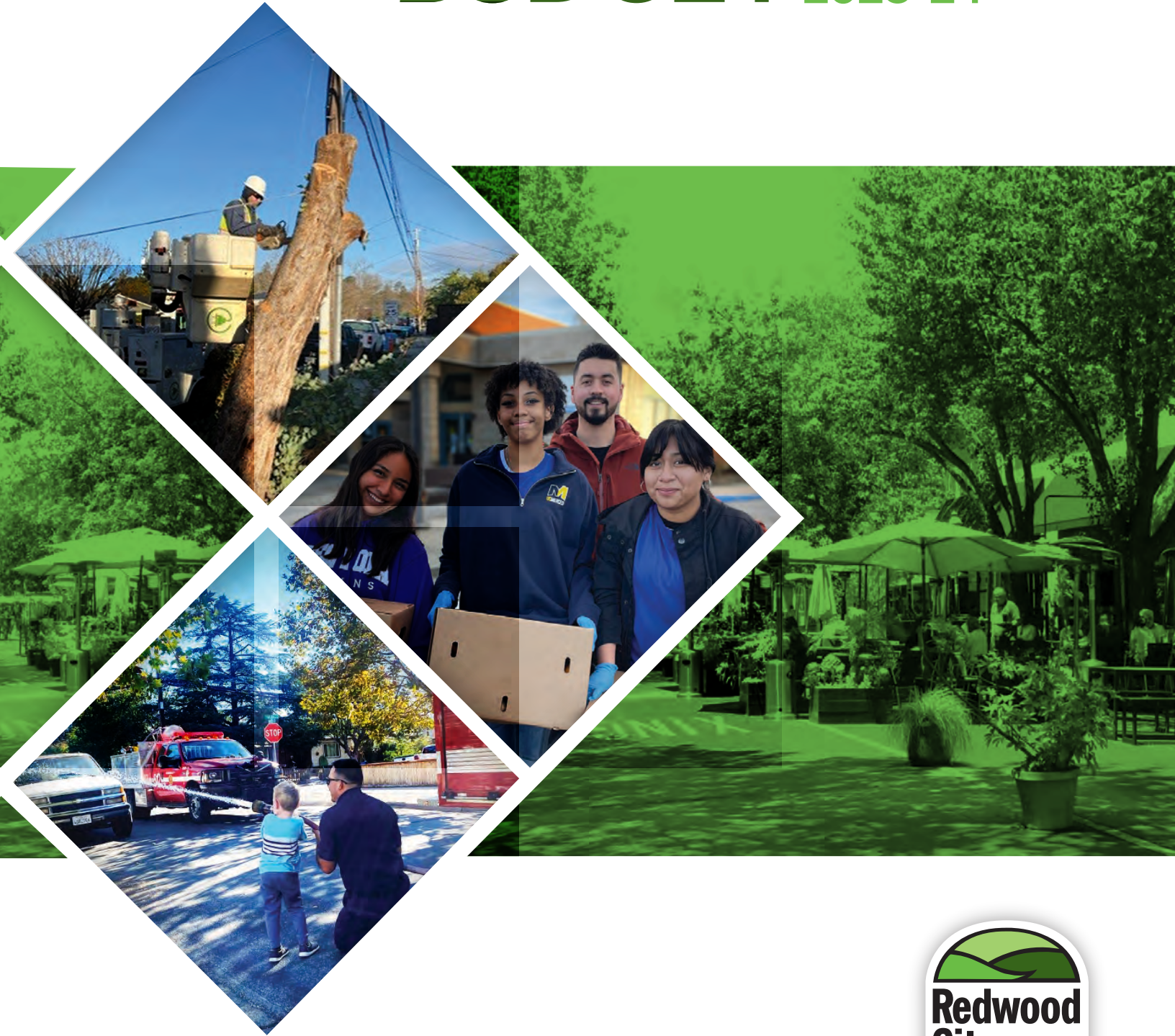


ADOPTED BUDGET

FISCAL YEAR
2023-24



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

**ADOPTED BUDGET
FISCAL YEAR 2023-2024**

CITY COUNCIL

Jeff Gee, Mayor

Lissette Espinoza-Garnica, Vice Mayor

Alicia C. Aguirre, Council Member

Kaia Eakin, Council Member

Diane Howard, Council Member

Elmer Martinez Saballos, Council Member

Chris Sturken, Council Member

CITY MANAGER

Melissa Stevenson Diaz

PREPARED BY

Michelle Poché Flaherty, Assistant City Manager/Administrative Services Director

Alex Khojikian, Assistant City Manager/Acting Community Development & Transportation Director

Norite Vong, Financial Services Manager

Theresa Yee, Capital Improvement Program Manager

Jun Nguyen, Revenue Services Manager

Jennifer Yamaguma, Public Communications Manager

Molly Gonzalez, Principal Analyst – Budget/Purchasing

Carolyne Kerans, Principal Analyst – Finance

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 ...	Alex Khojikian (Acting)
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

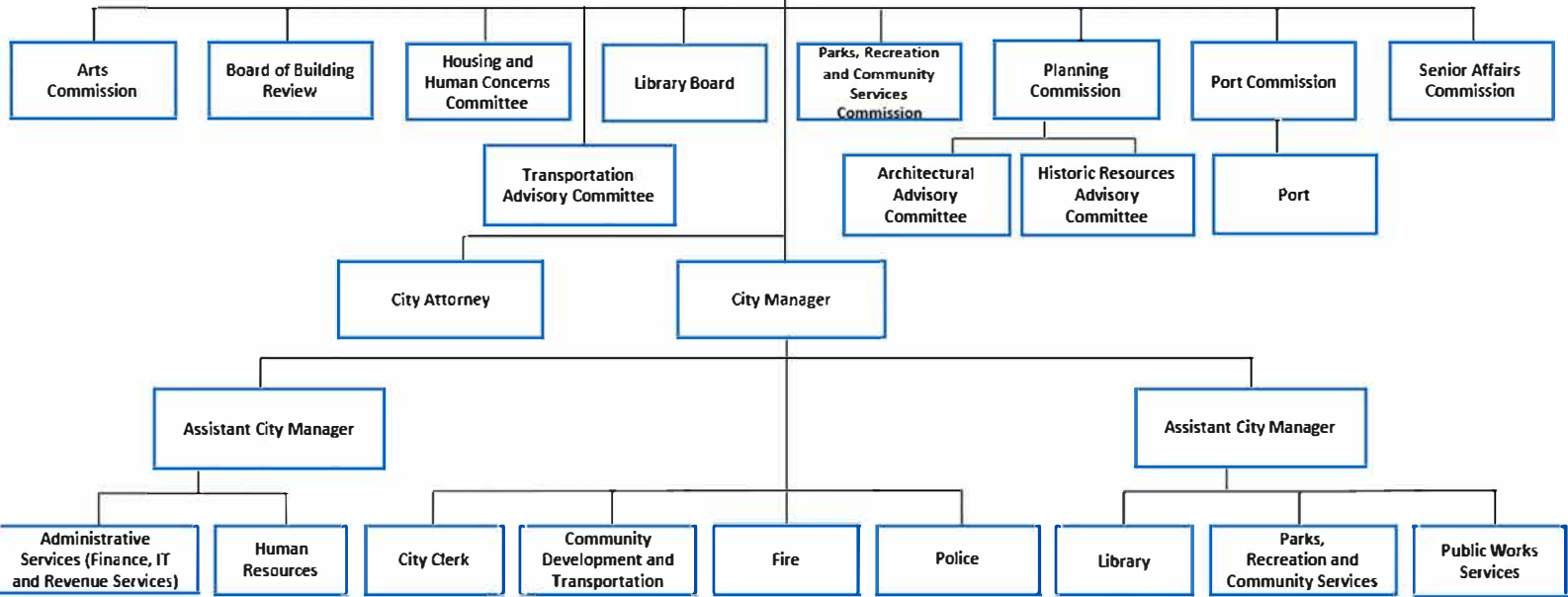
2023

RESIDENTS

CITY COUNCIL

Jeff Gee, Mayor
Lissette Espinoza-Garnica, Vice Mayor

Alicia C. Aguirre
Kaia Eakin
Diane Howard
Elmer Martínez Saballos
Chris Sturken





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Redwood City
California**

For the Fiscal Year Beginning

July 01, 2022

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, 2022. 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 26, 2023 along with the resolution that, upon approval by the City Council, adopted the FY 23-24 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.

PREFACE



STAFF REPORT To the Honorable Mayor and City Council From the City Manager

DATE: June 26, 2023

SUBJECT

Adopt City of Redwood City Fiscal Year 2023-24 Budget, City of Redwood City Five-Year Capital Improvement Program, and Successor Agency to the Redwood City Redevelopment Agency Fiscal Year 2023-24 Budget

RECOMMENDATION

1. Hold a public hearing;
2. 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, 2023 - June 30, 2024 and providing for the appropriation and expenditure of all sums set forth in said budget;
3. 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 2023-24 through Fiscal Year 2027-28; and
4. 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, 2023 - June 30, 2024 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) 2023-24 City of Redwood City Recommended Budget was submitted to the City Council on June 1, 2023. On June 12, 2023, the City Council held a study session to receive the FY 2023-24 Recommended Budget and provide direction for the FY 2023-24 Adopted Budget. A copy of the staff report is available here: [June 12, 2023 Budget Study Session Staff Report](#). The City Council's feedback did not include changes to the Recommended Budget as submitted;

PREFACE

however, the following changes have been made as clean-up items to the FY 2023-24 Recommended Budget and are included in the proposed FY 2023-24 Adopted Budget:

- Inserted the “Budget in Brief” section
- Added the Port of Redwood City’s Accomplishments, Goals, and FY 2023-24 Budget
- Increased expenditure budget in the General Fund by \$1.4 million and revenue budget in the Debt Service Fund by \$1.9 million for projections relating to the 2021 Veterans Memorial Building Senior Center Lease Revenue Bonds
- Revised the FY 2022-23 Adjusted Budget financials to include the FY 2022-23 year-end budget amendments
- Corrected minor typographical errors identified in the recommended budget.

The Recommended Budget was developed utilizing OpenGov, an online software system 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.

ANALYSIS

The Recommended Budget reflects prior City Council direction to ensure financial sustainability for the City, including paying down liabilities and setting aside sufficient reserves. The General Fund reserve, intended to support the City in an emergency, remains fully funded at approximately \$24.5 million while the Recommended Budget utilizes \$9.1 million in separate “pandemic reserves” that were proactively set aside during the COVID-19 pandemic from the FY 2019-20 and FY 2020-21 operating balances to offset the forecast deficits we are now experiencing.

While the City uses resources entrusted to us wisely, and we are recognized for our high quality work and innovation, we face significant financial hardship. Like most public agencies, the pandemic has exacerbated long-term financial challenges to adequately fund both operating and capital needs. We anticipate nearly a decade of operating deficits absent corrective action. Redwood City’s commitment to fiscal stewardship positions us well to address these challenges through a combination of strategies, including exploration of new revenues, improved efficiency through best management practices, and continued engagement with our employees on legacy costs. We are also reimagining services to meet evolving community needs.

FY 2023-24 Recommended Budget at-a-Glance

The FY 2023-24 Recommended Budget for all funds totals \$342.2 million in revenues and \$335.5 million in expenditures (before transfers in and out). The General Fund expenditure portion of the budget is \$171.1 million.

PREFACE

	FY 2023-24 Recommended Budget
Revenues	
General Fund	\$ 176,713,011 *
Special Revenue Funds	24,989,588
Capital Project Funds	1,631,165
Debt Service Fund	1,991,354
Enterprise Funds	93,090,583
Internal Service Funds	43,799,393
Total Revenues	\$ 342,215,094
Expenditures	
General Fund	\$ 171,101,759
Special Revenue Funds	23,017,435
Capital Project Funds	3,246,316
Debt Service Fund	3,098,450
Enterprise Funds	89,894,821
Internal Service Funds	45,158,519
Total Expenditures	\$ 335,517,300
Net Change in Fund Balance/Net Position	\$ 6,697,794
Full-Time Equivalents (FTE)	590.19

*Includes \$9,562,421 of Utility Users' Tax revenue that is transferred to the Capital Projects Fund

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

General Fund Expenditures

The recommended FY 2023-24 General Fund expenditure budget is \$171.1 million, which is \$6.1 million, or 3.7 percent more, than the FY 2022-23 adopted General Fund expenditure budget of \$165.0 million. Salaries, wages, and benefits are \$119.5 million, or 69.8 percent of the recommended General Fund expenditure budget. This is an increase from 66.8 percent for FY 2022-23.

Police and Fire Department salaries and benefits, as in most California cities, are a significant portion of the budget, amounting to approximately \$78.3 million, or 65.5 percent of all salaries, wages, and benefits in the General Fund. This is an increase from 64.8 percent for FY 2022-23.

General Fund Revenues

General Fund revenues are expected to increase to \$176.7 million in FY 2023-24; an increase of \$5.4 million, or 3.1 percent from the FY 2022-23 adopted budget of \$171.3 million. A majority of this increase is due to an increase of \$3.0 million in sales tax revenue and an increase of \$1.6 million in transient occupancy tax (TOT) revenue. Most of the City's General Fund revenues continue to derive from property, sales, utility users' tax (UUT) and, to a lesser extent, TOT. FY 2023-24 General Fund revenues by category are shown in the table below.

PREFACE

General Fund - Revenue by Category	
(in thousands)	
Budget By Categories of Revenues	FY 2023-24 Recommended Budget
Property Taxes	\$ 65,382
Sales Tax	38,416
Transient Occupancy Tax	4,348
Other Taxes	5,815
Licenses and Permits	6,381
Fines and Forfeitures	402
Interest Earnings/Rentals	1,769
Intergovernmental	13,813
Charges for Services	20,391
Other Revenues	8,188
Library Revenue	140
Recreation Revenue	2,106
Utility Users Tax	9,562
Total Revenues	176,713

Personnel

Approximately 65 percent of the General Fund's expenditures consist of salaries and benefits, which is very typical of California cities. During the pandemic, we intentionally left positions vacant across the organization in order to avoid deeper deficits; however, this significantly strained the workforce. Our workload remains out of balance with staffing, requiring continued focus on priorities so we can be effective. We also must invest in limited, essential additions to staff. Most of these additions address current unsustainable workloads. We propose adding staffing mid-year to support the opening of the new Senior Center, and also propose to end contract street sweeping services and bring this function in-house, as a cost saving measure. Three positions are in the Enterprise Fund while the remainder of the positions are in the General Fund. We recognize every department could expand services with additional staffing but recommend only essential additions at this time.

The Recommended Budget restores the remainder of the seventeen positions held vacant for the past three years due to the economic impact of the pandemic:

- 1 Full Time Equivalent (FTE) Official/Executive/Professional Level 1 position (Community Development and Transportation)
- 0.4 FTE Fire Plan Checker position (Parks, Recreation and Community Services)
- 1 FTE Literacy Tutor- Student Coordinator position (Library)
- 1 FTE Recreation Specialist II position (Parks, Recreation and Community Services)

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

- 1 FTE Administrative Clerk III effective 01/01/2024 to support operations at the new Senior Center facility (Parks, Recreation, and Community Services)
- 1 FTE Finance Director position effective 01/01/2024 to provide overall administrative

PREFACE

coordination of the department due to growing workloads and work complexity caused by the new enterprise resource planning (ERP) software system (Administrative Services)

- 1 FTE Human Resources Analyst II effective 01/01/2024 to support recruitment, background checks, training and development, employee relations and onboarding efforts (Human Resources)
- 1 FTE Management Analyst II effective 01/01/2024 that will be shared between Administrative Services and Human Resources for budget management, contract management, and special project support (Administrative Services/Human Resources)
- 1 FTE Program Assistant II effective 01/01/2024 to support the theater at the new Senior Center facility (Parks, Recreation, and Community Services)
- 2 FTE Public Works Maintenance Worker II positions to support water and recycled water operations (Public Works – Enterprise Fund)
- 2 FTE Public Works Maintenance Worker III/Equipment Operator positions to perform street sweeping services as the City transitions to in-house street sweeping (Public Works)
- 1 FTE Secretary effective 01/01/2024 to support operations at the new Senior Center facility (Parks, Recreation, and Community Services)
- 1 FTE Tree Maintenance Leader to support community needs relating to private trees (Public Works)
- 1 FTE Utilities Field Supervisor to support recycled water operations (Public Works- Enterprise Fund)

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

DEPARTMENT	ADOPTED BUDGET 2021-22	ADOPTED BUDGET 2022-23	RECOMMENDED BUDGET 2023-24
City Council	7.00	7.00	7.00
City Manager	11.06	14.56	14.68
City Attorney	6.02	6.02	6.02
City Clerk	3.80	3.80	3.78
Administrative Services	34.10	34.05	35.66
Community Development & Transportation	60.93	65.93	67.15
Fire	90.00	90.00	91.00
Human Resources	7.20	12.00	12.83
Library	38.24	35.27	36.40
Parks, Rec, & Community Svcs	66.11	67.71	71.71
Police	121.00	126.00	130.00
Public Works	106.95	108.82	113.96
Total	552.40	571.15	590.19

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 3, 2023, to receive City Council feedback. [The staff report and a video recording of the presentation are available on the City’s website.](#)

PREFACE

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 2023-24, as well as planned project needs for FY 2024-25 through FY 2027-28. The proposed Five-Year CIP has an estimated cost of \$473.6 million, not including \$16.0 million in staffing resources.

Only the recommended FY 2023-24 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 2023-24 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 2023-24 Budget	Estimated FY 2024-25	Estimated FY 2025-26	Estimated FY 2026-27	Estimated FY 2027-28	Estimated 5-yr Cost
Facilities	\$450,000	\$11,815,000	\$9,510,000	\$9,375,000	\$2,550,000	\$33,700,000
Parking	\$1,350,000	\$70,000	\$70,000	\$70,000	\$70,000	\$1,630,000
Parks	\$50,000	\$5,100,000	\$2,150,000	\$1,350,000	\$1,150,000	\$9,800,000
Redwood Shores Levee/Lagoon	\$0	\$4,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$10,000,000
Sewer	\$5,300,000	\$9,300,000	\$9,300,000	\$9,300,000	\$8,800,000	\$42,000,000
Stormwater	\$15,345,000	\$13,125,000	\$4,400,000	\$2,700,000	\$5,200,000	\$40,770,000
Technology	\$1,587,307	\$100,000	\$0	\$0	\$0	\$1,687,307
Transportation	\$19,738,159	\$23,955,511	\$116,900,000	\$95,050,000	\$9,050,000	\$264,693,670
Water	\$7,900,000	\$15,100,000	\$15,100,000	\$15,100,000	\$16,100,000	\$69,300,000
Total	\$ 51,720,466	\$ 82,565,511	\$ 159,430,000	\$ 134,945,000	\$ 44,920,000	\$ 473,580,977

The total Fiscal Year 2023-24 Capital Improvement Program (CIP) budget is \$54.9 million. This budget includes 35 projects with funding of \$51.7 million plus dedicated staffing resources of \$3.2 million.

Funding for capital projects typically derives from many sources, with the Communication Users Tax (CUT) and Utility Users' Tax (UUT) the primary revenue source utilized for capital improvement projects. Most

PREFACE

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 2023-24 CIP projects provides a high-level summary of the project appropriations. The project summaries can be viewed by district or neighborhood. A new feature this year is a map overlay of CIP projects and project costs on the City's Equity Priority Communities Map, as defined by the Metropolitan Transportation Commission. The online portal web address is www.redwoodcity.org/CIPMap.

Successor Agency to the Former Redevelopment Agency

Included in the FY 2023-24 Recommended Budget presented to Council, as Successor Agency Board, on June 12, 2023 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 \$3.5 million that will come due in FY 2023-24.

After reviewing the FY 2023-24 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 Operating Budget funds the work of every department to advance equitable outcomes in Redwood City. In 2021, each department identified a specific equity commitment and updated FY 2022-23 information on departmental equity commitments may be found in the accomplishments listed in each department's section of the Recommended Budget.

FISCAL IMPACT

Adopting the FY 2023-24 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 2023-24 Recommended Budget for all funds totals \$342.2 million in revenues and \$335.5 million in expenditures. The General Fund portion of the budget is \$176.7 million in revenues and \$171.1 million in expenditures.

Only the recommended FY 2023-24 CIP budget of \$54.9 million is recommended for budget approval. The remaining fiscal years of the Five-Year CIP are for planning purposes, with projects beyond FY 2023-24 largely unfunded at this time.

The budget also provides the necessary resources to finance the Successor Agency's obligations of \$3.5 million that are due in FY 2023-24.

PREFACE

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. Under section 15378(b), project does not include the creation of government funding mechanisms or other government fiscal activities, which do not involve any commitment to any specific project which may result in a potentially significant physical impact on 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 Recommended Budget Public Hearing notice was posted on the City's website in the Public Notices section, at all branches of the Redwood City Library, and the City Hall lobby window on June 14, 2023. The CIP Public Hearing notice was posted on the City's website, in the *San Mateo Daily Journal*, at all branches of the Redwood City Library, and the City Hall lobby window on June 16, 2023.

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.

LINKS

[City of Redwood City FY2023-24 Recommended Budget](#)
[City of Redwood City Five-Year Capital Improvement Program](#)

ATTACHMENTS

Attachment A – Resolution adopting the Recommended Budget for FY 2023-24
Attachment B – Resolution adopting the Five-Year CIP
Attachment C – Resolution adopting the Successor Agency Budget for FY 2023-24

REPORT PREPARED BY:

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mflowerday@redwoodcity.org
(650) 780-7075

PREFACE

APPROVED BY:

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

PREFACE

RESOLUTION NO. 16159

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, 2023 - JUNE 30, 2024, 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, 2023 - June 30, 2024; 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 2023-24; 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, 2023 - June 30, 2024, 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 2023-24."

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 2023-24 in the Budget document's "Consolidated Revenue Schedule", including those for the Redwood City Public Financing Authority and assessment and improvement 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.

PREFACE

SECTION 4. Provision for Interim Expenditures After June 30, 2023: Reappropriations. The City Manager and Assistant City Manager of Administrative Services are authorized and directed to charge expenses incurred prior to July 1, 2024, to the appropriations of Fiscal Year 2023-24. 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, 2024 and the date that the appropriations are adopted for Fiscal Year 2024-2025; 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 2023-2024 to each fund, to be effective July 1, 2024. Upon adoption of a budget for Fiscal Year 2024-2025 this appropriation shall be superseded.

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

* * *

PREFACE

06/26/2023

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 26th day of June 2023 by the following votes:

AYES:	Aguirre, Eakin, Howard, Martinez Saballos, Sturken, Vice Mayor Espinoza-Garnica, and Mayor Gee
NOES:	None
ABSENT:	None
ABSTAINED:	None
RECUSED:	None



Jeff Gee
Mayor of the City of Redwood City

Attest:



Pamela Aguilar, CMC
City Clerk of Redwood City

I hereby approve the foregoing resolution this
29th day June 2023.



Jeff Gee
Mayor of the City of Redwood City

RESO. # 16159
MUFF # 501

PREFACE

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INTRODUCTION

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BUDGET MESSAGE

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June 1, 2023

Honorable Mayor Gee and City Council Members:

In accordance with the City Charter, I am submitting the Fiscal Year (FY) 2023-24 City of Redwood City (City) Recommended Budget for your consideration on June 12, 2023, and adoption on June 26, 2023. The Recommended Budget continues the City's adherence to financial best practices while advancing the City's Strategic Plan and the City Council's three top priorities of Housing, Transportation, and Children and Youth.

The Recommended Budget builds on significant accomplishments in FY 2022-23. In addition to being good stewards of the funds entrusted to us, the City has received state and national recognition this spring for our efforts to support Housing and Children and Youth: Redwood City is the first city in San Mateo County to receive State approval for our Housing Element, and is in the top 4% of California cities in being awarded a Prohousing designation and nearly \$1 million in additional funding. Additionally, the City is a finalist for an All America City Award as a result of numerous efforts to improve the health and wellbeing of young people. We have attracted over \$12 million in grant funds to advance important capital improvements in the coming year. And, we are seeking close to \$40 million more in federal, state and regional grants to leverage local funding. This includes possible funding for programs such as community drought relief, flood mitigation assistance, library services, public safety, and more.

The Recommended Budget also continues progress with the City's transition from its COVID-19 financial and community recovery strategy to a reimagined Redwood City that is adapting to a changing world and providing the right services with the right resources.

Redwood City was able to maintain essential services during the pandemic largely because of the City's strong reserve levels and generous infusions of state and federal assistance. A year ago, as the pandemic tentatively began to recede, we anticipated a return to pre-pandemic revenue and staffing levels by the end of FY 2023-24. However, today's slowing economy and unsteady environment have confirmed we are not returning to business as usual.

Like most public agencies, the pandemic has exacerbated long-term financial challenges to adequately fund both operating and capital needs. We lack adequate funding for our capital improvement needs and we anticipate nearly a decade of operating deficits absent corrective action. Redwood City's commitment to fiscal stewardship positions us well to address these challenges through a combination of strategies, including exploration of new revenues, improved efficiency through best management practices, and continued engagement with our employees on legacy costs.

This transmittal letter addresses the following topics:

1. New Normal in a Changing World
 - a. Economic Instability and Reimagining Services
 - b. Climate Change
 - c. The Evolution of Work
2. Advancing Top City Council Priorities

- a. Housing
 - b. Transportation
 - c. Children and Youth
3. Funding Services, Long Term Liabilities and the Need for New Revenue Streams
 4. Summary of Staffing Changes in Recommended Budget
 5. Water, Sewer and Storm Drain Utilities

1. New Normal in a Changing World

In recent months, the COVID-19 pandemic health emergency was officially brought to a close; however, the road before us is far from stable or certain. Instead of recovering, the economy is faltering. The impacts of climate change are becoming more chronically disruptive. And, a topic that used to interest only management consultants and futurists, “the evolution of work” has abruptly emerged as an urgent demand for change in the American workplace. Cities exist to provide services, and Redwood City, like many local governments, is challenged to recruit and retain talented employees in the current labor market.

1.a. Economic Instability and Reimagining Services

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 dramatic loss of revenue necessitated an increased commitment to financial discipline. We successfully avoided layoffs and furloughs only through difficult departmental budget reductions and hiring freezes over the past three years. This has taken a toll on our staff and our systems as we have stretched resources to maintain services to the community.

Today, while economists debate whether or not a recession is imminent (or may already have begun), they generally agree the U.S. economy is now slowing. Global factors including extraordinary inflation and Russia’s war in Ukraine remain significant. Recent bank failures have rattled the national economy, and corrections in the tech industry have resulted in more than 160,000 layoffs in the first four months of 2023. Here in the Bay Area, those layoffs combined with enduring remote work habits are resulting in exceptionally high vacancy rates in commercial office buildings. In fact, the office vacancy rate for the first quarter of 2023 is more than double the vacancy rate in 2021, at 25 percent and 12.4 percent respectively. This can negatively impact property tax revenues as well as businesses that rely on a workforce population to supplement the consumer habits of residents. (See the Economic Overview and Ten Year General Fund Forecast section of the Budget for a more detailed discussion.)

Prior to the pandemic, 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, and to use approximately 20 percent of the operating balance as one-time funding towards the City Council’s strategic priorities. However, the economic impacts of the pandemic have forced the City to use its operating balance to offset a looming deficit for the past three years and we anticipate needing to do so again this year. We currently expect an operating balance of approximately \$4.8 million for Fiscal Year 2022-23, and propose to apply all of it toward a balanced budget for Fiscal Year 2023-24.

Over the past two years as we forecasted a structural deficit for the coming decade, we began taking a fresh look at reimagining City services. While we are proud of the services we provide, we know the world

is changing and so are the community needs of Redwood City. We need the right staff, providing the right services, with the right resources.

With public safety representing more than half of the City's General Fund operating budget, we began with public safety as a key lever in transforming City services. Last fiscal year, we completed studies in both the Fire and Police departments to compare our services against best practices and consider new approaches. Recommendations based upon thorough and unbiased analyses of public safety services provides us an opportunity to help make data-driven decisions regarding current and future workloads, appropriate staffing levels for both community care and police and fire department personnel safety, and desired service delivery models for both the short and long term. We will phase in new recommendations emerging from these studies in Fiscal Year 2023-24 and beyond. In the next fiscal year, we will build on our continuous improvement efforts by next examining the structure and management of the Community Development and Transportation Department as well as the City Manager's Office, the City Clerk's Office and the City Attorney's Office.

1.b. Climate Change

Just as the pandemic began to recede, on New Year's Eve and Day of 2023, the first of several winter storms inundated Redwood City with record-breaking rainfall, tidal surges and winds that caused flooding in vulnerable neighborhoods and downed trees throughout the City. San Mateo County was one of 44 counties in California that qualified for public assistance from the Federal Emergency Management Agency in the wake of these winter storm disasters. On the heels of unprecedented wildfires in recent summers, it has become clear that our community faces year-round threats from climate change – not in a distant future but today.

We are aligning capital projects and City operations with the City's Climate Action Plan to avoid the worst impacts of climate change and help sustain a better future. This means implementing the most environmentally friendly and cleanest technology available to reduce greenhouse gas emissions (GHGs) and conserve natural resources, including our water supply. The City also has partnered with the Flood and Sea Level Rise Resiliency District (OneShoreline) to implement flood and sea level rise mitigation projects. We are working with OneShoreline on improving the levees at Redwood Shores to achieve re-accreditation and provide additional flood protection for the area. We are coordinating these efforts with neighboring agencies – the County of San Mateo and cities of Belmont and San Carlos. Additionally, the City and OneShoreline are collaborating 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. This work will help us develop strategies to address sea level rise along the entire Redwood City shoreline.

For both City operations and in land use planning, the City is working to mitigate expected impacts of climate change and avert worse impacts. Land use policies focus on fostering denser development near public transit, reducing single occupancy car trips and providing viable options for public transportation, which also reduces GHG emission. The City updated its Emergency Operations Plan in May 2023. Staff continues to seek grants to address increased wildfire risks due to rising temperatures, sustained drought, and excessive vegetation growth, and consider development of programs to allow property owners to defer the cost of abating tree and vegetation hazards.

Anticipating long-term cycles of flooding and drought, Redwood City has taken steps to reduce water demand during shortages. The good news is water demand is projected to be well below our contracted water supply guarantee with the San Francisco Public Utilities Commission even as our population grows

steadily. Thanks to significant investment in recycled water, the demand on the City's drinking water (known as potable water) has significantly reduced. As just one example, the extension of the recycled water main pipeline recently completed as part of the Broadway Plaza development is projected to save approximately 38 million gallons of drinking water a day.

As we have seen since the beginning of the year, climate change has also had an impact on our stormwater system. Heavy rain and more intense storms increased the likelihood of stormwater run-off and flooding. Upstream stormwater flows significantly impact downstream channel conditions. Clearing sediment through dredging of waterways requires regulatory permits and oversight from agencies such as the Regional Water Quality Control Board and the U.S. Army Corps of Engineers, as well as specialty equipment, crews and material disposal. The City is working with other agencies to develop comprehensive stormwater management and flooding mitigation strategies, and obtain necessary funding. This will be a multi-year effort.

1.c. The Evolution of Work

Transformational developments in the nature of work are no longer intellectual theory. We are experiencing them in Redwood City, and are forced to find ways to think differently and plan more strategically while still responding to immediate operational needs. We are managing through a time of extraordinary and rapid change with new technology shaping how we provide services and manage information; generational shifts in workplace norms; and new perspectives on the public's relationship with its government. These trends accelerated with the pandemic.

Technology

The pandemic demanded swift adoption of remote work solutions and hybrid public meeting practices. Some of these approaches are here to stay, but that's a small portion of this picture. Rapidly evolving technology has become integrated into every other aspect of people's lives, and our community expects City services to keep up with life in the 21st century. If you can do your personal banking on your smart phone, why shouldn't you be able to pay your utility bill the same way? What about registering for camps and classes or checking out library books electronically? City news must be curated on City websites, advertised over social media, and live streamed over convenient platforms. Failure to meet modern standards may risk defining Redwood City as a straggler rather than the leader we are proud to be.

These types of changes not only represent enhanced service delivery, they demand investment in new software, the design of new systems, employee training in how to use them, management and analysis of the data such systems collect, and the protection and appropriate reporting of that information. Such functions require entirely new positions that didn't exist ten or even five years ago. At the same time, while most legacy staff positions remain essential: there is just more work with greater complexity. We must start budgeting for more technology investment and the staffing required to leverage it as effectively as possible.

Workplace Norms

The pandemic coincided with the "Great Resignation" as a "Silver Tsunami" of Baby Boomers retired from the workforce and younger generations took over the majority percentage of the American workforce. According to recent surveys, 24% of U.S. employees now express frustration with a lack of professional development opportunities, 27% are frustrated by poor management, and 23% expressed dissatisfaction with a toxic work culture. Public service longevity is giving way to more routine staff turnover as today's workforce networks more, demands empowerment, and will no longer tolerate outdated approaches. We

face a competitive labor market in which employees who commute from more affordable parts of the region can find work closer to home. As progressive and supportive as our leadership teams may be, our management structures must continue to evolve. We will need to invest in more training and development, and related human capital programs and systems, in order to keep up.

Elevating Equity and Data Based Decision Making

The recent national reckoning with racism has elevated equity and belonging as strategic priorities in the workplace and as a valued centerpiece of Redwood City's Strategic Plan. The application of an equity lens in more facets of City work increases the complexity of the work and requires new functions in addition to changing existing practices.

More broadly, social upheaval in American politics related to civic distrust has increased the demand for transparency and accountability in government. Nationwide demands for public records requests have risen steadily over the past decade to unmanageable levels in many public agencies, and Redwood City's statistics mirror this trend. More recorded and hybrid meetings with more structured agendas and supporting materials, and more data dashboards and analysis, all require more preparation, more training, more software, and often more consultants and more City staff positions to both generate and coordinate the additional work.

As technology, workplace norms, reliance on data, standards of equity, and the public's relationship to government evolve, the speed and nature of change requires us to adapt to a dramatically new normal. The stress on staff is significant, and increasingly reflected in more discordant labor relations. If governments like ours fail to keep up with modern standards, we risk being perceived – by the workforce we are trying to recruit and by the community we serve – as an archaic, incompetent bureaucracy. We are transitioning existing resources wherever possible, but the evolution of our work requires new investments now and in the coming years. Our challenge is to phase in resources like new technology and additional staff positions during this time of revenue scarcity. The proposed balanced budget introduces a handful of new positions and technology with the expectation that more will be required next year and beyond, with the intention of seeking new revenue sources to meet these needs.

2. Advancing City Council Priorities

2.a. Housing

Redwood City community members consistently identify housing and homelessness as a top concern. While Redwood City is a community that values safe, affordable housing for people at all income levels, for many families, affordable housing is not as accessible as we would like. In a Citywide effort to meet our unique community housing needs, the City Council has prioritized four housing goals, known as the "Four P's:"

- **Preserve** existing affordable housing
- **Protect** housing options for low and middle income residents
- **Produce** housing to meeting Regional Housing Needs Allocation (RHNA) goals for moderate, low and very-low income residents; and
- **Partner** on housing opportunities for unique populations

Since 2020, 257 units/hotel rooms in Redwood City have been converted into affordable housing under the State's Project Homekey program. This includes the County's purchase of three hotels in our city to convert them into permanent affordable senior housing, emergency shelter and permanent extremely low-income affordable housing. In total, over \$100 million has come to projects in Redwood City from

Homekey funds. In addition, we continue to monitor our existing below market rate (BMR) housing portfolio, which is over 900 units. Over 734 affordable units have been completed, are under construction or are approved since 2021, and another 900 affordable housing units are proposed.

We know that current economic pressures could easily lead to displacement of residents. We also know that Redwood City continues to face an affordable housing crisis, which especially affects low-income earners and Black, Indigenous, and People of Color (BIPOC) residents throughout the City. While displacement is a complex issue, Redwood City has taken a leadership role in considering policies and funding priorities to help reduce displacement of residents in both the short and long term. After two years of listening to residents, property owners, local and regional housing experts, and conducting extensive research, policy recommendations in the Anti-Displacement Strategy were developed with the goal to preserve affordable housing and protect housing options for our low and moderate income residents. The Anti Displacement Strategy includes specific recommendations for preserving existing unsubsidized affordable housing and mobile home parks in our community, as well as improving the City's existing tenant protection policies that require landlords to provide relocation assistance in certain situations and minimum lease terms. Later this summer, the City Council will hold a Study Session on potential anti-harassment and right to return policies.

Redwood City was the first city in San Mateo County with a State-approved Housing Element and we joined an elite group of just 4% of California cities to receive the prestigious Prohousing Designation. Since the City Council adopted the Housing Element in February 2023, which sets a target of building 150% of the housing units needed to meet the City's Regional Housing Needs Allocation, staff quickly pivoted towards implementation efforts. The first major action will be a set of proposed amendments to the zoning and municipal codes and Affordable Housing Ordinance that address various programs in the Housing Element. The package of code amendments is scheduled for City Council consideration this summer.

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. As part of developing innovative solutions, the City continues to actively engage with San Mateo County on partnerships for emergency and permanent affordable housing. With the official opening of the Navigation Center earlier this year, over 300 emergency shelter beds have been added in Redwood City since 2020. The Navigation Center model provides individual short-term housing, while also offering a range of intensive safety-net services on site. With increased outreach to those residents living in encampments, we have been able to build stronger relationships and trust with some unhoused residents. Because of that, we are seeing some willingness to accept shelter, which we expect to increase with the opening of the Navigation Center. We also continue to work with CalTrans to address safety issues at encampments on their right-of-way and meet regularly with the State, County and a host of non-profit agencies to implement strategies under the Resolving Encampments through Effective Engagement Pilot Program.

2.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 separations, and 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.

In FY 2022-23, we secured additional consultant resources to help implement the 101/84 Interchange's funding plan, collaborated with Caltrans on an application for SB 1's Trade Corridors Enhancement Program, and continued to advocate for the project with stakeholders and funding agencies. In FY 2023-24 we will be advancing right of way work and procuring additional funding for construction.

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 advancing interim improvements on El Camino Real, including signal improvements and protected bike lanes. We will also start planning work on improving connections between residential neighborhoods and Downtown for people walking and riding bikes. Additional safety measures will be built with the construction of the projects on Roosevelt and Redwood avenues.

2.c. Children and Youth

Last year, the City Council approved the "Purposeful, Action, Create and Engage" (PACE) Program for Transition Age Youth (12-24 years old), which was developed in partnership with Redwood City Together and the Redwood City Police Activities League (PAL). Supported by private funding, the PACE program responds to community concerns about disruptive youth behavior in downtown Redwood City, and is a community-based pilot initiative that aims to foster positive relationships between community leaders, law enforcement, and the Bike Life movement youth in Redwood City and North Fair Oaks. The PACE program has created jobs, provided weeknight/weekend and evening activities for youth, and launched youth and community based organization advisory spaces. Several youth from the youth biking movement received City jobs supporting after-school programming or work through community-based organizations such as Redwood City PAL and the community collaborative Redwood City Together.

Through the Library and Parks, Recreation, and Community Services departments, we continue to offer a wide variety of children and youth activities throughout the City, including North Fair Oaks and Redwood Shores. Makerspace education at the Downtown Library continues to be wildly popular to support Science, Technology, Engineering, Arts and Mathematics (STEAM) events and activities for people of all ages.

This year, the City is a finalist for an All America City Award as a result of these and other programs empowering youth. Just 20 cities nationally are selected as finalists; the City will learn in June if we have received the All America City designation for 2023.

We have a number of park renovations either planned or already underway this year. These include:

- **Jardin de Niños Park Expansion Project** – final construction drawings have been completed and the project award is expected this summer
- **Dolphin Park** – a new playground, pathways and surfacing improvements, and an improved seating/picnic area should be completed by this summer
- **Hoover Park and Pool Renovation Project** – Community engagement is underway to help define the vision of an improved playground, teaching pool, improved parking circulation, new lighting, enhanced accessibility, new picnic area and volleyball court, fitness area and more. Preferred plans will be developed based upon community feedback and a final design is expected late this calendar year

- New Downtown Library Park** - The City has been planning this project as part of the approved Downtown Parks Feasibility Study that identified several City-owned parcels as future open space to serve the downtown area. Over 1100 survey responses were received on topics such as park character formation and preferred amenities and feature. After the last community meeting (January 2023), the consultant team has been in process of developing the final preferred plan for a final community meeting to be held this summer.

Earlier this year the City Council also took action to expand member eligibility criteria for the majority of the City’s Boards, Committees and Commissions (BCCs), enabling more members of our community to serve, including youth as young as 16 years of age and community members who are not eligible to vote.

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

Due to a stalling economy on the heels of revenue shortfalls caused by the pandemic recession and unfunded employee benefit liabilities, the City is forecasting an operating deficit of \$9.34 million in FY 2023-24, and budget deficits averaging \$9.2 million over the next eight 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. Even after restructuring employee benefits, increasing employee contributions to retirement plans, and making additional payments toward unfunded liabilities to save interest, 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).

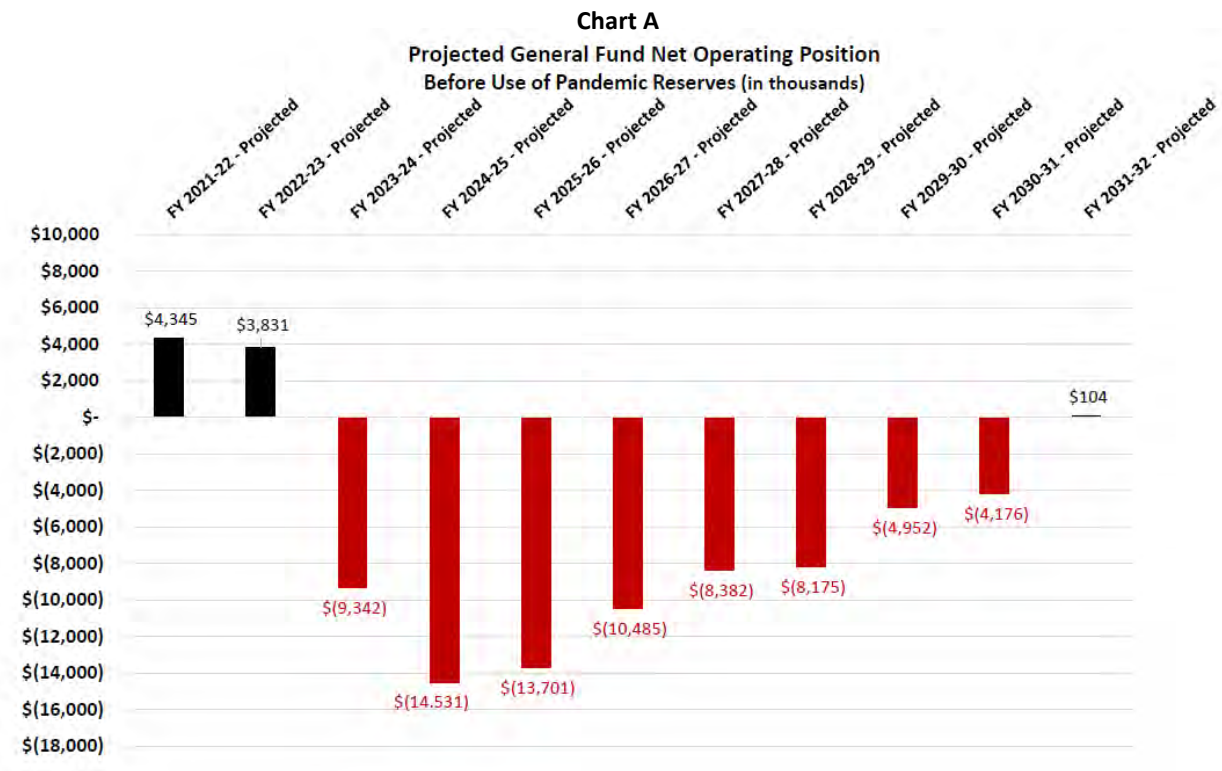
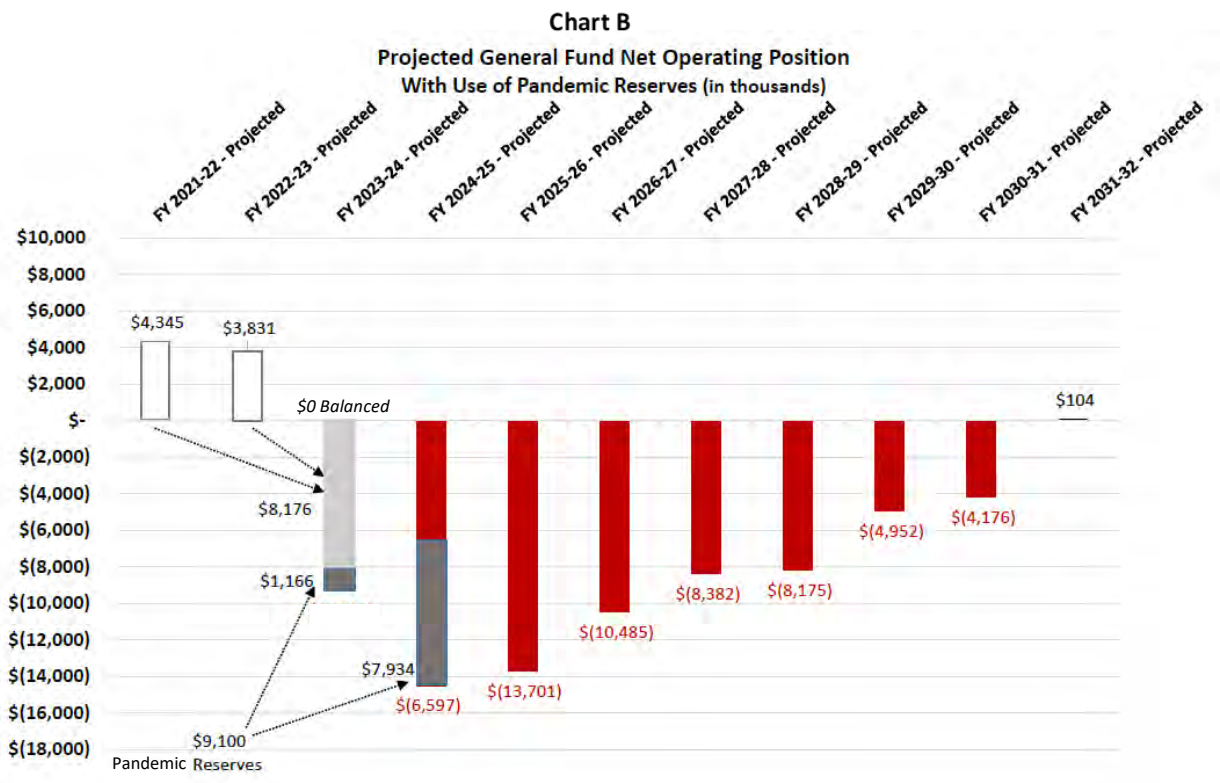


Chart A illustrates the underlying structural deficit, with insufficient revenues to cover operating expenses, while Chart B illustrates the benefit of using designated reserves to balance the budget while the City considers new revenues.



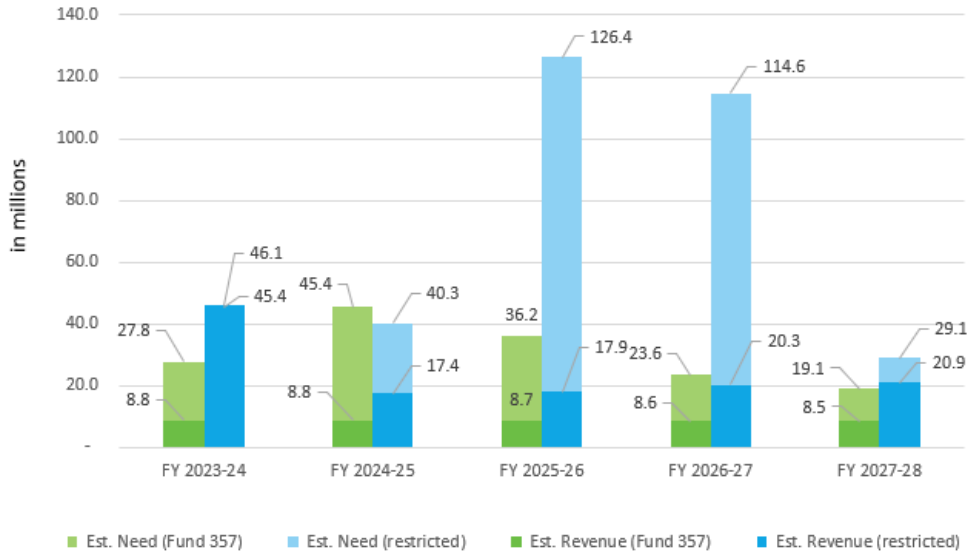
For the proposed FY 2023-24 Operating Budget, it is assumed that \$8.18 million in operating balance from Fiscal Years 2021-22 and 2022-23 will be combined with \$9.1 million in pandemic reserves set aside for anticipated deficits to balance the FY 2023-24 budget and help reduce projected future deficits to an average of \$9.8 million over the following four years.

Staff will continue to monitor the economic recovery from the pandemic and provide an update on the FY 2023-24 budget vs. actual results in February 2024, when six months of actual data for FY 2023-24 are available.

Chart B shows the projected operating balances (deficits) over the next ten years 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 approximately \$342 million over the next five years, as shown in Chart C. This shortfall includes the approximately \$2 million needed annually over 30 years to complete the City's Americans with Disabilities Act (ADA) Transition Plan.

Chart C
Five-Year CIP
Cost vs. Funding: \$342 Million Shortfall



Staff continues to work with the City’s government affairs consultant to identify potential direct and indirect funding that may be available to the City from the state and federal governments. However, these temporary sources of assistance typically require a match of local dollars and are not sustainable solutions for the magnitude of the City’s projected ongoing operational shortfalls.

Last August, staff presented the City Council’s Finance and Audit Sub-Committee with a proposal to development a multi-year strategy for revenue enhancement to complement 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 are analyzing the feasibility of new revenue streams that present the least ongoing impact to City residents, such as revenue from digital signs; charging for credit card fees when used to pay significant City bills; an increase to the Business License Tax; and/or an increase in Property Transfer Taxes, which are collected 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.

4. Summary of Staffing Changes in Recommended Budget

As described above, the changing nature of work, increased expectations for data-based decision making, and evolving community expectations for City services are shaping workforce needs. In addition to continuing to fund robust training and development programs to ensure organizational success and support succession planning, the Recommended Budget includes the following changes in authorized personnel. Several of these changes modify existing allocations; some are new positions. As a cost saving measure, six of the eight new General Fund positions are being recommended effective mid-year, on January 1, 2024. Two new positions in Public Works Services are funded through enterprise funds rather

than the General Fund. Additional changes may be recommended as a mid-year budget adjustment as staff develop recommendations associated with organizational reviews in Police, Fire, Community Development and Transportation, and the City Manager, City Clerk and City Attorney’s Office.

Summary of FY2023-24 Personnel Changes	
Position Restorations	
<i>Previously restored- effective 07/01/22</i>	
1.0 FTE Administrative Clerk	Community Development & Transportation Department
1.0 Landscape Gardener	Parks, Recreation & Community Services Department
5.0 FTE Police Officers	Police Department
1.0 Recreation Program Coordinator	Parks, Recreation & Community Services Department
<i>Previously restored- effective 11/28/22</i>	
1.0 Fire Training Captain	Fire Department
4.0 Police Officers	Police Department
<i>Effective 07/01/23</i>	
0.4 FTE Fire Plan Checker	Community Development & Transportation Department
1.0 FTE Literacy Tutor- Student Coordinator	Library Department
1.0 FTE Official/Executive/Professional Level 1	Community Development & Transportation Department
1.0 FTE Recreation Specialist II	Parks, Recreation & Community Services Department
Position Reclassifications (effective 07/01/23)	
1.0 FTE Administrative Clerk I to 1.0 FTE Administrative Clerk II (retro to 07/04/2022)	Public Works Services Department
1.0 FTE Administrative Clerk III to 1.0 FTE Administrative Assistant	City Attorney Department
1.0 FTE Assistant Engineer to 1.0 FTE Associate Engineer	Community Development & Transportation Department
1.0 FTE Communications Dispatcher to 1.0 FTE Communications Dispatcher- Lead	Police Department
1.0 FTE Communications Manager to 1.0 Deputy City Manager	City Manager Department
3.0 FTE Management Analyst I to 3.0 FTE Management Analyst II	City Clerk & Public Works Services Departments
1.0 FTE Public Works Field Supervisor to 1.0 FTE Utilities Field Supervisor	Public Works Services Department
1.0 FTE Recreation Specialist III to Program Assistant II	Parks, Recreation & Community Services Department
1.0 FTE Recreation Supervisor to 1.0 Parks, Recreation, Community Services Manager (retro to 07/04/2022)	Parks, Recreation & Community Services Department
Position Eliminations (effective 07/01/23)	
1.0 Senior Construction Technician	Community Development & Transportation Department
New Positions (effective 07/01/23)	
2.0 FTE Public Works Maintenance Worker II	Public Works Services Department
2.0 FTE Public Works Maintenance Worker III/Equipment Operator	Public Works Services Department
1.0 FTE Tree Maintenance Leader	Public Works Services Department
1.0 FTE Utilities Field Supervisor	Public Works Services Department
New Positions (effective 01/01/24)	
1.0 FTE Administrative Clerk III	Parks, Recreation & Community Services Department
1.0 FTE Finance Director	Administrative Services Department
1.0 FTE Human Resources Analyst II	Human Resources Department
1.0 FTE Management Analyst II	Human Resources Department
1.0 FTE Program Assistant II	Parks, Recreation & Community Services Department
1.0 FTE Secretary	Parks, Recreation & Community Services Department

5. Water, Sewer and Storm Drain Utilities

In preparing for the FY 2023-24 Recommended Budget, the City Council held a study session on March 13, 2023 on long term planning for the City’s Water, Sewer and Storm Drain Utilities. The staff report is provided as an attachment behind this transmittal letter.

The report identified several recent accomplishments to ensure adequate water supply, including through active expansion of the City’s recycled water system; to support public health through effective operation of the City’s sanitary sewer system; and to reduce the likelihood of flood impacts through stormwater management.

The City has several master plans guiding this work, and infrastructure improvements associated with these utilities are important components of the City's Capital Improvement Program. Impact fees charged for new developments are used to fund existing and future infrastructure to serve new growth and the City has secured state and federal grant funding to support some necessary projects.

The City's water and sewer utilities are City enterprises, with all operating and capital costs accounted for in designated funds. Rate payers pay for all operations and maintenance costs for these utilities such as system maintenance and upgrades, inspection, repairs and rehabilitation. Wastewater treatment and disposal costs and debt service payments are also funded through the sewer enterprise fund.

The City's Stormwater Drainage System does not have a dedicated funding source for capital improvement and competes for resources from the General Fund. The City may explore creation of an enterprise fund with dedicated funding for stormwater.

In managing utility rates, the City Council has sought to avoid sharp cost increases for customers while also ensuring that necessary operations and maintenance costs are funded. Rates generally increase yearly as operating costs increase and as long-term capital projects are funded. Utility rate studies are conducted using outside consultants to assess cash flow projections and to make recommendations for rate increases. These recommendations are brought before the City Council for approval. Rates increases are generally proposed for multiple years at a time.

The last set of sewer rates increases was approved by the City Council in 2018 and the final approved rate increase took effect on July 1, 2021. Similarly, water rates are historically assessed to keep pace with the cost increases of purchasing wholesale water from SFPUC, and the capital needs of the water enterprise. The last water rate increase took effect on July 1, 2018. Staff is currently working with HF&H Consultants to prepare new cash flow projections and recommendations for potential rate increases in over the next two years.

Closing

I would like to thank our Budget Team, led by Assistant City Manager/Administrative Services Director Michelle Poché Flaherty, for their outstanding work with City departments to prepare the FY 2023-24 Recommended Budget. Team members include:

Sharif Etman, Interim Assistant Director – Administrative Services
Molly Gonzalez, Principal Analyst – Budget/Purchasing
Carolyne Kerans, Principal Analyst – Finance
Alex Khojikian, Assistant City Manager
Deanna La Croix, Management Analyst
Nancy Murguia, Administrative Assistant – Finance
Jun Nguyen, Revenue Services Manager
Norite Vong, Financial Services Manager
Jennifer Yamaguma, Public Communications Manager
Theresa Yee, Capital Improvement Program Manager

Our adherence to financial best practices and fiscal discipline enabled us to withstand dramatic revenue losses while avoiding layoffs and sharp service reductions during the pandemic. Now, we will maintain that fiscal discipline as we navigate an uncertain economy and the demands of a rapidly changing world.

Sincerely,

A handwritten signature in blue ink that reads "Melissa Stevenson Diaz".

Melissa Stevenson Diaz
City Manager

Attachments:

A - Staff Report from Study Session on Long Term Planning for City Water, Sewer and Storm Drain Utilities



STAFF REPORT

To the Honorable Mayor and City Council
From the City Manager

DATE: March 13, 2023

SUBJECT

Study Session on Long Term Planning for City Water, Sewer and Storm Drain Utilities

RECOMMENDATION

Receive an update on the long term planning related to the City's water, sewer and storm drain utilities and provide individual City Council member input. This is a study session and no action will occur at this meeting.

STRATEGIC PLAN GUIDING PRINCIPLE

Excellence in Government Operations

BACKGROUND

The City of Redwood City's (City) Public Works Services (PWS) and Community Development and Transportation (CDT) Departments operate and maintain the City's underground utility systems. These systems provide drinking water, recycled water for non-drinking uses, sewage (wastewater) collection, and storm drainage services throughout the community. Typically, PWS is responsible for the operation, routine maintenance, and repairs of the systems. CDT conducts the capital improvements and expansion of the systems. Both departments work cooperatively to ensure that each system is functioning optimally according to regulatory requirements and supports public health and safety.

The study session will provide an overview of the City's utility systems and how the City plans for maintenance and replacement of current infrastructure as well as expansion to support anticipated population growth. Through both individual development project review and long-range master plans, the City assesses future utility needs for the community to ensure reliable service and meet emerging challenges.

The City Council's Utilities Sub-Committee provides guidance to staff on policy matters related to the City's utility systems. The Sub-Committee meets multiple times a year, giving staff the opportunity to present key issues facing each utility prior to bringing recommended actions to the full City Council for approval. Discussion topics include long term repair and replacement plans, changes in regulatory requirements, and utility rates.

Water Distribution System

The City purchases all of its drinking water (also called potable water) from the San Francisco Public Utilities Commission (SFPUC) through 13 metered connections to the San Francisco Regional Water System. The City has an agreement with the SFPUC for a perpetual supply of drinking water in the amount of 10.93 million gallons per day (MGD), or 12,243 acre-feet per year. The water system is comprised of 260 miles of water distribution and transmission pipelines, ten pump stations, 60 dedicated water sampling stations, and 13 water storage tanks with a capacity of 22 million gallons. It serves about 92,000 residents in Redwood City and portions of the Town of Woodside, City of San Carlos, and unincorporated San Mateo County through roughly 24,500 service connections. The Potable Water System falls under the regulatory oversight of the California State Water Resources Control Board, Division of Drinking Water (DDW), and is subject to regulations from the United States Environmental Protection Agency (USEPA), under the provisions of the Safe Drinking Water Act.

The City conducts long-range planning for the Water System through two foundational documents the 1) Urban Water Management Plan (UWMP) and the 2) Water System Master Plan. The UWMP addresses the City's historical and projected water demands, water supplies, water supply reliability, water shortage contingency planning, and demand management programs. The 2020 UWMP, adopted in June 2021, forecasts water supply and demand and population and employment growth over a 25-year horizon through 2045. In its development, the UWMP references and incorporates information from other planning documents such as the Redwood City General Plan, and the Water System Master Plan.

The Water System Master Plan (WSMP) identifies strategies for maintaining and improving water system service levels for the community aligned with Level of Service (LOS) Goals. These goals include: 1) maintain reliable customer service; 2) protect public health and operator safety; and 3) provide cost-effective projects. These LOS Goals guide capital expenditures for the system and chart a course for future updates to water rates and connection fees needed to support the water system. Given that Redwood City has developed over more than 150 years, roughly 40% of the City's water infrastructure was originally installed between 1903 and 1950, and regular investments are needed to ensure residents have reliable water service. The WSMP includes a seismic vulnerability assessment with plans to systematically retrofit water system facilities for resiliency during an earthquake.

One major accomplishment for the Water Distribution System is the California Water Tank and Pump Station, which obtained final approval from DDW in September of 2022. The new facility represents many years of design, permitting, and construction activities for CDT and PWS. It improved the reliability of the City's Water Distribution System and increased fire protection capability by adding 750,000 gallons of water storage and a versatile pump station to the City's water infrastructure. Even before final approval,

the California Water Tank and Pump Station ensured water supply to fight the June 2022 Edgewood Fire and provide for residents' needs. This was the largest local fire incident in memory, with 400 homes directly threatened.



California Water Tank

Recycled Water System

Recycled water is an alternative water source that can safely replace potable water for a variety of non-potable uses. Investment in recycled water has helped to reduce demands on the City's potable water supply significantly, and it currently accounts for 8% of the City's overall water demand. Silicon Valley Clean Water (SVCW) produces Redwood City's recycled water at the Radio Road wastewater treatment plant in Redwood Shores. The City's recycled water distribution system includes:

- Two 2.18-million-gallon storage tanks
- One distribution pump station
- 5 sample stations
- Approximately 19 miles of distribution pipelines

Regulatory oversight of recycled water is provided by the California State Water Resources Control Board, Division of Drinking Water, and the San Francisco Regional Water Quality Control Board.

Customers of the Recycled Water System include 171 irrigation users, 13 commercial/industrial users, and seven dual plumbed users. Dual plumbing refers to customers utilizing recycled water for approved indoor uses such as toilet flushing and trap primers which prevent sewer gases from entering buildings through

floor drains. Current dual plumbed customers include Oracle D-Tech High School, the Stanford in Redwood City campus, and Kaiser Medical Office Building #2. In 2022, the City served approximately 221 million gallons of recycled water to irrigation, industrial, and dual plumbed customers.

In 2002 the City completed a feasibility study for the use of recycled water that formed the basis for the Recycled Water System we have today. The study also identified irrigation, industrial, and dual plumbed opportunities for recycled water in Redwood Shores, the Greater Bayfront area around Seaport Boulevard, and Central Redwood City west of US 101. By 2011 the recycled water system in Redwood Shores and the Greater Bayfront areas representing Phase 1 of the project had been completed. The City began planning for the expansion of Phase 2 into Central Redwood City. The feasibility study was updated in 2012 and included an updated market assessment. This assessment identifies potable water uses and potential recycled water demands in Redwood City that can be economically and practically converted to use recycled water. The evaluation also identifies pipe alignments for the Phase 2 expansion of the Recycled Water system.

In 2016 the City completed Phase 2A of the project, which brought recycled water west of Highway 101 to serve Redwood City's Downtown area near Kaiser Hospital. In 2019, 2020, and 2022 three critical recycled water pipeline extensions were completed to serve the Stanford in RWC campus, Kaiser Medical Office Building #2, and the Broadway Plaza Project respectively.

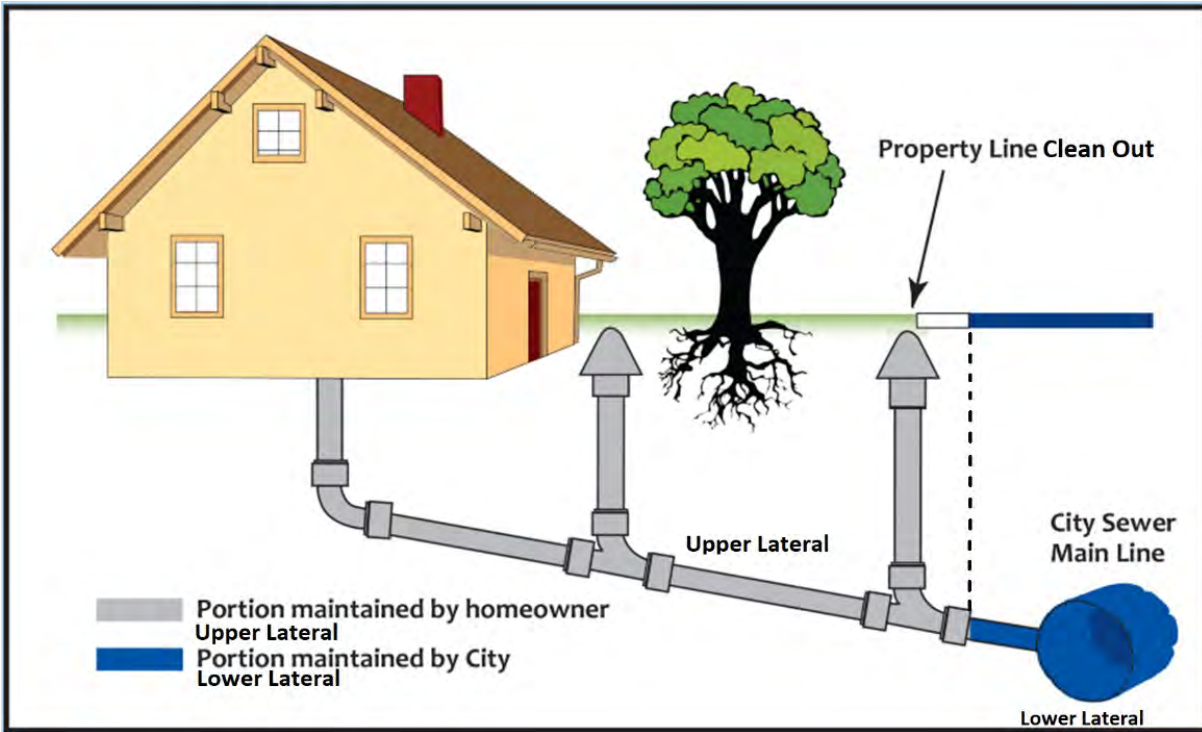


Broadway Plaza Pipeline Extension

Sewer Collection System

The City's sanitary sewer collection system is comprised of about 184 miles of main sewer pipe and thirty-one lift stations. Wastewater is primarily conveyed to the Silicon Valley Clean Water (SVCW) wastewater treatment plant through gravity flow. City staff inspect and maintain the sewer system and perform preventive maintenance cleaning and repairs to ensure uninterrupted flow to the treatment plant. The City maintains and repairs approximately 109 miles of lower laterals, spanning from the property line to the sewer main in the street. This is a higher level of service than many other cities and sewer districts

provide; frequently, agencies require property owners to maintain the entire length of the sewer lateral. Staff also provide maintenance services when potential blockages are identified on the lower lateral. A sewer clean-out must be available at the property line for City staff to access the lower lateral for service.



The City has cost-share agreements with six tributary sewer maintenance districts. The County of San Mateo manages five of these while the Town of Woodside administers the sixth. The agreements allow sewage to flow through the City’s collection system for treatment at SVCW. The City’s sewer conveyance system is primarily gravity flow except for flows coming from the Port of Redwood City, Seaport Boulevard, and Redwood Shores. Due to the flat, near sea level terrain in these areas, staff operate thirty-one sewer pump stations to support sewage flows. A majority of the sewer pump stations are located in Redwood Shores. Regulatory oversight for the sewer collection system is provided by the California State Water Resources Control Board.

The City has a Sanitary Sewer Master Plan, which assesses the capacity of the City’s sanitary sewer system to handle both existing and future wastewater flows. The Master Plan was originally completed in 2008, with a minor update prepared in 2013. Another update is currently under review, which includes the significant development the City has recently experienced, particularly in the downtown area. The City has also implemented proactive programs for flow monitoring, sewer inspection, sewer rehabilitation, and replacement to address extraneous stormwater and groundwater from entering the sanitary sewer system (commonly referred to as infiltration and inflow) and structural deficiencies in the system. The City has completed a number of the capacity improvement projects recommended in the previous master plans. Additional redevelopment is projected in the future, which will further increase wastewater flows and create additional capacity constraints.

The Master Plan also supports the City in meeting the requirement of preparing a System Evaluation, Capacity Assurance and Capital Improvements element as part of its Sewer System Management Plan (SSMP). The SSMP addresses the overall management, operation, and maintenance of the sewer system and is required for all sewer system agencies under the Statewide Waste Discharge Requirements General Order for Sanitary Sewer Systems adopted in 2006 and 2022 by the State Water Resources Control Board.

Storm Drainage System and Lagoons

The City's stormwater drainage system includes:

- 17 stormwater pump stations,
- Ten miles of concrete lined creek in the various branches of Redwood Creek,
- About 4,000 drain inlets, and
- Over 100 miles of stormwater pipelines.

In 1962 the City issued bonds to improve storm drainage in Redwood Creek which included the installation of concrete-lined channels along several branches. As part of this project the City was granted easements from adjacent property owners for access to maintain the concrete channels. The City also maintains the Bayfront Canal, which is adjacent to the Cargill Salt Ponds and the properties along East Bayshore Road between Douglas Court and Marsh Road, and maintains Cordilleras Creek under three bridge crossings bordering Redwood City and San Carlos. The City of Redwood City owns the crossing at Stafford Street while the crossing at Redwood High School is privately owned and the City of San Carlos owns the crossing at Industrial Road. Installed inside 421 storm drain inlets are trash capture devices that prevent trash from entering the storm system and meet trash reduction requirements as set by the Municipal Regional Permit (MRP) for the Bay Area. The City also maintains 280 acres of lagoons and 6.8 miles of levees in Redwood Shores. Staff monitor water quality in the Redwood Shores Lagoon and oversee routine vegetation control. The stormwater facilities convey all stormwater flows throughout Redwood City to the San Francisco Bay.

The MRP also requires the City to perform stormwater business inspections each year for over 1,000 Redwood City businesses that meet inspection criteria. These business inspections promote good housekeeping techniques and educate business owners about the importance of only having stormwater entering the storm system, which flows untreated to our creeks and ultimately San Francisco Bay.

The San Francisco Bay Regional Water Quality Control Board provides regulatory oversight for the stormwater system through the MRP. The City must also acquire permits for many stormwater maintenance activities and capital improvement projects from various State and Federal agencies, including the California Department of Fish and Wildlife, the US Army Corps of Engineers, and State and Regional Water Boards.

The MRP serves as a foundational document for the management and operation of the stormwater drainage system and establishes prohibitions on discharges to waters of the State to maintain its beneficial uses.

ANALYSIS

Water Distribution System

Over the past ten years, the City has made significant progress with implementing the Water System Master Plan. Some achievements are highlighted below:

- Replaced roughly 10 miles of aging and undersized water distribution pipelines
- Improved seismic reliability and fire flow capacity
- Rehabilitated two pump stations
- Anchored electrical equipment at all pump stations
- Seismically retrofitted eight storage tanks
- Reinforced water pipes on Redwood Shores bridges
- Completed seismic improvements on the Redwood Shores Transmission main
- Added 750,000 gallons of storage and for improved fire protection

The City continues to make progress on the objectives identified in the WSMP, which includes additional seismic upgrades to water system facilities. Design for seismically retrofitting two steel storage tanks is under way with construction anticipated to start next year. Replacement of the water distribution pipelines is a continuous effort critical for the prolonged reliability of the water system. The primary challenge for this effort is the funding needed to design and construct the facilities in the face of increased construction costs.

The WSMP identified the need for 6 million gallons of potable water storage near the downtown area. This measure aims to ensure the highest level of disaster preparedness if the City temporarily loses water supply from the SFPUC. The City currently has sufficient storage for this area. However, it must be supplied through long distribution pipelines, which could reduce the availability of water to the downtown area if damaged during a disaster. The City has been allocating funding for a downtown storage facility and collecting funding contributions from new development projects to fund new growths' fair share of the storage facility costs. One of the most significant challenges for this new water storage is to acquire a location for these facilities.

The 2020 Urban Water Management Plan plans for the long-term reliability of our water supplies. Based on our historical and projected demands and growth, it determined that the City has sufficient supplies of water during non-drought years. However, Redwood City's supply reliability relies mainly on the SFPUC Regional Water System (RWS). The SFPUC has committed, among other things, to meeting the retail and wholesale customers' average annual water demand during non-drought years. They have also committed to meeting dry-year delivery needs while limiting rationing to a maximum 20% system-wide reduction in water service during extended droughts. However, several potential constraints have been identified on the future supply availability of the SFPUC RWS. One of the critical factors is the adoption of the 2018 Bay-Delta Plan Amendment by the California State Water Resources Control Board (SWRCB).

The Bay-Delta Plan establishes water quality objectives for maintaining the health of the Bay Delta ecosystem, which includes increasing water flows in the Tuolumne River. The Tuolumne River accounts for 85% of the SFPUC RWS supply. If implemented, the SFPUC anticipates sufficient supply to meet projected water demands in standard years but would experience significant supply shortages in single

and multiple dry years. These shortages would impact Redwood City's water supply from the SFPUC in dry years resulting in estimated shortfalls between 36% and 54%. The Urban Water Management Plan outlines several strategies for addressing this shortfall. In August 2022 the SWRCB issued a notice of preparation pursuant to the California Environmental Quality Act required to begin implementation of the Bay-Delta Plan Amendment. Currently, the Bay-Delta Plan is facing several lawsuits, which makes the likelihood of implementation less certain. In addition, SWRCB continues negotiating with water rights holders, including the SFPUC, to find a middle ground. In November of 2022 the SFPUC and other water rights holders on the Tuolumne River entered a memorandum of understanding with the SWRCB to work towards a voluntary agreement that would establish water supply availability in dry years.

To address projected shortfalls, the SFPUC is evaluating options for new water supplies through an Alternative Water Supply Program including; storage expansion, potable and non-potable water reuse, groundwater banking, water transfers, and desalination. Redwood City partners with SFPUC, among others, on one of these projects called Crystal Springs Purified Water (also known as San Francisco Peninsula Regional Pure Water Project).

Hotter and drier weather may lead to an increased demand in landscape irrigation. The UWMP includes an assessment of the sensitivity of the City's water demand to weather and incorporates predicted weather and climate change data into water demand projections. These projections are based on data published by the International Panel on Climate Change (IPCC) and the California's Fourth Climate Change Assessment San Francisco Bay Area Summary Report (Ackerly et al., 2018). In addition to supporting recycled water use, Redwood City promotes efficient outdoor water use and native gardening practices through several water conservation programs.

- Lawn Be Gone! Turf Replacement Rebate
- Smart Irrigation Controller Rebate
- Irrigation Equipment Rebate
- Smart Home Water Monitor Rebate
- Landscape Education Classes
- Rain Barrel Rebate

Recycled Water System

Expansion of the Recycled Water system continues with two major recycled water pipeline extensions on the horizon. These extensions will be for the 1548 Maple Street and Elco Yards (South Main Mixed Use) projects. The design for the Elco Yards recycled water pipeline extension has been submitted to the City for approval and construction is anticipated in mid-2023. Construction of the 1548 Maple Street pipeline extension is 50% complete. Combined, these projects will save approximately 7 million gallons of drinking water per year by utilizing recycled water for toilet flushing and irrigation. Additionally, these pipe alignments will enable the City to connect other existing and newly developed properties to recycled water, further reducing demands on the potable water system.



1548 Maple Street Pipeline Extension

In the past, recycled water uses were primarily for irrigation, requiring inherently less reliability than dual plumbed uses. As the City expands recycled water indoors for toilet flushing and other non-potable services, it is critical to have a reliable recycled water distribution system. As more dual-plumbed customers are connected for recycled water use indoors, redundant storage and pumping facilities are needed to serve the Central Redwood City area, including downtown. The Recycled Water Feasibility Study identified this need by proposing a second recycled water storage tank and pump station facility in the Greater Bayfront Area. Initial funding for this project has been allocated through the FY 2021-22 and FY 2022-23 CIP; however, like the potable water system, the more significant challenge is acquiring a location for these facilities.

As part of long-range planning for the Recycled Water System, some critical projects are identified and planned for this year:

- Development of a Recycled Water Master Plan. The plan will address the immediate and long-term recycled water needs and identify strategies to expand recycled water system to meet current and future customers.
- Feasibility, design, and construction of a Recycled Water Chlorine Boosting Station to improve the City's recycled water quality due to water age and chemical composition of the water.

Sewer Collection System

The sanitary sewer collection system is systematically upgraded through the ongoing Collection System Replacement Program, replacing approximately ten thousand linear feet of sewer pipes each project cycle. Closed circuit television (CCTV) inspections are also performed annually to understand the condition of the sewer collection system pipelines and evaluated to prioritize pipeline replacements. In conjunction with CCTV inspections, flow monitoring is used to determine system areas that may be susceptible to inflow and infiltration of groundwater and stormwater. It is essential to monitor for these factors as they may contribute to excess flows in the sanitary sewer collection system and reduce the capacity for wastewater flows. Flow capacity has also been evaluated to determine areas of the collection system which may need to be upsized to meet future development flows. In addition to capital improvements to sewer pipelines, the City rehabilitates one to two of its thirty-one sewer pump stations each year. The rehabilitation replaces aging pumps, electrical equipment, and programmable logic controllers and improves the station's aesthetics.

Perhaps the most significant challenge for the sewer system is not from implementing the City's capital improvement or growth of our community but instead comes from the ongoing reconstruction of the SVCW treatment plan. This project is expected to cost upwards of \$900 million. The City is contractually obligated to pay for roughly 50% of this cost. This responsibility was a primary factor for sewer rate increases in the recent past and staff anticipates this will remain a significant contributor to rate increases in the future as well.

Storm Drainage System and Lagoons

The condition of the concrete-lined creeks was assessed in 2012 by BKF Engineers and again in 2019 by City staff. Some areas have been replaced, including 537 linear feet of concrete wall. In 2019 the City Council adopted the 2017-18 Redwood Creek Wall Improvement Project, which replaced another 271 linear feet of concrete base slab. The City has ongoing maintenance responsibility of the concrete lined-channels due to the improvements made in 1962, however, this differs from creeks with natural banks which are the responsibility of the property owner that the creek runs through. The Bayfront Canal and Atherton Channel Flood Improvement and Habitat Restoration Project is a significant collaboration currently underway with adjacent agencies, including OneShoreline, the San Mateo County Flood and Sea Level Rise Resiliency District. Construction of the stormwater diversion structure is substantially complete and in the most recent storms, the diversion structure diverted stormwater from the Bayfront Canal to the Don Edwards National Wildlife Refuge during high tides to mitigate flooding in neighborhoods near the Bayfront Canal and Atherton Channel. PWS staff will maintain and operate the diversion structure under agreement with the partner agencies for the next few years.



Construction photos from the Bayfront Canal & Atherton Channel Flood Protection Project

The County of San Mateo 2021 Multijurisdictional Local Hazard Mitigation Plan anticipates increased heavy rain and more intense storm events as a result of climate change, increasing the likelihood of stormwater run-off and flooding. To reduce such impacts, the City and developers continue to install new green infrastructure. At the scale of a city or county, green infrastructure refers to the patchwork of natural areas that provide habitats, flood protection, cleaner air, and cleaner water for the environment. These benefits are realized by the absorption and storage of stormwater throughout the City rather than flowing to our creeks and the Bay. The City is also working with OneShoreline to develop a sea level rise vulnerability assessment in order to better understand and plan for sea level rise impacts in Redwood City.

Stormwater pump stations are maintained monthly, but rehabilitation and replacement of pumps can incur high costs. Capital projects are developed based on available funding. The federal government granted the City \$809,000 in August 2021 to design improvements to the Bradford Stormwater Pump Station. Design is underway. Staff estimates it will cost \$1.1 million to take the project through planning, design, and environmental clearance, with additional costs for construction. The City is currently designing improvements to the Bradford Pump Station to allow the pump station to handle the stormwater flows during a 100-year storm event.

Upstream stormwater flows significantly impact downstream channel conditions. All of the City's stormwater is eventually conveyed to the San Francisco Bay via waterways such as Steinberger Slough,

Smith Slough, Redwood Creek, and Westpoint Slough which receive flows from multiple upstream jurisdictions. Upstream stormwater flows deposit sediment in these downstream waterways every year. Clearing sediment downstream through dredging of waterways requires regulatory permits and oversight from agencies such as the Regional Water Quality Control Board and the U.S. Army Corps of Engineers, as well as specialty equipment, crews, and material disposal. The City will need to engage other agencies, including the City of San Carlos and the County of San Mateo, to develop comprehensive stormwater management and flooding mitigation solutions and obtain necessary funding. OneShoreline could be a valuable partner in this effort.



Photos of downstream receiving waters for Cordilleras Creek and Redwood Creek

The City maintains and operates the Redwood Shores Lagoon is maintained and operated to ensure stormwater capacity during the winter months. PWS recently updated the lagoon management plan. The updated plan will guide staff in best practices and help to ensure the City meets water quality objectives set forth by the San Francisco Regional Water Quality Control Board. It will also help staff maintain a healthy ecosystem for aquatic life and create optimal aesthetic conditions for the community. Water quality parameters and objectives are currently being met; however, sediment build-up has been identified in localized areas that will require dredging. Dredging has been performed in the past, but requires significant regulatory permitting and funding. Staff continue to explore dredging opportunities for the Redwood Shores Lagoon. In recent years staff have observed an increase in the need for algae management activities due to warmer weather experienced in late winter and early spring. This may be attributable to the overall effects of climate change. To support this effort, the Redwood Shores Maintenance Fund accounts for funds collected from property owners in the Redwood Shores area for the maintenance and improvements of water channels and infrastructure. However, unlike the other utilities the City operates which have self-supporting enterprise funds, the Stormwater System does not have a dedicated funding source and competes with other priorities from the City's General Fund.

EQUITY IMPACT STATEMENT

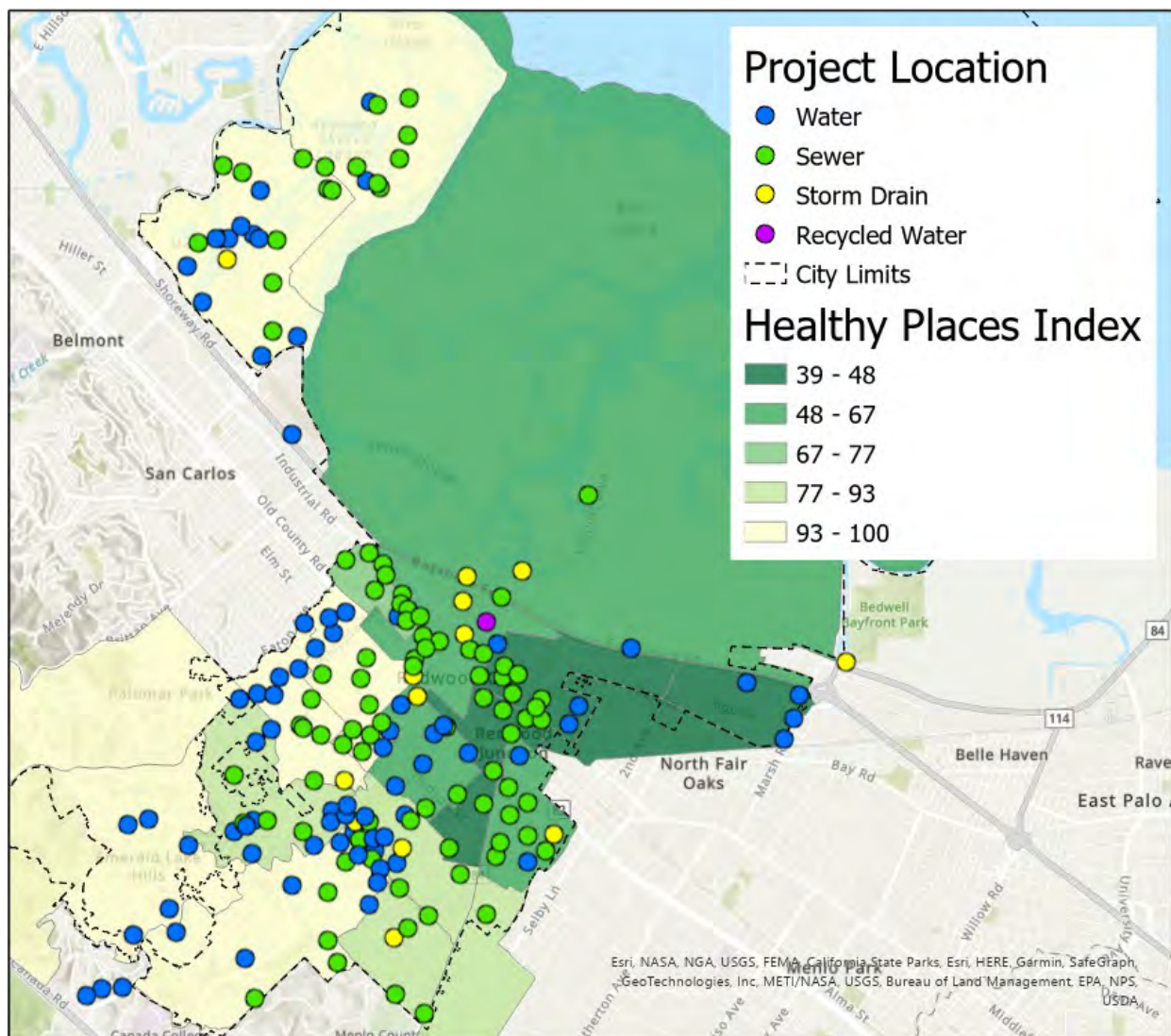
Equity and/or inclusion was considered in development or implementation of item through the following means:

Equity considered in after-the-fact analysis due to:

- Planning documents for utilities were last updated 10 or more years ago and were not specifically developed with an equity lens for project implementation.

Application of a geographic equity index to see if underserved areas (areas experiencing inequities right now) are more or less impacted by this intervention:

Staff reviewed utility infrastructure projects completed since 2009 and planned through 2023 in conjunction with the Healthy Places Index and projects were found to be fairly evenly distributed throughout each utility's service area including underserved areas. A map representing the general locations of these projects for each utility is shown below.



Learnings related to equity consideration:

After the fact analysis indicates that underserved areas are not disparately impacted. However, staff recognizes the opportunity to improve upon equity when implementing utility infrastructure projects and will explore adding an equity component into the criteria used to prioritize projects into planning documents.

FISCAL IMPACT

The City's water and sewer utilities are City enterprises, with all operating and capital costs accounted for in designated funds. Rate payers pay for all operations and maintenance costs for these utilities such as system maintenance and upgrades, inspection, repairs and rehabilitation. Wastewater treatment and disposal costs and debt service payments are also funded through the sewer enterprise fund. The City's Stormwater Drainage System does not have a dedicated funding source for capital improvement and competes for resources from the General Fund. The City may explore creation of an enterprise fund with dedicated funding for stormwater. Impact fees charged for new developments are used to fund existing and future infrastructure to serve new growth..

In managing utility rates, the City Council has sought to avoid sharp cost increases for customers while also ensuring that necessary operations and maintenance costs are funded. Rates generally increase yearly as operating costs increase and as long-term capital projects are funded. Utility rate studies are conducted using outside consultants to assess cash flow projections and to make recommendations for rate increases. These recommendations are brought before the City Council for approval. Rates increases are generally proposed for multiple years at a time. The last set of sewer rates increases was approved by the City Council in 2018 and the final approved rate increase took effect on July 1, 2021. Similarly, water rates are historically assessed to keep pace with the cost increases of purchasing wholesale water from SFPUC, and the capital needs of the water enterprise. The last water rate increase took effect on July 1, 2018. Staff is currently working with HF&H Consultants to prepare new cash flow projections and recommendations for potential rate increases in FY2023-24. The City has a utility billing system maintained jointly by the Administrative Services Department's Finance Division and PWS to bill customers for water and sewer services received from the City. PWS is primarily responsible for reading and maintaining water meters for billing. The Revenue Services Section of the Finance Division is responsible for generating bills and maintaining customer accounts. Beginning July 2022 the City began a five-year pilot plan to collect sewer rates through property tax bills for residential customers with one dwelling unit per parcel.

The City also offers a Utility Rate Assistance Program (URAP) through the utility billing system. The URAP has been available since 2017 and provides a discount for water and sewer utility charges for qualifying low-income customers as a credit on their bill and in January 2023 began providing a discount for garbage customers too. This program is funded through late fees paid by other customers; the City must charge customers for the cost of their service and cannot require some customers to directly subsidize the cost of other customers as part of the rate structure.

When properties in Redwood City are redeveloped, or land is initially developed, the development pays fees to address its impacts to the water, sewer, and/or stormwater utilities. Significant developments may also be required to install new utilities on their property. Existing ratepayers are not expected to absorb the cost of expanding the system to address development needs.

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

ALTERNATIVES

Council may provide feedback to staff during this study session regarding the long-range utility plans the City has in place.

ATTACHMENTS

None

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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.

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 2023 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.

ECONOMIC OVERVIEW

Global and National Outlook

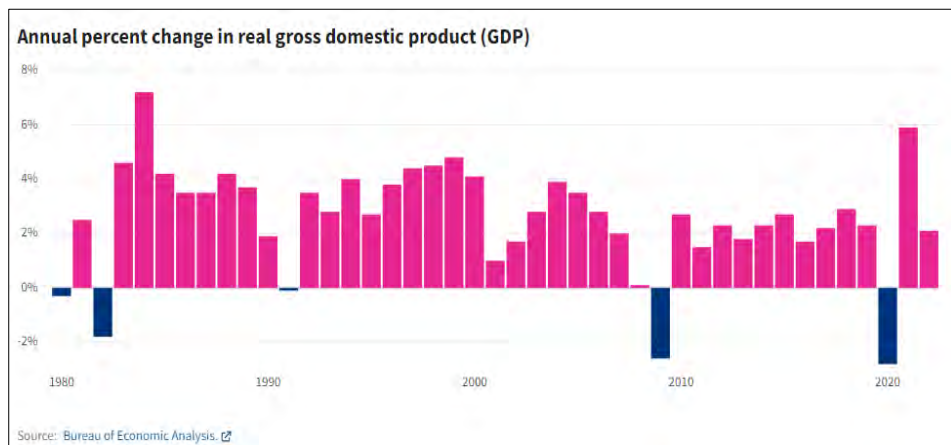
While economists debate whether a recession is imminent (or may have begun already), they generally agree the U.S. economy is now slowing.

“Global growth is expected to decelerate and bottom out in 2023, as rising interest rates and Russia’s war in Ukraine weigh on activity. Global inflation is easing but remains stubbornly high, and banking strains in the US and Europe have injected greater uncertainty into an already complex economic landscape.”

- International Monetary Fund (IMF) Press Briefing, May 3, 2023

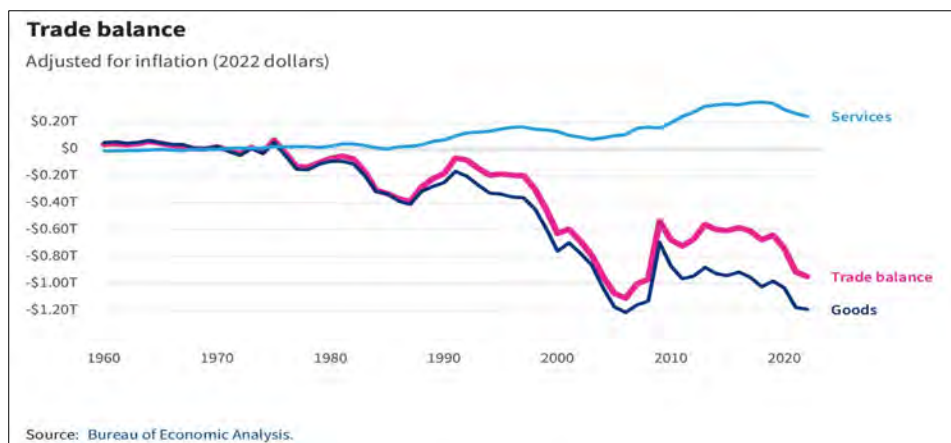
Gross domestic product (GDP) is the calculated value of all goods and services produced in a country. It has been used as a measurement of the U.S. economy since 1934 and has been adopted internationally as the standard for measuring economies since World War II. Its focus is on economic production.

In 2022, the U.S. GDP increased 2.1% after having increased 5.9% in 2021 with the pandemic recovery. U.S. GDP fell in the first half of 2022, but grew in the second half of the year to reach \$25.5 trillion. GDP grew at an annual rate of just 1.1% in the first three months of 2023, compared to 2.6% in the previous quarter.



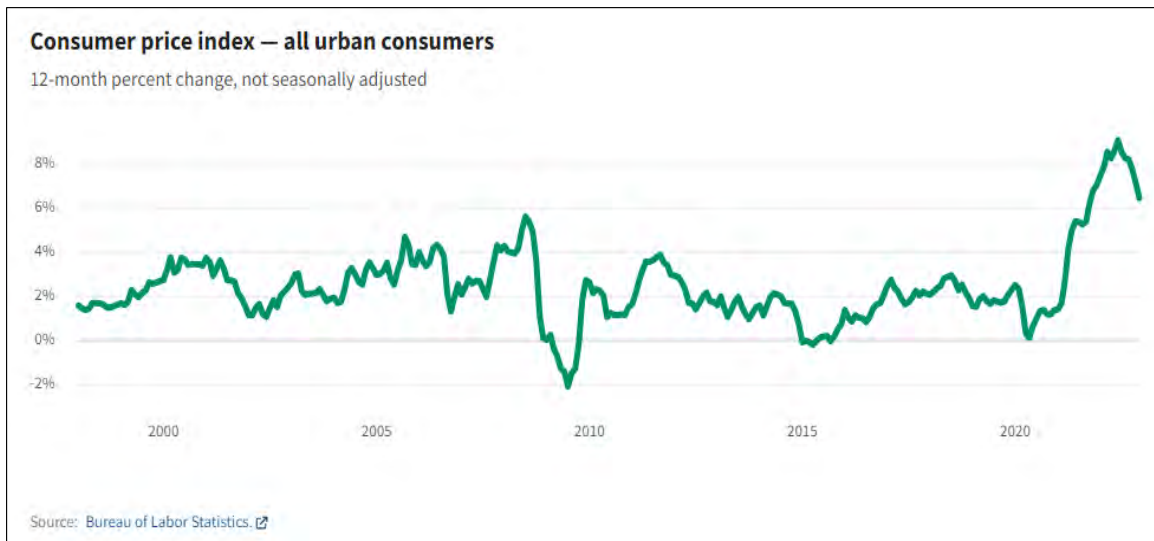
Declining inventories and housing investment were contributing factors.

