
Traffic Calming	Transportation	Ongoing	Ongoing	Ongoing	\$300,000
Traffic Safety Program	Transportation	Ongoing	Ongoing	Ongoing	\$500,000
Transportation Planning	Transportation	Ongoing	Ongoing	Ongoing	\$500,000
<b>TOTAL</b>					<b>\$2,200,000</b>

*\*Ongoing –funding over different projects and multiple years.*

## Projects by Fund – 264 Various Transportation Grants

Project Name	Functional Area	Previously Approved Funding	Estimated Expenditures thru 6-30-22	Carryover to FY 2022-23	Recommended FY 2022-23 Funding
101/84 Interchange	Transportation	\$0	\$0	\$0	\$8,000,000
<b>TOTAL</b>					<b>\$8,000,000</b>

*\*Ongoing –funding over different projects and multiple years.*



# CAPITAL IMPROVEMENT PROGRAM

## Projects by Fund – 277 Road Maintenance & Rehab (Senate Bill 1)

Project Name	Functional Area	Previously Approved Funding	Estimated Expenditures thru 6-30-22	Carryover to FY 2022-23	Recommended FY 2022-23 Funding
Roadway Pavement Management Program	Transportation	Ongoing	Ongoing	Ongoing	\$1,900,000
<b>TOTAL</b>					<b>\$1,900,000</b>

*\*Ongoing –funding over different projects and multiple years.*

## Projects by Fund – 278 Measure W

Project Name	Functional Area	Previously Approved Funding	Estimated Expenditures thru 6-30-22	Carryover to FY 2022-23	Recommended FY 2022-23 Funding
Roadway Pavement Management Program	Transportation	Ongoing	Ongoing	Ongoing	\$500,000
<b>TOTAL</b>					<b>\$500,000</b>

*\*Ongoing –funding over different projects and multiple years.*

# CAPITAL IMPROVEMENT PROGRAM

## Projects by Fund – 357 Capital Outlay Fund

Project Name	Functional Area	Previously Approved Funding	Estimated Expenditures thru 6-30-22	Carryover to FY 2022-23	Recommended FY 2022-23 Funding
Bayfront Canal and Cordilleras Creek Annual Maintenance	Stormwater	Ongoing	Ongoing	Ongoing	\$100,000
Blomquist Street Extension Project	Transportation	\$0	\$0	\$0	\$500,000
Bradford Stormwater Pump Station Rehabilitation	Stormwater	\$0	\$0	\$0	\$1,500,000
Carpet Replacement Program	Facilities	Ongoing	Ongoing	Ongoing	\$200,000
Finance & Human Resources Software	Technology	\$1,498,826	\$434,299	\$1,064,527	\$600,000
Holiday Tree Lighting	Parks	\$0	\$0	\$0	\$100,000
Irrigation Backflow Replacement Fund	Parks	Ongoing	Ongoing	Ongoing	\$100,000
Play Equipment Replacement Fund	Parks	Ongoing	Ongoing	Ongoing	\$450,000
Public Art	Parks	Ongoing	Ongoing	Ongoing	\$100,000
Roadway Pavement Management Program	Transportation	Ongoing	Ongoing	Ongoing	\$570,000
Roof Replacement Program	Facilities	Ongoing	Ongoing	Ongoing	\$325,000
Stormwater Utility System Repairs	Stormwater	Ongoing	Ongoing	Ongoing	\$100,000
Technology Infrastructure & Application Support	Technology	Ongoing	Ongoing	Ongoing	\$700,000
Tenant Improvement Program	Facilities	Ongoing	Ongoing	Ongoing	\$500,000
<b>TOTAL</b>					<b>\$5,845,000</b>

*\*Ongoing –funding over different projects and multiple years.*

# CAPITAL IMPROVEMENT PROGRAM

## Projects by Fund – 358 Parks Impact Fees

Project Name	Functional Area	Previously Approved Funding	Estimated Expenditures thru 6-30-22	Carryover to FY 2022-23	Recommended FY 2022-23 Funding
Bayfront Park (Maple Street)	Parks	\$50,000	\$0	\$50,000	\$250,000
National Guard Armory	Facilities	\$0	\$0	\$0	\$250,000
<b>TOTAL</b>					<b>\$500,000</b>

*\*Ongoing –funding over different projects and multiple years.*

## Projects by Fund – 360 Art in Public Places

Project Name	Functional Area	Previously Approved Funding	Estimated Expenditures thru 6-30-22	Carryover to FY 2022-23	Recommended FY 2022-23 Funding
Public Art	Parks	Ongoing	Ongoing	Ongoing	\$60,000
<b>TOTAL</b>					<b>\$60,000</b>

*\*Ongoing –funding over different projects and multiple years.*

# CAPITAL IMPROVEMENT PROGRAM

## Projects by Fund – 686 Water Capital Projects

Project Name	Functional Area	Previously Approved Funding	Estimated Expenditures thru 6-30-22	Carryover to FY 2022-23	Recommended FY 2022-23 Funding
California Tank and Pump Station	Water	\$76,895	\$887	\$76,008	\$300,000
Distribution System Replacement Program	Water	Ongoing	Ongoing	Ongoing	\$2,350,000
Distribution System Zone Metering	Water	Ongoing	Ongoing	Ongoing	\$350,000
Downtown Recycled Water Distribution Phase 2C Extension	Water	\$1,500,000	\$0	\$1,500,000	\$1,500,000
Main City Recycled Water Tank and Pump Station	Water	\$0	\$0	\$0	\$1,500,000
<b>TOTAL</b>					<b>\$6,000,000</b>

*\*Ongoing –funding over different projects and multiple years.*

## Projects by Fund – 689 Sewer Capital Projects

Project Name	Functional Area	Previously Approved Funding	Estimated Expenditures thru 6-30-22	Carryover to FY 2022-23	Recommended FY 2022-23 Funding
Closed Circuit Television (CCTV) Program	Sewer	Ongoing	Ongoing	Ongoing	\$300,000
Collection System Replacement Program	Sewer	Ongoing	Ongoing	Ongoing	\$3,500,000
Pump and Controls Replacement Program	Sewer	Ongoing	Ongoing	Ongoing	\$80,000
Redwood City Pump Station Improvements (SVCW)	Sewer	\$0	\$0	\$0	\$1,000,000
Redwood Shores Isolation Valve Installation	Sewer	\$85,000	\$0	\$85,000	\$200,000
<b>TOTAL</b>					<b>\$5,080,000</b>

# CAPITAL IMPROVEMENT PROGRAM

## Projects by Fund – One-Time Funds

Project Name	Functional Area	Previously Approved Funding	Estimated Expenditures thru 6-30-22	Carryover to FY 2022-23	Recommended FY 2022-23 Funding
Downtown Library Improvements	Facilities	\$0	\$0	\$0	\$100,000
Fair Oaks Synthetic Turf Replacement Project	Parks	\$0	\$0	\$0	\$1,000,000
Fire Department Regional Training Facility	Facilities	\$0	\$0	\$0	\$330,000
Library Automation Replacements	Facilities	\$0	\$0	\$0	\$440,000
Redwood Shores Levee FEMA Compliance Startup	Redwood Shores Levee/Lagoon	\$0	\$0	\$0	\$200,000
Roof Replacement Program	Facilities	Ongoing	Ongoing	Ongoing	\$200,000
Stafford Park Restroom Replacement Project	Parks	\$0	\$0	\$0	\$300,000
Storm Drain -Creeks and Channels	Stormwater	Ongoing	Ongoing	Ongoing	\$667,000
Tenant Improvement Program	Facilities	Ongoing	Ongoing	Ongoing	\$1,000,000
<b>TOTAL</b>					<b>\$4,237,000</b>

*\*Ongoing –funding over different projects and multiple years.*

# CAPITAL IMPROVEMENT PROGRAM

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# CAPITAL IMPROVEMENT PROGRAM

## CIP PROJECT HIGHLIGHTS

Below are highlights of the City's Capital Improvement Projects, grouped into one of the functional areas. A complete list and the descriptions of the 42 projects for which funding is proposed can be found in the Fiscal Year 2022-23 Capital Improvement Program Projects Descriptions by Functional Area section.

### Facilities

#### **Downtown Library Improvements**

A study to identify facility needs and opportunities for expansion of the Downtown Library. The current population in Redwood City is putting a strain on the library, remodeled in 1988 from historic Fire Station 1. This study is the first step in identifying current space and community needs, as it relates to the library, in addition to exploring potential opportunities to improve services to vulnerable populations, enhance safety and security, and partner to expand community services. This study may reveal economies of scale.

#### **Fair Oaks Community Center Facilities Upgrade & Improvements**

Phase 2 of the Fair Oaks Community Center facility upgrade and improvements includes renovation of the main lobby to better serve the needs of the community, improvements to classroom 7, and exterior painting. The community center includes a tenant's rights clinic, immigration and citizenship services, and childcare and early child development programs for working parents. The community center provides a gateway to many other programs and services to enable equitable opportunities in the neighborhood. A funding allocation request of \$300,000 million from U.S. Department of Housing and Urban Development through the Community Development Block Grant was presented in the study session on March 11, 2022; however, the allocation recommended has been increased to \$383,963 for the FY 2022-23 budget.

#### **Fire Department Regional Training Facility**

Purchase and install a modular fire department regional training facility at the corporation yard with cost sharing across three agencies. The need for a training agency has been identified by Redwood City Fire Department in its 2021 strategic plan. This modular unit reflects a design in compliance with National Fire Protection Association 1402 "Standard on Facilities for Fire Training and Associated Props" and fulfills a need for training that has not existed since the 1980's.

#### **Tenant Improvement Program**

A budget appropriation of \$500,000 is recommended for FY 2022-23 to make repairs and improvements to City-owned public facilities. Tenant improvements create value for our City by making spaces more efficient and updating environments for the community and staff. Ongoing repairs and upgrades of City facilities protects the City's facility assets and reduces the cost of deferred maintenance.

### Parks/Recreation

#### **Bayfront Park (Maple Street)**

A \$250,000 funding appropriation request for public engagement and design for a new Bayfront Park located between Maple Street and Blomquist Street. The park could include amenities such as a sports field, playground, lighting, parking, and a restroom facility. Depending on community input, an estimated total cost could be in the range of between \$3,000,000 and \$5,000,000.

# CAPITAL IMPROVEMENT PROGRAM

## **Hoover Pool Conversion Project**

Reimagine the Hoover Pool complex as a youth teaching pool with a large splash pad play area. The FY 2022-23 funding appropriation request implement a public engagement process. Based on public input and concerns about park safety, new the Community Development Block Grant funds in the amount of \$4.2 million have been identified to create a master plan for the park and pool. Following this, the project will go into design approximately Summer 2022 and then construction in 2024. A funding allocation request of \$3.0 million from U.S. Department of Housing and Urban Development through the Community Development Block Grant was presented in the study session on March 11, 2022; however, the allocation recommended has been increased to \$4.2 million for the FY 2022-23 budget.

## **Play Equipment Replacement Fund**

Within the City's 30 unique parks are playgrounds that help children boost mental and physical health. The FY 2022-23 funding appropriation of \$450,000 helps to maintain existing playgrounds, extend useful life, and keeps the equipment in good condition. This fund is for ongoing and routine replacement and maintenance throughout the year on an as-needed basis.

## **Stafford Park Restroom Replacement Project**

Stafford Park, named after Mayor Daniel Stafford in 1964, is in need of a replacement of its aging restroom facility. The FY 2022-23 funding appropriation of \$300,000, in conjunction with the City's sewer replacement program, will provide for a new restroom facility so that the community can continue to enjoy this community park.

## **Redwood Shores Levee/Lagoon**

### **Boardwalk Dredging**

This project provides for dredging water between Port Walk Place and Boardwalk Place in Redwood Shores to remove sediment that has built-up over time. The dredging helps to increase water flow and water circulation to prevent algal growth and thereby improve water quality.

### **Redwood Shoes Levee FEMA Compliance Startup**

In response to recent Federal Emergency Management Agency (FEMA) flood maps and studies, the City is in the planning phases to ensure maintenance of FEMA accreditation of the existing levee system in accordance with the National Flood Insurance Program. The FY 2022-23 funding appropriation of \$200,000 will go toward this planning phase.

## **Sewer**

### **Closed-Circuit Television (CCTV) Program**

The FY 2022-23 funding appropriation of \$300,000 will be used for CCTV inspection and assessment of the sanitary sewer drain lines. The use of CCTV provides data otherwise unobtainable and the assessment allows for individual segments to be included with the annual sanitary sewer capital improvement project. This is an ongoing program with sewer basins assessed on a rotating basis. Sewer basins 1, 2, & 3 will be targeted this fiscal year.

### **Collection System Replacement Program**

This ongoing program supports the systematic repair and rehabilitation of sanitary sewer pipe lines in Redwood City. This program improves the condition and reliability of the sewer collection system by minimizing infiltration

# CAPITAL IMPROVEMENT PROGRAM

and inflow. In FY 2022-23, funding appropriation of \$3,500,000 will fund continued design and construction work on sewer pipeline improvements.

## **Pump and Controls Replacement Program**

The City owns and operates thirty-one sewer pump stations. This ongoing and routine program maintains the pumps and control systems for the City's thirty-one sewer pumps. In FY 2022-23, a funding appropriation of \$80,000 provides for replacement and/or repair and maintenance of this infrastructure.

## **Redwood City Pump Station Improvements (SVCW)**

Silicon Valley Clean Water (SVCW) is upgrading their Redwood City Pump Station (RCPS) to accommodate future projected flows and changes to the overall SVCW conveyance system. This project proposes to upgrade the City's pipes for redundancy and maintenance purposes while improvements to the RCPS are underway in order to maximize efficiencies. The FY 2022-23 funding appropriation request is for the construction of the pipeline for Redwood City will occur concurrently with SVCW's RCPS improvements, which is anticipated to begin in March 2022 with a completion month of February 2023.

## **Stormwater**

### **Bayfront Canal and Cordilleras Annual 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 funding appropriation of \$100,000 is requested for FY 2022-23.