Last year, the US imported \$948.1 billion more than it exported, leading to a 3.9% increase in the **trade deficit** from 2021. This is the 5th largest annual trade deficit, after adjusting for inflation. The goods trade deficit reached almost \$1.2 trillion in 2022, near the all-time high.



ECONOMIC OVERVIEW

Inflation is a measurement of the rate at which consumer prices increase. Year-over-year inflation was 6.5% in December 2022. That's down from June 2022's rate of 9.1%, the largest 12-month increase in 40 years.



Inflation grew at the beginning of last year partly due to rising food and energy prices (like gasoline), while housing costs contributed throughout 2022. American consumer personal spending grew at annual rate of 3.7% in the first quarter of 2023, with increases in both goods and services.

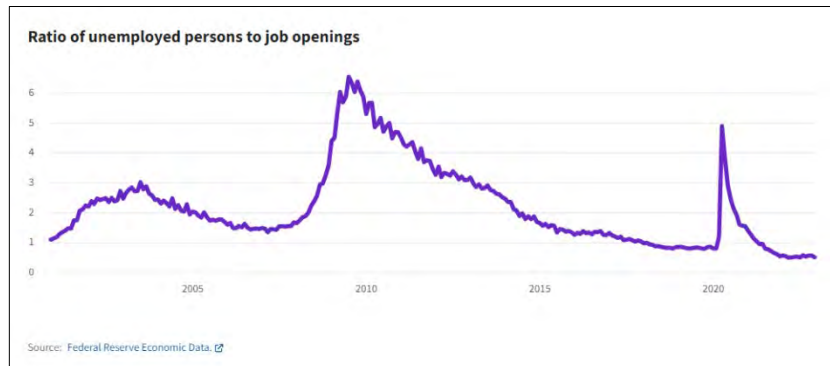
In an attempt to curb inflation, the Federal Reserve raised **interest rates** at ten consecutive meetings in 2022 and through April 2023, increasing the target rate from near zero to between 5.0 and 5.25%.

Rate increases make it more expensive for banks to borrow from each other, and banks pass these costs on to consumers through increased interest rates.



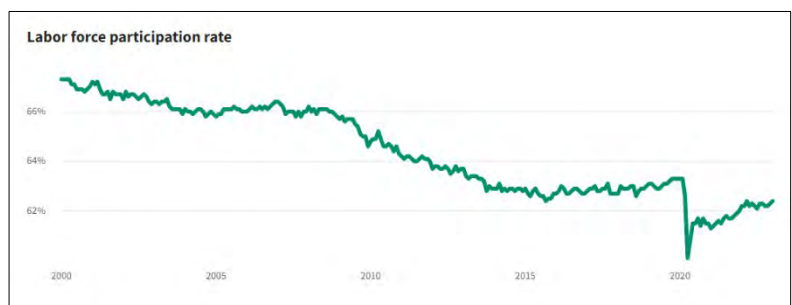
ECONOMIC OVERVIEW

After more than quadrupling in April 2020 at the onset of the pandemic, the **ratio of unemployed people to job openings fell** and settled from December 2021 to December 2022 to 0.5 - 0.6 unemployed people per job opening. This is the lowest level since data first became available in 2000.



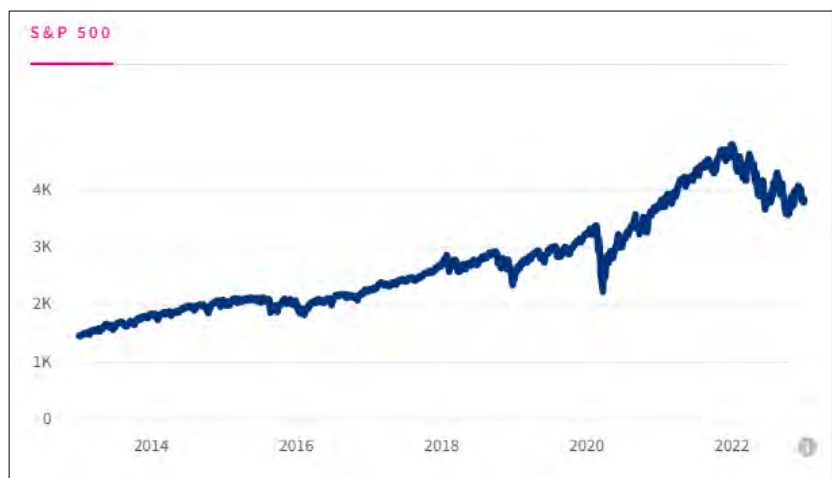
Though job growth in March 2023 was the slowest in more than two years, job growth in April 2023 was stronger than expected as the U.S. economy added 253,000 new jobs.

However, the **labor force participation rate** remains almost one percentage point below February 2020. An additional 2.5 million workers would need to be in the labor force for the participation rate to reach its pre-pandemic level.



How is it possible that the labor force participation rate is down when the ratio of unemployed people to job openings is so low? Analysts suggest the “Silver Tsunami” of Baby Boomer retirees that had been anticipated over the last decade was slow to materialize in the wake of the 2008 recession, as indicated by the plateau in the labor force participation rate during the half decade prior to the pandemic, but it finally arrived in the early 2020s.

The pandemic, together with the strong **stock market performance** of 2021, led to the “Great Resignation” of large numbers leaving the workforce, including many retirees who will not be returning to work. **As current employees continue to age into retirement, the labor force participation rate is anticipated to maintain this dynamic rather than returning to pre-pandemic patterns, unless it is offset by a greater amount of population growth through immigration.** This will deepen recruitment challenges for employers and accelerate the need to modify approaches to work.



Source of charts: usafacts.org/state-of-the-union/economy

ECONOMIC OVERVIEW

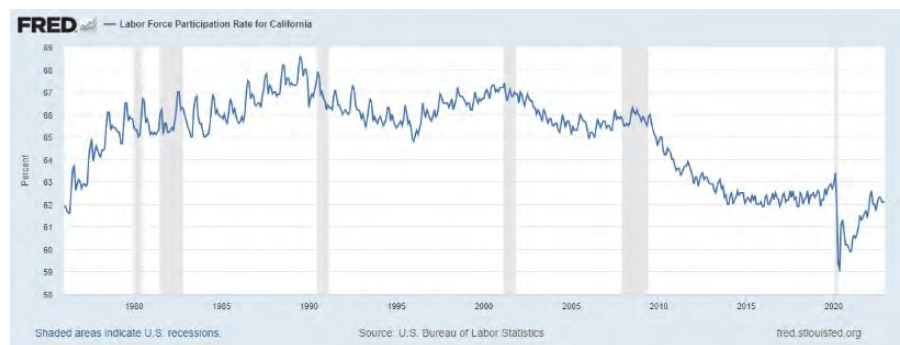
State Outlook

On May 12, 2023, California Governor Gavin Newsom announced a revised state budget of \$306 billion with a deficit that has grown by nearly \$10 billion from January of this year to almost \$32 billion. Roughly half of the state's revenue comes through income tax from the wealthiest 1 percent of Californians, whose earnings have been reduced by the recent downturn in the stock market depicted in the chart above.

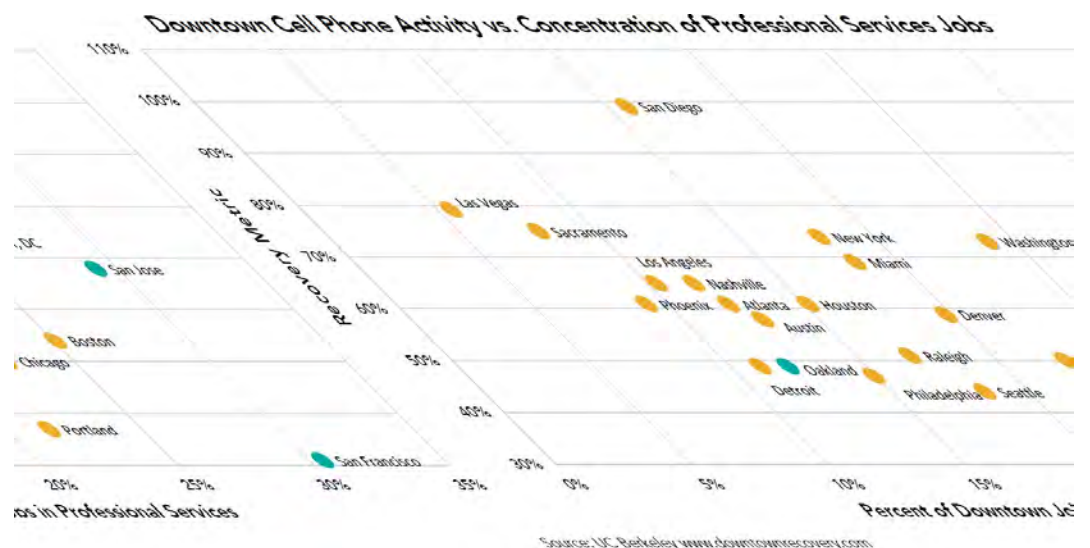
California has long boasted an economy comparable to that of the most successful nations in the world. In October 2022, Bloomberg reported California was poised to overtake Germany as the fourth largest economy in the world after the U.S., China and Japan.

California's GDP consistently ranks #1 among states in America. For 2022 it was \$3.6 trillion, which is 14% of the U.S. total GDP. Statewide growth reached a pace of 3.8% in the third quarter of 2022, exceeding the nation's pace of 3.2%. In 2021, California's growth was 7.8%, well above the national growth of 5.9%.

Similar to national trends, the state labor force participation rate steadily recovered in 2021 but appears to be leveling out at least a full percentage point below pre-pandemic levels.



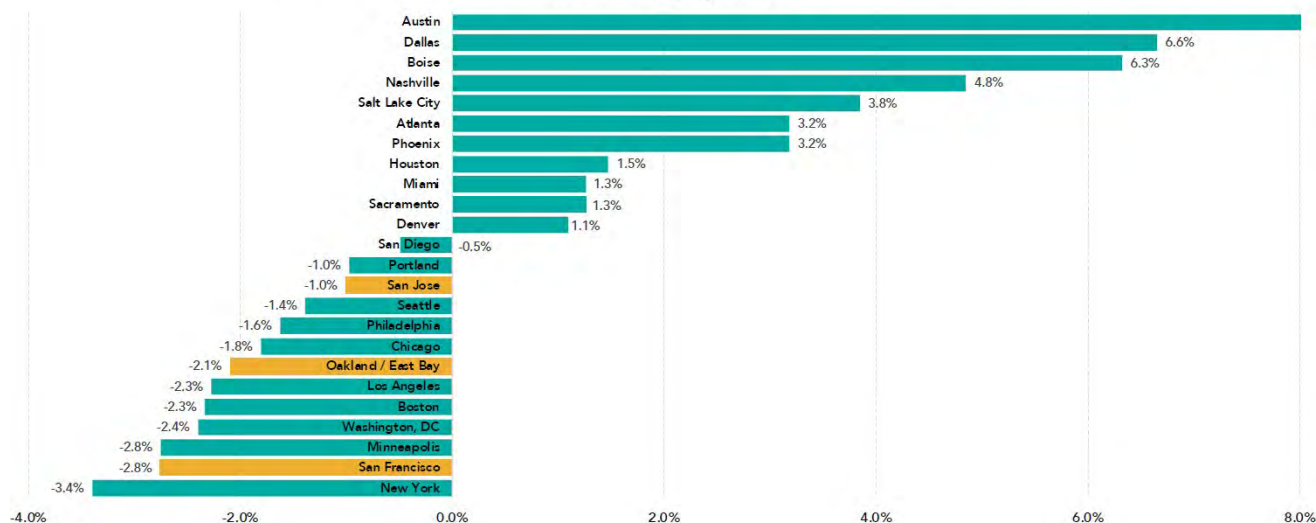
As remote work has reduced the number of office workers in downtown centers, the recovery rate of downtowns continues to lag that of suburban areas nationwide, but the San Francisco city center is suffering the greatest. Economists have identified cell phone activity as their primary new measure of an activated downtown.



ECONOMIC OVERVIEW

California’s urban areas, like those nationwide, are lagging behind suburbs and second-tier metropolitan areas that have enjoyed much stronger job recovery rates from the pandemic compared to the more expensive cities.

Employment Change by Metro Area: January 2020 to June 2022
(non-farm employment)



Source: U.S. Bureau of Labor Statistics

Analysis: Bay Area Council Economic Institute

Note: San Francisco data is for the Metropolitan District, which includes San Mateo County. Oakland data includes both Alameda and Contra Costa counties. All other data points are for Metropolitan Statistical Areas.

With respect to property values, statewide growth in home prices peaked in the summer of 2022 and has since declined significantly. This has implications for Redwood City’s property tax revenues and is discussed in more detail below, in the context of the regional/local economy.

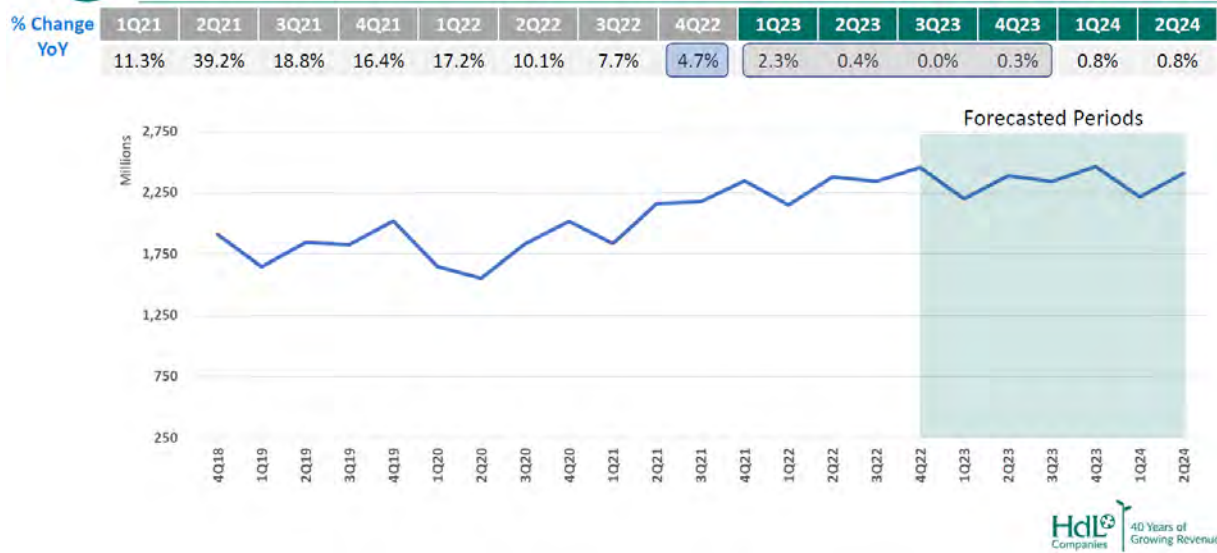
State/Region/County	Median Sales Price of Existing Single-Family Homes					Sales	
	Dec. 2022	Nov. 2022	Dec. 2021	Price MTM%	Price YTY%	Sales MTM%	Sales YTY%
Calif. Single-family home	\$774,580	\$777,500	\$796,570	-0.40%	-2.80%	1.10%	-44.10%
Calif. Condo/Townhome	\$590,000	\$612,000	\$612,750	-3.60%	-3.70%	-11.00%	-47.90%
Los Angeles Metro Area	\$716,500	\$720,000	\$720,000	-0.50%	-0.50%	1.90%	-49.40%
Central Coast	\$869,860	\$900,000	\$900,000	-3.30%	-3.30%	-9.20%	-45.90%
Central Valley	\$430,000	\$445,990	\$450,000	-3.60%	-4.40%	3.20%	-39.30%
Far North	\$350,000	\$366,000	\$379,000	-4.40%	-7.70%	-5.30%	-38.30%
Inland Empire	\$535,000	\$540,000	\$540,000	-0.90%	-0.90%	-0.10%	-54.00%
San Francisco Bay Area	\$1,084,500	\$1,225,000	\$1,200,000	-11.50%	-9.60%	-9.90%	-37.40%
Southern California	\$743,180	\$750,000	\$749,900	-0.90%	-0.90%	1.70%	-48.30%

Source: HdL Coren & Cone

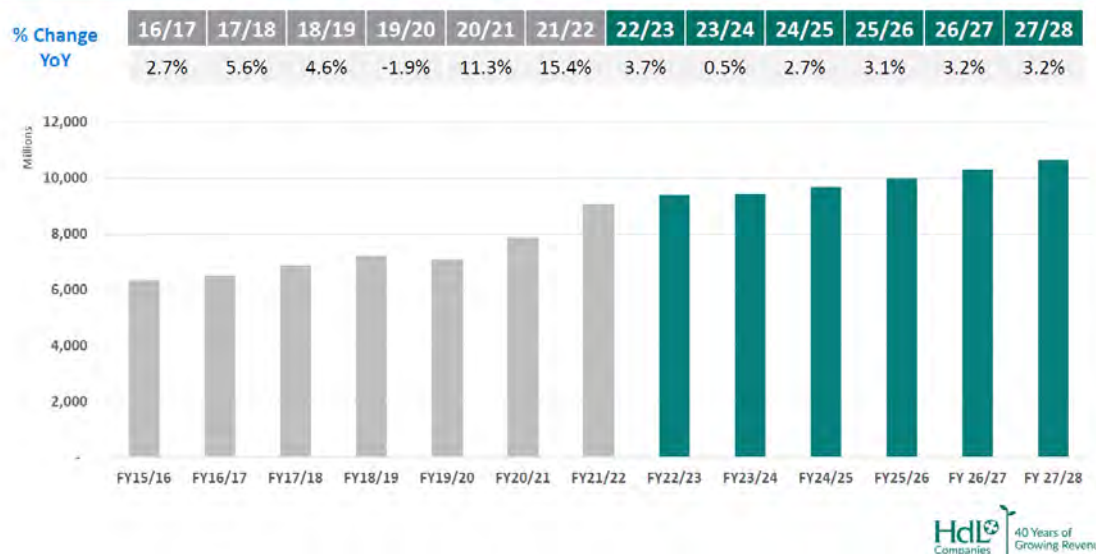
ECONOMIC OVERVIEW

Like property tax, sales tax is a significant factor in local government budgeting. More than 20 percent of Redwood City’s General Fund relies on sales tax revenues. As the economy came roaring back from the pandemic over the past two years, sales tax experienced double-digit growth in California. **This growth slowed in the latter half of 2022 and is expected to come to a halt in 2023, followed by comparatively modest growth for several years thereafter.**

HdL Statewide Trend Quarterly Outlook



HdL Statewide Trend – Annual Outlook (FY)



ECONOMIC OVERVIEW

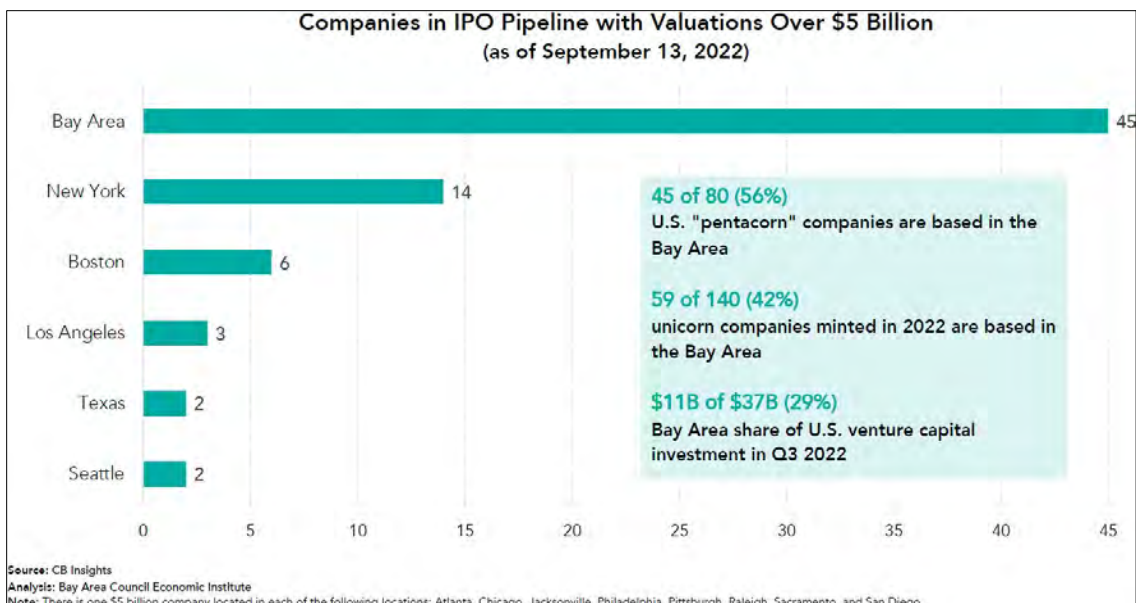
Regional Outlook and Redwood City's Local Economy

Due to the concentration of high-value industries in Silicon Valley, the San Francisco Bay Area – including San Mateo County – leads the state and the nation in GDP.

Gross Domestic Product (GDP) Change by County – Top 15

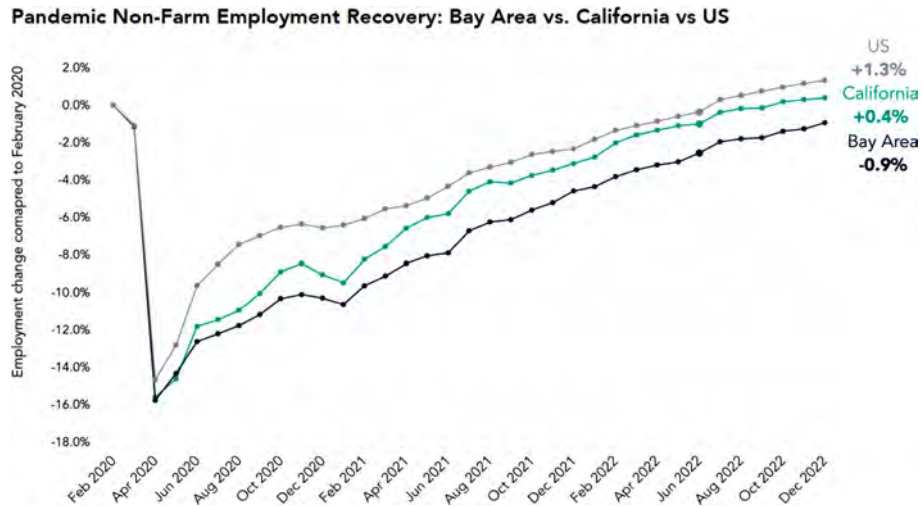
County	2019-2020 % Change	2020-2021 % Change	▼ CAGR 2019-2021
Santa Clara (San Jose)	4.7%	13.3%	8.9%
San Francisco	-0.2%	14.0%	6.7%
Travis (Austin)	1.8%	11.6%	6.6%
San Mateo	0.4%	12.9%	6.5%
King (Seattle)	3.7%	8.9%	6.3%
Mecklenburg (Charlotte)	2.6%	6.0%	4.3%
Maricopa (Phoenix)	0.7%	6.9%	3.7%
Middlesex (New Jersey)	-0.4%	7.3%	3.4%
Broward (Fort Lauderdale)	-2.5%	8.7%	3.0%
San Diego	-2.5%	7.8%	2.6%
Fairfax (DC)	-1.3%	6.3%	2.4%
Dallas	-1.8%	6.6%	2.3%
Suffolk (Boston)	-2.3%	7.1%	2.3%
Fulton (Atlanta)	-4.8%	9.2%	2.0%
Oakland (Detroit)	-3.8%	7.8%	1.8%

The Bay Area remains the innovation capital of the nation. Only ten years ago, the term “unicorn” was first used by a venture capitalist to describe a new company valued at over \$1 billion. In 2022, 140 unicorn companies were birthed in the United States; 59 were in the Bay Area. Today, exceptionally high-valued companies are now “pentacorns” with a value of \$5 billion or more. In 2022, 56% of them started here.



ECONOMIC OVERVIEW

By the end of 2022, employment levels in the nation and the state had fully recovered from the pandemic, while the Bay Area was down 38,600 jobs from pre-pandemic levels. Cities like San Rafael and Vallejo were only 56% and 74% recovered respectively, but San Mateo County had fully recovered by mid-2022.



Source: Bay Area Council Economic Institute

In fact, at the end of 2022, San Mateo County enjoyed the strongest unemployment rate in the Bay Area.

Unemployment Rates by Bay Area County (December 2022)

County	Labor Force	Employed	Unemployed	Unemployment Rate
San Mateo	457,600	449,000	8,600	1.9%
Santa Clara	1,060,500	1,038,800	21,700	2.0%
San Francisco	578,400	566,700	11,700	2.0%
Marin	128,800	126,000	2,800	2.2%
Sonoma	248,400	242,100	6,300	2.5%
Alameda	831,100	808,400	22,700	2.7%
Contra Costa	554,700	538,400	16,200	2.9%
Napa	67,400	65,400	2,000	3.0%
Solano	200,700	193,100	7,700	3.8%
BAY AREA	4,127,600	4,027,900	99,700	2.4%

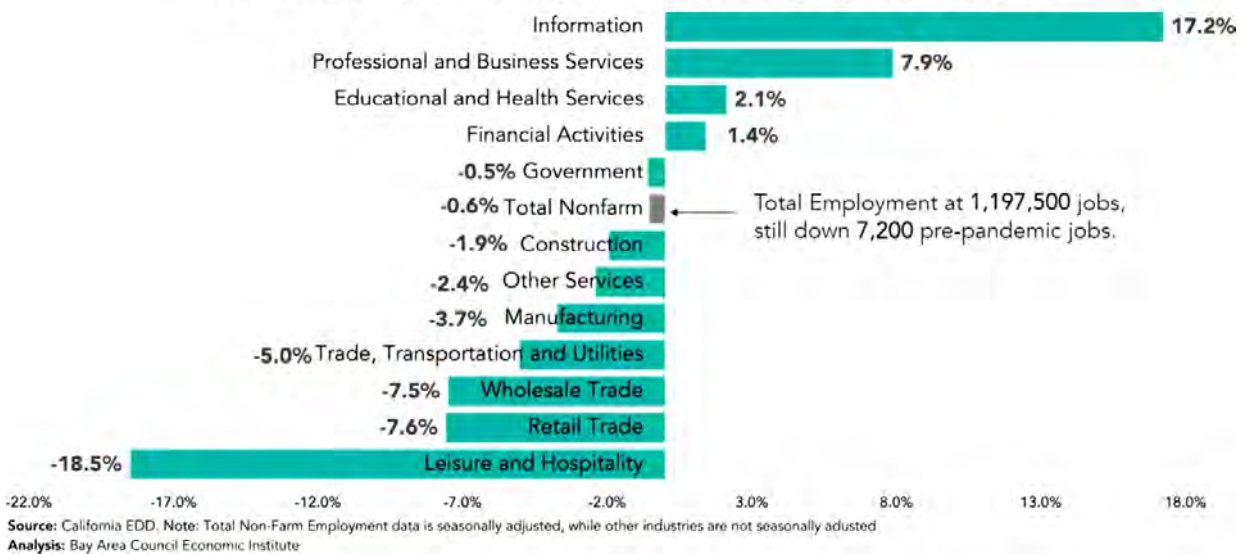
Source: Bay Area Council Economic Institute

However, technology companies began announcing layoffs in an industry-wide correction during the latter part of 2022 that have continued through the first half of 2023. A current list of technology industry layoff announcements can be found at <https://techcrunch.com/2023/05/05/tech-industry-layoffs/>. City staff continue to monitor this troubling development.

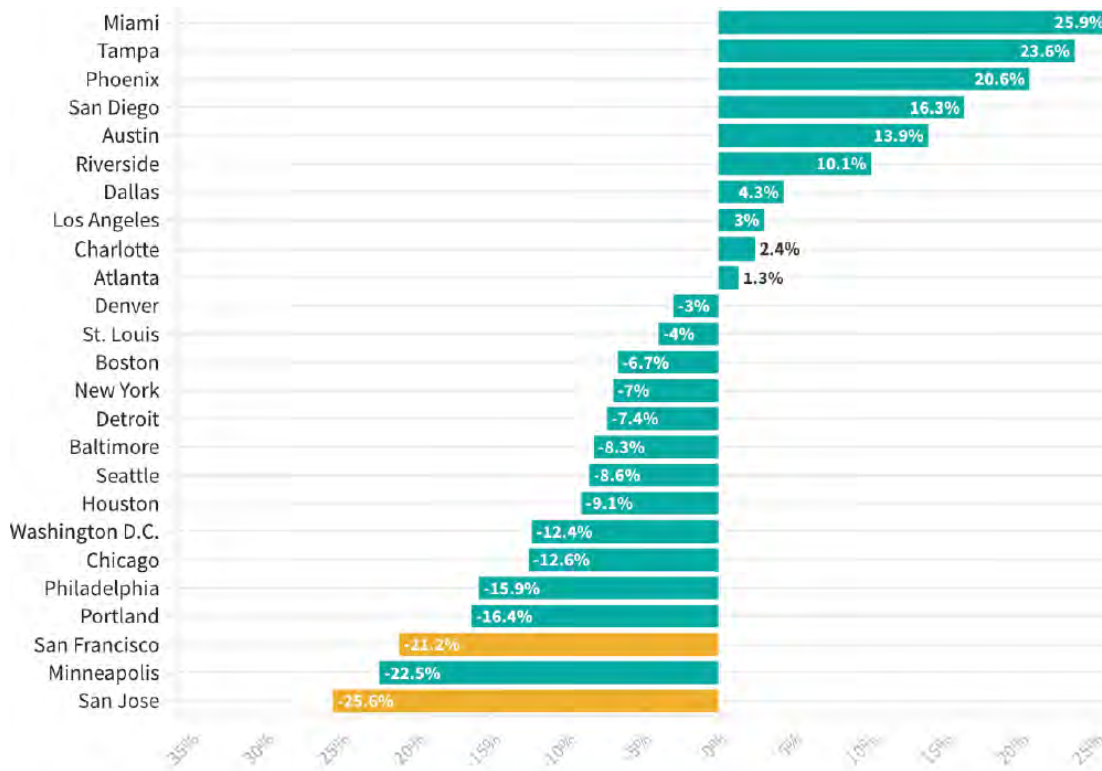
ECONOMIC OVERVIEW

Job recovery has been strongest in the sectors that include technology, like information, health, and business services, while hospitality and retail have continued to lag.

Job Recovery in San Francisco/San Mateo Counties, Feb 2020 - Dec 2022



The Bay Area's tourism recovery from the pandemic significantly lags the rest of the nation.

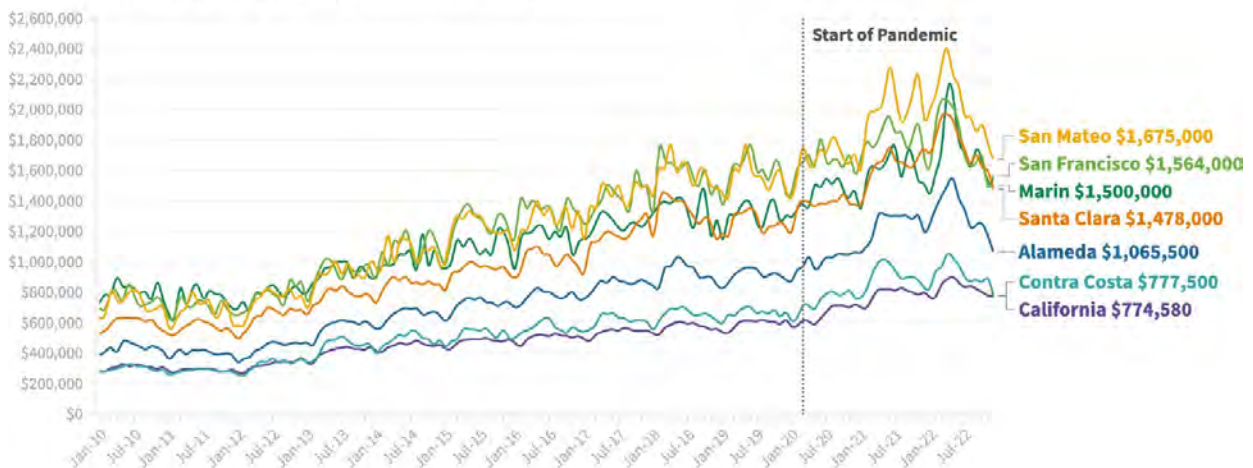


ECONOMIC OVERVIEW

At 40% of the General Fund, property tax is the primary source of revenue for City operations. In 2020-2021, San Mateo County home prices exceeded those of San Francisco at an average of more than double the statewide average.

Median price for homes sold within each month

As of December 2022, for single-family detached homes only



Source: California Association of Realtors • Analysis: Bay Area Council Economic Institute

After peaking in the first quarter of 2022, the sale price of residential homes in Redwood City declined by the third quarter of 2022 and then slowed their decline to fourth quarter levels comparable to those of the previous year.

Redwood City Detached Single Family Residential Full Value Sales



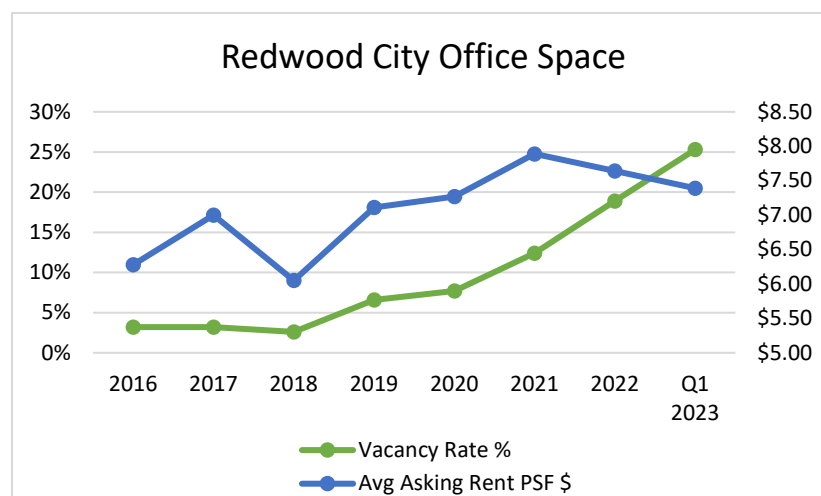
Source: HdL Coren & Cone

ECONOMIC OVERVIEW

With respect to commercial real estate: despite tenants from the life science sector growing throughout the region, overall office vacancy rates grew steadily in 2022 and have accelerated in the first quarter of 2023. **In fact, the office vacancy rate for the first quarter of 2023 is more than double the vacancy rate in 2021, at 25% and 12.4% respectively. After climbing steadily, asking rent rates leveled off in late 2022 and began to come down in 2023.** City staff continue to monitor this troubling trend.

Market Summary Q4 2022				
Submarket	Building Base SF	Total Available SF	Vacancy	Avg. Asking (FS)
Daly City	966,712	32,401	3.4%	\$3.56
Brisbane	1,618,048	151,815	9.4%	\$6.84
S. San Francisco	15,174,664	752,674	5.0%	\$7.90
San Bruno/Millbrae	1,974,473	216,106	10.9%	\$6.75
Burlingame	3,447,723	254,939	7.4%	\$4.93
North County	23,181,620	1,407,935	6.1%	\$6.97
San Mateo	8,517,499	1,456,704	17.1%	\$5.56
Foster City	5,114,337	408,214	8.0%	\$5.57
Redwood Shores	6,300,880	1,040,654	16.5%	\$6.41
Central County	19,932,716	2,905,572	14.6%	\$5.87
Belmont/San Carlos	3,070,680	610,718	19.9%	\$6.52
Redwood City	7,657,770	875,899	11.4%	\$7.34
Menlo Park	10,283,383	936,163	9.1%	\$9.60
South County	21,011,833	2,422,780	11.5%	\$8.01
Total	64,126,169	6,736,287	10.5%	\$6.87

Source: Cushman & Wakefield



TEN-YEAR FORECAST

INTRODUCTION

The Ten-Year 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

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 dramatic loss of revenue necessitated an increased commitment to financial discipline. The City successfully avoided layoffs and furloughs only through difficult departmental budget reductions and hiring freezes over the past three years. This has taken a toll on City staff and systems as resources have been stretched to maintain services to the community.

As of May 2023, economists debate whether or not a recession is imminent (or may already have begun), but they generally agree the U.S. economy is now slowing. Global factors, including extraordinary inflation and Russia's war in Ukraine, remain significant. Recent bank failures have rattled the national economy, and corrections in the technology industry have resulted in more than 160,000 layoffs in the first four months of 2023. In the Redwood City region those layoffs, combined with residual pandemic remote work habits, are resulting in exceptionally high vacancy rates in commercial office buildings, which can negatively impact property tax revenues as well as businesses that rely on a workforce population to supplement the business demands of city residents.

As the economy begins to stall, the City is projected to experience a 3 percent drop in General Fund revenue for City operations in FY 2023-24 due primarily to reductions in sales tax revenues, followed by an additional 1 percent reduction in FY 2024-25 due to softening property tax revenues. In addition, the City must address escalating contributions for long-term liabilities associated with retired employees during this same period.

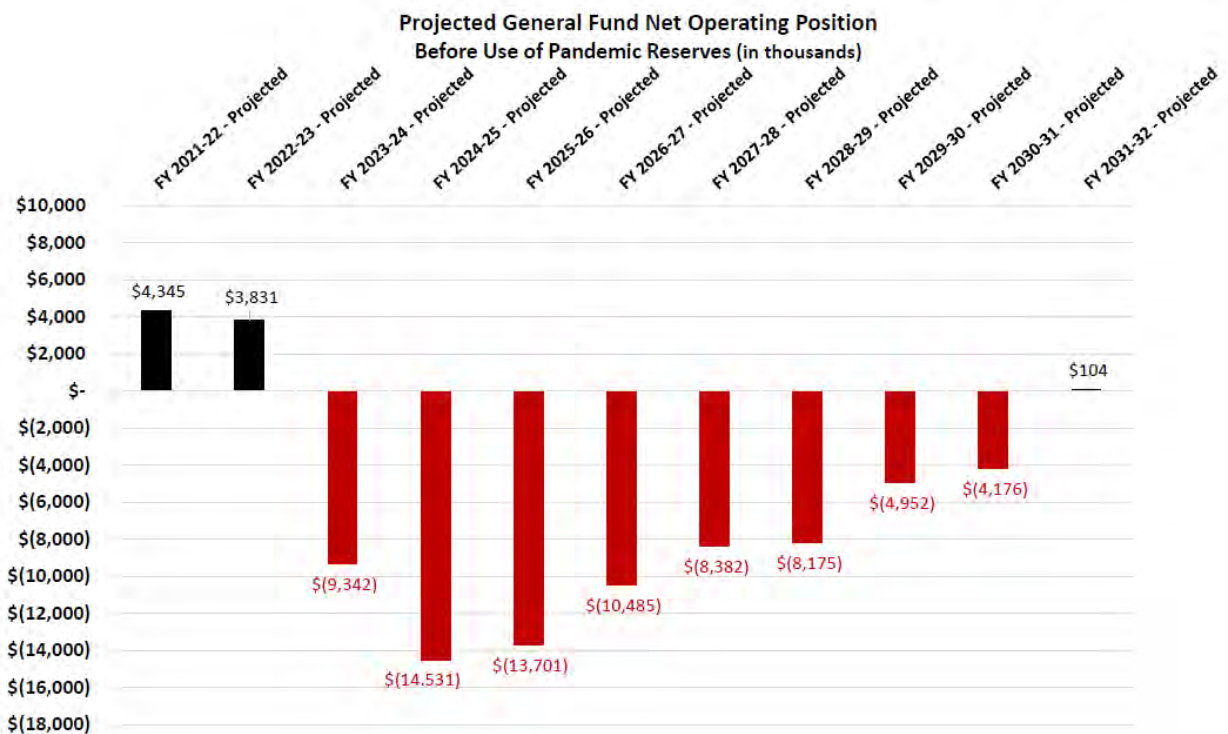
The Forecast projects a deficit operating position beginning in FY 2023-24, before accounting for the use of reserves that have been set-aside from previous fiscal year operating balances. The City Council has a history of taking intentional, proactive, and strategic steps to ensure fiscal sustainability, including adopting a structurally balanced annual budget, funding long-term needs, and maintaining a 15 percent General Fund reserve level (currently \$24.5 million). This reserve is not being tapped to maintain services; instead, staff recommend using pandemic reserves set aside over the last two years to address these anticipated deficits.

TEN-YEAR FORECAST

NET OPERATING POSITION

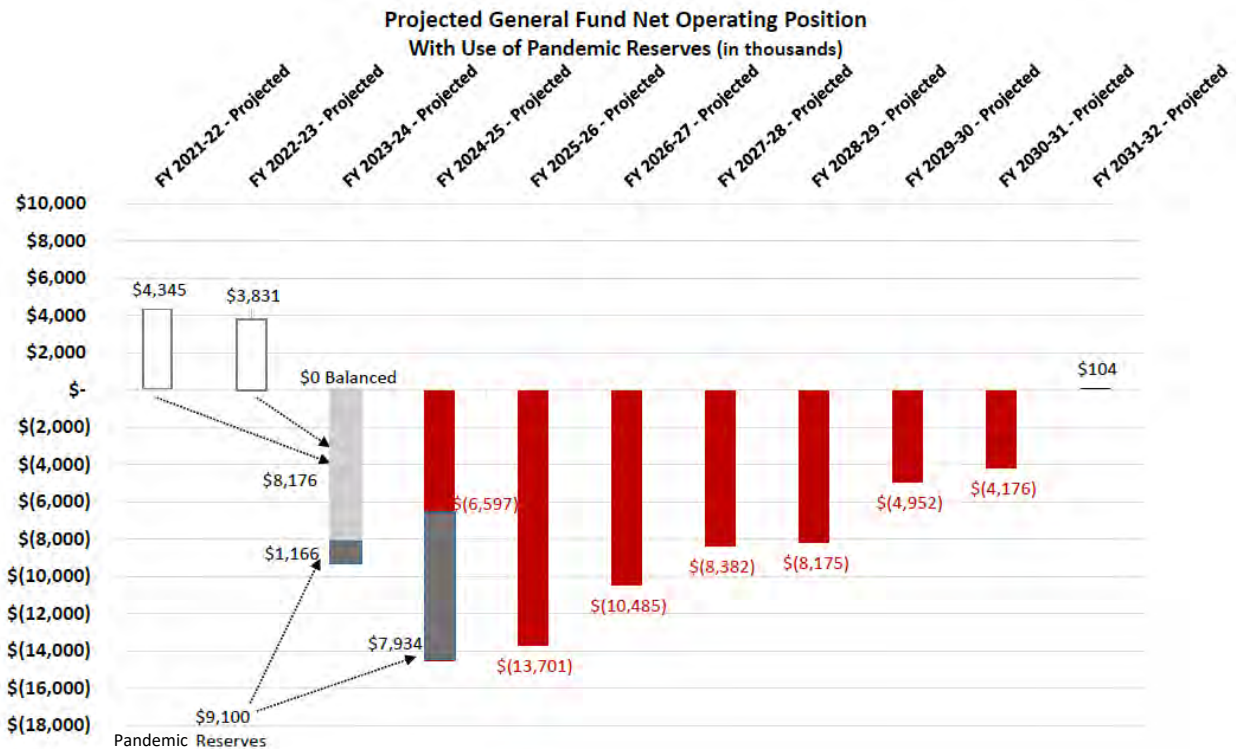
The Forecast shows a projected budget deficit of \$9.3 million in FY 2023-24, which increases to \$14.5 million in FY 2024-25. Subsequent deficits of \$13.7 million, \$10.5 million, and \$8.4 million are projected for FY 2025-26, FY 2026-27, and FY 2027-28, respectively. These estimated deficits do not take into consideration the use of designated reserves that have been set aside from previous operating balances. Without intervention, the City is projecting annual deficits averaging \$9.2 million over the next eight years before returning to a balanced budget in FY 2031-32.

As shown in the chart below, the annual budget deficit is projected to be \$9.34 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 cautious spending over time.



TEN-YEAR FORECAST

The chart below shows the projected operating balances/(deficits) over the next ten years utilizing projected fund balances for Fiscal Years 2021-22 and 2022-23, together with \$9.1 million in designated pandemic reserves that were set aside from previous operating balances, to balance the proposed budget for FY 2023-24 and reduce the projected shortfall for FY 2024-25 from \$14.5 million to \$6.6 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 \$24.5 million).

FORECAST ASSUMPTIONS

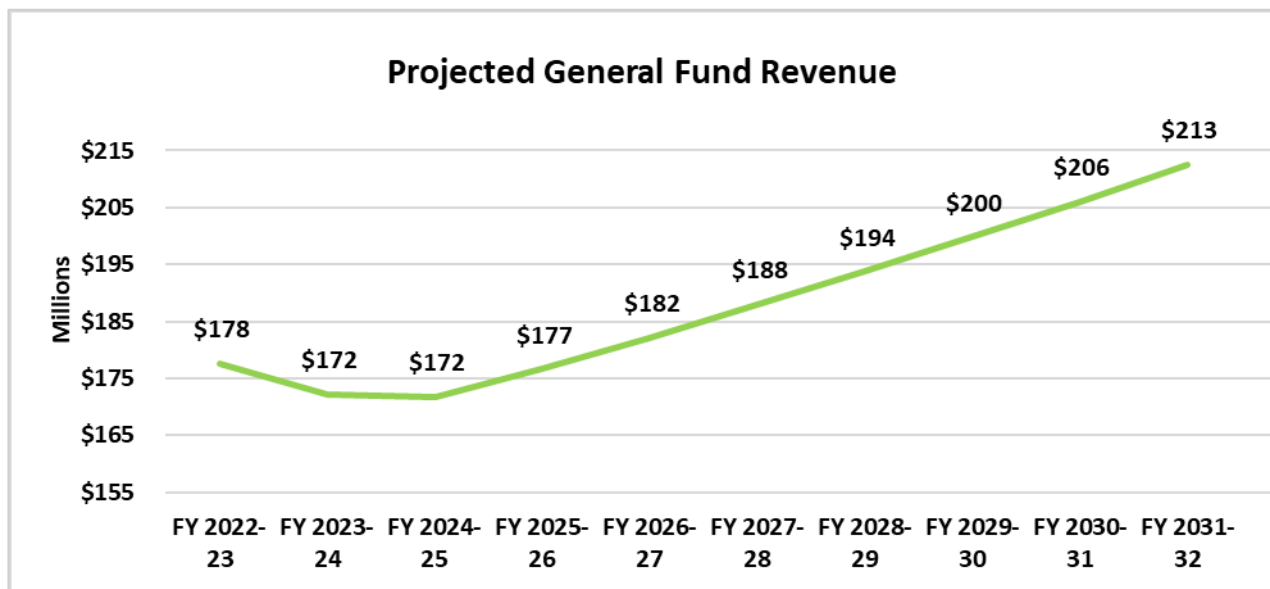
The Forecast is based on assumptions compiled from a variety of sources and summarized in the Economic Overview. The majority of Redwood City’s General Fund revenues come from property tax (roughly 40 percent of revenues) and sales tax (roughly 20 percent of revenues). Assumptions regarding these revenue sources that inform the Forecast include:

TEN-YEAR FORECAST

- Property tax revenues are projected to soften from recently higher trends to a 3.5 percent increase in FY 2023-24, followed by a 3 percent increase in FY 2024-25 and a 3.5 percent increase in FY 2025-26. This is due to significantly rising vacancy rates in commercial real estate, home sale prices that began softening in late 2022, and a decrease in State support for backfilling shortfalls in certain property tax categories discussed below. Staff is forecasting a return to increases in property tax revenues of 4.0 – 4.2 percent annually from FY 2026-27 through FY 2031-32.
- Sales tax revenues are projected to be 4 percent lower in FY 2023-24. Following a dramatic drop in revenues at the beginning of the COVID-19 pandemic, sales tax enjoyed a robust recovery over the last two years. However, that growth slowed in the latter half of 2022 and is expected to come to a halt this year before returning to a more modest rate of 2 percent increases annually going forward.

REVENUES

As indicated in the chart below, General Fund revenues are expected to decline and stabilize over the next couple of years before returning to more steady but gradual growth in FY 2025-26. The chart below includes all known federal and state assistance that has been or will be received.



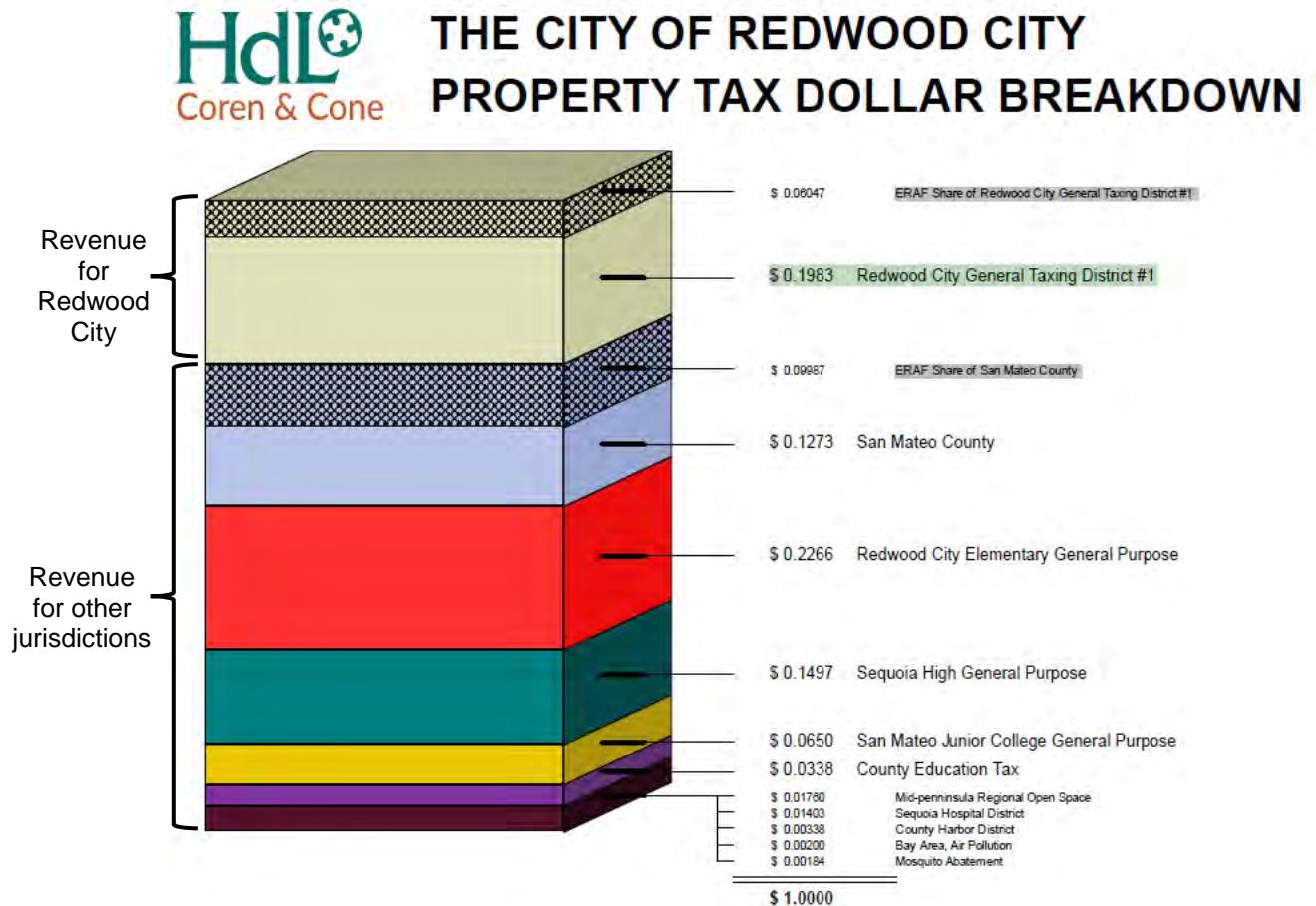
The following section contains detailed information on the City’s main revenue sources, including historical data on the actual revenue received, as well as projected revenue over the Forecast period.

TEN-YEAR 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 the 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.

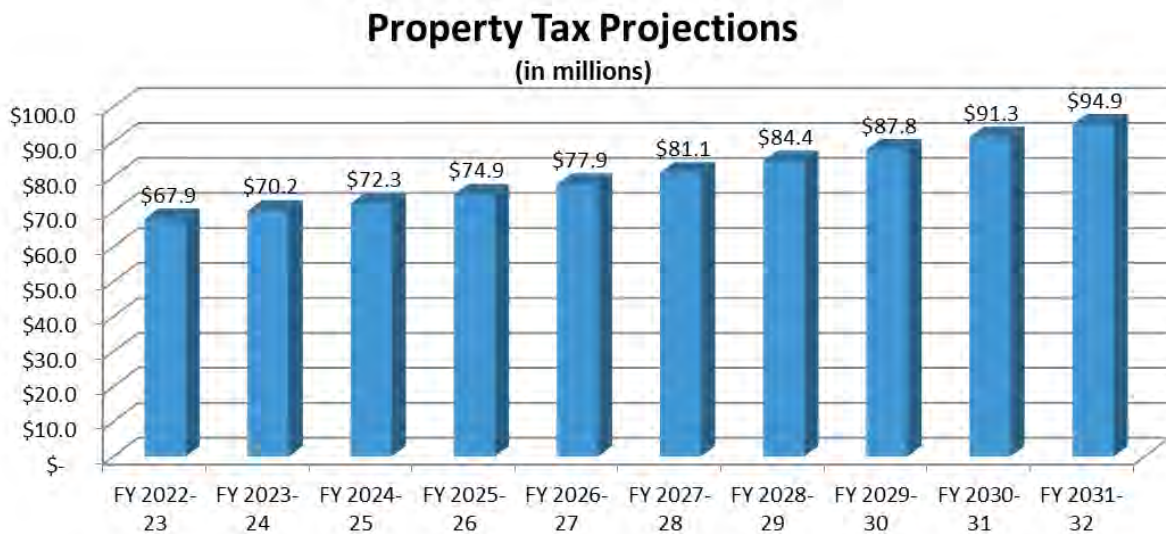
The City receives approximately \$.26 of each dollar paid in property tax in Redwood City.



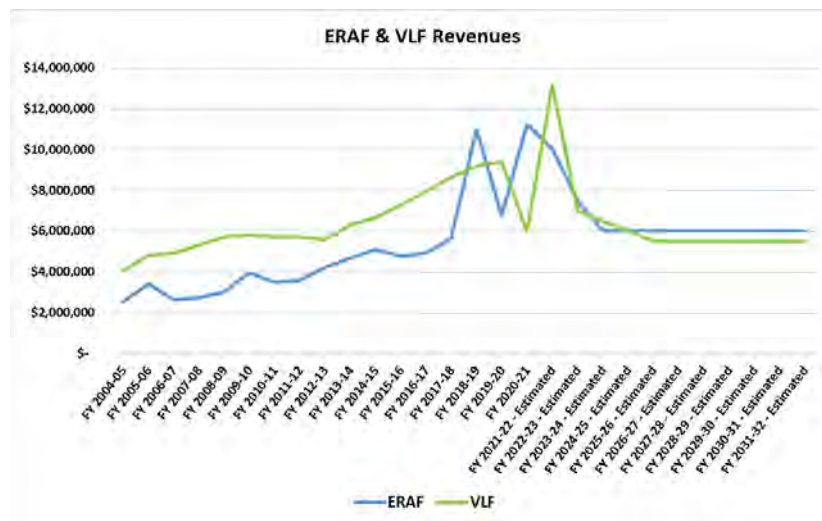
Secured taxes are due and payable to the County in two equal installments each fiscal year by December 10 and April 10. The secured roll consists of taxes that become a lien against the property. The unsecured roll consists of property that is of a moveable nature such as personal property or stock in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

TEN-YEAR FORECAST

Property Tax is the largest contributor to the City’s revenue stream, representing 39.9 percent of all revenues. Property tax projected to be received is shown below. A 3.5 percent increase in property tax revenue (down from recent higher percentage increases) is anticipated for FY 2023-24 followed by a 3 percent increase in FY 2024-25 and a 3.5 percent increase in FY 2025-26. Staff is forecasting a return to increases of 4.0 – 4.2 percent annually from FY 2026-27 through FY 2031-32.



Included in the property tax revenue category is revenue from the Educational Revenue Augmentation Fund (ERAF) and property tax in-lieu of vehicle license fees (VLF). These two sources of revenue 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. However, a preliminary analysis of the most recent state budget indicates a movement away from state funding to backfill shortfalls, suggesting these revenues will continue to decline. As shown in the chart to the right, these two revenue sources have been extremely volatile over the last five years, which adds to the difficulty in forecasting future amounts.



TEN-YEAR FORECAST

Sales Tax

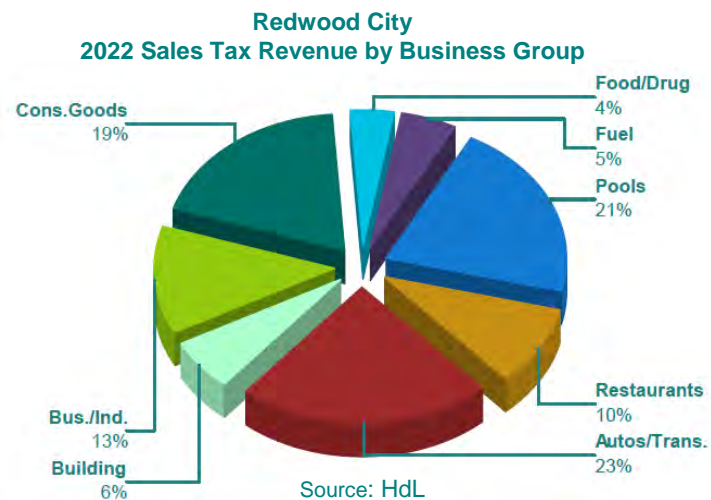
As part of the Bradley-Burns Uniform Local Sales and Use Tax, the City receives an additional 1 percent tax on all sales originating within the City limits. This tax is collected by the business, along with the County and State sales tax. The total amount collected is remitted by the retailers to the State Board of Equalization. Following approval of Measure RR in November 2018, the total sales tax rate in Redwood City, (including State, County and City) is 9.875 percent.

The City receives \$.16 of each dollar paid in sales tax in Redwood City.

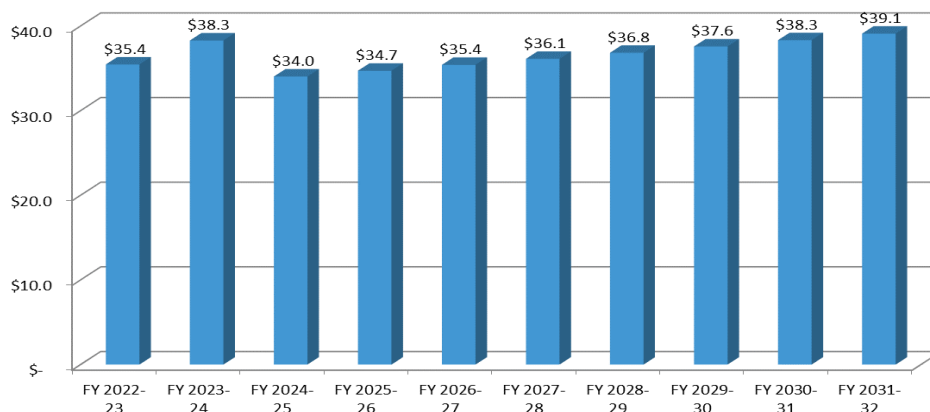
Funds are received from the State on a monthly basis. Each month an advance is made based on estimates. An adjustment is made each quarter to reflect the actual taxable sales activity. The funds may be used for any governmental purpose.

The largest single sector source of sales tax revenue in Redwood City is Automobiles/ Transportation, driven primarily by car sales. This sector recently experienced exceptionally high increases due to high selling prices for cars during the supply chain delays during the COVID-19 pandemic. However, those prices have begun to come down as inventories are returning to car lots.

Sales tax is the second largest contributor to the City's revenue stream, representing 20.7 percent of all revenues. Following a dramatic drop in revenues at the beginning of the COVID-19 pandemic, sales tax experienced a robust recovery over the last two years that slowed in



Sales Tax Projections (in millions)



TEN-YEAR FORECAST

the latter half of 2022 and is expected to come to a halt this year. Due to this correction, sales tax revenues are projected to lower by 4 percent in FY 2023-24 before returning to a more modest rate of 2 percent increases annually going forward. Sales tax received and projected to be received is shown below.

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). Although Redwood City’s list of capital needs continues to grow (see Capital Improvement Program), this revenue source is not expected to grow. UUT revenue is estimated at \$8.7 million in FY 2022-23 and projected at \$8.6 million annually thereafter.

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.

Businesses in the City currently are levied an annual base tax of \$76, plus an additional tax based on the number of employees, housing units, square footage, or other factors. The City does not currently base its business license tax on gross sales or gross receipts. An analysis of the City’s business tax amount and methodology is currently under development as part of a broader study of options for additional revenue generation.

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 rate charged to each guest. New TOT revenue generated by short term rentals is set aside for affordable housing and is not dedicated to the General Fund. During the COVID-19 pandemic, three hotels in Redwood City were converted into transitional housing for unhoused residents of our community. This important step in support of one of the City’s strategic priorities also resulted in an estimated annual loss of \$833,000 in TOT revenue.

TEN-YEAR FORECAST

Staff is estimating total revenues of \$9.95 million in the category of Other Taxes for FY 2023-24 and slightly higher TOT revenue in annually thereafter, as a result of the slow but steady recovery of the tourism industry from the COVID-19 pandemic and the corresponding increase in occupancy rates.

Licenses and Permits

Licenses and Permits are primarily made up of building permits, but also include one-time cannabis operating permits. Staff has revised previous estimates in this category to a more conservative range due in part to reduced performance projections in cannabis retail operations. Projected revenues in this category range from \$4.6 million to \$6.0 million annually.

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. Projected revenues in this category range from \$18.7 million to \$23.7 million annually. The City is currently discussing an extension of the contract to provide fire and emergency medical services to the City of San Carlos, and a mid-year budget update may be necessary during FY 2023-24.

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. Revenues in this category are estimated at approximately \$8.3 million annually.

TEN-YEAR GENERAL FUND FORECAST

EXPENDITURES

Reimagining City Services

Over the past two years as the City began forecasting a structural deficit for the coming decade, we began work to reimagine city services. While we are proud of the services we provide, we know the world is changing and so are the community needs of Redwood City. We need the right staff, providing the right services, with the right resources.

With public safety representing more than half of the City's General Fund operating budget, examination of public safety services is a key lever in transforming City services. Last fiscal year, we completed studies in both the Fire and Police departments to compare our services against best practices and consider new approaches. Recommendations based upon thorough and unbiased analyses of public safety services provides us an opportunity to help make data-driven decisions regarding current and future workloads, appropriate staffing levels for both community care and police and fire department personnel safety and wellbeing, and desired service delivery models for both the short and long term. We will phase in recommendations emerging from these studies in Fiscal Year 2023-24 and beyond. As they are better defined, we will incorporate correlating revenue and expenditure projections into the Forecast.

In the next fiscal year, we will build on our continuous improvement efforts by next examining the structure and management of the Community Development and Transportation Department as well as the City Manager's Office, the City Clerk's Office and the City Attorney's Office.

The Evolution of Work

We are managing through a time of extraordinary and rapid change with new technology shaping how we provide services and manage information; generational shifts in workplace norms; and new perspectives on the public's relationship with its government. These trends accelerated with the COVID-19 pandemic.

Technology

The pandemic demanded swift adoption of remote work solutions and hybrid public meeting practices. Some of these approaches are here to stay, but that's a small portion of this picture. Rapidly evolving technology has become integrated into every other aspect of people's lives, and our community expects City services to keep up with life in the 21st century. Failure to meet modern standards may risk defining Redwood City as a straggler rather than the leader we are proud to be. These types of changes not only represent an increase in service delivery; they demand investment in new software, the design of new systems, employee training in how to use them, management and analysis of the data such systems collect, and the protection and appropriate reporting of that information. Such functions require entirely new positions that didn't exist ten or even five years ago, while most legacy staff positions remain needed -- there is just more work with greater complexity.

TEN-YEAR GENERAL FUND FORECAST

Workplace Norms

The pandemic coincided with the “Great Resignation” as a “Silver Tsunami” of Baby Boomers retired from the workforce and younger generations took over the majority percentage of the American workforce. Public service longevity is giving way to more routine staff turnover as today’s workforce networks more, demands empowerment, and will no longer tolerate outdated approaches. We face a competitive labor market in which employees who commute from more affordable parts of the region can find work closer to home. We will need to invest in more training and development, and related human capital programs and systems, in order to keep up.

Elevating Equity and Data Based Decision Making

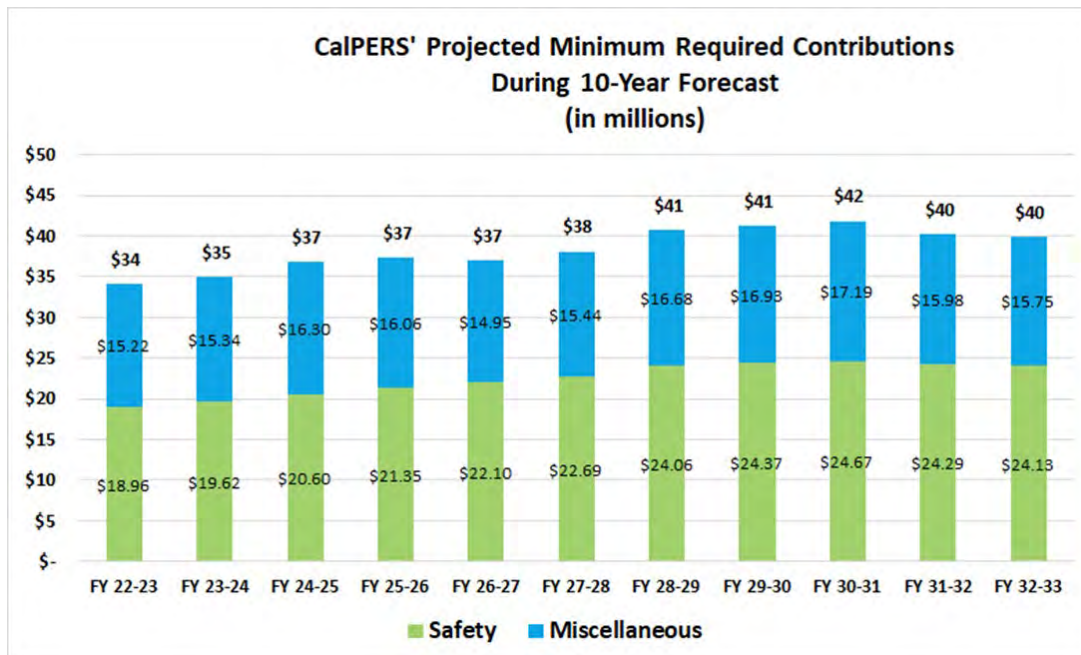
The recent national reckoning with racism has elevated equity and belonging as strategic priorities in the workplace and as a valued centerpiece of Redwood City’s Strategic Plan. The application of an equity lens in more facets of City work increases the complexity of the work and requires new functions in addition to changing existing practices. More broadly, social upheaval in American politics related to civic distrust has increased the demand for transparency and accountability in government. Nationwide, demands for public records requests have risen steadily over the past decade to unmanageable levels in many public agencies, and Redwood City’s statistics mirror this trend. More recorded and hybrid meetings with more structured agendas and supporting materials, and more data dashboards and analysis, all require more preparation, more training, more software, and often more consultants and more City staff positions to both generate and coordinate the additional work.

As technology, workplace norms, reliance on data, standards of equity, and the public’s relationship to government evolve, the speed and nature of change requires us to adapt to a dramatically new normal. The stress on staff is significant, and increasingly reflected in more discordant labor relations. We are transitioning existing resources wherever possible, but the evolution of work requires new investments now and in the coming years. Our challenge is to phase in expenditures like new technology and additional staff positions during this time of revenue scarcity. The proposed balanced budget introduces a handful of new positions and technology with the expectation that more will be required next year and beyond. As those new expenditures are identified they will be added to the Forecast.

Employee Pensions

More than 65 percent of the General Fund’s expenditures consist of salaries and benefits, which is very typical of California cities. The City has two pension plans with the California Public Employees’ Retirement System (CalPERS): one for miscellaneous (non-safety) employees and one for safety employees such as sworn fire and police personnel. 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 following 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.

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. 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

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

A second category of retirement-related benefits that 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

Under California retirement law, public safety employees who work for an agency in the CalPERS pension system may be eligible for an Industrial Disability Retirement (IDR) if, due to a work related injury or illness, the employee is disabled and unable to perform their usual job duties for a permanent or extended duration of time.

Historically, the City provided an enhanced benefit for safety employees retiring due to a work-related injury or illness, funding medical coverage for the employee's family.

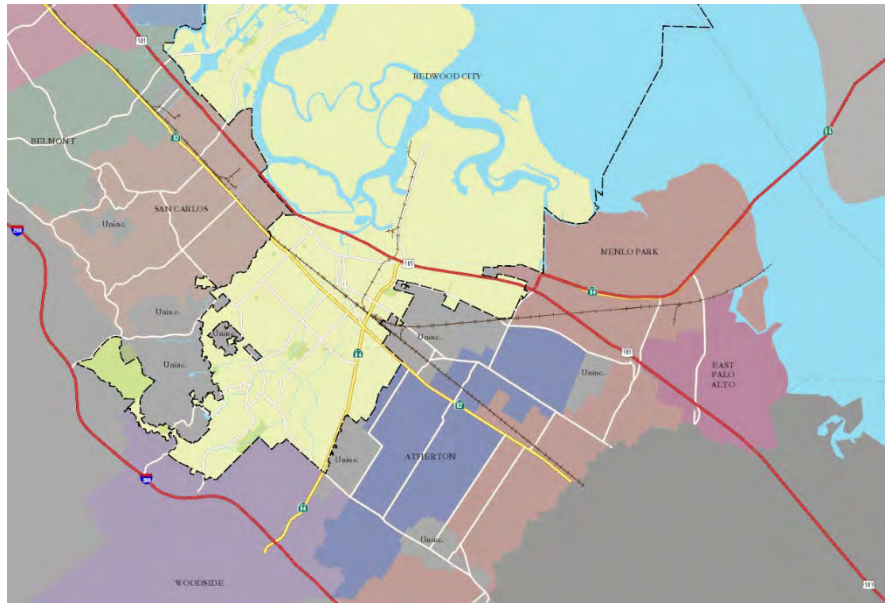
According to a study of safety retirements between 2010-2021, 81 percent of Redwood City Police Department retirees retired on an IDR and 56 percent of Fire Department retirees retired on an IDR. These rates were significantly higher than CalPERS projections, increasing the City's unfunded retiree health liability and costs. Since 2019, the City and affected public safety bargaining units have been discussing options to reduce the City's retiree health liability as related to IDRs. In FY 2022-23, both the International Association of Firefighters, Local 2400 and Police Officers Association agreed to important retiree health benefit reforms, 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
RESIDENTIAL	3,294	15.53%
COMMERCIAL	810	3.82%
MIXED-USE	589	2.78%
INDUSTRIAL	305	1.44%
PARKS	416	1.96%
SCHOOLS	156	0.74%
PUBLIC FACILITY	105	0.50%
URBAN RESERVE	548	2.58%
OPEN SPACE*	14,987	70.66%
TOTAL	21,210	

**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 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 were 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 elected a Member of the City Council during the municipal election held 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 to be held 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 590.19 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 81,653 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, 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.

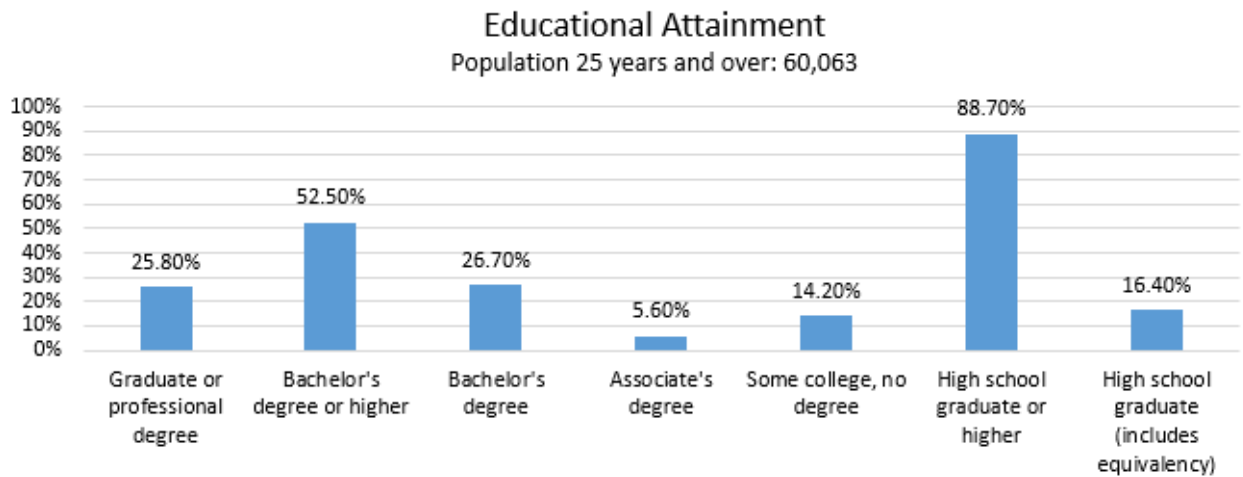
In addition, as part of its celebration of local diversity, Redwood City recognizes a variety of cultural events and awareness days. To view a sample of celebrations and acknowledgements the City celebrates annually, visit www.redwoodcity.org/IDEALRWC.

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 90.5% high school graduates and 54.2% with a Bachelor's degree or higher.



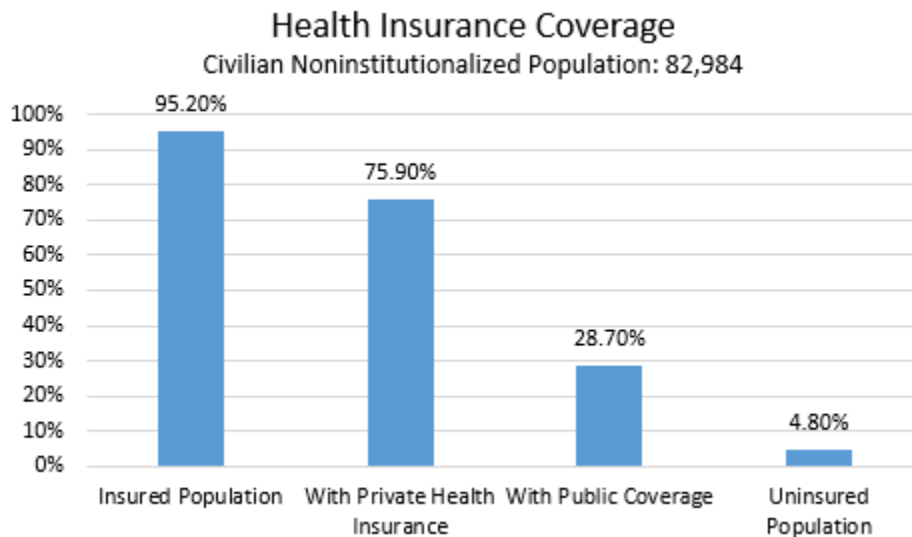
Source: 2021 American Community Survey 5-Year Estimate

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: 2021 American Community Survey 5-Year Estimates

COMMUNITY PROFILE

LARGE EMPLOYERS

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

Employer	2022			2013		
	Employees*	Rank	% of Total City Employment	Employees**	Rank	% of Total City Employment
Oracle Corporation	4,952	1	9.82%	6,524	1	15.57%
Stanford Hospital and Clinics	2,700	2	5.35%	601	4	1.43%
County of San Mateo	2,659	3	5.27%			
Box Inc.	1,760	4	3.49%			
Guardant Health, Inc.	1,654	5	3.28%			
Electronic Arts	1,600	6	3.17%	1,320	2	3.15%
Geonomic Health	861	7	1.71%	447	7	1.07%
Auris Surgical Robotics, Inc.	833	8	1.65%			
Google	731	9	1.45%			
Informatica LLC	695	10	1.38%			
Kaiser Permanente				817	3	1.95%
Silver Spring Networks				614	4	1.47%
Pacific Data Images (Dreamworks)				553	5	1.32%
Abbott Vascular				327	8	0.78%
Shutterfly.com, Inc				283	9	0.68%
Western Athletics Club, LLC				239	10	0.57%

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.

**2013 Data from Redwood City Chamber of Commerce.

Source: 2022 Annual Comprehensive 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
2022	82,344	5,232,385	63,543	2.00	23,620

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.

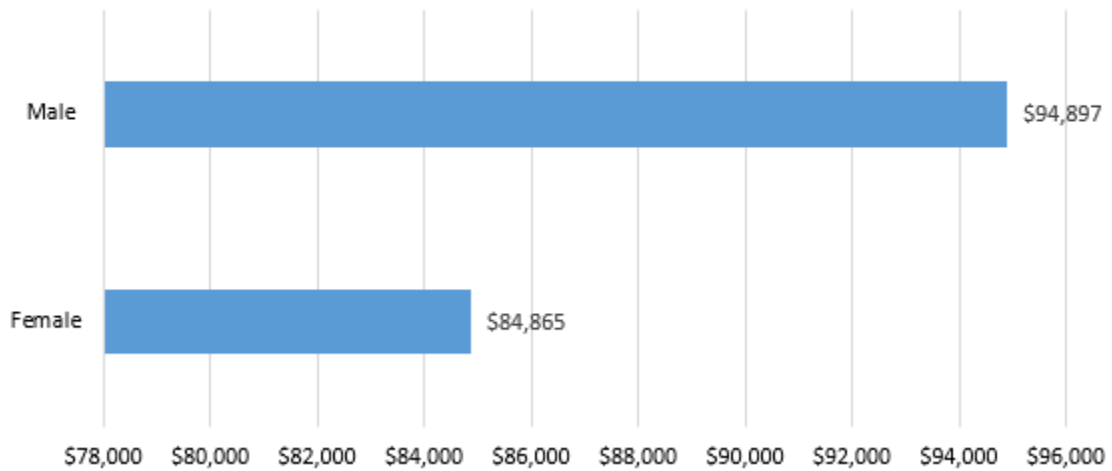
The unemployment rate for the City of Redwood City is provided by the State of California Employee Development Department and is not seasonally adjusted.

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

Source: 2022 Annual Comprehensive Financial Report

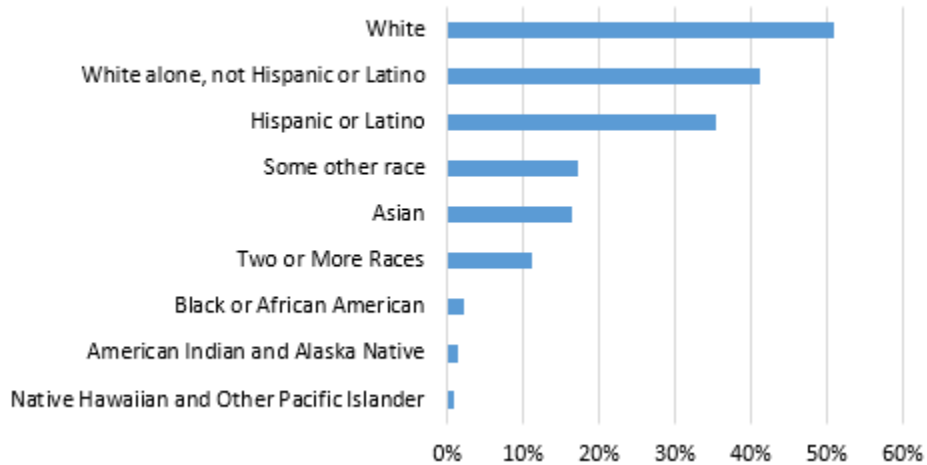
COMMUNITY PROFILE

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



Source: 2021 American Community Survey 5-Year Estimates

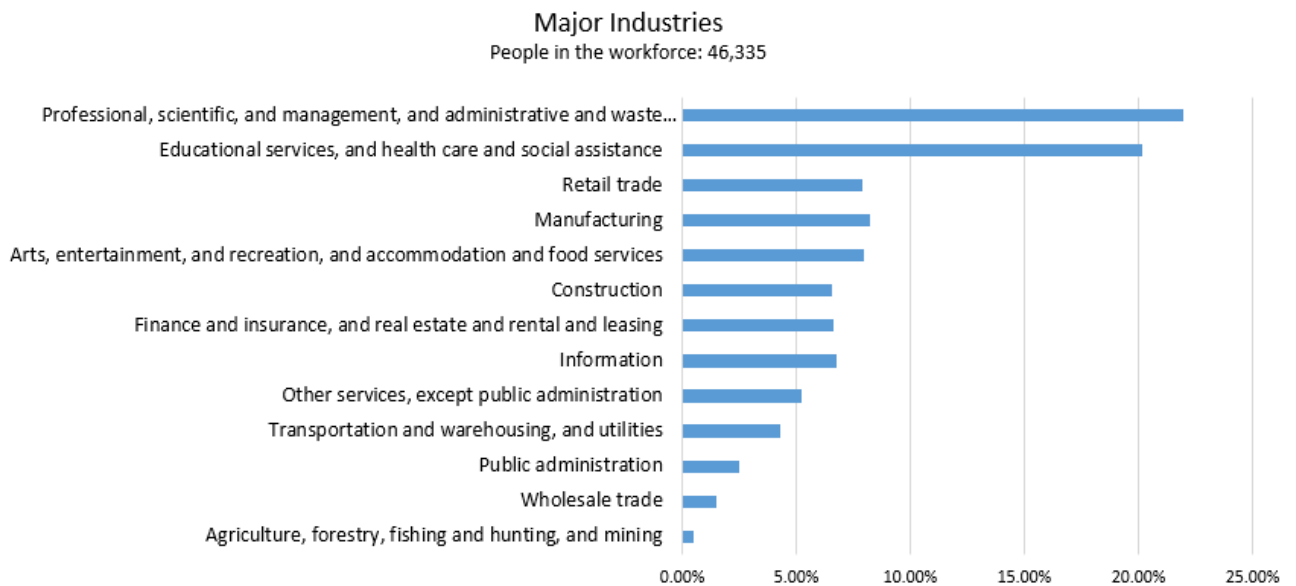
Population by Race



Source: 2021 American Community Survey 5-Year Estimates

COMMUNITY PROFILE

MAJOR INDUSTRIES



Source: 2021 American Community Survey 5-Year Estimates

COMMUNITY PROFILE

POPULATION & AVERAGE INCOME

Year Incorporated	1867
Size	Approximately 19 square miles (excluding Bay)
Weather	
Average year round high temperature	58°-84°F
Average year round low temperature	38°-54°F
Demographics	
Population	83,905
Median Age	37
Average Household Size	2.74
Housing	
Median Household Income	\$134,287
Median Home Value	\$1.67 million*

Sources: 2021 American Community Survey 5-Year Estimates and Zillow (March 2023)*

COMMUNITY PROFILE

PUBLIC SAFETY

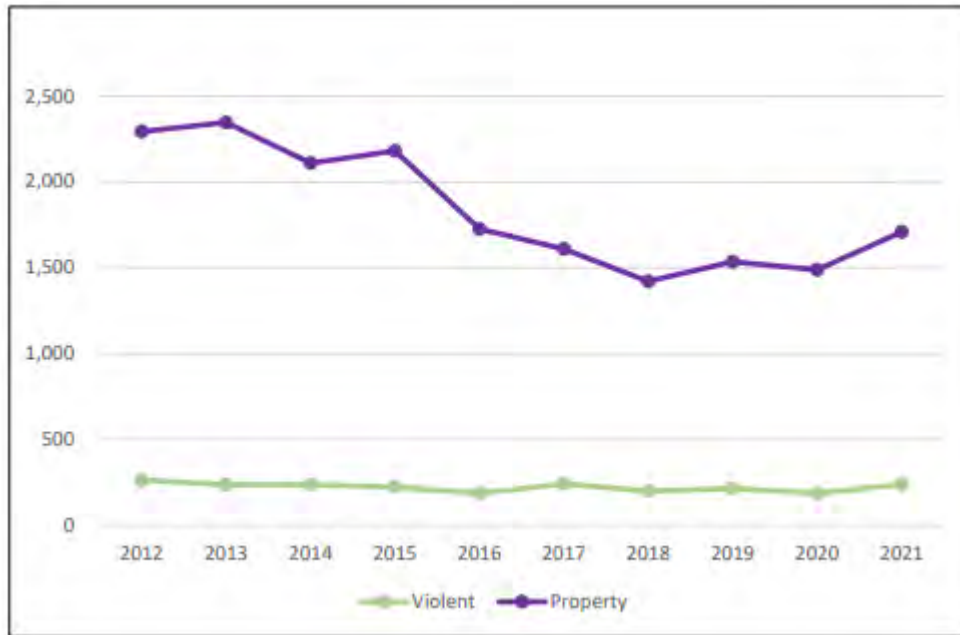


Redwood City has its own police and fire departments to serve and protect the local community. Both departments emphasize community engagement through programs such as Neighborhood Watch, Junior Fire Academy, Community Emergency Response Teams (CERT), Coffee with the Cops, Community Police Academy (in English and Spanish), Youth Police Academy, Volunteers In Police Service (VIPS) and Police Activities League.

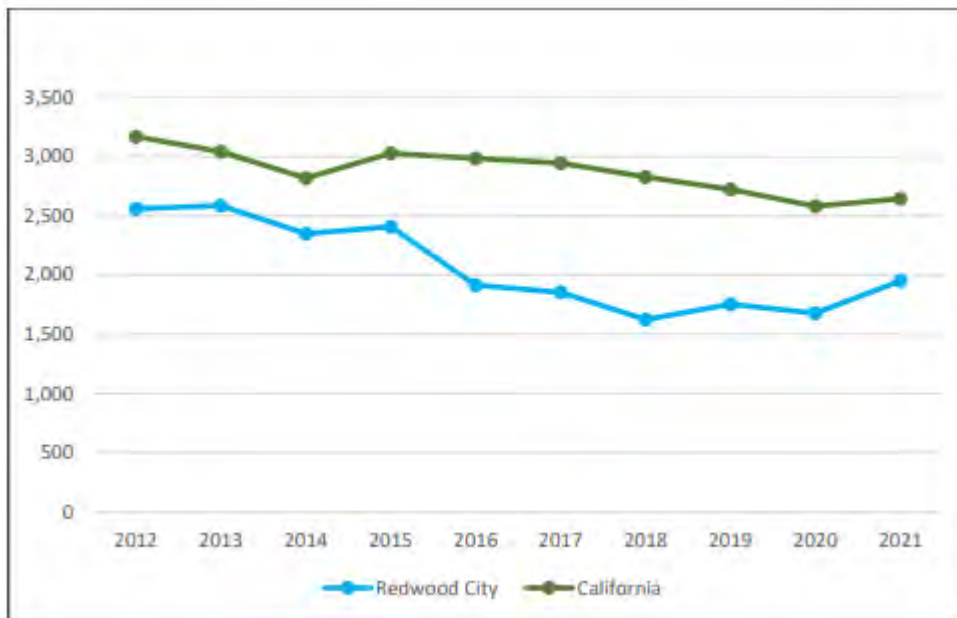
Per data reported to the Federal Bureau of Investigation's (FBI) Part 1 Crime Reporting, there was a decrease in the reported violent crimes (homicide, rape, robbery, and aggravated assault) and a decrease in reported Property Crimes (arson, burglary, larceny-theft, and motor vehicle theft) between 2021 and 2022. When combined, these Part 1 Crimes decreased approximately 5 percent during this one-year time period.

COMMUNITY PROFILE

Reported Redwood City Violent and Property Crime Rates, by Year



Reported City and State Crime Rates, by Year



COMMUNITY PROFILE

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. Starting from October 2022, the mental health clinician reports activities through a public dashboard available at www.RedwoodCity.org/CrisisResponseTeam.

In 2021, the department also commenced work with the new Police 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 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 40 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, a skate park and public plazas. Magical Bridge Playground, a playground for people of all ages and 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

TRANSPORTATION



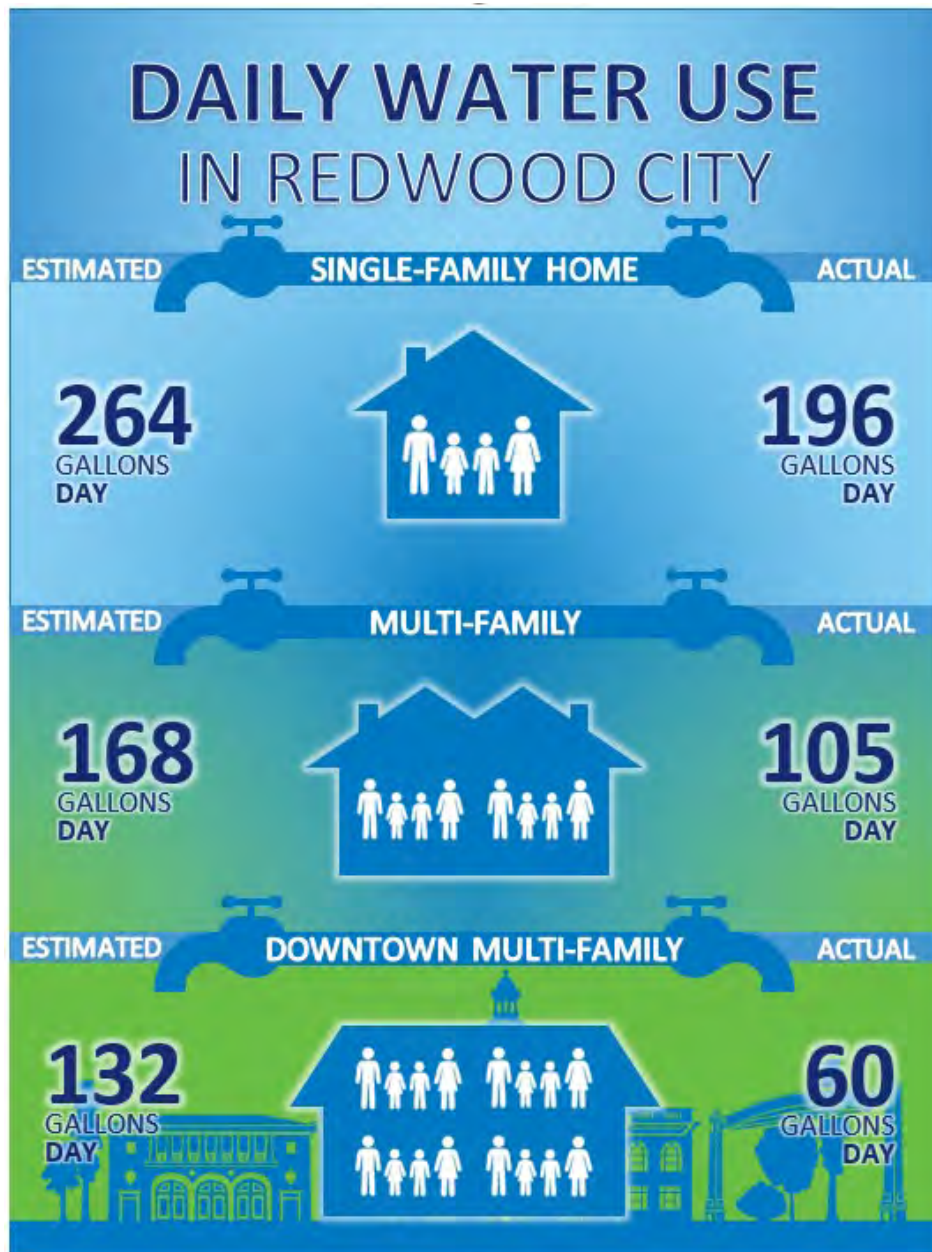
There are several options for getting around town and to Redwood City. Highway 101 and Interstate 280 are both accessible by car and the Redwood City Caltrain stop is right in the heart of Downtown. In addition, SamTrans has multiple routes which provide access to Downtown Redwood City. Easing the impact 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 has adopted a Transportation Demand Management Program that requires 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. The City is also pursuing creation of a Transportation Management Association that would enable employers to work together to reduce solo vehicle trips by employees.

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. In 2019, the recycled water pipeline along East Bayshore Road from Seaport Blvd. to Douglas Ave. and across Highway 101 to service Stanford in Redwood City was completed. In 2021, Kaiser Medical Office Building Project (MOB-2) completed an extension of the Phase 2A pipeline on Marshall Street to their new MOB-2 on Maple and Marshall Street. In early 2022, the Sobrato Recycled Water pipeline extension project was completed to serve recycled water to the new Broadway Plaza project. The pipeline extended the Kaiser pipeline, near the intersection of Marshall and Maple Street down to Broadway Street and all the way to the intersection of Broadway Street and

COMMUNITY PROFILE

Woodside Road. The Strada Recycled Water pipeline extension design has been completed and construction is underway. Strada will be extending the pipeline on Maple and Blomquist Street. The Strada project is located along the City's waterfront, within the previously proposed Inner Harbor Specific Plan (IHSP) area. Finally, Elcho Yards Recycled Water pipeline design has been completed and construction has begun. Elcho Yards will be extending the pipeline from Kaiser MOB-2 on Maple and Marshall Street to their project site on El Camino Real and Beech Street.

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 State's unpredictable water supply, with frequent periods of extreme drought, continued expansion of the recycled water system is vital.

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 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 2023-24 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 2022-23, 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 Budget by Department** section offers a look at each City Department’s accomplishments in FY 2022-23, goals for FY 2023-24, 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 2023-24, 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.

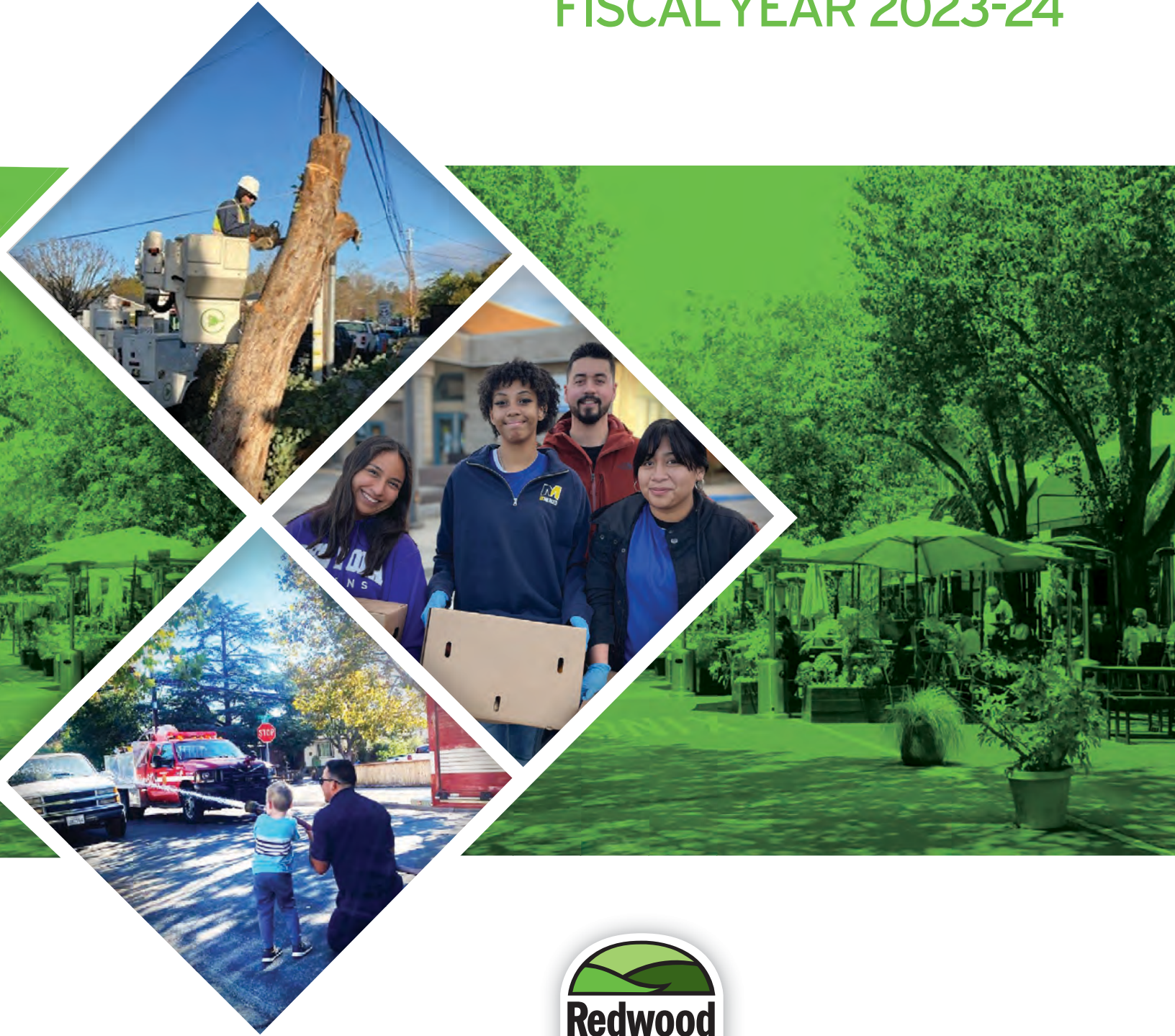
This process complies with the procedures required in the City Charter for the adoption of the annual budget.

BUDGET PROCESS AND CALENDAR

FY 2023-24 BUDGET CALENDAR

October – November 2022: Budget Review Team begins to prepare the calendar and budget development process for the upcoming fiscal year
January 10, 2023: Budget staff kickoff meeting – Finance staff met with all departments to review the budget process and establish current year deadlines and logistics
February 27, 2023: Proposed process for development of FY 2023-24 Recommended Budget – City Council Budget Study Session and Council establishes dates for consideration of the Fiscal Year 2023-24 Budget
February – March 2023: Departments prepare and submit budget change proposals, accomplishments, goals, and performance measures to the Budget Review Team. Departments submit Capital Outlay requests to the Capital Outlay Review Team.
March – April 2023: Budget Review Team works with the departments and the City Manager to review, refine, and modify submissions. Capital outlay review team prepares the FY 2023-24 CIP plan.
April 3, 2023: Capital Improvement Program Study Session
May 8, 2023: Community Development Block Grant (CDBG)/HOME Investment Partnership (HOME) Public Hearing
June 1, 2023: Recommended Budget Submitted to City Council
June 12, 2023: Recommended Budget City Council Study Session
June 26, 2023: Recommended Budget Adoption and Public Hearing
August 2023: Adopted Budget is finalized and posted to the City’s website

REDWOOD CITY CALIFORNIA BUDGET IN BRIEF FISCAL YEAR 2023-24



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

In recent months, the COVID-19 pandemic health emergency was officially brought to a close by state, federal and global authorities. However, the road before us is far from stable or certain. Instead of recovering, the economy is faltering. The impacts of climate change are becoming more chronically disruptive. And, a topic that used to interest only management consultants and futurists, “the evolution of work” has abruptly emerged as an urgent demand for change in the American workplace.

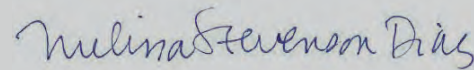
The Recommended Budget builds on significant accomplishments in FY 2022-23. In addition to being good stewards of the funds entrusted to us, the City has received state and national recognition this spring for our efforts to support Housing and Children and Youth: Redwood City is the first city in San Mateo County to receive State approval for our Housing Element, and is in the top 4% of cities in being awarded a Prohousing designation and nearly \$1 million in additional funding. Additionally, the City is a finalist for an All America City Award as a result of numerous efforts to improve the health and wellbeing of young people. Finally, we have attracted over XX in grant funds to advance important transportation initiatives.

The Recommended Budget also continues progress with the City’s transition from its COVID-19 financial and community recovery strategy to a reimagined Redwood City with particular emphasis on adapting to a changing world and providing the right services with the right resources.

Redwood City was able to maintain essential services during the pandemic largely because of the City’s strong reserve levels and generous infusions of state and federal assistance. A year ago, as the pandemic tentatively began to recede, we anticipated a return to pre-pandemic revenue and staffing levels by the end of FY 2023-24. However, today’s slowing economy and unsteady environment have confirmed we are not returning to business as usual.

Like most public agencies, the pandemic has exacerbated long-term financial challenges to adequately fund both operating and capital needs. We lack adequate funding for our capital improvement needs and we anticipate nearly a decade of operating deficits absent corrective action. Redwood City’s commitment to fiscal stewardship positions us well to address these challenges through a combination of strategies, including exploration of new revenues, improved efficiency through best management practices, 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 2023-24 Recommended Budget and the FY 2023-2028 Five-Year CIP Budget by visiting www.redwoodcity.org/budget.



Melissa Stevenson Diaz
City Manager



CITYWIDE BUDGET

The FY 2023-24 Recommended Budget for all funds totals \$342.2 million in revenues and \$335.5 million in expenditures, and includes 590.19 full time staff equivalent positions. 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.

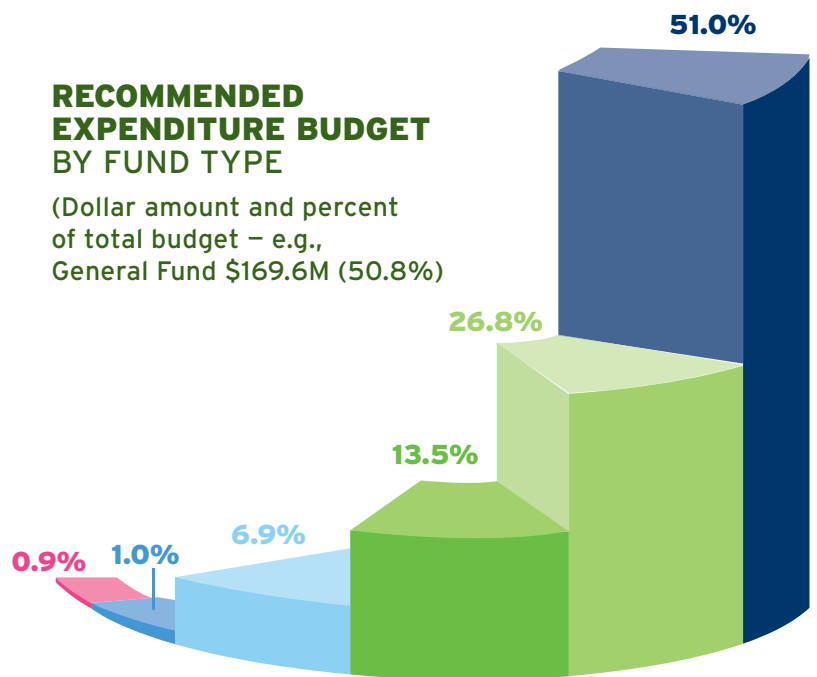
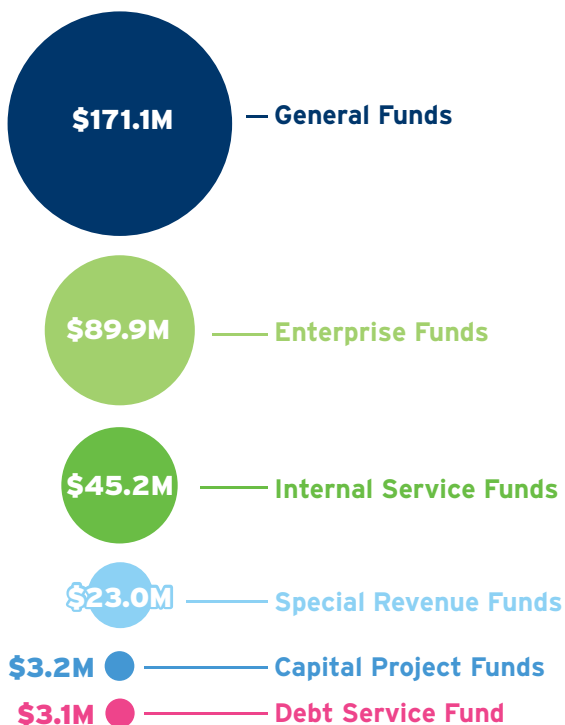
The recommended FY 2023-24 General Fund expenditure budget is \$171 million, which is \$6.1 million, or 3.7 percent more, than the FY 2022-23 adopted General Fund expenditure budget of \$165.0 million. Salaries, wages, and benefits are \$119.5 million, or 69.8 percent of the recommended General Fund expenditure budget. This is an increase from 66.8 percent for FY 2022-23.

Police and Fire Department salaries and benefits, as in most California cities, are a significant portion of the budget, amounting to approximately \$78.3 million, or 65.5 percent of all salaries, wages, and benefits in the General Fund. This is an increase from 64.8 percent for FY 2022-23. Last fiscal year, we completed studies in both the Fire and Police departments to compare our services against best practices and consider new approaches. Recommendations based

upon thorough and unbiased analyses of public safety services provides us an opportunity to help make data-driven decisions regarding current and future workloads, appropriate staffing levels for both community care and police and fire department personnel safety, and desired service delivery models for both the short and long term. We will phase in new recommendations emerging from these studies in Fiscal Year 2023-24 and beyond.

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 2023-24 is \$54.9 million, which includes 35 projects with funding of \$51.7 million plus \$3.2 million in dedicated staffing resources for construction administration and project management. Funding for capital projects typically derives from many sources, with the Utility Users' Tax the primary revenue.



HIGHLIGHTS

Affordable Housing and Anti-Displacement Strategy

Affordable housing and homelessness have been the City Council's top priority for several years. While Redwood City is a community that values safe, affordable housing for people at all income levels, for many families, affordable housing is not as accessible as we would like. 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. Since 2020, 257 units/hotel rooms in Redwood City have been converted into affordable housing under the State's Project Homekey program. This includes the County's purchase of three hotels in our city to convert them into permanent affordable senior housing, emergency shelter and permanent extremely low-income affordable housing. In total, over \$100 million has come to projects in Redwood City from Homekey funds. In addition, we continue to monitor our existing below market rate (BMR) housing portfolio, which is over 900 units. Over 734 affordable units have been completed, are under construction or are approved since 2021, and another 900 affordable housing units are proposed.

Redwood City was the first city in San Mateo County with a State-approved Housing Element

and we joined an elite group of just 4% of California cities to receive the prestigious Prohousing Designation. Since the City Council adopted the Housing Element in February 2023, which sets a target of building 150% of the housing units needed to meet the City's Regional Housing Needs Allocation, staff quickly pivoted towards implantation efforts. The first major action will be a set of proposed amendments to the zoning and municipal codes and Affordable Housing Ordinance that address various programs in the Housing Element. The package of code amendments is scheduled for City Council consideration this summer.

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. As part of developing innovative solutions, the City continues to actively engage with the County on partnerships for emergency and permanent affordable housing. With the official opening of the Navigation Center earlier this year, over 300 emergency shelter beds have been added in Redwood City since 2020. The Navigation Center model provides individual short-term housing, while also offering a range of intensive safety-net services on site. With increased outreach to those residents living in encampments, we have been able to build stronger relationships and trust with some unhoused residents. Because of that, we are seeing some willingness to accept shelter, which we expect to increase with the opening of the Navigation Center. We also continue to

FY 2023-24 BUDGET

HIGHLIGHTS

work with CalTrans to address safety issues at encampments on their right-of-way and meet regularly with the State, County and a host of non-profit agencies to implement strategies under the Resolving Encampments through Effective Engagement Pilot Program.

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 separations, and 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.

In FY 2022-23, we secured additional consultant resources to help implement the 101/84 Interchange's funding plan, collaborated with Caltrans on an application for SB 1's Trade Corridors Enhancement Program, and continued to advocate for the project with stakeholders and funding agencies. In FY 2023-24 we will be advancing right of way work and procuring additional funding for construction.

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 advancing interim improvements on El Camino Real, including signal improvements and protected bike lanes. We will also start planning work on improving connections between residential neighborhoods and Downtown for people

walking and riding bikes. Additional safety measures will be built with the construction of the projects on Roosevelt and Redwood avenues.

Children and Youth

Last year, the City Council approved the "Purposeful, Action, Create and Engage" (PACE) Program for Transition Age Youth (12-24 years old), which was developed in partnership with Redwood City Together and the Redwood City Police Activities League (PAL). Supported by private funding, the PACE program responds to community concerns about disruptive youth behavior in downtown Redwood City, and is a community-based pilot initiative that aims to foster positive relationships between community leaders, law enforcement, and the Bike Life movement youth in Redwood City and North Fair Oaks. The PACE program has created jobs, provided weeknight/weekend and evening activities for youth, and launched youth and community based organization advisory spaces. Several youth from the youth biking movement received City jobs supporting after-school programming or work through community-based organizations such as Redwood City PAL and the community collaborative Redwood City Together.

Through the Library and Parks, Recreation, and Community Services departments, we continue to offer a wide variety of children and youth activities throughout the City, including North Fair Oaks and Redwood Shores. Makerspace education at the Downtown Library continues to be wildly popular to support Science, Technology, Engineering, Arts and Mathematics (STEAM) events and activities for people of all ages.

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

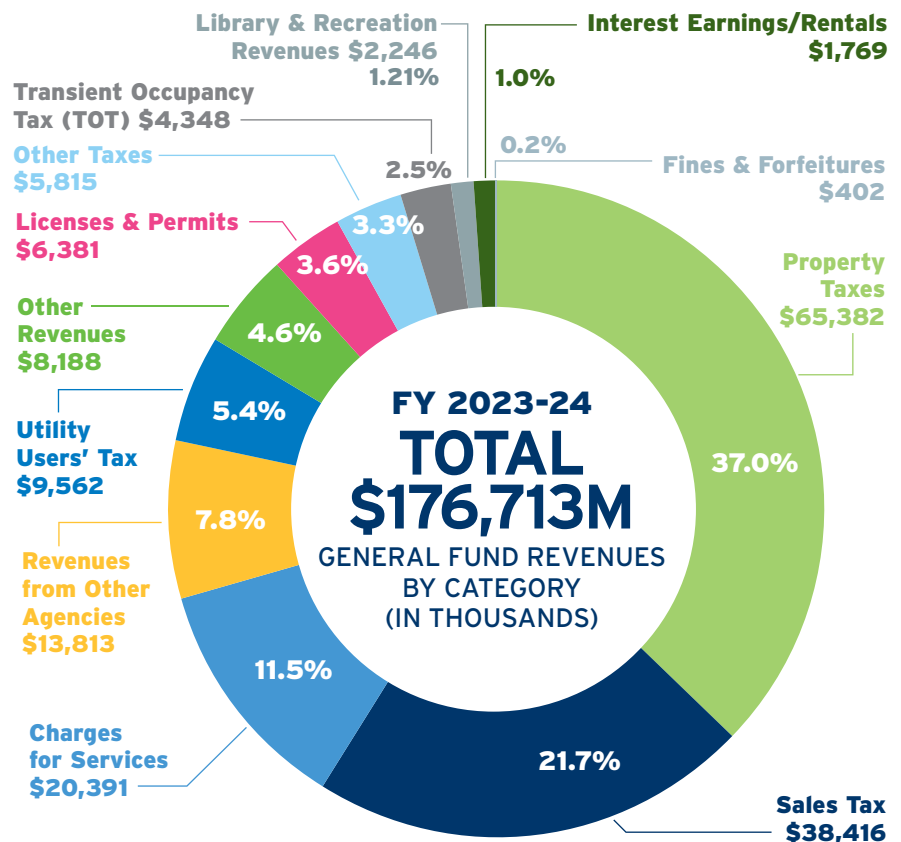
Services, mostly generated from the Fire Department, are collected for general government purposes. Also included in this category are plan check fees and garbage collection franchise fees.

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

Fees paid to ensure that structures are up to the current Building and Fire codes to ensure safety of the occupants and environment.

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

FY2023-24
TOTAL
\$169.6M
 GENERAL FUND
 EXPENDITURES
 BY CATEGORY



Police
\$56.5M

33.3%



Fire
\$44.0M

25.9%



**Parks, Recreation
 & Community Services**
\$22.2M

13.1%



**Community Development
 & Transportation**
\$14.5M

Non-Departmental
\$2.5M

8.5%



Library
\$10.8M

City Manager
\$4.5M

1.5%



Human Resources
\$4.2M

6.4%



**Administrative
 Services**
\$3.9M



Public Works Services
\$2.6M



City Attorney
\$2.1M



City Clerk
\$1.5M



City Council
\$0.3M

2.7%

2.5%

2.3%

1.5%

1.2%

0.9%

0.2%

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 80% 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 2023-24

The total Fiscal Year (FY) 2023-24 Capital Improvement Program budget is \$54.9 million. This budget includes 35 projects with funding of \$51.7 million plus \$3.2 million in dedicated staffing resources for construction administration and project management.

Funding for capital projects typically derives from many sources, with portions of the Communication Users Tax (CUT) and portions of the Utility Users Tax (UUT) revenues going toward the Capital Outlay Fund. The Capital Outlay Fund is the primary funding 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 projects funds; transportation grants; traffic mitigation fees and Gas Tax revenues.

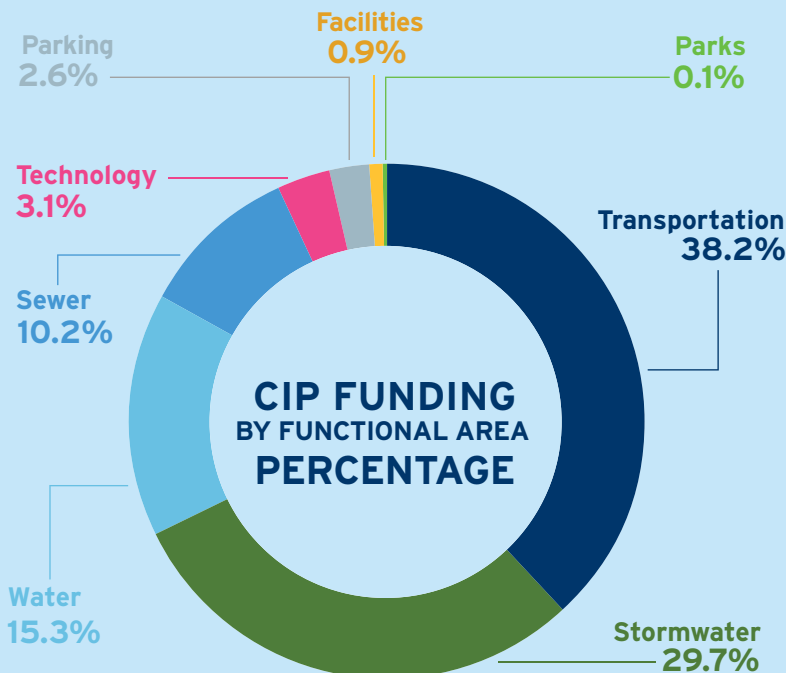


An online portal for the recommended FY 2023-24 CIP projects provides a high-level summary of the project appropriation recommendations. The project summaries can be viewed by district or neighborhood. The interactive portal reflects the new council district maps approved by Council on February 28, 2022. A new feature this year is a map overlay of CIP projects and project costs on the City's Equity Priority Communities Map as defined by the Metropolitan Transportation Commission.

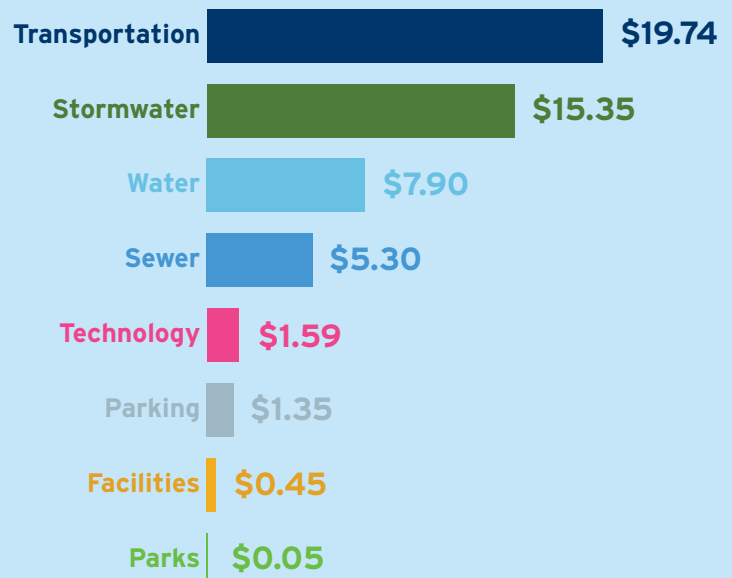
Online portal web address:
<https://webgis.redwoodcity.org/storymap/cipdashboard>

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.



CIP FUNDING BY FUNCTIONAL AREA IN MILLIONS





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Redwood City, CA 94063

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

REDWOOD CITY CALIFORNIA

BUDGET IN BRIEF

FISCAL YEAR 2023-24



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, Communication 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.*

STRATEGIC PRIORITIES AND GOALS



AESTHETICS

Support a safe and clean and attractive environment.

Goals for Fiscal Year 2023-24

- In coordination with the Community Development and Transportation Department, complete a tree inventory audit and begin work on updating the City's tree ordinance by July 2024.
- **SMARTIE Goal:** Begin Central Redwood City planning process, developing consultant scope by December 2023 with a focus on inclusive outreach to get community feedback on uses, design standards, and the public realm.

STRATEGIC PRIORITIES AND GOALS



COMMUNICATION AND COMMUNITY BUILDING

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

Goals for Fiscal Year 2023-24

- Deliver a training series on the Council’s Foundational Guiding Principle of Equity to 650 employees by June 2024.
- Begin implementation of the new 2023-25 Library Service Priorities to support the community aspirations of access, inclusion, health, and safety for all residents in July 2023. Following are several examples of the goals included in the Service Priorities.
 - Reboot Social Service Office Hours and other programming in partnership with community organizations to provide support to vulnerable members of the community, with a particular focus on mental health, by January 2024. Host at least 8 partner agencies, who will connect with a total of at least 200 community members, by July 2024.
 - By June 2024, engage teens and opportunity youth in the development and delivery of learning opportunities on topics of importance to them through a new “Library Takeover” program series to support their co-creation of meaningful library programming and activities
 - Launch redesigned “Meet Your Neighbors” program to foster one-on-one dialogue between community members with different lived experiences by March 2024, with a plan to offer the events twice yearly going forward.
 - By July 2024, develop a plan to deliver Library programs and events for all ages, including health and wellness activities, in the new Downtown Park space adjacent to the Downtown Library.
- **SMARTIE Goal:** Conduct a comprehensive review of the Library’s activities, services, and physical and online collections to facilitate more equitable access to Library resources for Spanish-speaking community members. Begin implementation of new strategies for language access based on the results of the assessment by April 2024.
- **SMARTIE Goal:** Develop a citywide language access policy by June 2024.

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.

Goals for Fiscal Year 2023-24

- Complete Phase I of the Veterans Memorial Building/Senior Center (VMB/SC)-YMCA project that includes the opening of the new 45,000 square foot VMB/SC to the public by Spring 2024.
- Begin construction of the new Downtown Library Park by April 2024.
- Finalize the community engagement process and develop preferred design of the Hoover Park Master Plan project by December 2023 and launch the construction phase by June 2024.
- Offer 25% more youth and teen programs in Environmental Justice (EJ) neighborhoods through free mobile recreation, mentoring/career networking, and events by June 2024.
- **SMARTIE Goal:** Initiate the PRCS Commission recommended “Complete Parks Indicators” project with the goals of providing all residents with easy access to a great park, close inequitable gaps in parks access and quality, and support health and health equity. This multi-year project will begin with creating key indicators (metrics) in the seven Elements developed by ChangeLab Solutions: Engage, Connect, Locate, Activate, Grow, Protect, and Fund. By June 2024, create at least three metrics in each of the seven Elements and begin data analysis to inform Department recommendations by June 2025.

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.

Goals for Fiscal Year 2023-24

- Continue to implement Economic Development Workplan initiatives included in the Economic Resiliency Plan presented by August 2024.
- Further the top priorities as identified in the Retail Action Plan including:
 - Identify underused sites within the Downtown for possible mixed-use or hotel development by locating four sites for consideration by brokers or realtors by January 2024;
 - Connect with other relevant agencies and departments to streamline the permitting process for pop-up retail and restaurant uses by initiating at least three meetings with at least three different contacts before September 2023; and
 - Develop signage and wayfinding guidelines to ease customer navigation by reaching out to at least three relevant consultants to bid on a City contract for their design services before October 2023.

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.

Goals for Fiscal Year 2023-24

- Analyze additional options for revenue generation to support a balanced budget over the next 10 years and provide recommendations on revenue generation through the Finance and Audit Committee to the City Council by December 2023.
- Develop strategies to communicate the City's financial status and enhance the City's financial sustainability, including recommendations on budget-balancing strategies by March 2024.
- Reduce by 15% the outstanding balance for accounts receivable by June 2024.
- Conduct an organizational review of the support functions provided within the City Manager's Office the City Clerk's Office and the City Attorney's Office by October 2023 and develop an implementation plan by December 2023.
- Update the City cybersecurity plan by December 2023.
- Create a plan to reorganize the City Clerk's records filing system, complete one annual citywide authorized records destruction event, and hold four multi-departmental records management working group meetings to evaluate and support City departments in developing and implementing enhanced records management practices by January 2024.
- Finalize a multi-year initiative to recodify and reorganize the City's municipal code to increase access to Redwood City laws for staff and community members January 2024.
- Implement expanded eligibility criteria for City Boards, Commissions, and Committees through new outreach and engagement mechanisms designed to attract newly-eligible community members and bolster recruitment outcomes to provide the City Council with a robust application pool in advance of the Spring 2024 BCC recruitment to fill nearly 30 vacant positions and support BCC members and staff liaisons through enhanced training and support mechanisms to ensure more equitable and inclusive contribution to City programs and services by BCCs by July 2024.
- Release the City's updated Permit System, which will allow for online permit submittals and online payments by December 2023 and work towards 100% online payments by June 2024.
- Implement new performance measures for Building Division to decrease permit processing times by 20% by the June 2024.
- Complete an Organizational Review for Planning and Engineering/Transportation Divisions by October 2023 and create a multi-year implementation plan for resulting recommendations by January 2024.

STRATEGIC PRIORITIES AND GOALS

- Host an expanded in-person Health and Wellness Benefits Fair in September 2023 to include information and activities to all city teammates and also provide City-offered benefits information to help educate regular, benefited teammates to prepare them to make benefit selections during the benefits Open Enrollment period September – October 2023.
- Provide five health and wellness presentations via Zoom or in-person on topics identified in the Health and Wellness Survey to all City teammates by June 2024.
- Create and upload all relevant Employee Self Service (ESS) Benefits job training guides to the City's Help Center website for all City teammates to access by June 2024. This will allow teammates to be self-sufficient on-line when accessing and/or making changes to their benefits.
- Partner with the Police and Fire Departments to conduct recruitments on a more continuous schedule with the goal of having active hiring eligible lists readily available to use to fill a vacant position. For the Fire Department, we will conduct two recruitment processes a year for Firefighter: a recruitment for Entry Level Firefighter to be completed by August 2023 and a Firefighter Trainee recruitment to be completed by January 2024.
- Conduct an employee engagement survey for all employees to measure the connection employees have toward their work, team, and organization with the goal to help build a strong workplace culture by December 2023.
- Prepare water and sewer fee update by December 2023.
- **SMARTIE Goal:** In order to reduce the likelihood that bias will impact raters' assessments of the applicants being interviewed in a recruitment process, expand implicit bias training to all raters serving on an interview panel that results in creating a hiring eligible list by January 2024.
- **SMARTIE Goal:** Conduct one training for all Board, Commission, and Committee (BCC) members focused on statutory requirements, communication tools and strategies, aligning work with the City Council's strategic priorities, equity, and developing and strengthening member leadership skills by August 2023.
- **SMARTIE Goal:** Identify two new ways to broaden the pool of suppliers in purchasing bids over \$100,000 by March 2024.

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.

Goals for Fiscal Year 2023-24

- Complete the following Anti-Displacement Strategy (ADS) recommendations by June 2024
 - Develop and adopt a tenant protection ordinance (ADS Recommendation #1);
 - Launch and implement the housing preservation fund (ADS Recommendation #2); and
 - Negotiate a memorandum of understanding (MOU) with the Housing Endowment and Regional Trust (HEART) (ADS Recommendation #3).
- Release a notice of funding availability (NOFA) for new affordable housing production by September 2023 and award funds to new affordable housing project(s) by June 2024.
- Reduce by 40% the number of encampments or number of unsheltered individuals living in encampments by July 2024.
- Increase the mandatory registration rate of Short-Term Rental operators in Redwood City from 50% to 60% by imposing stricter enforcement procedures by June 2024.

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.

Goals for Fiscal Year 2023-24

- Expand internal Wellness Program, building upon existing programs and in collaboration with the Police Department and Counseling Team International, to ensure we are able to keep our staff physically and mentally well and able to effectively serve the community by hosting six First Responder Resiliency eight-hour training sessions available to both the Fire Department and Police Department by June 2024.
- Through a partnership with the Human Resources Department, the Fire Department will standardize a recruitment process by offering two recruitments a year: a recruitment for Entry Level Firefighter to be completed by August 2023 and a Firefighter Trainee recruitment to be completed by January 2024.
- Procure a site for a training facility and build the facility as designed by July 2024.
- Partner with the College of San Mateo to facilitate a regional fire academy by January 2024.
- Develop implementation plan for recommendations in the Police Operations and Data Analysis Report by November 2023.
- Replace all major components of Police radio communications system, including replacement of transmitters, receivers, base stations, antennas, dispatch consoles, repeaters, wiring, cabling, and associated software, by December 2023.
- Replace or upgrade current handheld "Auto-Cite" technology for use by traffic and parking enforcement personnel by September 2023.
- Replace mobile data computers (MDCs) used in patrol vehicles by field personnel to communicate with dispatch and access information required to ensure public safety by December 2023.
- Update Police Department data dashboards and provide a Redwood City-specific RIPA report by April 2024.
- **SMARTIE Goal:** Partner with professional marketing agency specializing in law enforcement recruitment as part of internal recruiting with the goal of bringing vacancies in all job classifications consistently below 5%, while at the same time maintaining a diverse and high-quality workforce program, by October 2023.
- **SMARTIE Goal:** Complete post-COVID community re-engagement plan with the return of the Spanish and English Language Community Police Academies, as well as the Youth Community Academy by June 2024.

STRATEGIC PRIORITIES AND GOALS

- **SMARTIE Goal:** Conduct a language gap analysis between the community and the Fire Department workforce by January 2024, collecting data regarding all primary languages spoken during service calls and if the Department was able to meet the language need, sharing analysis of all the data collected by March 2024.

STRATEGIC PRIORITIES AND GOALS



SUSTAINABILITY

Proactively address environmental concerns to protect our community.

Goals for Fiscal Year 2023-24

- Award a design contract for Phase 1 (design) of the Price Tract Storm Drainage Pump Station Project by June 2024.
- Continue to extend Phase 2 recycled water distribution pipelines by 2,000 feet per year for the next three 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 by June 2024.
- Work with consulting experts to complete a Sea-Level Rise Vulnerability Study by July 2024 in furtherance of the City's sustainability efforts.
- **SMARTIE Goal:** Increase wet weather preparation outreach (in English/Spanish) prior to November 2023 by sending direct mailers to residents and business owners with property adjacent to natural creeks and in historically impacted low-lying areas to provide information regarding advance preparation tips and available resources.

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.

Goals for Fiscal Year 2023-24

- Complete construction of the Roosevelt Avenue Quick-Build Project by June 2024.
- After adoption of the DTPP amendments and certification of the environmental review, begin planning entitlements for Gatekeeper projects. Complete review and entitlement of all Gatekeeper applications that are deemed complete within one year of completeness.
- Implement funding plan and continue development of 101/84 Interchange Improvement Project; secure \$184M in grant funding for the 101/84 Interchange Improvement Project by December 2024.
- Develop the scope, schedule and budget to complete a project study report and the environmental phase of the combined grade separation and transit center project by December 2023.

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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.

Accomplishments for Fiscal Year 2022-23

- Supported the Sidewalk Repair and Replacement program by completing 3,100 repairs, exceeding the goal of 3,000 repairs by June 2023.

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.

Accomplishments for Fiscal Year 2022-23

- Conducted 16 bilingual RCPL Listens community conversations, attended by 190 individuals, with partners serving youth, caregivers, seniors, and unsheltered individuals, as well as open listening sessions for the general public and specifically for BIPOC individuals, people with disabilities, and LGBTQ+ folks, to identify community aspirations to form the basis of new Library Service Priorities for the period from 2023-2028.
 - Collaborated with the San Mateo County Libraries and local school districts to issue over 7000 special “Empower Card” library cards to every student in Redwood City School District and Belmont Redwood Shores School District, allowing shared access to all the online resources of both library systems.
 - Provided an average of over 50 programs for all ages per month in the new Downtown Library Makerspace, many in collaboration with local partners, with average monthly attendance over 630 people.
 - Developed a public programming and activities plan 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.
 - Implemented equity budgeting analysis in selection of library collections and events on an ongoing basis, resulting in an increased percentage of titles in the library collection reflecting themes of diversity, equity, and inclusion, from 17.4% to 18.7% during 2022.
 - Provided conflict management, de-escalation, and mental health awareness training, as well as training on Inclusion, Diversity, Equity, Accessibility & Leadership (IDEAL) principles and practices in library services, to all Library staff.
 - Collaborated with Parks, Recreation, and Community Services on the community engagement and design development for the planned Downtown Park space.
 - Launched grant-funded Lego Robotics League program to provide equitable access to robotics education for Redwood City School District students in grades 4-8, while also providing mentorship opportunities for students at Sequoia and Woodside High Schools.
- Partnered with Redwood City Together to expand the available community activities during annual Welcoming Week and United Against Hate Week events.

CITYWIDE ACCOMPLISHMENTS BY GUIDING PRINCIPLE

- Completed the Racial Equity Mural along the Jefferson Underpass with a celebration that was held on November 19, 2022.
- After an extensive public engagement process collecting over 1,200 community responses, two final design plans for the Downtown Library Park were developed and presented for feedback to inform final design to then begin construction drawings.
- The Hoover Park Master Plan project was launched in January 2023 where the first phase of the project collected community and neighborhood surveys (via promotoras); held stakeholder meetings (Hoover School, three neighborhood associations, local childcare centers, and the Boys and Girls Club); and held on-site open houses.
- The Youth Cannabis Education and Prevention Program was launched in March 2023 with “The Social Changery: Cannabis Decoded” project utilizing peer-to-peer social media platforms.
- Created new community programs through the collaboration of partners, including the County Commission on Disabilities hosting the now Annual Inclusion Festival at Red Morton Park to provide information, referral, resources, and advocacy for agencies, parents, clients, and the general community; Casa Circulo Cultural providing weekly programming at Magical Bridge Playground and a summer mobile art in parks program; the Parks and Arts Foundation’s “Magic, Music, and Motion” program; and Master Gardeners and service clubs providing weeding and planting days in parks.
- Successfully applied for and received \$4.45M from Senator Becker for the “Parking Lots to Parks” initiative (Downtown Park and Bay Connectivity Project), and \$1.4M from Assemblymember Berman for the Fair Oaks Field synthetic turf replacement and LED field lighting upgrade project.
- The Fair Oaks Community Center served 6500 individuals in 2500 unduplicated households with basic needs services including over \$1 million in housing and utility financial assistance for over 400 households

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.

Accomplishments for Fiscal Year 2022-23

- Expanded teen focused programs including “Volun-teen” service projects, #BikeLife skills event at the Red Morton Community Center, North Fair Oaks teen events, expanded outreach to serve on the Youth and Teen Advisory Boards, and planned and hosted the first Teen municipal career networking dinner (March 30).
- Added over a dozen new recreation programs in Redwood Shores for all ages that impacted nearly 700 youth, teens, and adults. These included new teen classes, new camp offerings, and new senior programs and events. Senior programs had over 250 new seniors participate in AARP driving courses, Mandolin Orchestra performances, senior walking club, senior ping pong and guest lectures. New youth programs included a pre-school science fun fest (100 preschoolers and parents), three new middle school events serving 465 students, and a Volun-teen Adventures program.
- In addition to providing over 300 weekly in-person lunches at the Veterans Memorial Senior Center, PRCS staff delivered 250 meals a week to homebound seniors.

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.

Accomplishments for Fiscal Year 2022-23

- Implemented permanent parklet program.
- Partnered with NovaWorks to offer workforce development information and referrals to over 175 local residents in the first nine months of FY2022-23, and expanded Novaworks availability at the Downtown Library to twice per week in 2023.

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.

Accomplishments for Fiscal Year 2022-23

- Launched the analysis of revenue generation options to help balance the City's operating budget over the next ten years.
- Established new customer service standards and launched a new employee service request software system.
- Successfully implemented a newly integrated cashiering software system.
- Supported the Finance and Audit Committee's consideration of Environmental, Social, and Governance investing practices.
- Established a new Enterprise resource planning (ERP) administrator function to coordinate the technical coordination of financial management software.
- Centralized and strengthened grant coordination efforts citywide through the administration of a new interdepartmental committee and online resource group.
- Created new employee resource tools to support citywide compliance with the City procurement policy.
- Navigated a department-wide turnover rate of 36%, including onboarding new leadership in two-thirds of department divisions.
- Successfully defended the City's computer infrastructure from cyberattacks.
- Successfully fulfilled responsibilities as Redwood City Elections Official for the November 8, 2022 Municipal Election.
- Developed and implemented a framework for evaluating functions and programs related to Boards, Commissions, and Committees (BCCs), received unanimous City Council support for reducing barriers to participation through modifications to membership eligibility criteria and implemented strategies to strengthen and diversify recruitment efforts to reach newly eligible community members.
- Conducted several citywide recruitments to fill 24 vacancies on various City Boards, Commissions, and Committees (BCCs).
- Continued to update, reorganize, and reformat the Municipal Code and Zoning Code.

CITYWIDE ACCOMPLISHMENTS BY GUIDING PRINCIPLE

- Provided Foundational Equity Training to 20% of City employees by mid-year and developed plans to extend training to 650 employees through June 2024.
- Led effort to place Charter Amendments for District Elections on the November 2022 ballot.
- Conducted orientation meetings for new City Councilmembers.
- Implemented 80% of priority 1 recommendations of the Building Organizational Review Implementation Plan. Hired 5 full time positions to increase staff capacity to process building permits and plan review requests, completed position training manuals for all positions, and implemented recycle deposit software Green Halo.
- Created interactive Council District web map application for residents to identify in what Council District they reside.
- Commenced the labor negotiations process for fiscally responsible labor agreements with the Police Officers' Association (POA), Police Supervisors' Association (PSA) and International Association of Fire Firefighters Local 2400 (IAFF) while continuing to provide salaries and benefits that attract and retain a well-qualified workforce. The City Council approved a successor POA MOU in March 2023.
- To attract and retain talent, while also providing competitive salaries, completed several compensation studies to compare current salary ranges to the mean/median of the City's comparator agencies and also conducted several classification studies to better align position duties to the appropriate job classifications.
- To provide additional support to the community and to also align with other bargaining groups benefits, expanded the bilingual pay program for POA members to include additional languages beyond Spanish. New eligible languages include American Sign Language, Cantonese, Korean, Mandarin, Russian, Spanish, and Vietnamese.
- Conducted 60 recruitment and selection processes for regular positions and 52 recruitment and selection processed for casual/contract positions (through June 30, 2023).
- Conducted the City's first Firefighter Trainee recruitment and selection process, which resulted in a candidate pool of 418 applicants and a hiring eligibility list of 16 candidate names. Eight candidates from the hiring eligible list were hired to fill current vacancies and were included in the March 2023 Fire Academy.
- Conducted continuous recruitment and selection processes for the positions of: Police Officer Trainee, Police Officer Entry Level (Academy Graduate) and Police Officer Lateral to maintain current hiring eligible lists to fill vacant position.
- To support succession planning and professional development, provided executive coaching and leadership development services to eight executive and mid-management teammates.
- Completed a Request for Proposal (RFP) for Third Party Administrator to administer the City's workers' compensation claims and entered into a three-year contract for the period of July 2022 – June 2025.

CITYWIDE ACCOMPLISHMENTS BY GUIDING PRINCIPLE

- On June 13, 2022, the City Council authorized the collection of sewer service charges on the County of San Mateo tax roll for customers with one dwelling unit per parcel. Staff has successfully transitioned the collection of sewer service charges for one dwelling unit customers to the tax roll for Fiscal Year 2022-23.
- Staff has completed the migration of the City's multiple fleet maintenance systems into a consolidated system provided by Hiperweb. Transitioning to Hiperweb reduces the need for staff to manage multiple systems for the various functions pertaining to fleet management. This also furthers the department's goal of having Hiperweb as a centralized work order management system for all sections within Public Works Services.
- Since 2017, the City has been required to report annually to the State Water Board the amount of real water losses due to leaks and unauthorized uses; and apparent losses due to meter inaccuracies and billing errors. In 2022, real water losses were the lowest to date, at 5.7% of total water supplied to the system, as compared to 10.1% in 2017.

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.

Accomplishments for Fiscal Year 2022-23

- Began implementation of the Anti-Displacement Strategy (ADS) completing mobile home rezoning (ADS Recommendation #6); completing research and community engagement on anti-harassment and right to return policies (ADS Recommendation #1); and developing program guidelines for establishing a housing preservation fund (ADS Recommendation #2).
- Completed 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.
- In partnership with San Mateo County, completed the rehabilitation and lease up of the Comfort Inn Hotel conversion to permanent affordable housing project.
- Initiated intensive, coordinated outreach to homeless encampment residents with the creation of the Inter-Agency Redwood City Homeless Outreach Strategy Team after securing \$1 million grant from the County of San Mateo and \$1.8 million in State.
- Adopted the Housing, Environmental Justice and Safety Elements in February 2023. This document addressed equity concerns, such as what communities benefit or are burdened by certain policies, and how high-opportunity neighborhoods can be accessible to all groups.
- Completed transition of RV residents from the Temporary RV Safe Parking Program to permanent housing and other alternatives to parking on the street in Redwood City.

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.

Accomplishments for Fiscal Year 2022-23

- Completed the Emergency Operations Center (EOC) remodel, provided Council training, developed an EOC roster, and implemented a notification system to reach all city employees and EOC staff. Citywide training continues to be ongoing.
- Completed the Fire Department Standards of Cover (SOC) study; City Council will consider SOC findings on June 12, 2023.
- In collaboration with Human Resources, created the classification of Firefighter Trainee. Conducted three separate recruitments for Firefighter Trainee, Entry Level Firefighter and Fire Prevention Officer. Onboarded eight Firefighter Trainees and one Entry Level Firefighter/Engineer.
- The Department submitted an update to the Equity and Social Justice Sub-Committee regarding our progress on recruitment and demographics.
- Initiated IDEAL (inclusion, diversity, equity, accessibility and leadership) training for the fire department. Each employee will attend 18 hours of training on the topics of inclusion, diversity, equity, accessibility and leadership. This will help to build an inclusive workplace and ensure the department is offering great services to everyone.
- Worked in collaboration with the City of San Carlos to improve our Emergency Management efforts for both cities, and made available Emergency Operations Center (EOC) training (Type 3 EOC credentialing courses as defined by California Operations of Emergency Services (CAL OES) to City staff. Conducted multi-jurisdiction EOC/DOC in response to the 22/23 Storms.
- Hosted three Community Emergency Response Team (CERT) Academies and about 22 education/membership meetings. There were 57 graduates of the Academy, seven of which were part of the Spanish CERT Academy. Approximately 200 people participated in the education/membership meetings.
- Expanded the Fire Explorer Program. Hosted one open house, onboarded 12 explorers, and conducted eight meetings.
- Created design concepts and received quotes for the structure and site improvements for the training tower. We are engaged in discussions with the County for a land use agreement.

CITYWIDE ACCOMPLISHMENTS BY GUIDING PRINCIPLE

- Significantly expanded departmental Wellness Program, building upon existing programming to ensure we are able to keep our staff physically and mentally well and able to serve the Redwood City Community. This included contracting with Counseling Team International to provide supplemental mental health counseling resources, critical incident debriefing services, annual wellness check-ins and peer support training, among other services. The Department has also restarted its own internal Peer Support Program, identifying and training more than 10 sworn and professional staff members to provide mental health support to Department staff.
- Completed the transition to the federal and state crime data tracking systems, switching from the prior FBI Uniform Crime Report tracking methodology to the mandated CIBRS (California Incident Based Reporting System) and NIBRS (National Incident Based Reporting System) methodology. This was a significant transition in the tracking and reporting of crime data and statistics, requiring both officers and records personnel to substantially change the manner in which crime data is captured, classified and reported to the public.
- Completed implementation of the state mandated RIPA (Racial Identity Profiling Act) data tracking system. Department personnel have fully transitioned to tracking a wide variety of demographic data related to police contacts, and provided RIPA data to the state of California in April 2023.
- Opened a police relief station located at the Redwood Shores Branch Library. This facility is equipped with a complete report writing workstation, allowing officers to complete required reports without the need to return to the main police station. It also provides a location for officers assigned to the Redwood Shores area to conduct follow up investigations and meet with residents, allowing for a more efficient delivery of service to the community.
- Completed the procurement process for the addition of vehicle mounted cameras, which work in conjunction with the existing issued body worn cameras, to increase departmental transparency and accountability to the community; improve officer safety, and ensure the use of best evidentiary gathering practices. Contracted with the vendor, Axon Enterprises Inc., with installation to be completed by the end of June 2023.
- Successfully launched a comprehensive staffing and service analysis by the Center for Public Safety Management (CPSM). The Department has been working with CPSM since the fall of 2022 and the draft report should be ready for initial review by the end of March. The Department anticipates the report findings will be presented to City Council in April of 2023, with Council consideration and feedback anticipated by the end of June 2023.
- Completed implementation of the state mandated RIPA (Racial Identity Profiling Act) data tracking system. Department personnel have fully transitioned to tracking a wide variety of demographic data related to police contacts, and provided RIPA data to the state of California in April 2023.

CITYWIDE ACCOMPLISHMENTS BY GUIDING PRINCIPLE



SUSTAINABILITY

Proactively address environmental concerns to protect our community.

Accomplishments for Fiscal Year 2022-23

- Received two FEMA grants for Bradford and Price Pump Stations. Completed design for Bradford Pump Station (CalOES and FEMA will review Phase 1 in 6-18 months).
- Collaborated with OneShoreline, the San Mateo County Flood and Sea Level Rise Resiliency District, on startup and operation of the Bayfront Canal Atherton Channel Diversion Structure during the 2022-23 wet weather season. During high tides, the structure diverts stormwater flows from the Bayfront Canal and Atherton Channel into managed ponds within the Ravenswood Complex. Redwood City staff will be responsible for maintenance and operation of the structure for the initial five years.
- Converted an additional 300+ street lights to LED lights. Over 90% of all eligible street lights have now been converted, with a goal of 100% completion by June 2024.
- Adoption of Disposable Foodware Ordinance to reduce the amount of plastic and single-use foodware going to landfills.
- The City has 21,000 customer-side, private water service lines which must have pipeline material identified by October 16, 2024 in compliance with the Federal Lead and Copper Rule Revision. In FY2022-23 PWS identified the material for 5,000 customer service lines through December 2022 and is on track to identify material for a total of 10,000 service lines by July 2023.

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.

Accomplishments for Fiscal Year 2022-23

- Completed the Transit District Supplemental Environmental Impact Report. Council adopted the Downtown Precise Plan (DTPP) amendments to create the Transit District in November 2022.
- Launched shared micromobility with the issuance of a permit to Bird for e-scooter service in July 2022. Since Bird's scooter share program launched, more than 45,100 rides have occurred in Redwood City for a distance of over 46,000 miles and an average trip length of 1 mile.
- Completed Grade Separation Feasibility Study.

CITYWIDE ACCOMPLISHMENTS BY GUIDING PRINCIPLE

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GENERAL BUDGET INFORMATION

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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.

FUND DESCRIPTIONS

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

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 2022-23 will not have been paid by June 30, 2023, but are estimated and recorded as of June 30, 2023. 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 2023.

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. The code also includes a local preference of 1% for all purchases. This policy was updated in May 2020.

On November 16, 2020, the City Council adopted the 2030 Climate Action Plan and the Environmentally Preferred Purchasing Policy. The Climate Action Plan provides a pathway to accelerate our historical success with reducing greenhouse gas (GHG) emissions.

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.

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ANALYSIS OF BUDGET BY FUND

	ACTUAL 2021-22	ESTIMATED ACTUAL 2022-23	ADOPTED BUDGET 2023-24
GENERAL FUND			
Beginning Balance	\$ 54,214,689	\$ 65,181,898	\$ 65,484,943
Estimated Revenues/Transfers	153,497,795	160,049,731	160,835,861
Total Expenditures, including Capital	(142,530,586)	(159,746,686)	(171,751,759)
Ending Balance	\$ 65,181,898	\$ 65,484,943	\$ 54,569,045
SPECIAL REVENUE FUNDS			
Beginning Balance	61,682,761	71,435,595	72,614,776
Estimated Revenues/Transfers	27,889,127	24,934,418	28,141,701
Total Expenditures, including Capital	(18,136,293)	(23,755,237)	(53,698,554)
Ending Balance	\$ 71,435,595	\$ 72,614,776	\$ 47,057,923
CAPITAL PROJECT FUNDS			
Beginning Balance	45,842,461	28,366,187	7,942,498
Estimated Revenues/Transfers	9,604,993	10,177,255	12,642,641
Total Expenditures, including Capital	(27,081,267)	(30,600,944)	(12,138,592)
Ending Balance	\$ 28,366,187	\$ 7,942,498	\$ 8,446,547
DEBT SERVICE FUND			
Beginning Balance	4,791,518	2,990,181	1,143,883
Estimated Revenues/Transfers	2,035	44,312	1,991,354
Total Expenditures, including Capital	(1,803,372)	(1,890,610)	(3,098,450)
Ending Balance	\$ 2,990,181	\$ 1,143,883	\$ 36,787
ENTERPRISE FUNDS			
Beginning Balance	115,104,284	127,778,540	139,521,492
Estimated Revenues/Transfers	96,949,977	91,551,569	95,876,427
Total Expenditures, including Capital	(84,275,721)	(79,808,617)	(104,694,820)
Ending Balance	\$ 127,778,540	\$ 139,521,492	\$ 130,703,099
INTERNAL SERVICES FUND			
Beginning Balance	4,398,017	14,419,496	14,512,176
Estimated Revenues/Transfers	46,719,565	36,102,019	42,950,580
Total Expenditures, including Capital	(36,698,086)	(36,009,339)	(45,158,519)
Ending Balance	\$ 14,419,496	\$ 14,512,176	\$ 12,304,237

ANALYSIS OF BUDGET BY FUND

Analysis of Budget By Fund

2023-24

Analysis of Budget By Fund FY 2023-24

	BEGINNING BALANCE	ESTIMATED REVENUES	TRANSFER IN/(OUT)	TOTAL AVAILABLE	OPERATIONS DEBT SERVICE	CAPITAL IMPROVEMENTS	TOTAL EXPENDITURE	ENDING BALANCE
GENERAL OPERATING FUNDS								
General Fund	65,484,943	164,897,120	(7,439,350)	222,942,713	157,674,350	650,000	158,324,350	64,618,363
Library Fund	-	140,000	1,544	141,544	10,773,079	-	10,773,079	(10,631,535)
Recreation Program Fund	-	2,100,598	247	2,100,845	2,609,871	-	2,609,871	(509,026)
Utility Users Tax	-	9,575,293	(8,439,591)	1,135,702	44,459	-	44,459	1,091,243
<i>Subtotal</i>	\$ 65,484,943	\$ 176,713,011	\$ (15,877,150)	\$ 226,320,804	\$ 171,101,759	\$ 650,000	\$ 171,751,759	\$ 54,569,045
SPECIAL REVENUE FUNDS								
Traffic Safety Fund	(347,699)	146,176	1,819,725	1,618,202	2,350,503	-	2,350,503	(732,301)
Special Gas Tax Fund	1,779,817	4,580,494	1,617,888	7,978,199	3,002,010	2,063,670	5,065,680	2,912,519
GID-64 Maint District (RWS Maint Fund)	1,650,405	1,247,631	(599,082)	2,298,954	548,402	-	548,402	1,750,552
Seaport Centre/Seaport Plaza Fund	2,606,029	260,358	20	2,866,407	312,856	-	312,856	2,553,551
Seaport Blvd Landscape Maintenance Fund	435,530	220,827	83	656,440	267,011	-	267,011	389,429
Lido Maint District Fund (RWS Landscape Maint)	(130,418)	292,580	39,659	201,821	331,639	-	331,639	(129,818)
Grants Fund	12,039,896	5,785,118	140	17,825,154	4,567,146	13,050,031	17,617,177	207,977
Human Services Financial Assistance Fund	236,427	6,958	-	243,385	100,000	-	100,000	143,385
Low & Moderate Income Housing Asset Fund	16,316,503	175,669	80	16,492,252	8,428,604	-	8,428,604	8,063,648
S.L.E.S.F. Grant Fund	1,022,809	235,581	-	1,258,390	125,000	-	125,000	1,133,390
Planning Cost Recovery Fund	(2,786,478)	2,205,211	-	(581,267)	1,212,000	-	1,212,000	(1,793,267)
Community Benefits Fund	2,399,013	36,465	-	2,435,478	-	-	-	2,435,478
Housing Legal Aid Society Fund	141,671	2,644	-	144,315	-	-	-	144,315
Housing In-Lieu Fees & Other Rev Fund	589,143	16,391	-	605,534	20,000	-	20,000	585,534
Housing Support Fund	1,706,094	958,722	50,000	2,714,816	1,083,490	-	1,083,490	1,631,326
Affordable Housing & Other Rev Fund	3,660,066	4,885,002	21	8,545,089	49,534	-	49,534	8,495,555
Transportation Grants Fund	14,923,121	387,673	21	15,310,815	296,730	12,064,489	12,361,219	2,949,596
Traffic Mitigation Fees Fund	10,075,047	271,480	-	10,346,527	17,471	-	17,471	10,329,056
Transportation Fund	6,297,800	3,498,078	88	9,795,966	407,969	3,400,000	3,807,969	5,987,997
<i>Subtotal</i>	\$ 72,614,776	\$ 25,213,058	\$ 2,928,643	\$ 100,756,477	\$ 23,120,364	\$ 30,578,190	\$ 53,698,554	\$ 47,057,923
CAPITAL IMPROVEMENT FUNDS								
Capital Outlay Fund	5,611,163	505,119	10,961,476	17,077,758	3,239,319	8,842,276	12,081,595	4,996,163
GID Facilities Fees Fund	450,560	6,855	-	457,415	-	-	-	457,415
Shores Transportation Imprv. District Fund	633,719	9,633	-	643,352	-	-	-	643,352
Parks Impact and In Lieu Fees Fund	522,468	1,099,603	-	1,622,071	6,997	-	6,997	1,615,074
Art in Public Places Fund	38,493	1,615	50,000	90,108	-	50,000	50,000	40,108
PEG Fees Fund	630,063	6,396	-	636,459	-	-	-	636,459
One Marina Construction Fund	56,032	1,944	-	57,976	-	-	-	57,976
<i>Subtotal</i>	\$ 7,942,498	\$ 1,631,165	\$ 11,011,476	\$ 20,585,139	\$ 3,246,316	\$ 8,892,276	\$ 12,138,592	\$ 8,446,547
DEBT SERVICE FUND								
PFA 2021 Veterans Memorial/Senior Center Lease Bond F	1,143,883	1,991,354	-	3,135,237	3,098,450	-	3,098,450	36,787
ENTERPRISE FUNDS								
Parking Fund	6,435,331	2,136,343	1,716,346	10,288,020	3,771,903	1,600,000	5,371,903	4,916,117
Water Fund	40,921,505	46,644,979	839,284	88,405,768	45,899,844	7,900,000	53,799,844	34,605,924
Sewer Fund	91,942,904	44,287,028	(627,858)	135,602,074	39,587,794	5,300,000	44,887,794	90,714,280
Docktown Marina Fund	221,752	22,233	858,072	1,102,057	635,279	-	635,279	466,778
<i>Subtotal</i>	\$ 139,521,492	\$ 93,090,583	\$ 2,785,844	\$ 235,397,919	\$ 89,894,820	\$ 14,800,000	\$ 104,694,820	\$ 130,703,099
TOTAL	\$ 286,707,592	\$ 298,639,171	\$ 848,813	\$ 586,195,576	\$ 290,461,710	\$ 54,920,466	\$ 345,382,176	\$ 240,813,400
<i>(excluding Internal Service)</i>								
INTERNAL SERVICE FUNDS								
Equipment Services Fund	14,477,700	6,713,789	406	21,191,895	6,027,216	-	6,027,216	15,164,679
Internal Services Fund/Technology Fund	(15,471,671)	14,108,753	(174,484)	(1,537,402)	14,397,321	-	14,397,321	(15,934,723)
Workers' Compensation Ins. Fund	13,411,280	8,243,555	(274,856)	21,379,979	9,390,078	-	9,390,078	11,989,901
General Liability Insurance Fund	(827,769)	5,930,248	(699,879)	4,402,600	6,337,470	-	6,337,470	(1,934,870)
Employee Benefits Fund	2,927,636	8,803,048	300,000	12,030,684	9,006,434	-	9,006,434	3,024,250
<i>Subtotal</i>	\$ 14,517,176	\$ 43,799,393	\$ (848,813)	\$ 57,467,756	\$ 45,158,519	\$ -	\$ 45,158,519	\$ 12,309,237
TOTAL ALL FUNDS	\$ 301,224,768	\$ 342,438,564	\$ -	\$ 643,663,332	\$ 335,620,228	\$ 54,920,466	\$ 390,540,694	\$ 253,122,638

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 16.7 percent in FY 2023-24, 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 35.5 percent in FY 2023-24. 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 increase 6.3 percent in FY 2023-24. This increase is due to current year revenues being slightly higher than the outlay of funds 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 from \$1.1 million to \$37 thousand in FY 2023-24. This decrease is due to the payment of debt service on the 2021 Lease Revenue Bonds, which are paid from lease payments made by the City to the Redwood City Public Facilities and Infrastructure Authority.

Enterprise Funds

Fund Balance in the Enterprise Funds is expected to decrease by 6.3 percent in FY 2023-24. 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. 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 15.2% in FY 2023-24. 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

GENERAL FUND	ACTUALS FY 2021-22	ADJUSTED BUDGET FY 2022-23	RECOMD. BUDGET FY 2023-24
CHARGES FOR CURRENT SERVICES			
Accounting Services	200,675	140,839	146,953
After School Program Fees	952,022	80,000	460,000
Communication Services	28,378	55,000	55,000
Construction Demolition Debris Income	137,613	130,000	130,000
Courthouse Square Rental Income	1,961	500	2,000
Downtown Program Revenues	243,104	268,000	350,000
Engineering Services	1,205,370	740,000	760,000
Fire Inspection Fees	1,874,452	508,149	522,703
Fire Services	15,033,253	8,756,183	9,132,403
Garbage Collection Franchise Fees	2,894,624	2,826,542	2,940,565
Geographic Information System Fee	951,383	800,000	850,000
Garbage Bill Rate Assistance Program	90,518	85,000	69,560
Miscellaneous Fees and Charges	-	12,000	6,000
Plan Checking Fees	1,447,577	2,266,585	3,010,550
Planning Cost Recovery	1,691,966	380,000	380,000
Planning Fees	1,022,151	1,000,000	1,355,000
Polices Services	213,334	236,620	216,184
Shopping Cart Collection Fees	12,852	4,000	4,000
Subtotal Charges for Current Services	\$ 28,001,233	\$ 18,289,418	\$ 20,390,918
FINES AND FORFEITURES			
Administrative Citation Fines	-	2,000	2,000
Parking Fines	414,015	400,000	400,000
Subtotal Fines and Forfeitures	\$ 414,015	\$ 402,000	\$ 402,000
INTERGOVERNMENTAL			
Contribution from Port of Redwood City	563,962	542,000	533,566
County Fair Oaks Information and Referral Contributions	-	390,196	487,803
Fair Oaks Center Contribution/Grants	287,369	287,369	386,214
Grants and Donations	9,874,554	9,241,531	10,481,381
Motor Vehicle In-Lieu Fee	98,407	50,000	50,000
Paramedic Program Contribution	65,352	122,457	67,313
Police Officer Training Reimbursement	46,814	50,000	75,000
Proposition 172 Sales Tax	963,542	836,445	1,022,705
Recreation Program Grants	573,503	500,000	588,580
State Contribution for Streets	-	70,200	70,200
State-Mandated Program Reimbursement	59,603	50,000	50,000
Subtotal Intergovernmental	\$ 12,533,106	\$ 12,140,198	\$ 13,812,762
LIBRARY REVENUE			
County Contribution to Fair Oaks Library	-	-	-
Library Grants	660,219	497,586	125,000
Library Services	12,768	30,000	15,000
Subtotal Library Revenue	\$ 672,987	\$ 527,586	\$ 140,000
LICENSES AND PERMITS			
Building Permits	2,717,942	4,500,000	4,500,000
Fire Permits	4,845	1,928	2,500
Other Licenses and Permits	2,969,927	2,307,334	1,879,052
Subtotal Licenses and Permits	\$ 5,692,714	\$ 6,809,262	\$ 6,381,552

CONSOLIDATED REVENUE SCHEDULE

GENERAL FUND CONT.	ACTUALS FY 2021-22	ADJUSTED BUDGET FY 2022-23	RECOMD. BUDGET FY 2023-24
OTHER REVENUE			
Interdepartmental Operating Transfers	2,520,970	2,511,407	2,571,389
Other Revenue	955,489	800,217	861,608
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
Subtotal Other Revenue	\$ 8,231,091	\$ 8,066,256	\$ 8,187,629
OTHER TAXES & FEES			
Business License Taxes	3,637,470	3,689,074	3,312,374
Franchise Fees	1,768,217	1,786,966	1,751,500
Property Transfer Taxes	1,566,564	650,000	750,000
Sales and Use Taxes	35,851,463	33,328,814	38,416,378
Transient Occupancy Taxes	3,288,466	2,750,000	4,348,280
Subtotal Other Taxes & Fees	\$ 46,112,180	\$ 42,204,854	\$ 48,578,532
PROPERTY TAXES			
Current Secured Property/Assessment District Taxes	44,748,178	42,063,548	48,924,688
Current Unsecured Property/Assessment District Taxes	1,137,567	1,857,876	1,787,201
ERAF Return from County	9,811,715	4,200,000	5,500,000
Former Redevelopment Agency Property Taxes	2,309,635	5,729,028	2,500,000
Homeowner Property Tax Relief	172,496	200,000	170,000
Prior Year Property/Assessment District Taxes	(28,227)	(30,000)	-
Property Tax In-lieu of VLF	14,393,640	5,988,563	6,500,000
Subtotal Property Taxes	\$ 72,545,004	\$ 60,009,015	\$ 65,381,889
RECREATION REVENUE			
Recreation Program Fees	1,610,669	831,000	2,106,300
Subtotal Recreation Revenue	\$ 1,610,669	\$ 831,000	\$ 2,106,300
USE OF MONEY AND PROPERTY			
Interest Income	(57,959)	1,605,424	1,319,009
Rental Income	576,945	250,000	450,000
Subtotal Use of Money and Property	\$ 518,986	\$ 1,855,424	\$ 1,769,009
UTILITY USERS' TAX			
Utility Users' Tax	5,130,025	8,963,038	9,562,421
Subtotal Utility Users' Tax	\$ 5,130,025	\$ 8,963,038	\$ 9,562,421
Total General Fund Revenues	\$ 181,462,010	\$ 160,098,051	\$ 176,713,011

CONSOLIDATED REVENUE SCHEDULE

SPECIAL REVENUE FUNDS	ACTUALS FY 2021-22	ADJUSTED BUDGET FY 2022-23	RECOMD. BUDGET FY 2023-24
COMMUNITY BENEFITS FUND			
Interest Income	31,812	28,971	36,465
Total Community Benefits Fund	\$ 31,812	\$ 28,971	\$ 36,465
GRANTS			
Community Development Block Grant	1,187,366	5,359,270	1,137,758
Federal and State Grants	322,788	-	4,500,000
Grants and Donations	33,409	50,000	50,000
Interest Income	58,017	30,594	104,318
Rental Income	3,608	-	-
Total Grants	\$ 1,605,188	\$ 5,439,864	\$ 5,792,076
LEGAL AID SOCIETY HOUSING FUND			
Interest Income	2,307	2,101	2,644
Total Legal Aid Society Housing Fund	\$ 2,307	\$ 2,101	\$ 2,644
LOW AND MODERATE INCOME HOUSING ASSET FUND			
Affordable Housing Impact Fees	-	4,633,630	4,633,630
Federal and State Grants	54,013	635,226	500,000
Miscellaneous Fees and Charges	34,488	-	40,320
Transient Occupancy Tax- Short term rental	332,173	220,000	575,885
Interest Income	277,238	88,265	250,949
Utility Users' Tax	62,167	50,287	35,000
Total Low and Moderate Income Housing Asset Fund	\$ 760,079	\$ 5,627,408	\$ 6,035,784
MAINTENANCE DISTRICTS			
Redwood Shores Landscape	284,118	279,393	292,580
Redwood Shores Maintenance	1,141,962	1,094,909	1,247,631
Seaport Centre Maintenance	32,305	216,554	36,888
Seaport Landscape	219,623	219,070	220,827
Total Maintenance District Funds	\$ 1,678,008	\$ 1,809,926	\$ 1,797,926
PLANNING COST RECOVERY FUND			
Reimbursable Planning Contracts	1,707,053	2,000,000	2,200,000
Interest Income	-	-	5,211
Total Planning Cost Recovery	\$ 1,707,053	\$ 2,000,000	\$ 2,205,211
SPECIAL GAS TAX STREET IMPROVEMENT FUND			
Miscellaneous	34,573	25,000	25,000
Gas Tax section 2103 Prop 42 Replacement	-	753,700	-
Gas Tax Section 2105	469,102	491,114	547,801
Gas Tax Section 2106	295,870	312,991	342,888
Gas Tax Section 2107 and 2107.5	567,603	632,481	665,482
Gas Tax Section 7360 Prop 72 Replacement	658,391	-	827,241
Sec 2031 - RMRA Revenue Allocation	1,703,620	1,667,533	2,063,670
Interest Income	86,186	41,090	108,412
Total Special Gas Tax Funds	\$ 3,815,345	\$ 3,923,909	\$ 4,580,494

CONSOLIDATED REVENUE SCHEDULE

SPECIAL REVENUE FUNDS CONT	ACTUALS FY 2021-22	ADJUSTED BUDGET FY 2022-23	RECOMD. BUDGET FY 2023-24
SUPPLEMENTAL LAW ENFORCEMENT SERVICES FUND GRANT			
S.L.E.S.F. Grant	211,260	210,000	222,480
Interest Income	11,687	7,862	13,101
Total S.L.E.S.F Grant	\$ 222,947	\$ 217,862	\$ 235,581
TRAFFIC MITIGATION FEES FUND			
Traffic Mitigation Fees	1,279,143	200,000	220,000
Interest Income	47,700	48,422	51,480
Interest Income- Trustee Accounts	3,140	-	-
Total Traffic Mitigation Fees Fund	\$ 1,329,983	\$ 248,422	\$ 271,480
TRAFFIC SAFETY FUND			
Polices Services	61,797	10,000	10,000
Traffic Fines	158,512	-	125,000
Interest Income	4,649	1,946	11,176
Total Traffic Safety Fund	\$ 224,958	\$ 11,946	\$ 146,176
TRANSPORTATION FUND			
Sales and Use Taxes	3,572,741	2,897,845	3,400,000
Interest Income	83,863	42,525	98,078
Total Transportation Fund	\$ 3,656,604	\$ 2,940,370	\$ 3,498,078
TRANSPORTATION GRANTS FUNDS			
Federal and State Grants	719,163	8,470,000	-
Motor Vehicle In-Lieu Fee	300,880	280,000	300,000
Interest Income	76,156	54,401	87,673
Total Transportation Grants Fund	\$ 1,096,199	\$ 8,804,401	\$ 387,673
Total Special Revenue Funds Revenues	\$ 16,130,483	\$ 31,055,180	\$ 24,989,588

CONSOLIDATED REVENUE SCHEDULE

	ACTUALS FY 2021-22	ADJUSTED BUDGET FY 2022-23	RECOMD. BUDGET FY 2023-24
CAPITAL PROJECT FUNDS			
ART IN PUBLIC PLACES FUND			
Interest Income	1,141	149	1,615
Total Art In Public Places Fund	\$ 1,141	\$ 149	\$ 1,615
CAPITAL OUTLAY FUND			
Other Revenue	16,914	45,000	42,000
Interest Income	371,108	237,486	463,119
Total Capital Outlay Fund	\$ 388,022	\$ 282,486	\$ 505,119
FACILITIES FEES CONSTRUCTION FUND			
Interest Income	5,985	5,451	6,855
Total GID-64 Facilities Fees Fund	\$ 5,985	\$ 5,451	\$ 6,855
ONE MARINA COMMUNITY FACILITIES DISTRICT FUND			
Interest Income	1,531	3,188	1,944
Total One Marina Construction Fund	\$ 1,531	\$ 3,188	\$ 1,944
PARKS IMPACT AND IN LIEU FEE FUND			
Developer Contributions	12,733	1,000,000	1,000,000
Interest Income	86,899	104,935	99,603
Total Parks Impact and In-Lieu Fees Fund	\$ 99,632	\$ 1,104,935	\$ 1,099,603
PUBLIC, EDUCATIONAL, GOVERNMENTAL (PEG) FEES FUND			
PEG Fees	(35,395)	-	-
Interest Income	5,607	4,120	6,396
Total PEG Fund	\$ (29,788)	\$ 4,120	\$ 6,396
SHORES TRANSPORTATION IMPROVEMENT DISTRICT FUND			
Interest Income	8,403	7,653	9,633
Total Traffic Mitigation Fees Fund	\$ 8,403	\$ 7,653	\$ 9,633
Total Capital Project Funds Revenues	\$ 474,926	\$ 1,407,982	\$ 1,631,165
DEBT SERVICE FUNDS			
PUBLIC FINANCE AUTHORITY			
Rental Income	-	-	1,991,354
Total Public Finance Authority	\$ -	\$ -	\$ 1,991,354
Total Debt Service Funds Revenues	\$ -	\$ -	\$ 1,991,354

CONSOLIDATED REVENUE SCHEDULE

ENTERPRISE FUNDS	ACTUALS FY 2021-22	ADJUSTED BUDGET FY 2022-23	RECOMD. BUDGET FY 2023-24
DOCKTOWN MARINA			
Miscellaneous	(343,929)	-	-
Rent	1,332	-	11,880
Interest Income	5,131	-	10,353
Total Docktown Marina Fund	\$ (337,466)	\$ -	\$ 22,233
PARKING FUND			
Parking Fees	1,424,759	1,340,000	1,485,000
Parking In-Lieu Fees	-	25,000	25,000
Current Secured Property/Assessment District Taxes	45,088	30,127	36,653
Current Unsecured Property/Assessment District Taxes	(7,559)	1,550	865
ERAF Return from County	1,608	1,638	1,700
Former Redevelopment Agency Property Taxes	273,175	365,134	300,000
Homeowner Property Tax Relief	1,586	1,447	1,600
Interest Income	236,025	198,246	285,525
Total Parking Fund	\$ 1,974,682	\$ 1,963,142	\$ 2,136,343
SEWER UTILITY FUND			
Emerald Lakes Area	1,649,002	1,659,728	1,648,740
Facility Fees	371,418	201,000	202,000
Fair Oaks District	6,879,017	6,313,098	6,813,580
Miscellaneous	75,076	21,900	51,100
Sewer Service Charges	35,168,976	34,022,684	34,741,174
Woodside Sewer Service	139,648	124,496	145,914
Interest Income	569,153	371,967	684,520
Total Sewer Utility Fund	\$ 44,852,290	\$ 42,714,873	\$ 44,287,028
WATER UTILITY FUND			
Basic Service Charges	15,239,429	15,530,642	15,803,002
Connection Fees	163,217	175,000	160,000
Facility Fees	687,731	453,135	420,000
Miscellaneous	113,590	94,050	115,000
Water Capacity Fees	752,778	500,000	500,000
Water Sales	28,818,277	32,769,241	28,341,697
Other Revenue	3,174	-	10,000
Interest Income	1,104,378	701,968	1,295,280
Total Water Utility Fund	\$ 46,882,574	\$ 50,224,036	\$ 46,644,979
Total Enterprise Funds Revenues	\$ 93,372,080	\$ 94,902,051	\$ 93,090,583

CONSOLIDATED REVENUE SCHEDULE

	ACTUALS FY 2021-22	ADJUSTED BUDGET FY 2022-23	RECOMD. BUDGET FY 2023-24
INTERNAL SERVICE FUNDS			
EMPLOYEE BENEFITS FUND			
Charges and Interest	8,543,142	8,369,000	8,782,400
Interest Income	12,870	18,008	20,648
Total Employee Benefits Fund	\$ 8,556,012	\$ 8,387,008	\$ 8,803,048
EQUIPMENT SERVICES FUND			
Internal Service Charges	5,658,596	5,658,596	6,309,776
Miscellaneous	123,970	181,253	120,000
Interest Income	225,556	166,773	274,013
Rental Income	21,935	10,300	10,000
Total Equipment Services Fund	\$ 6,030,057	\$ 6,016,922	\$ 6,713,789
INTERNAL SERVICES FUND			
Communication Services	3,830,482	3,830,482	4,201,920
Facility Custodial Services	2,422,969	2,398,949	2,403,319
Facility Maintenance Services	2,593,020	2,577,309	2,761,518
Fire Equipment Replacement	-	160,091	-
Information Technology (IT) Services	2,788,426	2,788,426	3,794,132
IT Services - Other Agencies	501,079	1,153,868	413,786
Miscellaneous	600	-	-
Telephone Services	517,934	517,934	236,822
Other Revenue	197,182	-	-
Interest Income	-	9,640	-
Rental Income	3,875	7,500	15,000
Total Internal Services Fund	\$ 12,855,567	\$ 13,444,199	\$ 13,826,497
SELF INSURANCE FUND			
General Liability Insurance Charges	4,508,504	4,516,239	5,836,680
Workers' Comp. Insurance Charges	5,604,877	5,604,877	7,772,012
Interest Income	454,861	421,502	565,111
Total Self Insurance Fund	\$ 10,568,242	\$ 10,542,618	\$ 14,173,803
TECHNOLOGY FUND			
PC Refresh	224,999	224,999	277,948
Interest Income	-	6,228	4,308
Total Technology Fund	\$ 224,999	\$ 231,227	\$ 282,256
Total Internal Services Funds Revenues	\$ 38,234,877	\$ 38,621,974	\$ 43,799,393

CONSOLIDATED REVENUE SCHEDULE

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CONSOLIDATED OPERATING EXPENDITURE SCHEDULE

GENERAL FUNDS	ACTUAL 2021-22	ADJUSTED BUDGET 2022-23	ADOPTED BUDGET 2023-24
CITY COUNCIL			
City Council (61110)	317,042	338,761	317,887
Total	\$ 317,042	\$ 338,761	\$ 317,887
CITY MANAGER			
Anti-Displacement Strategy (61255)	-	382,040	403,235
DEI Initiatives (61260)	449,201	551,206	373,329
Diversity Equity & Inclusion (61711)	105	-	-
Homelessness Initiatives (61250)	1,188,777	(1,036,000)	-
Homeless Outreach Program (61251)	-	1,111,000	-
Housing Administration (66319)	-	-	5,000
Management/Policy Execution (61210)	1,223,367	1,502,758	1,392,223
Organizational Efficiencies (61223)	117,703	100,000	100,000
Communications/Community Engagement (61220)	1,255,031	1,783,025	1,389,775
Economic Development (61240)	516,014	1,057,164	854,278
Total	\$ 4,750,198	\$ 5,451,193	\$ 4,517,839
CITY ATTORNEY			
Legal Services (61510)	1,878,260	2,204,292	2,126,306
Total	\$ 1,878,260	\$ 2,204,292	\$ 2,126,306
CITY CLERK			
Legisl. Svcs./Records Mgmt. (61310)	763,791	1,030,297	1,019,773
Elections (61320)	186,617	347,773	412,837
Council Support (61330)	21,351	73,785	80,785
Total	\$ 971,759	\$ 1,451,854	\$ 1,513,395
ADMINISTRATIVE SERVICES			
Admin. Supp. Svcs. (61710)	4,088,789	1,289,936	3,113,261
Financial Services (61430)	2,023,893	2,489,357	2,732,843
Revenue Services (61410)	2,286	-	-
Total	\$ 6,114,968	\$ 3,779,293	\$ 5,846,104
COMMUNITY DEVELOPMENT & TRANSPORTATION			
Community Development Admin (63010)	704,089	833,442	1,057,086
GIS/CAD Program- Operating (63015)	-	225,000	228,000
Building Regulation (63110)	4,795,185	6,614,510	6,984,654
Code Enforcement (63310)	839,461	1,157,767	634,725
General Engineering (65121)	688,416	477,894	496,761
Subdivision Engineering (65122)	706,668	516,235	516,858
Micromobility Program (65123)	-	2,500	2,500
Flood & Sea Level Rise Resiliency Ag (65125)	55,000	55,000	55,000
Planning (63210)	3,214,090	2,861,432	3,479,832
Strategic Planning (63220)	1,166,019	1,443,139	1,006,979
Total	\$ 12,168,928	\$ 14,186,919	\$ 14,462,395

CONSOLIDATED OPERATING EXPENDITURE SCHEDULE

GENERAL FUNDS CONT.	ACTUAL 2021-22	ADJUSTED BUDGET 2022-23	ADOPTED BUDGET 2023-24
FIRE			
Administration (62210)	1,672,487	3,118,712	2,038,533
Operations (62220)	32,710,846	35,723,540	35,515,025
San Carlos Fire (62225)	2,118,990	677,134	2,267,154
San Carlos Fire (62226)	-	(172,680)	-
Prevention (62230)	1,466,192	2,030,781	1,946,004
Training (62240)	369,963	603,209	800,023
Emergency Medical Services (62245)	11,645	48,480	80,451
Emergency Operations (62260)	78,150	176,488	146,920
Firefighter Trainees- SAFER Grant (62265)	-	1,174,611	1,209,850
Total	\$ 38,428,273	\$ 43,380,275	\$ 44,003,960
HUMAN RESOURCES			
Human Resources (61610)	2,432,496	3,741,313	4,184,995
Total	\$ 2,432,496	\$ 3,741,313	\$ 4,184,995
LIBRARY			
Administrative Svcs. Unit (66251)	1,615,917	2,287,069	2,301,173
Downtown Library (66261)	3,974,072	4,468,875	4,536,868
Literacy Services Unit (66281)	1,668,654	1,787,744	1,326,712
Children's & Teen Svcs & Comm Outreach (66282)	1,124,851	1,151,787	585,316
Neighborhood Libraries and Outreach (66290)	1,531,404	1,452,893	2,023,011
Total	\$ 9,914,898	\$ 11,148,368	\$ 10,773,079
PARKS, RECREATION AND COMMUNITY SERVICES			
Fair Oaks Community Center (64211)	1,428,800	1,494,872	1,414,445
Information/Referral (64212)	1,338,069	917,930	773,577
Human Svcs. Assistance (64213)	35,525	59,800	59,800
Fair Oaks Senior Services (64218)	70,823	-	-
Administration (66110)	2,059,554	2,470,458	2,283,026
Civic Cultural Commission (66111)	83,630	73,896	73,896
Landscape Maintenance-City (66121)	3,596,470	6,158,582	6,176,539
Landscape Mtc.-Redwood Shores (66122)	1,695,853	-	-
Landscape Maintenance - Downtown (66124)	557,653	-	-
Youth and Teen Services (66131)	439,786	957,001	896,888
Elementary Activities (66133)	520,098	492,338	493,508
Teen Activities (66135)	197,263	405,764	437,164
After School Program Grant (66137)	1,120,801	1,544,386	1,504,770
Preschool Program (66139)	211,674	253,520	257,261
Red Morton Community Center (66142)	1,480,668	963,781	991,173
Aquatics Program (66145)	96,248	112,352	112,535
Adult Sports (66147)	191,319	256,724	255,783
Middle School Sports (66148)	488,589	205,856	376,980
Community Activities Building Ops (66151)	919	459,511	608,921
Special Interest Classes (66161)	1,185,357	1,571,340	1,774,458
Sandpiper Community Center Building Ops (66162)	575,542	504,065	440,919
Sandpiper Youth Club (66163)	350,995	323,549	322,004
Senior Services (66171)	10,598	1,027,596	1,180,302
Veterans Memorial Senior Center Bldg Ops (66172)	1,324,176	834,139	744,503
Armory Building Ops (66182)	722	296,256	308,611
Downtown Development Program (66429)	1,171,148	393,753	707,487
Total	\$ 20,232,280	\$ 21,777,471	\$ 22,194,551

CONSOLIDATED OPERATING EXPENDITURE SCHEDULE

GENERAL FUNDS CONT.	ACTUAL 2021-22	ADJUSTED BUDGET 2022-23	ADOPTED BUDGET 2023-24
POLICE			
Administration (62111)	9,227,509	10,803,574	11,136,509
Records (62112)	1,169,927	1,266,110	1,290,932
Training (62113)	1,068,228	899,932	1,387,544
Property/Evidence (62114)	472,421	559,747	392,680
Police Activities League (62115)	84,438	103,630	103,700
Patrol Services (62131)	26,240,164	31,390,064	35,057,722
Criminal Investigation (62134)	7,467,816	6,980,580	7,134,752
Total	\$ 45,730,503	\$ 52,003,637	\$ 56,503,839
PUBLIC WORKS SERVICES			
Climate Action Plan Programs (65138)	24,429	615,000	30,000
Highway 101 Pedestrian Underpass (67243)	-	50,000	50,000
Street System Maintenance (65132)	317,738	328,233	367,158
Street Cleaning (65133)	438,394	587,350	651,102
Sidewalk Maintenance/Replacement (65134)	37,334	95,104	65,801
Street Tree Maintenance (65135)	945,503	1,253,869	1,270,737
Downtown/Entry Feature Maintenance (65136)	9,098	11,889	11,889
Storm Water Collection/Disposal (65161)	28,755	140,842	63,030
Trash & Recycling Efforts (65186)	22,348	243,026	122,224
Water Resources Management (65146)	3,161	3,793	3,793
Total	\$ 1,826,760	\$ 3,329,107	\$ 2,635,733
NON-DEPARTMENTAL			
People's Budget		1,000,000	-
One-time special funds		926,850	-
Citywide COVID-19 costs		500,000	-
Administrative Services Operations		983,695	989,052
City Manager Operations		1,023,390	1,032,623
Total	\$ -	\$ 4,433,935	\$ 2,021,675
TOTAL GENERAL FUNDS	\$ 144,766,365	\$ 167,226,418	\$ 171,101,759
SPECIAL REVENUE FUNDS			
AFFORDABLE HOUSING AND OTHER REVENUE			
City Manager			
Housing Projects (66457)	543,477	54,945	49,534
Fund Total	\$ 543,477	\$ 54,945	\$ 49,534

CONSOLIDATED OPERATING EXPENDITURE SCHEDULE

SPECIAL REVENUE FUNDS CONT.	ACTUAL 2021-22	ADJUSTED BUDGET 2022-23	ADOPTED BUDGET 2023-24
GAS TAX STREET IMPROVEMENT FUND			
Administrative Services			
Admin. Supp. Svcs. (61710)	1,369	1,500	1,500
Public Works			
Street System Maint. (65132)	1,416,623	1,492,943	1,341,585
Street Cleaning (65133)	182,647	278,411	287,666
Sidewalk Maint. & Replacement (65134)	1,088,386	1,022,186	776,601
Storm Water Coll. & Disposal (65161)	218,640	272,368	400,949
Trash & Recycling Efforts (65186)	164,154	191,842	193,709
	3,070,450	3,257,749	3,000,510
Fund Total	\$ 3,071,819	\$ 3,259,249	\$ 3,002,010
 GID 1-64 MAINTENANCE & OPERATION			
Public Works			
Storm Water Coll. & Disposal (65161)	469,630	543,568	548,402
Fund Total	\$ 469,630	\$ 543,568	\$ 548,402
 GRANTS FUND			
Federal Grants/Rental Income Program			
City Manager			
General Administration-CDBG (66310)	233,256	180,821	183,466
Fair Housing Implementation (66311)	15,000	15,000	15,000
Minor Home Repair (66374)	80,911	100,000	100,000
Covid19 Emergency Rental Assistance (66482)	80,273	-	-
Public Services - CDBG (66483)	125,502	121,164	114,248
Economic Development CDBG (66484)	46,500	50,000	50,000
Housing & Pub Fac Impr Proj-CDBG (66485)	-	-	407,636
CHDO Set-Aside Unallocated (66499)	-	49,480	46,047
Habitat For Humanity-612 Jefferson (66318)	898,503	-	-
HOME Administration (66354)	102,641	32,564	22,158
Home Site Acquisition (66371)	-	247,398	-
Rehab.Admin.Not Funded By Grt. (66380)	75	150	152
Housing Projects (66457)	-	-	3,628,440
	1,582,661	796,577	4,567,146
Fund Total	\$ 1,582,661	\$ 796,577	\$ 4,567,146

CONSOLIDATED OPERATING EXPENDITURE SCHEDULE

SPECIAL REVENUE FUNDS CONT.	ACTUAL 2021-22	ADJUSTED BUDGET 2022-23	ADOPTED BUDGET 2023-24
HOUSING IN-LIEU FEES & OTHER REVENUES			
City Manager			
Habitat For Humanity-612 Jefferson (66318)	554,051	-	-
Housing Projects (66457)	587,030	28,000	20,000
Fund Total	1,141,081	28,000	20,000
HUMAN SERVICES FINANCIAL ASST.			
Parks/Recreation			
Human Services Asst. (64213)	90,000	100,000	100,000
Fund Total	\$ 90,000	\$ 100,000	\$ 100,000
LAW ENFORCEMENT GRANTS			
Police			
Citizen's Option for Public Safety-Patrol (62131)	77,648	125,000	125,000
Fund Total	\$ 77,648	\$ 125,000	\$ 125,000
LOW & MODERATE INCOME HOUSING ASSET FUND			
City Manager			
Homeless Outreach Program (61251)	-	130,000	250,000
Administration (66410)	96,818	209,418	178,604
Housing Projects (66457)	2,421,038	10,003,207	8,000,000
Fund Total	2,517,856	10,342,625	8,428,604
HOUSING SUPPORT FUND			
City Manager			
General Administration (66310)	1,010	720	720
Housing Administration (66319)	203,446	(44,462)	1,073,018
Housing Projects (66457)	97,128	1,088,026	9,752
Fund Total	\$ 301,584	\$ 1,044,284	\$ 1,083,490
OTHER RESTRICTED DONATIONS/GRANTS FUND			
Parks/Recreation			
Landscape Maintenance-City (66121)	8,615	-	-
Teen Activities (66135)	14,963	-	-
Fair Oaks Community Center (64211)	-	-	-
Sandpiper Youth Club (66163)	4,215	-	-
Community Services (66172)	7,653	-	-
Fund Total	\$ 35,446	\$ -	\$ -
PLANNING COST RECOVERY			
Community Development			
Current Projects Planning (63210)	2,131,367	2,012,000	1,212,000
Fund Total	\$ 2,131,367	\$ 2,012,000	\$ 1,212,000

CONSOLIDATED OPERATING EXPENDITURE SCHEDULE

	ACTUAL 2021-22	ADJUSTED BUDGET 2022-23	ADOPTED BUDGET 2023-24
SPECIAL REVENUE FUNDS CONT.			
REDWOOD SHORES LANDSCAPE MAINT. DISTRICT			
Parks/Recreation			
Lido Landscape Maint. (66123)	276,633	322,731	331,639
Fund Total	\$ 276,633	\$ 322,731	\$ 331,639
SEAPORT CENTRE MAINTENANCE DISTRICT			
Community Development			
General Engineering (65121)	1,576	5,817	5,849
Public Works			
Water Supply & Distr. (65144)	361	6,776	6,784
Sewer System Maint. (65152)	64,135	90,685	92,922
Storm Water Coll. & Disposal (65161)	45,106	101,007	104,373
Fund Total	\$ 111,178	\$ 204,285	\$ 209,928
SEAPORT LANDSCAPING MAINT. DISTRICT			
Community Development			
General Engineering (65121)	1,253	5,817	5,849
Public Works			
Storm Water Collection and Disposal (65161)	19,055	53,366	34,713
Parks/Recreation			
Seaport Blvd. Landscape Maint. (65184)	256,031	226,013	226,448
Fund Total	\$ 276,339	\$ 285,196	\$ 267,011
TRAFFIC MITIGATION FEES FUND			
Administrative Services			
Admin. Supp. Svcs. (61710)	3,561	2,502	2,502
Parks/Recreation			
Shuttle Services (72623)	-	16,059	14,969
Fund Total	\$ 3,561	\$ 18,561	\$ 17,471
TRAFFIC SAFETY FUND			
Public Works			
Traffic Control Maint. (65131)	1,667,121	1,725,916	1,751,952
Paint and Sign Maint. (65137)	532,245	596,158	598,550
Fund Total	\$ 2,199,366	\$ 2,322,073	\$ 2,350,503
TRANSPORTATION FUND			
Administrative Services			
Admin. Supp. Svcs. (61710)	232,544	34,597	34,597
Non-departmental (89999)	-	219,696	230,320
Community Development			
Engineering (65121)	211,819	200,330	143,052
Fund Total	\$ 444,363	\$ 454,623	\$ 407,969
TRANSPORTATION GRANTS FUNDS			
Public Works			
Storm Water Col. & Disposal (65161)	457,596	282,175	296,730
Fund Total	\$ 457,596	\$ 282,175	\$ 296,730
TOTAL SPECIAL REVENUE FUNDS	\$ 15,731,605	\$ 22,195,893	\$ 23,017,435