### **Bradford Stormwater Pump Station Rehabilitation**

The FY 2022-23 funding appropriation request of \$1,500,000 is for the local match to rehabilitate and improve the existing Bradford Stormwater Drainage Pump Stations and associated pipelines. A Federal Emergency Management Agency (FEMA) Hazard Mitigation Grant Program (HMGP) grant was awarded to City in August 2021 for Phase 1 work for design. This project will help ensure continued reliability of the City's storm drain system.

### **Storm Drain Creeks and Channels**

The project involves repair, rehabilitation, and replacement of concrete lined sections of Redwood Creek and its tributary branches. FY 2022-23 funding appropriation request in the amount of \$667,000 is proposed for ongoing projects along one of the sections of the Jefferson tributary branch.

### **Stormwater Utility System Repairs**

This ongoing and routine program provides as-needed repairs to the City's stormwater collection system assets and replacement of storm pump station components. Current funding is only sufficient for routine maintenance of the stormwater collection system, and no funding is available for any major repairs. This will be an ongoing program to fund larger repairs needed in the stormwater conveyance system.

## **Technology**

### **Finance and Human Resources Software**

The City is continuing 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. The major objectives of the new systems are to standardize operating procedures through the use of user-friendly industry best practices to

# CAPITAL IMPROVEMENT PROGRAM

improve decision making abilities with through dashboards and other state of the art reporting functions, increase staff self-service functions, and improve transparency. This is a multi-year effort and is expected to be complete by July 2022.

## **Technology Infrastructure & Application Support**

This ongoing program supports the City's technology hardware and software infrastructure necessary to maintain services to the community. In typical years, this project budget also includes the infrastructure to minimize data breaches and loss.

## **Transportation**

### **101/84 Interchange**

Reconstruction of the existing U.S. Highway 101/Woodside Road interchange to ease congestion, increase safety, and improve access for pedestrians and cyclists across Woodside Road and Highway 101. This project would relieve existing and future traffic congestion and remove barriers for people walking and biking at the interchange. The FY 2022-23 funding appropriation request is \$8,500,000.

### **Active Transportation Corridor Program**

Ongoing program for the planning, design, and construction of active transportation projects. Active transportation encompasses walking and cycling facility improvements such as bike lane signage, and crossing improvements; improvements to path connectivity; and development of public transportation corridors.

### **Blomquist Street Extension Project**

The connection of Blomquist Street to Bair Island Road with a new bridge over Redwood Creek will increase the number of access points to the Bair Island and Inner Harbor neighborhoods, east of 101 to increase emergency access and to improve mobility beyond the immediate neighborhood. The FY 2022-23 funding appropriation request is \$500,000.

### **Hopkins Traffic Calming Safety Project**

Traffic calming safety measures for Hopkins Street will increase safety on the roadway in addition to reflecting feedback from the community. This project is still pending a community survey to determine whether or not a permanent project is recommended to the City Council. If a permanent traffic calming project is not approved, this project will only include a pavement overlay.

### **Traffic Calming**

Review, planning, and implementation of traffic calming strategies and projects on various streets throughout the city increases the safety for all road users. The FY 2022-23 funding appropriation request is of \$670,000 will also fund pedestrian and bicycle related improvements including marked crosswalks, median refuge islands, and bicycle warning signage.

### **Traffic Safety**

The Traffic Safety Program implements traffic safety improvements including traffic calming, crossing improvements, and new or modified traffic controls, among others. This project would reduce the number and severity of traffic-related collisions; increase the share of trips taken by walking, biking, and transit; and improve livability within residential neighborhoods.

# CAPITAL IMPROVEMENT PROGRAM

## Water

### **California Tank and Pump Station**

The FY 2022-23 funding appropriation request of \$300,000 in additional project funding is needed for the California Water Tank and Pump Station project to cover unforeseen work that occurred during construction. This project was completed in the first quarter of 2022 and is a new 750,000-gallon water tank project that included associated water pipelines and pump station facilities in the Emerald Lake Hills water service area at the intersection of Tum Suden Way and California Way.

### **Distribution System Replacement Program**

The FY 2022-23 funding appropriation request of \$2,350,000 will fund ongoing replacement of water main pipes throughout the city. Under this program, an average of 2.5 miles of pipe is replaced each year resulting in improved water quality, better water system performance, and reduced system maintenance costs.

### **Distribution System Zone Metering**

This new project will install an integrated smart meters, communication networks, and a data management system to remotely monitor the water distribution system and to help mitigate water system loss. The system will help preserve our water resource by automatically and remotely detecting problems so that repair and replacements can be targeted.

### **Main City Recycled Water Tank and Pump Station**

A new recycled water storage and pumping facility in the main city recycled water service area will provide additional reliability and redundancy within the recycled water system. The FY 2022-23 funding appropriation request of \$1,500,000 will include feasibility and planning.

# CAPITAL IMPROVEMENT PROGRAM

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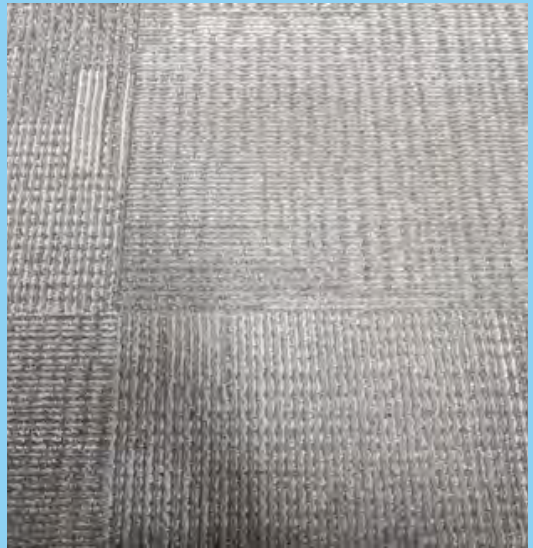




Project #71113

## Carpet Replacement Program

Functional Area - Facilities



<b>New FY 2022-23 Funding Recommended:</b>	\$200,000	<b>Project Status:</b>	Ongoing & Routine
<b>Previously Approved Project Funding:</b>	Ongoing	<b>Estimated Completion Date:</b>	Ongoing
<b>Remainder to be Funded:</b>	Ongoing	<b>Estimated Useful Project Life:</b>	N/A
<b>Estimated Total Cost:</b>	Ongoing	<b>Department Lead:</b>	Public Works

### Summary

Replacement of carpet past its useful life at various City facilities.

### Background

Carpet tiles, also known as carpet squares or modular carpet, are easier to install and maintain than broadloom carpet. Carpet tiles could be more costly than broadloom carpet; however, they are more cost-efficient over time. Staff has sporadically replaced sections of carpet reaching end of useful life and as associated offices are renovated. Carpet tiles allow for easier and more cost-effective replacement of single tiles rather than entire sections. For these reasons, the City plans on continuing carpet replacements with carpet tiles throughout City facilities, as needed.

### Timeline

Carpet replacements will continue on an ongoing, as-needed basis throughout FY 2022-23.

### Operational Impacts

This project will result in decreased carpet maintenance costs moving forward.

Project Budget									
Fund	Previously Approved	Estimated Expenditures thru 6-30-22	FY 2021-22 Carryover	Recom'd FY 2022-23	Estimated FY 2023-24	Estimated FY 2024-25	Estimated FY 2025-26	Estimated FY 2026-27	Estimated 5-Yr Cost
357 Capital Outlay Fund	Ongoing	Ongoing	Ongoing	200,000	230,000	270,000	310,000	350,000	1,360,000
<b>Total</b>	Ongoing	Ongoing	Ongoing	200,000	230,000	270,000	310,000	350,000	1,360,000



Project #83206

**Downtown Library Improvements**

Functional Area - Facilities



<b>New FY 2022-23 Funding Recommended:</b>	\$100,000	<b>Project Status:</b>	Design
<b>Previously Approved Project Funding:</b>	0	<b>Estimated Completion Date:</b>	By End of FY 2022-23
<b>Remainder to be Funded:</b>	\$0	<b>Estimated Useful Project Life:</b>	40 year(s)
<b>Estimated Total Cost:</b>	\$100,000	<b>Department Lead:</b>	Library

**Summary**

Funds are requested for a study to identify needs and opportunities for expansion of the current Downtown Library facility.

**Background**

The population of Redwood City, particularly in the downtown area, has increased dramatically over the 33 years since the Downtown Library was built. Various modifications have been made to sections of the building to better address customer needs, but there is limited flexibility remaining in the existing space. The Library does not need additional space for library materials, as careful maintenance of the existing collection and the addition of eBooks and other online resources has provided some mitigation, but existing spaces are needed for humans. Event and activity spaces, seating, and community meeting rooms are all inadequate to meet current demand. In addition, the conversion of Library Lot A and Rosselli Garden into a new Downtown Park space will also provide opportunities to reconfigure the library for greater synergy with the park space.

This study is the first steps to explore expanded spaces for library events and community use, as well as increasing efficiency and flexibility of space for evolving community needs, improve services to vulnerable populations, identify new technology for public service and staff efficiency, improve customer experience, and enhance safety and security for the facility.

**Timeline**

Funding for this study is being requested in FY 2022-23.

**Operational Impacts**

Long term, this project will lead to enhanced public services and staff efficiency.

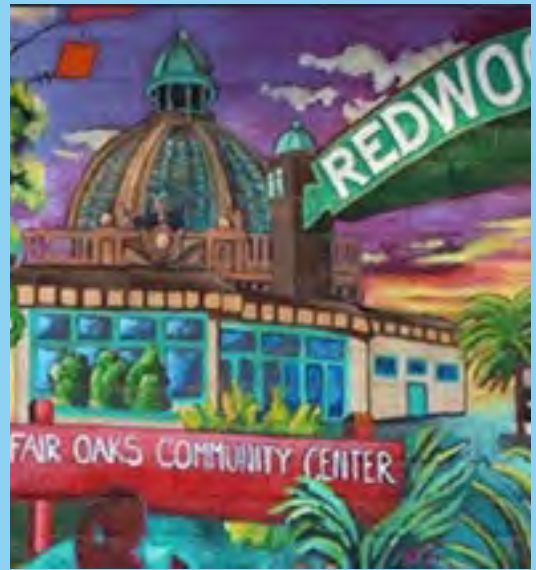
<b>Project Budget</b>									
Fund	Previously Approved	Estimated Expenditures thru 6-30-22	FY 2021-22 Carryover	Recom'd FY 2022-23	Estimated FY 2023-24	Estimated FY 2024-25	Estimated FY 2025-26	Estimated FY 2026-27	Estimated 5-Yr Cost
One-Time Funds	0	0	0	100,000	0	0	0	0	100,000
<b>Total</b>	0	0	0	100,000	0	0	0	0	100,000



Project #83176

**Fair Oaks Community Center Facilities Upgrade & Improvements**

Functional Area - Facilities



<b>New FY 2022-23 Funding Recommended:</b>	\$383,963	<b>Project Status:</b>	Construction
<b>Previously Approved Project Funding:</b>	\$986,792	<b>Estimated Completion Date:</b>	By End of FY 2022-23
<b>Remainder to be Funded:</b>	\$0	<b>Estimated Useful Project Life:</b>	20 year(s)
<b>Estimated Total Cost:</b>	\$1,370,755	<b>Department Lead:</b>	Public Works

**Summary**

Phase 2 of the Fair Oaks Community Center (FOCC) facility upgrades and improvements, which includes exterior painting, renovation of the main lobby and reception area, as well as Classroom 7.

**Background**

The FOCC needs several renovations to better serve its community programs.

The main lobby renovation will address several security vulnerabilities that have been identified, as well as better operational efficiencies that coincide with the newly renovated administrative areas. Additionally, Classroom 7, originally the Fair Oaks Library, is in need of renovation to properly utilize and program that space. It was not included in the scope of phase 1 due to budgetary constraints. Lastly, the exterior of the entire facility needs to be painted, including the childcare modules.

Funding for this project is available from the U.S. Department of Housing and Urban Development through the Community Development Block Grant.

**Timeline**

Design for all improvements are estimated to be completed by end of FY 2021-22, and construction is expected to begin after July 1, 2022. All renovations are estimated to be completed by the end of FY 2022-23.

**Operational Impacts**

Ongoing maintenance will be required to upkeep and maintain the remodeled facilities.

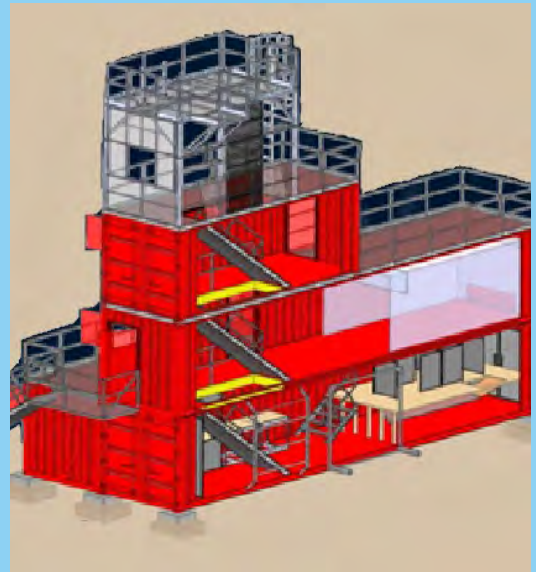
Project Budget									
Fund	Previously Approved	Estimated Expenditures thru 6-30-22	FY 2021-22 Carryover	Recom'd FY 2022-23	Estimated FY 2023-24	Estimated FY 2024-25	Estimated FY 2025-26	Estimated FY 2026-27	Estimated 5-Yr Cost
256 Community Development Block Grant	418,000	0	418,000	383,963	0	0	0	0	375,000
357 Capital Outlay Fund	568,792	0	568,792	0	0	0	0	0	0
<b>Total</b>	<b>986,792</b>	<b>0</b>	<b>986,792</b>	<b>383,963</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>375,000</b>



Project #0

## Fire Department Regional Training Facility

Functional Area - Facilities



<b>New FY 2022-23 Funding Recommended:</b>	\$330,000	<b>Project Status:</b>	New Project
<b>Previously Approved Project Funding:</b>	\$0	<b>Estimated Completion Date:</b>	By End of FY 2022-23
<b>Remainder to be Funded:</b>	\$670,000	<b>Estimated Useful Project Life:</b>	7 year(s)
<b>Estimated Total Cost:</b>	\$1,000,000	<b>Department Lead:</b>	Fire

### Summary

Purchase and install a modular fire department regional training facility.