CONSOLIDATED OPERATING EXPENDITURE SCHEDULE

	ACTUAL 2021-22	ADJUSTED BUDGET 2022-23	ADOPTED BUDGET 2023-24
CAPITAL IMPROVEMENT FUNDS			
CAPITAL OUTLAY FUND			
Administrative Services			
Admin. Supp. Svcs. (61710)	19,393	21,600	21,600
Community Development			
Program Administration (65112)	3,379,907	3,368,382	3,217,719
Subdivision Engineering (65122)	11,937	-	-
Fund Total	\$ 3,411,237	\$ 3,389,982	3,239,319
PARKS IMPACT AND IN-LIEU FEES FUND			
Administrative Services			
Admin. Supp. Svcs. (61710)	9,947	6,997	6,997
Fund Total	\$ 9,947	\$ 6,997	\$ 6,997
TOTAL CAPITAL IMPROVEMENT FUNDS	\$ 3,421,184	\$ 3,396,979	\$ 3,246,316
DEBT SERVICE FUNDS			
PFA 2021 VETERANS' MEMORIAL/SENIOR CENTER LEASE BOND FUND			
Administrative Services			
Debt Service (61423)	1,803,372	1,897,750	3,098,450
Fund Total	\$ 1,803,372	\$ 1,897,750	\$ 3,098,450
TOTAL DEBT SERVICE FUNDS	\$ 1,803,372	\$ 1,897,750	\$ 3,098,450
ENTERPRISE FUNDS			
PARKING FUND			
Administrative Services			
Revenue Services (61410)	57,210	220,770	48,248
Admin. Support Svcs. (61710)	8,247	28,602	28,602
	65,457	249,372	76,850
Community Development			
Downtown Facilities Operations (65175)	1,139,842	1,837,653	1,842,680
Police			
Patrol Services (62131)	992,644	1,285,499	1,299,135
Public Works			
Street System Maint. (65132)	1,075,149	554,168	553,238
Fund Total	\$ 3,273,092	\$ 3,926,692	\$ 3,771,903

CONSOLIDATED OPERATING EXPENDITURE SCHEDULE

ENTERPRISE FUNDS CONT.	ACTUAL 2021-22	ADJUSTED BUDGET 2022-23	ADOPTED BUDGET 2023-24
DOCKTOWN MARINA FUND			
Public Works			
Docktown Administration (66433)	262,594	718,387	634,912
Docktown Special Projects (75607)	510,610	313	366
Fund Total	\$ 773,204	\$ 718,700	\$ 635,279
SEWER FUND			
Administrative Services			
Admin. Support Svcs. (61710)	26,531	67,764	67,764
Public Works			
Sewer System Maint. (65152)	6,547,193	7,860,922	8,192,274
Waste Water Treat. & Disposal (65154)	28,235,825	28,652,965	30,191,635
Storm Water Coll. & Disposal (65161)	802,034	1,143,173	1,136,121
Fund Total	\$ 35,611,583	\$ 37,724,823	\$ 39,587,794
WATER FUND			
Administrative Services			
Revenue Services (61410)	1,983,487	1,987,915	2,046,864
Admin. Support Svcs. (61710)	30,237	119,727	119,727
	2,013,724	2,107,642	2,166,591
Public Works			
Water Customer Services (65142)	2,353,443	2,574,406	2,824,733
Water Supply & Distribution (65144)	8,159,040	8,879,957	9,135,343
SFWD Water Purchases (65145)	19,873,581	20,446,000	23,331,000
Water Resources Management (65146)	1,415,104	1,510,546	1,651,167
Recycled Water (65147)	614	87,929	-
Recycled Water Fund- Recycled Water (65147)	2,627,932	6,297,434	6,486,011
Debt Service (61423)	1,500	305,000	305,000
Fund Total	\$ 36,444,938	\$ 42,208,913	\$ 45,899,844
TOTAL ENTERPRISE FUNDS	\$ 76,102,817	\$ 84,579,129	\$ 89,894,821
TOTAL ALL FUNDS	\$ 241,825,343	\$ 279,296,168	\$ 288,867,425
(excluding Internal Svcs & Fiduciary Funds)			

CONSOLIDATED OPERATING EXPENDITURE SCHEDULE

	ACTUAL 2021-22	ADJUSTED BUDGET 2022-23	ADOPTED BUDGET 2023-24
INTERNAL SERVICE FUNDS			
SELF INSURANCE FUND - GENERAL LIABILITY			
Administrative Services			
Administrative Support (61710)	-	2,465	2,465
Risk Management Admin (67711)	368,197	327,319	340,107
Risk Management- General Liability (67712)	3,328,189	4,651,513	4,971,361
Risk Management- Property (67714)	639,312	749,052	1,023,538
Fund Total	\$ 4,335,698	\$ 5,730,348	\$ 6,337,470
EMPLOYEE BENEFITS FUND			
Administrative Services			
Employee Benefits (67810)	677,386	881,205	881,205
Employee Benefits (67820)	40,693	64,826	64,826
Employee Benefits (67830)	7,226,106	6,972,825	6,972,825
Employee Benefits (67840)	87,159	93,255	93,255
Leave Buyouts (67860)	673,606	994,323	994,323
Fund Total	\$ 8,704,950	\$ 9,006,434	\$ 9,006,434
EQUIPMENT SERVICES FUND			
Public Works			
Equipment Services (67230)	4,720,100	6,319,890	6,005,190
Administrative Services			
Administrative Support (61710)	7,506	22,026	22,026
Fund Total	\$ 4,727,606	\$ 6,341,916	\$ 6,027,216
INTERNAL SERVICES FUND			
Administrative Services			
Administrative Support (61710)	-	135,548	135,548
Information Technology (67110)	3,801,273	4,086,892	4,236,261
Telephone Services (67211)	305,144	353,144	361,754
	4,106,417	4,575,584	4,733,563
City Manager			
Receptionist Services (67212)	166,341	183,354	198,339
Fire			
Fire Operations (62220)	52,180	160,091	160,091
Police			
Central Dispatching Svcs. (67310)	3,363,345	3,987,567	4,046,368
Public Works			
Custodial Services (67241)	2,210,908	2,439,299	2,406,970
Bldg. Maint. & Repair Svcs. (67242)	2,870,856	2,601,696	2,726,990
	5,081,764	5,040,995	5,133,960
Fund Total	\$ 12,770,047	\$ 13,947,591	\$ 14,272,322

CONSOLIDATED OPERATING EXPENDITURE SCHEDULE

INTERNAL SERVICE FUNDS	ACTUAL 2021-22	ADJUSTED BUDGET 2022-23	ADOPTED BUDGET 2023-24
TECHNOLOGY FUND			
Administrative Services			
Information Technology (67110)	-	(100,000)	(100,000)
Computer Replacement Prog (67111)	196,077	224,999	224,999
Fund Total	\$ 196,077	\$ 124,999	\$ 124,999
SELF INSURANCE FUND- WORKERS' COMPENSATION			
Administrative Services			
Administrative Support (61710)	12,751	13,816	13,816
Risk Mgmt. - Workers' Comp (67713)	5,111,125	9,356,964	9,376,262
Fund Total	\$ 5,123,876	\$ 9,370,780	\$ 9,390,078
TOTAL INTERNAL SERVICE FUNDS	\$ 35,858,254	\$ 44,522,068	\$ 45,158,519

DETAILED OPERATING EXPENDITURE SCHEDULE

GENERAL FUNDS	Employee Costs	Supplies and Services	Internal Services	Capital	Total
CITY COUNCIL					
City Council (61110)	193,832	3,158	120,897	-	317,887
Total	\$ 193,832	\$ 3,158	\$ 120,897		\$ 317,887
CITY MANAGER					
Anti-Displacement Strategy (61255)	231,941	171,294	-	-	403,235
DEI Initiatives (61260)	270,329	103,000	-	-	373,329
Housing Administration (66319)	-	5,000	-	-	5,000
Management/Policy Execution (61210)	884,786	271,605	235,832	-	1,392,223
Organizational Efficiencies (61223)	-	100,000	-	-	100,000
Communications/Community Engagement (61220)	986,525	392,641	10,609	-	1,389,775
Economic Development (61240)	524,922	325,850	3,507	-	854,278
Total	\$ 2,898,503	\$ 1,369,390	\$ 249,947		\$ 4,517,839
CITY ATTORNEY					
Legal Services (61510)	1,745,715	248,218	132,372	-	2,126,306
Total	\$ 1,745,715	\$ 248,218	\$ 132,372	\$ -	\$ 2,126,306
CITY CLERK					
Legisl. Svcs./Records Mgmt. (61310)	802,632	140,171	76,971	-	1,019,773
Elections (61320)	67,320	343,272	2,244	-	412,837
Council Support (61330)	-	80,785	-	-	80,785
Total	\$ 869,952	\$ 564,228	\$ 79,215	\$ -	\$ 1,513,395
ADMINISTRATIVE SERVICES					
Admin. Supp. Svcs. (61710)	368,017	2,729,261	15,983	-	3,113,261
Financial Services (61430)	2,406,420	94,564	231,860	-	2,732,843
Revenue Services (61410)	-	-	-	-	-
Total	\$ 2,774,437	\$ 2,823,825	\$ 247,842	\$ -	\$ 5,846,104
COMMUNITY DEVELOPMENT & TRANSPORTATION					
Community Development Admin (63010)	752,129	70,690	234,267	-	1,057,086
GIS/CAD Program- Operating (63015)	-	228,000	-	-	228,000
Building Regulation (63110)	3,410,959	3,292,100	281,595	-	6,984,654
Code Enforcement (63310)	462,423	39,528	132,774	-	634,725
General Engineering (65121)	-	145,245	351,516	-	496,761
Subdivision Engineering (65122)	-	504,808	12,050	-	516,858
Micromobilty Program (65123)	-	2,500	-	-	2,500
Flood & Sea Level Rise Resiliency Ag (65125)	-	55,000	-	-	55,000
Planning (63210)	3,098,974	111,920	268,938	-	3,479,832
Strategic Planning (63220)	963,020	33,259	10,700	-	1,006,979
Total	\$ 8,687,506	\$ 4,483,050	\$ 1,291,839	\$ -	\$ 14,462,395
FIRE					
Administration (62210)	833,146	713,407	491,979	-	2,038,533
Operations (62220)	30,209,049	799,137	4,506,839	-	35,515,025
San Carlos Fire (62225-26)	1,590,020	677,134	-	-	2,267,154
Prevention (62230)	1,639,951	181,767	124,286	-	1,946,004
Training (62240)	697,341	97,639	5,044	-	800,023
Emergency Medical Services (62245)	-	80,451	-	-	80,451
Emergency Operations (62260)	-	144,207	2,713	-	146,920
Firefighter Trainees- SAFER Grant (62265)	1,209,850	-	-	-	1,209,850
Total	\$ 36,179,357	\$ 2,693,742	\$ 5,130,861	\$ -	\$ 44,003,960

DETAILED OPERATING EXPENDITURE SCHEDULE

GENERAL FUNDS CONT.	Employee Costs	Supplies and Services	Internal Services	Capital	Total
HUMAN RESOURCES		-			
Human Resources (61610)	2,890,570	765,252	529,173	-	4,184,995
Total	\$ 2,890,570	\$ 765,252	\$ 529,173	\$ -	\$ 4,184,995
LIBRARY					
Administrative Svcs. Unit (66251)	962,057	1,013,597	325,518	-	2,301,173
Downtown Library (66261)	2,617,638	718,572	1,200,658	-	4,536,868
Literacy Services Unit (66281)	1,240,966	5,023	80,723	-	1,326,712
Children's & Teen Svcs & Comm Outreach (66282)	546,974	9,408	28,934	-	585,316
Neighborhood Libraries and Outreach (66290)	1,673,290	61,367	288,354	-	2,023,011
Total	\$ 7,040,926	\$ 1,807,967	\$ 1,924,186	\$ -	\$ 10,773,079
PARKS, RECREATION AND COMMUNITY SERVICES					
Fair Oaks Community Center (64211)	683,537	114,794	616,115	-	1,414,445
Information/Referral (64212)	723,780	10,758	39,039	-	773,577
Human Svcs. Assistance (64213)	-	59,800	-	-	59,800
Administration (66110)	1,712,397	336,620	234,009	-	2,283,026
Civic Cultural Commission (66111)	-	73,896	-	-	73,896
Landscape Maintenance-City (66121)	3,429,344	1,275,034	1,472,161	-	6,176,539
Youth and Teen Services (66131)	498,861	26,810	371,216	-	896,888
Elementary Activities (66133)	389,562	81,036	22,911	-	493,508
Teen Activities (66135)	365,683	50,194	21,287	-	437,164
After School Program Grant (66137)	1,392,806	62,515	49,449	-	1,504,770
Preschool Program (66139)	244,293	8,900	4,068	-	257,261
Red Morton Community Center (66142)	317,854	135,724	537,595	-	991,173
Aquatics Program (66145)	4,865	48,975	58,695	-	112,535
Adult Sports (66147)	152,959	102,550	274	-	255,783
Middle School Sports (66148)	233,424	113,500	30,056	-	376,980
Community Activities Building Ops (66151)	253,449	89,700	265,772	-	608,921
Special Interest Classes (66161)	665,327	1,033,212	75,919	-	1,774,458
Sandpiper Community Center (66162)	152,480	35,240	253,199	-	440,919
Sandpiper Youth Club (66163)	310,257	7,973	3,774	-	322,004
Senior Services (66171)	816,361	251,669	112,272	-	1,180,302
Community Services (66172)	305,586	75,917	363,000	-	744,503
Armory Building Ops (66182)	102,435	25,500	180,676	-	308,611
Downtown Development Program (66429)	471,242	215,000	21,245	-	707,487
Total	\$ 13,226,500	\$ 4,235,317	\$ 4,732,733	\$ -	\$ 22,194,551
POLICE					
Administration (62111)	1,360,346	1,168,285	8,607,878	-	11,136,509
Records (62112)	1,192,023	54,393	44,516	-	1,290,932
Training (62113)	1,092,472	278,715	16,358	-	1,387,544
Property/Evidence (62114)	341,223	26,809	24,648	-	392,680
Police Activities League (62115)	-	103,273	427	-	103,700
Patrol Services (62131)	31,567,630	387,445	3,102,647	-	35,057,722
Criminal Investigation (62134)	6,567,742	85,645	481,365	-	7,134,752
Total	\$ 42,121,436	\$ 2,104,565	\$ 12,277,838	\$ -	\$ 56,503,839

DETAILED OPERATING EXPENDITURE SCHEDULE

GENERAL FUNDS CONT.	Employee Costs	Supplies and Services	Internal Services	Capital	Total
PUBLIC WORKS SERVICES					
Climate Action Plan Programs (65138)	-	30,000	-	-	30,000
Highway 101 Pedestrian Underpass (67243)	-	50,000	-	-	50,000
Street System Maintenance (65132)	-	-	367,158	-	367,158
Street Cleaning (65133)	316,511	239,350	95,241	-	651,102
Sidewalk Maintenance/Replacement (65134)	24,507	-	41,294	-	65,801
Street Tree Maintenance (65135)	492,438	395,528	382,771	-	1,270,737
Downtown/Entry Feature Maintenance (65136)	-	11,889	-	-	11,889
Storm Water Collection/Disposal (65161)	-	30,000	33,030	-	63,030
Trash & Recycling Efforts (65186)	9,929	112,000	295	-	122,224
Water Resources Management (65146)	3,793	-	-	-	3,793
Total	\$ 847,178	\$ 868,767	\$ 919,788	\$ -	\$ 2,635,733
NON-DEPARTMENTAL					
Administrative Services Operations	-	989,052	-	-	989,052.00
City Manager Operations	-	1,032,623	-	-	1,032,623.00
Total	\$ -	\$ 2,021,675	\$ -	\$ -	\$ 2,021,675
TOTAL GENERAL FUNDS	\$ 119,475,913	\$ 23,989,154	\$ 27,636,692	\$ -	\$ 171,101,759
SPECIAL REVENUE FUNDS					
AFFORDABLE HOUSING AND OTHER REVENUE					
City Manager	-	-	-	-	-
Housing Projects (66457)	28,781	20,000	753	-	49,534
Fund Total	\$ 28,781	\$ 20,000	\$ 753	\$ -	\$ 49,534
GAS TAX STREET IMPROVEMENT FUND					
Administrative Services	-	-	-	-	-
Admin. Supp. Svcs. (61710)	-	1,500	-	-	1,500
Public Works	-	-	-	-	-
Street System Maint. (65132)	699,108	232,142	410,335	-	1,341,585
Street Cleaning (65133)	270,052	4,181	13,433	-	287,666
Sidewalk Maint. & Replacement (65134)	319,366	3,717	453,518	-	776,601
Storm Water Coll. & Disposal (65161)	311,546	15,111	74,291	-	400,949
Trash & Recycling Efforts (65186)	184,994	-	8,715	-	193,709
Fund Total	\$ 1,785,067	\$ 256,651	\$ 960,292	\$ -	\$ 3,002,010
GID 1-64 MAINTENANCE & OPERATION					
Public Works	-	-	-	-	-
Storm Water Coll. & Disposal (65161)	125,275	381,846	41,280	-	548,402
Fund Total	\$ 125,275	\$ 381,846	\$ 41,280	\$ -	\$ 548,402

DETAILED OPERATING EXPENDITURE SCHEDULE

SPECIAL REVENUE FUNDS CONT.	Employee Costs	Supplies and Services	Internal Services	Capital	Total
GRANTS FUND					
Federal Grants/Rental Income Program					
City Manager					
General Administration-CDBG (66310)	153,661	29,520	285	-	183,466
Fair Housing Implementation (66311)	-	15,000	-	-	15,000
Minor Home Repair (66374)	-	100,000	-	-	100,000
Public Services - CDBG (66483)	-	114,248	-	-	114,248
Economic Development CDBG (66484)	-	50,000	-	-	50,000
Housing & Pub Fac Impr Proj-CDBG (66485)	-	407,636	-	-	407,636
CHDO Set-Aside Unallocated (66499)	-	46,047	-	-	46,047
HOME Administration (66354)	19,632	2,500	26	-	22,158
Rehab.Admin.Not Funded By Grt. (66380)	-	-	152	-	152
Housing Projects (66457)	-	3,628,440	-	-	3,628,440
Fund Total	\$ 173,293	\$ 4,393,391	\$ 463	\$ -	\$ 4,567,146
HOUSING IN-LIEU FEES & OTHER REVENUES					
City Manager					
Housing Projects (66457)	-	20,000	-	-	20,000
Fund Total	\$ -	\$ 20,000	\$ -	\$ -	\$ 20,000
HUMAN SERVICES FINANCIAL ASST.					
Council					
Human Services Asst. (64213)	-	100,000	-	-	100,000
Fund Total	\$ -	\$ 100,000	\$ -	\$ -	\$ 100,000
LAW ENFORCEMENT GRANTS					
Police					
Citizen's Option for Public Safety-Patrol (62131)	-	125,000	-	-	125,000
Fund Total	\$ -	\$ 125,000	\$ -	\$ -	\$ 125,000
LOW & MODERATE INCOME HOUSING ASSET FUND					
City Manager					
Homeless Outreach Program (61251)	-	250,000	-	-	250,000
Administration (66410)	158,403	10,000	10,201	-	178,604
Housing Projects (66457)	-	8,000,000	-	-	8,000,000
Fund Total	\$ 158,403	\$ 8,260,000	\$ 10,201	\$ -	\$ 8,428,604
HOUSING SUPPORT FUND					
City Manager					
General Administration (66310)	-	720	-	-	720
Housing Administration (66319)	546,518	526,500	-	-	1,073,018
Housing Projects (66457)	-	-	9,752	-	9,752
Fund Total	\$ 546,518	\$ 527,220	\$ 9,752	\$ -	\$ 1,083,490
PLANNING COST RECOVERY					
Community Development					
Current Projects Planning (63210)	-	1,212,000	-	-	1,212,000
Fund Total	\$ -	\$ 1,212,000	\$ -	\$ -	\$ 1,212,000

DETAILED OPERATING EXPENDITURE SCHEDULE

SPECIAL REVENUE FUNDS CONT.	Employee Costs	Supplies and Services	Internal Services	Capital	Total
REDWOOD SHORES LANDSCAPE MAINT. DISTRICT					
Parks/Recreation					
Lido Landscape Maint. (66123)	214,948	91,042	25,649	-	331,639
Fund Total	\$ 214,948	\$ 91,042	\$ 25,649	\$ -	\$ 331,639
SEAPORT CENTRE MAINTENANCE DISTRICT					
Community Development					
General Engineering (65121)	5,793	-	56	-	5,849
Public Works					
Water Supply & Distr. (65144)	-	6,415	369	-	6,784
Sewer System Maint. (65152)	30,114	58,211	4,597	-	92,922
Storm Water Coll. & Disposal (65161)	38,764	53,160	12,450	-	104,373
Fund Total	\$ 74,670	\$ 117,786	\$ 17,472	\$ -	\$ 209,928
SEAPORT LANDSCAPING MAINT. DISTRICT					
Community Development					
General Engineering (65121)	5,793	-	56	-	5,849
Public Works					
Storm Water Collection and Disposal (65161)	15,435	14,224	5,055	-	34,713
Parks/Recreation					
Seaport Blvd. Landscape Maint. (65184)	149,548	44,099	32,801	-	226,448
Fund Total	\$ 170,776	\$ 58,323	\$ 37,912	\$ -	\$ 267,011
TRAFFIC MITIGATION FEES FUND					
Administrative Services					
Admin. Supp. Svcs. (61710)	-	2,502	-	-	2,502
Parks/Recreation					
Shuttle Services (72623)	14,726	-	243	-	14,969
Fund Total	\$ 14,726	\$ 2,502	\$ 243	\$ -	\$ 17,471
TRAFFIC SAFETY FUND					
Public Works					
Traffic Control Maint. (65131)	414,861	1,273,871	63,220	-	1,751,952
Paint and Sign Maint. (65137)	436,386	63,579	98,585	-	598,550
Fund Total	\$ 851,247	\$ 1,337,450	\$ 161,806	\$ -	\$ 2,350,503
TRANSPORTATION FUND					
Administrative Services					
Admin. Supp. Svcs. (61710)	-	34,597	-	-	34,597
Non-departmental (89999)	-	230,320	-	-	230,320
Community Development					
Engineering (65121)	140,573	-	2,479	-	143,052
Fund Total	\$ 140,573	\$ 264,917	\$ 2,479	\$ -	\$ 407,969
TRANSPORTATION GRANTS FUNDS					
Public Works					
Storm Water Col. & Disposal (65161)	90,561	-	206,170	-	296,730
Fund Total	\$ 90,561	\$ -	\$ 206,170	\$ -	\$ 296,730
TOTAL SPECIAL REVENUE FUNDS	\$ 4,374,837	\$ 17,168,128	\$ 1,474,471	\$ -	\$ 23,017,435

DETAILED OPERATING EXPENDITURE SCHEDULE

CAPITAL IMPROVEMENT FUNDS	Employee Costs	Supplies and Services	Internal Services	Capital	Total
CAPITAL OUTLAY FUND					
Administrative Services					
Admin. Supp. Svcs. (61710)	-	21,600	-	-	21,600
Community Development					
Program Administration (65112)	2,991,902	351	225,466	-	3,217,719
Fund Total	\$ 2,991,902	\$ 21,951	\$ 225,466	\$ -	\$ 3,239,319
PARKS IMPACT AND IN-LIEU FEES FUND					
Administrative Services					
Admin. Supp. Svcs. (61710)	-	6,997	-	-	6,997
Fund Total	\$ -	\$ 6,997	\$ -	\$ -	\$ 6,997
TOTAL CAPITAL IMPROVEMENT FUNDS	\$ 2,991,902	\$ 28,948	\$ 225,466	\$ -	\$ 3,246,316
DEBT SERVICE FUNDS					
PFA 2021 VETERANS' MEMORIAL/SENIOR CENTER LEASE BOND FUND					
Administrative Services					
Debt Service (61423)	-	3,098,450	-	-	3,098,450
Fund Total	-	\$ 3,098,450	\$ -	\$ -	\$ 3,098,450
TOTAL DEBT SERVICE FUNDS	\$ -	\$ 3,098,450	\$ -	\$ -	\$ 3,098,450
ENTERPRISE FUNDS					
PARKING FUND					
Administrative Services					
Revenue Services (61410)	40,713	1,315	6,220	-	48,248
Admin. Support Svcs. (61710)	-	28,602	-	-	28,602
	40,713	29,917	6,220	-	76,850
Community Development					
Downtown Facilities Operations (65175)	240,740	1,457,264	144,676	-	1,842,680
Police					
Patrol Services (62131)	1,233,907	-	65,229	-	1,299,135
Public Works					
Street System Maint. (65132)	319,912	132,473	100,853	-	553,238
Fund Total	\$ 1,835,271	\$ 1,619,654	\$ 316,978	\$ -	\$ 3,771,903
DOCKTOWN MARINA FUND					
Public Works					
Docktown Administration (66433)	23,641	559,706	51,565	-	634,912
Docktown Special Projects (75607)	-	-	366	-	366
Fund Total	\$ 23,641	\$ 559,706	\$ 51,932	\$ -	\$ 635,279
SEWER FUND					
Administrative Services					
Admin. Support Svcs. (61710)	-	67,764	-	-	67,764
Public Works					
Sewer System Maint. (65152)	3,369,233	1,231,067	3,591,974	-	8,192,274
Waste Water Treat. & Disposal (65154)	-	29,958,499	-	233,136	30,191,635
Storm Water Coll. & Disposal (65161)	506,457	414,989	214,675	-	1,136,121
Fund Total	\$ 3,875,690	\$ 31,604,555	\$ 3,806,649	\$ 233,136	\$ 39,520,030
Fund Total	\$ 3,875,690	\$ 31,672,319	\$ 3,806,649	\$ 233,136	\$ 39,587,794

DETAILED OPERATING EXPENDITURE SCHEDULE

ENTERPRISE FUNDS CONT.	Employee Costs	Supplies and Services	Internal Services	Capital	Total
WATER FUND					
Administrative Services					
Revenue Services (61410)	1,240,831	481,404	324,629	-	2,046,864
Admin. Support Svcs. (61710)	-	119,727	-	-	119,727
	<u>1,240,831</u>	<u>601,131</u>	<u>324,629</u>	<u>-</u>	<u>2,166,591</u>
Public Works					
Water Customer Services (65142)	1,217,842	976,442	630,448	-	2,824,733
Water Supply & Distribution (65144)	3,710,045	1,563,972	3,861,326	-	9,135,343
SFWD Water Purchases (65145)	-	23,331,000	-	-	23,331,000
Water Resources Management (65146)	863,635	535,161	252,371	-	1,651,167
Recycled Water Fund- Recycled Water (65147)	1,664,356	4,654,063	167,592	-	6,486,011
Debt Service (61423)	-	305,000	-	-	305,000
	<u>7,455,878</u>	<u>31,365,638</u>	<u>4,911,738</u>	<u>-</u>	<u>43,733,254</u>
Fund Total	\$ 8,696,709	\$ 31,966,769	\$ 5,236,367	\$ -	\$ 45,899,844
TOTAL ENTERPRISE FUNDS	\$ 14,431,311	\$ 65,818,448	\$ 9,411,926	\$ 233,136	\$ 89,894,821

TOTAL ALL FUNDS (excluding Internal Svcs & Fiduciary Funds) \$ 141,273,963 \$ 105,513,324 \$ 38,748,554 \$ 233,136 \$ 288,867,425

INTERNAL SERVICE FUNDS

GENERAL LIABILITY INSURANCE FUND					
Administrative Services					
Administrative Support (61710)	-	2,465	-	-	2,465
Risk Management Admin (67711)	291,741	18,220	30,145	-	340,107
Risk Management- General Liability (67712)	-	4,807,037	164,324	-	4,971,361
Risk Management- Property (67714)	-	1,006,139	17,399	-	1,023,538
Fund Total	\$ 291,741	\$ 5,833,861	\$ 211,868	\$ -	\$ 6,337,470

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)	1,727,715	3,891,838	385,638	-	6,005,190
Administrative Services					
Administrative Support (61710)	-	22,026	-	-	22,026
Fund Total	\$ 1,727,715	\$ 3,913,864	\$ 385,638	\$ -	\$ 6,027,216

DETAILED OPERATING EXPENDITURE SCHEDULE

INTERNAL SERVICE FUNDS CONT.	Employee Costs	Supplies and Services	Internal Services	Capital	Total
INTERNAL SERVICES FUND					
Administrative Services					
Administrative Support (61710)	-	135,548	-	-	135,548
Information Technology (67110)	3,840,987	88,225	307,049	-	4,236,261
Telephone Services (67211)	221,857	104,148	35,749	-	361,754
	<u>4,062,844</u>	<u>327,921</u>	<u>342,799</u>	-	<u>4,733,563</u>
City Manager					
Receptionist Services (67212)	185,030	1,187	12,123	-	198,339
Fire					
Fire Operations (62220)	-	160,091	-	-	160,091
Police					
Central Dispatching Svcs. (67310)	3,436,138	340,259	269,971	-	4,046,368
Public Works					
Custodial Services (67241)	2,033,812	118,250	254,908	-	2,406,970
Bldg. Maint. & Repair Svcs. (67242)	1,661,853	587,019	478,117	-	2,726,990
	<u>3,695,666</u>	<u>705,269</u>	<u>733,025</u>	-	<u>5,133,960</u>
Fund Total	\$ 11,379,677	\$ 1,534,727	\$ 1,357,918	\$ -	\$ 14,272,322
TECHNOLOGY FUND					
Administrative Services					
Information Technology (67110)	-	(100,000)	-	-	(100,000)
Computer Replacement Prog (67111)	-	-	-	224,999	224,999
Fund Total	\$ -	\$ (100,000)	\$ -	\$ 224,999	\$ 124,999
WORKERS' COMPENSATION FUND					
Administrative Services					
Administrative Support (61710)	-	13,816	-	-	13,816
Risk Mgmt. - Workers' Comp (67713)	503,089	8,427,961	445,211	-	9,376,262
Fund Total	\$ 503,089	\$ 8,441,777	\$ 445,211	\$ -	\$ 9,390,078
TOTAL INTERNAL SERVICE FUNDS	\$ 14,896,546	\$ 27,636,340	\$ 2,400,635	\$ 224,999	\$ 45,158,519

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 \$680,436 to \$742,294 through 2032, with total principal remaining of \$5,555,134. 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 \$561,600 to \$611,000 through 2030, with total principal remaining of \$3,635,000. 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 \$17,120,000. 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 \$13,825,000. 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 \$4,705,900. 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 \$1,803,372 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 2023-24	FY2024-25	FY2025-26	FY2026-27	Thereafter
2012 Revenue Bonds - Port	742,294	742,294	742,294	742,294	3,711,468
2015 Revenue Bonds - Port	609,388	604,544	608,175	605,500	1,781,800
2013 Revenue Bonds - Water	2,061,000	2,060,750	2,062,500	2,061,000	14,425,500
2015 Revenue Bonds - Water	1,418,444	1,420,644	1,421,244	1,420,244	11,363,093
2017 Revenue Bonds - Water	490,419	495,419	494,419	497,669	3,948,037
2021 PFIA Lease Revenue Bonds- VMSC	3,092,250	3,089,050	3,089,050	3,092,050	74,155,800

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

CITY DEBT

Computation of Legal Debt Margin FY 2022-23

Total Assessed Value - All Real & Personal Property	\$ 32,247,485,717
Debt Limit Percentage	3.75%
Total Debt Limit	1,209,280,714
Total Amount of Debt Applicable to Debt Limit	-
Legal Debt Margin	\$ 1,209,280,714

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 2023-24	
	IN	OUT
ART IN PUBLIC PLACE		
Capital Outlay Fund	50,000	-
DOCKTOWN		
General Fund	742,080	-
CAPITAL OUTLAY FUND		
Utility Users Fund	9,480,834	
Art in Public Places	-	(50,000)
Gas Tax Capital Fund	-	(1,618,000)
	<u>9,480,834</u>	<u>(1,668,000)</u>
GAS TAX CAPITAL		
Capital Projects Fund	1,618,000	-
GENERAL FUND		
General Improvement District 1-64	599,082	-
Lido Landscape Maint District	-	(39,659)
Docktown	-	(742,080)
Water Fund	-	(585,836)
Internal Services Fund Interest	2,772	-
Parking Fund	-	(1,716,346)
Traffic Safety	-	(1,819,725)
Housing Support Fund		(100,000)
Section 115 Trust Fund (820)		(500,000)
	<u>601,854</u>	<u>(5,503,646)</u>
GENERAL IMPROVEMENT DISTRICT		
General Fund	-	(599,082)
INTERNAL SERVICES FUND		
General Fund	-	(2,772)
LIDO LANDSCAPE DISTRICT FUND		
General Fund	39,659	-
HOUSING SUPPORT FUND		
General Fund	100,000	-
General Fund (UUT FUND 153)	50,000	-
	<u>150,000</u>	<u>-</u>
PARKING FUND		
General Fund	1,716,346	-

SCHEDULE OF INTER-FUND TRANSFERS

	ADOPTED BUDGET FY 2023-24	
	IN	OUT
SECTION 115 TRUST FUND (820)		
General Fund	500,000	-
SEWER FUND		
Water fund	-	(627,858)
TRAFFIC SAFETY		
General Fund	1,819,725	-
UTILITY USERS TAX		
Capital Outlay Fund	-	(9,480,834)
Housing Support Fund (281)		(50,000)
	-	(9,530,834)
WATER FUND		
General Fund	585,836	-
Sewer Fund	627,858	-
	1,213,694	-
	<u>\$ 17,932,192</u>	<u>\$ (17,932,192)</u>

APPROPRIATIONS LIMIT

APPROPRIATIONS LIMITATIONS

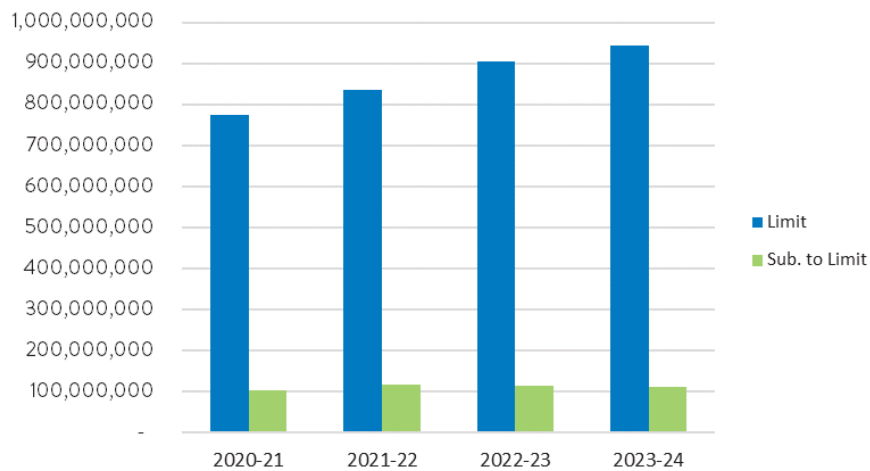
In 1979, the voters of the State of California passed Proposition 4, the Gann spending limit initiative (most recently amended in 1990 by Proposition 111). The initiative establishes and defines annual appropriation limits for state and local government entities and requires that the City adopt an appropriations 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 2023-24 is \$943,501,283 while the limit for FY 2022-23 was \$906,290,865. The proposed appropriations connected to the estimated proceeds of taxes for FY 2023-24 are \$112,466,329, well below the \$943,501,283 legal limit. The increase from FY 2022-23 is primarily due to a percentage change of 4.44% 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 2023-24

Appropriations Limit FY 2022-23	\$906,290,865
Percentage growth in state-wide per capita personal income	4.44%
Percentage increase in City population growth	-0.32%
$1.0444 \times 0.9968 =$	<u>1.04105792</u>
Appropriations Limit FY 2023-24	\$943,501,283

Appropriations Limit



APPROPRIATIONS LIMIT

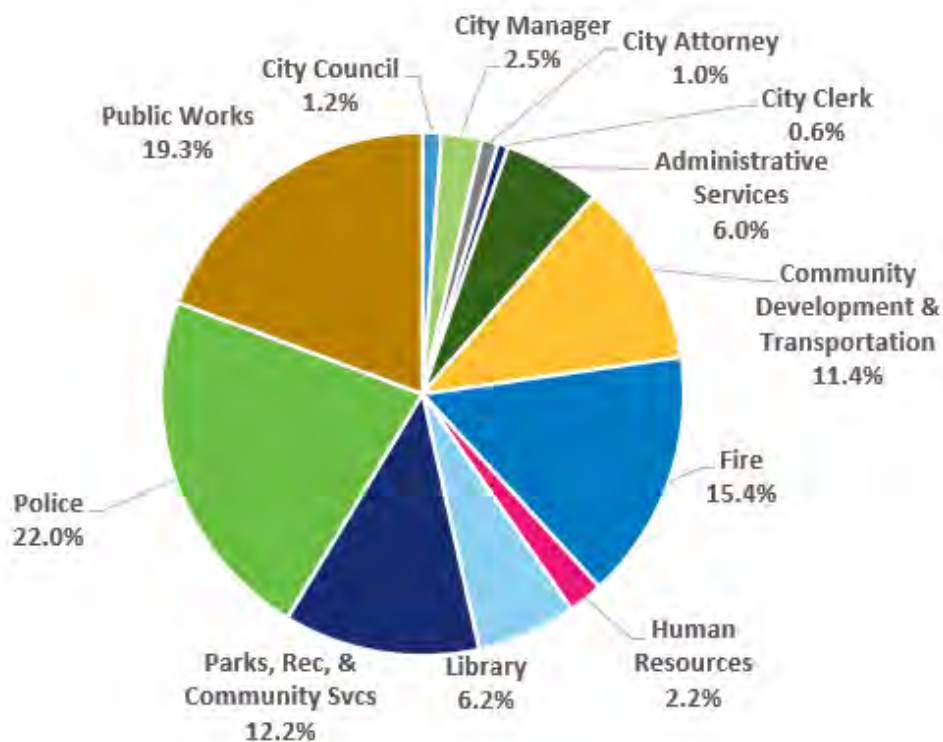
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PERSONNEL ALLOCATIONS BY DEPARTMENT

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	ADOPTED BUDGET 2021-22	ADOPTED BUDGET 2022-23	RECOMMENDED BUDGET 2023-24
City Council	7.00	7.00	7.00
City Manager	11.06	14.56	14.68
City Attorney	6.02	6.02	6.02
City Clerk	3.80	3.80	3.78
Administrative Services	34.10	34.05	35.66
Community Development & Transportation	60.93	65.93	67.15
Fire	90.00	90.00	91.00
Human Resources	7.20	12.00	12.83
Library	38.24	35.27	36.40
Parks, Rec, & Community Svcs	66.11	67.71	71.71
Police	121.00	126.00	130.00
Public Works	106.95	108.82	113.96
Total	552.40	571.15	590.19



PERSONNEL ALLOCATIONS BY DEPARTMENT

DEPARTMENT/TITLE	ADOPTED BUDGET 2021-22	ADOPTED BUDGET 2022-23	RECOMMENDED BUDGET 2023-24
City Council			
Mayor	1.00	1.00	1.00
Vice Mayor	1.00	1.00	1.00
City Council Member	5.00	5.00	5.00
Total	7.00	7.00	7.00
City Manager			
Administrative Clerk III	1.00	1.00	1.00
Administrative Secty	1.00	1.00	1.00
Assistant ASD Director	0.01	0.01	0.01
Assistant City Manager	1.01	1.01	1.07
City Attorney	0.02	0.02	0.02
City Clerk	-	-	0.02
City Manager	0.85	0.85	0.85
Communications Manager	1.00	1.00	-
Community Development & Transportation Director	0.06	0.06	0.05
Deputy City Manager	-	-	1.00
Equity & Inclusion Officer	1.00	1.00	1.00
Economic Development Manager	1.00	1.00	1.00
Facility Aide	-	0.50	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	1.00	1.00
Management Analyst II	-	4.00	4.00
Principal Analyst - Finance	0.02	0.02	-
Secretary	-	-	0.04
Senior Accountant	0.10	0.10	0.12
Total	11.06	14.56	14.68
City Attorney			
Administrative Assistant	-	-	1.00
Administrative Clerk III	1.00	1.00	-
Administrative Secty	1.00	1.00	1.00
Assistant City Attorney	-	0.45	0.45
City Attorney	0.80	0.80	0.80
Deputy City Attorney	2.00	2.00	2.00
Senior Assistant City Attorney	1.22	0.77	0.77
Total	6.02	6.02	6.02
City Clerk			
Administrative Secty	1.00	1.00	1.00
Assistant City Clerk	0.90	0.90	0.90
City Clerk	0.90	0.90	0.88
Management Analyst II	1.00	1.00	1.00
Total	3.80	3.80	3.78

PERSONNEL ALLOCATIONS BY DEPARTMENT

DEPARTMENT/TITLE	ADOPTED BUDGET 2021-22	ADOPTED BUDGET 2022-23	RECOMMENDED BUDGET 2023-24
Administrative Services			
Account Clerk II	6.88	6.00	6.00
Accountant	0.75	1.75	1.75
Accounting Technician II	2.87	2.00	2.00
Administrative Assistant	1.00	0.75	0.75
Assistant ASD Director	0.99	0.99	-
Assistant City Manager	0.80	0.80	0.73
Endpoint & Infrastructure IT Analyst II	1.00	2.00	2.00
Finance Director	-	-	1.00
Financial Services Manager	-	-	1.00
Funded Executive Director C/CAG	1.00	1.00	1.00
Information Technology Manager	1.00	1.00	1.00
Management Analyst II	-	-	0.67
Managerial / Professional Level II	1.00	1.00	1.00
Parking Meter Collector	0.50	0.50	0.50
Principal Analyst - Finance	2.18	2.18	2.50
Revenue Services Manager	1.00	1.00	1.00
Senior Accountant	0.90	1.90	1.58
Senior Assistant City Attorney	0.23	0.18	0.18
Senior Endpoint & Infrastructure IT Analyst	6.00	5.00	5.00
Senior Software Development & Application Support Analy.	4.00	4.00	4.00
Supervising IT Analyst	2.00	2.00	2.00
Total	34.10	34.05	35.66
Community Development & Transportation			
Administrative Clerk III	-	0.50	0.50
Administrative Secty	3.00	3.00	3.00
Assistant City Attorney	-	0.55	0.55
Assistant City Clerk	0.10	0.10	0.10
Assistant Community Development & Transportation Direct	1.00	1.00	1.00
Assistant Engineer I	1.00	1.00	1.00
Assistant Engineer II	6.00	6.00	4.00
Assistant Planner	2.00	2.00	2.00
Associate Engineer	2.00	2.00	4.00
Associate Planner	2.00	2.00	2.00
Building Inspector	4.00	4.00	4.00
Capital Improvement Program Manager	1.00	1.00	0.80
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	0.95	0.95	0.95
Contract Fire Plan Checker	-	-	0.40
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

PERSONNEL ALLOCATIONS BY DEPARTMENT

DEPARTMENT/TITLE	ADOPTED BUDGET 2021-22	ADOPTED BUDGET 2022-23	RECOMMENDED BUDGET 2023-24
Community Development & Transportation Cont.			
Managerial / Professional Level I	1.50	1.00	1.00
Managerial / Professional Level II	1.00	1.00	1.00
Official / Executive / Professional Level I	0.30 *	0.30 *	1.30
Parking/TDM Manager	1.00	1.00	1.00
Permits Technician	3.00	6.00	6.00
Plan Checker	1.00	2.00	2.00
Plan Check Engineer	-	1.00	1.00
Principal Analyst - Finance	0.30	0.30	-
Principal Planner	3.00	3.00	3.00
Public Works Maint Worker II	1.00	1.00	1.00
Public Works Services Director	0.20	0.20	0.20
Secretary	2.00	2.00	1.96
Senior Accountant	-	-	0.30
Senior Assistant City Attorney	0.55	-	-
Senior Building Inspector	3.00	3.00	3.00
Senior Civil Engineer	1.50	1.50	1.54
Senior Construction Technician	1.00	1.00	-
Senior Engineering Technician	2.00	2.00	2.00
Senior Planner	3.00	3.00	3.00
Senior Transportation Planner	1.00	1.00	1.00
Supv Civil Engineer	2.00	2.00	2.00
Tree Maintenance Leader	-	-	1.00
Utilities Field Supervisor	0.50	0.50	0.52
Total	60.93	65.93	67.15
Fire			
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 *	25.00
Fire Chief	1.00	1.00	1.00
Fire Fighter/Engineer	51.00 *	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	90.00	90.00	91.00
Library			
Administrative Clerk III	1.00	1.00	1.00
Facility Aide	1.00	1.00	1.00
Graphic Design Specialist	0.51	0.51	0.51
Librarian II	9.25	8.72	8.85
Library Assistant II	6.07 *	5.04	5.04
Library Director	1.00	1.00	1.00
Library Division Manager	4.00	4.00	4.00

PERSONNEL ALLOCATIONS BY DEPARTMENT

DEPARTMENT/TITLE	ADOPTED BUDGET 2021-22	ADOPTED BUDGET 2022-23	RECOMMENDED BUDGET 2023-24
Library cont.			
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 *	5.50
Management Analyst I	1.00	-	-
Management Analyst II	-	1.00	1.00
Senior Library Assistant	6.00	6.00	6.00
Senior Library Page	1.91	0.50	0.50
Total	38.24	35.27	36.40
Human Resources			
Administrative Clerk III	-	0.50	-
Administrative Assistant	-	0.25	0.25
Assistant City Manager	0.20	0.20	0.20
Human Resources Analyst I	1.00	-	-
Human Resources Analyst II	-	3.00	4.00
Human Resources Director	1.00	1.00	1.00
Human Resources Manager	-	1.00	1.00
Human Resources Technician	1.00	1.00	1.00
Management Analyst II	-	-	0.33
Principal Analyst - Workers Comp	1.00	1.00	1.00
Senior Assistant City Attorney	-	0.05	0.05
Senior Human Resources Analyst	3.00	4.00	4.00
Total	7.20	12.00	12.83
Parks, Recreation, and Community Services			
Administrative Clerk III	2.00	3.00	4.00
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	2.00	2.00
Facility Leader	2.00	2.00	2.00
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	15.00	16.00	15.00
Landscape Supervisor	1.00 *	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	2.00	1.75	1.75
Managerial/Professional Level II (Human Services Coord)	1.00	1.00	1.00
Parks, Recreation & Community Services Manager	5.00	5.00	6.00
Parks, Recreation & Community Services Director	1.00	1.00	1.00
Program Assistant I	-	-	1.00
Program Assistant II	2.00	4.00	5.00
Recreation & Community Services Program Coordinator	10.00 *	11.00	11.00
Recreation Program Coordinator/Special Events	1.00	1.00	1.00

PERSONNEL ALLOCATIONS BY DEPARTMENT

DEPARTMENT/TITLE	ADOPTED BUDGET 2021-22	ADOPTED BUDGET 2022-23	RECOMMENDED BUDGET 2023-24
Parks, Recreation, and Community Services cont.			
Recreation Program Coordinator/Special Events	1.00	1.00	1.00
Recreation Specialist I	0.35	-	-
Recreation Specialist II	2.26 *	1.46 *	1.46
Recreation Specialist III	1.00	-	-
Recreation Supervisor	2.00	2.00	1.00
Secretary	2.00	2.00	3.00
Senior Crafts Specialist	1.00	1.00	2.00
Total	66.11	67.71	71.71
Police			
Administrative Secty	2.00	2.00	2.00
Body Worn Camera Program Manager	-	-	1.00
Communications Supervisor	1.00	1.00	1.00
Community Service Officer	2.00	2.00	1.00
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
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	4.00	5.00
Police Evidence & Property Clerk	-	1.00	1.00
Police Evidence & Property Room Coordinator	2.00	2.00	1.00
Police Lieutenant	4.00	4.00	4.00
Police Officer	68.00 *	73.00 *	77.00
Police Sergeant	12.00	12.00	12.00
Public Safety Communications Dispatcher	12.00	12.00	11.00
Public Safety Communications Lead Dispatcher	1.00	1.00	2.00
Records Supervisor	1.00	1.00	1.00
Total	121.00	126.00	130.00
Public Works			
Accountant	0.25	0.25	0.25
Accounting Technician II	0.13	-	-
Administrative Clerk I	1.00	1.00	-
Administrative Clerk III	-	-	1.00
Administrative Clerk III	1.00	1.00	1.00
Administrative Secty	1.00	1.00	1.00
Assistant Engineer II	1.00	-	-
Assistant Public Works Director	1.00	1.00	1.00
Associate Engineer	1.00	2.00	2.00
Building Maintenance Worker	3.22	3.22	3.22
Capital Improvement Program Manager	-	-	0.20
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

PERSONNEL ALLOCATIONS BY DEPARTMENT

<u>DEPARTMENT/TITLE</u>	<u>ADOPTED BUDGET 2021-22</u>	<u>ADOPTED BUDGET 2022-23</u>	<u>RECOMMENDED BUDGET 2023-24</u>
Public Works cont.			
Equipment Mechanic I	-	1.00	1.00
Equipment Mechanic II	4.00	3.00	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	-
Management Analyst II	1.00	1.00	3.00
Managerial / Professional Level I	-	1.00	1.00
Official / Executive / Professional Level I	0.70	0.70	0.70
Public Works Field Supervisor	1.50	1.50	1.00
Public Works Maint Worker I - Wastewater	1.00	1.00	1.00
Public Works Maint Worker II	12.00	10.00	13.00
Public Works Maint Worker II - Wastewater	8.00	8.00	8.00
Public Works Maint Worker III / Equip Oper	2.45	2.45	4.45
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	1.46
Technical Level I	3.00	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	4.48
Utilities Specialist	1.00	2.00	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	3.00	3.00
Water Resources Technician	4.00	4.00	4.00
Total	106.95	108.82	113.96

* Position frozen in FY 2020-21

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.

FY 2022-23 MAJOR ACCOMPLISHMENTS

- Launched the analysis of revenue generation options to help balance the City's operating budget over the next ten years.
- Established new customer service standards and launched a new employee service request software system.
- Successfully implemented a newly integrated cashiering software system.
- Supported the Finance and Audit Committee's consideration of Environmental, Social, and Governance investing practices.
- Established a new Enterprise resource planning (ERP) administrator function to coordinate the technical coordination of financial management software.
- Centralized and strengthened grant coordination efforts citywide through the administration of a new interdepartmental committee and online resource group.
- Created new employee resource tools to support citywide compliance with the City procurement policy.
- Navigated a department-wide turnover rate of 36%, including onboarding new leadership in two-thirds of department divisions.
- Successfully defended the City's computer infrastructure from cyberattacks.

GOALS FOR FY 2023-24

- Analyze additional options for revenue generation to support a balanced budget over the next 10 years and provide recommendations on revenue generation through the Finance and Audit Committee to the City Council by December 2023.
- Reduce by 15% the outstanding balance for accounts receivable by June 2024.
- Update the City cybersecurity plan by December 2023.
- **SMARTIE Goal:** Identify two new ways to broaden the pool of suppliers in purchasing bids over \$100,000 by March 2024.

ADMINISTRATIVE SERVICES

Performance Measure	2018 Results	2019 Results	2020 Result	2021 Results	2022 Results	Target
Finance						
Number of Audit Findings reported by the City's outside independent audit firm in relation to the City's annual audit	1	1	0	0	Results not finalized yet	0
Implement required Governmental Accounting Standards Board Statements by the required implementation date	100%	100%	100%	100%	100%	100%
Information Technology						
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%	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%	18%	20.0%
Revenue Services						
Number of Business Licenses issued	7,113	8,351	8,490	10,234	9,245	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	72 seconds	90 seconds or less
Number of utility customers utilizing online e-billing process (InfoSend)	45.3%	47.8%	51.8%	93.47%	94.94%	48.0%

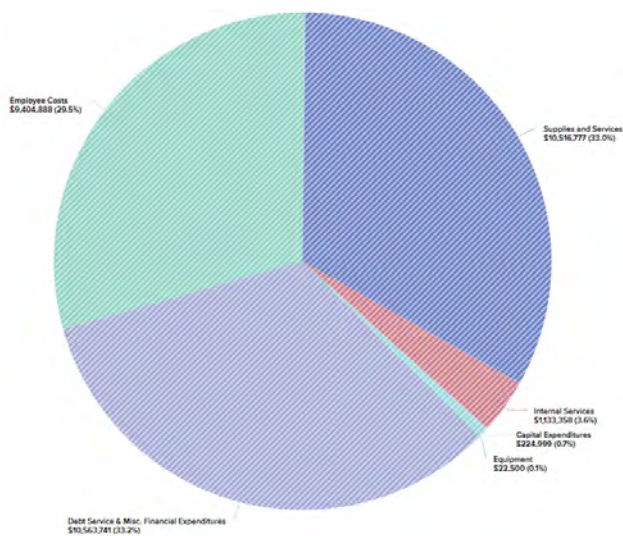
ADMINISTRATIVE SERVICES

DEPARTMENT BUDGET

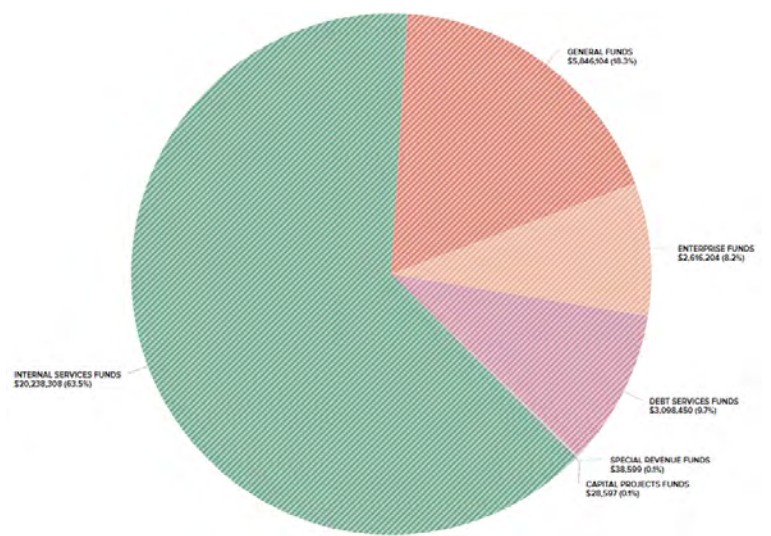
The total Administrative Services budget for FY 2023-24 is \$31.87 million, representing 9.5% of the total operational budget. The majority of funding for this department comes from the City's General Fund, Enterprise Funds, and the Internal Services Fund.

ACTUAL EXPS.	ADJUSTED BUDGET	BUDGET
2021-22	2022-23	2023-24
\$ 27,655,101	\$ 28,647,224	\$ 31,866,262

FY 2023-24 BUDGET BY CATEGORY



FY 2023-24 BUDGET BY FUNDING SOURCE

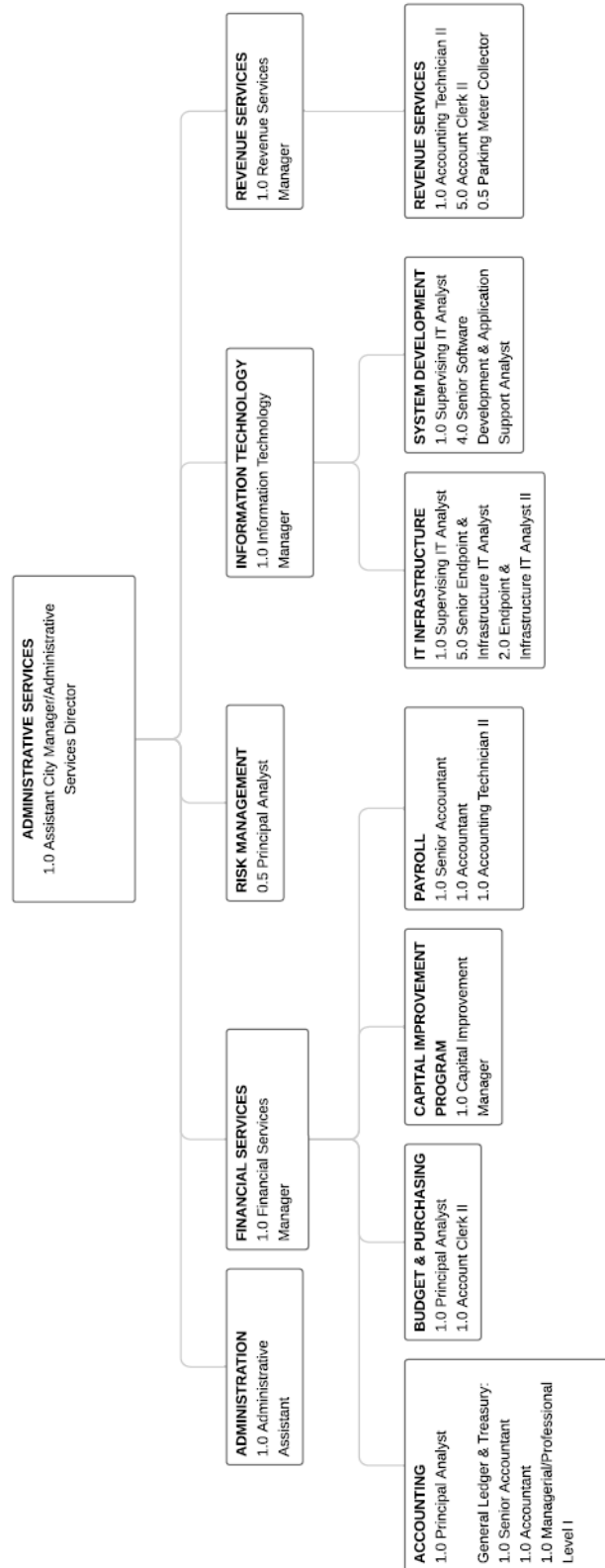


ADMINISTRATIVE SERVICES

There are 35.66 FTEs in the budget for FY 2023-24, representing 6.0% of all City employees. The recommended budget includes the supplanting of the Assistant ASD Director position with the Financial Services Manager position. It also includes the addition of two new positions to support overall administrative coordination of the department due to growing workloads and work complexity caused by the new ERP software system and increasing service level demands from individual employees and City departments. Both positions are proposed to be phased in halfway through the 2023-24 fiscal year. The Finance Director position would provide oversight to the Financial Services and Revenue Services divisions. The Management Analyst II would be shared between the Administrative Services Department and the Human Resources Department to support departmental budget management and contract administration, support policy management, and perform other duties consistent with the job description and its function in other City departments.

<u>DEPARTMENT/TITLE</u>	<u>ADOPTED BUDGET 2021-22</u>	<u>ADOPTED BUDGET 2022-23</u>	<u>RECOMMENDED BUDGET 2023-24</u>
Administrative Services			
Account Clerk II	6.88	6.00	6.00
Accountant	0.75	1.75	1.75
Accounting Technician II	2.87	2.00	2.00
Administrative Assistant	1.00	0.75	0.75
Assistant ASD Director	0.99	0.99	-
Assistant City Manager	0.80	0.80	0.73
Endpoint & Infrastructure IT Analyst II	1.00	2.00	2.00
Finance Director	-	-	1.00
Financial Services Manager	-	-	1.00
Funded Executive Director C/CAG	1.00	1.00	1.00
Information Technology Manager	1.00	1.00	1.00
Management Analyst II	-	-	0.67
Managerial / Professional Level II	1.00	1.00	1.00
Parking Meter Collector	0.50	0.50	0.50
Principal Analyst - Finance	2.18	2.18	2.50
Revenue Services Manager	1.00	1.00	1.00
Senior Accountant	0.90	1.90	1.58
Senior Assistant City Attorney	0.23	0.18	0.18
Senior Endpoint & Infrastructure IT Analyst	6.00	5.00	5.00
Senior Software Development & Application Support Analy.	4.00	4.00	4.00
Supervising IT Analyst	2.00	2.00	2.00
Total	34.10	34.05	35.66

ADMINISTRATIVE SERVICES



ADMINISTRATIVE SERVICES

Major changes to the department’s budget for FY 2023-24 are listed below:

Summary of Change	General Fund	Special Revenue Funds	Capital Projects Funds	Enterprise Funds	Internal Services Funds	Total
Supplies and Services						
Increase budget for Information Technology staff overtime.					15,000	15,000
Increase Risk budget based on staffing changes and increased premiums.					590,355	590,355
Personnel						
Add 1.0 FTE Finance Director effective 01/01/2024 to provide overall administrative coordination of the department due to growing workloads and work complexity caused by the new ERP software system.	192,400					192,400
Add 0.67 FTE Management Analyst II effective 01/01/2024 that will be shared between Administrative Services and Human resources for budget management, contract management, and special project support.	37,700				37,700	75,400
Total	230,100	-	-	-	643,055	873,155

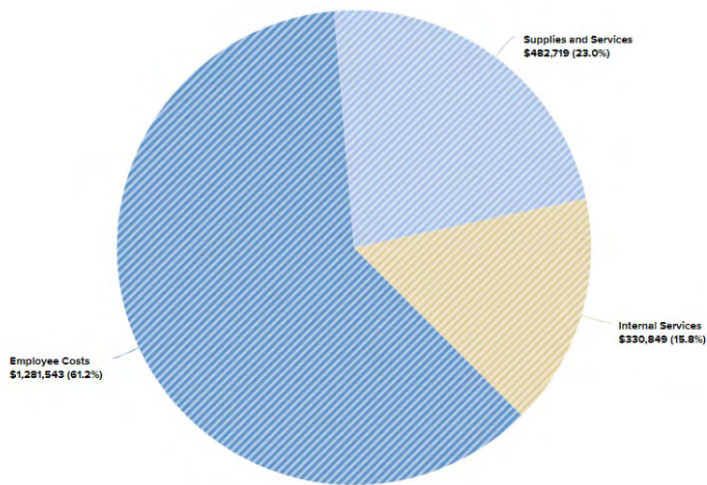
ADMINISTRATIVE SERVICES

COST CENTER: Revenue Services
PROGRAM: Revenue Services (61410)

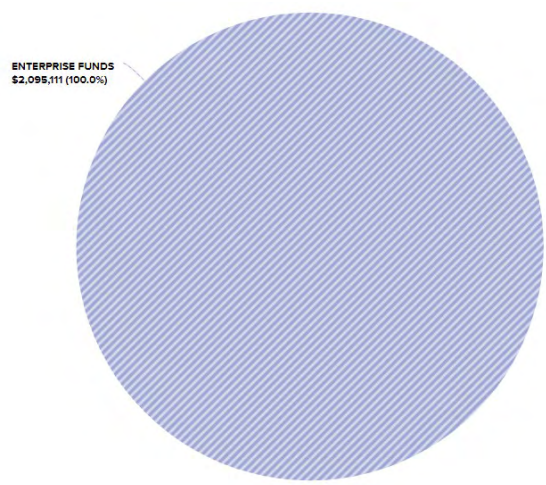
SUB-PROGRAM PURPOSE OR BUSINESS:
 Oversee the collection and deposit of all City revenues and generate utility bills.

	ACTUAL EXPS.	ADJUSTED BUDGET	BUDGET
	2021-22	2022-23	2023-24
	\$ 2,042,983	\$ 2,208,685	\$ 2,095,111

FY 2023-24 BUDGET BY CATEGORY



FY 2023-24 BUDGET BY FUNDING SOURCE



ADMINISTRATIVE SERVICES

COST CENTER: Debt Service

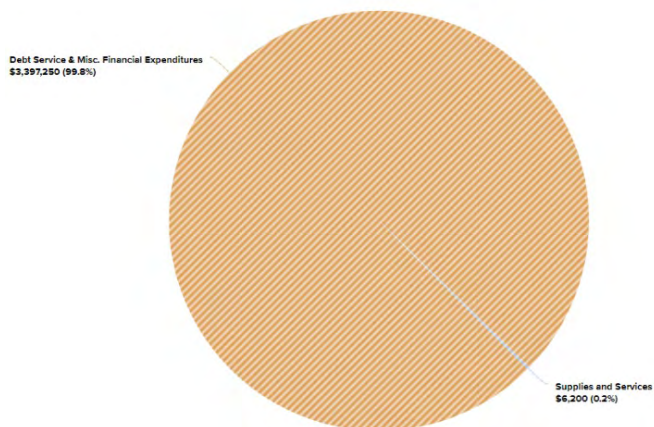
PROGRAM: Debt Service (61423)

SUB-PROGRAM PURPOSE OR BUSINESS:

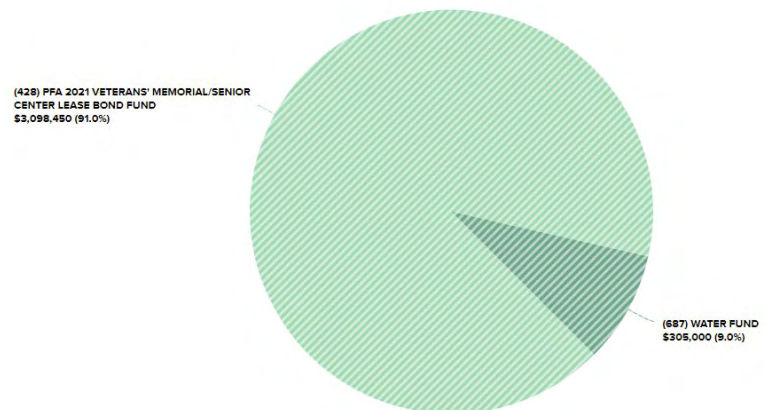
Repayment of Lease Revenue Bonds Series 2021 - Veterans Memorial Building/Senior Center and interest and principal repayment on interfund loan from the Equipment Services Fund to the Water Fund.

ACTUAL EXPS. 2021-22	ADJUSTED BUDGET 2022-23	BUDGET 2023-24
\$ 1,804,872	\$ 2,202,750	\$ 3,403,450

FY 2023-24 BUDGET BY CATEGORY



FY 2023-24 BUDGET BY FUNDING SOURCE



ADMINISTRATIVE SERVICES

COST CENTER: Financial Management

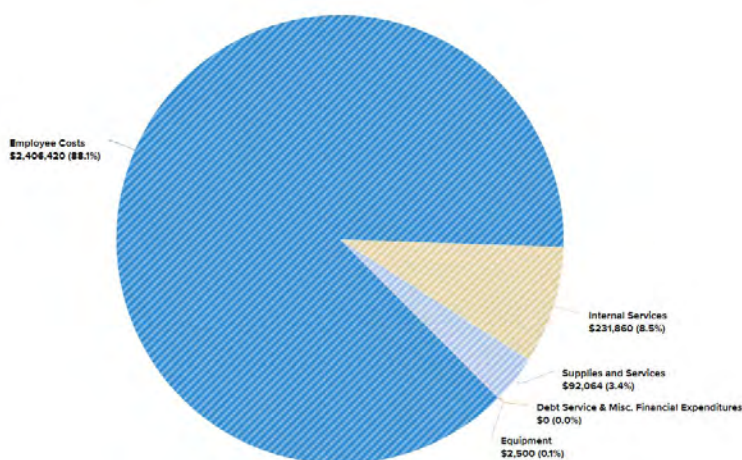
PROGRAM: Financial Management Services (61430)

SUB-PROGRAM PURPOSE OR BUSINESS:

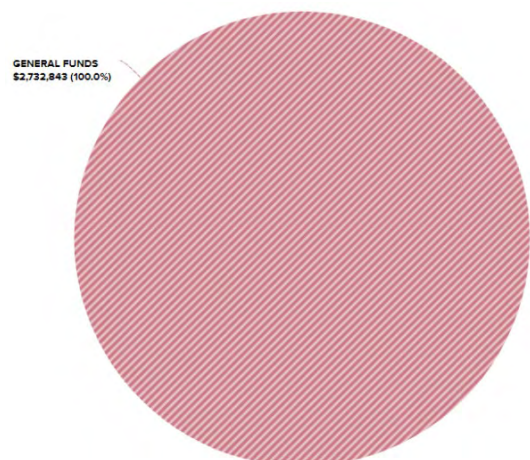
Manage the financial system pursuant to federal, state, and city statutes in accordance with generally accepted accounting principles; maximize earnings on cash resources within the framework of the City Investment Policy as part of the treasury function. Responsible for Citywide accounting policies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

ACTUAL EXPS. 2021-22	ADJUSTED BUDGET 2022-23	BUDGET 2023-24
\$ 2,023,893	\$ 2,489,357	\$ 2,732,843

FY 2023-24 BUDGET BY CATEGORY



FY 2023-24 BUDGET BY FUNDING SOURCE



ADMINISTRATIVE SERVICES

COST CENTER: Administration

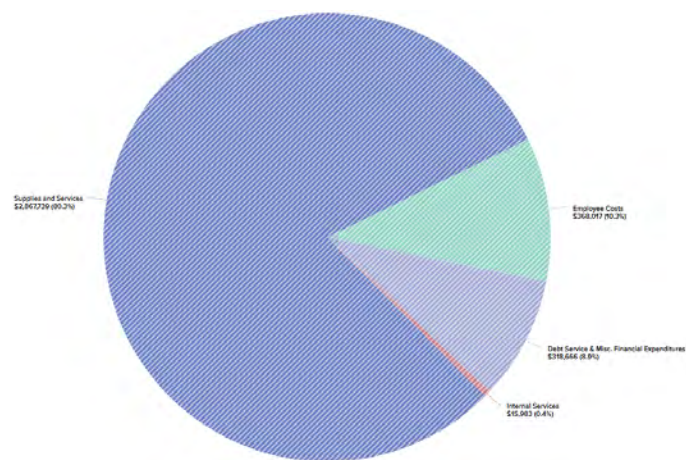
PROGRAM: Administrative Support Services (61710)

PROGRAM PURPOSE OR BUSINESS:

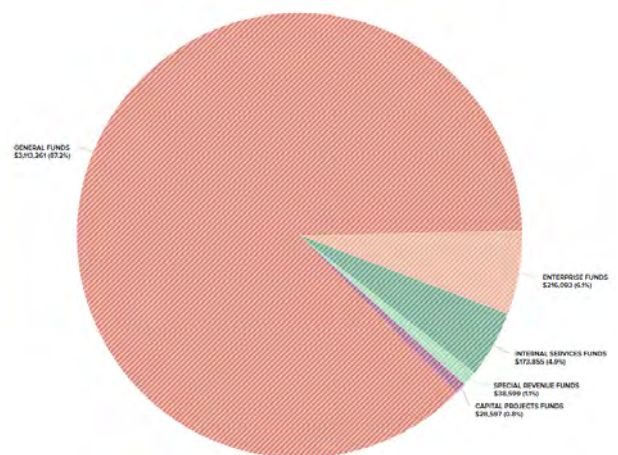
Support programs not directly assigned to any one department, such as the external audit of the City’s financial affairs, animal control services, and lease payments related to Public Financing Authority bonds, City membership in various organizations, investment advisory services, pension consulting,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

	ACTUAL EXPS.	ADJUSTED BUDGET	BUDGET
	2021-22	2022-23	2023-24
	\$ 4,440,875	\$ 1,747,080	\$ 3,570,405

FY 2023-24 BUDGET BY CATEGORY



FY 2023-24 BUDGET BY FUNDING SOURCE



ADMINISTRATIVE SERVICES

COST CENTER: Administration

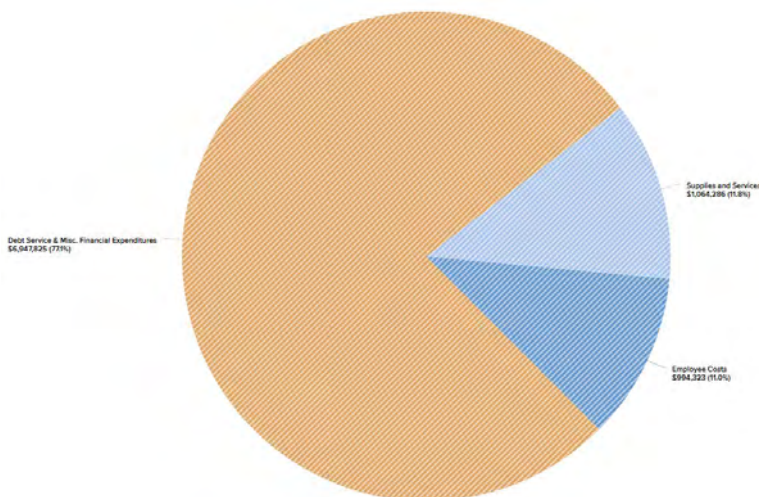
PROGRAM: Employee Benefits (67810-60)

PROGRAM PURPOSE OR BUSINESS:

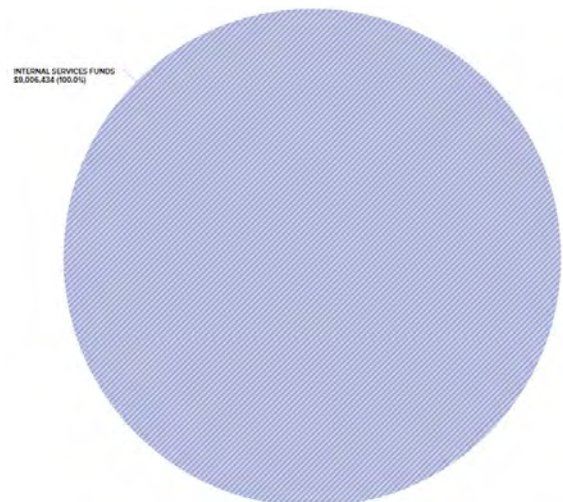
Account for payments made for employee benefits, including health insurance coverage for retirees, payments made to terminated employees for leave accruals, and dental, vision, and unemployment insurance for active employees. Employee costs represent anticipated payments of accrued leave hours to terminated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

ACTUAL EXPS. 2021-22	ADJUSTED BUDGET 2022-23	BUDGET 2023-24
\$ 8,704,286	\$ 9,006,434	\$ 9,006,434

FY 2023-24 BUDGET BY CATEGORY



FY 2023-24 BUDGET BY FUNDING SOURCE



ADMINISTRATIVE SERVICES

COST CENTER: Administration

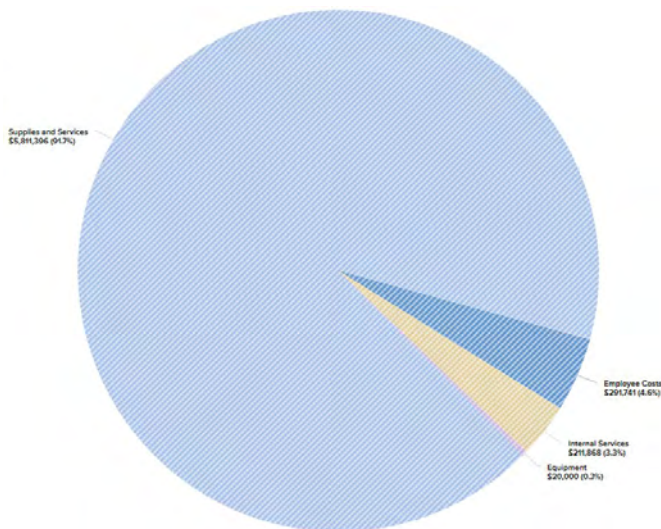
PROGRAM: Risk Management and Insurance (67711-14)

PROGRAM PURPOSE OR BUSINESS:

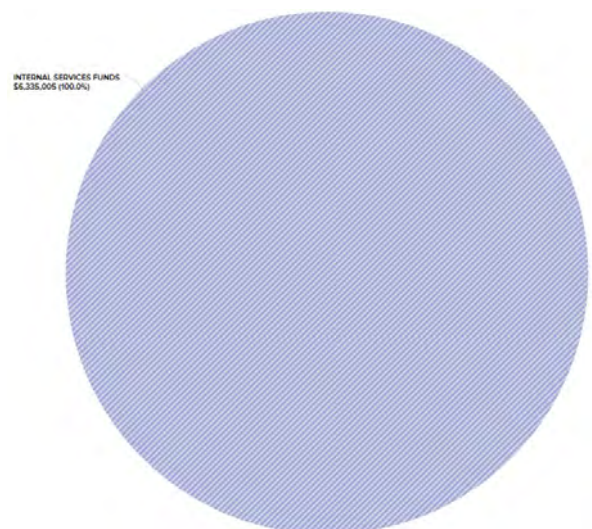
Manage risk situations by assisting in the review of contracts and program activities for loss and insurance implications. Provide insurance protection and self-insurance levels to adequately protect the City against loss. Major expenditures in this program are insurance premiums, claims paid, and administration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

ACTUAL EXPS. 2021-22	ADJUSTED BUDGET 2022-23	BUDGET 2023-24
\$ 4,335,698	\$ 5,727,883	\$ 6,335,005

FY 2023-24 BUDGET BY CATEGORY



FY 2023-24 BUDGET BY FUNDING SOURCE



ADMINISTRATIVE SERVICES

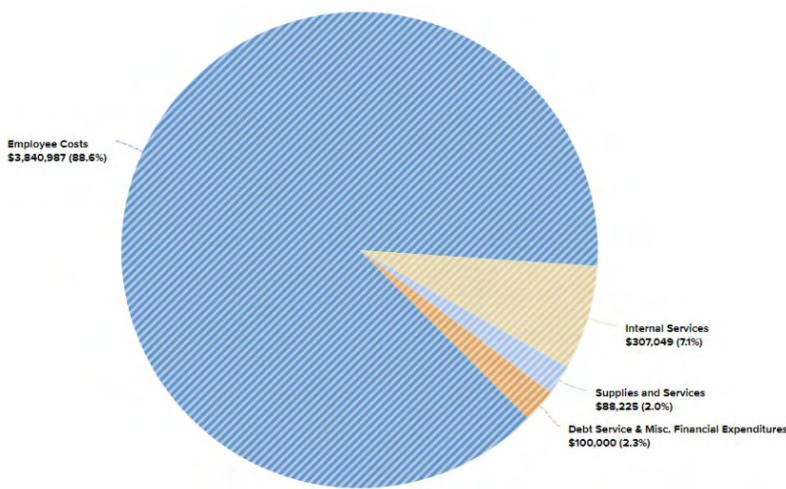
COST CENTER: Information Technology
PROGRAM: Data Services (67110)

SUB-PROGRAM PURPOSE OR BUSINESS:

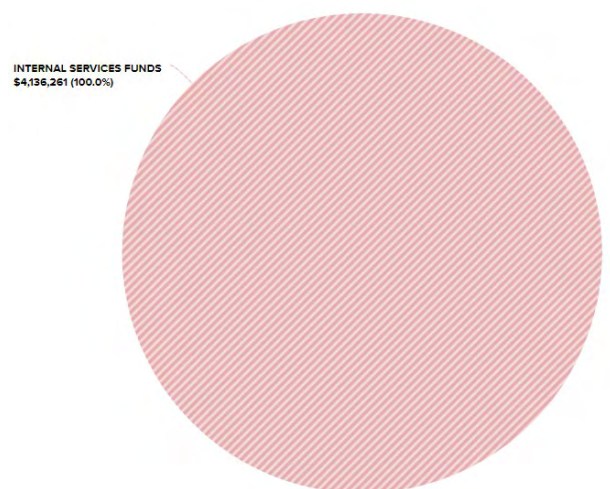
Assist Redwood City operating departments and other client agencies in the delivery of their services utilizing cost effective technologies.

ACTUAL EXPS.	ADJUSTED BUDGET	BUDGET
2021-22	2022-23	2023-24
\$ 3,801,273	\$ 4,686,892	\$ 4,136,261

FY 2023-24 BUDGET BY CATEGORY



FY 2023-24 BUDGET BY FUNDING SOURCE



ADMINISTRATIVE SERVICES

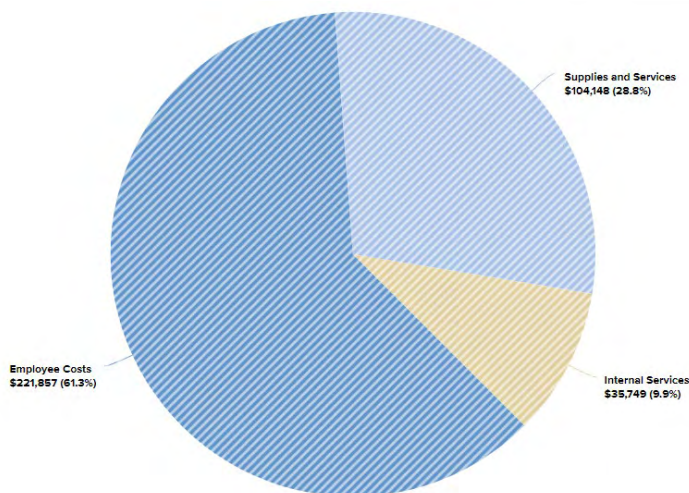
COST CENTER: Information Technology
PROGRAM: Voice Services (67211)

SUB-PROGRAM PURPOSE OR BUSINESS:

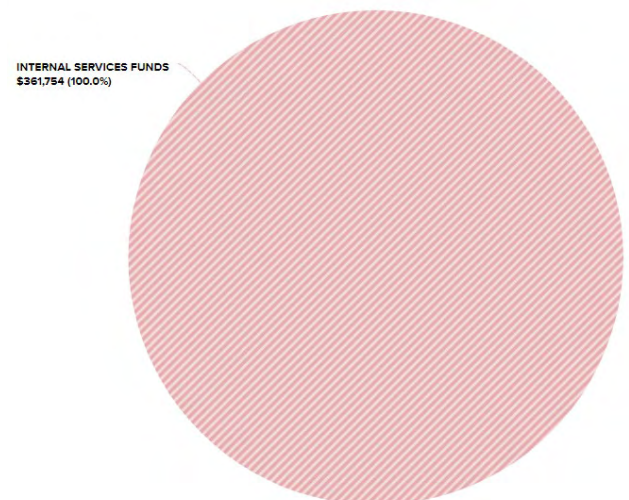
Assist Redwood City operating departments and other client agencies in the delivery of their services utilizing cost effective voice and other communication technologies.

ACTUAL EXPS.	ADJUSTED BUDGET	BUDGET
2021-22	2022-23	2023-24
\$ 305,144	\$ 353,144	\$ 361,754

FY 2023-24 BUDGET BY CATEGORY



FY 2023-24 BUDGET BY FUNDING SOURCE



ADMINISTRATIVE SERVICES

COST CENTER: Information Technology

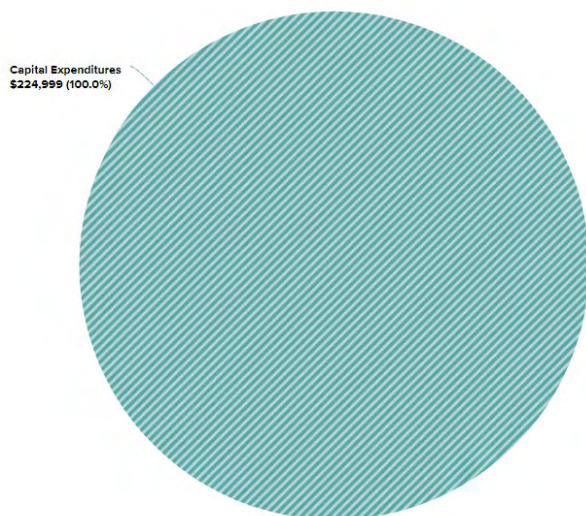
PROGRAM: Computer Replacement Program (67111)

SUB-PROGRAM PURPOSE OR BUSINESS:

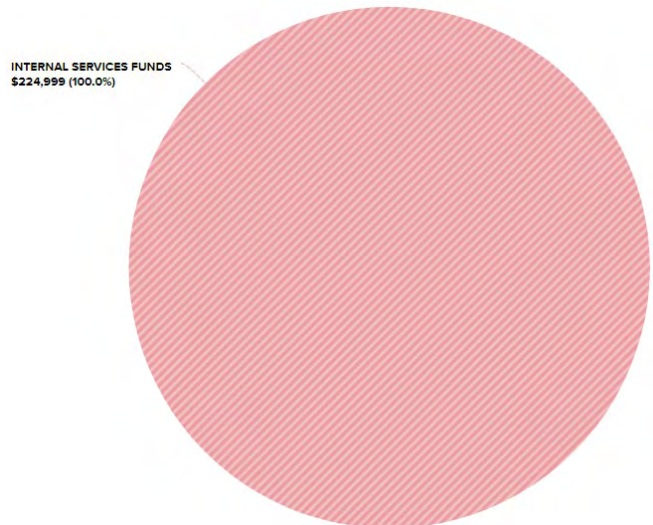
Replacement program for 600 desktops and laptops used throughout the City. Hardware is replaced on a regular cycle to mitigate security risks inherent in machines no longer supported by their manufacturer, as well as to simplify troubleshooting issues by having fewer models in use throughout the organization.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

ACTUAL EXPS.	ADJUSTED BUDGET	BUDGET
2021-22	2022-23	2023-24
\$ 196,077	\$ 224,999	\$ 224,999

FY 2023-24 BUDGET BY CATEGORY



FY 2023-24 BUDGET BY FUNDING SOURCE



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.

FY 2023-24 GOALS:

- Deliver excellent legal advice by continuing to devote the time and resources necessary to assure that requests for opinions, ordinances, resolutions, agreements and all other non-litigation matters are completed in a timely and professional manner throughout the fiscal year
- Work closely with the City Council, City Manager and City staff to provide legal advice and training on all matters impacting or affecting the City throughout the fiscal year
- Provide efficient, cost-effective delivery of legal services through preparation and implementation of standardized procedures and forms and pursuit of additional cost recovery, where appropriate on an ongoing basis
- Represent the City in negotiations involving complex agreements and contractual disputes throughout the fiscal year
- Represent the City by devoting the time and resources necessary to assure that each case is investigated, analyzed, researched, defended or prosecuted in accordance with the highest legal professional standards on an ongoing basis
- Advise on Public Records Requests as needed throughout the fiscal year

CITY ATTORNEY

DEPARTMENT BUDGET

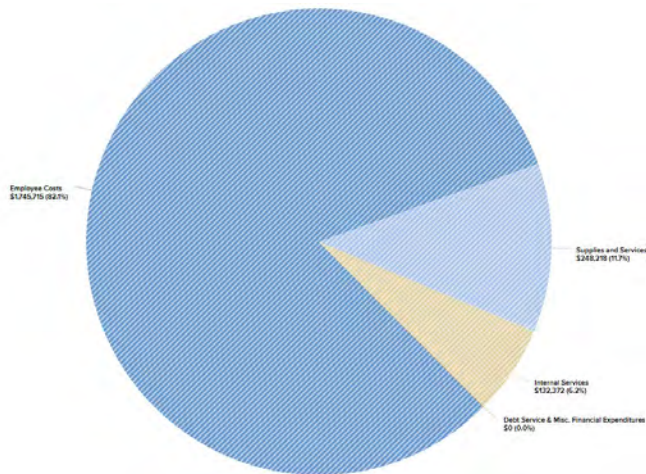
The total City Attorney budget for FY 2023-24 is \$2.13 million, representing 0.63% of the total operational budget.

PROGRAM PURPOSE OR BUSINESS:

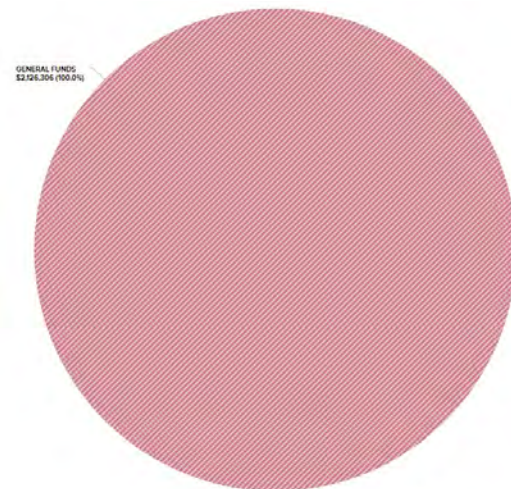
Advise City officials, officers and employees in matters of law pertaining to their offices, and represent and appear on their behalf in matters to which they are concerned or are parties.

ACTUAL EXPS. 2021-22	ADJUSTED BUDGET 2022-23	BUDGET 2023-24
\$ 1,878,260	\$ 2,204,292	\$ 2,126,306

FY 2023-24 BUDGET BY CATEGORY



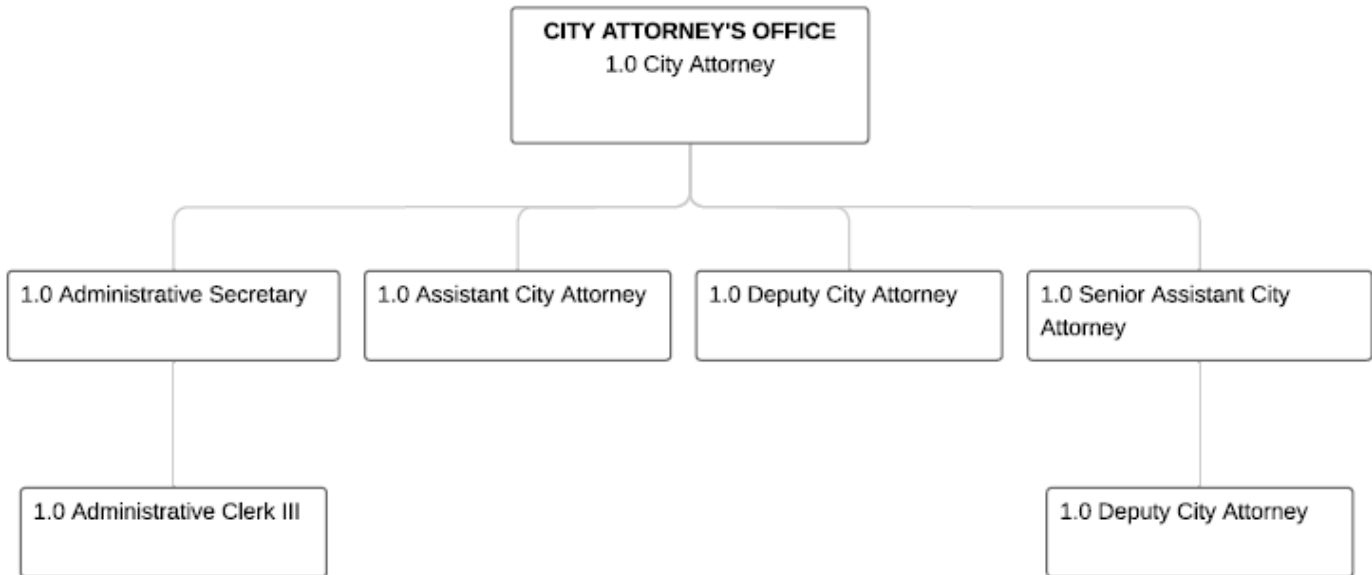
FY 2023-24 BUDGET BY FUNDING SOURCE



CITY ATTORNEY

There are 6.02 FTEs in the Budget for FY 2023-24, representing 1.0% of all City employees.

<u>DEPARTMENT/TITLE</u>	<u>ADOPTED BUDGET 2021-22</u>	<u>ADOPTED BUDGET 2022-23</u>	<u>RECOMMENDED BUDGET 2023-24</u>
City Attorney			
Administrative Assistant	-	-	1.00
Administrative Clerk III	1.00	1.00	-
Administrative Secty	1.00	1.00	1.00
Assistant City Attorney	-	0.45	0.45
City Attorney	0.80	0.80	0.80
Deputy City Attorney	2.00	2.00	2.00
Senior Assistant City Attorney	1.22	0.77	0.77
Total	6.02	6.02	6.02



There were no structural budget department changes in FY 2023-24

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.

FY 2022-23 MAJOR ACCOMPLISHMENTS

- Successfully fulfilled responsibilities as Redwood City Elections Official for the November 8, 2022 Municipal Election.
- Developed and implemented a framework for evaluating functions and programs related to Boards, Commissions, and Committees (BCCs), received unanimous City Council support for reducing barriers to participation through modifications to membership eligibility criteria and implemented strategies to strengthen and diversify recruitment efforts to reach newly eligible community members.
- Conducted several citywide recruitments to fill 24 vacancies on various City Boards, Commissions, and Committees (BCCs).
- Continued partnership with City Attorney's office to update, reorganize, and reformat the Municipal Code and Zoning Code.

CITY CLERK

GOALS FOR FY 2023-24

- Create a plan to reorganize the City Clerk's records filing system, complete one annual citywide authorized records destruction event, and hold four multi-departmental records management working group meetings to evaluate and support City departments in developing and implementing enhanced records management practices by December 31, 2023.
- In coordination with the City Attorney's Office, finalize a multi-year initiative to recodify and reorganize the City's municipal code to increase access to Redwood City laws for staff and community members by December 31, 2023.
- Implement expanded eligibility criteria for City Boards, Commissions, and Committees through new outreach and engagement mechanisms designed to attract newly-eligible community members and bolster recruitment outcomes to provide the City Council with a robust application pool in advance of the Spring 2024 BCC recruitment to fill nearly 30 vacant positions and support BCC members and staff liaisons through enhanced training and support mechanisms to ensure more equitable and inclusive contribution to City programs and services by BCCs by June 30, 2024.
- Conduct the Spring 2024 Board, Commission, and Committee (BCC) recruitment to fill nearly 30 vacant positions across various BCCs by leveraging expanded member eligibility criteria and utilizing new outreach and engagement mechanisms designed to attract newly-eligible community members and bolster recruitment outcomes to provide the City Council with a robust application pool from which to appoint by June 30, 2024.
- **SMARTIE Goal:** Conduct one training for all Board, Commission, and Committee (BCC) members focused on statutory requirements, communication tools and strategies, aligning work with the City Council's strategic priorities, equity, and developing and strengthening member leadership skills by August 2023.

CITY CLERK

Performance Measure	2018 Result	2019 Results	2020 Results	2021 Results	2022 Results
Number of agenda packets produced	26	26	35	30	32
Number of Public Records Act Requests processed	172	200	203	497*	661
Number of Official Documents executed and archived (Resolutions, Ordinances, Minutes, Agreements/Contracts)	298	321	274	552	348

**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.*

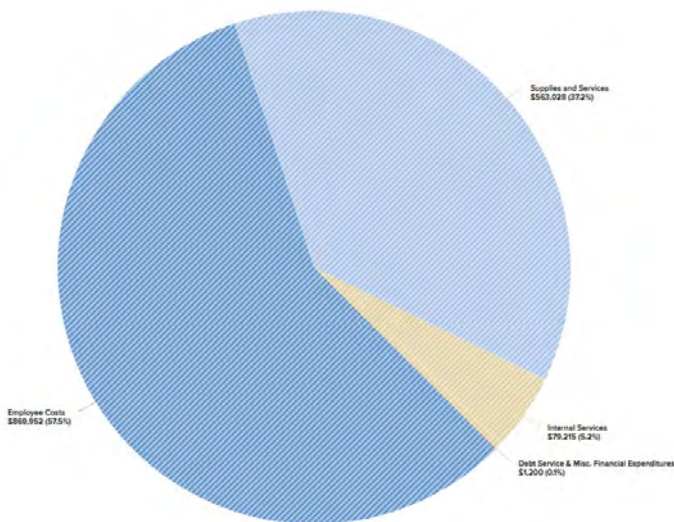
CITY CLERK

DEPARTMENT BUDGET

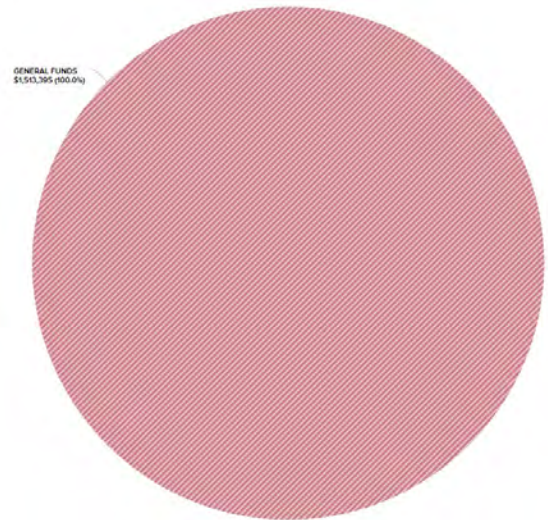
The total City Clerk budget for FY 2023-24 is \$1.51 million, representing 0.45% of the total operational budget. The funding for this department comes from the City's General Fund.

ACTUAL EXPS. 2021-22	ADJUSTED BUDGET 2022-23	BUDGET 2023-24
\$ 971,759	\$ 1,451,854	\$ 1,513,395

FY 2023-24 BUDGET BY CATEGORY



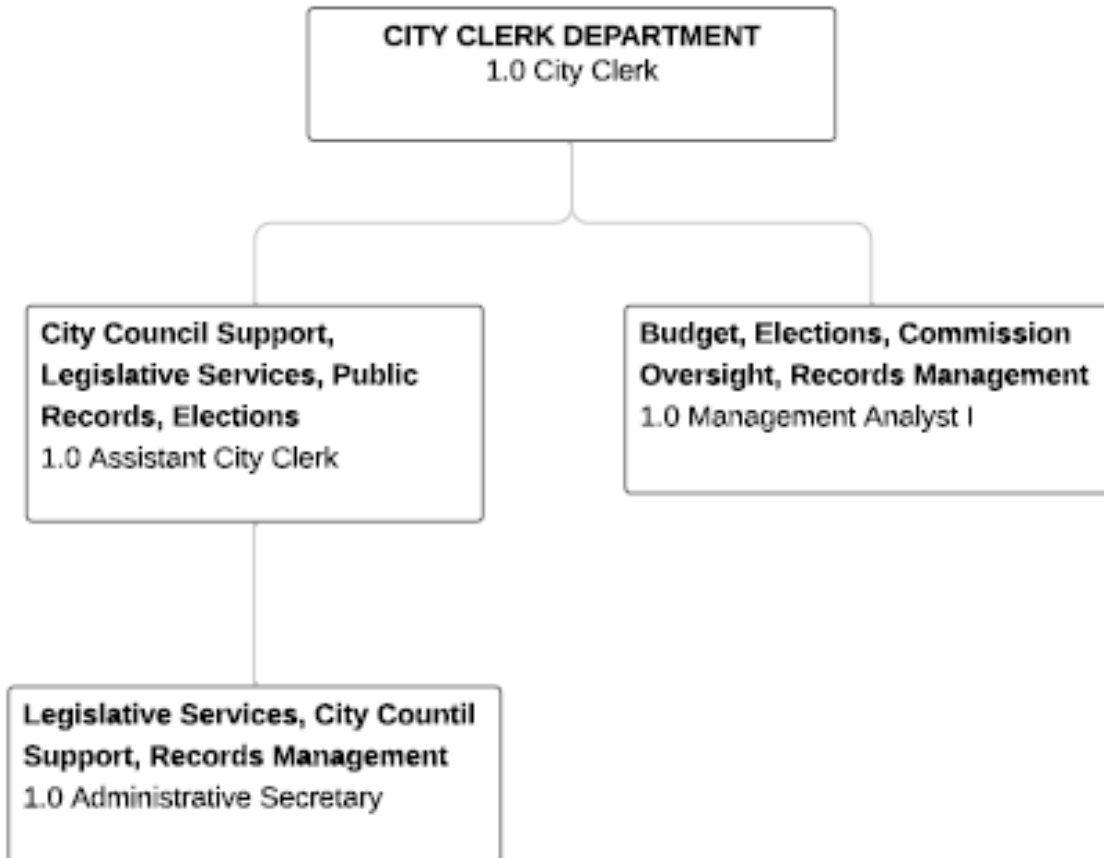
FY 2023-24 BUDGET BY FUNDING SOURCE



CITY CLERK

There are 3.78 FTEs in the budget, representing 0.6% of all City employees

<u>DEPARTMENT/TITLE</u>	<u>ADOPTED BUDGET 2021-22</u>	<u>ADOPTED BUDGET 2022-23</u>	<u>RECOMMENDED BUDGET 2023-24</u>
City Clerk			
Administrative Secty	1.00	1.00	1.00
Assistant City Clerk	0.90	0.90	0.90
City Clerk	0.90	0.90	0.88
Management Analyst II	1.00	1.00	1.00
Total	3.80	3.80	3.78



CITY CLERK

Major changes to the department’s budget for FY 2023-24 are listed in the table below

Summary of Change	General Fund	Special Revenue Funds	Capital Projects Funds	Enterprise Funds	Internal Services Funds	Total
Supplies and Services						
Increase supplies and services budget for maintenance relating to the City's municipal/zoning code and the City Clerk's records filing system	9,814					9,814
Increase conferences/professional development budget for Council members	7,000					7,000
Personnel						
Reclassify 1.0 FTE Management Analyst I to 1.0 FTE Management Analyst II	14,723					14,723
Total	31,537	-	-	-	-	31,537

CITY CLERK

COST CENTER: City Clerk

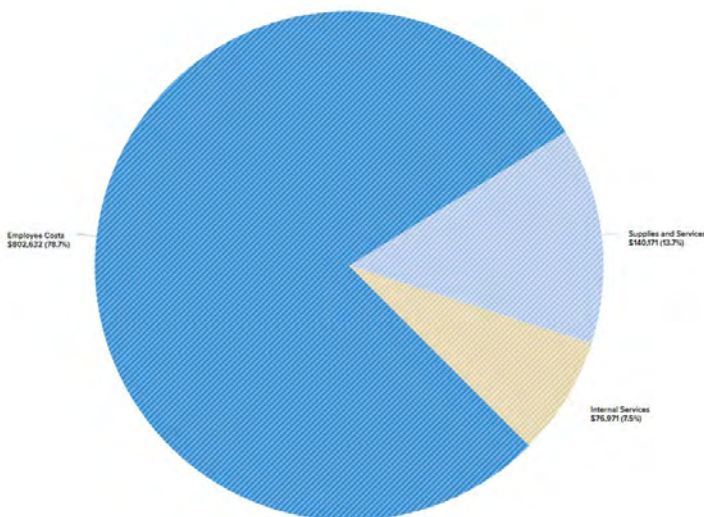
PROGRAM: Legislative Services/Records Management (61310)

SUB-PROGRAM PURPOSE OR BUSINESS:

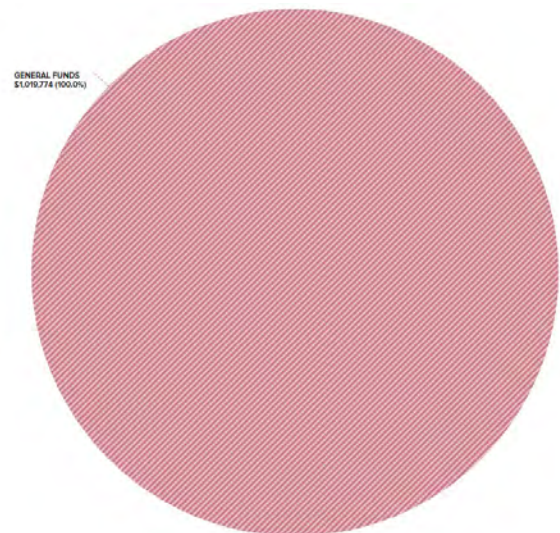
Provide timely and accurate information and assistance to external and internal customers pertaining to City services, Council actions, and policies in the most efficient and effective manner; prepare, organize, distribute and retain Council legislative documentation; maintain complete records of the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

ACTUAL EXPS.	ADJUSTED BUDGET	BUDGET
2021-22	2022-23	2023-24
\$ 763,791	\$ 1,050,297	\$ 1,019,774

FY 2023-24 BUDGET BY CATEGORY



FY 2023-24 BUDGET BY FUNDING SOURCE



CITY CLERK

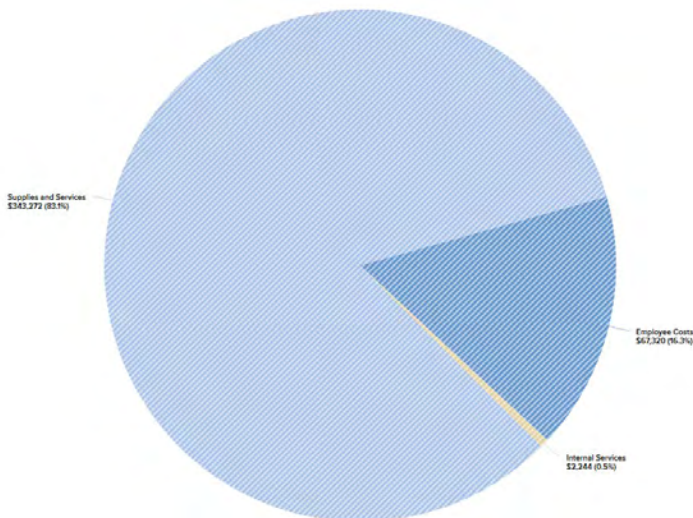
COST CENTER: City Clerk
PROGRAM: Elections (61320)

SUB-PROGRAM PURPOSE OR BUSINESS:

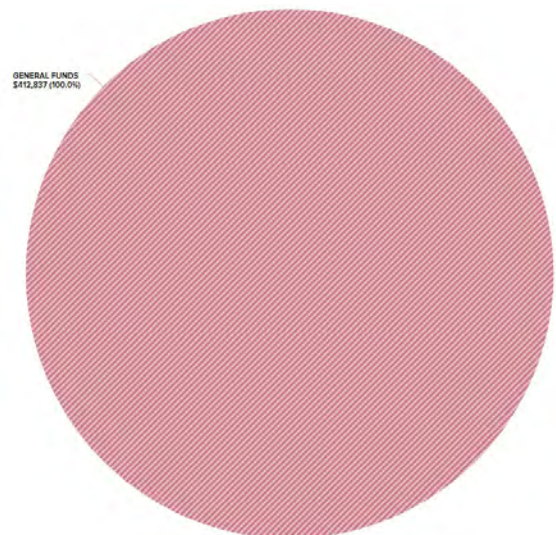
Conduct municipal elections including Charter amendments, City Council seats, referenda and recalls; file documents pertaining to election proceedings with the Secretary of State and the County of San Mateo; provide information to candidates, Council Members, staff, and the community; and comply with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

ACTUAL EXPS.	ADJUSTED BUDGET	BUDGET
2021-22	2022-23	2023-24
\$ 186,617	\$ 327,773	\$ 412,837

FY 2023-24 BUDGET BY CATEGORY



FY 2023-24 BUDGET BY FUNDING SOURCE



CITY CLERK

COST CENTER: City Clerk

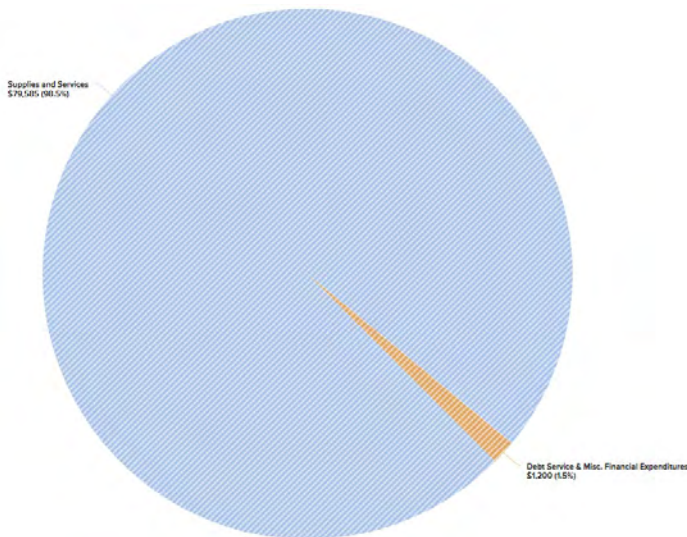
PROGRAM: Council Support (61330)

SUB-PROGRAM PURPOSE OR BUSINESS:

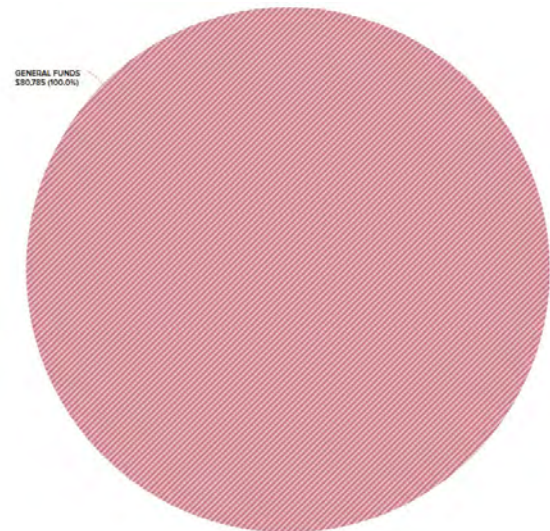
Provide Council support and uphold the public process enabling multi-modal public participation; enable televising and streaming (live and archived) of all public Council meetings; organize and plan for Town Hall meetings; Boards, Commissions' and Committees' processes, and prepare celebratory documents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

ACTUAL EXPS.	ADJUSTED BUDGET	BUDGET
2021-22	2022-23	2023-24
\$ 21,351	\$ 73,785	\$ 80,785

FY 2023-24 BUDGET BY CATEGORY



FY 2023-24 BUDGET BY FUNDING SOURCE



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 2023-24

- 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 focus on the third phase of the City's Pandemic Response Strategy, to reimagine public services in light of evolving community needs and financial resources

CITY COUNCIL

DEPARTMENT BUDGET

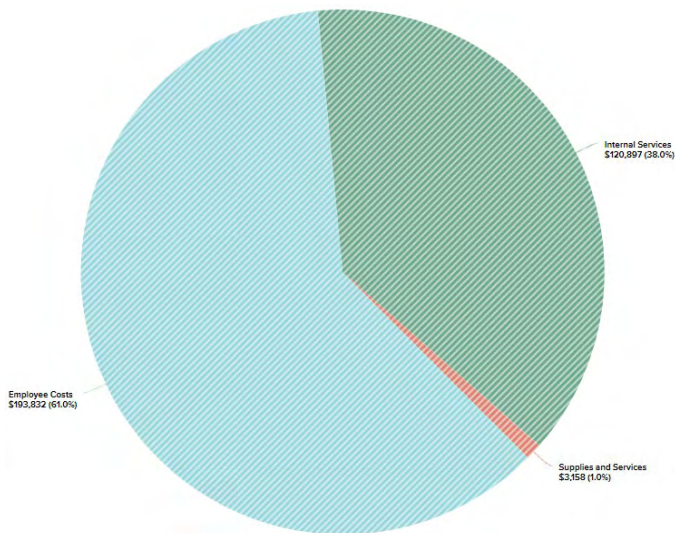
The total City Council budget for FY 2023-24 is \$318,000, representing 0.09% of the total operational budget. The Recommended Budget includes an adjustment to the professional development funds provided to the City Council, increasing each Councilmember’s allowance to \$4,000 per year in light of increasing costs for meetings, conferences and training activities.

PROGRAM PURPOSE OR BUSINESS:

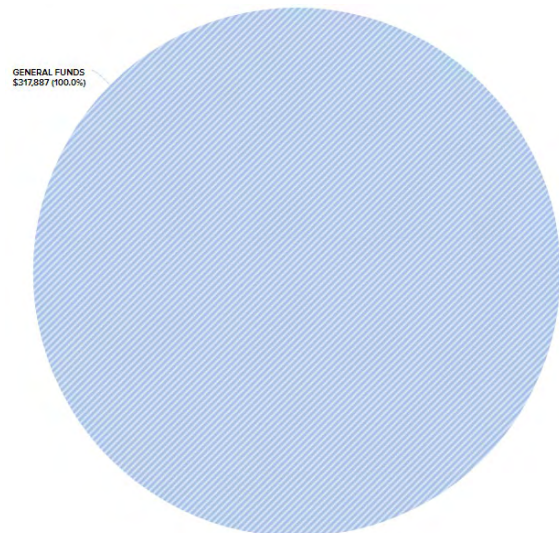
Determine the policies of the City and seek the most effective use of limited resources to meet community needs.

ACTUAL EXPS. 2021-22	ADJUSTED BUDGET 2022-23	BUDGET 2023-24
\$ 317,042	\$ 338,761	\$ 317,887

FY 2023-24 BUDGET BY CATEGORY



FY 2023-24 BUDGET BY FUNDING SOURCE



CITY COUNCIL

There are 7.0 FTEs in the Budget for FY 2023-24, representing 1.2% of all City employees.

<u>DEPARTMENT/TITLE</u>	<u>ADOPTED BUDGET 2021-22</u>	<u>ADOPTED BUDGET 2022-23</u>	<u>RECOMMENDED BUDGET 2023-24</u>
City Council			
Mayor	1.00	1.00	1.00
Vice Mayor	1.00	1.00	1.00
City Council Member	5.00	5.00	5.00
Total	7.00	7.00	7.00

CITY MANAGER



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.

FY 2022-23 MAJOR ACCOMPLISHMENTS:

- Provided Foundational Equity Training to 20% of City employees by mid-year and developed plans to extend training to 650 employees through June 2024.
- Implemented permanent parklet program.
- Led effort to place Charter Amendments for District Elections on the November 2022 ballot.
- Conducted orientation meetings for new City Councilmembers.
- Began implementation of the Anti-Displacement Strategy (ADS) completing mobile home rezoning (ADS Recommendation #6); completing research and community engagement on anti-harassment and right to return policies (ADS Recommendation #1); and developing program guidelines for establishing a housing preservation fund (ADS Recommendation #2).
- Completed 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.
- In partnership with San Mateo County, completed the rehabilitation and lease up of the Comfort Inn Hotel conversion to permanent affordable housing project.
- Initiated intensive, coordinated outreach to homeless encampment residents with the creation of the Inter-Agency Redwood City Homeless Outreach Strategy Team after securing \$1 million grant from the County of San Mateo and \$1.8 million in State.
- Completed transition of RV residents from the Temporary RV Safe Parking Program to permanent housing and other alternatives to parking on the street in Redwood City.

CITY MANAGER

GOALS FOR FY 2023-24

- Develop strategies to communicate the City's financial status and enhance the City's financial sustainability, including recommendations on budget-balancing strategies by March 2024.
- Conduct an organizational review of the support functions provided within the City Manager's Office, the City Clerk's Office and the City Attorney's Office by October 2023 and develop an implementation plan by December 2023.
- Complete the following Anti-Displacement Strategy (ADS) recommendations by June 2024
 - Develop and adopt a tenant protection ordinance (ADS Recommendation #1);
 - Launch and implement the housing preservation fund (ADS Recommendation #2); and
 - Negotiate a memorandum of understanding (MOU) with the Housing Endowment and Regional Trust (HEART) (ADS Recommendation #3).
- Release a notice of funding availability (NOFA) for new affordable housing production by September 2023 and award funds to new affordable housing project(s) by June 2024.
- Reduce by 40% the number of encampments or number of unsheltered individuals living in encampments by July 2024.
- Deliver a training series on the Council's Foundational Guiding Principle of Equity to 650 employees by June 2024.
- Continue to implement Economic Development Workplan initiatives included in the Economic Resiliency Plan presented by August 2024.
- Further the top priorities as identified in the Retail Action Plan including:
 - Identify underused sites within the Downtown for possible mixed-use or hotel development by locating four sites for consideration by brokers or realtors by January 2024;
 - Connect with other relevant agencies and departments to streamline the permitting process for pop-up retail and restaurant uses by initiating at least three meetings with at least three different contacts before September 2023; and
 - Develop signage and wayfinding guidelines to ease customer navigation by reaching out to at least three relevant consultants to bid on a City contract for their design services before October 2023.
- **SMARTIE Goal:** Develop a citywide language access policy by June 2024.

CITY MANAGER

Performance Measure	2017 Results	2018 Results	2019 Results	2020 Results	2021 Results	2022 Results	Target
Number of neighborhood community engagement events	48	59	68	28	32	44	50
Number of active neighborhood associations	10	15	14	14	13	17	15
Number of neighborhood association leaders	30	31	36	28	24	26	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: 8,094 Nextdoor: 48,707 Twitter: 7,405 Instagram: 5,930	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	730,026	700,000
Number of Redwood City Voice blog subscribers	987	Over 1,000	Over 1,000	Over 1,000	1,077	1,086	1,100
Number of contacts with businesses pertaining to assistance, retention, expansion, or relocation in Redwood City	35	41	78	6,400	200	125	100
New: average eNewsletter open rate	28%	32%	29%	35%	35%	52%	38%
Number of printed newsletters	2	3	3	1	2	2	3
Number of new entitled Affordable Housing units	172	125	119	147	11	85	100

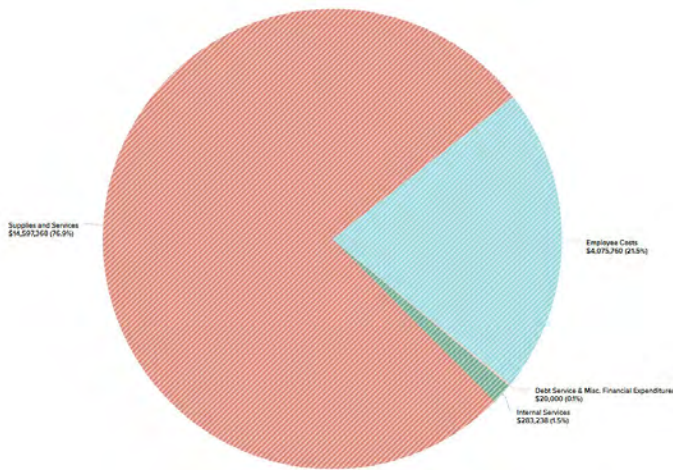
CITY MANAGER

DEPARTMENT BUDGET

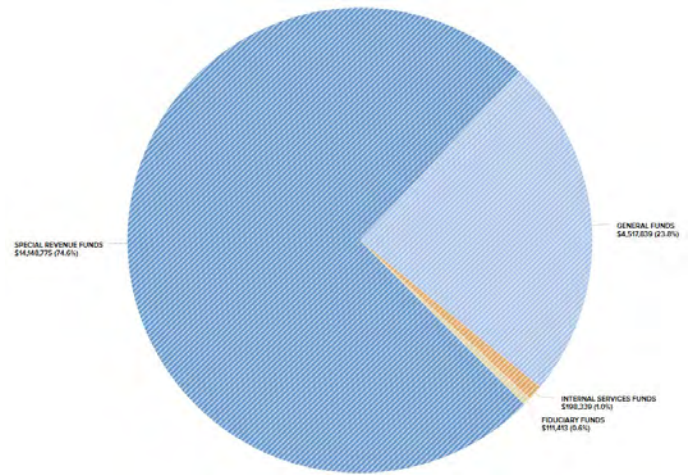
The total City Manager budget for FY 2023-24 is \$18.98 million, representing 5.65% of the recommended operational budget.

ACTUAL EXPS.	ADJUSTED BUDGET	BUDGET
2021-22	2022-23	2023-24
\$ 11,660,050	\$ 19,161,397	\$ 18,976,366

FY 2023-24 BUDGET BY CATEGORY



FY 2023-24 BUDGET BY FUNDING SOURCE

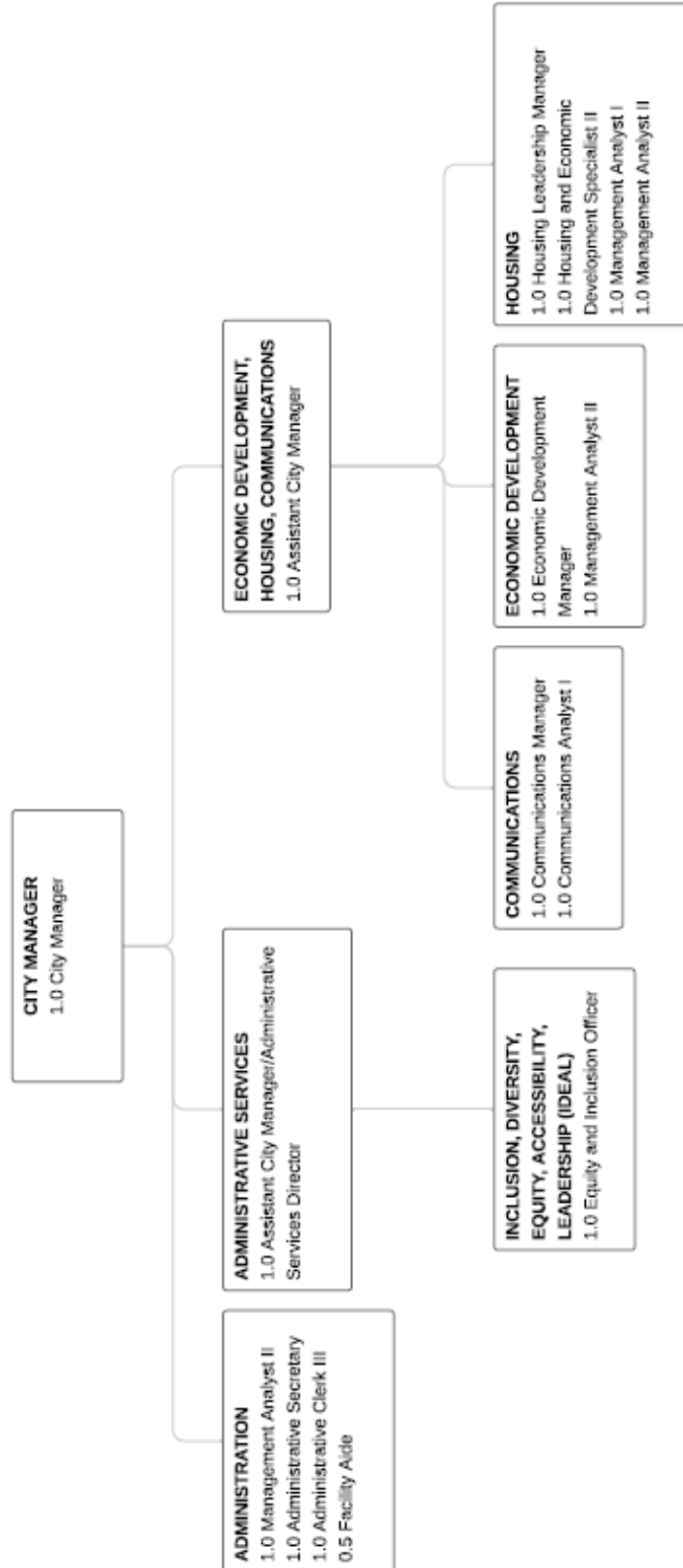


CITY MANAGER

There are 14.68 FTEs in the budget, representing 2.5% of all City employees. The Communications Manager position is supplanted with the Deputy City Manager position to strengthen coordination of intergovernmental affairs as the City significantly expands its pursuit of grant funding and increases community engagement and communication with the public and the workforce to meet the changing requirements associated with the evolution of work and the demands of new technology.

<u>DEPARTMENT/TITLE</u>	<u>ADOPTED BUDGET 2021-22</u>	<u>ADOPTED BUDGET 2022-23</u>	<u>RECOMMENDED BUDGET 2023-24</u>
City Manager			
Administrative Clerk III	1.00	1.00	1.00
Administrative Secty	1.00	1.00	1.00
Assistant ASD Director	0.01	0.01	0.01
Assistant City Manager	1.01	1.01	1.07
City Attorney	0.02	0.02	0.02
City Clerk	-	-	0.02
City Manager	0.85	0.85	0.85
Communications Manager	1.00	1.00	-
Community Development & Transportation Director	0.06	0.06	0.05
Deputy City Manager	-	-	1.00
Equity & Inclusion Officer	1.00	1.00	1.00
Economic Development Manager	1.00	1.00	1.00
Facility Aide	-	0.50	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	1.00	1.00
Management Analyst II	-	4.00	4.00
Principal Analyst - Finance	0.02	0.02	-
Secretary	-	-	0.04
Senior Accountant	0.10	0.10	0.12
Total	11.06	14.56	14.68

CITY MANAGER



CITY MANAGER

Major changes to the department’s budget for FY 2023-24 are listed in the table below.

Summary of Change	General Fund	Special Revenue Funds	Capital Projects Funds	Enterprise Funds	Internal Services Funds	Total
Supplies and Services						
Adjust Diversity, Equity & Inclusion budget to reflect correct budget for meetings, supplies, conferences and consultant services.	1,000					1,000
Increase budget for conferences, office supplies, and consultant services.	116,863					116,863
Increase budget for housing funds to support City Council initiatives.	5,000	1,805,556				1,810,556
Increase budget for conferences and operating supplies related to Neighborhood Associations.	13,500					13,500
Personnel						
Reclassify 1.0 FTE Communications Manager to 1.0 FTE Deputy City Manager.	36,889					36,889
Total	173,252	1,805,556	-	-	-	1,978,808

CITY MANAGER

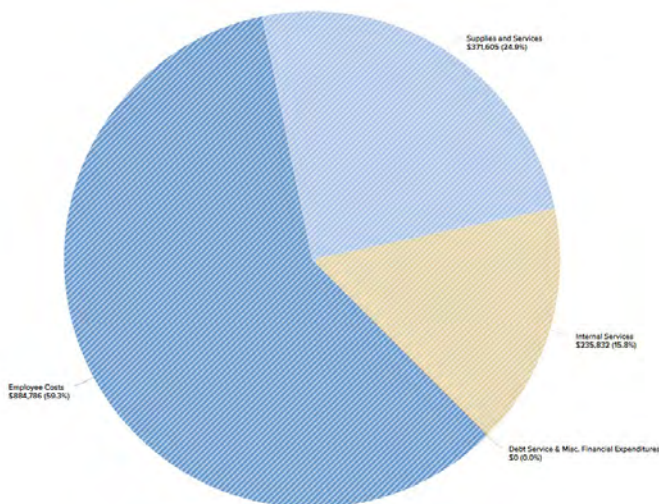
COST CENTER: Management/Policy Execution
PROGRAM: Management/Policy Execution (61210-61223)

PROGRAM PURPOSE OR BUSINESS:

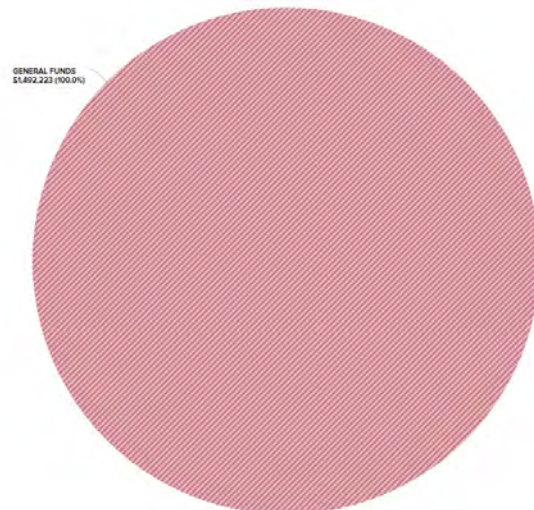
Implement and execute City Council policy decisions and strategic initiatives; provide overall leadership and vision for the City organization; produce and recommend to Council annual budgets and alignment of resources, and assure that programs and services are provided effectively and efficiently.

ACTUAL EXPS.	ADJUSTED BUDGET	BUDGET
2021-22	2022-23	2023-24
\$ 1,341,070	\$ 1,604,758	\$ 1,492,223

FY 2023-24 BUDGET BY CATEGORY



FY 2023-24 BUDGET BY FUNDING SOURCE



CITY MANAGER

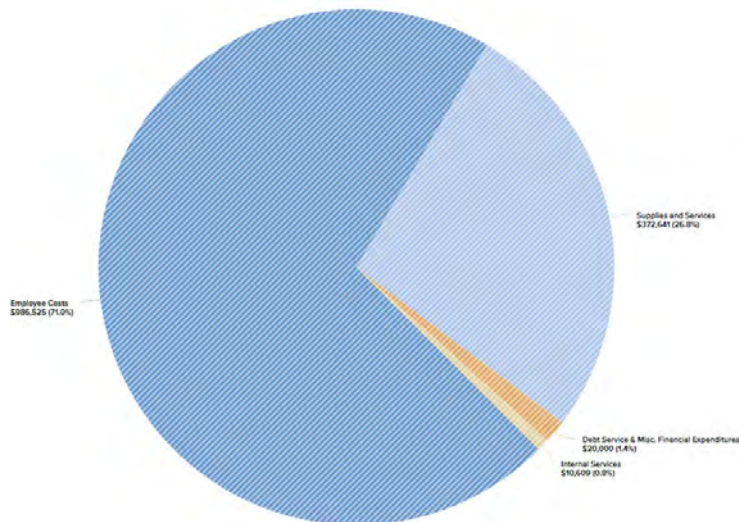
COST CENTER: Communications/Community Engagement
PROGRAM: Communications/Community Engagement (61220)

PROGRAM PURPOSE OR BUSINESS:

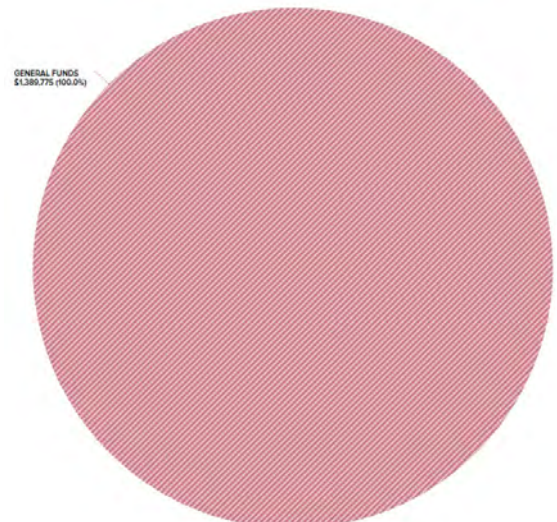
Promote and facilitate community building and civic engagement outreach and activities; foster public awareness of City actions; and provide effective communications between the City and the community in order to build a great community together.

ACTUAL EXPS.	ADJUSTED BUDGET	BUDGET
2021-22	2022-23	2023-24
\$ 1,255,031	\$ 1,882,135	\$ 1,389,775

FY 2023-24 BUDGET BY CATEGORY



FY 2023-24 BUDGET BY FUNDING SOURCE



CITY MANAGER

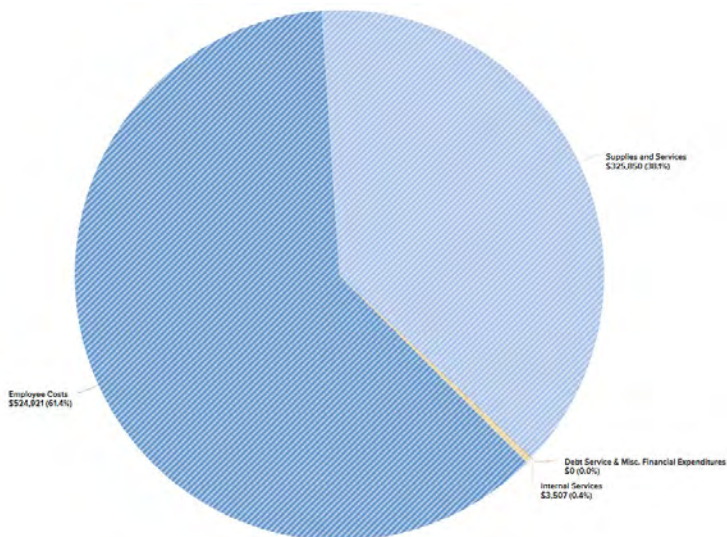
COST CENTER: Economic Development
PROGRAM: Economic Development (61240)

PROGRAM PURPOSE OR BUSINESS:

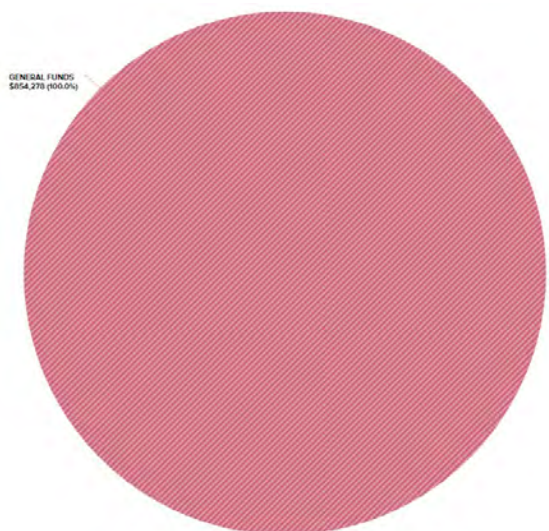
Implement programs to strengthen and sustain the City’s economic base and enhance its positive business climate. Programs include targeted business attraction and retention, utilizing a variety of tools and strategies including data collection, marketing, revitalizing commercial districts, and developing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

ACTUAL EXPS.	ADJUSTED BUDGET	BUDGET
2021-22	2022-23	2023-24
\$ 516,014	\$ 1,057,164	\$ 854,278

FY 2023-24 BUDGET BY CATEGORY



FY 2023-24 BUDGET BY FUNDING SOURCE



CITY MANAGER

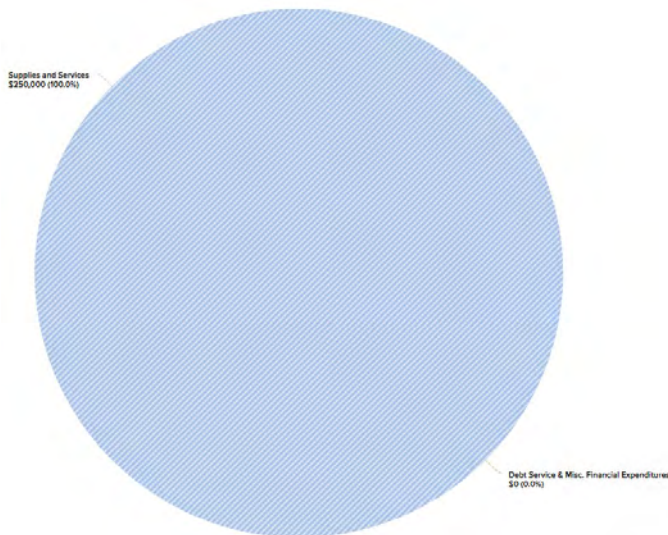
COST CENTER: Management/Policy Execution
PROGRAM: Homelessness Initiatives (61250-61251)

PROGRAM PURPOSE OR BUSINESS:

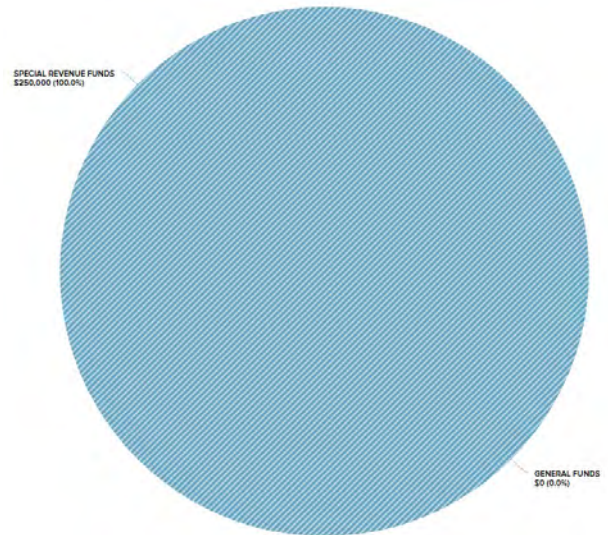
To implement vision of “functional zero” for homelessness in Redwood City; mitigate public health, public safety, and environmental concerns related to unsheltered homelessness and homeless encampments; transition unsheltered residents into permanent housing; and eliminate the long term impact of encampments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

ACTUAL EXPS.	ADJUSTED BUDGET	BUDGET
2021-22	2022-23	2023-24
\$ 1,188,777	\$ 2,402,450	\$ 250,000

FY 2023-24 BUDGET BY CATEGORY



FY 2023-24 BUDGET BY FUNDING SOURCE



CITY MANAGER

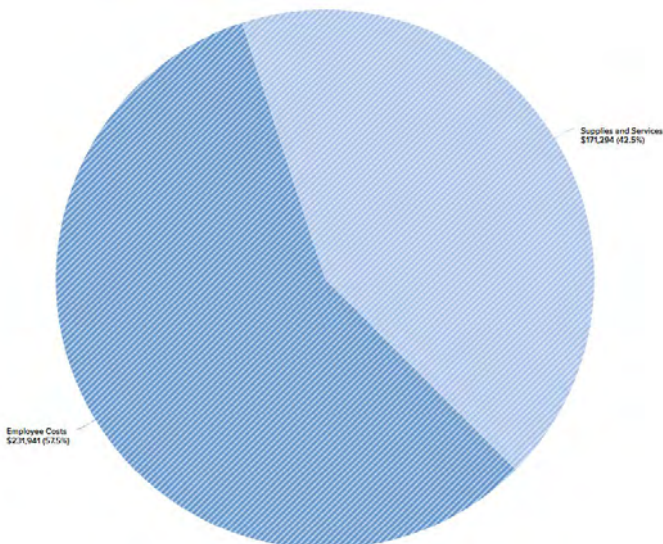
COST CENTER: Affordable Housing
PROGRAM: Anti-Displacement Strategy (61255)

PROGRAM PURPOSE OR BUSINESS:

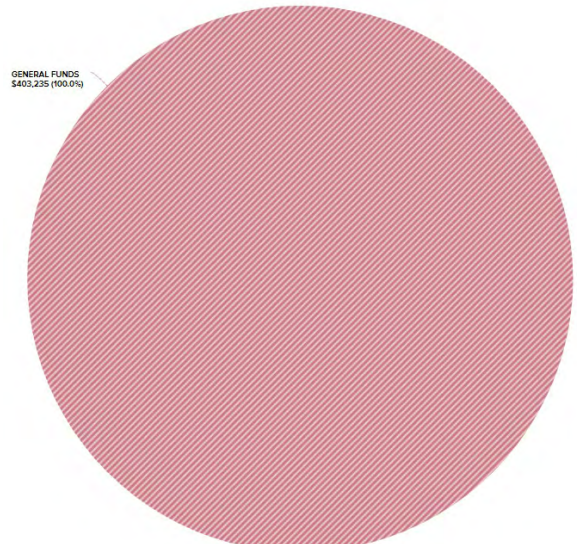
To implement the proposed Anti-Displacement Strategy that will include strategies to preserve unsubsidized affordable housing units and mobile home parks as well as amendments to the City’s existing tenant protection ordinances (www.redwoodcity.org/ADS)

ACTUAL EXPS. 2021-22	ADJUSTED BUDGET 2022-23	BUDGET 2023-24
\$ -	\$ 382,040	\$ 403,235

FY 2023-24 BUDGET BY CATEGORY



FY 2023-24 BUDGET BY FUNDING SOURCE



CITY MANAGER

COST CENTER: Management/Policy Execution

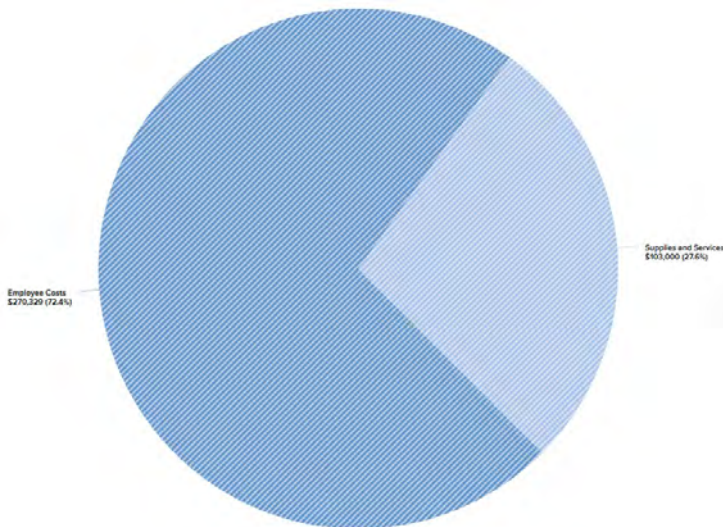
PROGRAM: IDEAL RWC (Inclusion, Diversity, Equity, Accessibility & Leadership- 61260-61711)

PROGRAM PURPOSE OR BUSINESS:

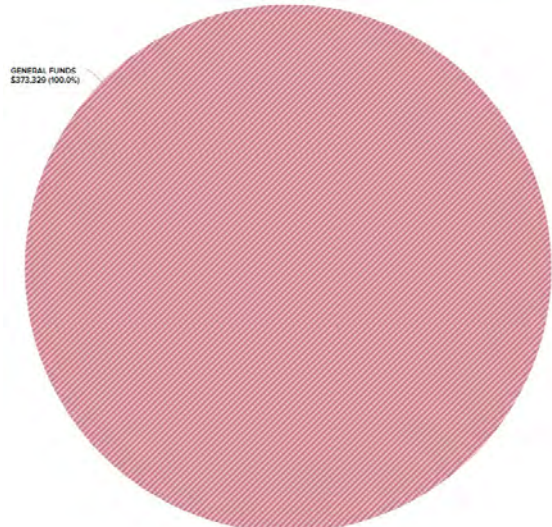
Advance equity and inclusion both in the City workplace and through the City's services and engagement with the public. Amplify community voice and support systems change through partnership with City departments, community-based organizations, and community members themselves.

	ACTUAL EXPS.	ADJUSTED BUDGET	BUDGET
	2021-22	2022-23	2023-24
\$	449,306	\$ 551,206	\$ 373,329

FY 2023-24 BUDGET BY CATEGORY



FY 2023-24 BUDGET BY FUNDING SOURCE



CITY MANAGER

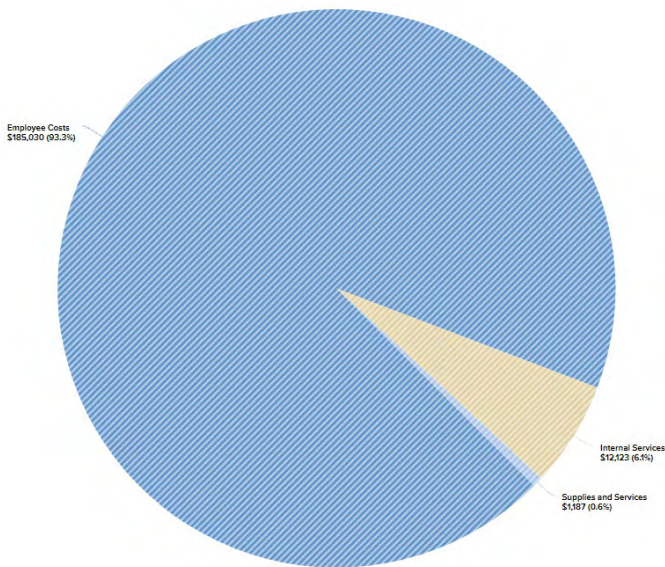
COST CENTER: Receptionist Services
PROGRAM: Receptionist Services (67212)

PROGRAM PURPOSE OR BUSINESS:

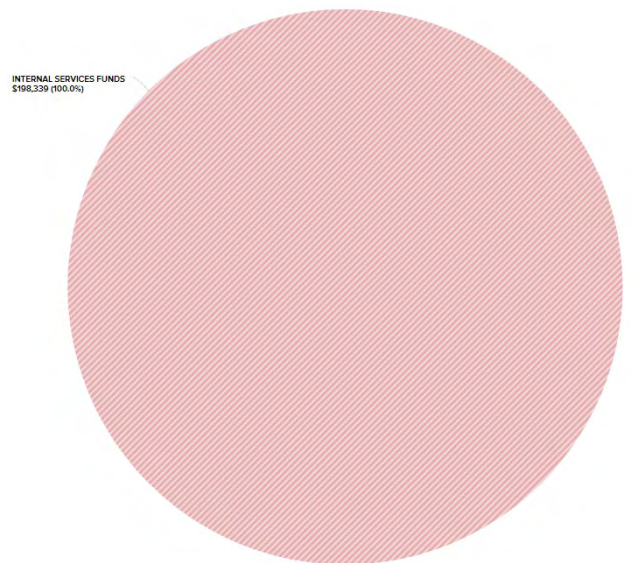
Provide Citywide receptionist phone support and customer service at City Hall for the residents and internal customers.

ACTUAL EXPS.	ADJUSTED BUDGET	BUDGET
2021-22	2022-23	2023-24
\$ 166,341	\$ 183,354	\$ 198,339

FY 2023-24 BUDGET BY CATEGORY



FY 2023-24 BUDGET BY FUNDING SOURCE

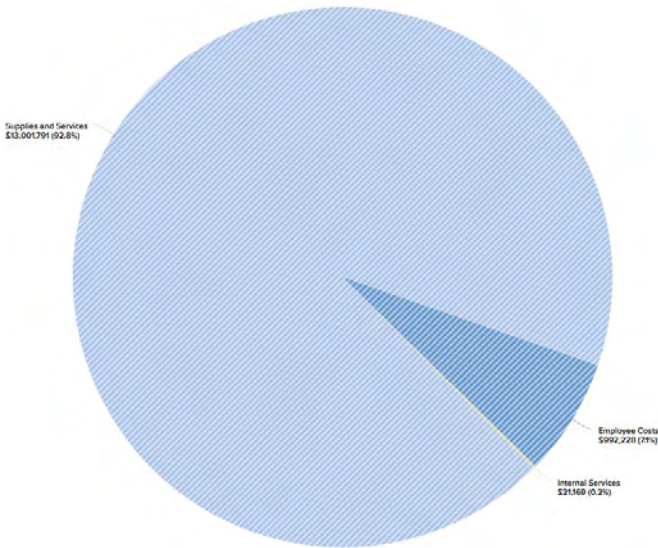


CITY MANAGER

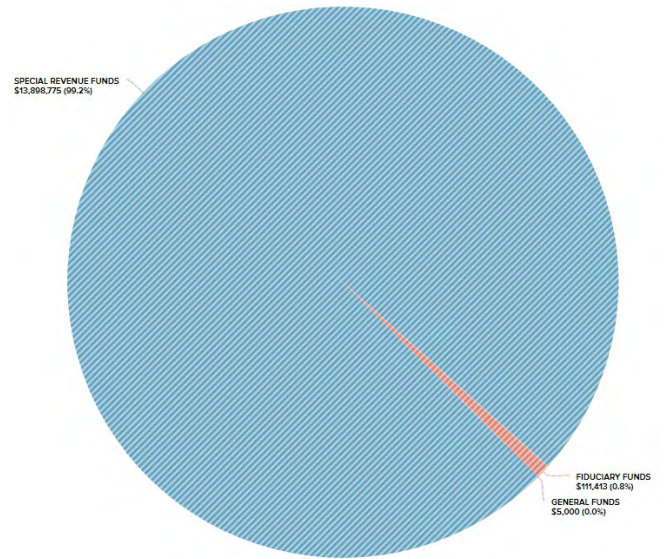
PROGRAM: HOUSING AND COMMUNITY DEVELOPMENT BLOCK GRANT AND HOME INVESTMENT PARTNERSHIP PROGRAM SUMMARY

ACTUAL EXPS.	ADJUSTED BUDGET	BUDGET
2021-22	2022-23	2023-24
\$ 6,743,511	\$ 12,248,290	\$ 14,015,188

FY 2023-24 BUDGET BY CATEGORY



FY 2023-24 BUDGET BY FUNDING SOURCE



CITY MANAGER

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

**City of Redwood City
FY 23-24 CDBG & HOME BUDGET**

Available Funding		Spending Limits	
CDBG		CDBG Public Services	
FY 23-24 CDBG Allocation	\$ 680,479	15% of FY 23-24 CDBG Allocation	\$ 102,072
Estimated FY 23-24 Program Income	\$ 27,000	15% of FY 22-23 Program Income ¹	\$ 15,885
FY 22-23 Program Income Carryover	\$ 105,901	Total	\$ 117,957
Total CDBG	\$ 813,380		
HOME		CDBG Administration & Fair Housing	
FY 23-24 HOME Allocation	\$ 306,975	20% of FY 23-24 CDBG Allocation	\$ 136,096
Estimated FY 23-24 HOME Program Income	\$ -	20% of FY 23-24 Program Income	\$ 5,400
FY 22-23 Program Income (1306 Main Sale Proceeds)	\$ 3,398,209	Total	\$ 141,496
PY19 HOME carryover	\$ 46,880		
PY20 HOME carryover	\$ 48,993	HOME Administration	
PY21 HOME carryover	\$ 247,398	10% of FY 23-24 HOME Allocation	\$ 30,697
PY22 HOME carryover	\$ 263,237		
PY21 CHDO set aside carryover	\$ 49,480	HOME CHDO Set Aside	
PY22 CHDO set aside carryover	\$ 52,648	15% of FY 23-24 HOME Allocation	\$ 46,047
Total HOME	\$ 4,413,820		
TOTAL HOME/CDBG	\$ 5,227,200		

CITY MANAGER

CDBG/HOME Expenditures

CDBG

Administration & Fair Housing

CDBG Administration	\$ 126,496
Fair Housing - Project Sentinel	\$ 15,000
Subtotal	\$ 141,496

Public Services

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
Subtotal	\$ 114,248

Minor Home Repair Programs

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
Subtotal	\$ 100,000

Economic Development

Renaissance Entrepreneurship Center	\$ 50,000
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Housing & Public Facilities

Housing Rehabilitation Program (Habitat for Humanity)	\$ 407,636
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TOTAL CDBG	\$ 813,380
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HOME

HOME Administration	\$ 30,697
CHDO Set Aside	\$ 148,175
New Rental Housing Project (TBD)	\$ 4,234,948
TOTAL HOME	\$ 4,413,820

TOTAL CDBG & HOME	\$ 5,227,200
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¹ Estimated FY 22-23 Program Income \$ 105,901

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.

FY 2022-23 MAJOR ACCOMPLISHMENTS

- Completed the Transit District Supplemental Environmental Impact Report and the City Council adopted the Downtown Precise Plan (DTPP) amendments to create the Transit District in November 2022.
- Adopted the Housing, Environmental Justice and Safety Elements in February 2023. This document addressed equity concerns, such as what communities benefit or are burdened by certain policies, and how high-opportunity neighborhoods can be accessible to all groups.
- Launched shared micromobility with the issuance of a permit to Bird for e-scooter service in July 2022. Since Bird's scooter share program launched, more than 45,100 rides have occurred in Redwood City for a distance of over 46,000 miles and an average trip length of 1 mile.
- Received two FEMA grants for Bradford and Price Pump Stations. Completed design for Bradford Pump Station (CalOES and FEMA will review Phase 1 in 6-18 months).
- Implemented 80% of priority 1 recommendations of the Building Organizational Review Implementation Plan. Hired 5 full time positions to increase staff capacity to process building permits and plan review requests, completed position training manuals for all positions, and implemented recycle deposit software Green Halo.
- Created interactive Council District web map application for residents to identify in what Council District they reside.
- Completed Grade Separation Feasibility Study.

COMMUNITY DEVELOPMENT AND TRANSPORTATION

GOALS FOR FY 2023-24

- Award a design contract for Phase 1 (design) of the Price Tract Storm Drainage Pump Station Project by June 2024.
- Continue to extend Phase 2 recycled water distribution pipelines by 2,000 feet per year for the next three 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.
- Complete construction of the Roosevelt Avenue Quick-Build Project by June 2024.
- After adoption of the DTPP amendments and certification of the environmental review, begin planning entitlements for Gatekeeper projects. Complete review and entitlement of all Gatekeeper applications that are deemed complete within one year of completeness.
- Implement funding plan and continue development of 101/84 Interchange Improvement Project; secure \$184M in grant funding for the 101/84 Interchange Improvement Project by December 2024.
- Release the City's updated Permit System, which will allow for online permit submittals and online payments by December 2023 and work towards 100% online payments by July 2024.
- Increase the mandatory registration rate of Short-Term Rental operators in Redwood City from 50% to 60% by imposing stricter enforcement procedures by June 2024.
- Implement new performance measures for Building Division to decrease permit processing times by 20% by the June 2024.
- Complete an Organizational Review for Planning and Engineering/Transportation Divisions by October 2023 and create a multi-year implementation plan for resulting recommendations January 2024.
- Develop the scope, schedule and budget to complete a project study report and the environmental phase of the combined grade separation and transit center project by December 2023.
- **SMARTIE GOAL:** Begin Central Redwood City planning process, developing consultant scope by December 2023 with a focus on inclusive outreach to get community feedback on uses, design standards, and the public realm.

COMMUNITY DEVELOPMENT AND TRANSPORTATION

Performance Measure	2017 Results	2018 Results	2019 Results	2020 Results	2021 Results	2022 Results	Target
Planning							
Number of new entitled Affordable Housing units	105	125	125	276	92	85	250
Number of residential architecture permits (approved)	29	21	56	52	43	58	55
Number of Accessory Dwelling Units (ADUs) permitted	34	32	57	47	81	94	50
Building and Code Enforcement							
Number of permitted kitchen and/or bathroom remodels	356	230	221	159	221	148	250
Number of code enforcement cases closed	903	911	1,196	645	546	573	900
Engineering and Transportation							
Number of linear feet of sewer mains replaced or rehabilitated	14,386	18,149	12,178	12,547	12,733	0***	10,000 to 15,000
Number of linear feet of potable water mains replaced or rehabilitated	10,353	3,650	8,000	6,889	2,950*	1422**	5,000 to 15,000
Number of traffic calming projects designed	6	1	1	1	2	1	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.*

*** Due to staff transitions and COVID - 1422 linear feet were installed. An additional 4494 linear feet were designed.*

****Inability to replace sewer mains in 2022 due to staff transitions and permitting issues related to a UPRR crossing.*

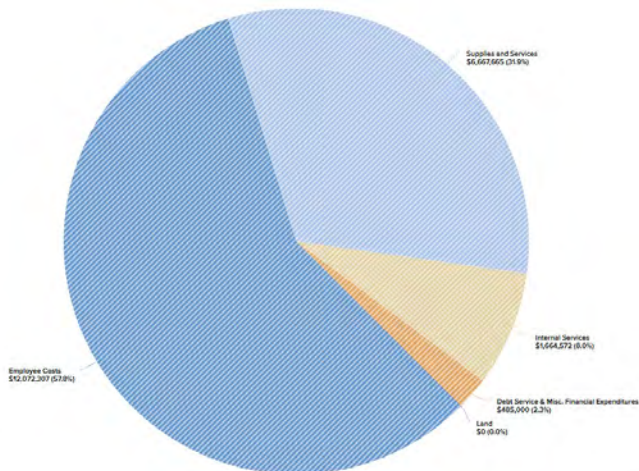
COMMUNITY DEVELOPMENT AND TRANSPORTATION

DEPARTMENT BUDGET

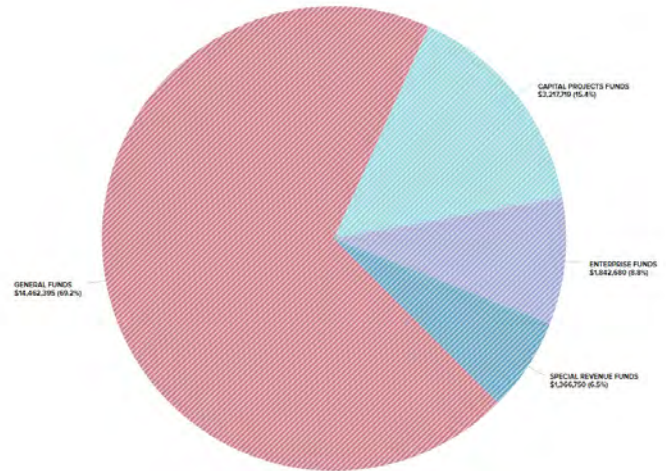
The total Community Development and Transportation Department's budget for FY 2023-24 is \$20.89 million, representing 6.22% of the total operational budget.

ACTUAL EXPS. 2021-22	ADJUSTED BUDGET 2022-23	BUDGET 2023-24
\$ 19,046,629	\$ 21,948,448	\$ 20,889,544

FY 2023-24 BUDGET BY CATEGORY



FY 2023-24 BUDGET BY FUNDING SOURCE



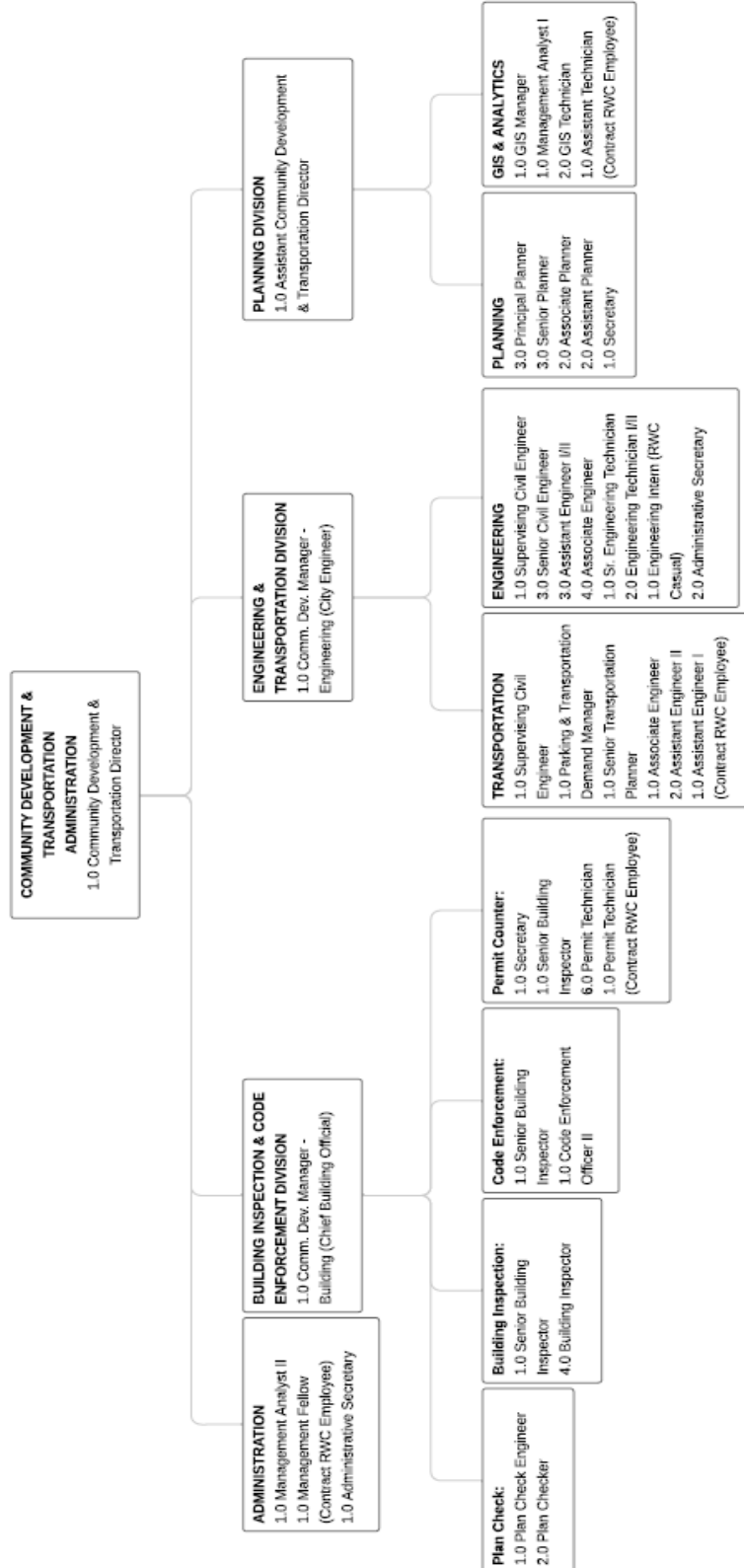
COMMUNITY DEVELOPMENT AND TRANSPORTATION

There are 67.15 FTEs in the Recommended Budget for FY 2023-24, representing 11.4% of all City Employees. The recommended budget includes the restoration of two positions that had been held vacant for the past three years due to the economic impact of the pandemic.

DEPARTMENT/TITLE	ADOPTED BUDGET 2021-22	ADOPTED BUDGET 2022-23	RECOMMENDED BUDGET 2023-24
Community Development & Transportation			
Administrative Clerk III	-	0.50	0.50
Administrative Secty	3.00	3.00	3.00
Assistant City Attorney	-	0.55	0.55
Assistant City Clerk	0.10	0.10	0.10
Assistant Community Development & Transportation Direct	1.00	1.00	1.00
Assistant Engineer I	1.00	1.00	1.00
Assistant Engineer II	6.00	6.00	4.00
Assistant Planner	2.00	2.00	2.00
Associate Engineer	2.00	2.00	4.00
Associate Planner	2.00	2.00	2.00
Building Inspector	4.00	4.00	4.00
Capital Improvement Program Manager	1.00	1.00	0.80
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	0.95	0.95	0.95
Contract Fire Plan Checker	-	-	0.40
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	1.50	1.00	1.00
Managerial / Professional Level II	1.00	1.00	1.00
Official / Executive / Professional Level I	0.30	0.30	1.30
Parking/TDM Manager	1.00	1.00	1.00
Permits Technician	3.00	6.00	6.00
Plan Checker	1.00	2.00	2.00
Plan Check Engineer	-	1.00	1.00
Principal Analyst - Finance	0.30	0.30	-
Principal Planner	3.00	3.00	3.00
Public Works Maint Worker II	1.00	1.00	1.00
Public Works Services Director	0.20	0.20	0.20
Secretary	2.00	2.00	1.96
Senior Accountant	-	-	0.30
Senior Assistant City Attorney	0.55	-	-
Senior Building Inspector	3.00	3.00	3.00
Senior Civil Engineer	1.50	1.50	1.54
Senior Construction Technician	1.00	1.00	-
Senior Engineering Technician	2.00	2.00	2.00
Senior Planner	3.00	3.00	3.00
Senior Transportation Planner	1.00	1.00	1.00
Supv Civil Engineer	2.00	2.00	2.00
Tree Maintenance Leader	-	-	1.00
Utilities Field Supervisor	0.50	0.50	0.52
Total	60.93	65.93	67.15

*Position frozen in FY 2020-21

COMMUNITY DEVELOPMENT AND TRANSPORTATION



COMMUNITY DEVELOPMENT AND TRANSPORTATION

Major changes to the department’s budget for FY 2023-24 are listed in the table below.

Summary of Change	General Fund	Special Revenue Funds	Capital Projects Funds	Enterprise Funds	Internal Services Funds	Total
Supplies and Services						
Increase Building division supplies budget	15,000					15,000
Adjust the City's Planning Cost Recovery fund to equal the budget for on-call consultants who work on Cost Recovery projects. These funds are not City funds, this is reserved funding for Cost Recovery activities that are 100% billable to project developers.		400,000				400,000
Increase budget for the City's new micromobility program	2,500					2,500
Increase budget for Geographic Information Systems annual maintenance costs	63,000					63,000
Increase budget for public outreach and printing services, as well as additional CEQA training funding	12,000					12,000
Personnel						
Restore frozen 0.4 FTE Fire Plan Checker position.	70,868					70,868
Restore frozen 1.0 FTE Official/Executive/Professional Level 1 position.	208,241					208,241
Reclassify 2.0 FTE Assistant Engineer II positions to 2.0 FTE Associate Engineer as a result of a Human Resources reclassification study recommendation.			57,660			57,660
Total	371,609	400,000	57,660	-	-	829,269

COMMUNITY DEVELOPMENT AND TRANSPORTATION

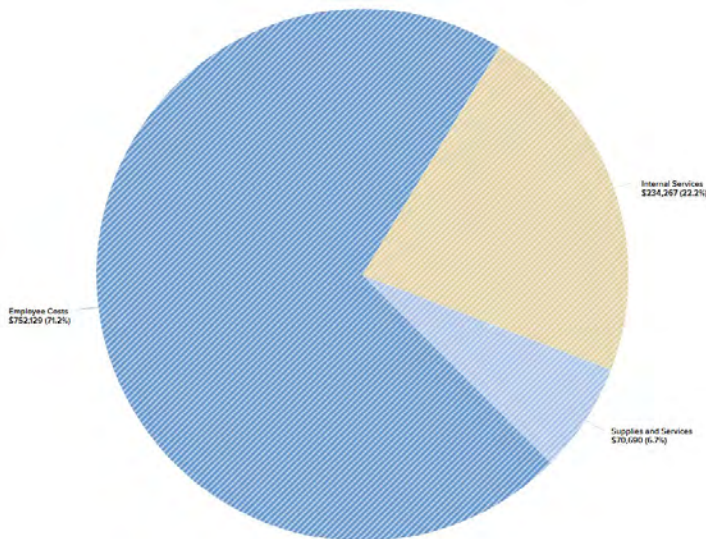
COST CENTER: CDT Administration
PROGRAM: Administration (63010)

SUB-PROGRAM PURPOSE OR BUSINESS:

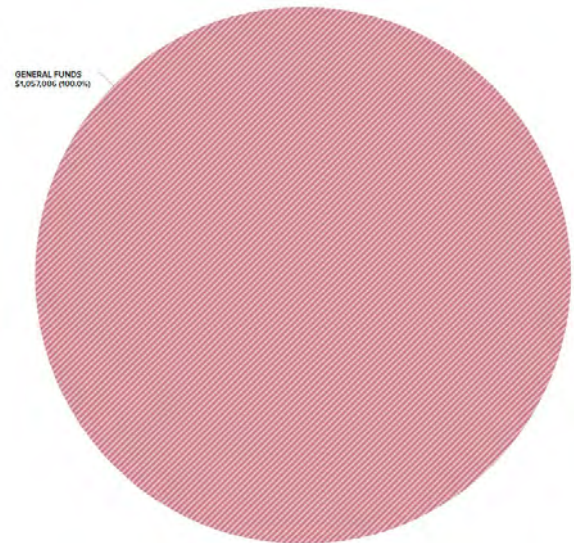
Oversee the functions of the Department’s three divisions towards the planning and implementation of improvements to the City’s built environment, transportation systems, and infrastructure, create and review policies and practices to improve operations, and administer the Department budget. Support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

ACTUAL EXPS.	ADJUSTED BUDGET	BUDGET
2021-22	2022-23	2023-24
\$ 704,089	\$ 833,442	\$ 1,057,086

FY 2023-24 BUDGET BY CATEGORY



FY 2023-24 BUDGET BY FUNDING SOURCE



COMMUNITY DEVELOPMENT AND TRANSPORTATION

COST CENTER: Geographic Information Systems
PROGRAM: GIS/CAD PROGRAM (63015)

SUB-PROGRAM PURPOSE OR BUSINESS:

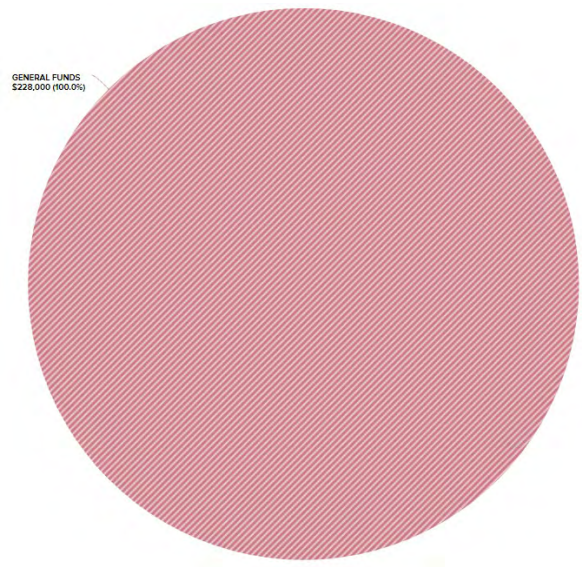
Provide City-wide mapping and spatial analysis support. Develop web applications and data dashboards. Maintain the City's spatial data, such as addresses, utilities, and land use data.

ACTUAL EXPS.	ADJUSTED BUDGET	BUDGET
2021-22	2022-23	2023-24
\$ -	\$ 225,000	\$ 228,000

FY 2023-24 BUDGET BY CATEGORY



FY 2023-24 BUDGET BY FUNDING SOURCE



COMMUNITY DEVELOPMENT AND TRANSPORTATION

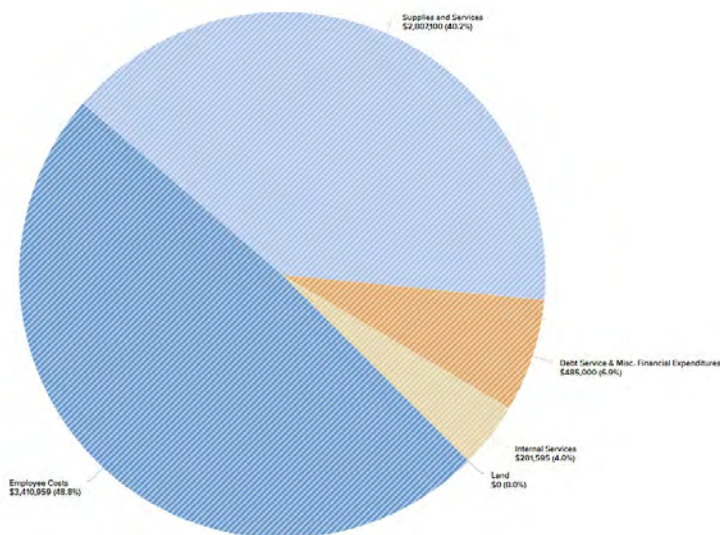
COST CENTER: Building and Inspection
PROGRAM: Building Regulation (63110)

SUB-PROGRAM PURPOSE OR BUSINESS:

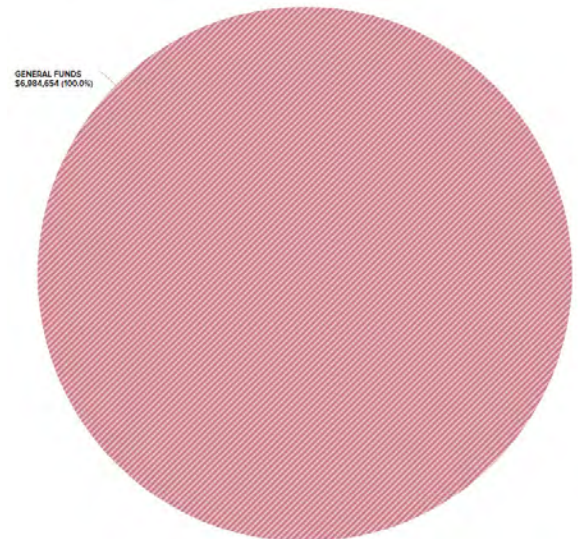
Ensure quality construction and health and safety standards by processing permit applications, reviewing plans, and performing inspections for compliance with City and State Building Codes.

ACTUAL EXPS.	ADJUSTED BUDGET	BUDGET
2021-22	2022-23	2023-24
\$ 4,795,185	\$ 6,714,510	\$ 6,984,564

FY 2023-24 BUDGET BY CATEGORY



FY 2023-24 BUDGET BY FUNDING SOURCE



COMMUNITY DEVELOPMENT AND TRANSPORTATION

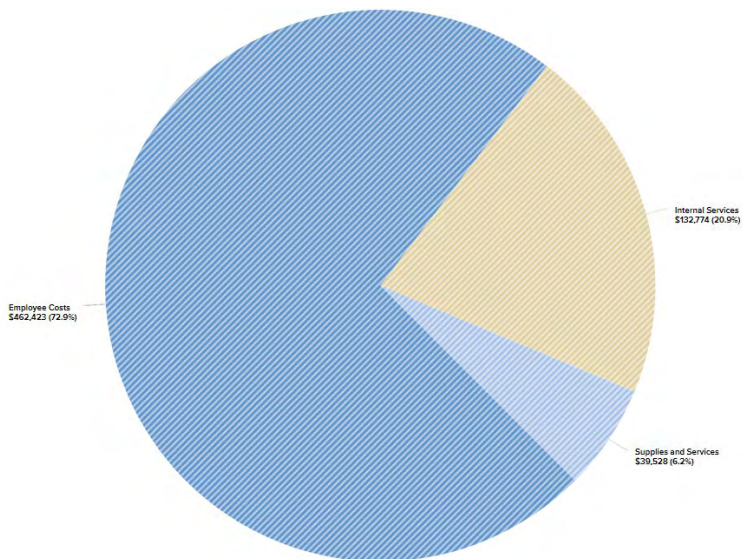
COST CENTER: Building and Inspection
PROGRAM: Code Enforcement (63310)

SUB-PROGRAM PURPOSE OR BUSINESS:

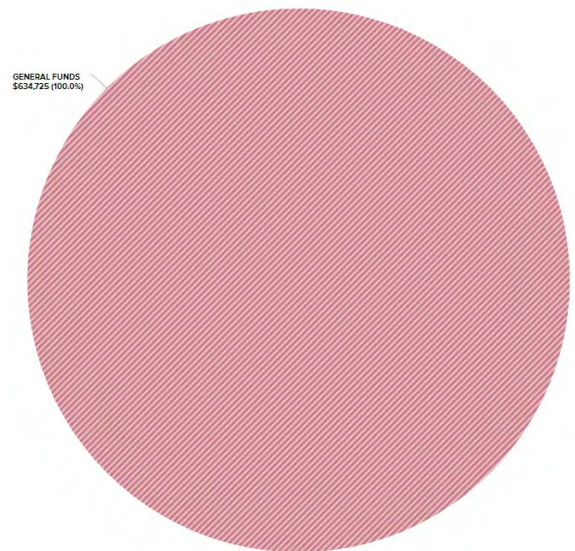
Preserve and maintain the quality of neighborhoods and businesses through enforcement of applicable federal, state and local laws.

ACTUAL EXPS.	ADJUSTED BUDGET	BUDGET
2021-22	2022-23	2023-24
\$ 839,461	\$ 1,157,767	\$ 634,725

FY 2023-24 BUDGET BY CATEGORY



FY 2023-24 BUDGET BY FUNDING SOURCE



COMMUNITY DEVELOPMENT AND TRANSPORTATION

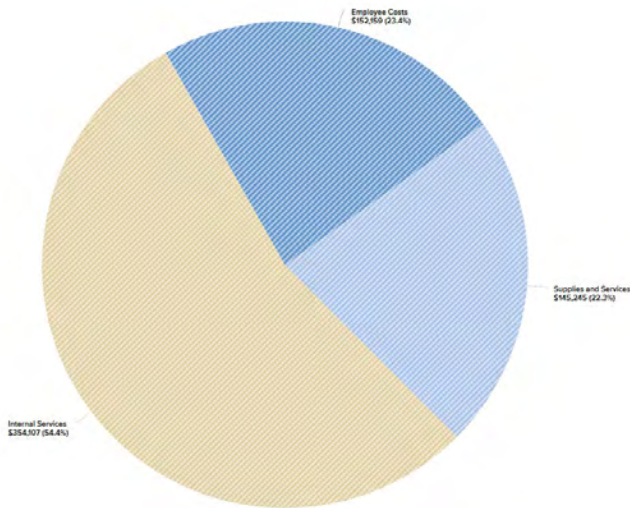
COST CENTER: Engineering and Construction
PROGRAM: General Engineering (65121)

SUB-PROGRAM PURPOSE OR BUSINESS:

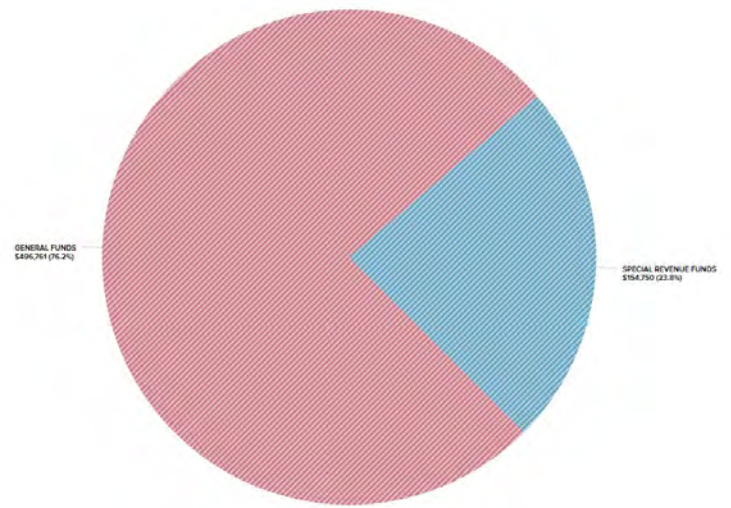
Administers the Engineering Division. Provide engineering and construction services for design, permitting and construction of the City’s infrastructure and maintenance districts. Respond to general engineering inquiries.

ACTUAL EXPS.	ADJUSTED BUDGET	BUDGET
2021-22	2022-23	2023-24
\$ 903,064	\$ 689,858	\$ 651,510

FY 2023-24 BUDGET BY CATEGORY



FY 2023-24 BUDGET BY FUNDING SOURCE



COMMUNITY DEVELOPMENT AND TRANSPORTATION

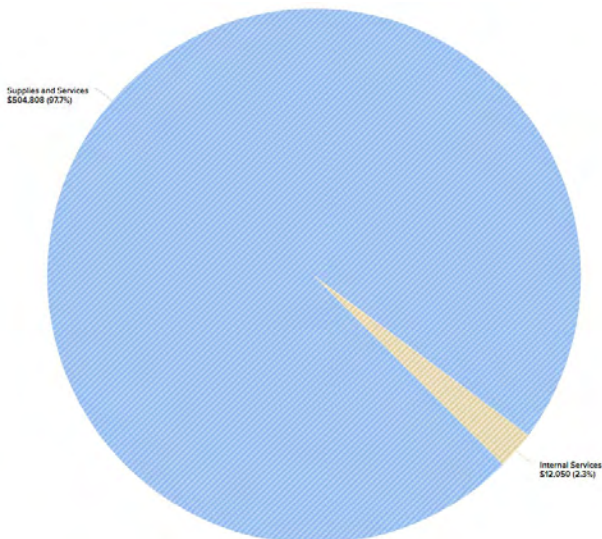
COST CENTER: Engineering and Construction
PROGRAM: Subdivision Engineering (65122)

SUB-PROGRAM PURPOSE OR BUSINESS:

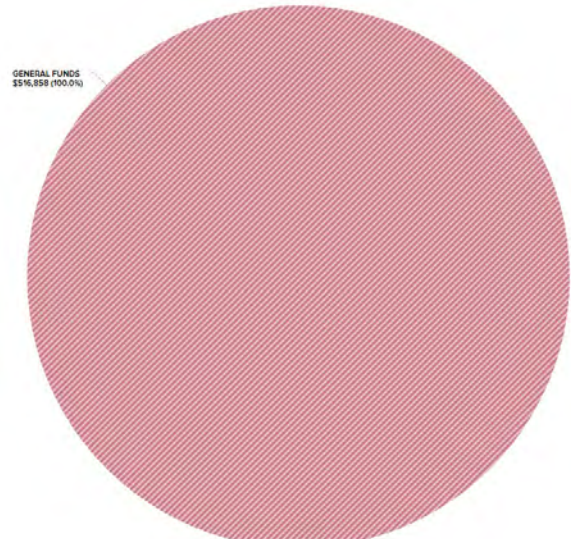
Reviews and processes subdivision maps, development plans, and construction permit applications. Inspects and verifies compliance with City and regulatory requirements on development projects and construction within the City’s right-of-way.

ACTUAL EXPS. 2021-22	ADJUSTED BUDGET 2022-23	BUDGET 2023-24
\$ 718,605	\$ 516,235	\$ 516,858

FY 2023-24 BUDGET BY CATEGORY



FY 2023-24 BUDGET BY FUNDING SOURCE



COMMUNITY DEVELOPMENT AND TRANSPORTATION

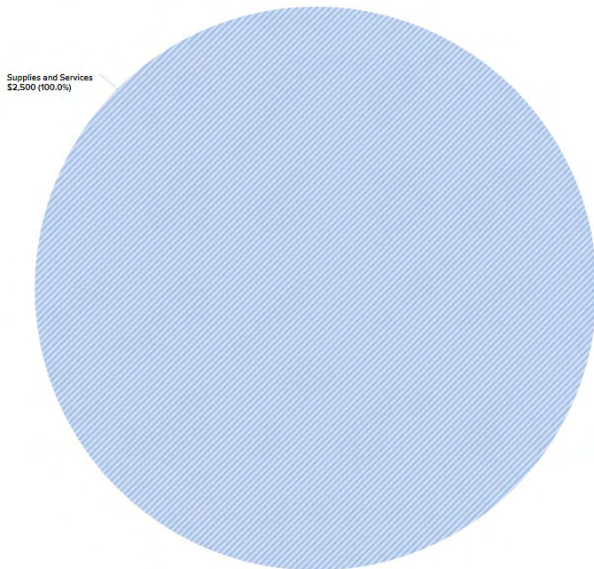
COST CENTER: Engineering and Construction
PROGRAM: Micromobility Program (65123)

SUB-PROGRAM PURPOSE OR BUSINESS:

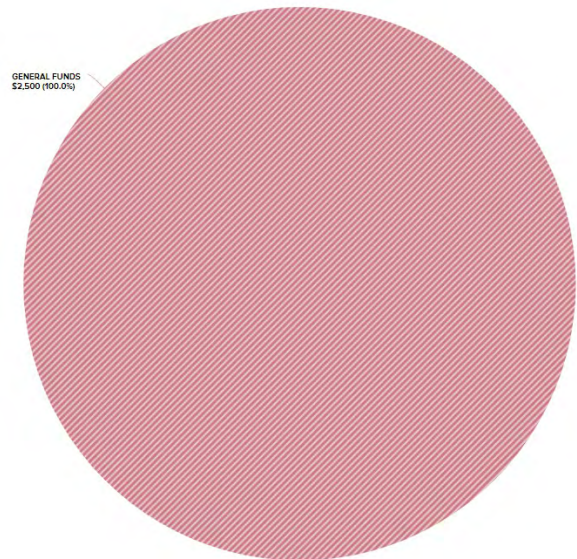
The program purpose is to provide shared micromobility (bicycle and scooter) services to public on short-term basis for a fee. The program supports the City’s mobility goal of providing seamless connections, managing congestion, and supporting an equitable and sustainable transportation system with offering first and last mile connections to destinations especially for short trips within the city.

ACTUAL EXPS. 2021-22	ADJUSTED BUDGET 2022-23	BUDGET 2023-24
\$ -	\$ 2,500	\$ 2,500

FY 2023-24 BUDGET BY CATEGORY



FY 2023-24 BUDGET BY FUNDING SOURCE



COMMUNITY DEVELOPMENT AND TRANSPORTATION

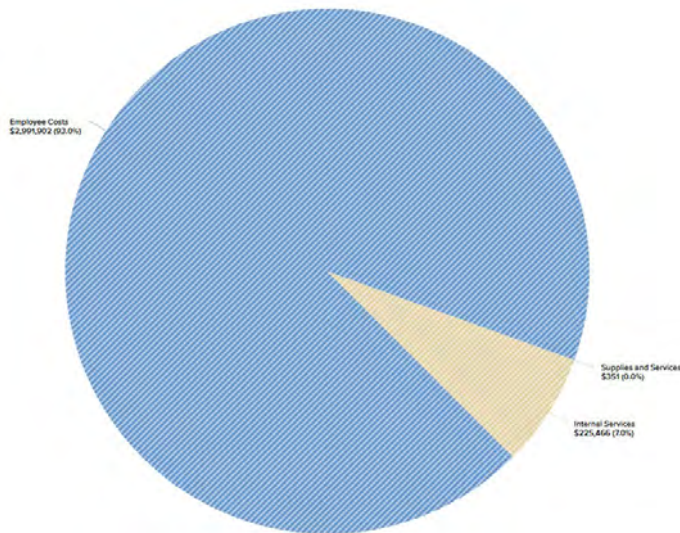
COST CENTER: Engineering and Construction
PROGRAM: Capital Improvement Engineering (65112)

SUB-PROGRAM PURPOSE OR BUSINESS:

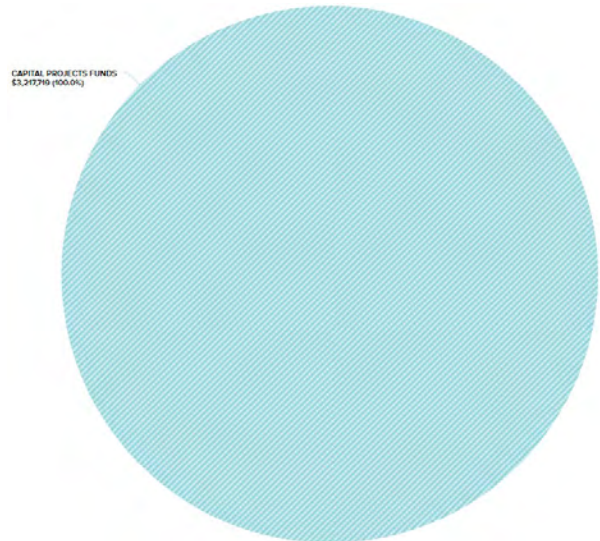
Provides engineering, construction, and project management services for design, permitting, and transportation planning including the implementation of the City’s infrastructure master plans such as the Citywide Transportation Plan, Sewer Master Plan, Stormwater Master Plan, and Water Master Plan. Plan, 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 EXPS.	ADJUSTED BUDGET	BUDGET
2021-22	2022-23	2023-24
\$ 3,379,907	\$ 3,368,382	\$ 3,217,719

FY 2023-24 BUDGET BY CATEGORY



FY 2023-24 BUDGET BY FUNDING SOURCE



COMMUNITY DEVELOPMENT AND TRANSPORTATION

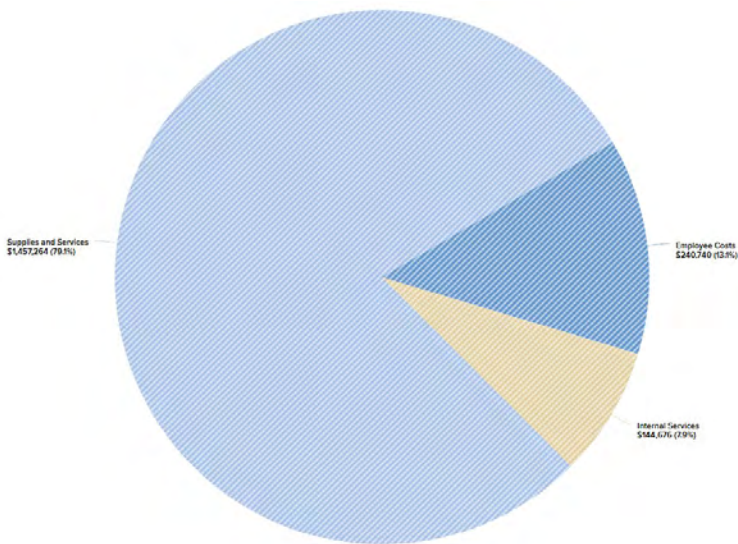
COST CENTER: Engineering and Construction
PROGRAM: Downtown Parking Facilities Operation (65175)

SUB-PROGRAM PURPOSE OR BUSINESS:

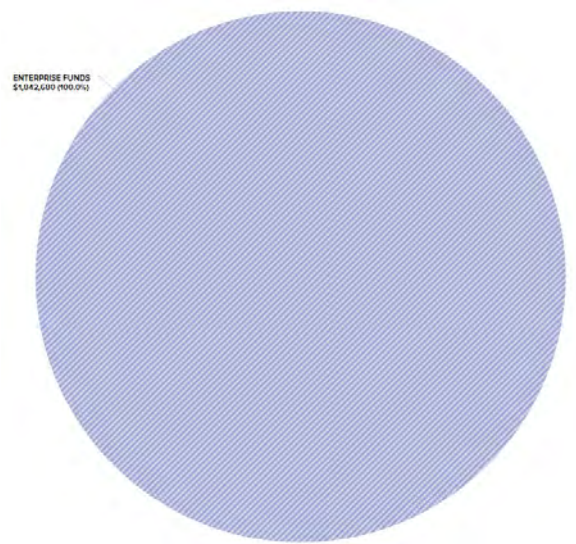
Oversee the operation and maintenance of downtown parking facilities and equipment.