### Background

The need for a training facility has been identified by Redwood City Fire Department in its 2021 strategic plan. This need has also been realized by our neighboring agencies including the Woodside Fire Protection District and the College of San Mateo. This proposed regional training facility is mission critical and necessary for the Fire Department to carry out its primary function.

Currently, Fire Department training is conducted through use of randomly acquired structures or in parking lots. The training facility would cost approximately \$1,000,000; based on a proposed shared cost agreement, Redwood City's portion will be \$500,000. This cost includes delivery, on-site assembly at prepared site, with training. The training facility shall be compliant with National Fire Protection Association 1402 "Standard on Facilities for Fire Training and Associated Props." The training facility construction shall be based on modular design that can be relocated. Our training tower task group has developed a design that reflects building construction in San Mateo County.

### Timeline

This project will be completed in FY 2022-23.

### Operational Impacts

This project will have a positive impact on Fire Department operations, providing a much needed training facility that has not existed since the 1980's. In addition to filling a critical void for Fire Department training, this project will provide an opportunity for the corporation yard to address drainage and housekeeping issues.

Project Budget									
Fund	Previously Approved	Estimated Expenditures thru 6-30-22	FY 2021-22 Carryover	Recom'd FY 2022-23	Estimated FY 2023-24	Estimated FY 2024-25	Estimated FY 2025-26	Estimated FY 2026-27	Estimated 5-Yr Cost
One-Time Funds	0	0	0	330,000	0	0	0	0	330,000
<b>Total</b>	0	0	0	330,000	0	0	0	0	330,000





Project #85101

## Library Automation Replacements

Functional Area - Facilities



<b>New FY 2022-23 Funding Recommended:</b>	\$440,000	<b>Project Status:</b>	Design
<b>Previously Approved Project Funding:</b>	\$791,415	<b>Estimated Completion Date:</b>	By End of FY 2022-23
<b>Remainder to be Funded:</b>	\$0	<b>Estimated Useful Project Life:</b>	10 year(s)
<b>Estimated Total Cost:</b>	\$840,000	<b>Department Lead:</b>	Library

### Summary

Replace the automated library materials handling systems at the Downtown Library.

### Background

The automated library materials handling systems that return and sort items at the Downtown and Redwood Shores libraries are approaching end-of-life and need to be replaced.

When the Redwood Shores Library opened in 2008, it featured a new, state-of-the-art automation system that allowed the Library to automate repetitive work, allowing a large workload increase to occur without the need for existing staff. Thirteen years later, the installed system is approaching end of life, with many worn elements and increased difficulty in sourcing replacement parts. Newer systems also bring enhanced ergonomic benefits for staff, further reducing the potential for repetitive motion injuries. The system in the Downtown Library was installed a year after Redwood Shores, and has been even more heavily utilized than the branch library equipment. Funding to replace the system at the Downtown Library is being requested for FY 2022-23. Previously approved funding was for the Redwood Shores Library.

### Timeline

Redwood Shores Library automated materials handling system to be installed during FY 2021-22. Downtown Library automated materials handling system to be installed during FY 2022-23.

### Operational Impacts

Continued ability to process large amounts of materials with limited staff, improved ergonomics, and updating end-of-life technology and mechanical parts.

Project Budget									
Fund	Previously Approved	Estimated Expenditures thru 6-30-22	FY 2021-22 Carryover	Recom'd FY 2022-23	Estimated FY 2023-24	Estimated FY 2024-25	Estimated FY 2025-26	Estimated FY 2026-27	Estimated 5-Yr Cost
357 Capital Outlay Fund	791,415	393,777	397,638	0	0	0	0	0	0
One-Time Funds	0	0	0	440,000	0	0	0	0	440,000
<b>Total</b>	<b>791,415</b>	<b>393,777</b>	<b>397,638</b>	<b>440,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>440,000</b>



Project #75593

**National Guard Armory**

Functional Area - Facilities



<b>New FY 2022-23 Funding Recommended:</b>	\$250,000	<b>Project Status:</b>	New Project
<b>Previously Approved Project Funding:</b>	\$256,040	<b>Estimated Completion Date:</b>	By End of FY 2022-23
<b>Remainder to be Funded:</b>	\$493,960	<b>Estimated Useful Project Life:</b>	25 year(s)
<b>Estimated Total Cost:</b>	\$1,000,000	<b>Department Lead:</b>	Parks

**Summary**

Renovate the Old National Guard Armory facility to meet building and safety code requirements and community needs.

**Background**

Redwood City recently acquired the National Guard Armory, after leasing it from the State beginning in 2015. The facility gives the City an opportunity to provide services to the community. Upgrades to the facility to improve usability for recreational programs over the years included converting the main hall to a multi-sport floor with portable basketball hoops and American with Disabilities Act (ADA) upgrades to the front parking, entry way and door handles throughout the building. Due to the nature of the classrooms surrounding the multi-sport floor, programming for the classrooms and multi-sport floor cannot occur concurrently. This renovation project will include addressing this and other functional issues in addition to deferred maintenance. Components of the renovation may include roofing; heating, ventilation, and air condition (HVAC) replacement; energy efficient windows, light-emitting diode (LED) lighting retrofit; and renovation of the kitchen area.

**Timeline**

Redwood City recently acquired the National Guard Armory, after leasing it from the State beginning in 2015. The facility gives the City an opportunity to provide services to the community. Upgrades to the facility to improve usability for recreational programs over the years included converting the main hall to a multi-sport floor with portable basketball hoops and American with Disabilities Act (ADA) upgrades to the front parking, entry way and door handles throughout the building.

**Operational Impacts**

There are already staffing, maintenance, and other operational impacts associated with operating this facility. This project will not change this element; however, it will require staff time to plan, design, and bid the renovation work.

Project Budget									
Fund	Previously Approved	Estimated Expenditures thru 6-30-22	FY 2021-22 Carryover	Recom'd FY 2022-23	Estimated FY 2023-24	Estimated FY 2024-25	Estimated FY 2025-26	Estimated FY 2026-27	Estimated 5-Yr Cost
357 Capital Outlay Fund	256,040	0	256,040	0	0	0	0	0	0
358 Parks Impact Fees	0	0	0	250,000	250,000	250,000	250,000	0	1,000,000
<b>Total</b>	256,040	0	256,040	250,000	250,000	250,000	250,000	0	1,000,000





Project #73593

## Roof Replacement Program

Functional Area - Facilities



<b>New FY 2022-23 Funding Recommended:</b>	\$525,000	<b>Project Status:</b>	Ongoing & Routine
<b>Previously Approved Project Funding:</b>	Ongoing	<b>Estimated Completion Date:</b>	Ongoing
<b>Remainder to be Funded:</b>	Ongoing	<b>Estimated Useful Project Life:</b>	N/A
<b>Estimated Total Cost:</b>	Ongoing	<b>Department Lead:</b>	Public Works

### Summary

Replacement of roofing past its useful life at various City facilities.

### Background

Commercial roofs are estimated to have a useful life between 20 to 25 years. A roof is an essential component of a facility's structure and, in many cases, house roof-top heating, ventilation, and air conditioning (HVAC) units on many larger facilities. Roofs must be maintained in a water-tight condition for the safety of the occupants and the staff maintaining the facility.

The roof at the Police Department (PD) has exceeded its useful life and is no longer economically viable to continuously repair for the wet-weather season. Requested HVAC funding will also address the HVAC system at the PD as it is also at the end of its useful life. Doing these projects concurrently and in combination will reduce time and costs through economies of scale and systematic sequencing.

### Timeline

The roof replacement is expected to be completed by June 2023.

### Operational Impacts

This program decreases maintenance and repair costs in addition to staff time responding to roof leaks and subsequent collateral damages.

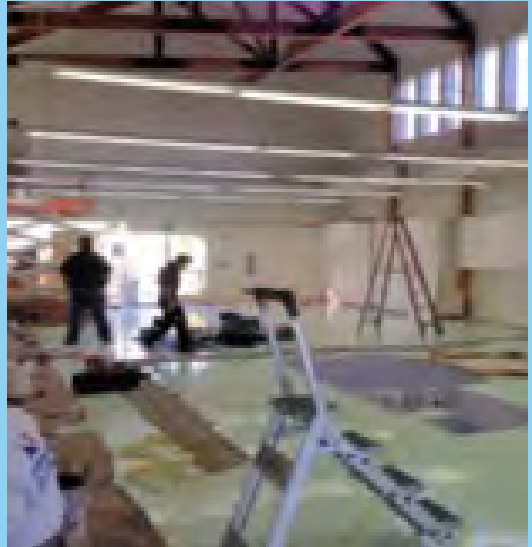
Project Budget									
Fund	Previously Approved	Estimated Expenditures thru 6-30-22	FY 2021-22 Carryover	Recom'd FY 2022-23	Estimated FY 2023-24	Estimated FY 2024-25	Estimated FY 2025-26	Estimated FY 2026-27	Estimated 5-Yr Cost
357 Capital Outlay Fund	Ongoing	Ongoing	Ongoing	325,000	525,000	550,000	550,000	575,000	2,525,000
One-Time Funds	Ongoing	Ongoing	Ongoing	200,000	0	0	0	0	200,000
<b>Total</b>	Ongoing	Ongoing	Ongoing	525,000	525,000	550,000	550,000	575,000	2,725,000



Project #71113

## Tenant Improvement Program

Functional Area - Facilities



<b>New FY 2022-23 Funding Recommended:</b>	\$1,500,000	<b>Project Status:</b>	Ongoing & Routine
<b>Previously Approved Project Funding:</b>	Ongoing	<b>Estimated Completion Date:</b>	Ongoing
<b>Remainder to be Funded:</b>	Ongoing	<b>Estimated Useful Project Life:</b>	N/A
<b>Estimated Total Cost:</b>	Ongoing	<b>Department Lead:</b>	Public Works

### Summary

Maintenance and preventative maintenance projects for the City's facilities.

### Background

There are seventeen City-owned facilities that provide a wide range of services to the Redwood City community and the general public. Facilities include five fire stations, five community centers, four libraries, City Hall, and the Public Works Services and Police Department buildings. Each of these facilities are well-utilized and require scheduled replacement of major equipment, as well as general facility repairs and upgrades. In FY 2022-23, project funds will be utilized to address emergency facility repairs, general facility upgrades, and office renovations.

This Tenant Improvement Program benefits the City by replacing facility components that have exceeded their useful life, improving energy efficiency and/or reducing water use, addressing legally-mandated accessibility requirements, enhancing building occupancy safety, and maintaining occupational safety and health.

### Timeline

These are continuous and ongoing tenant improvement projects.

### Operational Impacts

This program decreases current staff time required to respond to deferred maintenance issues and emergency repairs and replacements.

Project Budget									
Fund	Previously Approved	Estimated Expenditures thru 6-30-22	FY 2021-22 Carryover	Recom'd FY 2022-23	Estimated FY 2023-24	Estimated FY 2024-25	Estimated FY 2025-26	Estimated FY 2026-27	Estimated 5-Yr Cost
357 Capital Outlay Fund	Ongoing	Ongoing	Ongoing	500,000	600,000	650,000	700,000	750,000	3,200,000
One-Time Funds	Ongoing	Ongoing	Ongoing	1,000,000	0	0	0	0	1,000,000
<b>Total</b>	Ongoing	Ongoing	Ongoing	1,500,000	600,000	650,000	700,000	750,000	4,200,000



Project #85113

**Bayfront Park (Maple Street)**

Functional Area - Parks



<b>New FY 2022-23 Funding Recommended:</b>	\$250,000	<b>Project Status:</b>	Planning
<b>Previously Approved Project Funding:</b>	\$100,000	<b>Estimated Completion Date:</b>	By End of FY 2024-25
<b>Remainder to be Funded:</b>	\$4,650,000	<b>Estimated Useful Project Life:</b>	30 year(s)
<b>Estimated Total Cost:</b>	\$5,000,000	<b>Department Lead:</b>	Parks

**Summary**

New Bayfront Park between Maple Street and Blomquist Street.

**Background**

The negotiations between the City and San Mateo County for a land swap have been completed and the City is finalizing an agreement with a consultant to launch a public engagement process by fall 2022. In FY 2021-22, there was an initial funding appropriation of \$50,000 toward future a planning and community input process for a new Bayfront Park.

The park could include amenities such as a sports field, playground, lighting, parking, and a restroom facility. Depending on community input, an estimated total cost could be in the range of between \$3,000,000 and \$5,000,000.

**Timeline**

Approval of agreement (amendment) for consulting services and launch of public engagement process will occur in by August 2022. The City anticipates at least six months of public engagement, and additional three months for design preferences. Design presentation to the Parks, Recreation and Community Services Commission and then to the City Council will occur by April 2023. Construction drawings and bid process is estimated to be by fall 2023 and then construction to begin before second quarter 2024.

**Operational Impacts**

A new park will result in added costs of maintenance and utilities in addition to potential added public safety patrols.

Project Budget									
Fund	Previously Approved	Estimated Expenditures thru 6-30-22	FY 2021-22 Carryover	Recom'd FY 2022-23	Estimated FY 2023-24	Estimated FY 2024-25	Estimated FY 2025-26	Estimated FY 2026-27	Estimated 5-Yr Cost
357 Capital Outlay Fund	50,000	0	50,000	0	0	0	0	0	0
358 Parks Impact Fees	50,000	0	50,000	250,000	4,700,000	0	0	0	4,950,000
<b>Total</b>	<b>100,000</b>	<b>0</b>	<b>100,000</b>	<b>250,000</b>	<b>4,700,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,950,000</b>



Project #0

## Fair Oaks Synthetic Turf Replacement Project

Functional Area - Parks



<b>New FY 2022-23 Funding Recommended:</b>	\$1,000,000	<b>Project Status:</b>	Planning
<b>Previously Approved Project Funding:</b>	0	<b>Estimated Completion Date:</b>	By End of FY 2022-23
<b>Remainder to be Funded:</b>	\$0	<b>Estimated Useful Project Life:</b>	12 year(s)
<b>Estimated Total Cost:</b>	\$1,000,000	<b>Department Lead:</b>	Parks

### Summary

Replace severely worn synthetic turf on the Fair Oaks athletic field for youth play.

### Background

The current Fair Oaks synthetic turf field is 12 years old and the life of this field expired in year 10. Kids are now playing on primarily crumb rubber and this is critical to replace for better play. This lighted athletic field is the only recreational amenity in the neighborhood. The new field will last another 12 years and we will replace the crumb rubber with new cork and/or crushed olive pits for cooler organic material.

### Timeline

Once funded, we can move into design phase (2 months), and then go out to bid and complete the project by January 2023.

### Operational Impacts

The field is becoming not playable and needs to be replaced this year.

Project Budget									
Fund	Previously Approved	Estimated Expenditures thru 6-30-22	FY 2021-22 Carryover	Recom'd FY 2022-23	Estimated FY 2023-24	Estimated FY 2024-25	Estimated FY 2025-26	Estimated FY 2026-27	Estimated 5-Yr Cost
One-Time Funds	0	0	0	1,000,000	0	0	0	0	1,000,000
<b>Total</b>	0	0	0	1,000,000	0	0	0	0	1,000,000





Project #0

**Holiday Tree Lighting**

Functional Area - Parks



<b>New FY 2022-23 Funding Recommended:</b>	\$100,000	<b>Project Status:</b>	Planning
<b>Previously Approved Project Funding:</b>	0	<b>Estimated Completion Date:</b>	By End of FY 2022-23
<b>Remainder to be Funded:</b>	\$0	<b>Estimated Useful Project Life:</b>	7 year(s)
<b>Estimated Total Cost:</b>	\$100,000	<b>Department Lead:</b>	Parks

**Summary**

Replace worn lights on the two Redwood Trees and in front of City Hall for annual Tree Lighting season.

**Background**

The two redwood trees on Hamilton are the site of the annual holiday tree lighting ceremony. Additionally, yellow lights remain on throughout the year. They are worn and have had to be repaired the last three years for approximately \$20,000. This project will replace lighting with new LED lights. Also, the large redwood tree in front of City Hall has not been lit since 2016. Estimated cost (2 redwoods on Hamilton and 1 City Hall) for each project is \$50,000 for a total estimated cost of \$100,000.

**Timeline**

If funded, would be completed by November 2022.

**Operational Impacts**

Impact to staff to repair currently.

Project Budget									
Fund	Previously Approved	Estimated Expenditures thru 6-30-22	FY 2021-22 Carryover	Recom'd FY 2022-23	Estimated FY 2023-24	Estimated FY 2024-25	Estimated FY 2025-26	Estimated FY 2026-27	Estimated 5-Yr Cost
357 Capital Outlay Fund	0	0	0	100,000	0	0	0	0	100,000
<b>Total</b>	0	0	0	100,000	0	0	0	0	100,000



Project #73773

**Hoover Pool Conversion Project**

Functional Area - Parks



<b>New FY 2022-23 Funding Recommended:</b>	\$4,219,986	<b>Project Status:</b>	Planning
<b>Previously Approved Project Funding:</b>	\$500,000	<b>Estimated Completion Date:</b>	By End of FY 2023-24
<b>Remainder to be Funded:</b>	\$0	<b>Estimated Useful Project Life:</b>	25 year(s)
<b>Estimated Total Cost:</b>	\$4,719,986	<b>Department Lead:</b>	Parks

**Summary**

Master Plan and Implementation of re-imagined Hoover Park and Pool.

**Background**

Hoover Pool is an aging facility that has been open only on a seasonal basis. It has also been closed during some years due to budget reductions and because of the low general public use at this facility. Initial funding of \$500K was approved in FY 2021-22 from Park Impact Fees for the Hoover Pool portion to convert to a sprayground and a teaching pool. Based on public input and concerns about park safety, new the Community Development Block Grant funds in the amount of \$4.2 million have been identified to create a master plan for the park and pool. Following this, the project will go from design to construction.

**Timeline**

Requests for Qualification (RFQ) for consulting services will be available in Spring 2022 and then launch into public engagement beginning in Summer 2022. Design concepts to be completed by Spring 2023. Estimated time to go out to bid and begin construction in 1st quarter 2024.

**Operational Impacts**

This project will require staff time to plan, design, and implement. There will be staffing, maintenance, and other operational impacts associated with operating this facility; however, these impacts have been budgeted.

Project Budget									
Fund	Previously Approved	Estimated Expenditures thru 6-30-22	FY 2021-22 Carryover	Recom'd FY 2022-23	Estimated FY 2023-24	Estimated FY 2024-25	Estimated FY 2025-26	Estimated FY 2026-27	Estimated 5-Yr Cost
256 Community Development Block Grant	0	0	0	4,219,986	0	0	0	0	4,219,986
358 Parks Impact Fees	500,000	0	500,000	0	0	0	0	0	0
<b>Total</b>	<b>500,000</b>	<b>0</b>	<b>500,000</b>	<b>4,219,986</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,219,986</b>





Project #0

**Irrigation Backflow Replacement Fund**

Functional Area - Parks



<b>New FY 2022-23 Funding Recommended:</b>	\$100,000	<b>Project Status:</b>	Ongoing & Routine
<b>Previously Approved Project Funding:</b>	Ongoing	<b>Estimated Completion Date:</b>	Ongoing
<b>Remainder to be Funded:</b>	Ongoing	<b>Estimated Useful Project Life:</b>	N/A
<b>Estimated Total Cost:</b>	Ongoing	<b>Department Lead:</b>	Parks

**Summary**

Changes in plumbing code requires the removal of pressure vacuum breakers and installation of an approved backflow preventer.

**Background**

Pressure vacuum breakers, more commonly known as PVBs, are considered poor protection for potable water sources. Most jurisdictions began outlawing their use around 2008. The new plumbing code under adoption will now formally ban their use and thus requires Redwood City to convert to an acceptable backflow preventer. Costs range from \$1,200-\$2,500 per unit and Redwood City has 50 of them in use.

Backflow preventers are the first step in irrigation water sources for landscaping. Any shutdown of a water meter due to non-compliant backflow preventers means entire parks or medians will no longer receive any water until a compliant backflow has been installed.

**Timeline**

This is an on-going project.

**Operational Impacts**

This project will require labor and parts to implement.

Project Budget									
Fund	Previously Approved	Estimated Expenditures thru 6-30-22	FY 2021-22 Carryover	Recom'd FY 2022-23	Estimated FY 2023-24	Estimated FY 2024-25	Estimated FY 2025-26	Estimated FY 2026-27	Estimated 5-Yr Cost
357 Capital Outlay Fund	Ongoing	Ongoing	Ongoing	100,000	0	0	0	0	100,000
<b>Total</b>	Ongoing	Ongoing	Ongoing	100,000	0	0	0	0	100,000



Project #73853

**Play Equipment Replacement Fund**

Functional Area - Parks



<b>New FY 2022-23 Funding Recommended:</b>	\$450,000	<b>Project Status:</b>	Ongoing & Routine
<b>Previously Approved Project Funding:</b>	Ongoing	<b>Estimated Completion Date:</b>	Ongoing
<b>Remainder to be Funded:</b>	Ongoing	<b>Estimated Useful Project Life:</b>	N/A
<b>Estimated Total Cost:</b>	Ongoing	<b>Department Lead:</b>	Parks

**Summary**

Ongoing and routine program for replacement of the City's play equipment as it nears the end of its useful life or for park play equipment that needs repair.

**Background**

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. This ongoing and routine program will replace and upgrade park and playground equipment for safety management and maintain play value.

**Timeline**

Ongoing and routine program for replacement and maintenance of the City's play equipment throughout the year, on an as-needed basis.

**Operational Impacts**

Reduces operational costs that would otherwise be needed to maintain aging infrastructure.

Project Budget									
Fund	Previously Approved	Estimated Expenditures thru 6-30-22	FY 2021-22 Carryover	Recom'd FY 2022-23	Estimated FY 2023-24	Estimated FY 2024-25	Estimated FY 2025-26	Estimated FY 2026-27	Estimated 5-Yr Cost
357 Capital Outlay Fund	Ongoing	Ongoing	Ongoing	450,000	250,000	250,000	250,000	250,000	1,450,000
358 Parks Impact Fees	Ongoing	Ongoing	Ongoing	0	250,000	0	250,000	0	500,000
<b>Total</b>	Ongoing	Ongoing	Ongoing	450,000	500,000	250,000	500,000	250,000	1,950,000



Project #75595

**Public Art**

Functional Area - Parks



<b>New FY 2022-23 Funding Recommended:</b>	\$160,000	<b>Project Status:</b>	Ongoing & Routine
<b>Previously Approved Project Funding:</b>	Ongoing	<b>Estimated Completion Date:</b>	Ongoing
<b>Remainder to be Funded:</b>	Ongoing	<b>Estimated Useful Project Life:</b>	N/A
<b>Estimated Total Cost:</b>	Ongoing	<b>Department Lead:</b>	Parks

**Summary**

Ongoing public arts programs and initiatives around Redwood City.

**Background**

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 one percent (1%) of the City's capital improvement funds are allocated for public art.

This year, City Council directed staff and the Arts Commission to develop a racial equity mural through community dialogue. This program will also fund the City's mural and sculpture project which is managed by the Arts Commission.

The yearly funding allocation is requested from the Capital Outlay Fund 357 into Public Art Fund 360 of an amount equal to or greater than mandated by the Art Ordinance. The request for Public Art Fund 360 is to allocate these funds for use.

**Timeline**

The Racial Equity mural has been approved and is expected to be installed by the end of September 2022.. This program will support ongoing public art and initiatives around Redwood City.

**Operational Impacts**

Nominal operational impacts for cleaning and maintaining artwork.

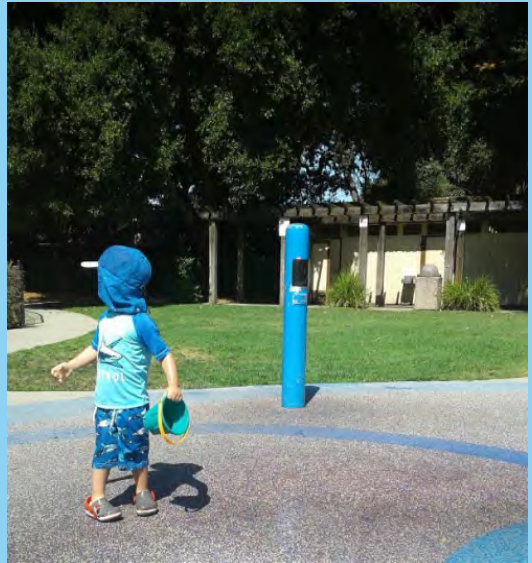
<b>Project Budget</b>									
<b>Fund</b>	<b>Previously Approved</b>	<b>Estimated Expenditures thru 6-30-22</b>	<b>FY 2021-22 Carryover</b>	<b>Recom'd FY 2022-23</b>	<b>Estimated FY 2023-24</b>	<b>Estimated FY 2024-25</b>	<b>Estimated FY 2025-26</b>	<b>Estimated FY 2026-27</b>	<b>Estimated 5-Yr Cost</b>
357 Capital Outlay Fund	Ongoing	Ongoing	Ongoing	100,000	0	0	0	0	100,000
360 Art in Public Places	Ongoing	Ongoing	Ongoing	60,000	60,000	60,000	0	0	180,000
<b>Total</b>	Ongoing	Ongoing	Ongoing	160,000	60,000	60,000	0	0	280,000



Project #0

**Stafford Park Restroom Replacement Project**

Functional Area - Parks



<b>New FY 2022-23 Funding Recommended:</b>	\$300,000	<b>Project Status:</b>	New Project
<b>Previously Approved Project Funding:</b>	0	<b>Estimated Completion Date:</b>	By End of FY 2022-23
<b>Remainder to be Funded:</b>	\$100,000	<b>Estimated Useful Project Life:</b>	25 year(s)
<b>Estimated Total Cost:</b>	\$400,000	<b>Department Lead:</b>	Parks

**Summary**

Replace the restroom facility at Stafford Park.

**Background**

The restroom facility at Stafford Park is over thirty years old. The aging infrastructure has numerous issues requiring a high level of repairs and maintenance support. The sewer lines are failing and the aging structure needs continual repairs. This project will replace the old restroom facility with a new one at Stafford Park.

**Timeline**

The design-build restroom building replacement project and sewer upgrade is expected to begin by December 2022 and will take approximately 90 days thereafter for completion of install.

**Operational Impacts**

This new project would reduce the need for the high level of maintenance currently required.

<b>Project Budget</b>									
Fund	Previously Approved	Estimated Expenditures thru 6-30-22	FY 2021-22 Carryover	Recom'd FY 2022-23	Estimated FY 2023-24	Estimated FY 2024-25	Estimated FY 2025-26	Estimated FY 2026-27	Estimated 5-Yr Cost
One-Time Funds	0	0	0	300,000	0	0	0	0	300,000
<b>Total</b>	0	0	0	300,000	0	0	0	0	300,000





Project #85114

## Boardwalk Dredging

Functional Area - Redwood Shores Levee/Lagoon



<b>New FY 2022-23 Funding Recommended:</b>	\$120,000	<b>Project Status:</b>	Planning
<b>Previously Approved Project Funding:</b>	\$70,000	<b>Estimated Completion Date:</b>	By End of FY 2023-24
<b>Remainder to be Funded:</b>	\$200,000	<b>Estimated Useful Project Life:</b>	15 year(s)
<b>Estimated Total Cost:</b>	\$390,000	<b>Department Lead:</b>	Public Works

### Summary

Dredging the body of water between Port Walk Place and Boardwalk Place in Redwood Shores.