ACTUAL EXPS.	ADJUSTED BUDGET	BUDGET
2021-22	2022-23	2023-24
\$ 1,139,842	\$ 1,837,653	\$ 1,842,680

FY 2023-24 BUDGET BY CATEGORY



FY 2023-24 BUDGET BY FUNDING SOURCE



COMMUNITY DEVELOPMENT AND TRANSPORTATION

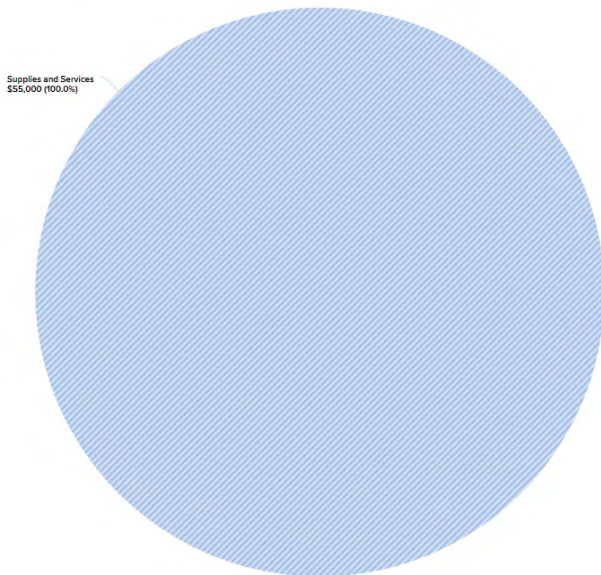
COST CENTER: Engineering and Construction
PROGRAM: Flood and Sea Level Rise Resiliency Agency (65125)

SUB-PROGRAM PURPOSE OR BUSINESS:

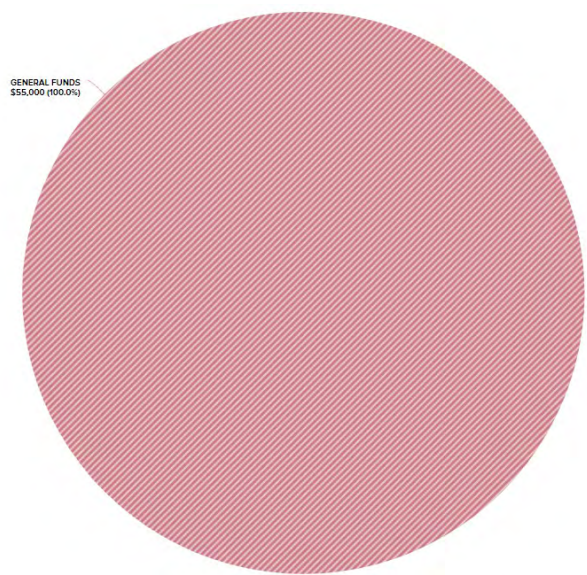
This program is setup to represent the City’s share towards the costs of the countywide Flood and Sea Level Rise Resiliency Agency (Agency). The Agency was created to address sea level rise, flooding, coastal erosion and large-scale stormwater infrastructure improvements through integrated regional planning,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

ACTUAL EXPS.	ADJUSTED BUDGET	BUDGET
2021-22	2022-23	2023-24
\$ 55,000	\$ 55,000	\$ 55,000

FY 2023-24 BUDGET BY CATEGORY



FY 2023-24 BUDGET BY FUNDING SOURCE



COMMUNITY DEVELOPMENT AND TRANSPORTATION

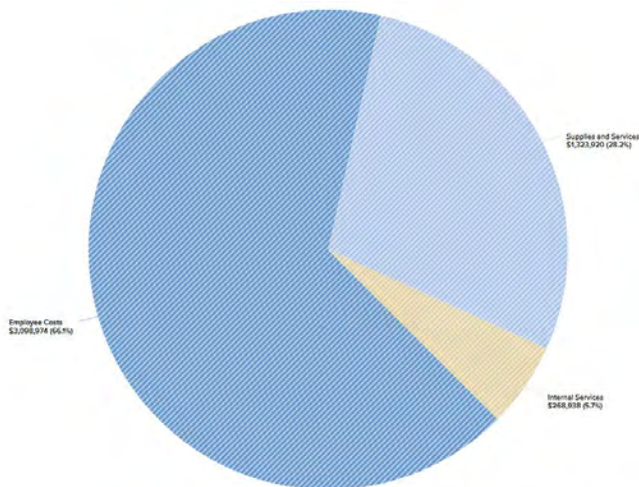
COST CENTER: Planning
PROGRAM: Current Planning (63210)

SUB-PROGRAM PURPOSE OR BUSINESS:

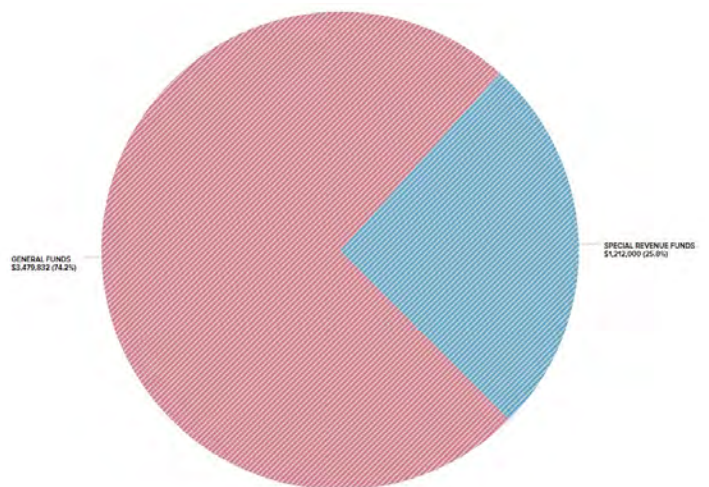
Implements City Council priorities contained in the General Plan, Zoning Ordinance and specific plans; provide front-line customer service, entitlement review and permit processing to support new development and economic development. Provide staff support to the Planning Commission and its appointed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

ACTUAL EXPS.	ADJUSTED BUDGET	BUDGET
2021-22	2022-23	2023-24
\$ 5,345,457	\$ 4,873,432	\$ 4,691,832

FY 2023-24 BUDGET BY CATEGORY



FY 2023-24 BUDGET BY FUNDING SOURCE



COMMUNITY DEVELOPMENT AND TRANSPORTATION

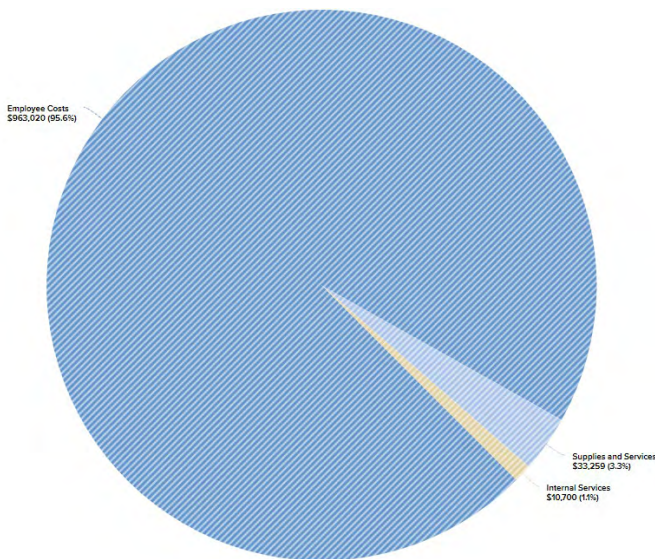
COST CENTER: Planning
PROGRAM: Strategic Planning (63220)

SUB-PROGRAM PURPOSE OR BUSINESS:

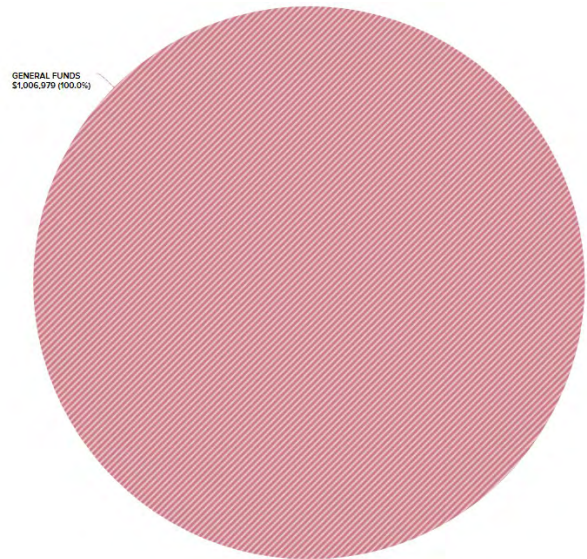
Oversee the maintenance of the General Plan, including the Housing Element. Amend and develop new regulations and policies governing land use and urban design, including revisions to the Zoning Ordinance, for adoption by the City Council. Prepare strategic land use studies, reports, and analysis such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

ACTUAL EXPS.	ADJUSTED BUDGET	BUDGET
2021-22	2022-23	2023-24
\$ 1,166,019	\$ 1,674,669	\$ 1,006,979

FY 2023-24 BUDGET BY CATEGORY



FY 2023-24 BUDGET BY FUNDING SOURCE



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.

FY 2022-23 MAJOR ACCOMPLISHMENTS

- Completed the Emergency Operations Center (EOC) remodel, provided Council training, developed an EOC roster, and implemented a notification system to reach all city employees and EOC staff. Citywide training continues to be ongoing.
- Completed the Fire Department Standards of Cover (SOC) study; City Council will consider SOC findings on June 12, 2023.
- In collaboration with Human Resources, created the classification of Firefighter Trainee. Conducted three separate recruitments for Firefighter Trainee, Entry Level Firefighter and Fire Prevention Officer. Onboarded eight Firefighter Trainees and one Entry Level Firefighter/Engineer.
- The Department submitted an update to the Equity and Social Justice Sub-Committee regarding our progress on recruitment and demographics.
- Initiated IDEAL (inclusion, diversity, equity, accessibility and leadership) RWC training for the fire department. Each employee will attend 18 hours of training on the topics of inclusion, diversity, equity, accessibility and leadership. This will help to build an inclusive workplace and ensure the department is offering great services to everyone.
- Worked in collaboration with the City of San Carlos to improve our Emergency Management efforts for both cities, and made available Emergency Operations Center (EOC) training (Type 3 EOC credentialing courses as defined by California Operations of Emergency Services (CAL OES) to City staff. Conducted multi-jurisdiction EOC/DOC in response to the 22/23 Storms.
- Hosted three Community Emergency Response Team (CERT) Academies and about 22 education/membership meetings. There were 57 graduates of the Academy, seven of which were part of the Spanish CERT Academy. Approximately 200 people participated in the education/membership meetings.
- Expanded the Fire Explorer Program. Hosted one open house, onboarded 12 explorers, and conducted eight meetings.
- Created design concepts and received quotes for the structure and site improvements for the training tower. We are engaged in discussions with the County for a land use agreement.

FIRE

GOALS FOR FY 2023-24

- Expand internal Wellness Program, building upon existing programs and in collaboration with the Police Department and Counseling Team International, to ensure we are able to keep our staff physically and mentally well and able to effectively serve the community by hosting six First Responder Resiliency eight-hour training sessions available to both the Fire Department and Police Department by June 2024.
- Through a partnership with the Human Resources Department, the Fire Department will standardize a recruitment process by offering two recruitments a year: a recruitment for Entry Level Firefighter to be completed by August 2023 and a Firefighter Trainee recruitment to be completed by January 2024.
- Procure a site for a training facility and build the facility as designed by July 2024.
- Partner with the College of San Mateo to facilitate a regional fire academy by January 2024.
- Develop implementation plan for recommendations in the Standards of Cover Study by November 2023.
- **SMARTIE Goal:** Conduct a language gap analysis between the community and the Fire Department workforce by January 2024, collecting data regarding all primary languages spoken during service calls and if the Department was able to meet the language need, sharing analysis of all the data collected by March 2024.

FIRE

Performance Measure	2018 Results	2019 Results	2020 Results	2021 Results	2022 Results	Target
Number of calls for service	10,592	10,959	10,037	13,750	14,663	Projected 15,000
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 and 56 seconds	6 minutes and 59 seconds
Number of Community Emergency Response Team (CERT) classes offered	Two classes; one in Spanish and one in English	Two classes; one in Spanish and one in English	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 Academy's Delivered in English and One CERT Academy Delivered in Spanish. The Department also offered 22 CERT trainings including a radio communication class.	Two CERT Academy's Delivered in English and one CERT Academy delivered in Spanish.

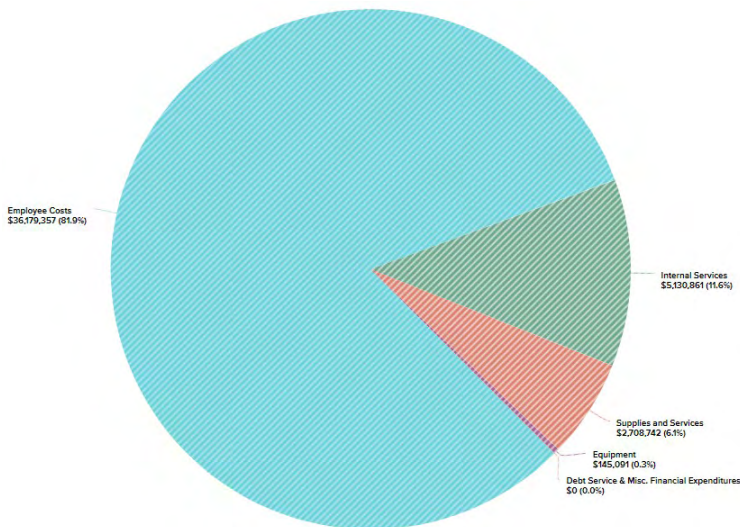
FIRE

DEPARTMENT BUDGET

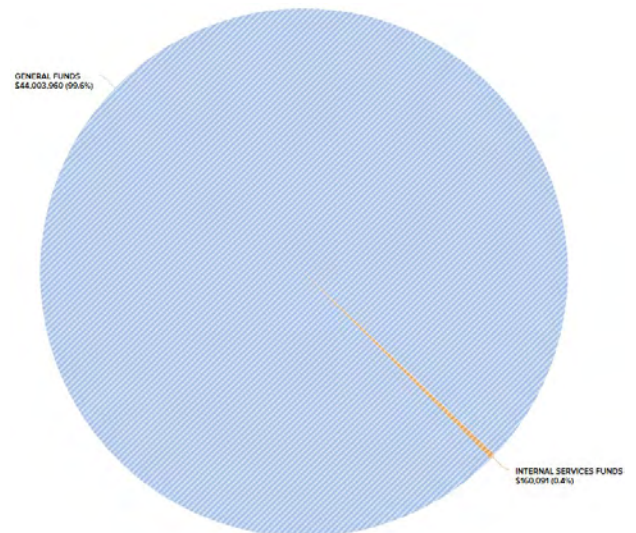
The total Fire budget for FY 2023-24 is \$44.16 million, representing 13.16% of the operational budget.

ACTUAL EXPS. 2021-22	ADJUSTED BUDGET 2022-23	BUDGET 2023-24
\$ 38,480,453	\$ 45,084,065	\$ 44,164,051

FY 2023-24 BUDGET BY CATEGORY



FY 2023-24 BUDGET BY FUNDING SOURCE



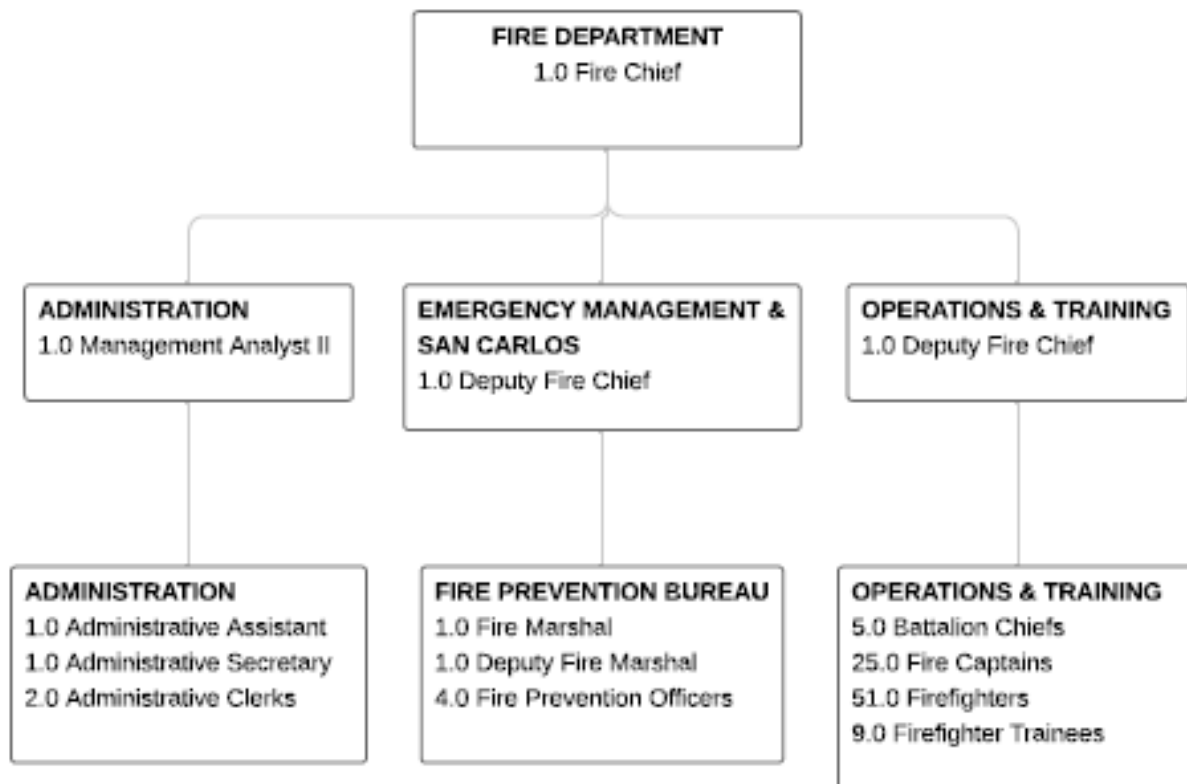
FIRE

There are 91.0 FTEs in the Budget for FY 2023-24, representing 15.4% of all City employees. The recommended budget includes the restoration of one Fire Training Captain that had been held vacant for the past three years due to the economic impact of the pandemic. The Fire Training Captain position was approved for restoration at the November 28, 2022 City Council meeting.

<u>DEPARTMENT/TITLE</u>	<u>ADOPTED BUDGET 2021-22</u>	<u>ADOPTED BUDGET 2022-23</u>	<u>RECOMMENDED BUDGET 2023-24</u>
Fire			
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 *	25.00
Fire Chief	1.00	1.00	1.00
Fire Fighter/Engineer	51.00 *	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	<u>90.00</u>	<u>90.00</u>	<u>91.00</u>

*Position frozen in FY 2020-21

FIRE



FIRE

Major changes to the department’s budget for FY 2023-24 are listed in the table below.

Summary of Change	General Fund	Special Revenue Funds	Capital Projects Funds	Enterprise Funds	Internal Services Funds	Total
Supplies and Services						
Increase budget to reflect actual operating costs for the Administering Fire Safety Program.	47,114					47,114
Increase Fire Operations budget for a new cadet program, a new drone program, and miscellaneous contractual obligations.	70,574					70,574
Increase budget for contracted fire plan review services. The increase will be offset by revenue generated from fire inspection fee revenue.	60,000					60,000
Increase training budget to cover the increased costs associated with hiring new employees.	11,458					11,458
Increase operating budget for costs to onboard and renew certifications for all employees.	31,971					31,971
Increase budget for the total annual cost for the CERT Coordinator.	25,000					25,000
Increase budget for the FY23-24 allocation of the SAFER Grant. This increase will be offset by grant revenue.	1,209,850					1,209,850
Total	1,455,967	-	-	-	-	1,455,967

FIRE

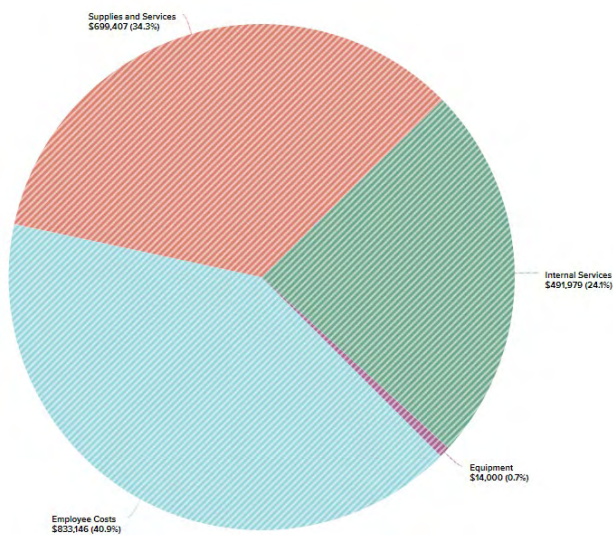
COST CENTER: Administration
PROGRAM: Administering Fire Safety (62210)

SUB-PROGRAM PURPOSE OR BUSINESS:

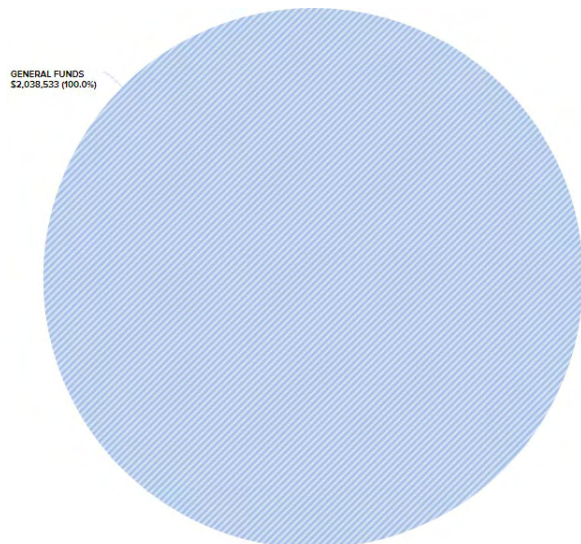
Provide leadership and support for the fire department to protect life, property, and the environment from fire, medical, disaster, and hazardous material related incidents through emergency mitigation, public education, and code enforcement.

ACTUAL EXPS. 2021-22	ADJUSTED BUDGET 2022-23	BUDGET 2023-24
\$ 1,672,487	\$ 3,118,712	\$ 2,038,533

FY 2023-24 BUDGET BY CATEGORY



FY 2023-24 BUDGET BY FUNDING SOURCE



FIRE

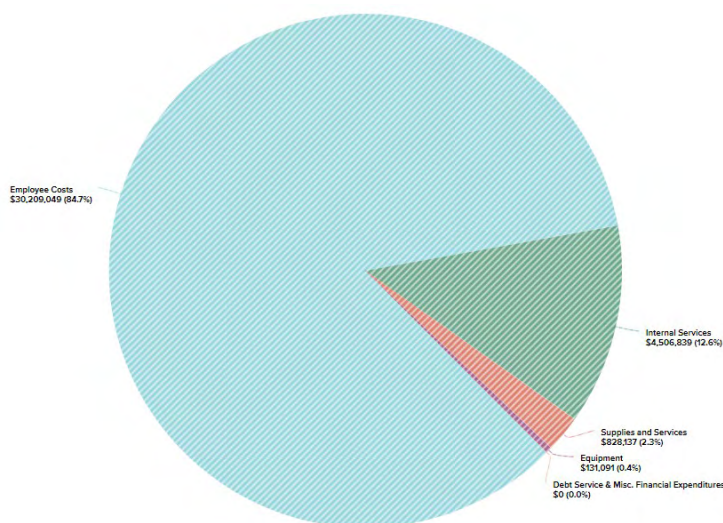
COST CENTER: Operations & Training
PROGRAM: Fire Operations (62220)

SUB-PROGRAM PURPOSE OR BUSINESS:

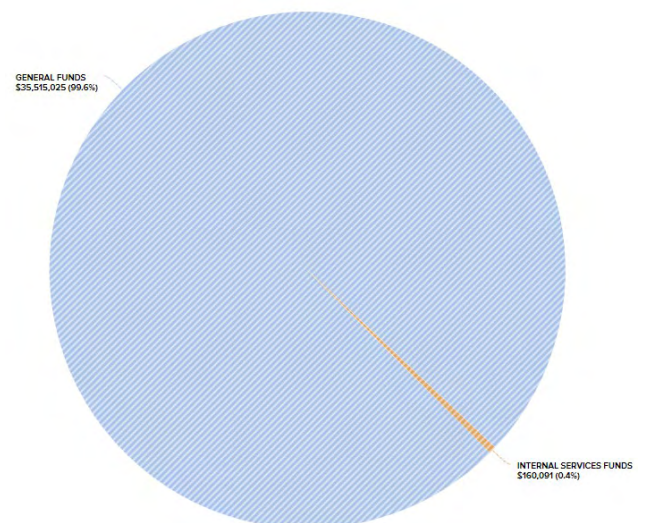
Protect life, property, and the environment from fire, hazards, and other types of emergencies and provide professional emergency response, mitigation, and hazard prevention. Respond to medical emergencies with advanced life support intervention.

ACTUAL EXPS. 2021-22	ADJUSTED BUDGET 2022-23	BUDGET 2023-24
\$ 32,763,026	\$ 37,427,330	\$ 35,675,116

FY 2023-24 BUDGET BY CATEGORY



FY 2023-24 BUDGET BY FUNDING SOURCE



FIRE

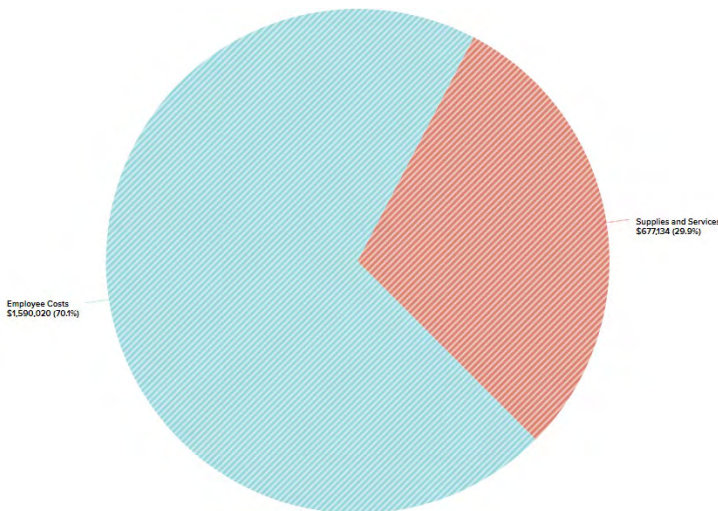
COST CENTER: Administration
PROGRAM: San Carlos Fire (62225,62226)

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.

ACTUAL EXPS.	ADJUSTED BUDGET	BUDGET
2021-22	2022-23	2023-24
\$ 2,118,990	\$ 504,454	\$ 2,267,154

FY 2023-24 BUDGET BY CATEGORY



FY 2023-24 BUDGET BY FUNDING SOURCE



FIRE

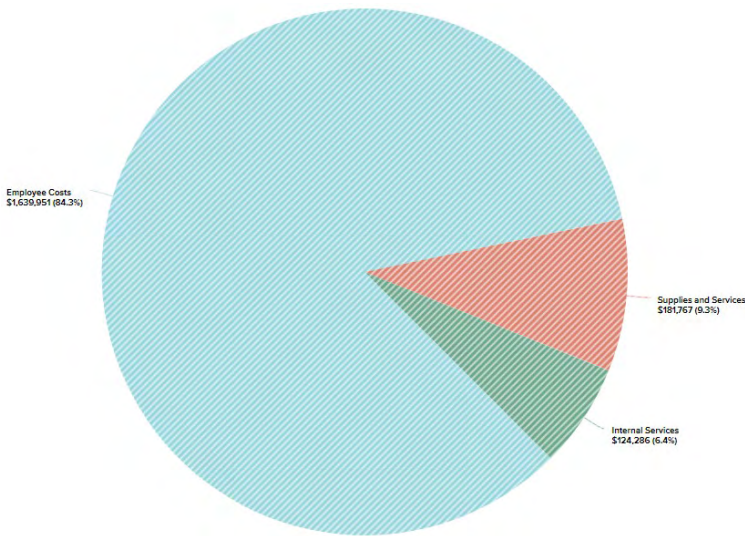
COST CENTER: Administration
PROGRAM: Fire Prevention & Inspection (62230)

SUB-PROGRAM PURPOSE OR BUSINESS:

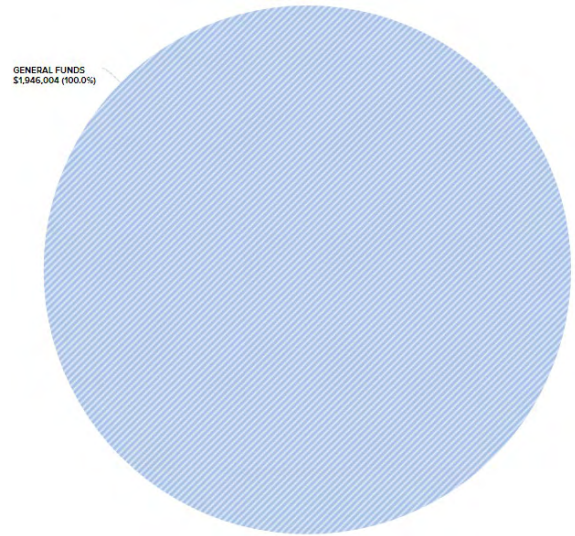
Ensure significant focus on prevention and reduction of the consequences of fire and other disasters. Sustain a team approach with other City operations, the community, and outside agencies to promote public safety, fire/emergency prevention, code enforcement, hazard abatement, and community involvement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

ACTUAL EXPS. 2021-22	ADJUSTED BUDGET 2022-23	BUDGET 2023-24
\$ 1,466,192	\$ 2,030,781	\$ 1,946,004

FY 2023-24 BUDGET BY CATEGORY



FY 2023-24 BUDGET BY FUNDING SOURCE



FIRE

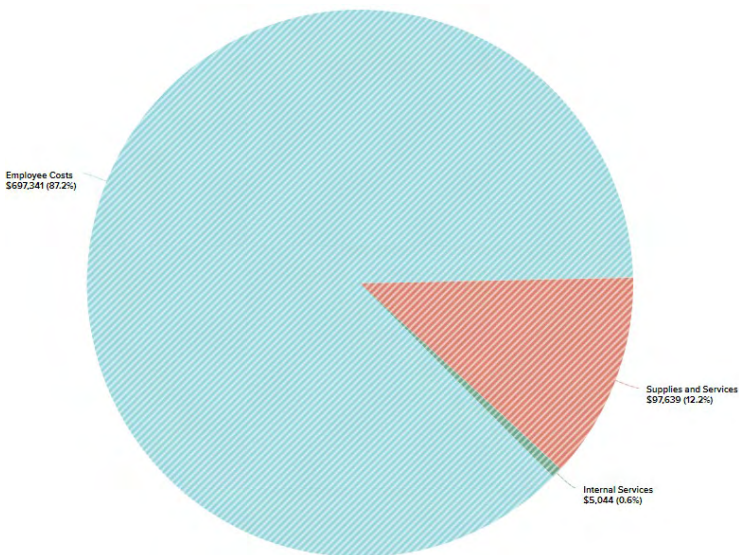
COST CENTER: Operations & Training
PROGRAM: Fire Training (62240)

SUB-PROGRAM PURPOSE OR BUSINESS:

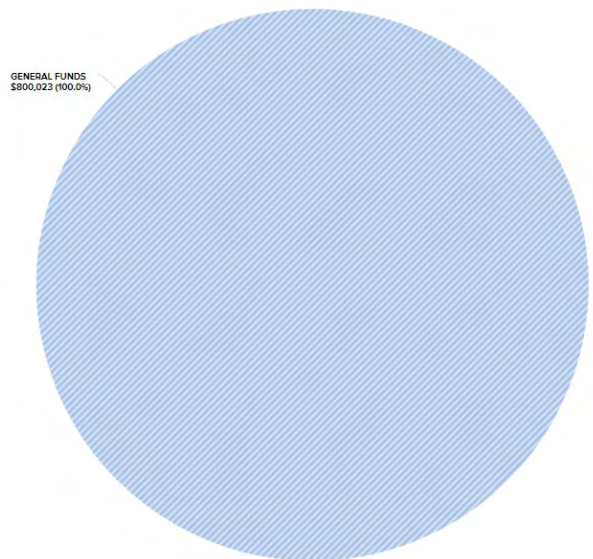
Provide high quality fire and life safety service delivery through education, training, drills and exercises. The training division also encompasses the departments' safety officer.

ACTUAL EXPS. 2021-22	ADJUSTED BUDGET 2022-23	BUDGET 2023-24
\$ 369,963	\$ 603,209	\$ 800,023

FY 2023-24 BUDGET BY CATEGORY



FY 2023-24 BUDGET BY FUNDING SOURCE



FIRE

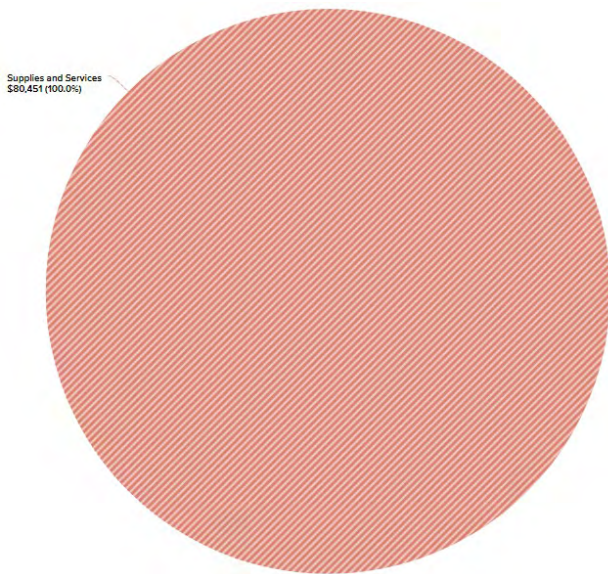
COST CENTER: Operations & Training
PROGRAM: Emergency Medical Services (62245)

SUB-PROGRAM PURPOSE OR BUSINESS:

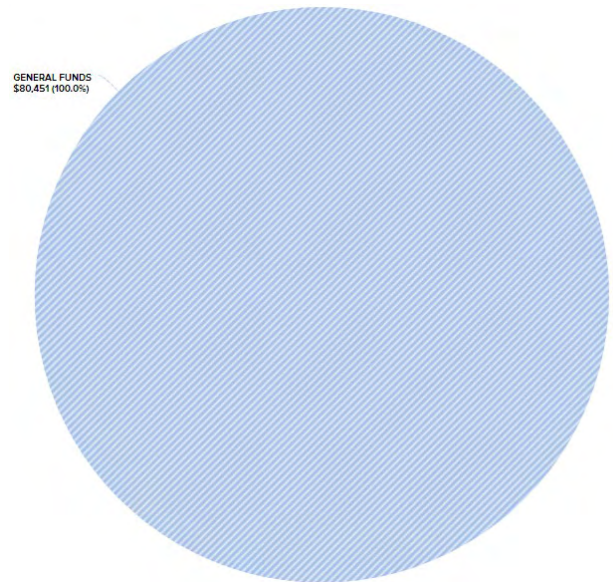
Provide safe and efficient deployment of a comprehensive, fire-based paramedic service to our community by procuring the proper equipment and supplies; improve Advanced Life Support service through continual education and training in the region.

ACTUAL EXPS.	ADJUSTED BUDGET	BUDGET
2021-22	2022-23	2023-24
\$ 11,645	\$ 48,480	\$ 80,451

FY 2023-24 BUDGET BY CATEGORY



FY 2023-24 BUDGET BY FUNDING SOURCE



FIRE

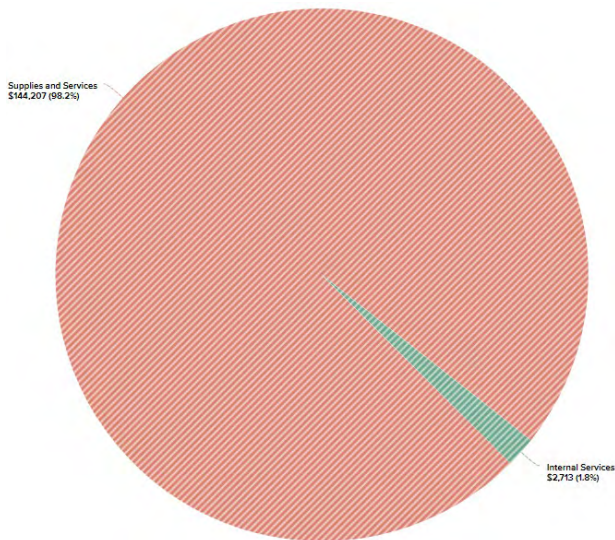
COST CENTER: Administration
PROGRAM: Emergency Operations Center (62260)

SUB-PROGRAM PURPOSE OR BUSINESS:

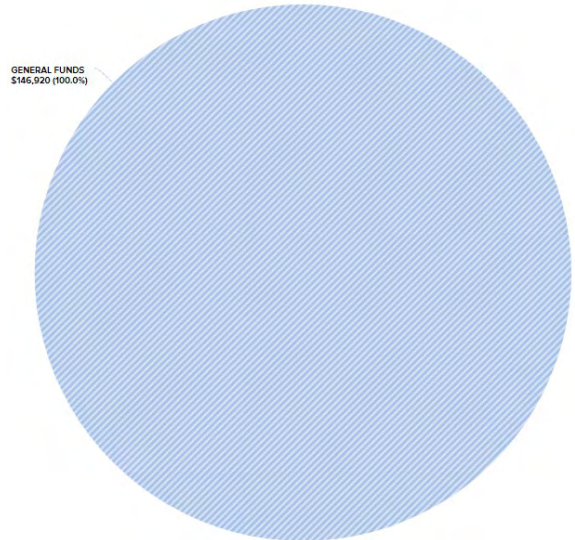
Utilize the Standardized Emergency Management System (SEMS) to manage disasters; provide and support well-trained City staff to assess and evaluate the situation, facilitate communications, and plan response from an operationally efficient Emergency Operations Center (EOC); provide accurate information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

ACTUAL EXPS. 2021-22	ADJUSTED BUDGET 2022-23	BUDGET 2023-24
\$ 78,150	\$ 176,488	\$ 146,920

FY 2023-24 BUDGET BY CATEGORY



FY 2023-24 BUDGET BY FUNDING SOURCE



FIRE

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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.

FY 2022-23 MAJOR ACCOMPLISHMENTS

- Commenced the labor negotiations process for fiscally responsible labor agreements with the Police Officers' Association (POA), Police Supervisors' Association (PSA) and International Association of Fire Firefighters Local 2400 (IAFF) while continuing to provide salaries and benefits that attract and retain a well-qualified workforce. The City Council approved a successor POA MOU in March 2023.
- To attract and retain talent, while also providing competitive salaries, completed several compensation studies to compare current salary ranges to the mean/median of the City's comparator agencies and also conducted several classification studies to better align position duties to the appropriate job classifications.
- To provide additional support to the community and to also align with other bargaining groups benefits, expanded the bilingual pay program for POA members to include additional languages beyond Spanish. New eligible languages include American Sign Language, Cantonese, Korean, Mandarin, Russian, Spanish, and Vietnamese.
- Conducted 60 recruitment and selection processes for regular positions and 52 recruitment and selection processed for casual/contract positions (through June 30, 2023).
- Conducted the City's first Firefighter Trainee recruitment and selection process, which resulted in a candidate pool of 418 applicants and a hiring eligibility list of 16 candidate names. Eight candidates from the hiring eligible list were hired to fill current vacancies and were included in the March 2023 Fire Academy.
- Conducted continuous recruitment and selection processes for the positions of: Police Officer Trainee, Police Officer Entry Level (Academy Graduate) and Police Officer Lateral to maintain current hiring eligible lists to fill vacant position.
- To support succession planning and professional development, provided executive coaching and leadership development services to eight executive and mid-management teammates.
- Completed a Request for Proposal (RFP) for Third Party Administrator to administer the City's workers' compensation claims and entered into a three-year contract for the period of July 1, 2022 – June 30, 2025.

HUMAN RESOURCES

GOALS FOR FY 2023-24:

- Host an expanded in-person Health and Wellness Benefits Fair in September 2023 to include information and activities to all city teammates and also provide City-offered benefits information to help educate regular, benefited teammates to prepare them to make benefit selections during the benefits Open Enrollment period September – October 2023.
- Provide five health and wellness presentations via Zoom or in-person on topics identified in the Health and Wellness Survey to all City teammates by June 2024.
- Create and upload all relevant Employee Self Service (ESS) Benefits job training guides to the City's Help Center website for all City teammates to access by June 2024. This will allow teammates to be self-sufficient on-line when accessing and/or making changes to their benefits.
- Partner with the Police and Fire Departments to conduct recruitments on a more continuous schedule with the goal of having active hiring eligible lists readily available to use to fill a vacant position. For the Fire Department, we will conduct two recruitment processes a year for Firefighter: a recruitment for Entry Level Firefighter to be completed by August 2023 and a Firefighter Trainee recruitment to be completed by January 2024.
- Partner with the City Manager's Office to conduct an employee engagement survey for all employees to measure the connection employees have toward their work, team, and organization with the goal to help build a strong workplace culture by December 2023.
- **SMARTIE Goal:** In order to reduce the likelihood that bias will impact raters' assessments of the applicants being interviewed in a recruitment process, expand implicit bias training to all raters serving on an interview panel that results in creating a hiring eligible list by January 2024.

HUMAN RESOURCES

Performance Measure	2017 Results	2018 Results	2019 Results	2020 Results	2021 Results	2022 Results
Number of regular employment recruitments	33	51	56	32	32	60
Number of new employee hires in regular positions	31	50	56	32	41*	54

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

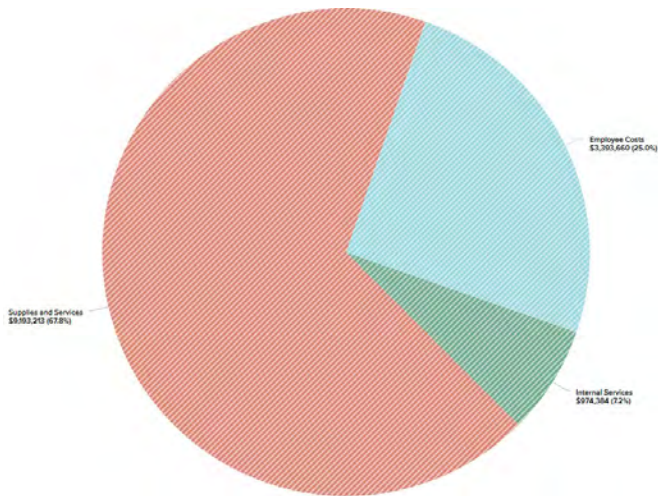
HUMAN RESOURCES

DEPARTMENT BUDGET

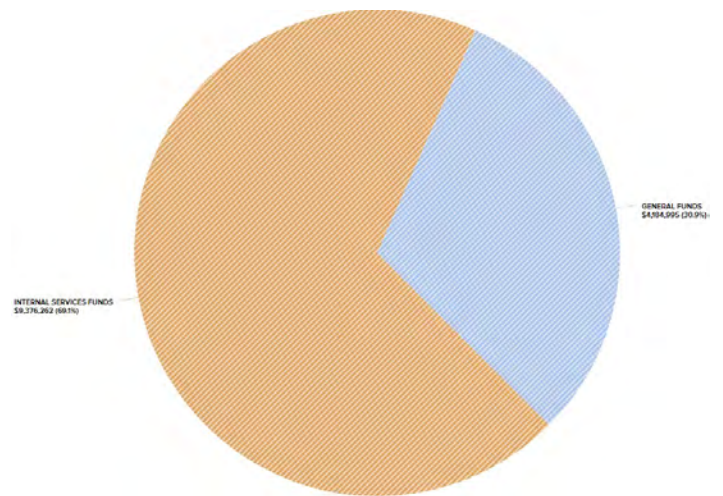
The total Human Resources budget for FY 2023-24 is \$13.56 million, representing 4.04% of the total operational budget. The majority of funding for this department comes from the City's General Fund and Internal Services Fund.

ACTUAL EXPS. 2021-22	ADJUSTED BUDGET 2022-23	BUDGET 2023-24
\$ 7,543,621	\$ 13,123,340	\$ 13,561,257

FY 2023-24 BUDGET BY CATEGORY



FY 2023-24 BUDGET BY FUNDING SOURCE

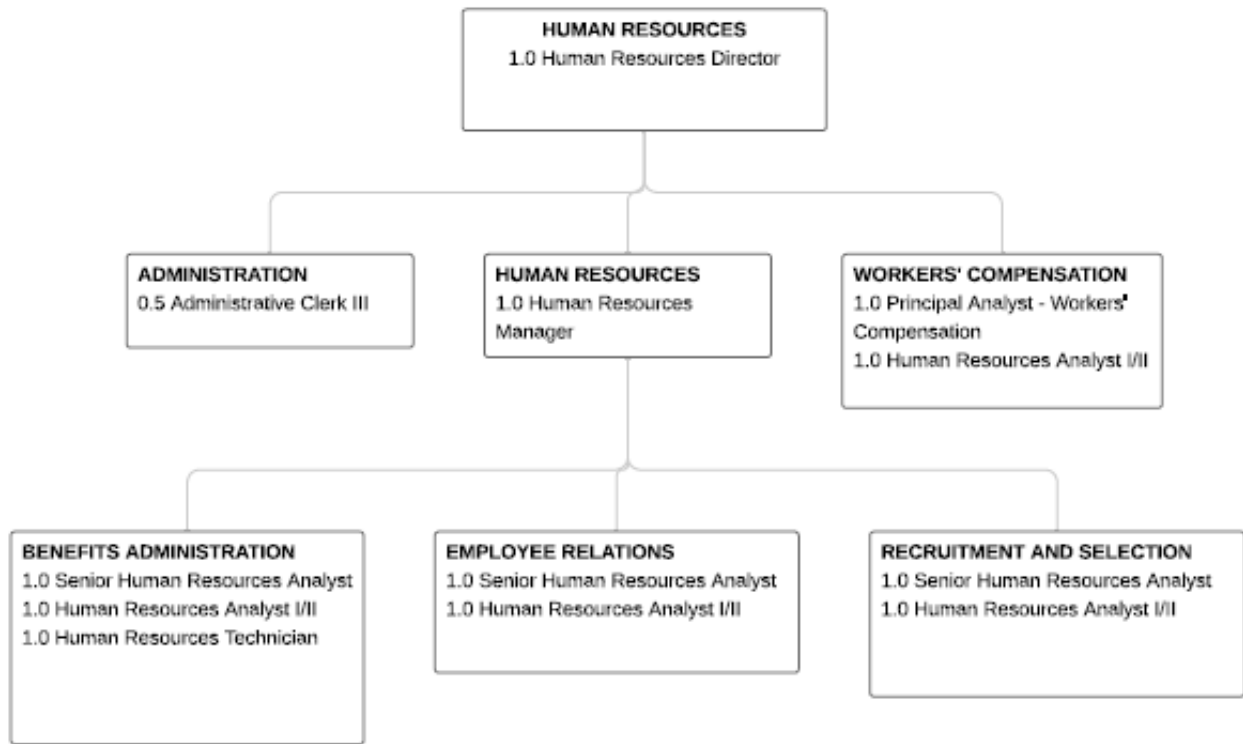


HUMAN RESOURCES

There are 12.83 FTEs in the budget for FY 2023-24, representing 2.2% of all City employees. The recommended budget includes the addition of two new positions to support growing workloads and work complexity caused by the new ERP software system and increasing service level demands from individual employees and City departments. Both positions are proposed to be phased in halfway through the 2023-24 fiscal year. The HR Analyst II would replace temporary staff that have been relied upon for multiple years to meet the needs of recruitment and other human capital management functions. The Administrative Clerk III position is supplanted with the Management Analyst II position, which would be shared between the Human Resources Department and the Administrative Services Department to support departmental budget management and contract administration, support policy management, and perform other duties consistent with the job description and its function in other City departments.

<u>DEPARTMENT/TITLE</u>	<u>ADOPTED BUDGET 2021-22</u>	<u>ADOPTED BUDGET 2022-23</u>	<u>RECOMMENDED BUDGET 2023-24</u>
Human Resources			
Administrative Clerk III	-	0.50	-
Administrative Assistant	-	0.25	0.25
Assistant City Manager	0.20	0.20	0.20
Human Resources Analyst I	1.00	-	-
Human Resources Analyst II	-	3.00	4.00
Human Resources Director	1.00	1.00	1.00
Human Resources Manager	-	1.00	1.00
Human Resources Technician	1.00	1.00	1.00
Management Analyst II	-	-	0.33
Principal Analyst - Workers Comp	1.00	1.00	1.00
Senior Assistant City Attorney	-	0.05	0.05
Senior Human Resources Analyst	3.00	4.00	4.00
Total	7.20	12.00	12.83

HUMAN RESOURCES



HUMAN RESOURCES

Major changes to the department’s budget for FY 2023-24 are listed in the table below.

Summary of Change	General Fund	Special Revenue Funds	Capital Projects Funds	Enterprise Funds	Internal Services Funds	Total
Supplies and Services						
Increase budget for contractual labor.	227,990					227,990
Increase budget for anticipated costs for the workers' compensation program.					6,000	6,000
Personnel						
Add 1.0 FTE Human Resources Analyst II position effective 01/01/2024 to support recruitment, background checks, training and development, employee relations and onboarding efforts.	105,000					105,000
Convert vacant 0.50 FTE Administrative Clerk III position to 0.33 FTE Management Analyst II position that will be shared between Administrative Services and Human resources for budget management, contract management, and special project support.	4,536					4,536
Total	337,526	-	-	-	6,000	343,526

HUMAN RESOURCES

COST CENTER: Human Resources

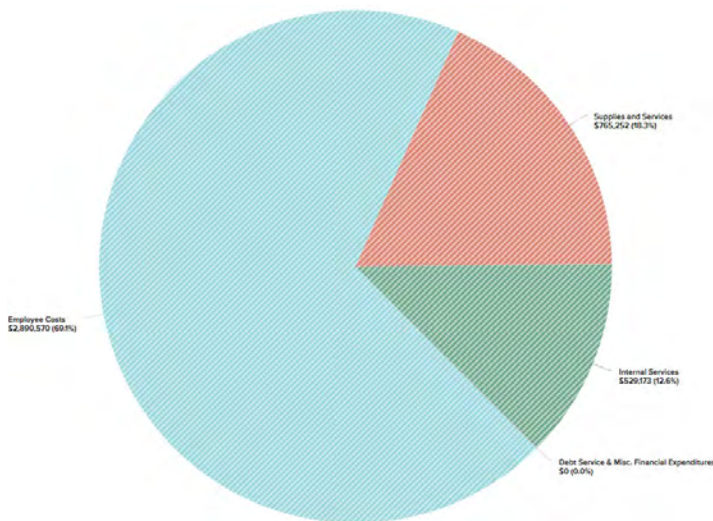
PROGRAM: Human Resources (61610)

SUB-PROGRAM PURPOSE OR BUSINESS:

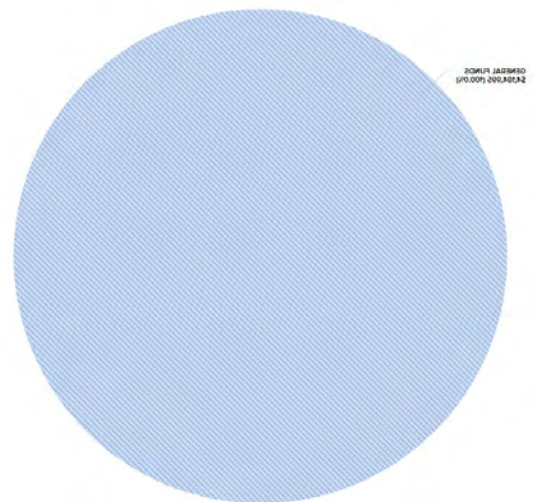
Facilitate alignment of organizational resources, initiatives, and programs with the City Council’s strategic initiatives; attract, retain, and develop a well-qualified workforce that serves the community of Redwood City; promote and foster positive employee relations; assist individual employees and 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.

ACTUAL EXPS.	ADJUSTED BUDGET	BUDGET
2021-22	2022-23	2023-24
\$ 2,432,496	\$ 3,766,376	\$ 4,184,995

FY 2023-24 BUDGET BY CATEGORY



FY 2023-24 BUDGET BY FUNDING SOURCE



HUMAN RESOURCES

COST CENTER: Workers' Compensation

PROGRAM: Workers' Compensation (67713-67717)

SUB-PROGRAM PURPOSE OR BUSINESS:

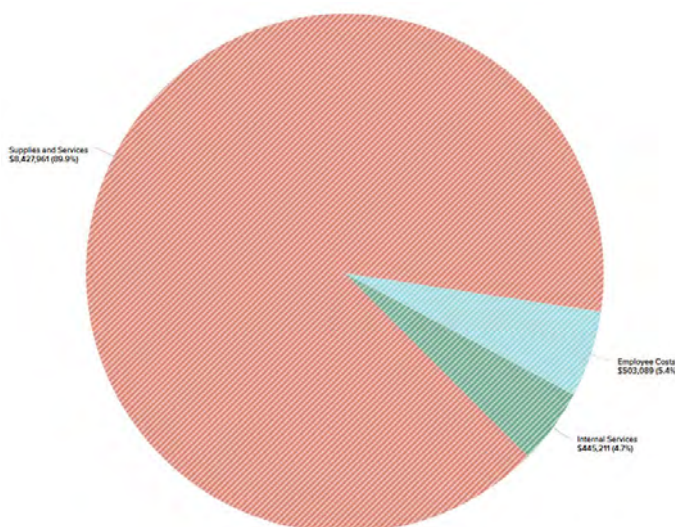
The Human Resources Department oversees the City's Self-Insured Workers' Compensation Program and partners with a licensed Third-Party Administrator (TPA), that handles the day-to-day workers' compensation claims administration. This involves coordinating all aspects of the Workers' Compensation program 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.

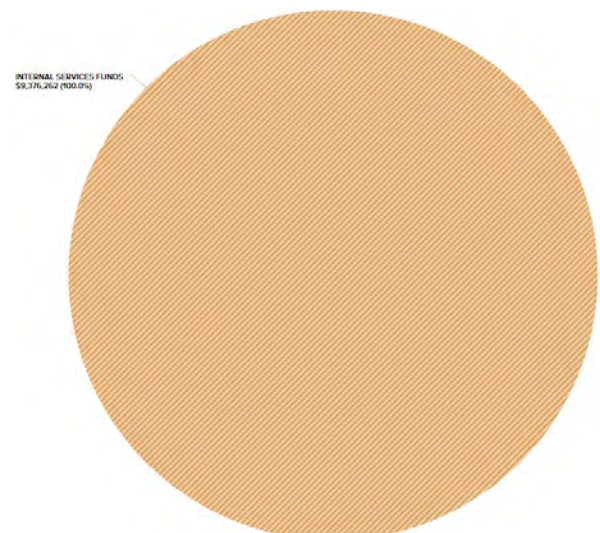
In addition to overseeing the City's Self-Insured Workers' Compensation Program, HR is responsible for developing, implementing, and overseeing safety programs and strategies to prevent and reduce workplace injuries and illness.

ACTUAL EXPS. 2021-22	ADJUSTED BUDGET 2022-23	BUDGET 2023-24
\$ 5,111,125	\$ 9,356,964	\$ 9,376,262

FY 2023-24 BUDGET BY CATEGORY



FY 2023-24 BUDGET BY FUNDING SOURCE



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.

FY 2022-23 MAJOR ACCOMPLISHMENTS

- Conducted 16 bilingual RCPL Listens community conversations, attended by 190 individuals, with partners serving youth, caregivers, seniors, and unsheltered individuals, as well as open listening sessions for the general public and specifically for BIPOC individuals, people with disabilities, and LGBTQ+ folks, to identify community aspirations to form the basis of new Library Service Priorities for the period from 2023-2028.
- Collaborated with the San Mateo County Libraries and local school districts to issue over 7000 special "Empower Card" library cards to every student in Redwood City School District and Belmont Redwood Shores School District, allowing shared access to all the online resources of both library systems.
- Provided an average of over 50 programs for all ages per month in the new Downtown Library Makerspace, many in collaboration with local partners, with average monthly attendance over 630 people.
- Developed a public programming and activities plan 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.
- Implemented equity budgeting analysis in selection of library collections and events on an ongoing basis, resulting in an increased percentage of titles in the library collection reflecting themes of diversity, equity, and inclusion, from 17.4% to 18.7% during 2022.
- Provided conflict management, de-escalation, and mental health awareness training, as well as training on Inclusion, Diversity, Equity, Accessibility & Leadership ((IDEAL) principles and practices in library services, to all Library staff.
- Collaborated with Parks, Recreation, and Community Services on the community engagement and design development for the planned Downtown Park space.
- Launched grant-funded Lego Robotics League program to provide equitable access to robotics education for Redwood City School District students in grades 4-8, while also providing mentorship opportunities for students at Sequoia and Woodside High Schools.
- Partnered with Redwood City Together to expand the available community activities during annual Welcoming Week and United Against Hate Week events.
- Partnered with NovaWorks to offer workforce development information and referrals to over 175 local residents in the first nine months of FY2022-23, and expanded Novaworks availability at the Downtown Library to twice per week in 2023.

GOALS FOR FY 2023-24

- Begin implementation of the new 2023-25 Library Service Priorities to support the community aspirations of access, inclusion, health, and safety for all residents in July 2023. Following are several examples of the goals included in the Service Priorities.
- Reboot Social Service Office Hours and other programming in partnership with community organizations to provide support to vulnerable members of the community, with a particular focus on mental health, by January 2024. Host at least 8 partner agencies, who will connect with a total of at least 200 community members, by July 2024.
- By June 2024, engage teens and opportunity youth in the development and delivery of learning opportunities on topics of importance to them through a new “Library Takeover” program series to support their co-creation of meaningful library programming and activities
- Launch redesigned “Meet Your Neighbors” program to foster one-on-one dialogue between community members with different lived experiences by March 2024, with a plan to offer the events twice yearly going forward.
- By July 2024, develop a plan to deliver Library programs and events for all ages, including health and wellness activities, in the new Downtown Park space adjacent to the Downtown Library.
- **SMARTIE Goal:** Conduct a comprehensive review of the Library’s activities, services, and physical and online collections to facilitate more equitable access to Library resources for Spanish-speaking community members. Begin implementation of new strategies for language access based on the results of the assessment by April 2024.

LIBRARY

Performance Measure	2017 Results	2018 Results	2019 Results	2020 Results	2021 Results	2022 Results	Target
Percentage of residents who are satisfied or very satisfied with library services (EMC Research polling survey)	82%	NA	82%	NA	89%	NA	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	98%	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	88%	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	45,104 Total 38,988 live and 6,116 Virtual	50,000
Number of youth who participated in the Summer Learning Challenge (youth reading)	25,000	15,000	17,525	6,219	11,256	9,347	10,000

LIBRARY

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)	Over 405,000 visitors checked out over 951,000 items (including over 190,000 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	937,335	900,000

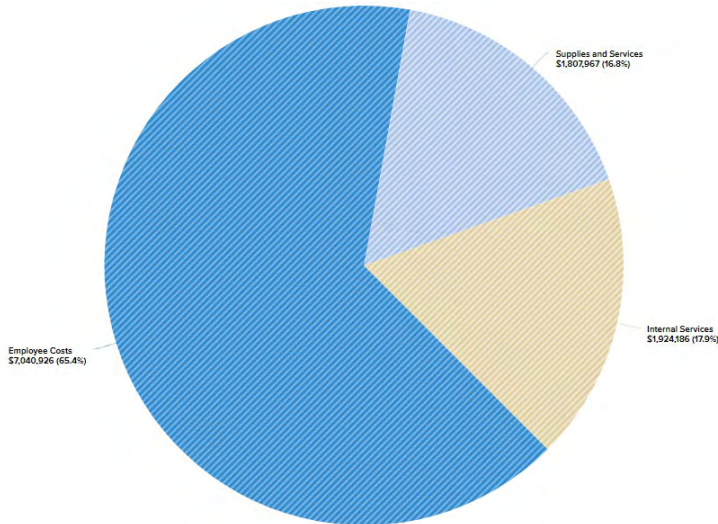
LIBRARY

DEPARTMENT BUDGET

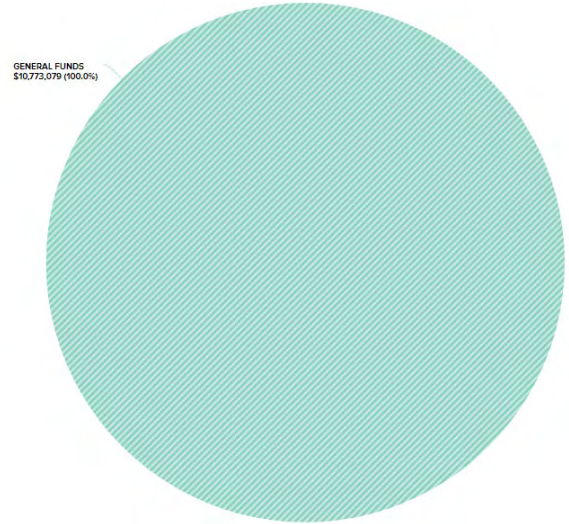
The total Library budget for FY 2023-24 is \$10.77 million, representing 3.21% of the operational budget.

	ACTUAL EXPS.	ADJUSTED BUDGET	BUDGET
	2021-22	2022-23	2023-24
	\$ 9,914,898	\$ 11,231,716	\$ 10,773,079

FY 2023-24 BUDGET BY CATEGORY



FY 2023-24 BUDGET BY FUNDING SOURCE



LIBRARY

There are 36.40 FTEs in the budget for FY 2023-24, representing 6.2% of all City employees. The recommended budget includes the restoration of a Literacy Tutor position that had been held vacant for the past three years due to the economic impact of the pandemic.

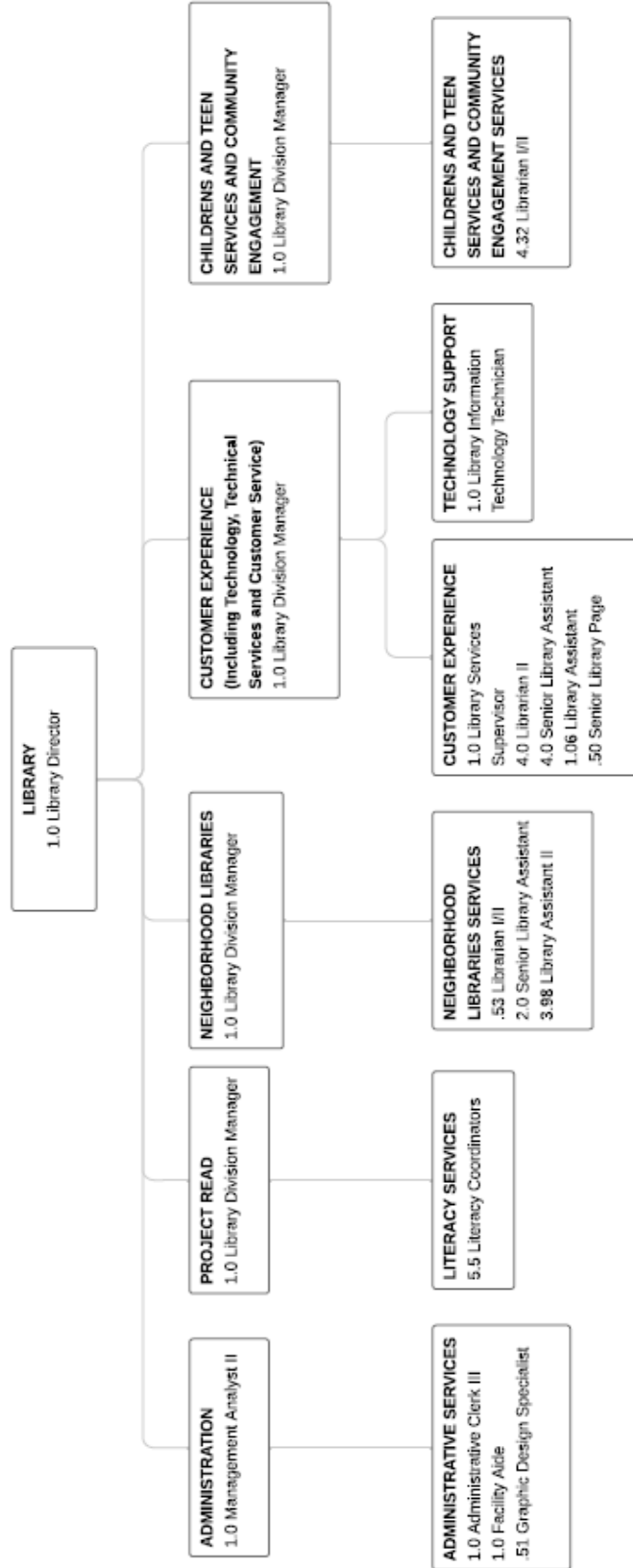
<u>DEPARTMENT/TITLE</u>	<u>ADOPTED BUDGET 2021-22</u>	<u>ADOPTED BUDGET 2022-23</u>	<u>RECOMMENDED BUDGET 2023-24</u>
Library			
Administrative Clerk III	1.00	1.00	1.00
Facility Aide	1.00	1.00	1.00
Graphic Design Specialist	0.51	0.51	0.51
Librarian II	9.25	8.72	8.85
Library Assistant II	6.07 *	5.04	5.04
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 *	5.50
Management Analyst I	1.00	-	-
Management Analyst II	-	1.00	1.00
Senior Library Assistant	6.00	6.00	6.00
Senior Library Page	1.91	0.50	0.50
Total	38.24	35.27	36.40

*Position frozen in FY 2020-21

Major changes to the department's budget for FY 2023-24 are listed in the table below.

Summary of Change	General Fund	Special Revenue Funds	Capital Projects Funds	Enterprise Funds	Internal Services Funds	Total
Personnel						
Restore frozen 1.0 FTE Literacy Tutor- Student Coordinator.	172,273					172,273
Total	172,273	-	-	-	-	172,273

LIBRARY



LIBRARY

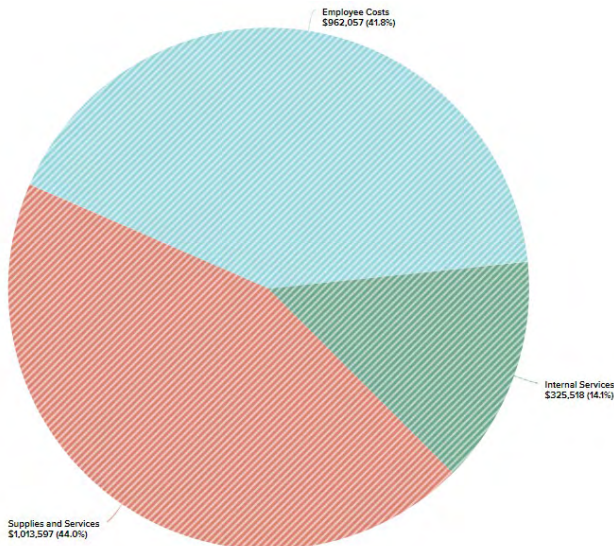
COST CENTER: Library Services
PROGRAM: Administrative Services Unit (66251)

SUB-PROGRAM PURPOSE OR BUSINESS:

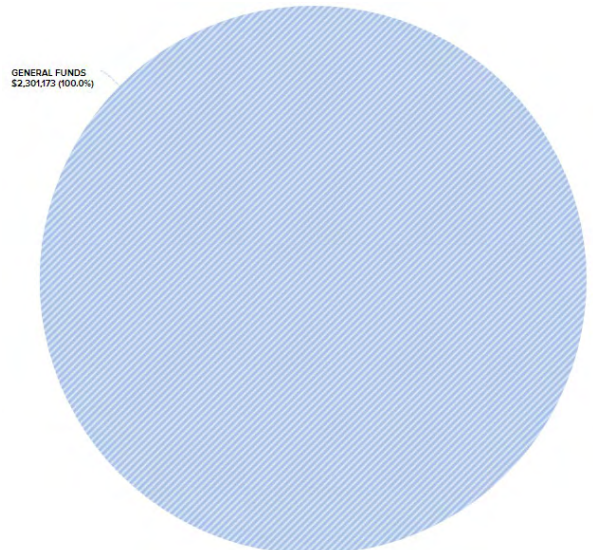
Provide leadership and administrative support to maximize the Library’s delivery of services to fulfill our mission to cultivate community and advance equity by welcoming all people to experience the shared joys of literacy and learning. Ensure that the Library addresses the four community aspirations identified in the department’s service priorities: access, inclusion, safety, and health.

ACTUAL EXPS. 2021-22	ADJUSTED BUDGET 2022-23	BUDGET 2023-24
\$ 1,615,917	\$ 2,287,069	\$ 2,301,173

FY 2023-24 BUDGET BY CATEGORY



FY 2023-24 BUDGET BY FUNDING SOURCE



LIBRARY

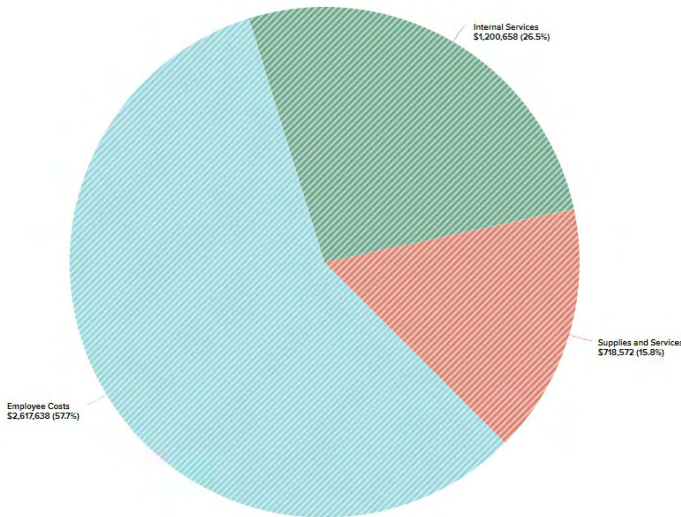
COST CENTER: Library Services
PROGRAM: Downtown Library (66261)

SUB-PROGRAM PURPOSE OR BUSINESS:

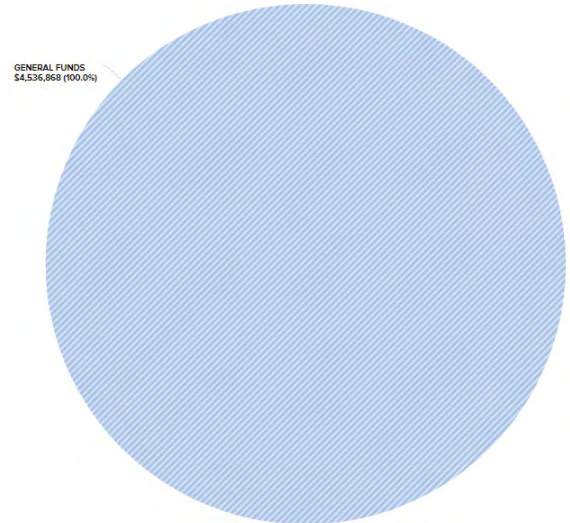
Deliver positive experiences to library customers of all ages through integrated delivery of: face-to-face customer service; access to high-speed wireless networks and library computers; and opportunities to explore new technologies through the Makerspace. Other services and programs include remote online 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.

ACTUAL EXPS.	ADJUSTED BUDGET	BUDGET
2021-22	2022-23	2023-24
\$ 3,974,072	\$ 4,577,947	\$ 4,536,868

FY 2023-24 BUDGET BY CATEGORY



FY 2023-24 BUDGET BY FUNDING SOURCE



LIBRARY

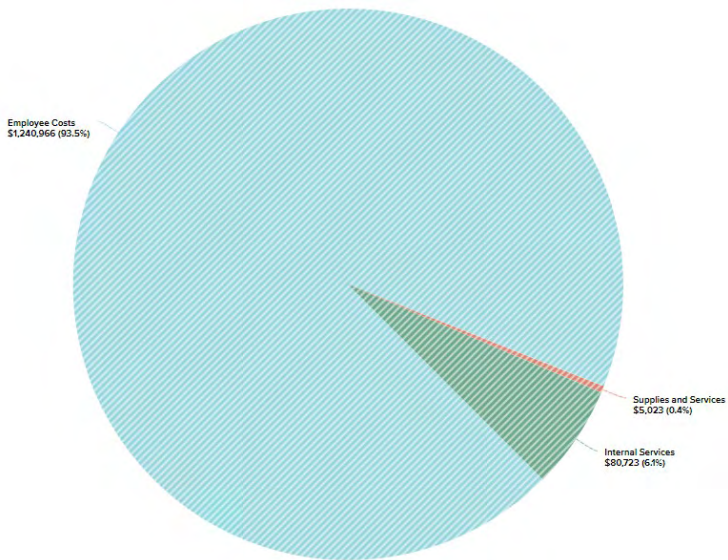
COST CENTER: Library Services
PROGRAM: Literacy Services Unit – Project Read (66281)

SUB-PROGRAM PURPOSE OR BUSINESS:

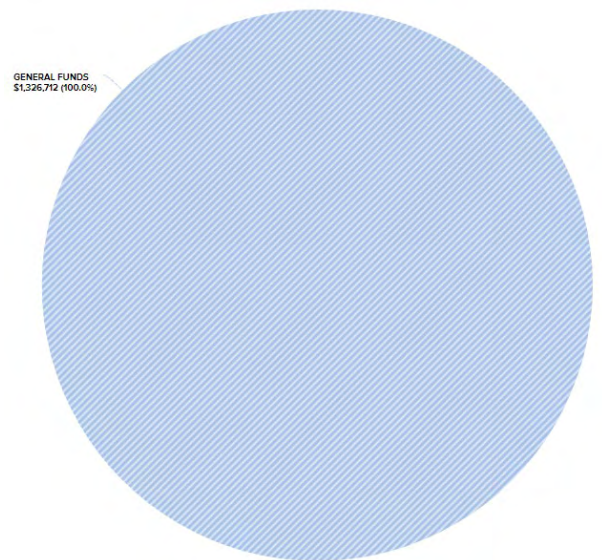
Promote and support literacy and the lifelong love of reading and learning for all adults, youth, and families by leveraging community partnerships and fostering meaningful community participation.

ACTUAL EXPS.	ADJUSTED BUDGET	BUDGET
2021-22	2022-23	2023-24
\$ 1,668,654	\$ 1,787,744	\$ 1,326,712

FY 2023-24 BUDGET BY CATEGORY



FY 2023-24 BUDGET BY FUNDING SOURCE



LIBRARY

COST CENTER: Library Services

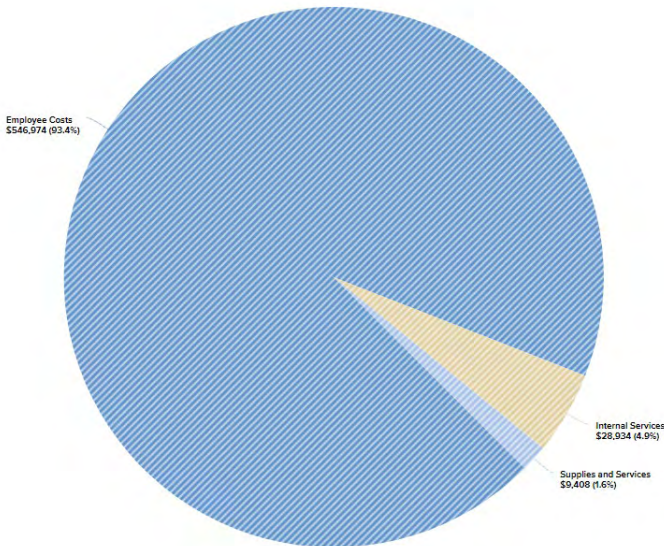
PROGRAM: Children’s and Teen Services and Community Engagement (66282)

SUB-PROGRAM PURPOSE OR BUSINESS:

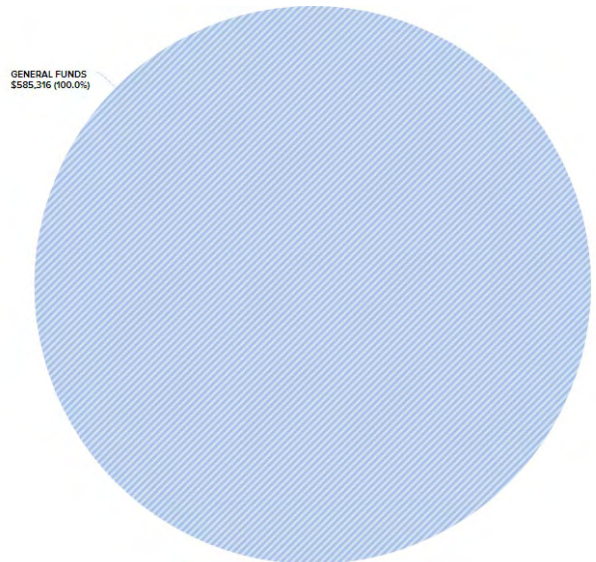
Provide young children in the community with the early literacy skills needed to ensure that they are ready to enter school through the 3 E's of Early Literacy: Education, Empowerment, and Encouragement, through outreach to preschools, schools, and daycares; educational and fun programs and activities 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.

ACTUAL EXPS.	ADJUSTED BUDGET	BUDGET
2021-22	2022-23	2023-24
\$ 1,124,851	\$ 1,126,063	\$ 585,316

FY 2023-24 BUDGET BY CATEGORY



FY 2023-24 BUDGET BY FUNDING SOURCE



LIBRARY

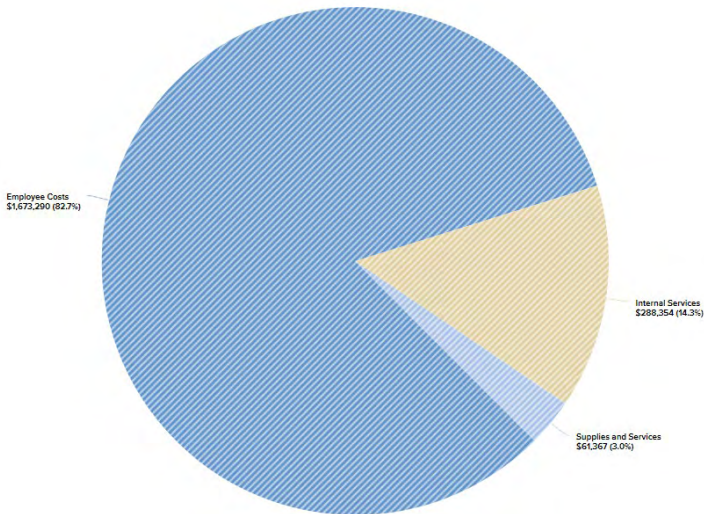
COST CENTER: Library Services
PROGRAM: Neighborhood Libraries (66290)

SUB-PROGRAM PURPOSE OR BUSINESS:

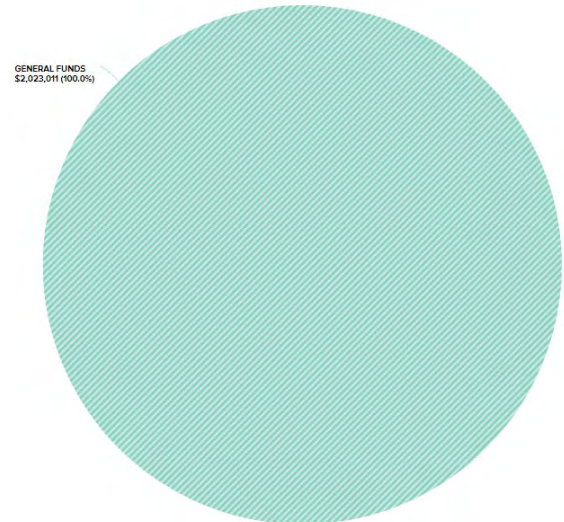
Provide safe and welcoming spaces for youth, literacy services and programs, and gathering spaces for neighborhood residents to engage with one another; promote youth development, school success, and the joy of reading by providing learning activities for children and teens; provide access to collections, technology, and staff expertise tailored to the needs of local neighborhoods.

ACTUAL EXPS. 2021-22	ADJUSTED BUDGET 2022-23	BUDGET 2023-24
\$ 1,531,404	\$ 1,452,893	\$ 2,023,011

FY 2023-24 BUDGET BY CATEGORY



FY 2023-24 BUDGET BY FUNDING SOURCE



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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

- Completed the Racial Equity Mural along the Jefferson Underpass with a celebration that was held on November 19, 2022.
- After an extensive public engagement process collecting over 1,200 community responses, two final design plans for the Downtown Library Park were developed and presented for feedback to inform final design to then begin construction drawings.
- The Hoover Park Master Plan project was launched in January 2023 where the first phase of the project collected community and neighborhood surveys (via promotoras); held stakeholder meetings (Hoover School, three neighborhood associations, local childcare centers, and the Boys and Girls Club); and held on-site open houses.
- The Youth Cannabis Education and Prevention Program was launched in March 2023 with "The Social Changers: Cannabis Decoded" project utilizing peer-to-peer social media platforms.
- Created new community programs through the collaboration of partners, including the County Commission on Disabilities hosting the now Annual Inclusion Festival at Red Morton Park to provide information, referral, resources, and advocacy for agencies, parents, clients, and the general community; Casa Circulo Cultural providing weekly programming at Magical Bridge Playground and a summer mobile art in parks program; the Parks and Arts Foundation's "Magic, Music, and Motion" program; and Master Gardeners and service clubs providing weeding and planting days in parks.
- Expanded teen focused programs including "Volun-teen" service projects, #BikeLife skills event at the Red Morton Community Center, North Fair Oaks teen events, expanded outreach to serve on the Youth and Teen Advisory Boards, and planned and hosted the first Teen municipal career networking dinner (March 30th).
- Successfully transitioned from providing COVID-19 restricted programs and services to expanded in-person "normal" operations exceeding pre-pandemic enrollment participation.
- Added over a dozen new recreation programs in Redwood Shores for all ages that impacted nearly 700 youth, teens, and adults. These included new teen classes, new camp offerings, and new senior programs and events. Senior programs had over 250 new seniors participate in AARP driving courses, Mandolin Orchestra performances, senior walking club, senior ping pong and guest lectures. New youth programs included a pre-school science fun fest (100 preschoolers and parents), three new middle school events serving 465 students, and a Volun-teen Adventures program.

PARKS, RECREATION, & COMMUNITY SERVICES

- In addition to providing over 300 weekly in-person lunches at the Veterans Memorial Senior Center, PRCS staff delivered 250 meals a week to homebound seniors.
- Successfully applied for and received \$4.45M from Senator Becker for the “Parking Lots to Parks” initiative (Downtown Park and Bay Connectivity Project), and \$1.4M from Assemblymember Berman for the Fair Oaks Field synthetic turf replacement and LED field lighting upgrade project.
- The Fair Oaks Community Center served 6500 individuals in 2500 unduplicated households with basic needs services including over \$1 million in housing and utility financial assistance for over 400 households

GOALS FOR FY 2023-24

- Complete Phase I of the Veterans Memorial Building/Senior Center (VMB/SC)-YMCA project that includes the opening of the new 45,000 square foot VMB/SC to the public Spring 2024.
- Begin construction of the new Downtown Library Park by April 2024.
- Finalize the community engagement process and develop preferred design of the Hoover Park Master Plan project by December 2023 and launch the construction phase by June 2024.
- Offer 25% more youth and teen programs in Environmental Justice (EJ) neighborhoods through free mobile recreation, mentoring/career networking, and events by June 2024.
- **SMARTIE Goal:** Initiate the PRCS Commission recommended “Complete Parks Indicators” project with the goals of providing all residents with easy access to a great park, close inequitable gaps in parks access and quality, and support health and health equity. This multi-year project will begin with creating key indicators (metrics) in the seven Elements developed by ChangeLab Solutions: Engage, Connect, Locate, Activate, Grow, Protect, and Fund. By June 2024, create at least three metrics in each of the seven Elements and begin data analysis to inform Department recommendations by June 2025.

PARKS, RECREATION, & COMMUNITY SERVICES

Performance Measure	2017 Results	2018 Results	2019 Results	2020 Results	2021 Results	2022 Results
	Total Events Total Attendance	Total Events Total Attendance	Total Events Total Attendance	COVID-19 restricted community events from occurring. Below will show target compliant events PRCS hosted.	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	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	93 89,470	145 119,000
Youth	17 13,395	22 17,600	22 16,850		40 28,570	42 26,400
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	69 35,500
21+ / Adult Events	29 57,450	29 27,800	29 47,800			34 57,200

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	6,975 kids totaling 1,255,500 contact hours	6,975 kids totaling 1,255,500 contact hours
Total number of unduplicated homeless households served at the Fair Oaks Community Center	641 unduplicated homeless households comprised of 964 individuals	746 unduplicated homeless households comprised of 1,031 individuals	699 unduplicated homeless households comprised of 960 individuals	634 unduplicated homeless households comprised of 923 individuals	588 unduplicated homeless households comprised of 879 individuals	615 unduplicated homeless households comprised of 958 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	Before COVID Served -644 students daily in after school programs. During COVID -Total 8 in person activities serving 423 participants	6,500 youth year round representing at least 42% of the City's youth population ages 14 and under	4,148 youth year round representing about 27% of the youth population ages 14 and under

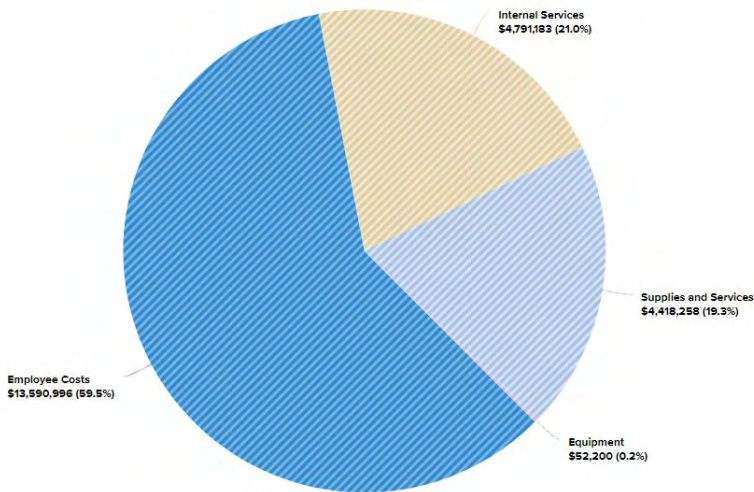
PARKS, RECREATION, & COMMUNITY SERVICES

DEPARTMENT BUDGET

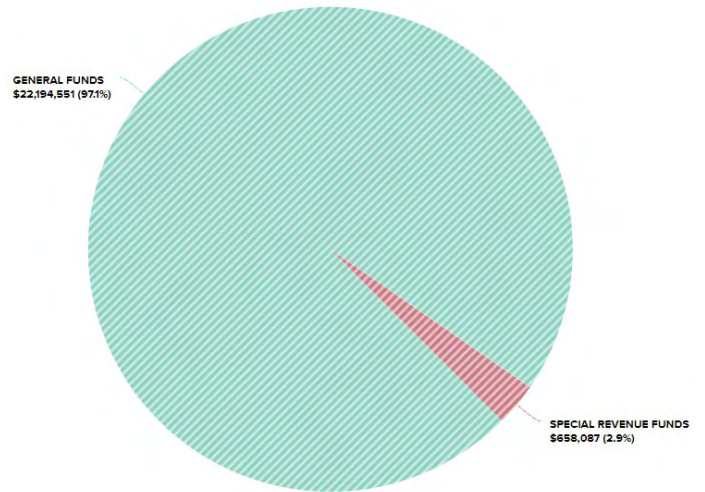
The total Parks, Recreation, and Community Services budget for FY 2023-24 is \$22.85 million, representing 6.81% of the total operational budget.

ACTUAL EXPS. 2021-22	ADJUSTED BUDGET 2022-23	BUDGET 2023-24
\$ 20,890,390	\$ 23,303,215	\$ 22,852,637

FY 2023-24 BUDGET BY CATEGORY



FY 2023-24 BUDGET BY FUNDING SOURCE



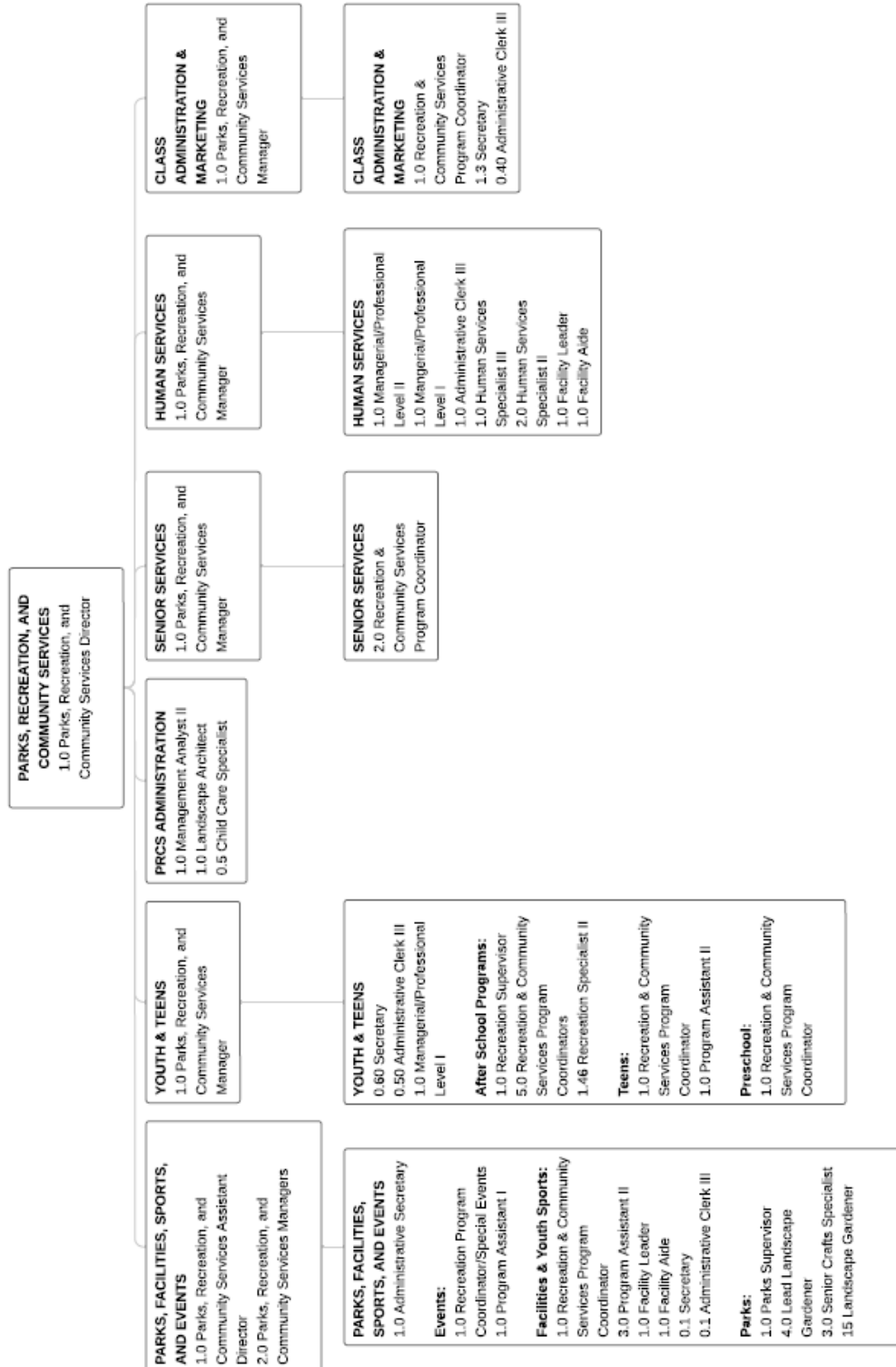
PARKS, RECREATION, & COMMUNITY SERVICES

There are 71.71 FTEs in the budget for FY 2023-24, representing 12.2% of all City employees. The recommended budget includes the restoration of one Recreation Specialist II position that had been held vacant for the past three years due to the economic impact of the pandemic. Also included is the addition of three new positions to support operations at the new Veterans Memorial Building/Senior Center.