### Background

The lagoon between Boardwalk and Port Walk Place serves as an intake from the Belmont Slough into the main lagoon and a stormwater retention basin. The lagoon is also tidally influenced, carrying sediment in from surrounding water bodies. Over time, sediment will settle and build up in the basin of the lagoon. This build-up restricts the flow, prevents adequate circulation, and increases water residency in the main lagoon. The shallow water column created by these conditions promotes algal growth, requiring additional maintenance annually. Dredging can improve water quality by reducing the amount of nutrients available from the sediments, minimizing nuisance algae blooms.

This project is to dredge the water between Port Walk Place and Boardwalk Place. This work includes a drying process of the removed sediment, which typically causes concern from the surrounding community due to the odors of the drying sediment.

The impacted area is approximately 1000' x 85'. It will require debris/sediment removal up to a depth of roughly 18"-24".

### Timeline

A request for proposals (RFP) was released in FY 2021-22; however, based on the proposal response, additional research is being undertaken. A RFP will be released in FY 2022-23 for design, with work anticipated to take place in FY 2023-24.

### Operational Impacts

This project would reduce maintenance costs related to controlling algae growth and responding to customer service calls.

Project Budget									
Fund	Previously Approved	Estimated Expenditures thru 6-30-22	FY 2021-22 Carryover	Recom'd FY 2022-23	Estimated FY 2023-24	Estimated FY 2024-25	Estimated FY 2025-26	Estimated FY 2026-27	Estimated 5-Yr Cost
216 Redwood Shores Maintenance Fund	70,000	0	70,000	120,000	200,000	0	0	0	320,000
<b>Total</b>	70,000	0	70,000	120,000	200,000	0	0	0	320,000



Project #72764

## Redwood Shores Levee FEMA Compliance Startup

Functional Area - Redwood Shores Levee/Lagoon



<b>New FY 2022-23 Funding Recommended:</b>	\$200,000	<b>Project Status:</b>	Planning
<b>Previously Approved Project Funding:</b>	\$1,229,193	<b>Estimated Completion Date:</b>	By End of FY 2022-23
<b>Remainder to be Funded:</b>	\$23,570,807	<b>Estimated Useful Project Life:</b>	30 year(s)
<b>Estimated Total Cost:</b>	\$25,000,000	<b>Department Lead:</b>	Community Development

### Summary

This project will raise and improve existing levees within and near Redwood Shores in response to recent Federal Emergency Management Agency (FEMA) flood maps and studies.

### Background

Raising and improving the existing Redwood Shores levees due to recent FEMA flood studies and maps and to provide more flood protection from coastal hazards. Exact elevation and scope of levee improvements will be determined. 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.

### Timeline

This project is in the planning phase. The City is partnering on this project with multiple jurisdictions, including One Shoreline, and it will take multiple years to be completed.

### Operational Impacts

Maintenance requirements will depend on the type and magnitude of the improvements.

Project Budget									
Fund	Previously Approved	Estimated Expenditures thru 6-30-22	FY 2021-22 Carryover	Recom'd FY 2022-23	Estimated FY 2023-24	Estimated FY 2024-25	Estimated FY 2025-26	Estimated FY 2026-27	Estimated 5-Yr Cost
216 Redwood Shores Maintenance Fund	450,000	0	450,000	0	0	0	0	0	0
357 Capital Outlay Fund	779,193	2,694	776,499	0	2,000,000	2,000,000	2,000,000	2,000,000	8,000,000
One-Time Funds	0	0	0	200,000	0	0	0	0	200,000
<b>Total</b>	<b>1,229,193</b>	<b>2,694</b>	<b>1,226,499</b>	<b>200,000</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>8,200,000</b>





Project #75583

**Closed Circuit Television (CCTV)  
Program**

Functional Area - Sewer



<b>New FY 2022-23 Funding Recommended:</b>	\$300,000	<b>Project Status:</b>	Ongoing & Routine
<b>Previously Approved Project Funding:</b>	Ongoing	<b>Estimated Completion Date:</b>	Ongoing
<b>Remainder to be Funded:</b>	Ongoing	<b>Estimated Useful Project Life:</b>	N/A
<b>Estimated Total Cost:</b>	Ongoing	<b>Department Lead:</b>	Community Development

**Summary**

Provide cleaning and condition assessment of several sanitary drain lines in the City by closed-circuit television (CCTV) cameras.

**Background**

Selected sanitary sewer basins throughout the City will be cleaned and inspected by closed-circuit television (CCTV). The City has approximately 20 basins and 40 sub-basins throughout the city. This CCTV inspection provides data required to assess the condition of the City’s 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.

**Timeline**

This is an ongoing program with sewer basins assessed on a rotating basis. Sewer basins 1, 2, & 3 will be targeted this fiscal year.

**Operational Impacts**

This ongoing program will require staff to perform the CCTV inspections. The benefit is this program reduces the guesswork of which sewer drain lines to include in the annual sanitary sewer capital improvement program and targets the sewer drain lines with the most need.

Project Budget									
Fund	Previously Approved	Estimated Expenditures thru 6-30-22	FY 2021-22 Carryover	Recom'd FY 2022-23	Estimated FY 2023-24	Estimated FY 2024-25	Estimated FY 2025-26	Estimated FY 2026-27	Estimated 5-Yr Cost
357 Capital Outlay Fund	Ongoing	Ongoing	Ongoing	0	0	0	0	0	0
689 Sewer Capital Projects	Ongoing	Ongoing	Ongoing	300,000	400,000	400,000	400,000	0	1,500,000
<b>Total</b>	Ongoing	Ongoing	Ongoing	300,000	400,000	400,000	400,000	0	1,500,000



Project #75133

## Collection System Replacement Program

Functional Area - Sewer



<b>New FY 2022-23 Funding Recommended:</b>	\$3,500,000	<b>Project Status:</b>	Ongoing & Routine
<b>Previously Approved Project Funding:</b>	Ongoing	<b>Estimated Completion Date:</b>	Ongoing
<b>Remainder to be Funded:</b>	Ongoing	<b>Estimated Useful Project Life:</b>	N/A
<b>Estimated Total Cost:</b>	Ongoing	<b>Department Lead:</b>	Community Development

### Summary

Maintenance of the City's sewer collection system.

### Background

The City systematically replaces and/or rehabilitates sections of aging sanitary sewer infrastructure to ensure the continued reliability of the system. Preventative maintenance and capacity improvements reduces disruption of services, lessen emergency situations, and improves the operation and flow capacity of the wastewater collection 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. In addition, staff identifies pipelines that required excessive maintenance or experienced repeated service disruptions in the past to identify pipelines for improvement. Using both the Sanitary Sewer Master Plan and identified problem pipelines, staff prioritizes projects based on staffing resources and funding availability.

This program improves the condition and reliability of the sewer collection system by minimizing infiltration and inflow. From time to time, as sanitary sewer mains are slated for replacement and are identified as nearing capacity, they are upsized to increase the capacity to the overall sewer collection system.

### Timeline

This is an ongoing and routine program.

### Operational Impacts

Ongoing and routine rehabilitation and replacement of the City's sanitary sewer pipelines.

Project Budget									
Fund	Previously Approved	Estimated Expenditures thru 6-30-22	FY 2021-22 Carryover	Recom'd FY 2022-23	Estimated FY 2023-24	Estimated FY 2024-25	Estimated FY 2025-26	Estimated FY 2026-27	Estimated 5-Yr Cost
686 Water Capital Projects	Ongoing	Ongoing	Ongoing	0	0	0	0	0	0
689 Sewer Capital Projects	Ongoing	Ongoing	Ongoing	3,500,000	4,500,000	5,000,000	5,000,000	5,000,000	23,000,000
<b>Total</b>	Ongoing	Ongoing	Ongoing	3,500,000	4,500,000	5,000,000	5,000,000	5,000,000	23,000,000



Project #74091

**Pump and Controls Replacement Program**

Functional Area - Sewer



<b>New FY 2022-23 Funding Recommended:</b>	\$80,000	<b>Project Status:</b>	Ongoing & Routine
<b>Previously Approved Project Funding:</b>	Ongoing	<b>Estimated Completion Date:</b>	Ongoing
<b>Remainder to be Funded:</b>	Ongoing	<b>Estimated Useful Project Life:</b>	N/A
<b>Estimated Total Cost:</b>	Ongoing	<b>Department Lead:</b>	Public Works

**Summary**

As-needed maintenance of pumps and control systems at the City’s thirty-one sewer pump stations.

**Background**

The City owns and operates thirty-one sewer pump stations. During preventative maintenance checks, staff identify repairs and replacements that will be needed to keep the pumps functioning as intended. This project will provide ongoing repair and replacement of pumps and/or controls within the pump stations as needed throughout the year. With a properly maintained pump station network, the likelihood of sanitary sewer backups is significantly reduced.

**Timeline**

Ongoing and routine maintenance of pump and controls at the City’s sewer pump stations through FY 2022-23.

**Operational Impacts**

This program reduces staff time and costs from flow blockage to the wastewater treatment plant and related sanitary sewer overflows. Being out of regulatory compliance with the State may result in fines.

Project Budget									
Fund	Previously Approved	Estimated Expenditures thru 6-30-22	FY 2021-22 Carryover	Recom'd FY 2022-23	Estimated FY 2023-24	Estimated FY 2024-25	Estimated FY 2025-26	Estimated FY 2026-27	Estimated 5-Yr Cost
689 Sewer Capital Projects	Ongoing	Ongoing	Ongoing	80,000	80,000	80,000	80,000	80,000	400,000
<b>Total</b>	Ongoing	Ongoing	Ongoing	80,000	80,000	80,000	80,000	80,000	400,000



Project #0

**Redwood City Pump Station Improvements (SVCW)**

Functional Area - Sewer



<b>New FY 2022-23 Funding Recommended:</b>	\$1,000,000	<b>Project Status:</b>	New Project
<b>Previously Approved Project Funding:</b>	0	<b>Estimated Completion Date:</b>	By End of FY 2023-24
<b>Remainder to be Funded:</b>	\$0	<b>Estimated Useful Project Life:</b>	25 year(s)
<b>Estimated Total Cost:</b>	\$1,000,000	<b>Department Lead:</b>	Public Works

**Summary**

Installation of a new large diameter sanitary sewer line connecting Redwood City sanitary sewer flows to Silicon Valley Clean Water (SVCW) Redwood City Pump Station.

**Background**

SVCW is upgrading their Redwood City Pump Station (RCPS) to accommodate future projected flows and changes to the overall SVCW conveyance system. The majority of the City’s wastewater volume flows through SVCW’s RCPS in order to reach the wastewater treatment plant in Redwood Shores.

The City’s wastewater currently flows into the pump station via a 48" diameter pipe. This project proposes to upgrade the pipe for redundancy and maintenance purposes while improvements to the RCPS are underway in order to maximize efficiencies.

**Timeline**

Construction of the pipeline for Redwood City will occur concurrently with SVCW’s RCPS improvements, which is anticipated to begin in March 2022 with a completion month of February 2023.

**Operational Impacts**

In 2017, the City completed improvements to the sanitary sewer pipeline immediately upstream of the project location. Improving the remaining stretch immediately before wastewater flows enter the RCPS will ensure that a critical junction of the City’s wastewater conveyance system continues to operate as intended.

Project Budget									
Fund	Previously Approved	Estimated Expenditures thru 6-30-22	FY 2021-22 Carryover	Recom'd FY 2022-23	Estimated FY 2023-24	Estimated FY 2024-25	Estimated FY 2025-26	Estimated FY 2026-27	Estimated 5-Yr Cost
689 Sewer Capital Projects	0	0	0	1,000,000	0	0	0	0	1,000,000
<b>Total</b>	0	0	0	1,000,000	0	0	0	0	1,000,000





Project #85121

## Redwood Shores Isolation Valve Installation

Functional Area - Sewer



<b>New FY 2022-23 Funding Recommended:</b>	\$200,000	<b>Project Status:</b>	Planning
<b>Previously Approved Project Funding:</b>	\$85,000	<b>Estimated Completion Date:</b>	By End of FY 2025-26
<b>Remainder to be Funded:</b>	\$475,000	<b>Estimated Useful Project Life:</b>	50 year(s)
<b>Estimated Total Cost:</b>	\$760,000	<b>Department Lead:</b>	Public Works

### Summary

Install isolation valves at 500 foot intervals along a stretch of around 7,750 linear feet of the Redwood Shores Sewer Force Main.

### Background

The Silicon Valley Clean Water (SVCW) Treatment Facility plans to remove booster pumps currently restricting flow from re-entering the primary sewer force main in Redwood Shores. Without these pumps, servicing City force mains and appurtenances require isolation valves to conduct corrective and preventative maintenance unhindered. Installing these valves at staggered intervals also provide added protection by isolating segments of the main needing urgent repair.

The project will begin at Pump Station 10 (located near Davit Lane), progress towards Shell Parkway, connect at Redwood Shores Parkway and ultimately lead to the Silicon Valley Clean Water Treatment Facility. Around 1,750 feet of 14" pipe and 6,000 feet of 18" pipe are along the identified project area. SVCW anticipates complete removal of their pumps by the end of FY 2023-24, and the City must complete this project by June 30, 2024.

### Timeline

Staff released a request for design proposals in FY 2021-22 and received a response that exceeded the initial estimate. Additional funding is requested in anticipation of a new request for proposals to be released in FY 2022-23. Construction is expected to take place in FY 2022-23 and FY 2023-24 and complete by June 30, 2024.

### Operational Impacts

Work must be conducted between 11:00 PM and 4:00 AM as the project will require system shut down. Staff must also work overtime to meet project needs.

Project Budget									
Fund	Previously Approved	Estimated Expenditures thru 6-30-22	FY 2021-22 Carryover	Recom'd FY 2022-23	Estimated FY 2023-24	Estimated FY 2024-25	Estimated FY 2025-26	Estimated FY 2026-27	Estimated 5-Yr Cost
689 Sewer Capital Projects	85,000	0	85,000	200,000	500,000	0	0	0	700,000
<b>Total</b>	85,000	0	85,000	200,000	500,000	0	0	0	700,000



Project #75598

**Bayfront Canal and Cordilleras Creek  
Annual Maintenance**

Functional Area - Stormwater



<b>New FY 2022-23 Funding Recommended:</b>	\$100,000	<b>Project Status:</b>	Ongoing & Routine
<b>Previously Approved Project Funding:</b>	Ongoing	<b>Estimated Completion Date:</b>	Ongoing
<b>Remainder to be Funded:</b>	Ongoing	<b>Estimated Useful Project Life:</b>	N/A
<b>Estimated Total Cost:</b>	Ongoing	<b>Department Lead:</b>	Public Works

**Summary**

Seasonal maintenance of the Bayfront Canal and culverts along Cordilleras Creek.

**Background**

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 required maintenance 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.

**Timeline**

This ongoing and routine program will be performed as necessary prior to each winter season.

**Operational Impacts**

This project would decrease staff time and costs related to stormwater flow blockage and related flooding. If seasonal maintenance is not performed, there could be fines or fees associated with State regulatory compliance requirements.

Project Budget									
Fund	Previously Approved	Estimated Expenditures thru 6-30-22	FY 2021-22 Carryover	Recom'd FY 2022-23	Estimated FY 2023-24	Estimated FY 2024-25	Estimated FY 2025-26	Estimated FY 2026-27	Estimated 5-Yr Cost
357 Capital Outlay Fund	Ongoing	Ongoing	Ongoing	100,000	100,000	100,000	100,000	100,000	500,000
<b>Total</b>	Ongoing	Ongoing	Ongoing	100,000	100,000	100,000	100,000	100,000	500,000

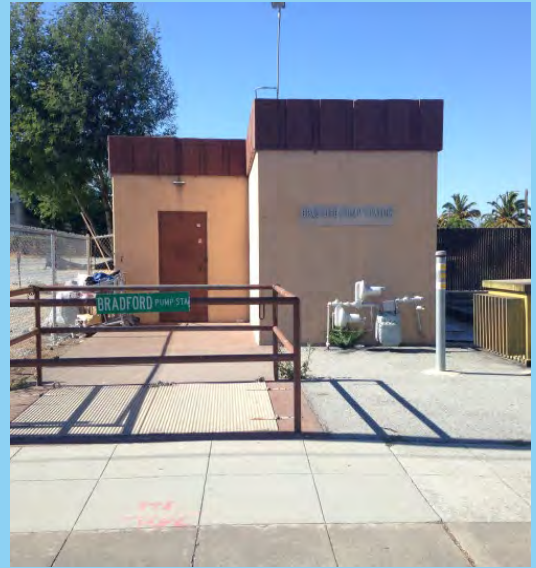




Project #83171

## Bradford Stormwater Pump Station Rehabilitation

Functional Area - Stormwater



<b>New FY 2022-23 Funding Recommended:</b>	\$1,500,000	<b>Project Status:</b>	Planning
<b>Previously Approved Project Funding:</b>	0	<b>Estimated Completion Date:</b>	By End of FY 2024-25
<b>Remainder to be Funded:</b>	\$11,600,000	<b>Estimated Useful Project Life:</b>	30 year(s)
<b>Estimated Total Cost:</b>	\$13,100,000	<b>Department Lead:</b>	Community Development

### Summary

Rehabilitate and improve the existing Bradford Stormwater Drainage Pump Stations and associated pipelines.

### Background

Stormwater pump station rehabilitation will increase the efficiency, safety, and lifespan of the pump stations in addition to reducing flooding. Improvements include new submersible pumps with more horsepower; new variable speed drive controls to increase the efficiency of the pumps; new standby power generator; and replacement and rehabilitation of the wet well surface, new valve vault, pipelines and other appurtenances.

The project improvements will help ensure continued reliability of the City's storm drain system.

### Timeline

Conceptual plans and study are complete. Federal Emergency Management Agency (FEMA) Hazard Mitigation Grant Program (HMGP) grant awarded to City in August 2021. Three years to complete storm drain pump station project. Phase 1 includes design which must be completed in 2022 in order to obtain Phase 2 funding for construction.

### Operational Impacts

New improvements will likely reduce operating and maintenance costs in the short run. Maintenance efforts will depend on the type of the improvements or replacements installed.

Project Budget									
Fund	Previously Approved	Estimated Expenditures thru 6-30-22	FY 2021-22 Carryover	Recom'd FY 2022-23	Estimated FY 2023-24	Estimated FY 2024-25	Estimated FY 2025-26	Estimated FY 2026-27	Estimated 5-Yr Cost
357 Capital Outlay Fund	0	0	0	1,500,000	1,500,000	100,000	0	0	3,100,000
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,500,000</b>	<b>1,500,000</b>	<b>100,000</b>	<b>0</b>	<b>0</b>	<b>3,100,000</b>



Project #70523

**Storm Drain -Creeks and Channels**

Functional Area - Stormwater



<b>New FY 2022-23 Funding Recommended:</b>	\$667,000	<b>Project Status:</b>	Ongoing & Routine
<b>Previously Approved Project Funding:</b>	Ongoing	<b>Estimated Completion Date:</b>	Ongoing
<b>Remainder to be Funded:</b>	Ongoing	<b>Estimated Useful Project Life:</b>	N/A
<b>Estimated Total Cost:</b>	Ongoing	<b>Department Lead:</b>	Community Development

**Summary**

Repair and rehabilitation of the concrete lined portion of Redwood Creek and its tributaries.

**Background**

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 current project is focused on the Jefferson Branch of the Redwood Main Branch.

**Timeline**

The project design has been completed and regulatory approvals have been obtained. The construction work for this project is limited between the window of June and October due to regulatory requirements that do not allow work in the rainy season. Once funding is approved, the construction bidding process may begin within the work window with work potentially spanning up to two work windows to adhere to regulatory requirements.

**Operational Impacts**

This project will require staff time to plan, design and implement. The project will initially decreased the cost of up-keeping failing infrastructure. There will be ongoing maintenance and operating costs.

Project Budget									
Fund	Previously Approved	Estimated Expenditures thru 6-30-22	FY 2021-22 Carryover	Recom'd FY 2022-23	Estimated FY 2023-24	Estimated FY 2024-25	Estimated FY 2025-26	Estimated FY 2026-27	Estimated 5-Yr Cost
357 Capital Outlay Fund	Ongoing	Ongoing	Ongoing	0	2,500,000	2,500,000	2,500,000	2,500,000	10,000,000
One-Time Funds	Ongoing	Ongoing	Ongoing	667,000	0	0	0	0	667,000
<b>Total</b>	Ongoing	Ongoing	Ongoing	667,000	2,500,000	2,500,000	2,500,000	2,500,000	10,667,000



Project #0

## Stormwater Utility System Repairs

Functional Area - Stormwater



<b>New FY 2022-23 Funding Recommended:</b>	\$100,000	<b>Project Status:</b>	Ongoing & Routine
<b>Previously Approved Project Funding:</b>	Ongoing	<b>Estimated Completion Date:</b>	Ongoing
<b>Remainder to be Funded:</b>	Ongoing	<b>Estimated Useful Project Life:</b>	N/A
<b>Estimated Total Cost:</b>	Ongoing	<b>Department Lead:</b>	Public Works

### Summary

As-needed repairs to stormwater collection system assets and replacement of storm pump station components.

### Background

Throughout the year, staff perform as-needed repairs to stormwater collection system assets and replace storm pump station components. Current funding is only sufficient for routine maintenance of the stormwater collection system, and no funding is available for any major repairs. This will be an ongoing program to fund larger repairs needed in the stormwater conveyance system.

### Timeline

This ongoing program will be utilized for larger scale repairs of the stormwater conveyance system and replacement of storm pump station components.

### Operational Impacts

This program would fund necessary repairs to the stormwater conveyance system to extend the useful life of system assets.

Project Budget									
Fund	Previously Approved	Estimated Expenditures thru 6-30-22	FY 2021-22 Carryover	Recom'd FY 2022-23	Estimated FY 2023-24	Estimated FY 2024-25	Estimated FY 2025-26	Estimated FY 2026-27	Estimated 5-Yr Cost
357 Capital Outlay Fund	Ongoing	Ongoing	Ongoing	100,000	100,000	100,000	100,000	100,000	500,000
<b>Total</b>	Ongoing	Ongoing	Ongoing	100,000	100,000	100,000	100,000	100,000	500,000



Project #72444

**Finance & Human Resources Software**

Functional Area - Technology



<b>New FY 2022-23 Funding Recommended:</b>	\$600,000	<b>Project Status:</b>	Construction
<b>Previously Approved Project Funding:</b>	\$2,242,905	<b>Estimated Completion Date:</b>	By End of FY 2022-23
<b>Remainder to be Funded:</b>	\$128,731	<b>Estimated Useful Project Life:</b>	30 year(s)
<b>Estimated Total Cost:</b>	\$2,971,636	<b>Department Lead:</b>	Administrative Services

**Summary**

Replace the existing financial, human resources, payroll, utility billing, business license, and budgeting system with a new system.

**Background**

In 2017 the City embarked on a project to replace the current 40+ year old financial, human resource, payroll, utility billing (UBS), business license, transient occupancy tax (TOT), and budgeting system with one or more new web based, user friendly, modern systems. The major objectives of the new system(s) were to standardize operating procedures through the use of user-friendly industry best practices to improve decision making abilities with through dashboards and other state of the art reporting functions, increase staff self-service functions, and improve transparency.

**Timeline**

In late 2018 the City issued an RFP for best-of-breed modern solutions. In May 2019 HdL went live for Business License and Transient Occupancy Tax (TOT) notification, compliance tracking, and online payment processing services. OpenGov went live in November 2019 for budgeting and citizen engagement functions. In September 2020, TrueBill went live with for Utility Billing and Management. In July 2021 Oracle went live for Financials. In December 2021 Oracle went live for HR and Payroll. Remaining to be implemented are Fixed Asset and Projects and Portfolio Management (PPM). The former is estimated to go live June 2022 and PPM in the fourth quarter of 2022. NeoGov, for recruitment and employee performance management is estimated to start implementation in July 2022. Implementation costs are paid through June 2022.

**Operational Impacts**

Realization of organizational efficiencies through the use of more standard municipal operating procedures.

Project Budget									
Fund	Previously Approved	Estimated Expenditures thru 6-30-22	FY 2021-22 Carryover	Recom'd FY 2022-23	Estimated FY 2023-24	Estimated FY 2024-25	Estimated FY 2025-26	Estimated FY 2026-27	Estimated 5-Yr Cost
357 Capital Outlay Fund	1,498,826	434,299	1,064,527	600,000	381,381	416,534	380,737	392,159	2,170,811
681 Parking District Fund	638	637	1	0	0	0	0	0	0
686 Water Capital Projects	369,393	80,130	289,263	0	32,155	69,422	63,456	65,360	230,393
689 Sewer Capital Projects	374,048	77,535	296,513	0	32,155	69,422	63,456	65,360	230,393
<b>Total</b>	<b>2,242,905</b>	<b>592,601</b>	<b>1,650,304</b>	<b>600,000</b>	<b>445,691</b>	<b>555,378</b>	<b>507,649</b>	<b>522,879</b>	<b>2,631,597</b>





Project #85091

## Technology Infrastructure & Application Support

Functional Area - Technology



<b>New FY 2022-23 Funding Recommended:</b>	\$700,000	<b>Project Status:</b>	Ongoing & Routine
<b>Previously Approved Project Funding:</b>	Ongoing	<b>Estimated Completion Date:</b>	Ongoing
<b>Remainder to be Funded:</b>	Ongoing	<b>Estimated Useful Project Life:</b>	N/A
<b>Estimated Total Cost:</b>	Ongoing	<b>Department Lead:</b>	Administrative Services

### Summary

City-wide technology infrastructure costs

### Background

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 breach, loss, and misuse. This project continues making information recoverable in the event of a catastrophic event.

In Fiscal Year 2020-21, the Information Technology Division implemented several initiatives in response to COVID-19 allowing staff to work remotely and residents to have more automated, online communications with staff. These included but were not limited to cyber awareness training, new remote access devices for staff to log into the City network securely, more than 60 laptops and other devices used for remote computing, Microsoft Teams, Zoom video conferencing, two-factor authentication, and the expansion of wireless networks throughout City facilities for staff and residents.

### Timeline

This is an ongoing program.

### Operational Impacts

Review, planning, and implementation of City wide technologies in support of better communications and applications used throughout the City.

Project Budget									
Fund	Previously Approved	Estimated Expenditures thru 6-30-22	FY 2021-22 Carryover	Recom'd FY 2022-23	Estimated FY 2023-24	Estimated FY 2024-25	Estimated FY 2025-26	Estimated FY 2026-27	Estimated 5-Yr Cost
357 Capital Outlay Fund	Ongoing	Ongoing	Ongoing	700,000	700,000	700,000	700,000	700,000	3,500,000
<b>Total</b>	Ongoing	Ongoing	Ongoing	700,000	700,000	700,000	700,000	700,000	3,500,000



Project #83172

## 101/84 Interchange

Functional Area - Transportation



<b>New FY 2022-23 Funding Recommended:</b>	\$8,500,000	<b>Project Status:</b>	Design
<b>Previously Approved Project Funding:</b>	\$0	<b>Estimated Completion Date:</b>	By End of FY 30-31
<b>Remainder to be Funded:</b>	\$292,500,000	<b>Estimated Useful Project Life:</b>	75 year(s)
<b>Estimated Total Cost:</b>	\$301,000,000	<b>Department Lead:</b>	Community Development

### Summary

Plan, design, and reconstruct the existing U.S. Highway 101 and State Route 84 (Woodside Road) interchange.

### Background

Reconstruction of the existing U.S. Highway 101/Woodside Road interchange to ease congestion, increase safety, and improve access for pedestrians and cyclists across Woodside Road and Highway 101. This project would relieve existing and future traffic congestion and remove barriers for people walking and biking at the interchange.

### Timeline

Project design is 95% complete and is on hold while we secure construction funding. The right-of-way acquisition should take approximately two years and construction is expected to take up to four years once funding is secured. The City Council will consider the project funding plan in June 2022. It could take two or more years to secure full project funding.

The environmental documents were approved in December 2016.