<u>DEPARTMENT/TITLE</u>	<u>ADOPTED BUDGET 2021-22</u>	<u>ADOPTED BUDGET 2022-23</u>	<u>RECOMMENDED BUDGET 2023-24</u>
Parks, Recreation, and Community Services			
Administrative Clerk III	2.00	3.00	4.00
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	2.00	2.00
Facility Leader	2.00	2.00	2.00
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	15.00	16.00	15.00
Landscape Supervisor	1.00 *	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	2.00	1.75	1.75
Mangagerial/Profesional Level II (Human Services Coord)	1.00	1.00	1.00
Parks, Recreation & Community Services Manager	5.00	5.00	6.00
Parks, Recreation & Community Services Director	1.00	1.00	1.00
Program Assistant I	-	-	1.00
Program Assistant II	2.00	4.00	5.00
Recreation & Community Services Program Coordinator	10.00 *	11.00	11.00
Recreation Program Coordinator/Special Events	1.00	1.00	1.00
Recreation Specialist I	0.35	-	-
Recreation Specialist II	2.26 *	1.46 *	1.46
Recreation Specialist III	1.00	-	-
Recreation Supervisor	2.00	2.00	1.00
Secretary	2.00	2.00	3.00
Senior Crafts Specialist	1.00	1.00	2.00
Total	66.11	67.71	71.71

*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
Supplies and Services						
Increase facility operations budget.	25,577					25,577
Increase contract instructor expenditure budget.	182,017					182,017
Increase professional services agreement with Grassroots Ecology for work at Stulsaft Park and Redwood Creek.	30,000					30,000
Increase operating budget for Park supplies.	38,250					38,250
Increase operating expenses in the Youth and Teen Budget.	7,000					7,000
Personnel						
Restore frozen 1.0 FTE Recreation Specialist II.	91,500					91,500
Add 1.0 FTE Administrative Clerk III position to support operations at the new Senior Center effective 01/01/2024.	67,954					67,954
Add 1.0 FTE Program Assistant I - Theater Specialist position for the new theater at the Senior Center effective 01/01/2024.	63,992					63,992
Add 1.0 FTE Secretary position to support operations at the new Senior Center effective 01/01/2024.	74,136					74,136
Reclassify 1.0 FTE Recreation Specialist II position to 1.0 FTE Program Assistant II to support Special Events.	48,900					48,900
Total	629,326	-	-	-	-	629,326

PARKS, RECREATION, & COMMUNITY SERVICES

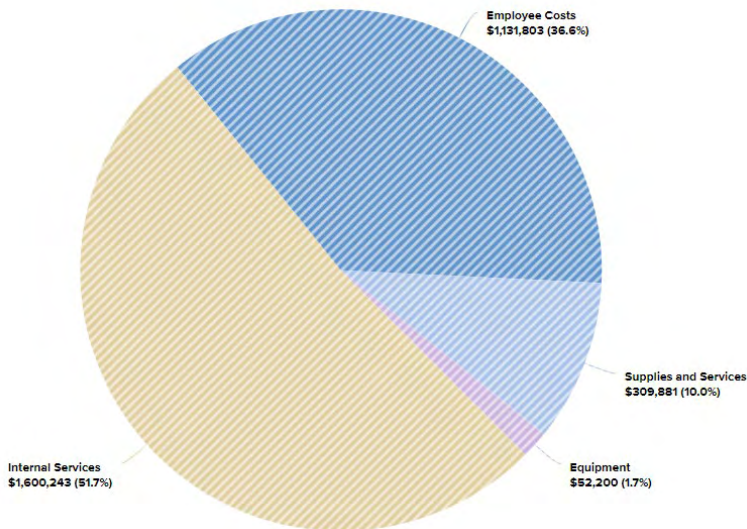
COST CENTER: PRCS Facilities
PROGRAM: Building Operations (66151, 66142, 66162, 66172, 66182)

SUB-PROGRAM PURPOSE OR BUSINESS:

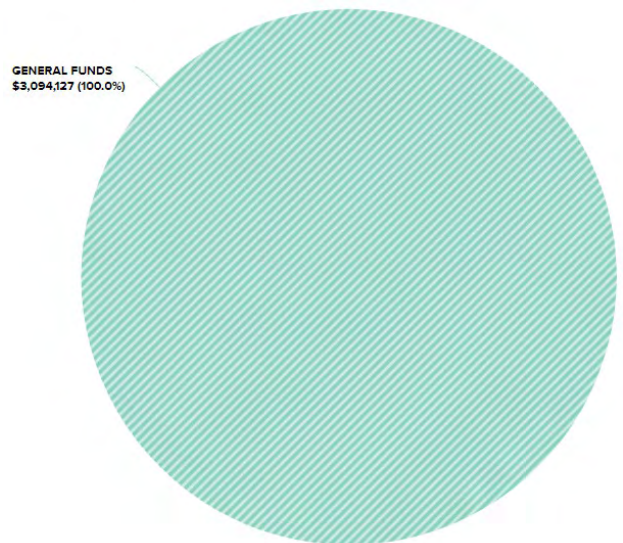
Provides management and coordination for all recreation facility rentals, supports recreation classes and summer camps, customer service and scheduling, facility promotions, facility staffing, room set-ups and tear-downs, picnic reservations, and repair and light maintenance.

ACTUAL EXPS. 2021-22	ADJUSTED BUDGET 2022-23	BUDGET 2023-24
\$ 3,389,680	\$ 3,057,753	\$ 3,094,127

FY 2023-24 BUDGET BY CATEGORY



FY 2023-24 BUDGET BY FUNDING SOURCE



PARKS, RECREATION, & COMMUNITY SERVICES

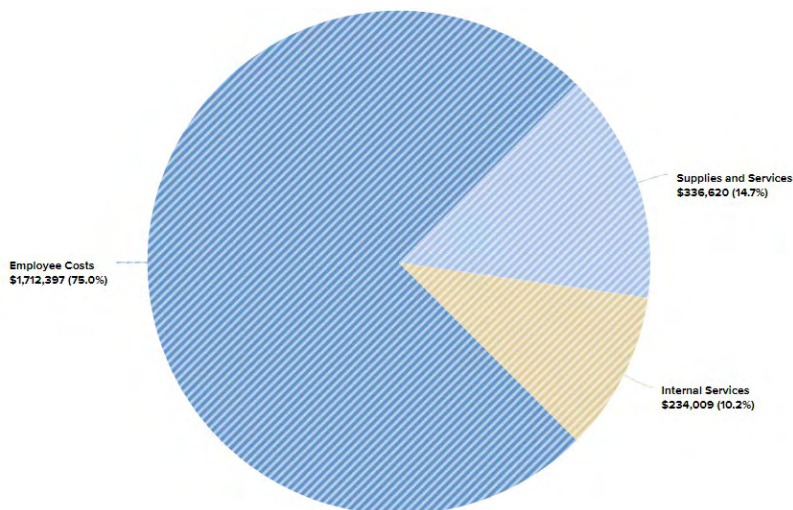
COST CENTER: Parks, Recreation, and Community Services Administration
PROGRAM: Administration (66110)

SUB-PROGRAM PURPOSE OR BUSINESS:

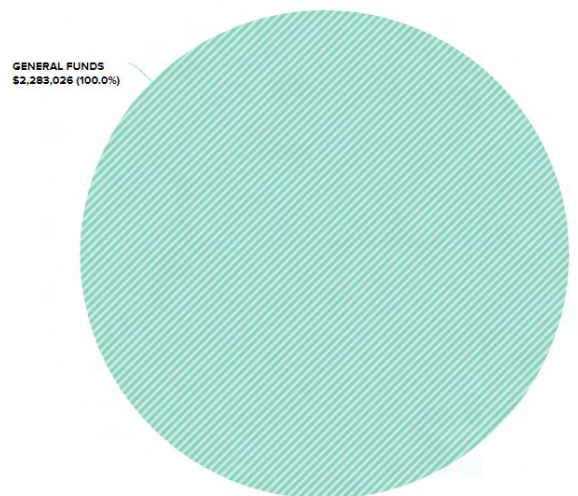
Provide leadership and administrative support for delivery of service that creates a positive impact on community image and sense of place; increase safety and security; provide economic development opportunities; protect environmental resources; enhance cultural understanding; improve health and wellness; 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.

ACTUAL EXPS. 2021-22	ADJUSTED BUDGET 2022-23	BUDGET 2023-24
\$ 2,059,554	\$ 2,470,458	\$ 2,283,026

FY 2023-24 BUDGET BY CATEGORY



FY 2023-24 BUDGET BY FUNDING SOURCE



PARKS, RECREATION, & COMMUNITY SERVICES

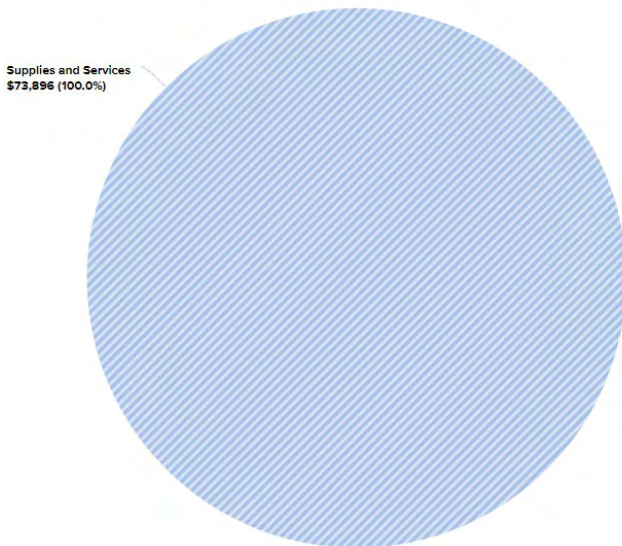
COST CENTER: Parks, Recreation, and Community Services Administration
PROGRAM: Arts Commission (66111)

SUB-PROGRAM PURPOSE OR BUSINESS:

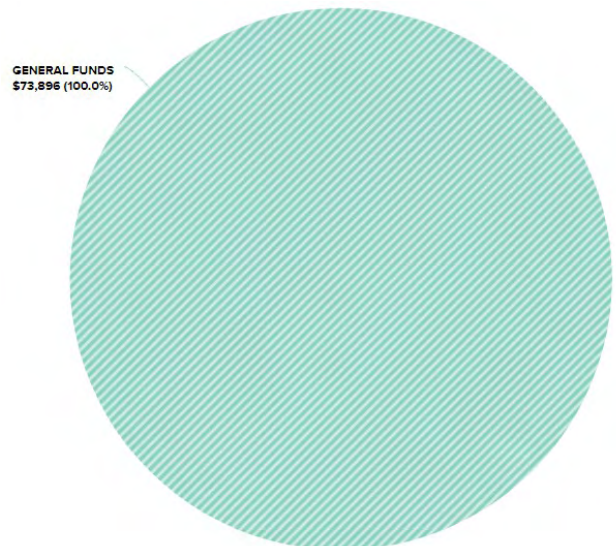
The Redwood City Arts Commission, on behalf of the City Council, ensures that art, culture, and creative experiences are woven into the fabric of our community by being an advocate for art and culture awareness, sponsoring arts and culture through grants, and sanctioning public art and events.

ACTUAL EXPS. 2021-22	ADJUSTED BUDGET 2022-23	BUDGET 2023-24
\$ 83,630	\$ 73,896	\$ 73,896

FY 2023-24 BUDGET BY CATEGORY



FY 2023-24 BUDGET BY FUNDING SOURCE



PARKS, RECREATION, & COMMUNITY SERVICES

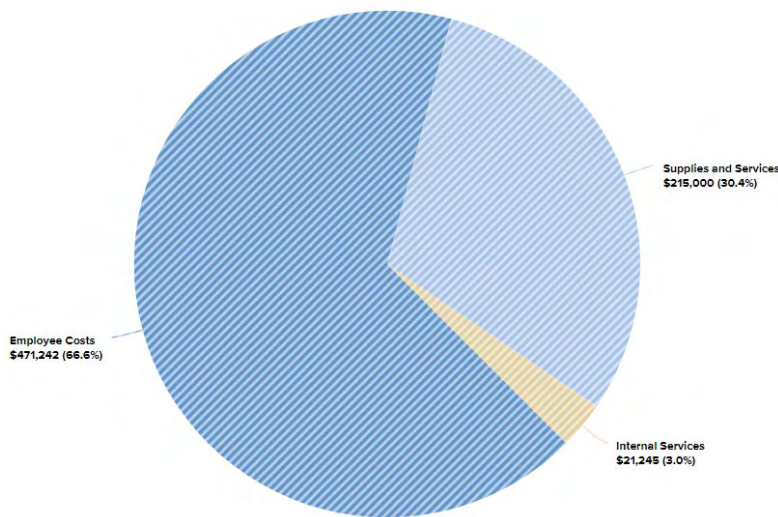
COST CENTER: Parks, Recreation, and Community Services Administration
PROGRAM: Special Events Programming (66429)

SUB-PROGRAM PURPOSE OR BUSINESS:

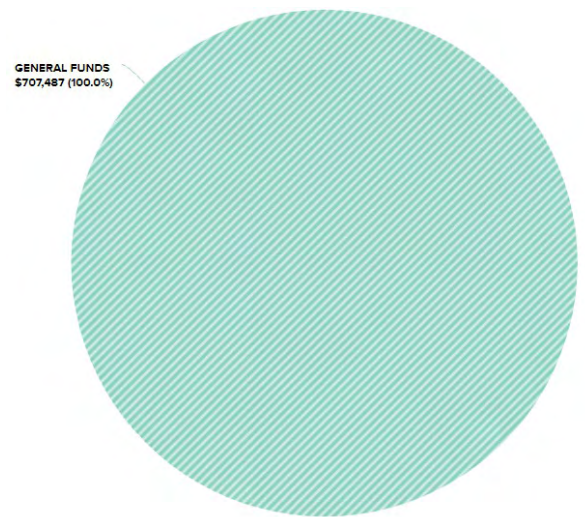
Support building a strong community by strengthening community image and sense of place; promoting health and wellness; fostering human development; providing recreational experiences; increasing cultural unity with a focus on diversity, equity, and inclusion; and facilitating community problem solving. 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.

ACTUAL EXPS.	ADJUSTED BUDGET	BUDGET
2021-22	2022-23	2023-24
\$ 1,171,148	\$ 704,753	\$ 707,487

FY 2023-24 BUDGET BY CATEGORY



FY 2023-24 BUDGET BY FUNDING SOURCE



PARKS, RECREATION, & COMMUNITY SERVICES

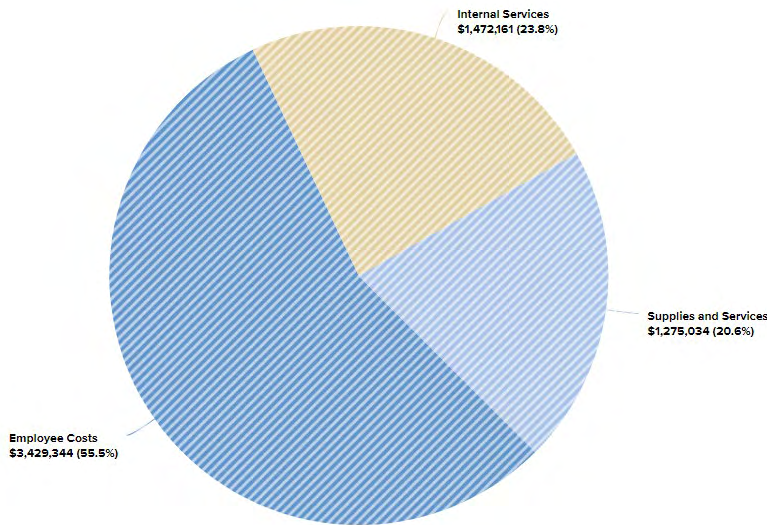
COST CENTER: Parks
PROGRAM: Landscape Maintenance (66121)

SUB-PROGRAM PURPOSE OR BUSINESS:

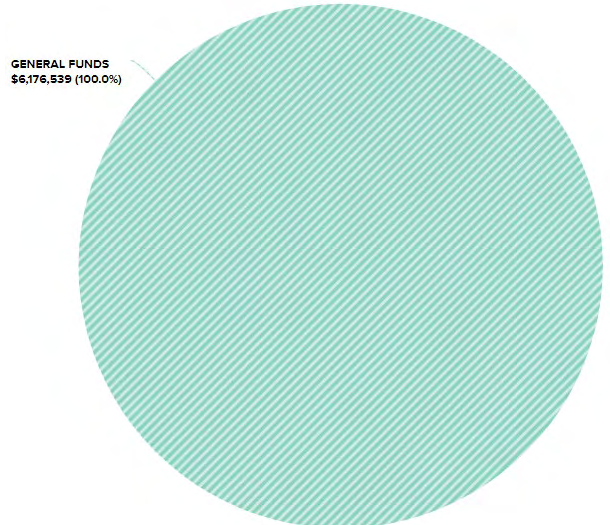
Support building a strong community by providing safe, clean and attractive parks and recreation spaces in adequate numbers throughout the community.

	ACTUAL EXPS.	ADJUSTED BUDGET	BUDGET
	2021-22	2022-23	2023-24
\$	5,849,976	\$ 6,254,582	\$ 6,176,539

FY 2023-24 BUDGET BY CATEGORY



FY 2023-24 BUDGET BY FUNDING SOURCE



PARKS, RECREATION, & COMMUNITY SERVICES

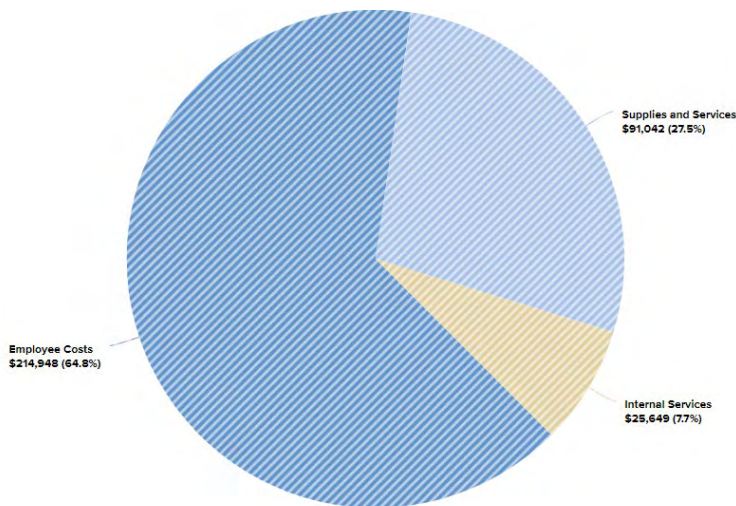
COST CENTER: Parks
PROGRAM: Lido Landscape District (66123)

SUB-PROGRAM PURPOSE OR BUSINESS:

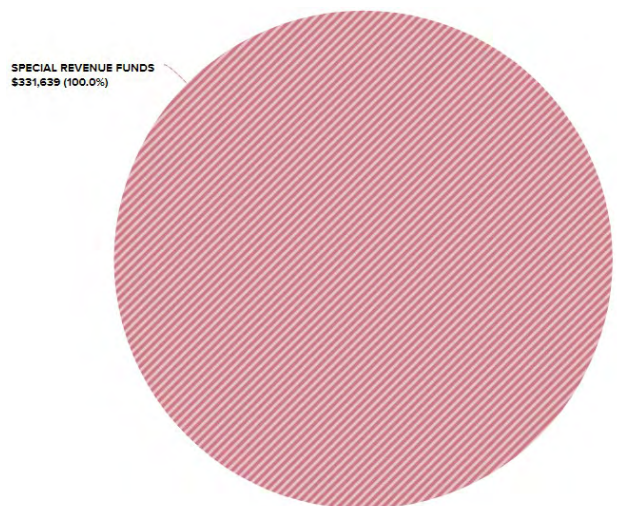
Support building a strong community by maintaining the Lido Landscape area in a safe, clean, and attractive manner.

ACTUAL EXPS.	ADJUSTED BUDGET	BUDGET
2021-22	2022-23	2023-24
\$ 276,633	\$ 322,731	\$ 331,639

FY 2023-24 BUDGET BY CATEGORY



FY 2023-24 BUDGET BY FUNDING SOURCE



PARKS, RECREATION, & COMMUNITY SERVICES

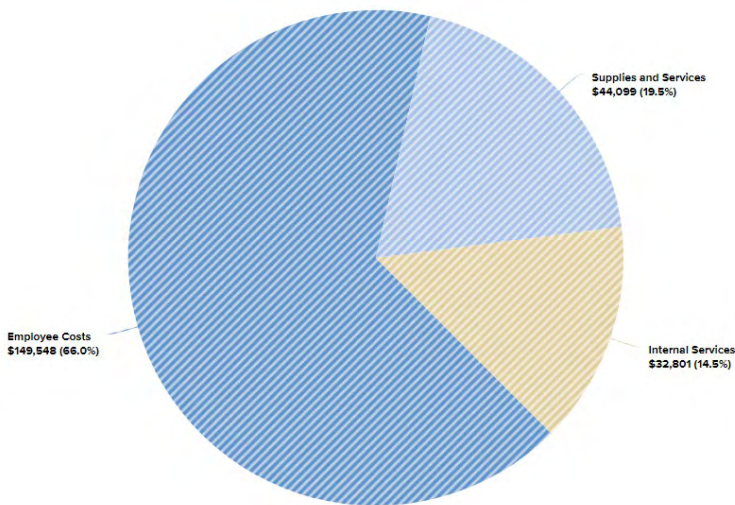
COST CENTER: Parks
PROGRAM: Seaport Blvd. Landscape District (65184)

SUB-PROGRAM PURPOSE OR BUSINESS:

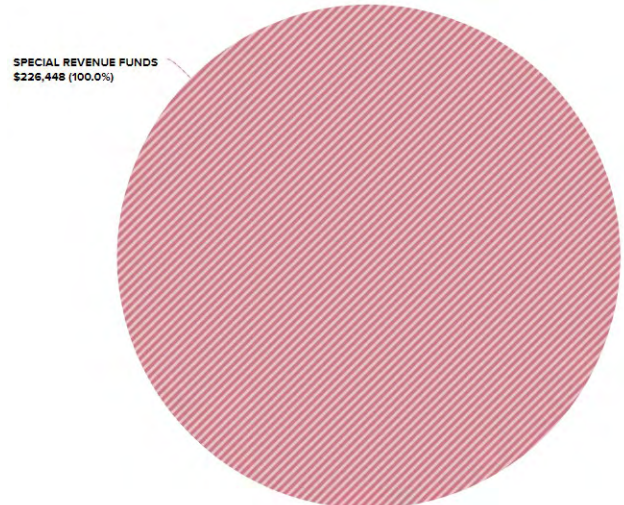
Support building a strong community by maintaining the Seaport Blvd. Landscape corridor as a safe, clean, and attractive buffer between the traveled roadway and the adjacent industrial zone.

ACTUAL EXPS. 2021-22	ADJUSTED BUDGET 2022-23	BUDGET 2023-24
\$ 256,031	\$ 226,013	\$ 226,448

FY 2023-24 BUDGET BY CATEGORY



FY 2023-24 BUDGET BY FUNDING SOURCE



PARKS, RECREATION, & COMMUNITY SERVICES

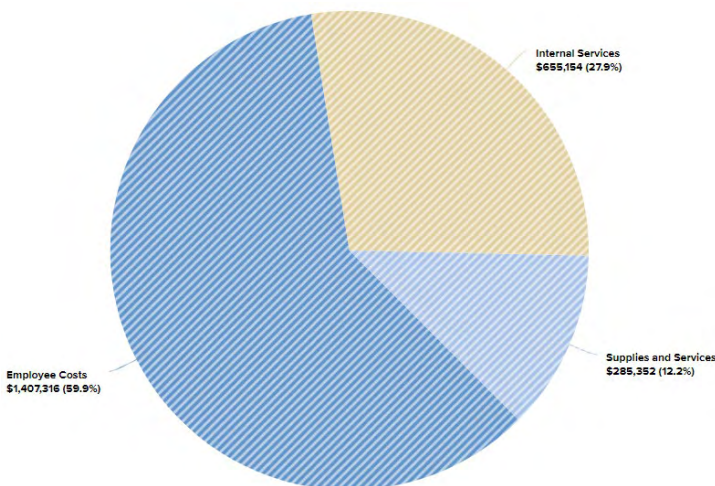
COST CENTER: Human Services
PROGRAM: Fair Oaks Center and Information & Referral Programs (64211- 64213)

SUB-PROGRAM PURPOSE OR BUSINESS:

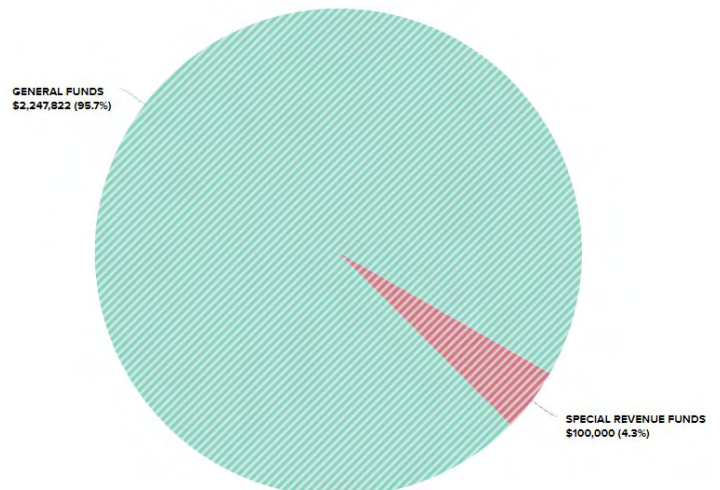
Utilize partnerships and leverage external funding to support building a strong community by providing the facilities, personnel, and programs necessary to coordinate human services for “at risk” populations within Redwood City and North Fair Oaks. Directly support, educate, empower, and serve as a bridge to resources for families and individuals in Redwood City, North Fair Oaks, Woodside, Atherton, and Portola Valley.

ACTUAL EXPS. 2021-22	ADJUSTED BUDGET 2022-23	BUDGET 2023-24
\$ 2,892,394	\$ 2,572,602	\$ 2,347,822

FY 2023-24 BUDGET BY CATEGORY



FY 2023-24 BUDGET BY FUNDING SOURCE



PARKS, RECREATION, & COMMUNITY SERVICES

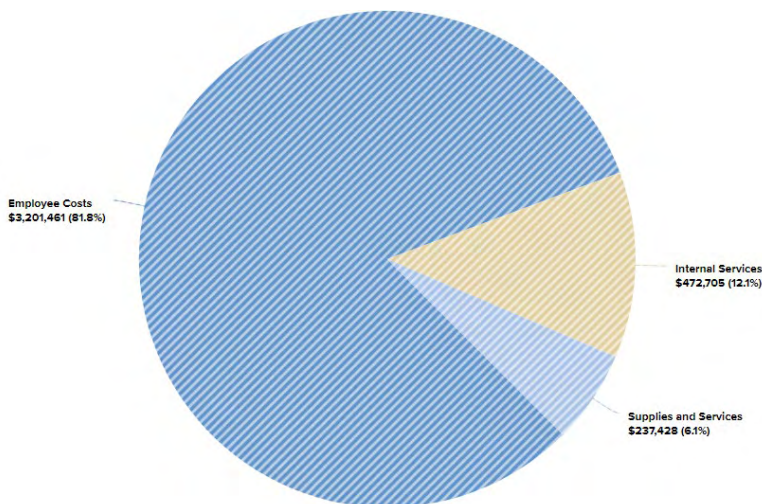
COST CENTER: Youth and Teen Services
PROGRAM: Youth and Teen Services (66131, 66133, 66135, 66137, 66139, 66163)

SUB-PROGRAM PURPOSE OR BUSINESS:

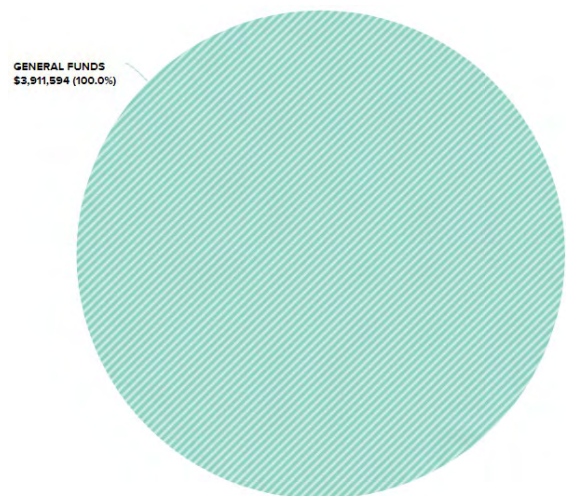
Support building a strong community by strengthening safety and security; strengthening community image and sense of place; promoting health and wellness; fostering human development; providing recreation experiences; increasing cultural unity with a focus on diversity, equity, and inclusion; and facilitating 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 EXPS.	ADJUSTED BUDGET	BUDGET
2021-22	2022-23	2023-24
\$ 2,859,795	\$ 4,046,559	\$ 3,911,594

FY 2023-24 BUDGET BY CATEGORY



FY 2023-24 BUDGET BY FUNDING SOURCE



PARKS, RECREATION, & COMMUNITY SERVICES

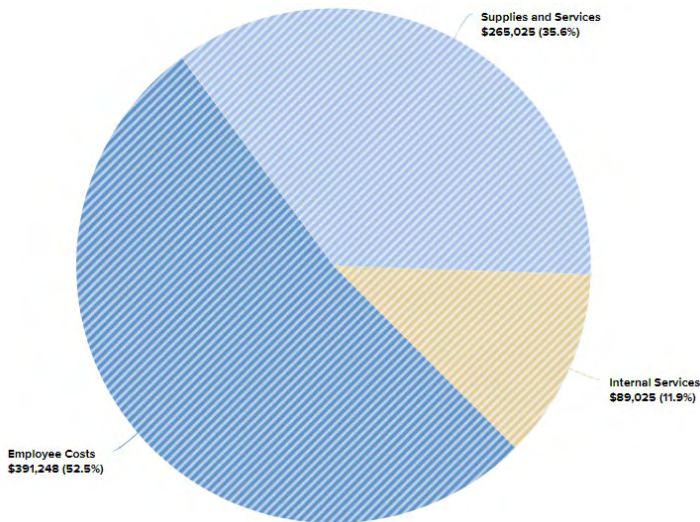
COST CENTER: Sports and Aquatics
PROGRAM: Sports and Aquatics (66145, 66147, 66148)

SUB-PROGRAM PURPOSE OR BUSINESS:

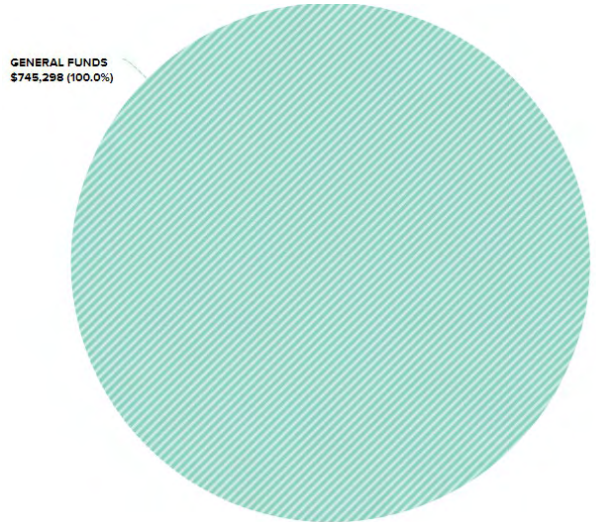
Support building a strong community by promoting health and wellness; strengthening community image and sense of place; fostering human development; providing recreation experiences; supporting economic development; coordinating the use of local sports fields for youth and adult teams and tournaments; programming a variety of sports and aquatics activities at various levels of competition for youth and adults aimed at supporting family and community interaction.

ACTUAL EXPS. 2021-22	ADJUSTED BUDGET 2022-23	BUDGET 2023-24
\$ 776,156	\$ 574,932	\$ 745,298

FY 2023-24 BUDGET BY CATEGORY



FY 2023-24 BUDGET BY FUNDING SOURCE



PARKS, RECREATION, & COMMUNITY SERVICES

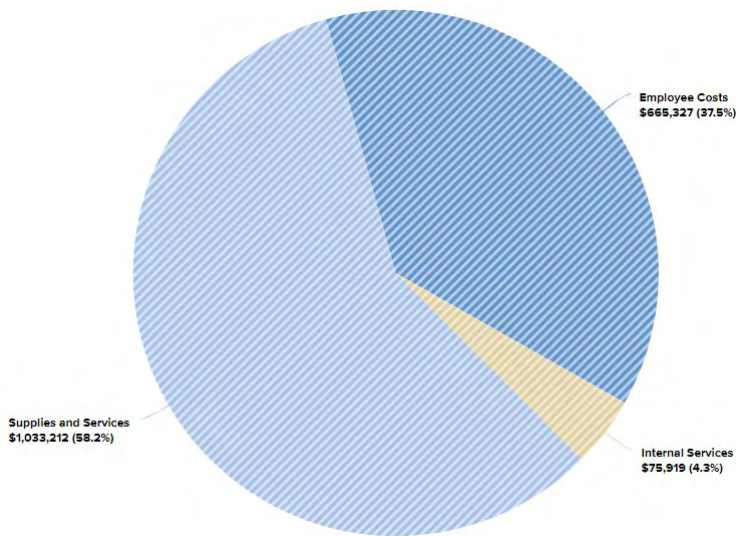
COST CENTER: Class Administration & Marketing
PROGRAM: Class Administration & Marketing (66161)

SUB-PROGRAM PURPOSE OR BUSINESS:

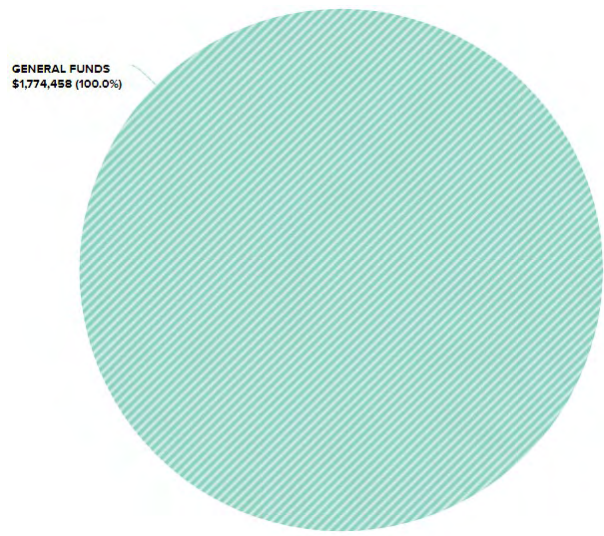
Support building a strong community by providing a wide variety of fee-based recreation offerings for all that: strengthen community image and sense of place; strengthen safety and security; promote health and wellness; and fosters human development. Other efforts include creating equitable and diversified 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.

ACTUAL EXPS.	ADJUSTED BUDGET	BUDGET
2021-22	2022-23	2023-24
\$ 1,185,357	\$ 1,971,340	\$ 1,774,458

FY 2023-24 BUDGET BY CATEGORY



FY 2023-24 BUDGET BY FUNDING SOURCE



PARKS, RECREATION, & COMMUNITY SERVICES

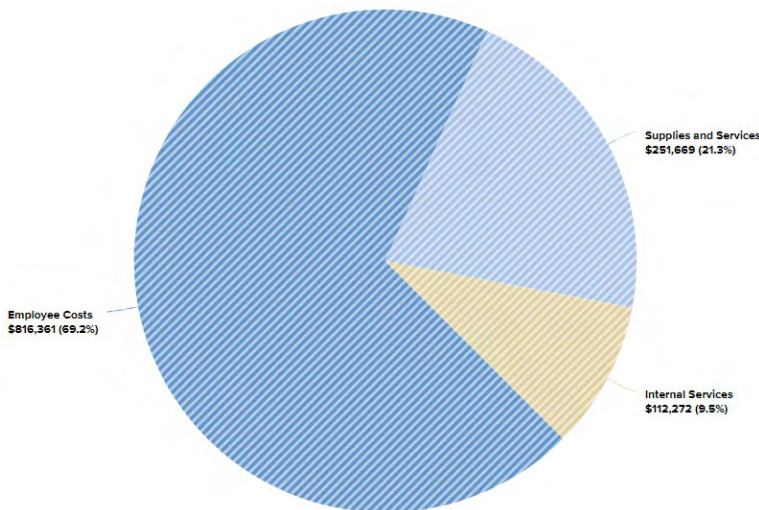
COST CENTER: Senior Services
PROGRAM: Senior Services (66171)

SUB-PROGRAM PURPOSE OR BUSINESS:

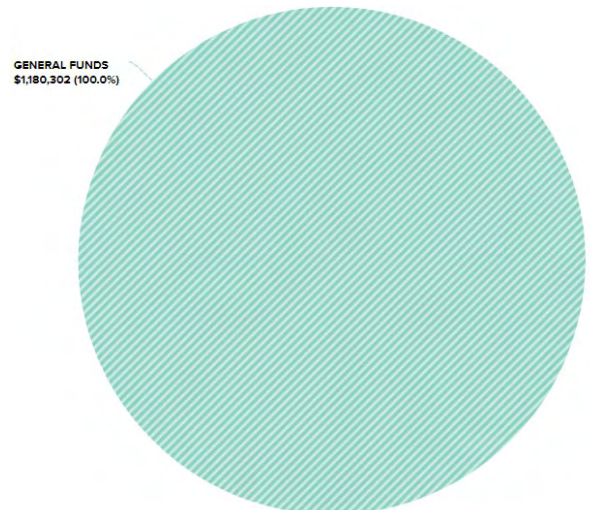
Support building a strong community by promoting health and wellness; fostering human development; strengthening community image and sense of place; and increasing cultural unity. Other efforts include providing recreational experiences; facilitating community problem solving; providing social events, expressive arts, nutrition, fitness, inclusive educational and recreational classes for seniors and people with disabilities, as well as social service support; and providing an abundance of volunteer opportunities for all ages and abilities.

ACTUAL EXPS. 2021-22	ADJUSTED BUDGET 2022-23	BUDGET 2023-24
\$ 10,598	\$ 1,027,596	\$ 1,180,302

FY 2023-24 BUDGET BY CATEGORY



FY 2023-24 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.

FY 2022-23 MAJOR ACCOMPLISHMENTS

- Significantly expanded departmental Wellness Program, building upon existing programming to ensure we are able to keep our staff physically and mentally well and able to serve the Redwood City Community. This included contracting with Counseling Team International to provide supplemental mental health counseling resources, critical incident debriefing services, annual wellness check-ins and peer support training, among other services. The Department has also restarted its own internal Peer Support Program, identifying and training more than 10 sworn and professional staff members to provide mental health support to Department staff.
- Completed the transition to the federal and state crime data tracking systems, switching from the prior FBI Uniform Crime Report tracking methodology to the mandated CIBRS (California Incident Based Reporting System) and NIBRS (National Incident Based Reporting System) methodology. This was a significant transition in the tracking and reporting of crime data and statistics, requiring both officers and records personnel to substantially change the manner in which crime data is captured, classified and reported to the public.
- Completed implementation of the state mandated RIPA (Racial Identity Profiling Act) data tracking system. Department personnel have fully transitioned to tracking a wide variety of demographic data related to police contacts, and provided RIPA data to the state of California in April 2023.
- Opened a police relief station located at the Redwood Shores Branch Library. This facility is equipped with a complete report writing workstation, allowing officers to complete required reports without the need to return to the main police station. It also provides a location for officers assigned to the Redwood Shores area to conduct follow up investigations and meet with residents, allowing for a more efficient delivery of service to the community.
- Completed the procurement process for the addition of vehicle mounted cameras, which work in conjunction with the existing issued body worn cameras, to increase departmental transparency and accountability to the community; improve officer safety, and ensure the use of best evidentiary gathering practices. Contracted with the vendor, Axon Enterprises Inc., with installation to be completed by the end of June 2023.
- Successfully completed a comprehensive staffing and service analysis by the Center for Public Safety Management (CPSM) and presented the report findings to City Council in May 2023.

POLICE

GOALS FOR FY 2023-24

- Develop implementation plan for recommendations in the Police Operations and Data Analysis Report by November 2023.
- Replace all major components of Police radio communications system, including replacement of transmitters, receivers, base stations, antennas, dispatch consoles, repeaters, wiring, cabling, and associated software by December 2023.
- Replace or upgrade current handheld “Auto-Cite” technology for use by traffic and parking enforcement personnel by September 2023.
- Replace mobile data computers (MDCs) used in patrol vehicles by field personnel to communicate with dispatch and access information required to ensure public safety by December 2023.
- Update Police Department data dashboards and provide a Redwood City-specific RIPA report by April 2024.
- **SMARTIE Goal:** Partner with professional marketing agency specializing in law enforcement recruitment as part of internal recruiting with the goal of bringing vacancies in all job classifications consistently below 5 percent, while at the same time maintaining a diverse and high-quality workforce program, by October 2023.
- **SMARTIE Goal:** Complete post-COVID community re-engagement plan with the return of the Spanish and English Language Community Police Academies, as well as the Youth Community Academy by June 2024.

POLICE

Performance Measure	2018 Results	2019 Results	2020 Results	2021 Results	2022 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	95% of our sworn personnel and 81% 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	314	N/A
Number of traffic citations	5,812	3,930	2,341	3,743	2641	N/A
Number of traffic collisions	703	603**	444	470	527	0
Crime Rates –Number of Part 1 Offenses*** NIBRS “Crimes Against Society”****	1,614	1,753	1,911	1,991	4743*****	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	8 minutes and 15 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

**** On July 1, 2022 the Department was required to switch from Part 1 offense (UCR) tracking to the National Incident-Based Reporting System (NIBRS). NIBRS captures detailed data not previously captured nationally including crimes such as identity crimes, destruction of property, intimidation, animal cruelty and simple assaults. The case data from January 1st to June 30th of 2022 includes case information from all NIBRS Group A offenses in order to match the new statistical reporting mandates as closely as possible.

*****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.

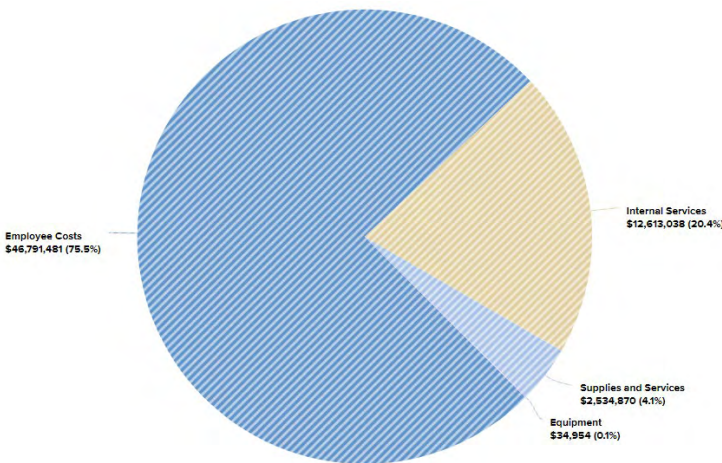
POLICE

DEPARTMENT BUDGET

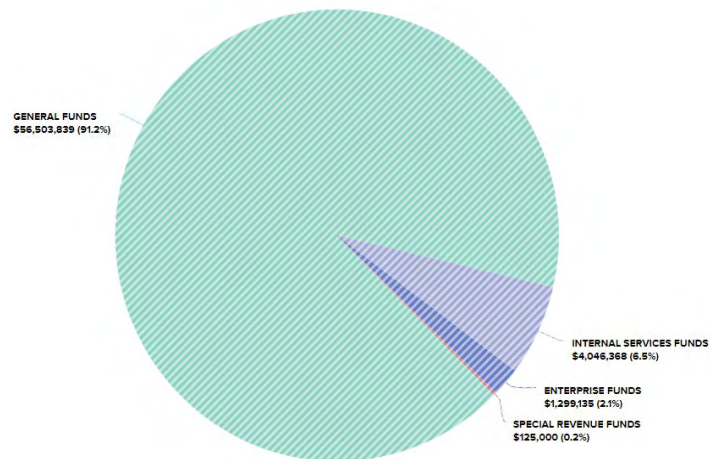
The total Police budget for FY 2023-24 is \$61.97 million, representing 18.47% of the total operational budget.

ACTUAL EXPS. 2021-22	ADJUSTED BUDGET 2022-23	BUDGET 2023-24
\$ 50,164,140	\$ 57,439,903	\$ 61,974,343

FY 2023-24 BUDGET BY CATEGORY



FY 2023-24 BUDGET BY FUNDING SOURCE



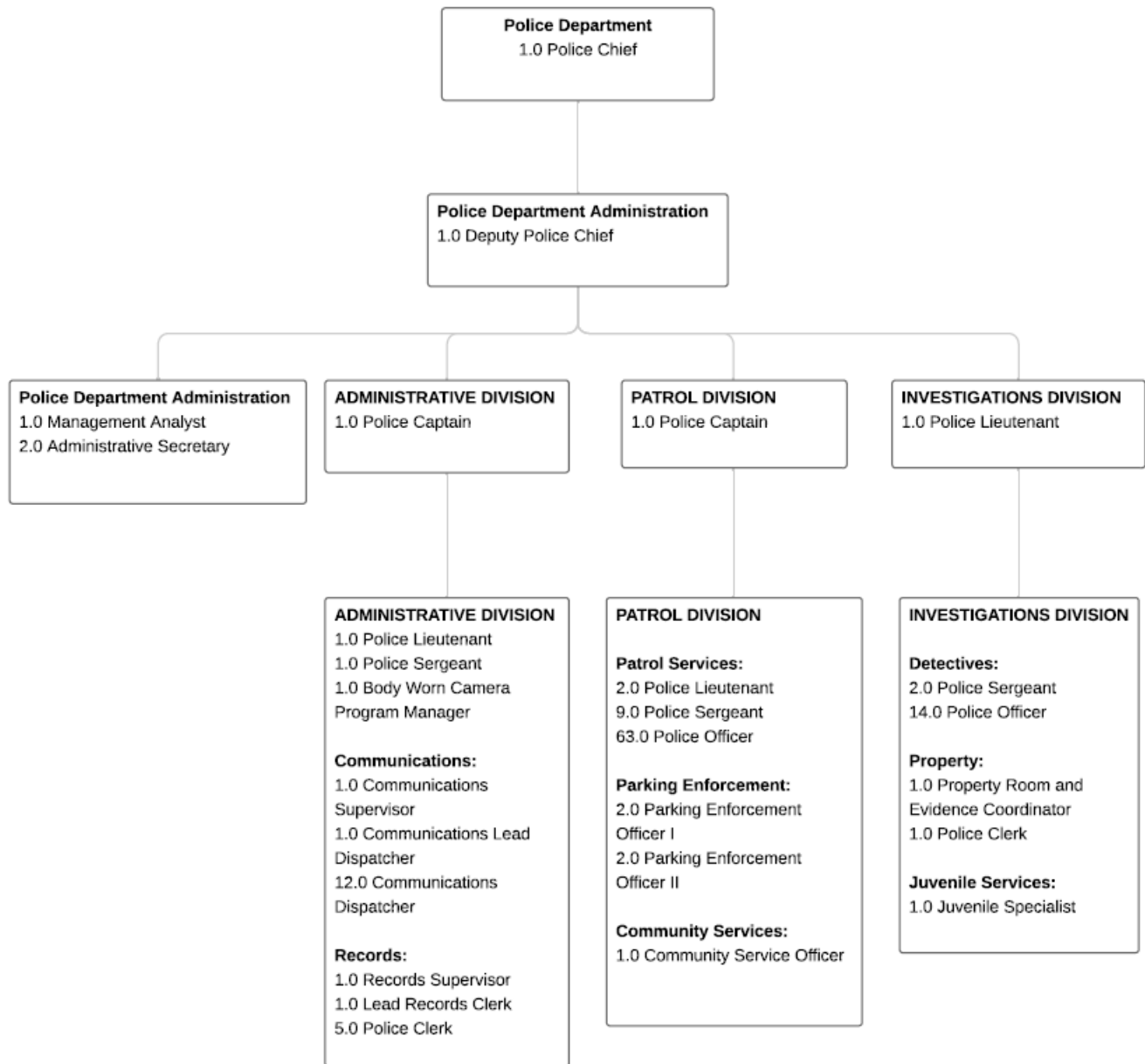
POLICE

There are 130 FTEs in the budget for FY 2023-24, representing 22.0% of all City employees. The recommended budget includes the restoration of four Police Officer positions that had been held vacant for the past three years due to the economic impact of the pandemic. The Police Officer positions were approved for restoration at the November 28, 2022 City Council meeting.

<u>DEPARTMENT/TITLE</u>	<u>ADOPTED BUDGET 2021-22</u>	<u>ADOPTED BUDGET 2022-23</u>	<u>RECOMMENDED BUDGET 2023-24</u>
Police			
Administrative Secty	2.00	2.00	2.00
Body Worn Camera Program Manager	-	-	1.00
Communications Supervisor	1.00	1.00	1.00
Community Service Officer	2.00	2.00	1.00
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
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	4.00	5.00
Police Evidence & Property Clerk	-	1.00	1.00
Police Evidence & Property Room Coordinator	2.00	2.00	1.00
Police Lieutenant	4.00	4.00	4.00
Police Officer	68.00 *	73.00 *	77.00
Police Sergeant	12.00	12.00	12.00
Public Safety Communications Dispatcher	12.00	12.00	11.00
Public Safety Communications Lead Dispatcher	1.00	1.00	2.00
Records Supervisor	1.00	1.00	1.00
Total	<u>121.00</u>	<u>126.00</u>	<u>130.00</u>

*Position frozen in FY 2020-21

POLICE



POLICE

Major changes to the department’s budget for FY 2023-24 are listed in the table below.

Summary of Change	General Fund	Special Revenue Funds	Capital Projects Funds	Enterprise Funds	Internal Services Funds	Total
Supplies and Services						
Increase budget for periodic evidence testing and processing fees.	50,000					50,000
Increase budget for background and psychological evaluations relating to increased hiring.	20,000					20,000
Increase budget for Gas & Electric to meet the rising costs.	31,606					31,606
Personnel						
Reclassify 1.0 FTE Public Safety Communications Dispatcher position to 1.0 FTE Public Safety Communications Dispatcher – Lead position. The Department currently has twelve dispatcher positions to one lead dispatcher position. Having two lead dispatcher positions would ensure that there is sufficient level of supervision.					25,500	25,500
Total	101,606	-	-	-	25,500	127,106

POLICE

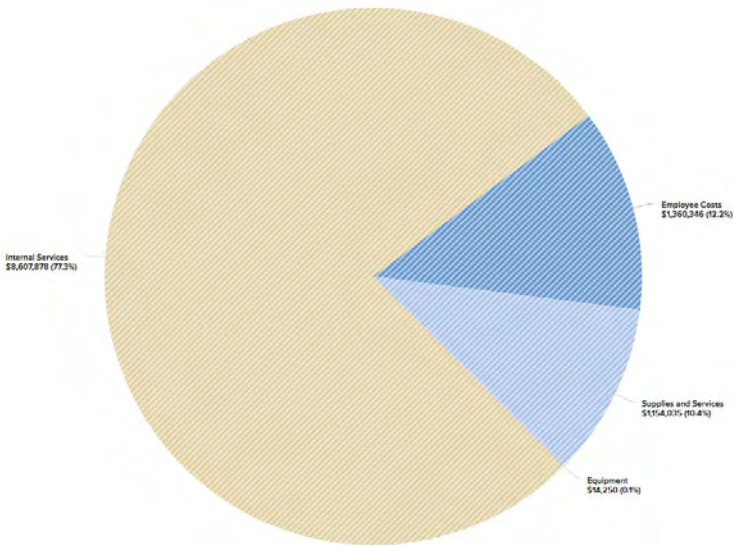
COST CENTER: Law Enforcement
PROGRAM: Administrative Services (62111)

PROGRAM PURPOSE OR BUSINESS:

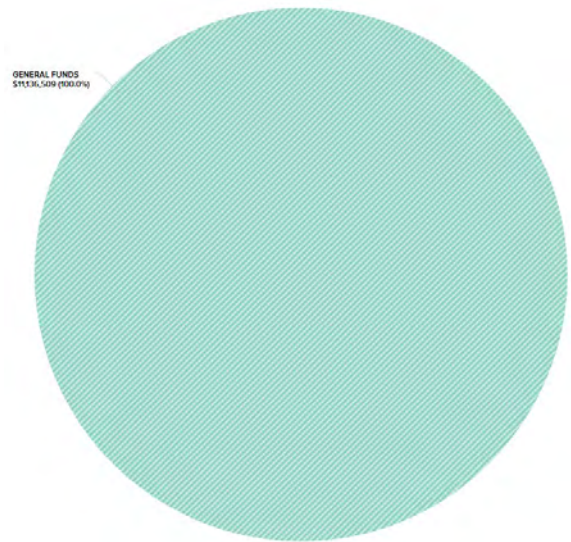
Provide for the overall leadership and administration of the Police Department and ensure effective interaction and engagement within the community, City organization and with regional civilian and law enforcement agencies as functionally required.

ACTUAL EXPS.	ADJUSTED BUDGET	BUDGET
2021-22	2022-23	2023-24
\$ 9,227,509	\$ 11,223,574	\$ 11,136,509

FY 2023-24 BUDGET BY CATEGORY



FY 2023-24 BUDGET BY FUNDING SOURCE



POLICE

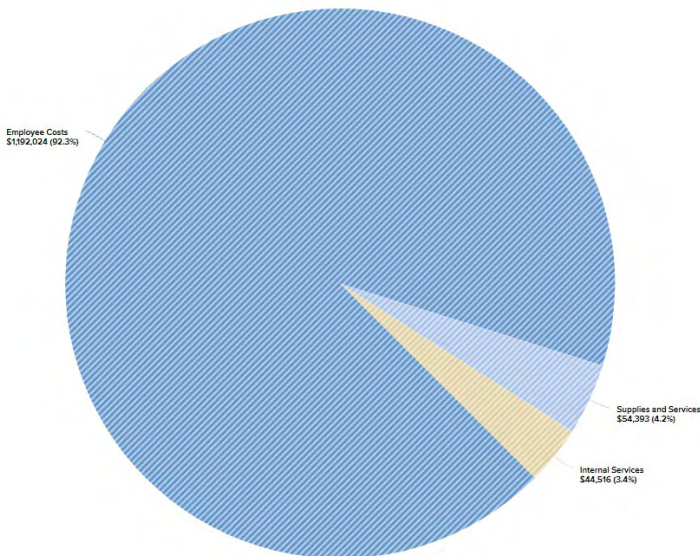
COST CENTER: Law Enforcement
PROGRAM: Records (62112)

PROGRAM PURPOSE OR BUSINESS:

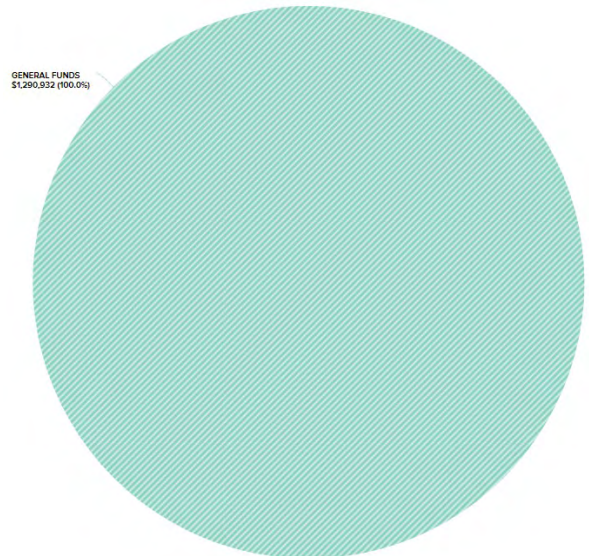
Process crime reports, subpoenas, arrest warrants, restraining orders and all other court related documents according to established norms; report to the State all statistical data within five business days after the end of each month; ensure that all operational needs for police records are met; and interact with citizens at the front counter of the Police Department and on the telephone to assist as needed.

ACTUAL EXPS. 2021-22	ADJUSTED BUDGET 2022-23	BUDGET 2023-24
\$ 1,169,927	\$ 1,266,110	\$ 1,290,932

FY 2023-24 BUDGET BY CATEGORY



FY 2023-24 BUDGET BY FUNDING SOURCE



POLICE

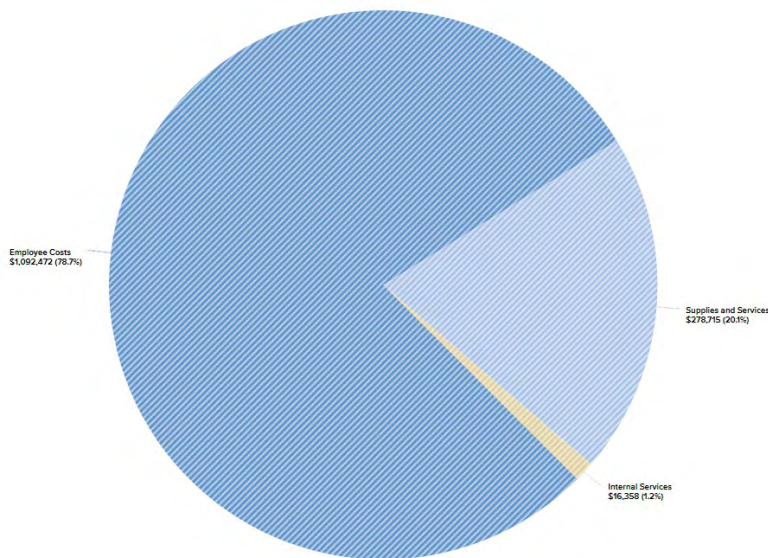
COST CENTER: Law Enforcement
PROGRAM: Training (62113)

PROGRAM PURPOSE OR BUSINESS:

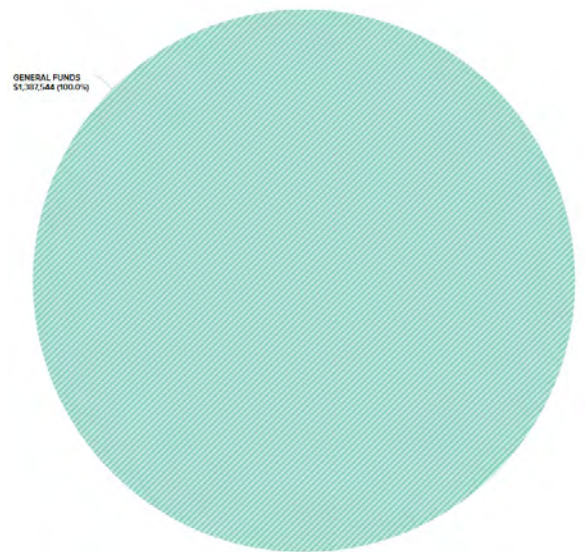
Plan, organize, and implement training for all police personnel; ensure compliance with state-mandated training; and maintain all training records according to State standards.

ACTUAL EXPS.	ADJUSTED BUDGET	BUDGET
2021-22	2022-23	2023-24
\$ 1,068,228	\$ 929,932	\$ 1,387,544

FY 2023-24 BUDGET BY CATEGORY



FY 2023-24 BUDGET BY FUNDING SOURCE



POLICE

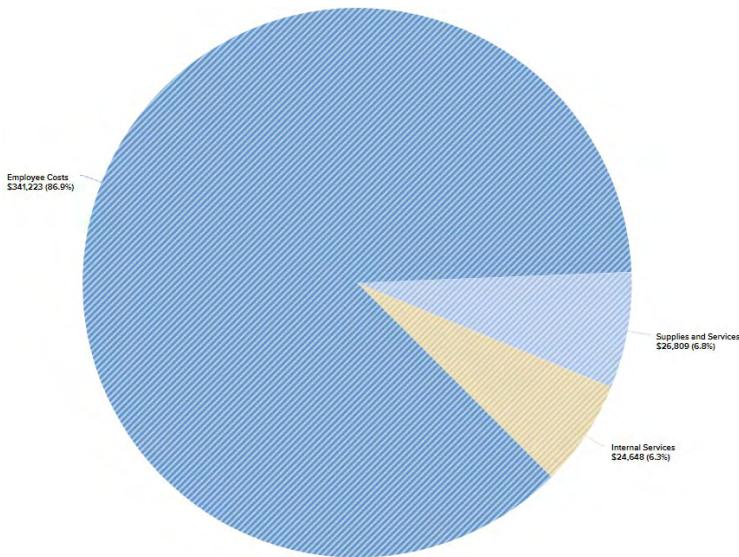
COST CENTER Law Enforcement
PROGRAM: Property and Evidence (62114)

PROGRAM PURPOSE OR BUSINESS:

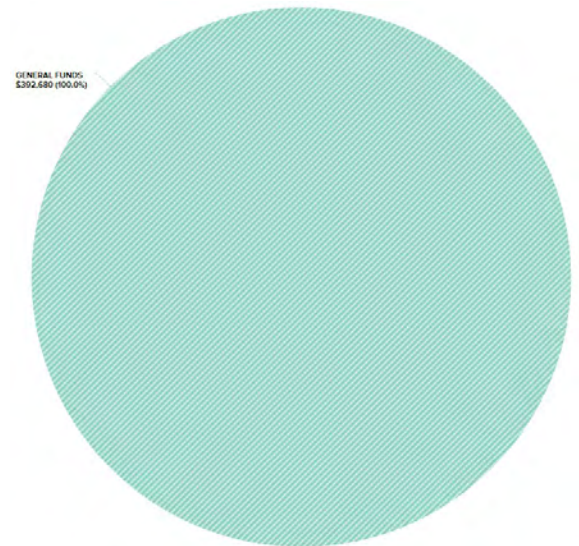
Receive and maintain property and evidence collected by department personnel, and minimize the amount of property and evidence stored to the minimum required by law.

ACTUAL EXPS. 2021-22	ADJUSTED BUDGET 2022-23	BUDGET 2023-24
\$ 472,421	\$ 559,747	\$ 392,680

FY 2023-24 BUDGET BY CATEGORY



FY 2023-24 BUDGET BY FUNDING SOURCE



POLICE

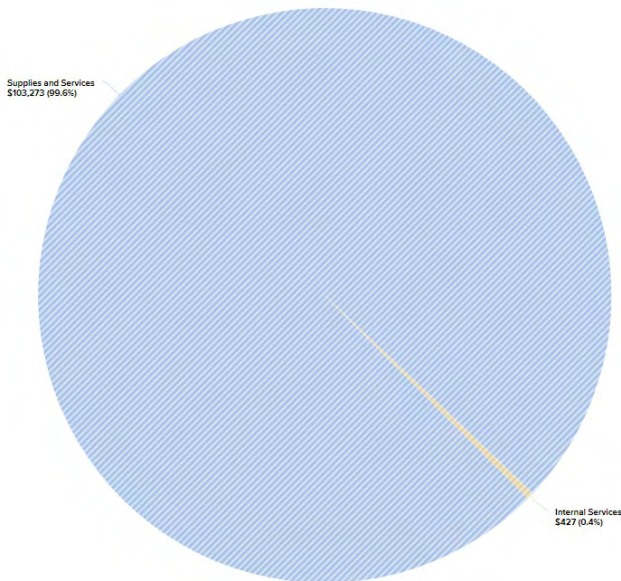
COST CENTER: Law Enforcement
PROGRAM: Police Activities League - PAL (62115)

PROGRAM PURPOSE OR BUSINESS:

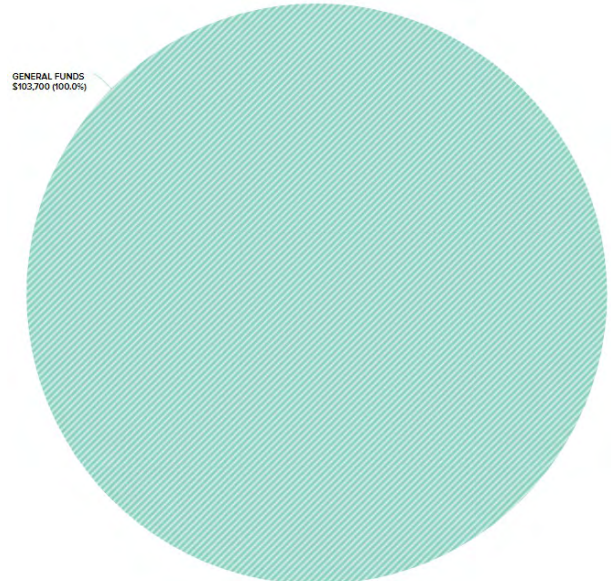
Build partnerships between youth, police, and the community through educational, cultural, recreational, and outreach programs to help youth reach their full potential.

ACTUAL EXPS. 2021-22	ADJUSTED BUDGET 2022-23	BUDGET 2023-24
\$ 84,438	\$ 103,630	\$ 103,700

FY 2023-24 BUDGET BY CATEGORY



FY 2023-24 BUDGET BY FUNDING SOURCE



POLICE

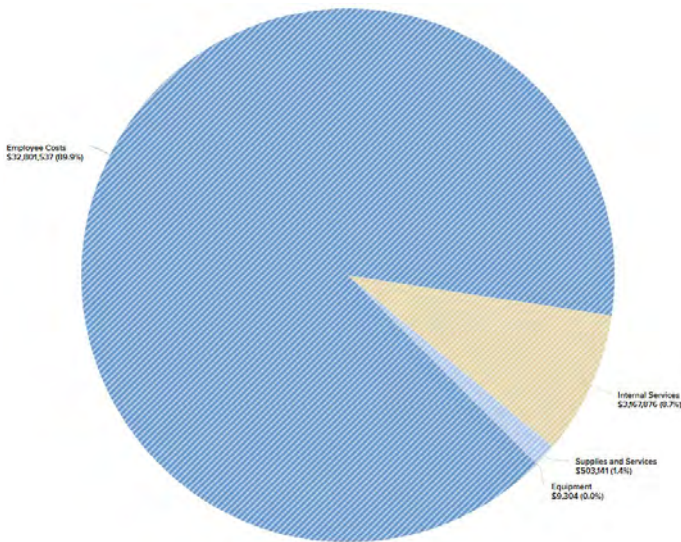
COST CENTER: Law Enforcement
PROGRAM: Patrol Services (62131)

PROGRAM PURPOSE OR BUSINESS:

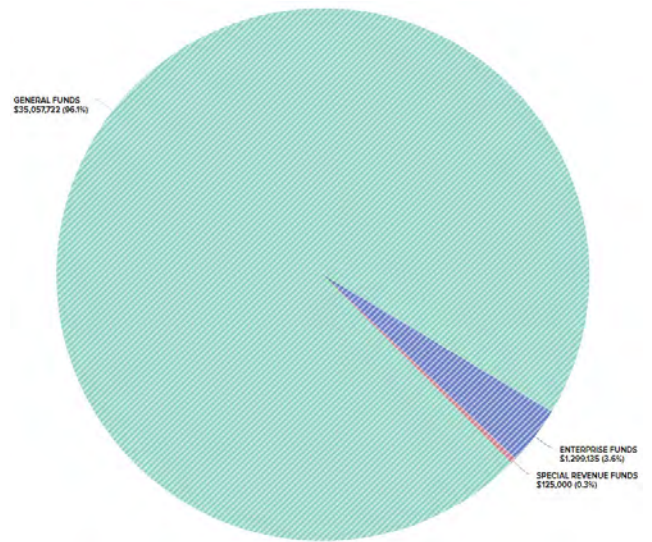
Provide adequate resources to meet the demand for uniformed police services. Under a community policing philosophy, enforce laws, provide emergency response, initiate preliminary investigations and respond to community complaints on quality-of-life issues.

	ACTUAL EXPS.	ADJUSTED BUDGET	BUDGET
	2021-22	2022-23	2023-24
	\$ 27,310,456	\$ 32,250,563	\$ 36,481,858

FY 2023-24 BUDGET BY CATEGORY



FY 2023-24 BUDGET BY FUNDING SOURCE



POLICE

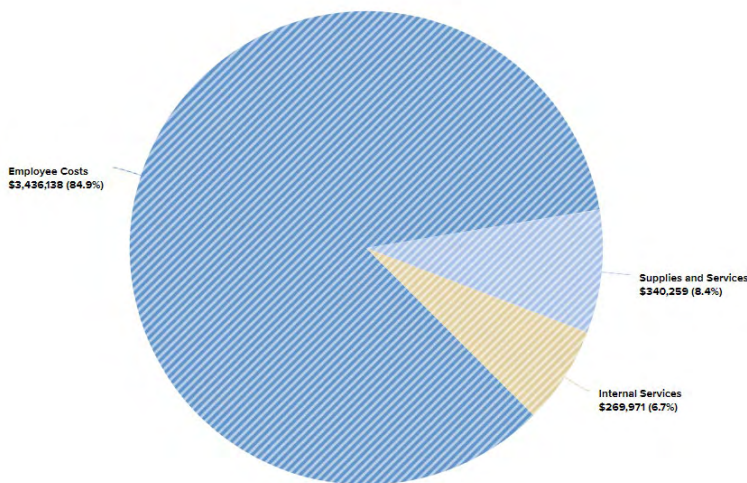
COST CENTER: Law Enforcement
PROGRAM: Dispatching Services (67310)

PROGRAM PURPOSE OR BUSINESS:

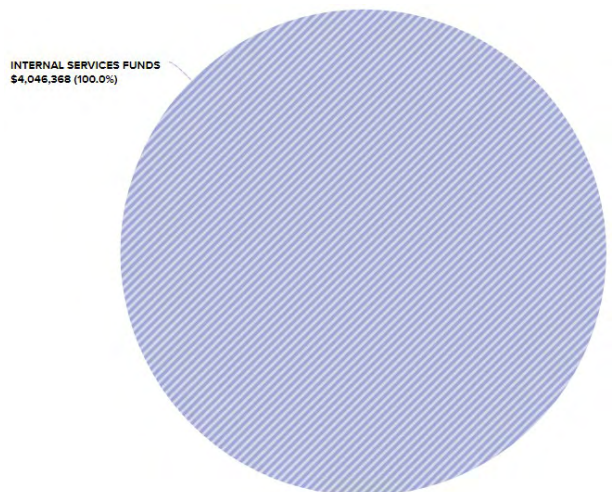
Provide 24-hour emergency contact for police, public works, citizens and allied law enforcement agencies, and dispatch units within prescribed guidelines.

ACTUAL EXPS.	ADJUSTED BUDGET	BUDGET
2021-22	2022-23	2023-24
\$ 3,363,345	\$ 3,987,567	\$ 4,046,368

FY 2023-24 BUDGET BY CATEGORY



FY 2023-24 BUDGET BY FUNDING SOURCE



POLICE

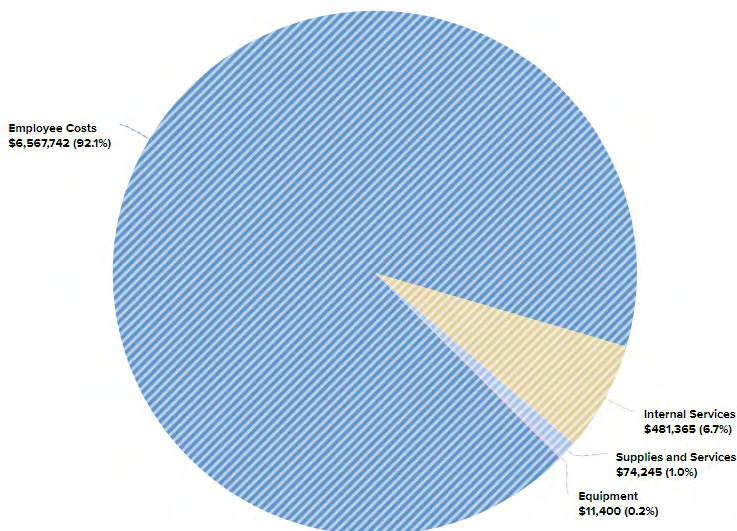
COST CENTER: Law Enforcement
PROGRAM: Investigative Services (62134)

PROGRAM PURPOSE OR BUSINESS:

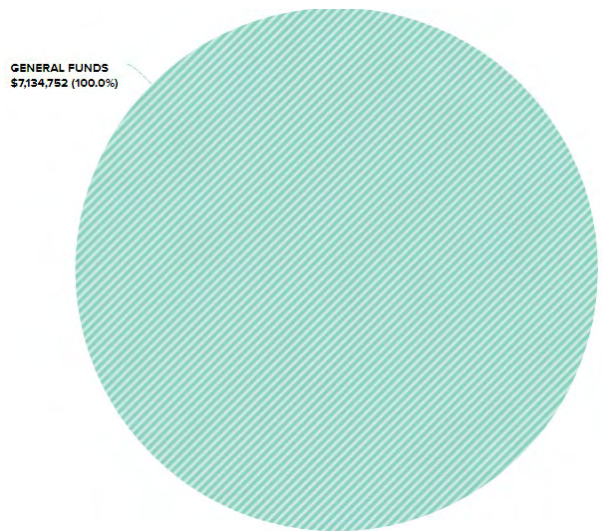
Investigate criminal violations in a manner that will best ensure suspect apprehension and prosecution or resolution; refer juveniles to diversion programs when appropriate; and identify emerging crime patterns and criminal methods of operation through partnerships within the law enforcement community.

ACTUAL EXPS.	ADJUSTED BUDGET	BUDGET
2021-22	2022-23	2023-24
\$ 7,467,816	\$ 7,118,780	\$ 7,134,752

FY 2023-24 BUDGET BY CATEGORY



FY 2023-24 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



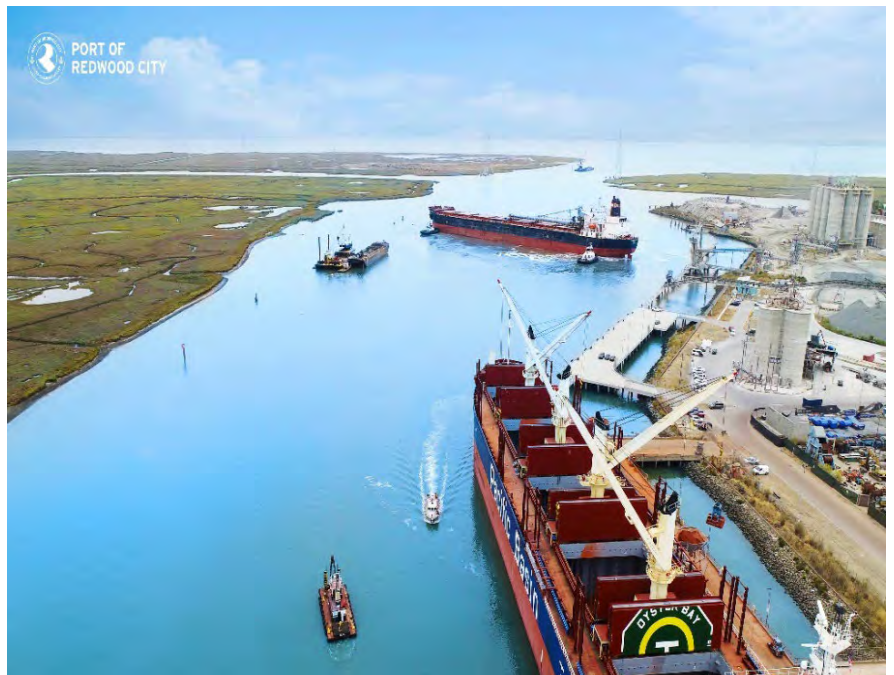
PORT OF REDWOOD CITY

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 \$9.4 million in revenue for FY 22 by moving 1.75 million metric tons of cargo across Port docks.
- Launched the CEQA process and concept engineering for the future ferry project.
- Constructed new Interagency Operations Center with total project cost of approximately \$1M.
- Launched new lighted drone show kicking off summer.
- Sponsored U.S. Army Corps of Engineers channel maintenance dredging project of \$9M appropriated in federal funding (PBUD).
- Received award of \$1 million for the fourth 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 \$6M in PSGP grant funding.)
- Advanced engineering/construction for new RWCPD/FD jet dock with total project cost of approximately \$2.5M.
- Continued efforts to advance the 101/84 interchange and identify funding opportunities through both state and federal sources (PDIP/BUILD).
- Received the 2022 American Association of Port Authorities (AAPA) Lighthouse Award waterfront activation (third consecutive year for an AAPA communications award).
- Funded nearly \$800K in City services – \$563K in subvention (an increase from \$541K in FY21) used for citywide services, \$122K in City contract services to the Port, and \$125K in matching funds for City projects funded through the PSGP grants.



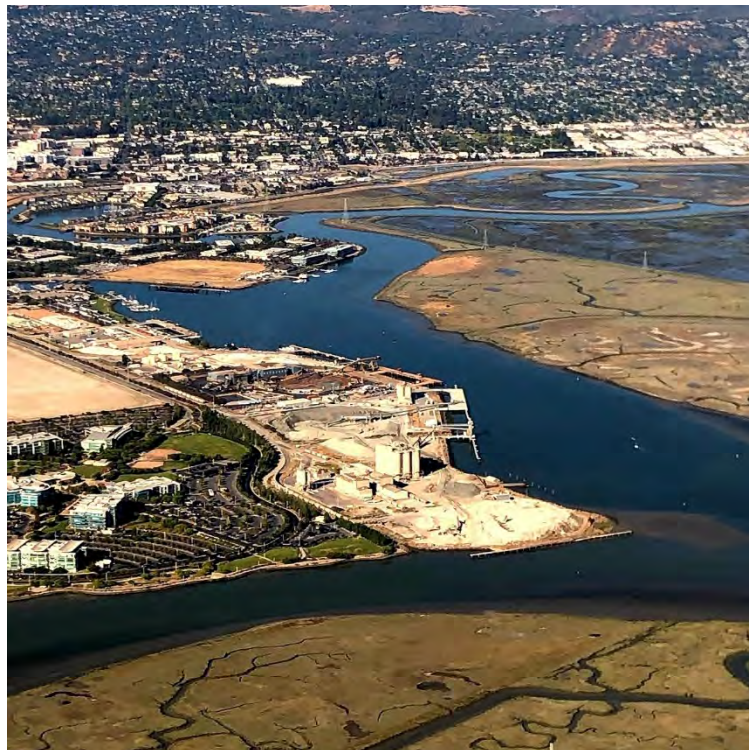
PORT OF REDWOOD CITY

GOALS FY 2023-24

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 FY 2023-24 include:

- Identify new master developer to activate and redevelop our marina waterfront with more destination type uses and increase Port revenue.
- Implement new real estate leasing policy to guide future lease negotiations (capital investment for term).
- Procure PSGP equipment for jetdock, upgraded cyber security, fencing, and other federal MARSEC improvements (\$3M)
- Sponsor U.S. Army Corps of Engineers channel maintenance dredging project of \$8M appropriated in federal funding (PBUD).
- Improve Green Marine program; implement "pilot" projects which may include aqua culture, resiliency efforts, blue economy/technology.
- Continue efforts to advance the 101/84 interchange and identify funding opportunities through both state and federal sources.
- Maintain and grow existing cargo tonnage as part of post-pandemic economic recovery.
- Perform berth dredging for improved cargo operations \$2M.
- 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.
- Host annual public safety emergency drill and exercise with the City of Redwood City and other regional first responder agencies.





PORT OF REDWOOD CITY

Serving Silicon Valley

Port Commissioners
Richard S. Claire
Ralph A. Garcia, Jr.
Lorianna Kastrop
Stan Maupin
Nancy C. Radcliffe

May 24, 2023

The Honorable Jeff Gee, Mayor
City of Redwood City and City Council Members
1017 Middlefield Road
Redwood City, CA 94061

Subject: FY2023-24 Port Budget and Relevant Data

Dear Mayor Gee 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, 2023 to June 30, 2024, the Port Commission reviewed the FY2023-24 Port Budget at its meeting on May 24, 2023 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 7, 2023. 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 FY2023-24 Port Budget reflects \$10.1 million in Operating Revenue, of which Maritime Operations will generate \$7.2 million, or 71%, of the total operating revenue. This \$7.2 million includes rentals/leases and 1.9 million metric tons of cargo that will be transported through the Port. The remaining \$2.9 million of the operating revenue will be from Recreational Boating (\$600,000) and Commercial Rentals/Leases, which is slightly over \$2.3 million.

The budget data also includes \$6.9 million in Total Operating Expenses; approximately 72% is attributable to operations and 28% to administration – leaving an Operating Income of \$3.2 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 \$2.9 million.

The FY2023-24 Port Budget also includes Capital Improvement Program (CIP) of \$1.4 million.

Respectfully,

Kristine A. Zortman
Executive Director

Encl: Executive Summary of FY2023-24 Port Budget

CC: City Manager, ACM of Administrative Services, City Clerk, Port Commissioners, Port Executive Director

Executive Summary
PORT OF REDWOOD CITY
Fy2023-24 BUDGET
COMPARATIVE STATEMENTS OF ACTIVITIES

	Fy2021 ACTUAL	Fy2022 ACTUAL	Fy2023 BUDGET	Fy2023 FORECAST	Fy2024 BUDGET	Fy2024 Budget vs Fy2023 Forecast Favorable (Unfavorable)	%
OPERATING REVENUES							
Dockage:	\$ 714,059	\$ 721,415	\$ 707,092	\$ 798,316	\$ 825,695	\$ 27,379	3%
Line Handling:	680,419	627,052	614,951	750,882	775,840	24,958	3%
Wharfage:	2,332,115	2,497,397	2,361,928	2,464,356	2,528,400	64,044	3%
Facilities Usage:	355,551	382,541	379,130	555,351	557,000	1,649	0%
Services & Misc (Water usage):	34,408	34,551	32,000	42,402	44,000	1,598	4%
Rental - Maritime:	2,259,504	2,294,341	2,344,445	2,375,515	2,463,652	88,137	4%
Sub-Total Marine Terminal:	6,376,056	6,557,297	6,439,546	6,986,822	7,194,587	207,765	3%
Marina - Berth Rental:	514,756	503,689	526,400	506,253	548,090	41,837	8%
Dry Boat Storage:	52,787	54,143	55,854	56,529	59,011	2,482	4%
Sub-Total Recreational Boating:	567,543	557,832	582,254	562,782	607,101	44,319	8%
Rental - Commercial:	1,973,784	2,167,904	2,128,114	2,312,058	2,322,615	10,557	0%
Sub-Total Commercial:	1,973,784	2,167,904	2,128,114	2,312,058	2,322,615	10,557	0%
TOTAL OPERATING REVENUES:	8,917,383	9,283,033	9,149,914	9,861,662	10,124,304	262,642	3%
OPERATING EXPENSES							
Marine Terminal:	2,127,631	3,263,350	2,289,218	2,364,709	2,347,216	17,493	1%
Recreation Boating:	580,544	629,049	581,610	584,181	584,017	164	0%
Commercial:	343,389	368,803	399,268	492,786	493,599	(813)	0%
Infrastructure:	781,676	760,620	889,270	880,826	971,735	(90,909)	-10%
General Maintenance:	272,863	444,659	491,418	525,701	606,062	(80,361)	-15%
Sub-Total Operating Expenses:	4,106,103	5,466,481	4,650,784	4,848,203	5,002,628	(154,425)	-3%
ADMINISTRATIVE EXPENSES							
Salaries & Benefits:	1,033,834	979,790	989,037	987,634	1,165,899	(178,265)	-18%
Office & Admin Expenses:	143,325	218,541	160,735	137,578	179,599	(42,021)	-31%
Professional Services:	256,347	216,211	287,680	299,183	325,680	(26,497)	-9%
Promotion & Marketing:	171,160	182,112	260,000	216,909	257,000	(40,091)	-18%
Depreciation (Office Only):	15,630	15,630	15,636	15,630	18,036	(2,406)	-15%
Sub-Total Administrative Exp:	1,620,296	1,612,284	1,713,088	1,656,934	1,946,214	(289,280)	-17%
TOTAL OPERATING EXPENSES:	5,726,399	7,078,765	6,363,872	6,505,137	6,948,842	(443,705)	-7%
OPERATING INCOME:	3,190,984	2,204,268	2,786,042	3,356,525	3,175,461	(181,063)	-5%
NON-OPERATING REVENUES (EXPENSES)							
Interest Income:	105,795	75,461	55,000	300,352	250,000	(50,352)	-17%
Interest Expense:	(478,036)	(426,677)	(413,275)	(413,274)	(378,123)	35,151	9%
Other Income (Expense):	115,331	(84,501)	468,360	247,522	468,466	220,944	89%
Total Non-Operating Income (Expenses):	(256,910)	(435,717)	110,085	134,600	340,343	205,743	-153%
NET INCOME BEFORE SUBVENTION:	2,934,074	1,768,551	2,896,127	3,491,125	3,515,804	24,680	1%
Subvention to City of Redwood City:	(541,416)	(563,962)	(558,766)	(591,700)	(607,458)	(15,758)	3%
NET INCOME AFTER SUBVENTION:	\$ 2,392,658	\$ 1,204,589	\$ 2,337,361	\$ 2,899,425	\$ 2,908,346	\$ 8,921	0%

Executive Summary
PORT OF REDWOOD CITY
FY2024 BUDGET
STATEMENTS OF CASH FLOWS

	<u>Fy2024</u>
Operating Income:	\$ 3,175,461
Plus: Interest Income:	250,000
Plus: Other Non-Operating Income:	468,466
Less: Subvention:	(607,458)
Less: Debt Service:	
2012 Bonds	(742,294)
2015 Bonds	(608,187)
	<u>(1,350,481)</u>
Plus: Depreciation:	1,464,325
Less: Capital Improvement Program (CIP):	(1,450,000)
Net Cash Flow:	<u>\$ 1,950,312</u>

Executive Summary
PORT OF REDWOOD CITY
FY2024 BUDGET
CAPITAL IMPROVEMENT PROGRAM (CIP)

PROJECT DESCRIPTION	COST
9-Acre Fencing:	\$ 25,000
9-Acre Development Project:	100,000
Wharf-5 & Boat-Yard Project:	350,000
EOC Room & Equipment:	300,000
Stormwater Drainage Improvement:	250,000
Sewer Lift Improvement Project:	75,000
WIP - Ferry Project:	250,000
WIP - Living Shoreline Project:	100,000
	\$ 1,450,000

Executive Summary
PORT OF REDWOOD CITY
FY2024 BUDGET
COMPARATIVE STATISTICS

	<u>FY2021</u> <u>ACTUAL</u>	<u>FY2022</u> <u>ACTUAL</u>	<u>FY2023</u> <u>BUDGET</u>	<u>FY2023</u> <u>FORECAST</u>	<u>FY2024</u> <u>BUDGET</u>
<u>MARINE TERMINAL</u>					
OPERATING REVENUE:	\$ 6,376,056	\$ 6,557,297	\$ 6,439,546	\$ 6,986,822	\$ 7,194,587
OPERATING EXPENSE:	2,127,631	3,263,350	2,289,218	2,364,709	2,347,216
GROSS PROFIT:	4,248,425	3,293,947	4,150,328	4,622,113	4,847,372
GROSS MARGIN:	66.6%	50.2%	64.5%	66.2%	67.4%
<u>RECREATIONAL BOATING</u>					
OPERATING REVENUE:	567,543	557,832	582,254	562,782	607,101
OPERATING EXPENSE:	580,544	629,049	581,610	584,181	584,017
GROSS PROFIT:	(13,001)	(71,217)	644	(21,399)	23,085
GROSS MARGIN:	-2.3%	-12.8%	0.1%	-3.8%	3.8%
<u>COMMERCIAL</u>					
OPERATING REVENUE:	1,973,784	2,167,904	2,128,114	2,312,058	2,322,615
OPERATING EXPENSE:	343,389	368,803	399,268	492,786	493,599
GROSS PROFIT:	1,630,395	1,799,101	1,728,846	1,819,272	1,829,016
GROSS MARGIN:	82.6%	83.0%	81.2%	78.7%	78.7%
<u>OPERATIONS ONLY (NO ADMIN)</u>					
OPERATING REVENUE:	8,917,383	9,283,033	9,149,914	9,861,662	10,124,304
OPERATING EXPENSE:	4,106,103	5,466,481	4,650,784	4,848,203	5,002,628
GROSS PROFIT:	4,811,280	3,816,552	4,499,130	5,013,459	5,121,676
GROSS MARGIN:	54.0%	41.1%	49.2%	50.8%	50.6%
<u>OPERATING INCOME TO OPERATING REVENUE</u>					
TOTAL OPERATING INCOME:	3,190,984	2,204,268	2,786,042	3,356,525	3,175,461
TOTAL OPERATING REVENUE:	8,917,383	9,283,033	9,149,914	9,861,662	10,124,304
ATIO OF OPS INCOME TO OPS REVENUE:	35.8%	23.7%	30.4%	34.0%	31.4%
<u>NET INCOME TO OPERATING INCOME</u>					
NET INCOME BEFORE SUBVENTION:	2,934,074	1,768,551	2,896,127	3,491,125	3,515,804
OPERATING REVENUE:	8,917,383	9,283,033	9,149,914	9,861,662	10,124,304
ATIO OF NET INCOME TO OPS REVENUE:	32.9%	19.1%	31.7%	35.4%	34.7%
<u>ADMINISTRATIVE EXPENSE TO OPERATING EXPENSE</u>					
ADMINISTRATIVE EXPENSE:	1,620,296	1,612,284	1,713,088	1,656,934	1,946,214
TOTAL OPERATING EXPENSES:	5,726,399	7,078,765	6,363,872	6,505,137	6,948,842
RATIO OF ADMIN EXP TO OPS EXP:	28.3%	22.8%	26.9%	25.5%	28.0%

Executive Summary
PORT OF REDWOOD CITY
FY2024 BUDGET
COMPARATIVE TONNAGE

	<u>FY2021</u> <u>ACTUAL</u> Metric ton	<u>FY2022</u> <u>ACTUAL</u> Metric ton	<u>FY2023</u> <u>BUDGET</u> Metric ton	<u>FY2023</u> <u>FORECAST</u> Metric ton	<u>FY2024</u> <u>BUDGET</u> Metric ton	
CEMENT:	108,418	113,579	90,000	215,000	180,000	
IMPORTED SAND:	1,256,039	1,082,155	1,320,000	1,200,000	1,260,000	
GYPSUM:	207,518	284,022	230,000	200,000	220,000	
BAUXITE:	-	-	75,000	-	-	
SCRAP METAL:	248,739	310,640	240,000	245,000	250,000	
	<u>1,820,714</u>	<u>1,790,396</u>	<u>1,955,000</u>	<u>1,860,000</u>	<u>1,910,000</u>	
	Fy2023-24 vs Fy2022-23 (FORECAST):				50,000	2.7%
	Fy2023-24 vs Fy2022-23 (BUDGET):				(45,000)	-2.3%

Executive Summary
PORT OF REDWOOD CITY
FY2024 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:	1,260,000		<u>1,260,000</u>	36
Cemex	Cement:	180,000		<u>180,000</u>	10
Pabco	Gypsum:	220,000		<u>220,000</u>	11
Simsmetal	Scrap:		250,000	<u>250,000</u>	12
TOTAL TONNAGE (metric):		<u>1,660,000</u>	<u>250,000</u>	<u>1,910,000</u>	<u>69</u>

	NUMBER OF VESSELS				
	FY2021	FY2022	FY2023	FY2023	FY2024
	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>FORECAST</u>	<u>BUDGET</u>
CARGO VESSELS:	63	65	61	67	69
BARGES:	12	9	12	22	21
PESSENGER VESSELS:	0	0	0	0	0
TOTAL VESSELS:	<u>75</u>	<u>74</u>	<u>73</u>	<u>89</u>	<u>90</u>

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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.

FY 2022-23 MAJOR ACCOMPLISHMENTS

- On June 13, 2022, the City Council authorized the collection of sewer service charges on the County of San Mateo tax roll for customers with one dwelling unit per parcel. Staff has successfully transitioned the collection of sewer service charges for one dwelling unit customers to the tax roll for Fiscal Year 2022-23.
- Collaborated with OneShoreline, the San Mateo County Flood and Sea Level Rise Resiliency District, on startup and operation of the Bayfront Canal Atherton Channel Diversion Structure during the 2022-23 wet weather season. During high tides, the structure diverts stormwater flows from the Bayfront Canal and Atherton Channel into managed ponds within the Ravenswood Complex. Redwood City staff will be responsible for maintenance and operation of the structure for the initial five years.
- Completed the Administrative Office Renovation project at the Fair Oaks Community Center to allow staff to better operate and serve the community within an evolving workplace environment.
- Converted an additional 300+ street lights to LED lights. Over 90% of all eligible street lights have now been converted, with a goal of 100% completion by June 2024.
- Supported the Sidewalk Repair and Replacement program by completing 3,100 repairs, exceeding the goal of 3,000 repairs by June 2023.
- Completed the migration of the City's multiple fleet maintenance systems into a consolidated system provided by Hiperweb. Transitioning to Hiperweb reduces the need for staff to manage multiple systems for the various functions pertaining to fleet management. This also furthers the department's goal of having Hiperweb as a centralized work order management system for all sections within Public Works Services.
- City Council adopted the Disposable Foodware Ordinance in October 2022 to reduce the amount of plastic and single-use foodware going to landfills.
- The City has 21,000 customer-side, private water service lines which must have pipeline material identified by October 16, 2024 in compliance with the Federal Lead and Copper Rule Revision. In FY2022-23 PWS identified the material for 5,000 customer service lines through December 2022 and is on track to identify material for a total of 10,000 service lines by July 2023.
- Since 2017, the City has been required to report annually to the State Water Board the amount of real water losses due to leaks and unauthorized uses; and apparent losses due to meter inaccuracies and billing errors. In 2022, real water losses were the lowest to date, at 5.7% of total water supplied to the system, as compared to 10.1% in 2017.