### Operational Impacts

The City may incur additional operating costs for the maintenance of any new facilities outside of Caltrans' new right-of-way, such as for the new Class 1 path connecting the Broadway/Woodside intersection to the Blomquist/Seaport intersection along the UPRR spur track, north of the interchange that goes beneath 101.

Project Budget									
Fund	Previously Approved	Estimated Expenditures thru 6-30-22	FY 2021-22 Carryover	Recom'd FY 2022-23	Estimated FY 2023-24	Estimated FY 2024-25	Estimated FY 2025-26	Estimated FY 2026-27	Estimated 5-Yr Cost
262 Transportation Fund	0	0	0	500,000	0	0	0	0	500,000
264 Various Transportation Grants	0	0	0	8,000,000	21,000,000	162,900,000	0	0	191,900,000
357 Capital Outlay Fund	0	0	0	0	1,500,000	0	0	0	1,500,000
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>8,500,000</b>	<b>22,500,000</b>	<b>162,900,000</b>	<b>0</b>	<b>0</b>	<b>193,900,000</b>





Project #75625

**Active Transportation Corridor Program**

Functional Area - Transportation

<b>New FY 2022-23 Funding Recommended:</b>	\$300,000	<b>Project Status:</b>	Ongoing & Routine
<b>Previously Approved Project Funding:</b>	Ongoing	<b>Estimated Completion Date:</b>	Ongoing
<b>Remainder to be Funded:</b>	Ongoing	<b>Estimated Useful Project Life:</b>	N/A
<b>Estimated Total Cost:</b>	Ongoing	<b>Department Lead:</b>	Community Development



**Summary**

This is an ongoing program for the planning, design, and construction of active transportation projects. Active transportation encompasses human-powered transportation such as walking and riding a bicycle.

**Background**

Planning, design, and construction of active transportation corridors, including walking and cycling facility improvements such as bike lane 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, RWCmoves, and RWC Walk, Bike, Thrive. This funding could serve as local match for grants and for projects partially funded by the transportation impact fee program. Project benefits include increasing reducing traffic congestion, reducing greenhouse gas emissions, increasing safety for bicyclists and pedestrians, and supporting economic within our community.

**Timeline**

This is an ongoing program.

**Operational Impacts**

This project will require staff time to plan, design, and administer the approved projects. Completed projects may increase ongoing maintenance costs.

<b>Project Budget</b>									
Fund	Previously Approved	Estimated Expenditures thru 6-30-22	FY 2021-22 Carryover	Recom'd FY 2022-23	Estimated FY 2023-24	Estimated FY 2024-25	Estimated FY 2025-26	Estimated FY 2026-27	Estimated 5-Yr Cost
262 Transportation Fund	Ongoing	Ongoing	Ongoing	300,000	100,000	100,000	100,000	100,000	700,000
264 Various Transportation Grants	Ongoing	Ongoing	Ongoing	0	0	0	0	0	0
285 Traffic Mitigation Fees	Ongoing	Ongoing	Ongoing	0	0	0	0	0	0
<b>Total</b>	Ongoing	Ongoing	Ongoing	300,000	100,000	100,000	100,000	100,000	700,000



Project #72633

## Blomquist Street Extension Project

Functional Area - Transportation



<b>New FY 2022-23 Funding Recommended:</b>	\$500,000	<b>Project Status:</b>	Planning
<b>Previously Approved Project Funding:</b>	\$669,863	<b>Estimated Completion Date:</b>	By End of FY 27-28
<b>Remainder to be Funded:</b>	\$23,830,137	<b>Estimated Useful Project Life:</b>	50 year(s)
<b>Estimated Total Cost:</b>	\$25,000,000	<b>Department Lead:</b>	Community Development

### Summary

This project will connect Blomquist Street to Bair Island Road via a new bridge over Redwood Creek.

### Background

The project will increase the number of access points to the Bair Island and Inner Harbor neighborhoods, east of 101 to increase emergency access and to improve mobility beyond the immediate neighborhood. Developers in the area will participate in "fair share" arrangements in which the project cost will be distributed between the owners of developable parcels based on the size and types of uses that the developments produce.

### Timeline

Preliminary design and environmental work is estimated to take two years, final design another year, and construction two years.

### Operational Impacts

Once completed the project will increase access for City workers to these neighborhoods. The project will require ongoing maintenance once constructed.

Project Budget									
Fund	Previously Approved	Estimated Expenditures thru 6-30-22	FY 2021-22 Carryover	Recom'd FY 2022-23	Estimated FY 2023-24	Estimated FY 2024-25	Estimated FY 2025-26	Estimated FY 2026-27	Estimated 5-Yr Cost
262 Transportation Fund	0	244	(244)	0	0	0	0	0	0
263 Gas Tax Construction Fund	641,355	347,551	293,804	0	0	0	0	0	0
264 Various Transportation Grants	0	0	0	0	0	0	10,000,000	0	10,000,000
285 Traffic Mitigation Fees	28,508	14,925	13,583	0	0	0	0	0	0
357 Capital Outlay Fund	0	0	0	500,000	0	3,000,000	10,000,000	0	13,500,000
<b>Total</b>	<b>669,863</b>	<b>362,720</b>	<b>307,143</b>	<b>500,000</b>	<b>0</b>	<b>3,000,000</b>	<b>20,000,000</b>	<b>0</b>	<b>23,500,000</b>



Project #75586

## Roadway Pavement Management Program

Functional Area - Transportation



<b>New FY 2022-23 Funding Recommended:</b>	\$2,970,000	<b>Project Status:</b>	Ongoing & Routine
<b>Previously Approved Project Funding:</b>	Ongoing	<b>Estimated Completion Date:</b>	Ongoing
<b>Remainder to be Funded:</b>	Ongoing	<b>Estimated Useful Project Life:</b>	N/A
<b>Estimated Total Cost:</b>	Ongoing	<b>Department Lead:</b>	Community Development

### Summary

Continue to evaluate and implement cost-effective pavement treatment strategies for the maintenance of pavement infrastructure.

### Background

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.” 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.

### Timeline

This is an ongoing and routine program. Design of the next project starts in spring 2022 to align with construction in early 2023.

### Operational Impacts

As a maintenance project, this would reduce operational costs by avoiding increased costs due to deferred maintenance.

Project Budget									
Fund	Previously Approved	Estimated Expenditures thru 6-30-22	FY 2021-22 Carryover	Recom'd FY 2022-23	Estimated FY 2023-24	Estimated FY 2024-25	Estimated FY 2025-26	Estimated FY 2026-27	Estimated 5-Yr Cost
262 Transportation Fund	Ongoing	Ongoing	Ongoing	0	0	0	0	0	0
264 Various Transportation Grants	Ongoing	Ongoing	Ongoing	0	0	0	0	0	0
277 Road Maintenance & Rehab (Senate Bill 1)	Ongoing	Ongoing	Ongoing	1,900,000	1,900,000	1,900,000	1,900,000	1,900,000	9,500,000
278 Measure W	Ongoing	Ongoing	Ongoing	500,000	500,000	500,000	500,000	500,000	2,500,000
357 Capital Outlay Fund	Ongoing	Ongoing	Ongoing	570,000	2,400,000	2,400,000	2,400,000	2,400,000	10,170,000
<b>Total</b>	Ongoing	Ongoing	Ongoing	2,970,000	4,800,000	4,800,000	4,800,000	4,800,000	22,170,000



Project #70450

## Sidewalk Curb and Gutter Program

Functional Area - Transportation



<b>New FY 2022-23 Funding Recommended:</b>	\$100,000	<b>Project Status:</b>	Ongoing & Routine
<b>Previously Approved Project Funding:</b>	Ongoing	<b>Estimated Completion Date:</b>	Ongoing
<b>Remainder to be Funded:</b>	Ongoing	<b>Estimated Useful Project Life:</b>	N/A
<b>Estimated Total Cost:</b>	Ongoing	<b>Department Lead:</b>	Community Development

### Summary

Annual program to replace damaged curbs and gutters.

### Background

On an on-going basis each year, the City replaces damaged curb and gutters on streets that are to be resurfaced. Removal and replanting of trees may also be needed as part of the curb and gutter repair.

### Timeline

This is an ongoing program.

### Operational Impacts

Decreased maintenance costs of failing curb and gutters.

Project Budget									
Fund	Previously Approved	Estimated Expenditures thru 6-30-22	FY 2021-22 Carryover	Recom'd FY 2022-23	Estimated FY 2023-24	Estimated FY 2024-25	Estimated FY 2025-26	Estimated FY 2026-27	Estimated 5-Yr Cost
262 Transportation Fund	Ongoing	Ongoing	Ongoing	100,000	100,000	100,000	100,000	0	800,000
357 Capital Outlay Fund	Ongoing	Ongoing	Ongoing	0	0	0	0	0	0
<b>Total</b>	Ongoing	Ongoing	Ongoing	100,000	200,000	200,000	200,000	100,000	800,000

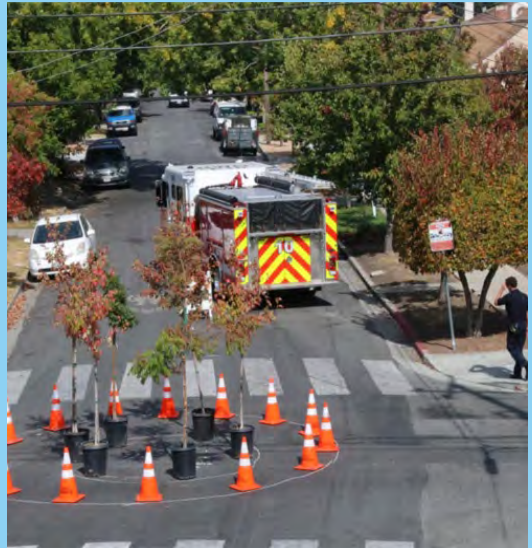




Project #70553

## Traffic Calming

Functional Area - Transportation



<b>New FY 2022-23 Funding Recommended:</b>	\$675,000	<b>Project Status:</b>	Ongoing & Routine
<b>Previously Approved Project Funding:</b>	Ongoing	<b>Estimated Completion Date:</b>	Ongoing
<b>Remainder to be Funded:</b>	Ongoing	<b>Estimated Useful Project Life:</b>	N/A
<b>Estimated Total Cost:</b>	Ongoing	<b>Department Lead:</b>	Community Development

### Summary

Review traffic calming applications and plan, design, and implement traffic-calming strategies on qualifying streets.

### Background

Review traffic calming applications and plan, design and implement traffic-calming strategies and projects on various streets throughout the city to reduce speeding in residential neighborhoods. The implementation of speed-control devices may include speed humps, traffic circles, and radar speed-feedback signs. This citywide program also funds pedestrian and bicycle-related improvements such as marked crosswalks, median refuge islands, and bicycle warning signs. Active projects include Hopkins Avenue (between El Camino Real) and Alameda de las Pulgas, Roosevelt Avenue (between Alameda de las Pulgas and El Camino Real), and a speed hump project on various streets. Traffic calming projects increase safety for all road users by reducing speeding and unsafe driving behavior, improve livability in residential neighborhoods, and encourage more interaction among neighbors.

### Timeline

These projects require staff time to plan, design and build. Completed projects may increase ongoing maintenance costs.

### Operational Impacts

This is an ongoing program.

Project Budget									
Fund	Previously Approved	Estimated Expenditures thru 6-30-22	FY 2021-22 Carryover	Recom'd FY 2022-23	Estimated FY 2023-24	Estimated FY 2024-25	Estimated FY 2025-26	Estimated FY 2026-27	Estimated 5-Yr Cost
262 Transportation Fund	Ongoing	Ongoing	Ongoing	300,000	375,000	375,000	150,000	375,000	2,700,000
264 Various Transportation Grants	Ongoing	Ongoing	Ongoing	0	0	0	0	0	0
285 Traffic Mitigation Fees	Ongoing	Ongoing	Ongoing	0	0	0	0	0	0
357 Capital Outlay Fund	Ongoing	Ongoing	Ongoing	0	0	0	0	0	0
<b>Total</b>	Ongoing	Ongoing	Ongoing	300,000	750,000	750,000	525,000	375,000	2,700,000



Project #85093

**Traffic Safety Program**

Functional Area - Transportation



01/05/

<b>New FY 2022-23 Funding Recommended:</b>	\$500,000	<b>Project Status:</b>	Ongoing & Routine
<b>Previously Approved Project Funding:</b>	Ongoing	<b>Estimated Completion Date:</b>	Ongoing
<b>Remainder to be Funded:</b>	Ongoing	<b>Estimated Useful Project Life:</b>	N/A
<b>Estimated Total Cost:</b>	Ongoing	<b>Department Lead:</b>	Community Development

**Summary**

Ongoing program to implement traffic safety improvements.

**Background**

The Traffic Safety Program implements traffic safety improvements identified through the Citywide Transportation Plan, RWCmoves, RWC Walk, Bike, Thrive, and other plans and projects. The improvements include traffic calming, crossing improvements, and new or modified traffic controls, among others. This project could also provide local contributions for projects listed in the Transportation Impact Fee (TIF) Program which are not fully funded by the TIF or for grants.

This program will reduce the number and severity of traffic-related collisions; increase the share of trips taken by walking, biking, and transit; and improve livability within residential neighborhoods.

**Timeline**

This is an ongoing program.

**Operational Impacts**

These projects will require staff time to plan, design, and build. Completed projects may increase ongoing maintenance costs.

Project Budget									
Fund	Previously Approved	Estimated Expenditures thru 6-30-22	FY 2021-22 Carryover	Recom'd FY 2022-23	Estimated FY 2023-24	Estimated FY 2024-25	Estimated FY 2025-26	Estimated FY 2026-27	Estimated 5-Yr Cost
262 Transportation Fund	Ongoing	Ongoing	Ongoing	500,000	250,000	250,000	0	0	2,000,000
264 Various Transportation Grants	Ongoing	Ongoing	Ongoing	0	0	0	0	0	0
285 Traffic Mitigation Fees	Ongoing	Ongoing	Ongoing	0	0	0	0	0	0
357 Capital Outlay Fund	Ongoing	Ongoing	Ongoing	0	0	0	0	0	0
<b>Total</b>	Ongoing	Ongoing	Ongoing	500,000	500,000	500,000	250,000	250,000	2,000,000





Project #72634

## Transportation Planning

Functional Area - Transportation

<b>New FY 2022-23 Funding Recommended:</b>	\$500,000	<b>Project Status:</b>	Ongoing & Routine
<b>Previously Approved Project Funding:</b>	Ongoing	<b>Estimated Completion Date:</b>	Ongoing
<b>Remainder to be Funded:</b>	Ongoing	<b>Estimated Useful Project Life:</b>	N/A
<b>Estimated Total Cost:</b>	Ongoing	<b>Department Lead:</b>	Community Development



### Summary

Develop and implement transportation plans for all modes and users.

### Background

This program supports the development and implementation of transportation plans for roads, bridges, and highway overpasses.

Transportation planning provides a robust transportation network for all modes of transportation, alleviates congestion and limits neighborhood cut-through traffic when possible, and increases transportation safety and accessibility. Funding can be used to further develop projects in adopted plans such as RWCmoves and RWC Walk, Bike, Thrive. FY 2022/23 funding will support ferry planning and consultant support for various, smaller transportation projects.

### Timeline

This is an ongoing program.

### Operational Impacts

This program will require staff time to plan and implement.

Project Budget									
Fund	Previously Approved	Estimated Expenditures thru 6-30-22	FY 2021-22 Carryover	Recom'd FY 2022-23	Estimated FY 2023-24	Estimated FY 2024-25	Estimated FY 2025-26	Estimated FY 2026-27	Estimated 5-Yr Cost
262 Transportation Fund	Ongoing	Ongoing	Ongoing	500,000	100,000	100,000	100,000	0	1,800,000
264 Various Transportation Grants	Ongoing	Ongoing	Ongoing	0	0	0	0	0	0
357 Capital Outlay Fund	Ongoing	Ongoing	Ongoing	0	0	0	0	0	0
<b>Total</b>	Ongoing	Ongoing	Ongoing	500,000	350,000	350,000	350,000	250,000	1,800,000



Project #84067

## California Tank and Pump Station

Functional Area - Water



<b>New FY 2022-23 Funding Recommended:</b>	\$300,000	<b>Project Status:</b>	Punchlist
<b>Previously Approved Project Funding:</b>	\$10,421,160	<b>Estimated Completion Date:</b>	Completed
<b>Remainder to be Funded:</b>	\$0	<b>Estimated Useful Project Life:</b>	75 year(s)
<b>Estimated Total Cost:</b>	\$10,721,160	<b>Department Lead:</b>	Community Development

### Summary

Additional funding is needed for the California Water Tank and Pump Station project to cover unforeseen work that occurred during construction.

### Background

The City constructed a new California Water Tank and Pump Station, a new 750,000-gallon water tank including associated water pipelines and pump station facilities in the Emerald Lake Hills water service area at the intersection of Tum Suden Way and California Way.

This project provides additional emergency water storage to fully eliminate the current water storage deficit for the California, Easter Bowl, Wilmington North and Easter Cross Pressure Zone water service area. This project improves system service reliability, firefighting capabilities, and emergency preparedness.

### Timeline

Construction was completed in the first quarter of 2022. This additional funding allocation is for unforeseen work that occurred during construction.

### Operational Impacts

Staff will perform routine operation and maintenance work similar to work at all other existing water tanks and pump stations.

Project Budget									
Fund	Previously Approved	Estimated Expenditures thru 6-30-22	FY 2021-22 Carryover	Recom'd FY 2022-23	Estimated FY 2023-24	Estimated FY 2024-25	Estimated FY 2025-26	Estimated FY 2026-27	Estimated 5-Yr Cost
686 Water Capital Projects	10,421,160	10,421,160	0	300,000	0	0	0	0	300,000
<b>Total</b>	<b>10,421,160</b>	<b>10,421,160</b>	<b>0</b>	<b>300,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>300,000</b>



Project #74073

## Distribution System Replacement Program

Functional Area - Water



<b>New FY 2022-23 Funding Recommended:</b>	\$2,350,000	<b>Project Status:</b>	Ongoing & Routine
<b>Previously Approved Project Funding:</b>	Ongoing	<b>Estimated Completion Date:</b>	Ongoing
<b>Remainder to be Funded:</b>	Ongoing	<b>Estimated Useful Project Life:</b>	N/A
<b>Estimated Total Cost:</b>	Ongoing	<b>Department Lead:</b>	Community Development

### Summary

Systematic replacement of existing aging and under-capacity water distribution mains.

### Background

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. New water mains have improved water quality, system performance, fire protection, and reduced system maintenance costs.

### 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 seasons. The construction cycle would repeat next year with minor variations depending on system needs, staff workload, and available funding.

### Operational Impacts

This program requires staff time to plan, design, and implement. New water mains require much less maintenance than aging pipes.

Project Budget									
Fund	Previously Approved	Estimated Expenditures thru 6-30-22	FY 2021-22 Carryover	Recom'd FY 2022-23	Estimated FY 2023-24	Estimated FY 2024-25	Estimated FY 2025-26	Estimated FY 2026-27	Estimated 5-Yr Cost
686 Water Capital Projects	Ongoing	Ongoing	Ongoing	2,350,000	4,500,000	5,500,000	5,500,000	5,500,000	23,350,000
687 Water Fund	Ongoing	Ongoing	Ongoing	0	0	0	0	0	0
<b>Total</b>	Ongoing	Ongoing	Ongoing	2,350,000	4,500,000	5,500,000	5,500,000	5,500,000	23,350,000



Project #81115

## Distribution System Zone Metering

Functional Area - Water



<b>New FY 2022-23 Funding Recommended:</b>	\$350,000	<b>Project Status:</b>	Ongoing & Routine
<b>Previously Approved Project Funding:</b>	Ongoing	<b>Estimated Completion Date:</b>	Ongoing
<b>Remainder to be Funded:</b>	Ongoing	<b>Estimated Useful Project Life:</b>	N/A
<b>Estimated Total Cost:</b>	Ongoing	<b>Department Lead:</b>	Public Works

### Summary

Install smart meters within the water distribution system to mitigate water system losses.

### Background

Install Advanced Metering Infrastructure (AMI) and Supervisory Control and Data Acquisition (SCADA) capable water meters at key locations throughout the water distribution system to create district metered areas so that all water supply and demand can be tracked by pressure zone.

AMI is an integrated system of smart meters, communication networks, and data management systems that enables two-way communication with the utility. The system provides a number of important functions that previously had to be performed manually, such as the ability to automatically and remotely measure water use, detect some types of water leaks, and provide water customers with tools to monitor water use.

This project would enhance water demand management and loss prevention, identify areas of greatest water loss, and provide the ability to target pipe replacements and system surveys via water supply and demand trends.

### Timeline

The planning phase will start in FY 2021-22. Construction is anticipated to take place in FY 2022-23 and FY 2023-24, with a completion date of June 30, 2024.

### Operational Impacts

Minor maintenance and troubleshooting may be required initially, and long-term operational impacts would include battery replacement, maintenance, and repair of meters to maintain proper operation of the meters.

Project Budget									
Fund	Previously Approved	Estimated Expenditures thru 6-30-22	FY 2021-22 Carryover	Recom'd FY 2022-23	Estimated FY 2023-24	Estimated FY 2024-25	Estimated FY 2025-26	Estimated FY 2026-27	Estimated 5-Yr Cost
686 Water Capital Projects	Ongoing	Ongoing	Ongoing	350,000	0	0	0	0	350,000
<b>Total</b>	Ongoing	Ongoing	Ongoing	350,000	0	0	0	0	350,000

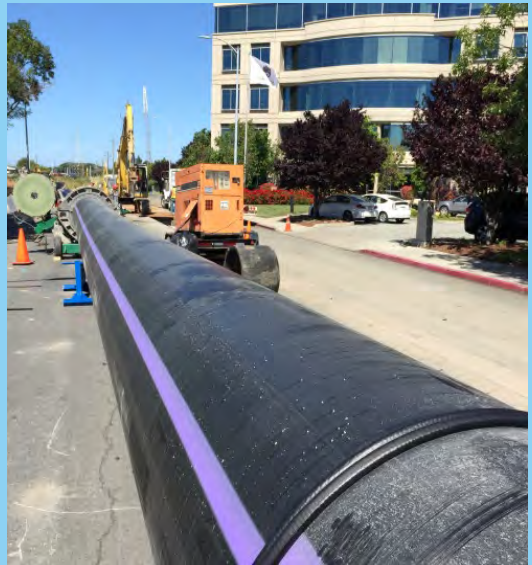




Project #85116

## Downtown Recycled Water Distribution Phase 2C Extension

Functional Area - Water



<b>New FY 2022-23 Funding Recommended:</b>	\$1,500,000	<b>Project Status:</b>	Design
<b>Previously Approved Project Funding:</b>	\$1,500,000	<b>Estimated Completion Date:</b>	By End of FY 2023-24
<b>Remainder to be Funded:</b>	\$3,000,000	<b>Estimated Useful Project Life:</b>	100 year(s)
<b>Estimated Total Cost:</b>	\$6,000,000	<b>Department Lead:</b>	Community Development

### Summary

Build out of the City's recycled water distribution system in the downtown area.

### Background

Since 2005, the City's recycled water distribution system has been designed and constructed in phases to serve Redwood City customers with a secondary water source for outdoor irrigation and some approved indoor uses. Phase 1 of the project concentrated on expanding the recycled water system in the Redwood Shores and east of Highway 101. Phase 2 of the project is currently underway with extension of the system into the downtown area and the surrounding neighborhoods. Design and construction of Phase 2 pipelines is anticipated to take place over several construction packages in the next four to five years.

### Timeline

Phase 1, 2A and 2B are completed. Phase 2C is the last of the three planned phases of Phase 2 and is ongoing.

### Operational Impacts

The system consists of high density poly ethylene (HDPE) pipes which are durable and more resilient under seismic events and therefore, require minimal maintenance including annual pipe flushing and valve maintenance. This project adds more pipeline to the overall system and will require additional staff time to maintain.

Project Budget									
Fund	Previously Approved	Estimated Expenditures thru 6-30-22	FY 2021-22 Carryover	Recom'd FY 2022-23	Estimated FY 2023-24	Estimated FY 2024-25	Estimated FY 2025-26	Estimated FY 2026-27	Estimated 5-Yr Cost
686 Water Capital Projects	1,500,000	0	1,500,000	1,500,000	1,500,000	1,000,000	1,000,000	1,000,000	6,000,000
<b>Total</b>	1,500,000	0	1,500,000	1,500,000	1,500,000	1,000,000	1,000,000	1,000,000	6,000,000



Project #84077

## Main City Recycled Water Tank and Pump Station

Functional Area - Water



<b>New FY 2022-23 Funding Recommended:</b>	\$1,500,000	<b>Project Status:</b>	Planning
<b>Previously Approved Project Funding:</b>	\$0	<b>Estimated Completion Date:</b>	By End of FY 2026-27
<b>Remainder to be Funded:</b>	\$7,000,000	<b>Estimated Useful Project Life:</b>	100 year(s)
<b>Estimated Total Cost:</b>	\$8,500,000	<b>Department Lead:</b>	Community Development

### Summary

Plan, design and construct a new recycled water tank and pump station to reliably provide recycled water to the Main City Recycled Water Service Area.

### Background

The Redwood City Recycled Water Program has significantly reduced demands on the potable water supply. The City's total recycled water demand in 2019 was approximately 243 million gallons, distributed among 170 irrigation sites, 12 commercial/industrial sites, and six dual-plumbed sites (for toilet flushing and other non-potable uses).

Future connections include the Broadway Plaza and South Main Street mixed-use projects with approximately 1000+ residential units, and close to 1 million square feet of office and retail spaces.

The proposed recycled water tank and pump station would provide additional reliability and redundancy within the recycled water supply system. As recycled water pipelines were expanded for indoor uses, the need for a second nearer-to-downtown storage and pumping facility to reliably serve the greater Redwood City area including the Downtown area becomes critical.

### Timeline

A feasibility study to analyze tank location, facility size, cost, system risk, interim and final build options is planned.

### Operational Impacts

Once built the new recycled water tank and associate pump station and distribution piping system will require staffing for regular maintenance.

Project Budget									
Fund	Previously Approved	Estimated Expenditures thru 6-30-22	FY 2021-22 Carryover	Recom'd FY 2022-23	Estimated FY 2023-24	Estimated FY 2024-25	Estimated FY 2025-26	Estimated FY 2026-27	Estimated 5-Yr Cost
686 Water Capital Projects	0	0	0	1,500,000	2,000,000	2,000,000	2,000,000	1,000,000	8,500,000
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,500,000</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>1,000,000</b>	<b>8,500,000</b>



# 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

**American Rescue Plan Act (ARPA)** – The American Rescue Plan Act of 2021 is a coronavirus rescue package designed to facilitate the United States’ recovery from the devastating economic and health effects of the COVID-19 pandemic.

**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 Expenditures** – Funds used to provide or improve non-current assets, which include land, buildings and equipment, which will be of use or benefit in providing services for more than one financial year.

**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.

# GLOSSARY

**Novel Coronavirus (COVID-19)** - a mild to severe respiratory illness that is caused by a coronavirus (Severe acute respiratory syndrome coronavirus 2 of the genus Betacoronavirus), is transmitted chiefly by contact with infectious material (such as respiratory droplets) or with objects or surfaces contaminated by the causative virus, and is characterized especially by fever, cough, and shortness of breath and may progress to pneumonia and respiratory failure. NOTE: COVID-19 was first identified in Wuhan, China in December 2019.

**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.

**Diversity, Equity & Inclusion Initiatives** – this is an effort to increase the City’s focus on diversity, equity and inclusion in both policy making and City operations.

**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.

# GLOSSARY

**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.

**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.

**People's Budget-** A participatory budgeting process in which community members directly decide how to spend part of a public budget.

**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.

# GLOSSARY

**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.

**Shelter in Place/Stay at home** – A statewide “stay at home” order for all residents in an attempt to prevent the further spread of COVID-19 in the state. All Californians must remain at home unless they have essential reason for going out.

**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.



# Respond. Restore. Reimagine.