PUBLIC WORKS SERVICES

GOALS FOR FY 2023-24

- In coordination with the Community Development and Transportation Department, complete a tree inventory audit and begin work on updating the City's tree ordinance by July 2024.
- Work with consulting experts to complete a Sea-Level Rise Vulnerability Study by July 2024 in furtherance of the City's sustainability efforts.
- Prepare water and sewer fee update by December 2023.
- **SMARTIE Goal:** Increase wet weather preparation outreach (in English/Spanish) prior to November 2023 by sending direct mailers to residents and business owners with property adjacent to natural creeks and in historically impacted low-lying areas to provide information regarding advance preparation tips and available resources.

PUBLIC WORKS SERVICES

Performance Measure	2017 Results	2018 Results	2019 Results	2020 Results	2021 Results	2022 Results	Target
Number of water main breaks responded to and repaired	63	88	76	120	109	59	Less than previous year
Number of sewer overflows	13	18	9	14	17	9	Less than 25
Percent of service requests completed on time	90%	94%	90%	97%	93%	88%	90%
Number of sidewalk repairs completed	598	1,330	1,919	2,146	4,497	3,309	3,000

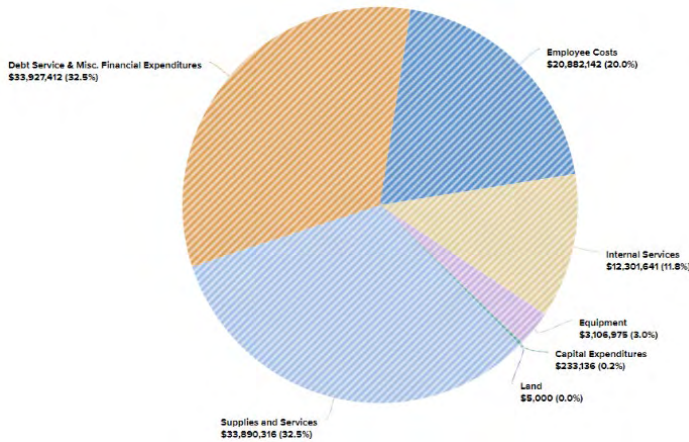
PUBLIC WORKS SERVICES

DEPARTMENT BUDGET

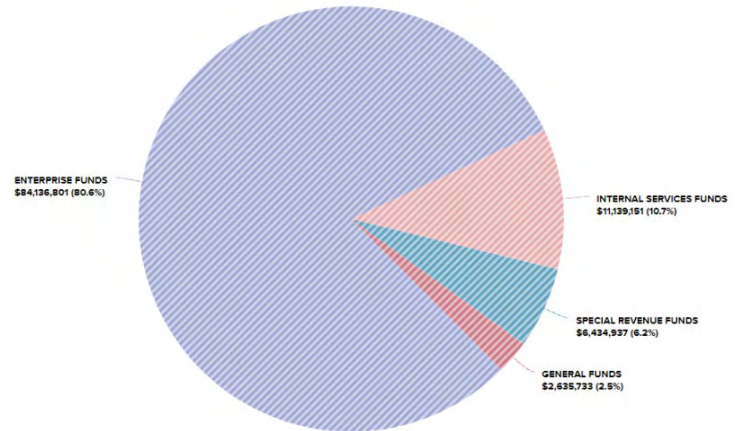
The total Public Works Services budget for FY 2023-24 is \$104.35 million, representing 31.09% of the total operational budget.

ACTUAL EXPS. 2021-22	ADJUSTED BUDGET 2022-23	BUDGET 2023-24
\$ 89,817,442	\$ 102,090,316	\$ 104,346,621

FY 2023-24 BUDGET BY CATEGORY



FY 2023-24 BUDGET BY FUNDING SOURCE

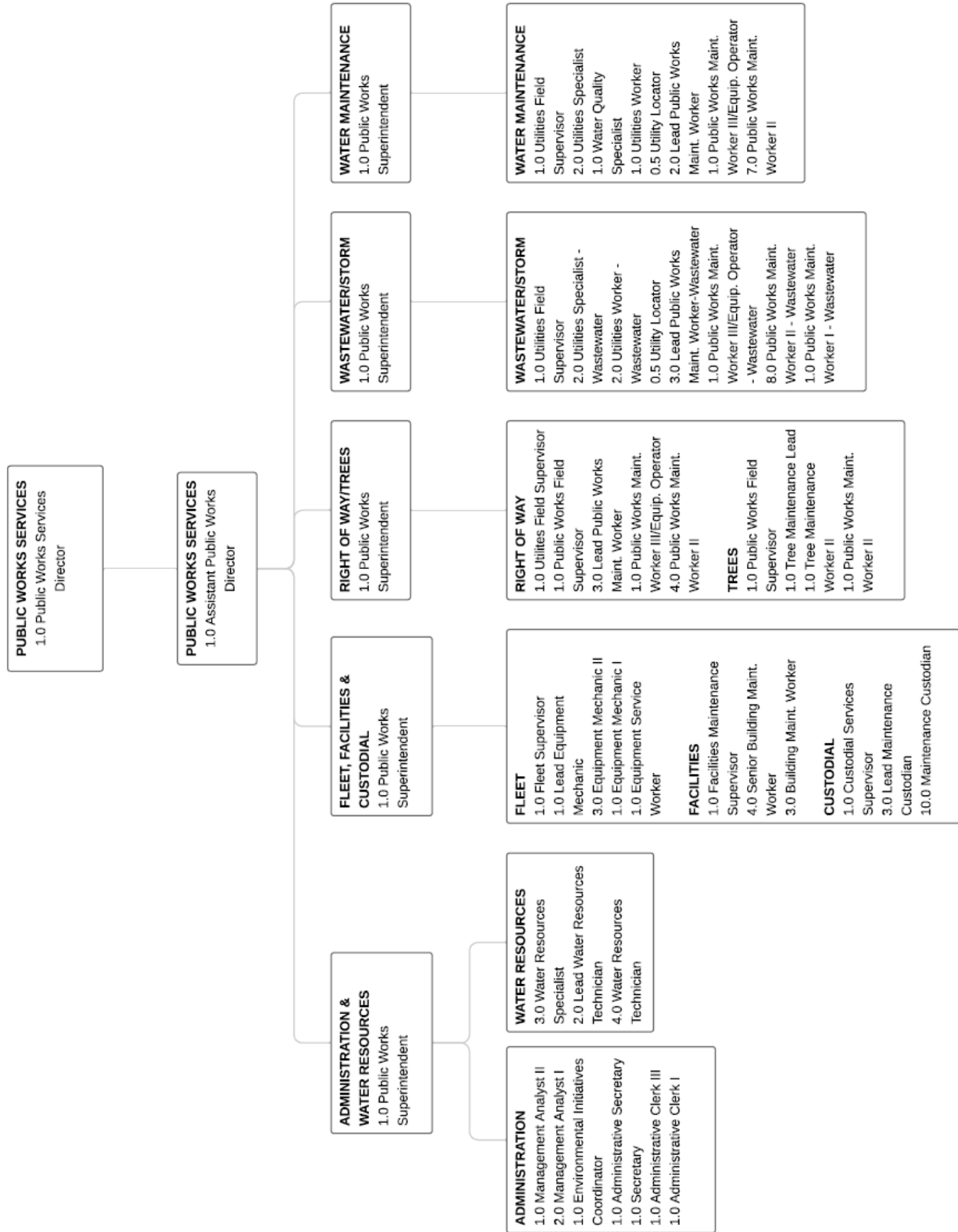


PUBLIC WORKS SERVICES

There are 113.96 FTEs in the budget for FY 2023-24, representing 19.3 % of all City employees. The recommended budget includes the addition of three new positions funded by Enterprise Funds to support water and recycled water operations. Additionally, two new General Fund positions to perform street sweeping services, which is offset by a reduction to the department's General Fund supplies and services budget as the City transitions away from contracting out for street sweeping services.

DEPARTMENT/TITLE	ADOPTED BUDGET 2021-22	ADOPTED BUDGET 2022-23	RECOMMENDED BUDGET 2023-24
Public Works			
Accountant	0.25	0.25	0.25
Accounting Technician II	0.13	-	-
Administrative Clerk I	1.00	1.00	-
Administrative Clerk III	-	-	1.00
Administrative Clerk III	1.00	1.00	1.00
Administrative Secty	1.00	1.00	1.00
Assistant Engineer II	1.00	-	-
Assistant Public Works Director	1.00	1.00	1.00
Associate Engineer	1.00	2.00	2.00
Building Maintenance Worker	3.22	3.22	3.22
Capital Improvement Program Manager	-	-	0.20
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	1.00
Equipment Mechanic II	4.00	3.00	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	-
Management Analyst II	1.00	1.00	3.00
Managerial / Professional Level I	-	1.00	1.00
Official / Executive / Professional Level I	0.70	0.70	0.70
Public Works Field Supervisor	1.50	1.50	1.00
Public Works Maint Worker I - Wastewater	1.00	1.00	1.00
Public Works Maint Worker II	12.00	10.00	13.00
Public Works Maint Worker II - Wastewater	8.00	8.00	8.00
Public Works Maint Worker III / Equip Oper	2.45	2.45	4.45
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	1.46
Technical Level I	3.00	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	4.48
Utilities Specialist	1.00	2.00	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	3.00	3.00
Water Resources Technician	4.00	4.00	4.00
Total	106.95	108.82	113.96

PUBLIC WORKS SERVICES



PUBLIC WORKS SERVICES

Major changes to the department’s budget for FY 2023-24 are listed in the table below

Summary of Change	General Fund	Special Revenue Funds	Capital Projects Funds	Enterprise Funds	Internal Services Funds	Total
Supplies and Services						
Increase expenditure budget to pay County administrative fees related to sewer service billing.				20,000		20,000
Increase expenditure budget for regulatory fees billed by the California Division of Drinking Water.				40,000		40,000
Provide one-time funding for City equipment and vehicle replacement.					49,000	49,000
Increase expenditure budget for Pacific Gas and Electric costs.				120,000		120,000
Increase expenditure budget to fund as-needed consulting services to aid in improving the Recycled Water Program.				70,000		70,000
Increase expenditure budget to allow staff to perform a CEQA study as it relates to the expansion of the recycled water system.				100,000		100,000
Reduce the expenditure budget for street sweeping services.	(348,000)					(348,000)
Provide ongoing funding related to Silicon Valley Clean Water (SVCW) wastewater treatment and disposal costs.				1,653,102		1,653,102
Increase expenditure budget for insurance coverage for the Water Maintenance and Distribution System.				60,000		60,000
Increase expenditure budget for regulatory fees.				7,000		7,000
Increase expenditure budget for wholesale water purchases from San Francisco Public Utilities Commission.				2,885,000		2,885,000
Personnel						
Add 1.0 FTE Public Works Maintenance Worker to support water operations.				151,500		151,500
Add 1.0 FTE Public Works Maintenance Worker to support recycled water operations.				151,500		
Add 1.0 FTE Utilities Field Supervisor to support recycled water operations.				231,900		
Reclassify positions related to private tree service needs as follows: 1) Eliminate 1.0 Senior Construction Technician (Vacant) 2) Reclassify 1.0 Public Works Field Supervisor to 1.0 FTE Utilities Field Supervisor 3) Add 1.0 FTE Tree Maintenance Leader 4) Reclassify 2.0 FTE Management Analyst I positions to 2.0 FTE Management Analyst II positions 5) Reclassify 1.0 FTE Administrative Clerk I position to 1.0 FTE Administrative Clerk II position				-		
Add 2.0 FTE Public Works Maintenance Worker III/ Equip Operator positions to perform street sweeping services.	320,000					
Total	(28,000)	-	-	5,490,002	49,000	4,807,602

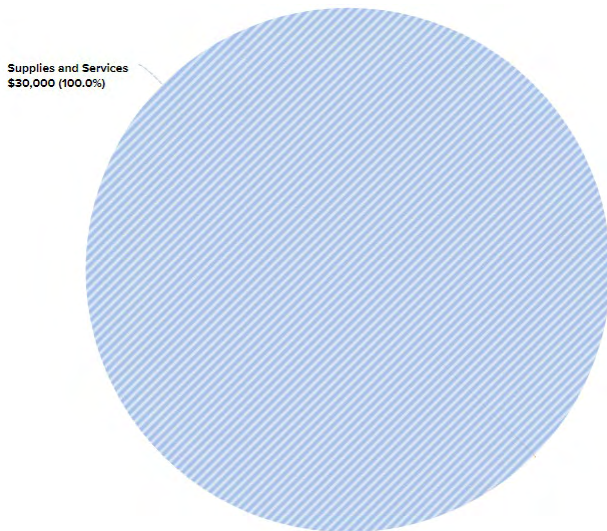
PUBLIC WORKS SERVICES

COST CENTER: Right of Way Maintenance
PROGRAM: Climate Action and Adaptation Implementation (65138)

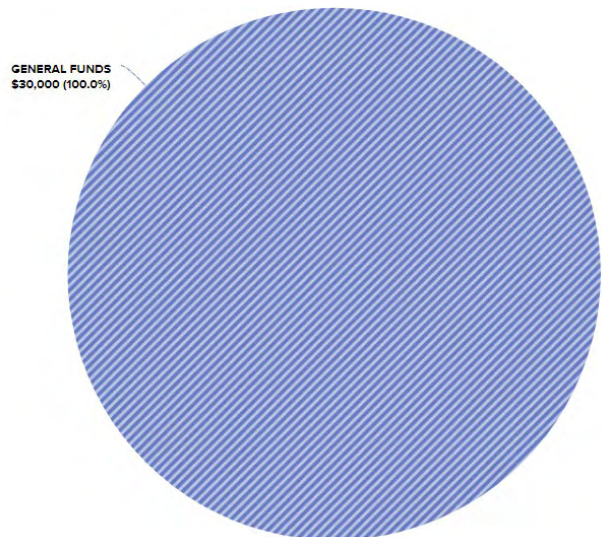
SUB-PROGRAM PURPOSE OR BUSINESS:
 Manage the implementation of the City’s Climate Action Plan strategies and initiatives.

ACTUAL EXPS. 2021-22	ADJUSTED BUDGET 2022-23	BUDGET 2023-24
\$ 24,429	\$ 615,000	\$ 30,000

FY 2023-24 BUDGET BY CATEGORY



FY 2023-24 BUDGET BY FUNDING SOURCE



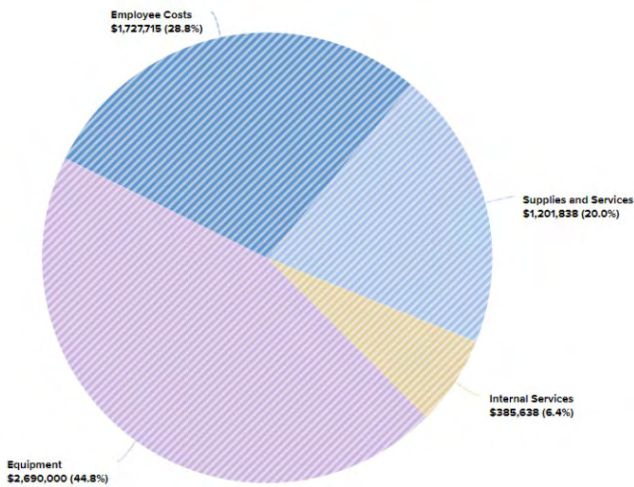
PUBLIC WORKS SERVICES

COST CENTER: Fleet, Facilities, and Custodial Maintenance Services
PROGRAM: Equipment Services (67230)

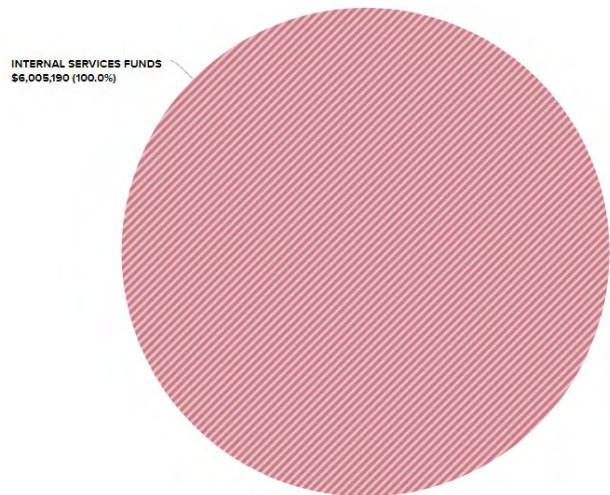
SUB-PROGRAM PURPOSE OR BUSINESS:
 Manage the City's fleet operations for maximum safety and efficiency.

	ACTUAL EXPS.	ADJUSTED BUDGET	BUDGET
	2021-22	2022-23	2023-24
	\$ 4,720,100	\$ 6,587,428	\$ 6,005,190

FY 2023-24 BUDGET BY CATEGORY



FY 2023-24 BUDGET BY FUNDING SOURCE



PUBLIC WORKS SERVICES

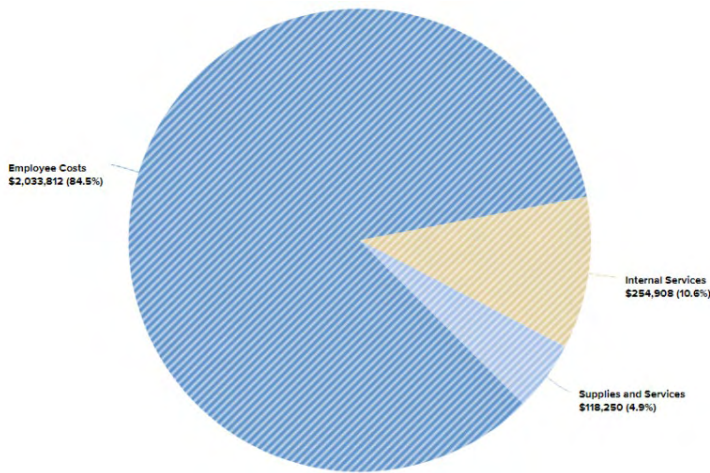
COST CENTER: Fleet, Facilities, and Custodial Maintenance Services
PROGRAM: Custodial Services (780-67241)

SUB-PROGRAM PURPOSE OR BUSINESS:

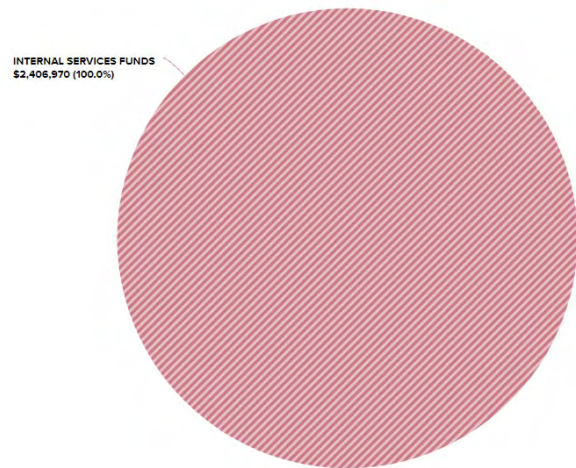
Provide great places for community activities by cleaning and maintaining City facilities and Courthouse Square so they are safe, clean, and attractive to the community.

	ACTUAL EXPS.	ADJUSTED BUDGET	BUDGET
	2021-22	2022-23	2023-24
	\$ 2,210,908	\$ 2,439,299	\$ 2,406,970

FY 2023-24 BUDGET BY CATEGORY



FY 2023-24 BUDGET BY FUNDING SOURCE



PUBLIC WORKS SERVICES

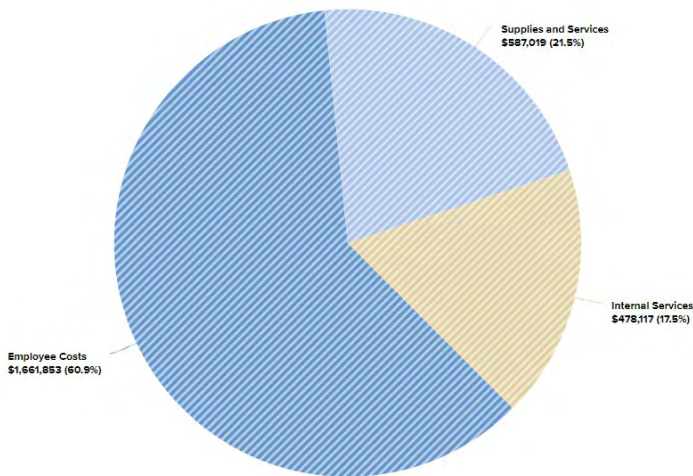
COST CENTER: Fleet, Facilities, and Custodial Maintenance Services
PROGRAM: Building Maintenance Services (780-67242)

SUB-PROGRAM PURPOSE OR BUSINESS:

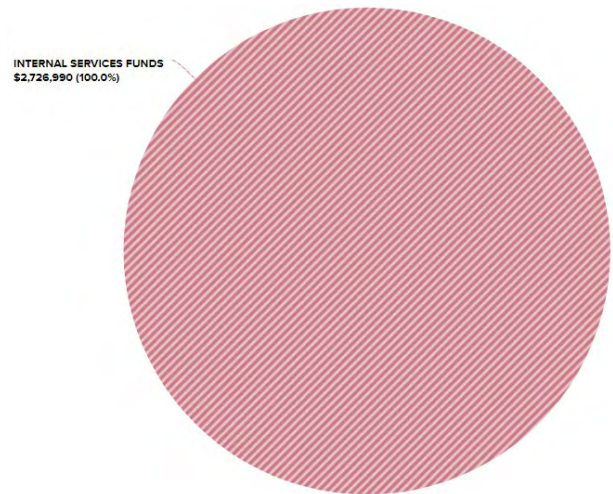
Provide great places for community activities by maintaining or enhancing the physical condition of City facilities, park hardscape, and other City assets so that they are safe, comfortable, and available for use.

ACTUAL EXPS. 2021-22	ADJUSTED BUDGET 2022-23	BUDGET 2023-24
\$ 2,870,856	\$ 2,601,696	\$ 2,726,990

FY 2023-24 BUDGET BY CATEGORY



FY 2023-24 BUDGET BY FUNDING SOURCE



PUBLIC WORKS SERVICES

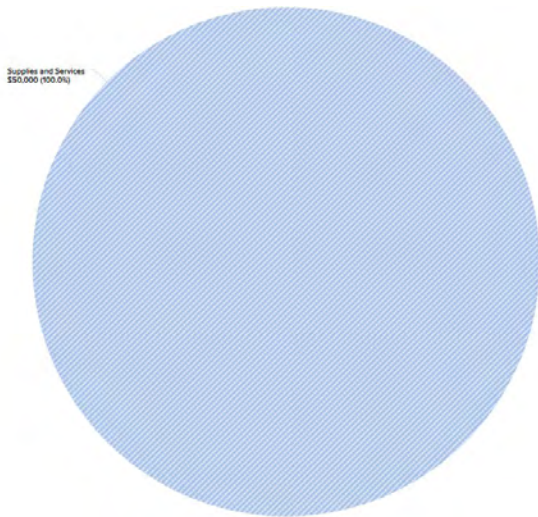
COST CENTER: Fleet, Facilities, and Custodial Maintenance Services
PROGRAM: Highway 101 Pedestrian Underpass (67243)

SUB-PROGRAM PURPOSE OR BUSINESS:

Supports the operations and maintenance costs associated with the new Highway 101 Pedestrian Undercrossing.

ACTUAL EXPS. 2021-22	ADJUSTED BUDGET 2022-23	BUDGET 2023-24
\$ -	\$ 50,000	\$ 50,000

FY 2023-24 BUDGET BY CATEGORY



FY 2023-24 BUDGET BY FUNDING SOURCE



PUBLIC WORKS SERVICES

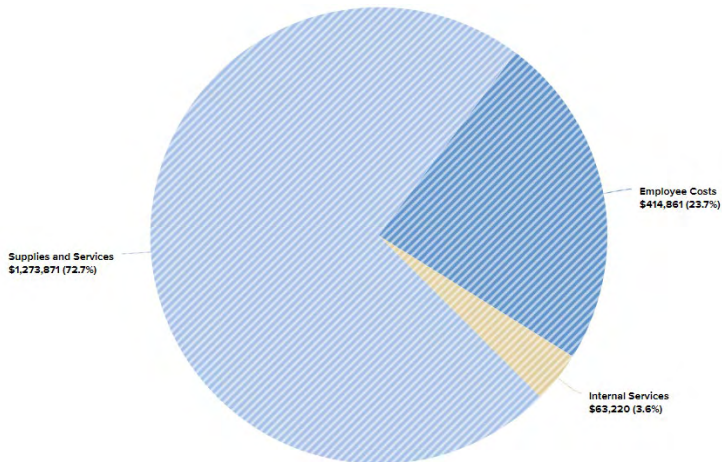
COST CENTER: Right-Of-Way Maintenance
PROGRAM: Electrical Maintenance (65131)

SUB-PROGRAM PURPOSE OR BUSINESS:

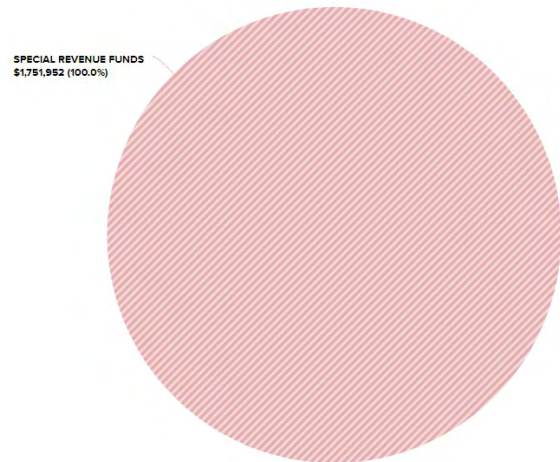
Maintain the safe movement of vehicles, bicycles, and pedestrians within the City's public right-of-ways through the operation of traffic signals and street lighting.

ACTUAL EXPS.	ADJUSTED BUDGET	BUDGET
2021-22	2022-23	2023-24
\$ 1,667,121	\$ 2,050,916	\$ 1,751,952

FY 2023-24 BUDGET BY CATEGORY



FY 2023-24 BUDGET BY FUNDING SOURCE



PUBLIC WORKS SERVICES

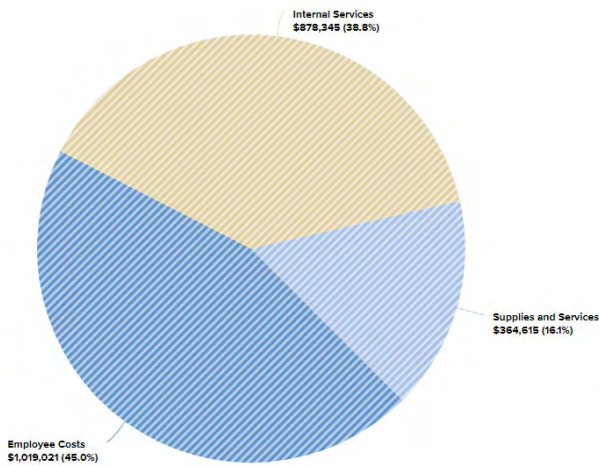
COST CENTER: Right-Of-Way Maintenance
PROGRAM: Street System Maintenance (65132)

SUB-PROGRAM PURPOSE OR BUSINESS:

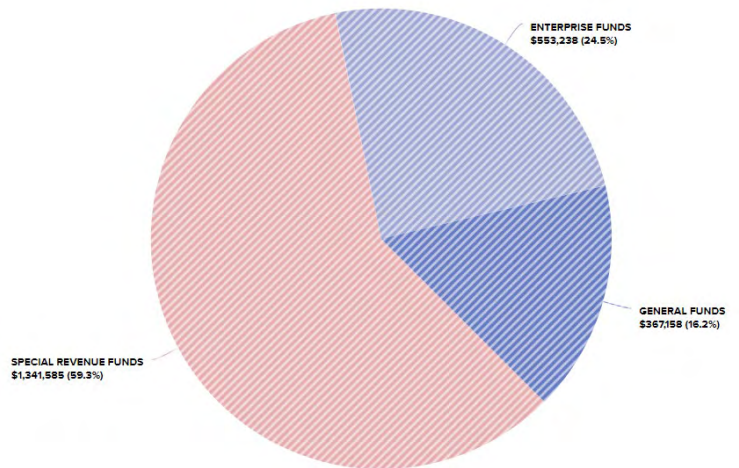
Maintain all streets, sidewalks, City parking lots, and parking meters in a safe condition for the movement of pedestrians and vehicles.

ACTUAL EXPS. 2021-22	ADJUSTED BUDGET 2022-23	BUDGET 2023-24
\$ 2,809,510	\$ 2,375,345	\$ 2,261,981

FY 2023-24 BUDGET BY CATEGORY



FY 2023-24 BUDGET BY FUNDING SOURCE



PUBLIC WORKS SERVICES

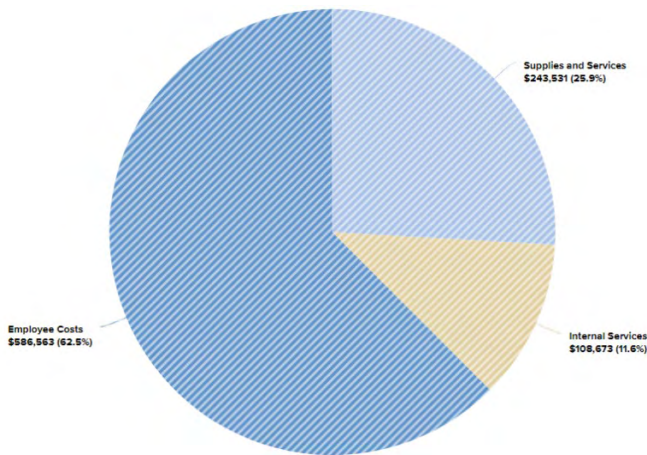
COST CENTER: Right-Of-Way Maintenance
PROGRAM: Street Cleaning (65133)

SUB-PROGRAM PURPOSE OR BUSINESS:

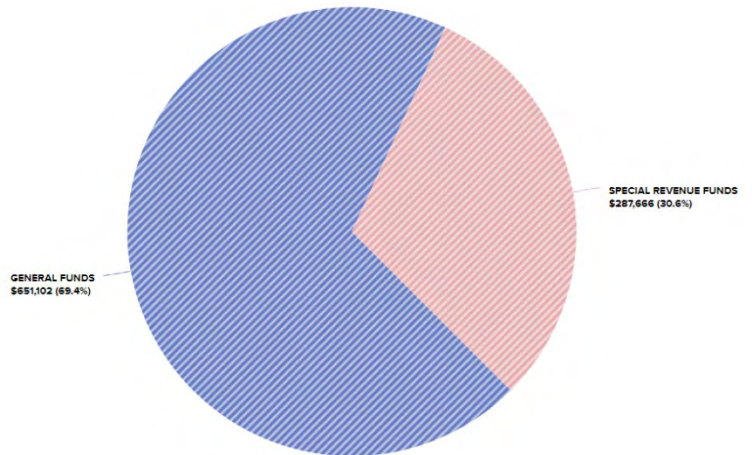
Sustain the City as clean, inviting, and aesthetically pleasing throughout all segments of the community by maintaining all roadway rights-of-way and parking facilities free from dirt, refuse, and litter as a component of street and road repair and maintenance in compliance with local, state, and federal laws and regulations.

ACTUAL EXPS. 2021-22	ADJUSTED BUDGET 2022-23	BUDGET 2023-24
\$ 621,041	\$ 865,761	\$ 938,768

FY 2023-24 BUDGET BY CATEGORY



FY 2023-24 BUDGET BY FUNDING SOURCE



PUBLIC WORKS SERVICES

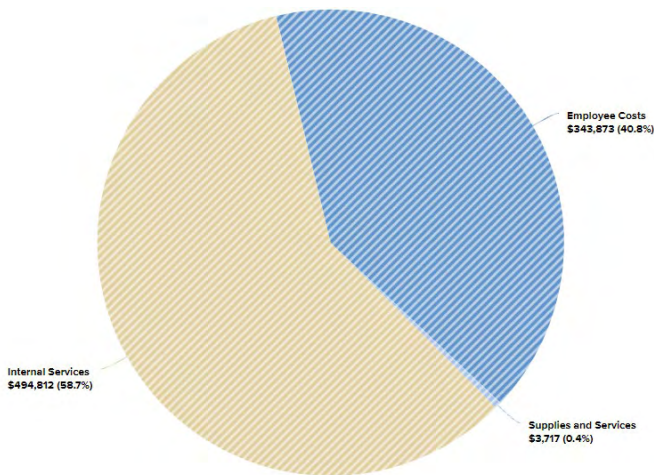
COST CENTER: Right-Of-Way Maintenance
PROGRAM: Sidewalk Maintenance and Replacement (65134)

SUB-PROGRAM PURPOSE OR BUSINESS:

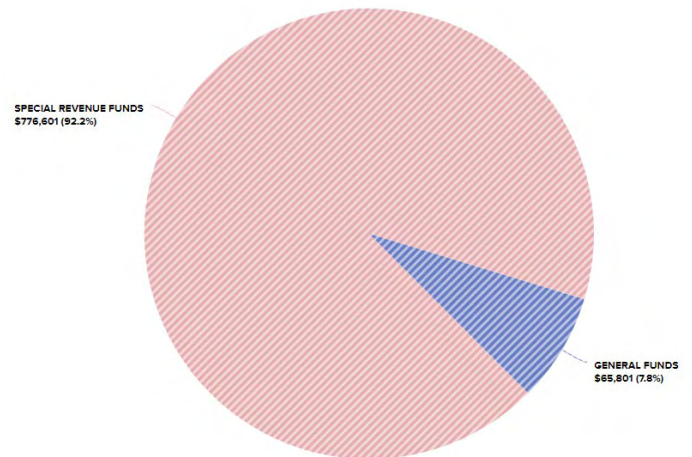
Identify areas needing sidewalk repairs and wheelchair ramps for barrier-free access and schedule appropriate construction or maintenance; and preserve existing street and private trees when practical during sidewalk repairs.

ACTUAL EXPS. 2021-22	ADJUSTED BUDGET 2022-23	BUDGET 2023-24
\$ 1,125,720	\$ 1,117,290	\$ 842,402

FY 2023-24 BUDGET BY CATEGORY



FY 2023-24 BUDGET BY FUNDING SOURCE



PUBLIC WORKS SERVICES

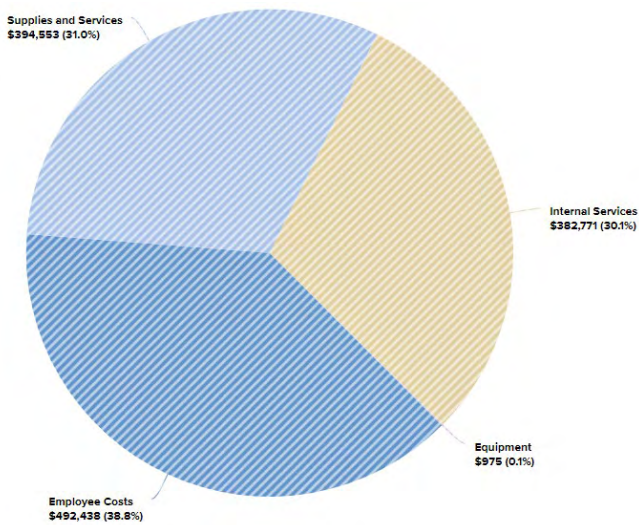
COST CENTER: Right-Of-Way Maintenance
PROGRAM: Street Tree Maintenance (65135)

SUB-PROGRAM PURPOSE OR BUSINESS:

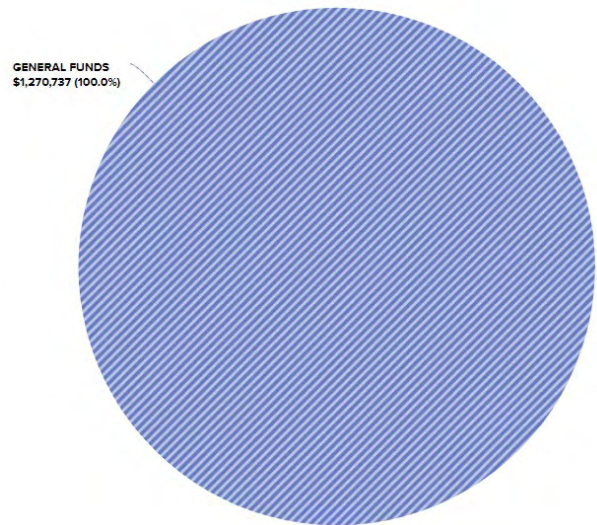
Protect the City's investment in street trees and enhance the overall tree population within the City, resulting in a more livable urban environment.

ACTUAL EXPS. 2021-22	ADJUSTED BUDGET 2022-23	BUDGET 2023-24
\$ 945,503	\$ 1,253,869	\$ 1,270,737

FY 2023-24 BUDGET BY CATEGORY



FY 2023-24 BUDGET BY FUNDING SOURCE



PUBLIC WORKS SERVICES

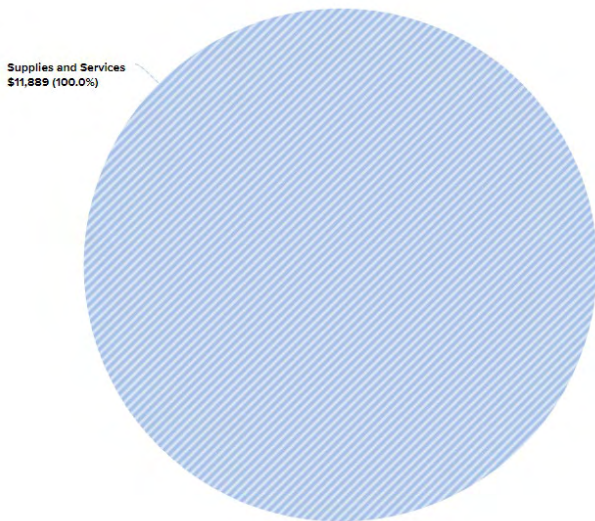
COST CENTER: Right-Of-Way Maintenance
PROGRAM: Downtown Entry Features Maintenance (65136)

SUB-PROGRAM PURPOSE OR BUSINESS:

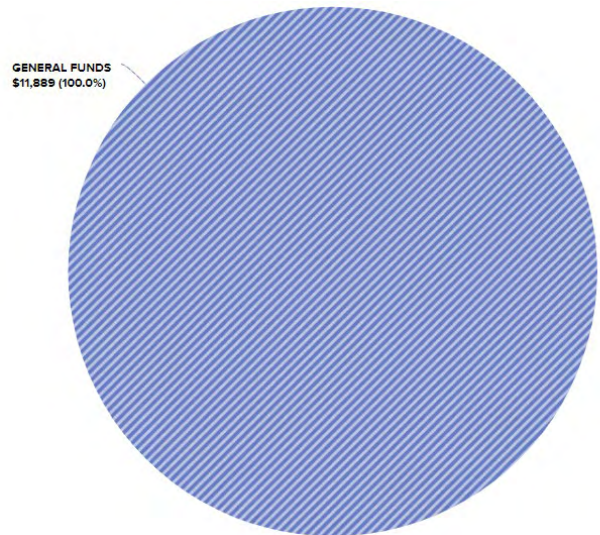
Maintain downtown right-of-way improvements and entry features in a safe and aesthetically pleasing manner.

	ACTUAL EXPS.	ADJUSTED BUDGET	BUDGET
	2021-22	2022-23	2023-24
\$	9,098	\$ 11,889	\$ 11,889

FY 2023-24 BUDGET BY CATEGORY



FY 2023-24 BUDGET BY FUNDING SOURCE



PUBLIC WORKS SERVICES

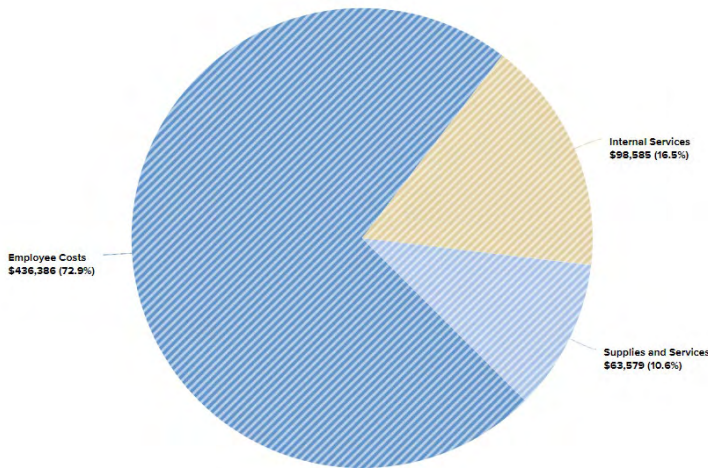
COST CENTER: Right-of-Way Maintenance
PROGRAM: Paint and Sign Maintenance (65137)

SUB-PROGRAM PURPOSE OR BUSINESS:

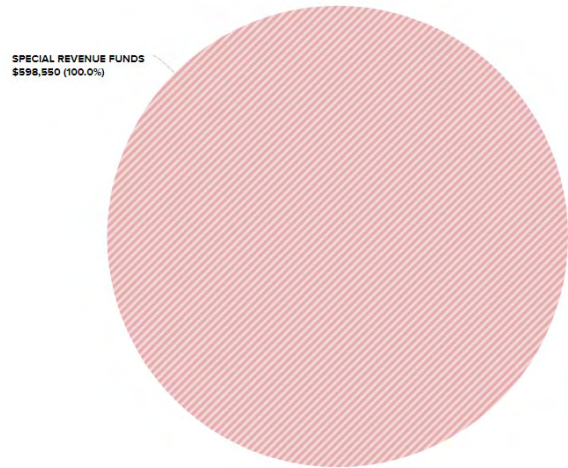
Maintain the safe movement of vehicles, bicycles, and pedestrians within the City’s public right-of-ways through the maintenance of traffic control apparatus – signs, curb painting, and pavement markings.

	ACTUAL EXPS. 2021-22	ADJUSTED BUDGET 2022-23	BUDGET 2023-24
\$	532,245	\$ 596,158	\$ 598,550

FY 2023-24 BUDGET BY CATEGORY



FY 2023-24 BUDGET BY FUNDING SOURCE



PUBLIC WORKS SERVICES

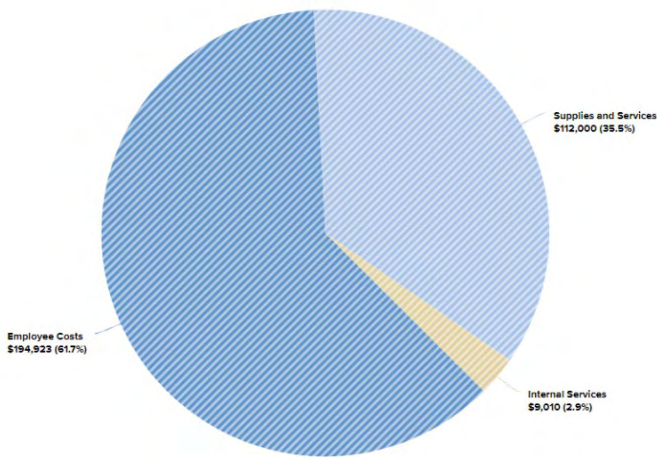
COST CENTER: Right-of-Way Maintenance
PROGRAM: Trash and Recycling Efforts (65186)

SUB-PROGRAM PURPOSE OR BUSINESS:

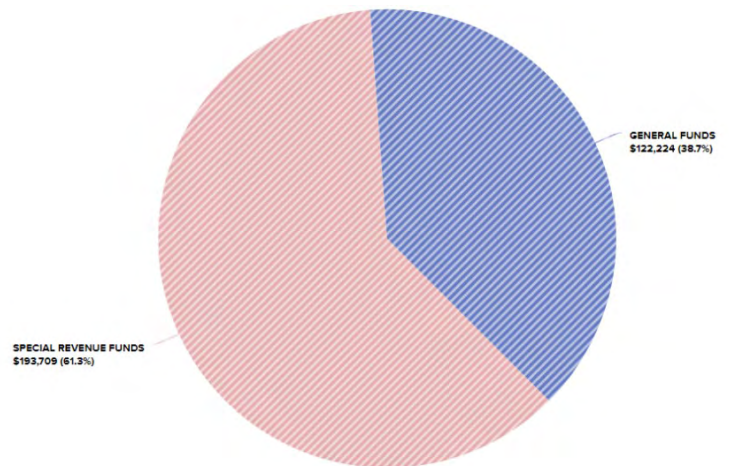
Coordinate with, manage and oversee the City’s solid waste contract with Recology. Provide staff support for activities and events involving solid waste, recycling and organics collection and processing programs in order to maintain compliance with state and local laws, goals, and mandates.

ACTUAL EXPS. 2021-22	ADJUSTED BUDGET 2022-23	BUDGET 2023-24
\$ 186,502	\$ 434,868	\$ 315,933

FY 2023-24 BUDGET BY CATEGORY



FY 2023-24 BUDGET BY FUNDING SOURCE



PUBLIC WORKS SERVICES

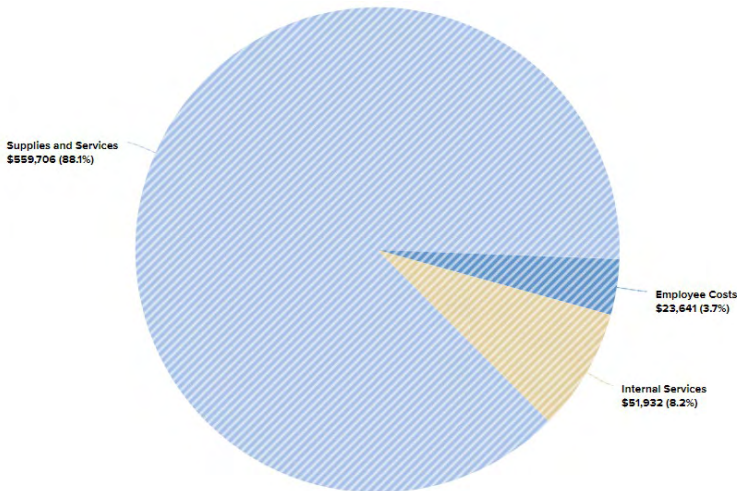
COST CENTER: Docktown Marina
PROGRAM: Administration and Special Projects (66433/75607)

SUB-PROGRAM PURPOSE OR BUSINESS:

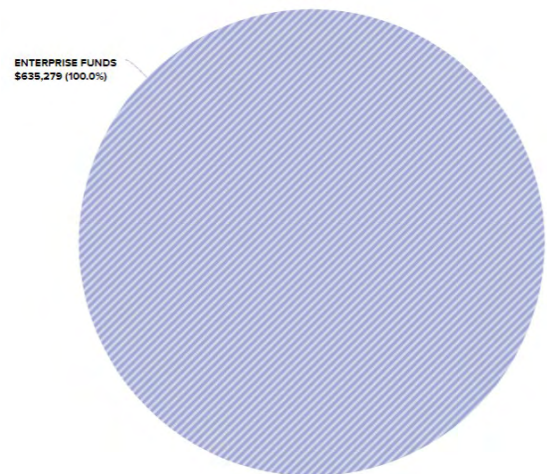
Oversee the management of Docktown Marina. Previously this was under the management of the Community Development and Transportation Department.

ACTUAL EXPS. 2021-22	ADJUSTED BUDGET 2022-23	BUDGET 2023-24
\$ 773,204	\$ 718,700	\$ 635,279

FY 2023-24 BUDGET BY CATEGORY



FY 2023-24 BUDGET BY FUNDING SOURCE



PUBLIC WORKS SERVICES

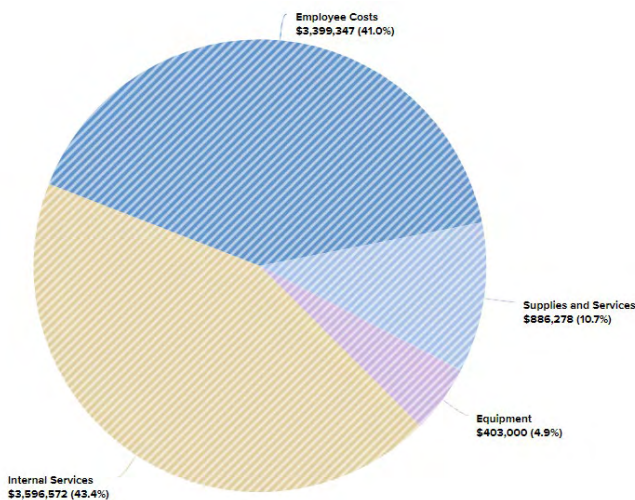
COST CENTER: Wastewater Management Services
PROGRAM: Sanitary Sewer Maintenance (65152)

SUB-PROGRAM PURPOSE OR BUSINESS:

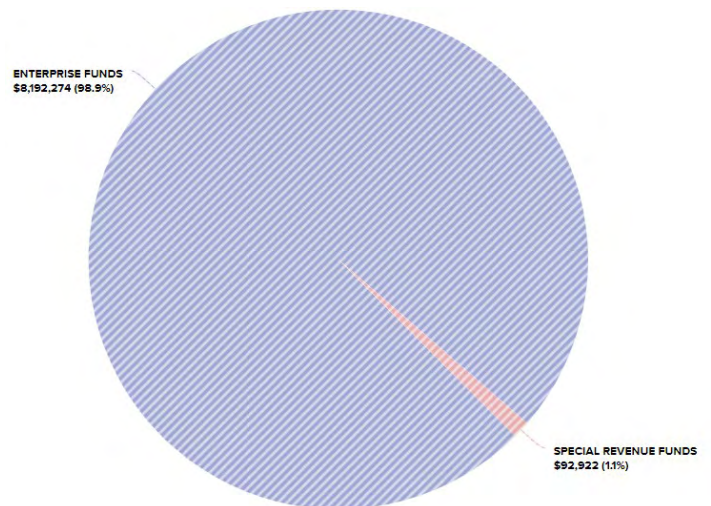
Maintain, repair, and operate the sanitary sewer collection system in a safe and effective manner and in compliance with county, state, and federal regulations.

ACTUAL EXPS. 2021-22	ADJUSTED BUDGET 2022-23	BUDGET 2023-24
\$ 6,611,328	\$ 7,951,607	\$ 8,285,197

FY 2023-24 BUDGET BY CATEGORY



FY 2023-24 BUDGET BY FUNDING SOURCE



PUBLIC WORKS SERVICES

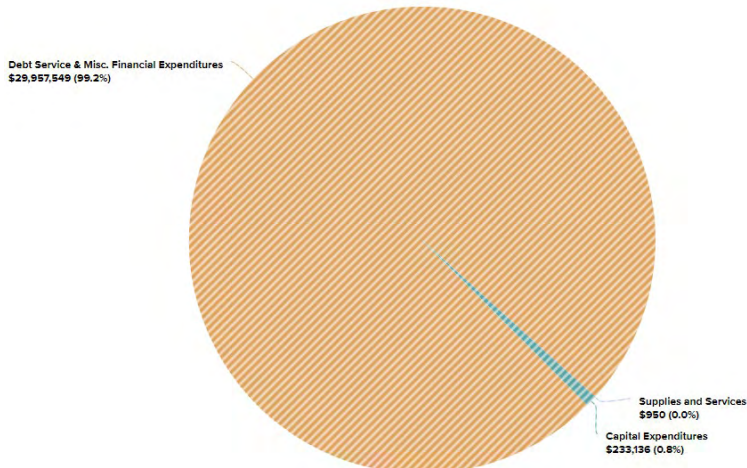
COST CENTER: Wastewater Management Services
PROGRAM: Wastewater Treatment and Disposal (65154)

SUB-PROGRAM PURPOSE OR BUSINESS:

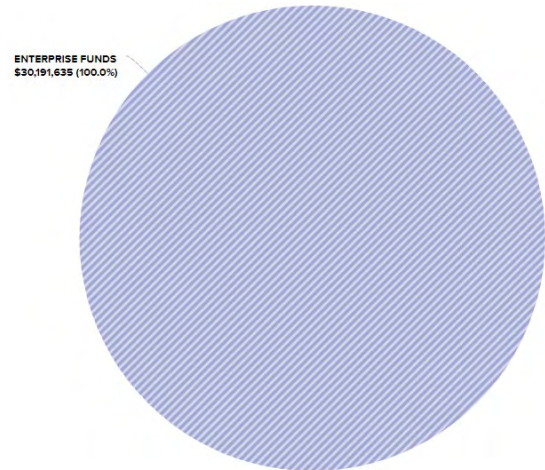
Ensure public health and safety through the proper and effective treatment of domestic and industrial wastewater collected by the City’s sewer collection system at Silicon Valley Clean Water (formerly the South Bayside System Authority) wastewater treatment plant so that it meets the standards set by the San Francisco Bay Regional Water Quality Control Board.

ACTUAL EXPS.	ADJUSTED BUDGET	BUDGET
2021-22	2022-23	2023-24
\$ 28,235,825	\$ 29,867,153	\$ 30,191,635

FY 2023-24 BUDGET BY CATEGORY



FY 2023-24 BUDGET BY FUNDING SOURCE



PUBLIC WORKS SERVICES

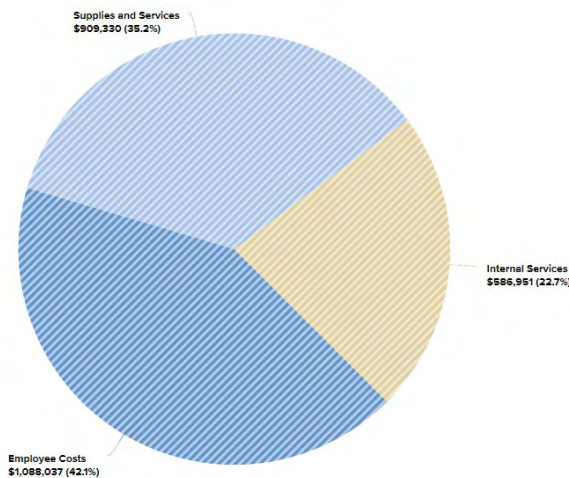
COST CENTER: Wastewater Management Services
PROGRAM: Storm Drains Maintenance (65161)

SUB-PROGRAM PURPOSE OR BUSINESS:

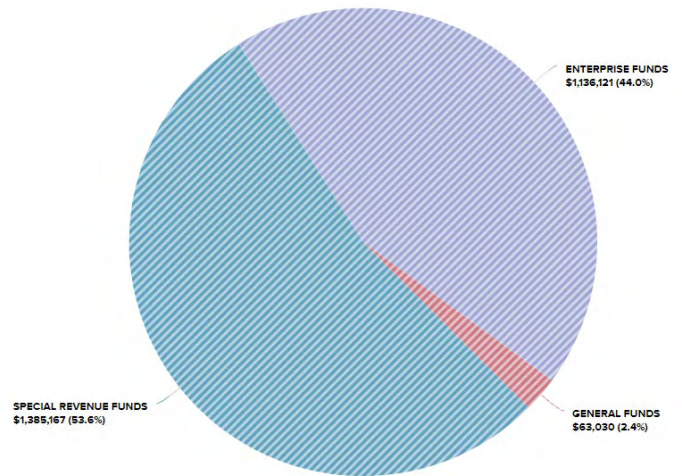
Maintain, repair, and operate the storm drainage system in a safe and effective manner and in compliance with county, state, and federal regulations.

ACTUAL EXPS.	ADJUSTED BUDGET	BUDGET
2021-22	2022-23	2023-24
\$ 2,040,816	\$ 2,621,498	\$ 2,584,318

FY 2023-24 BUDGET BY CATEGORY



FY 2023-24 BUDGET BY FUNDING SOURCE



PUBLIC WORKS SERVICES

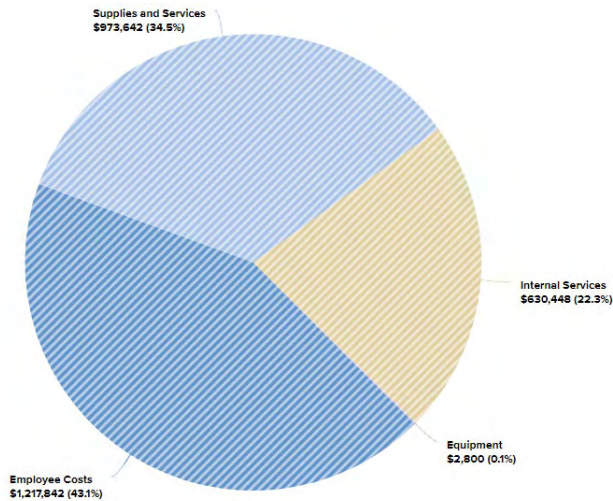
COST CENTER: Water Utility Services
PROGRAM: Customer & Support Services (65142)

SUB-PROGRAM PURPOSE OR BUSINESS:

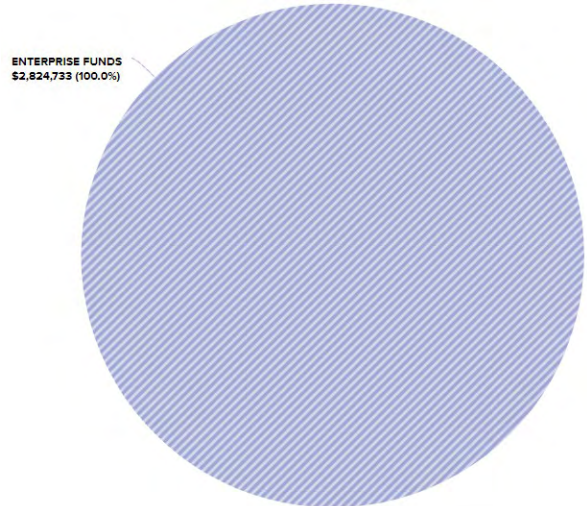
Support and sustain a business environment by providing key services for the City’s Water Enterprise that include the collection of Water Enterprise revenues through meter reading, customer and support services, and protection of the City’s water distribution system through the cross connection control program.

ACTUAL EXPS.	ADJUSTED BUDGET	BUDGET
2021-22	2022-23	2023-24
\$ 2,353,443	\$ 2,574,406	\$ 2,824,733

FY 2023-24 BUDGET BY CATEGORY



FY 2023-24 BUDGET BY FUNDING SOURCE



PUBLIC WORKS SERVICES

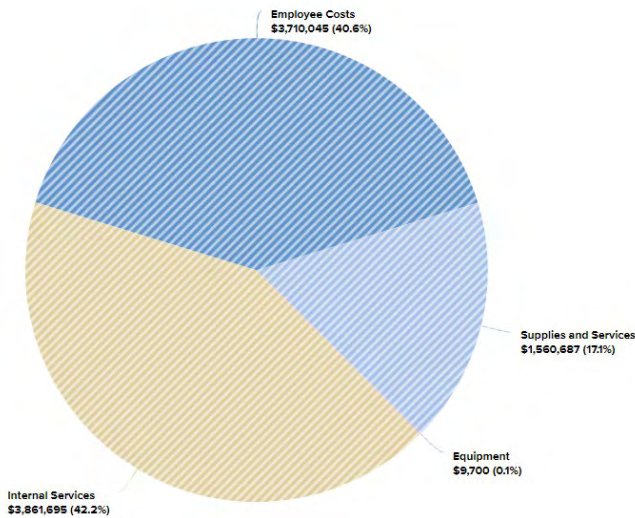
COST CENTER: Water Utility Services
PROGRAM: Water System Maintenance (65144)

SUB-PROGRAM PURPOSE OR BUSINESS:

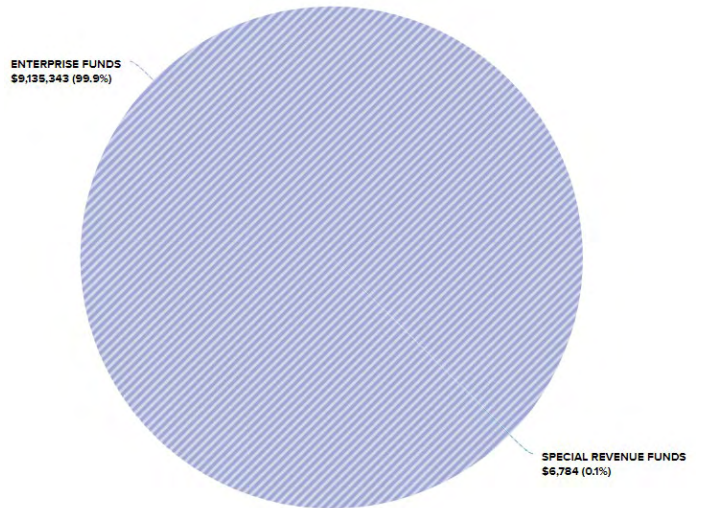
Operate, maintain, and repair the City’s water distribution system consistent with county, state, and federal regulations, protect the City’s water distribution system through water quality monitoring, and maintain a high level of readiness and disaster preparedness 24 hours a day, seven days a week.

ACTUAL EXPS.	ADJUSTED BUDGET	BUDGET
2021-22	2022-23	2023-24
\$ 8,159,401	\$ 9,011,733	\$ 9,142,126

FY 2023-24 BUDGET BY CATEGORY



FY 2023-24 BUDGET BY FUNDING SOURCE



PUBLIC WORKS SERVICES

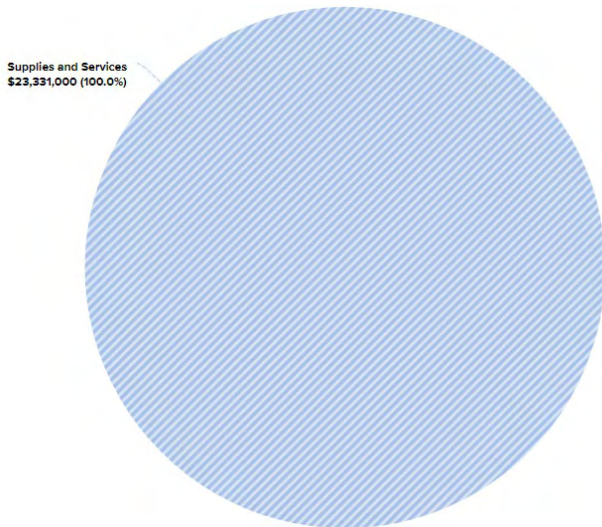
COST CENTER: Water Utility Services
PROGRAM: Water Purchases (65145)

SUB-PROGRAM PURPOSE OR BUSINESS:

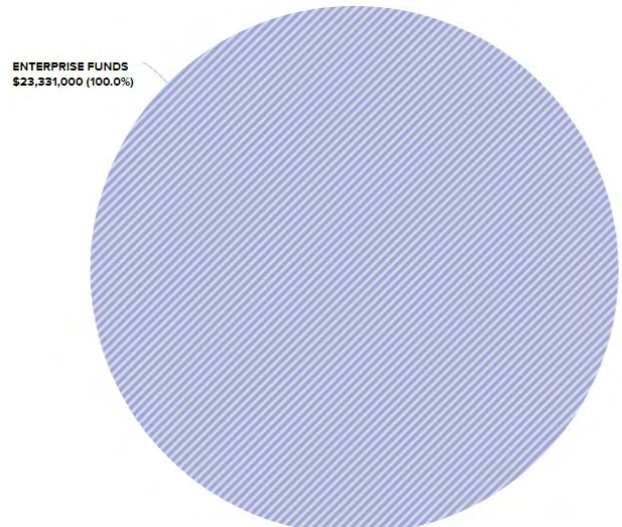
Procure 100% of Redwood City’s drinking water supply from the San Francisco Public Utilities Commission (SFPUC) regional water system.

ACTUAL EXPS. 2021-22	ADJUSTED BUDGET 2022-23	BUDGET 2023-24
\$ 19,873,581	\$ 20,446,000	\$ 23,331,000

FY 2023-24 BUDGET BY CATEGORY



FY 2023-24 BUDGET BY FUNDING SOURCE



PUBLIC WORKS SERVICES

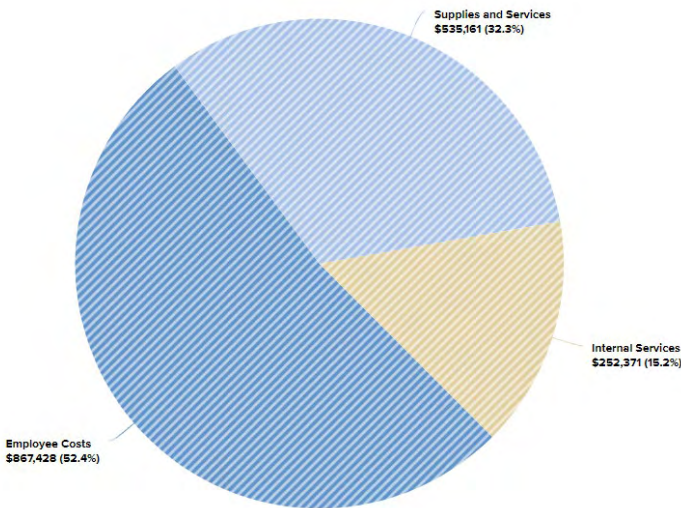
COST CENTER: Water Utility Services
PROGRAM: Water Resources Management (65146)

SUB-PROGRAM PURPOSE OR BUSINESS:

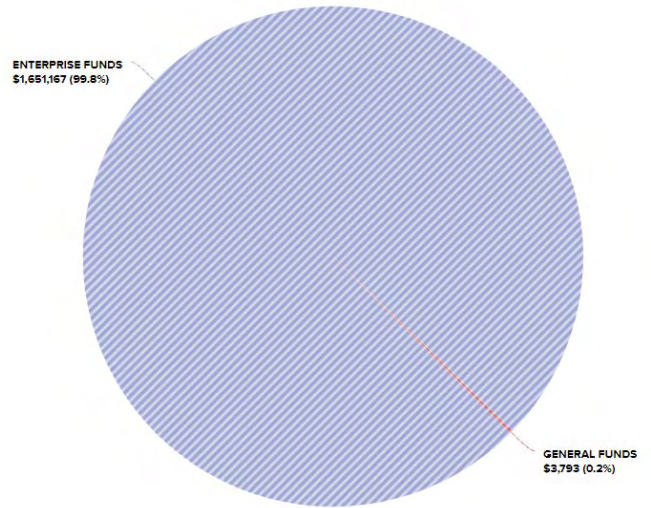
Plan and ensure the continued responsible use of water resources in Redwood City by implementing water conservation programs and maintaining compliance with State water efficiency standards.

	ACTUAL EXPS.	ADJUSTED BUDGET	BUDGET
	2021-22	2022-23	2023-24
\$	1,418,265	\$ 1,514,339	\$ 1,654,960

FY 2023-24 BUDGET BY CATEGORY



FY 2023-24 BUDGET BY FUNDING SOURCE



PUBLIC WORKS SERVICES

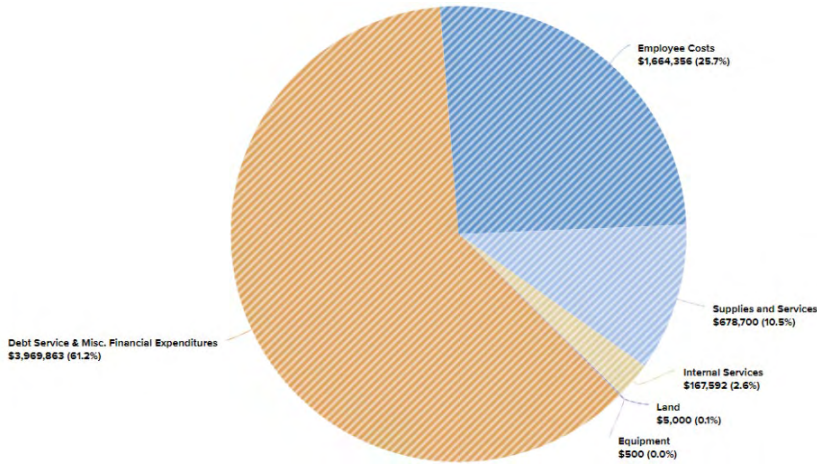
COST CENTER: Water Utility Services
PROGRAM: Recycled Water (696-65147)

SUB-PROGRAM PURPOSE OR BUSINESS:

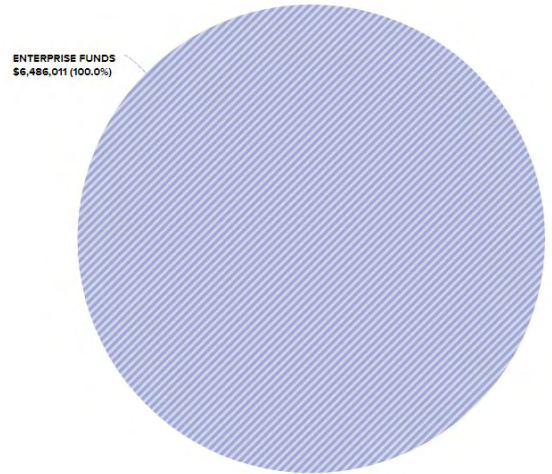
Manage, operate, and maintain the City’s recycled water system in accordance with state and federal regulations. Continue to be a leader in the development and utilization of recycled water in the County, which compliments the Council’s strategic initiatives and support of sustainability programs.

	ACTUAL EXPS.	ADJUSTED BUDGET	BUDGET
	2021-22	2022-23	2023-24
\$	2,628,546	\$ 6,385,363	\$ 6,486,011

FY 2023-24 BUDGET BY CATEGORY



FY 2023-24 BUDGET BY FUNDING SOURCE



NON-DEPARTMENTAL

Animal Control

CalPERS Replacement
Benefits

Citywide Memberships

Postage

Section 115 Trust
Contributions

Special One-Time Funds

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”; 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 2023-24 is \$2.25 Million, representing 0.67% of the total operational budget.

ACTUAL EXPS.	ADJUSTED BUDGET	BUDGET
2021-22	2022-23	2023-24
\$ -	\$ 4,653,631	\$ 2,251,995

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.

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 \$6,120,000.

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 \$3,540,000.

FIDUCIARY FUNDS

BUDGET FOR THE ASSESSMENT DISTRICTS

ACTUAL EXPS.	ADJUSTED BUDGET	BUDGET
2021-22	2022-23	2023-24
\$ 1,038,433	\$ 1,040,120	\$ 1,140,945

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 2023-24 budget at their meeting on January 9, 2023. 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 7, 2023.

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 \$8,999,891.

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.

ACTUAL EXPS.	ADJUSTED BUDGET	BUDGET
2021-22	2022-23	2023-24
\$ 1,627,718	\$ 3,509,900	\$ 3,514,899

FIDUCIARY FUNDS

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FY 2023-24

CAPITAL IMPROVEMENT

PROGRAM

CAPITAL IMPROVEMENT PROGRAM

FY 2023-24 CAPITAL IMPROVEMENT PROGRAM (CIP) BUDGET

SUMMARY

The total Fiscal Year (FY) 2023-24 Capital Improvement Program budget is \$54.9 million. This budget includes 35 projects with funding of \$51.7 million plus \$3.2 million in dedicated staffing resources for construction administration and project management.

Funding for capital projects typically derives from many sources, with portions of the Communication Users Tax (CUT) and portions of the Utility Users Tax (UUT) revenues going toward the Capital Outlay Fund. The Capital Outlay Fund is the primary funding 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 projects funds; transportation grants; traffic mitigation fees and Gas Tax revenues.

An online portal for the recommended FY 2023-24 CIP projects provides a high-level summary of the project appropriation recommendations. The project summaries can be viewed by district or neighborhood. The interactive portal reflects the new council district maps approved by Council on February 28, 2022. A new feature this year is a map overlay of CIP projects and project costs on the City's Equity Priority Communities Map as defined by the Metropolitan Transportation Commission.

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

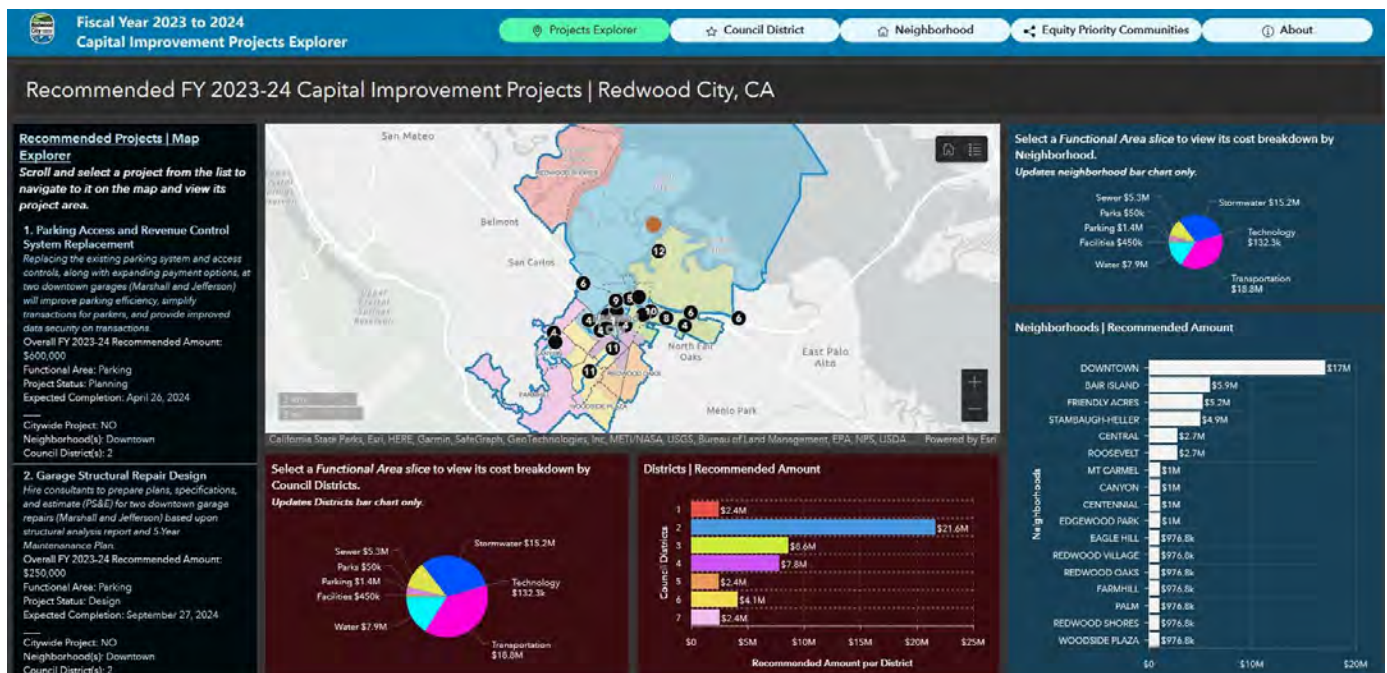


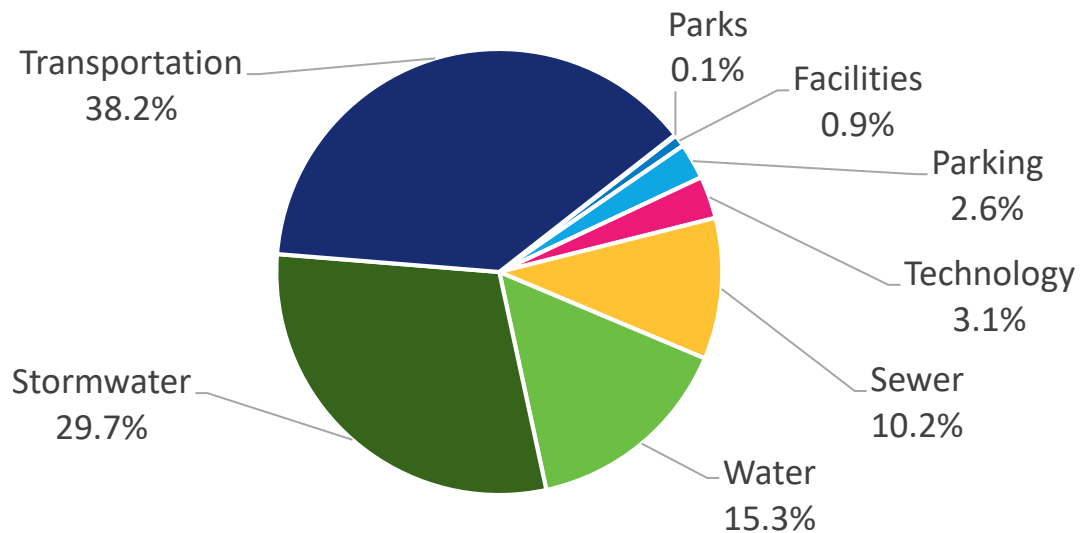
Image from the FY 2023-24 Recommended Capital Improvement Projects online portal.

CAPITAL IMPROVEMENT PROGRAM

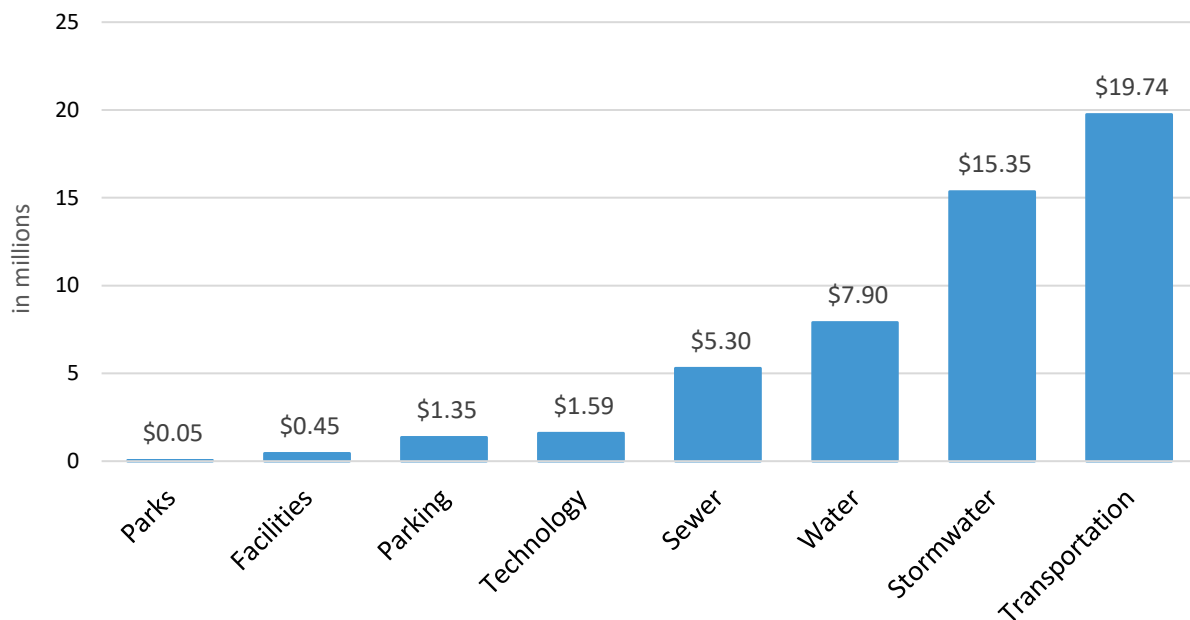
RECOMMENDED FUNDING BY FUNCTIONAL AREA

In order to promote a better understanding of the CIP program, recommended projects have been grouped into eight functional areas, not including administration. The figures below provide a breakdown of \$51.7 million in FY 2023-24 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 2023-24 project budget of \$51.7 million. These functional areas do not include staffing resources of \$3.2 million but are included in the total \$54.9 million CIP budget.

Functional Area	Description	FY 2023-24 Recommended Funding
Facilities	Repair and improvements to the City’s 17 facilities, including five fire stations, three libraries, City Hall, police building, and community centers.	\$450,000
Parking	Citywide vehicle parking management.	\$1,350,000
Parks	Investments in more than 30 parks throughout the City as well as park amenities such as playgrounds, tennis courts, and play fields.	\$50,000
Sewer	Upkeep of the City’s sanitary sewer collection system, including over 200 miles of pipe and 31 pump stations.	\$5,300,000
Stormwater	Management of the City’s stormwater infrastructure including 14 miles of creeks, over 100 miles of storm drainpipes, and 22 pump stations.	\$15,345,000
Technology	Projects that focus on implementation of technology to improve government operations.	\$1,587,307
Transportation	Investments to the City’s transportation infrastructure including roads, sidewalks, traffic safety, traffic signals, and more.	\$19,738,159
Water	Support for the City’s potable and recycled water infrastructure. Ongoing maintenance projects for the City’s 13 square mile service area. The City’s 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.	\$ 7,900,000
Total	0	\$ 51,720,466

CAPITAL IMPROVEMENT PROGRAM

PROJECTS BY FUNCTIONAL AREA

Projects are grouped into different functional areas. Of the projects with recommended FY 2023-24 funding, the data below provides information on the funding source, the project's previously approved funding, estimated expenditures through the end of Fiscal Year 2022-23, the fund carryover to Fiscal Year 2023-24, and the recommended Fiscal Year 2023-24 funding.

Projects by Functional Area – Facilities

Project Name	Fund	Previously Approved Funding	Estimated Expenditures thru 6-30-23	Carryover to FY 2023-24	Recommended FY 2023-24 Funding
HVAC Replacement Program	357 Capital Outlay Fund	Ongoing	Ongoing	Ongoing	450,000
Total					\$450,000

Projects by Functional Area – Parking

Project Name	Fund	Previously Approved Funding	Estimated Expenditures thru 6-30-23	Carryover to FY 2023-24	Recommended FY 2023-24 Funding
Parking Access and Revenue Control System Replacement	681 Parking District Fund	0	0	0	600,000
Parking Garage Structural Repair	682 Parking District Fund	0	0	0	250,000
Parking Meter Modem Upgrade	683 Parking District Fund	150,000	120,000	30,000	250,000
Residential Permit Parking Platform	684 Parking District Fund	0	0	0	250,000
Total					\$1,350,000

CAPITAL IMPROVEMENT PROGRAM

Projects by Functional Area – Parks

Project Name	Fund	Previously Approved Funding	Estimated Expenditures thru 6-30-23	Carryover to FY 2023-24	Recommended FY 2023-24 Funding
Public Art	360 Art in Public Places	Ongoing	Ongoing	Ongoing	50,000
Total					\$50,000

Projects by Functional Area – Sewer

Project Name	Fund	Previously Approved Funding	Estimated Expenditures thru 6-30-23	Carryover to FY 2023-24	Recommended FY 2023-24 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	2,500,000
Redwood City Pump Station Improvements (Silicon Valley Clean Water Connection)	689 Sewer Capital Projects	1,000,000	50,767	949,233	1,000,000
Sewer Pump Station Rehabilitation Program	689 Sewer Capital Projects	Ongoing	Ongoing	Ongoing	1,500,000
Total					\$5,300,000

CAPITAL IMPROVEMENT PROGRAM

Projects by Functional Area – Stormwater

Project Name	Fund	Previously Approved Funding	Estimated Expenditures thru 6-30-23	Carryover to FY 2023-24	Recommended FY 2023-24 Funding
Bayfront Canal and Cordilleras Creek Annual Maintenance	357 Capital Outlay Fund	Ongoing	Ongoing	Ongoing	100,000
Bradford Stormwater Pump Station Rehabilitation	219 Other Restricted Donations/Grants Fund	806,691	806,691	0	9,895,000
Bradford Stormwater Pump Station Rehabilitation	357 Capital Outlay Fund	1,633,312	86,196	1,547,116	2,300,000
Cordilleras Creek Flood Prevention Initiatives	One-Time Funds	0	0	0	150,000
Douglas Stormwater Pump Station Rehabilitation	219 Other Restricted Donations/Grants Fund	0	0	0	1,200,000
Price Stormwater Pump Station Rehabilitation	219 Other Restricted Donations/Grants Fund	0	0	0	500,000
Price Stormwater Pump Station Rehabilitation	357 Capital Outlay Fund	0	0	0	700,000
Storm Drain - Redwood Creek and Channels	357 Capital Outlay Fund	Ongoing	Ongoing	Ongoing	500,000
Total					\$15,345,000

CAPITAL IMPROVEMENT PROGRAM

Projects by Functional Area – Technology

Project Name	Fund	Previously Approved Funding	Estimated Expenditures thru 6-30-23	Carryover to FY 2023-24	Recommended FY 2023-24 Funding
Assistance for Firefighters Grant (AFG) for Mobile and Portable Radios	219 Other Restricted Donations/Grants Fund	0	0	0	1,455,031
Assistance for Firefighters Grant (AFG) for Mobile and Portable Radios	357 Capital Outlay Fund	0	0	0	132,276
Total					\$1,587,307

Projects by Functional Area – Transportation

Project Name	Fund	Previously Approved Funding	Estimated Expenditures thru 6-30-23	Carryover to FY 2023-24	Recommended FY 2023-24 Funding
101/84 Interchange	262 Transportation Fund	1,030,986	149,964	881,022	300,000
101/84 Interchange	264 Various Transportation Grants	8,750,863	1,507,741	7,243,122	8,664,489
101/84 Interchange	357 Capital Outlay Fund	1,372,494	410,691	961,803	-
Active Transportation Corridor Program	262 Transportation Fund	Ongoing	Ongoing	Ongoing	250,000
Broadway Pedestrian Mall	681 Parking District Fund	0	0	0	250,000
Grade Separation and Transit Center	357 Capital Outlay Fund	0	0	0	200,000

Continued on following page

CAPITAL IMPROVEMENT PROGRAM

Projects by Functional Area – Transportation

Continued from previous page

Project Name	Fund	Previously Approved Funding	Estimated Expenditures thru 6-30-23	Carryover to FY 2023-24	Recommended FY 2023-24 Funding
Roadway Pavement Management Program	262 Transportation Fund	Ongoing	Ongoing	Ongoing	650,000
Roadway Pavement Management Program	277 Road Maintenance & Rehab (Senate Bill 1)	Ongoing	Ongoing	Ongoing	2,063,670
Roadway Pavement Management Program	278 Measure W	Ongoing	Ongoing	Ongoing	1,000,000
Roadway Pavement Management Program	357 Capital Outlay Fund	Ongoing	Ongoing	Ongoing	1,260,000
Roosevelt Avenue Traffic Calming	264 Various Transportation Grants	2,265,000	0	2,265,000	3,400,000
Sidewalk Curb and Gutter Program	262 Transportation Fund	Ongoing	Ongoing	Ongoing	100,000
Sidewalk Inspection and Repair Program	One-Time Funds	0	0	0	500,000
Traffic Calming	262 Transportation Fund	Ongoing	Ongoing	Ongoing	100,000
Traffic Safety Program	262 Transportation Fund	Ongoing	Ongoing	Ongoing	500,000
Transportation Planning	262 Transportation Fund	Ongoing	Ongoing	Ongoing	500,000
Total					\$19,738,159

CAPITAL IMPROVEMENT PROGRAM

Projects by Functional Area – Water

Project Name	Fund	Previously Approved Funding	Estimated Expenditures thru 6-30-23	Carryover to FY 2023-24	Recommended FY 2023-24 Funding
Cathodic Protection Program	686 Water Capital Projects	Ongoing	Ongoing	Ongoing	200,000
Distribution System Replacement Program	686 Water Capital Projects	Ongoing	Ongoing	Ongoing	1,000,000
Main City Recycled Water Tank and Pump Station	686 Water Capital Projects	5,500,000	0	5,500,000	2,000,000
Pump Station and Tank Rehabilitation / Replacement	686 Water Capital Projects	Ongoing	Ongoing	Ongoing	1,000,000
Recycled Water Distribution System Phase 2 Extension	686 Water Capital Projects	4,500,000	0	4,500,000	1,500,000
Recycled Water Quality Improvements	686 Water Capital Projects	0	0	0	200,000
Water System Seismic Improvement Program	686 Water Capital Projects	Ongoing	Ongoing	Ongoing	2,000,000
Total					\$7,900,000

CAPITAL IMPROVEMENT PROGRAM

PROJECT FUNDING RECOMMENDATION BY FUNDING SOURCE

The following provides a summary of the recommended Fiscal Year 2023-24 Capital Improvement Program funding by funding source. Funding sources may each have their own conditions for use. A brief description of these funds is provided below. Refer to the City's Fiscal Year 2023-24 Budget for a full fund description. The total \$51.7 million from funding sources do not include staffing resources of \$3.2 million but are included in the total \$54.9 million CIP budget.

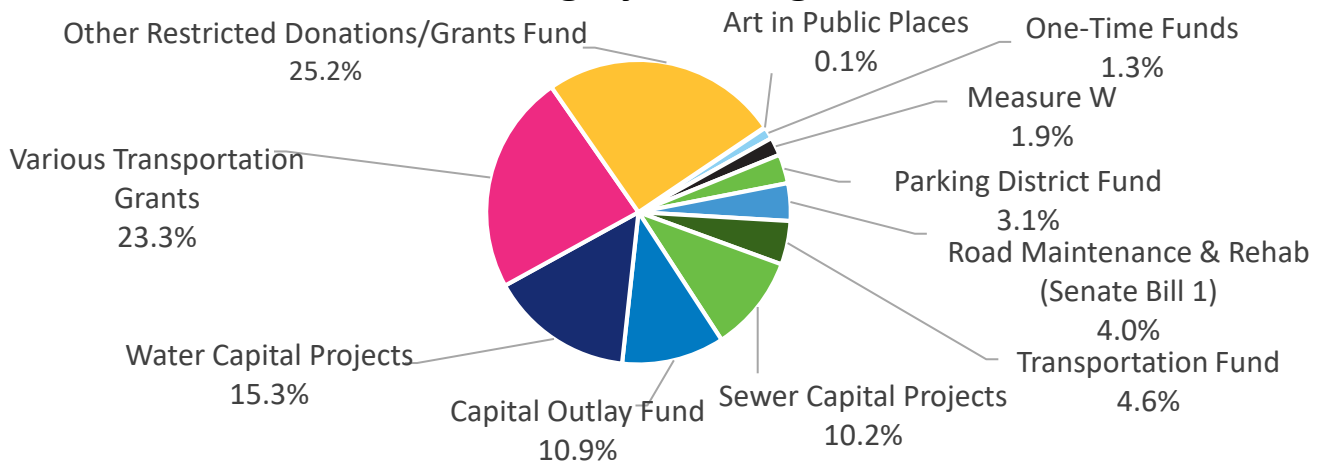
Funding Source	Fund Description	FY 2023-24 Allocations
219 Other Restricted Donations/Grants Fund	This fund is for miscellaneous grants and donations that are restricted for specific purposes.	13,050,031
262 Transportation Fund	City's share of Countywide Measure A half-cent sales tax for transportation expenditures.	2,400,000
264 Various Transportation Grants	This fund accounts for grants and developer contributions received for specific transportation projects.	12,064,489
277 Road Maintenance & Rehab (Senate Bill 1)	State of California gasoline tax funds for street-related capital improvement projects.	2,063,670
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.	1,000,000
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.	5,642,276
360 Art in Public Places	Contributions from the city and developers to be used in accordance with the Public Art Master Plan.	50,000
681 Parking District Fund	Downtown meter zone parking funds within or for the benefit of the Downtown Meter Zone.	1,600,000
686 Water Capital Projects	Enterprise funds for the administration, operations, maintenance, capital improvements, financing, and billing/collections of the water pumping and distribution system.	7,900,000
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.	5,300,000
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.	650,000
Total		\$51,720,466

CAPITAL IMPROVEMENT PROGRAM

The Capital Improvement Program uses a variety of funding sources to support projects. Fiscal Year 2023-24 projects draw upon eleven funding sources to appropriate \$51.7 million over 35 projects. Names of projects from each funding source and the FY 2023-24 funding are provided in the charts that follow.

Since at least 2017, staffing resources have typically been \$3.0 million each year and have not been adjusted for inflation. This year, the budget recommended for staffing resources is increased to \$3.2 million. The staff resources come from the Capital Outlay Fund and are not included in the totals below. Staffing resources of \$3.2 million are added for a total \$54.9 million CIP budget.

CIP Funding by Funding Source



CIP Funding by Funding Source



CAPITAL IMPROVEMENT PROGRAM

Projects by Fund – 219 Other Restricted Donations/Grants Fund

Project Name	Functional Area	Previously Approved Funding	Estimated Expenditures thru 6-30-23	Carryover to FY 2023-24	Recommended FY 2023-24 Funding
Assistance for Firefighters Grant (AFG) for Mobile and Portable Radios	Technology	0	0	0	1,455,031
Bradford Stormwater Pump Station Rehabilitation	Stormwater	806,691	806,691	0	9,895,000
Douglas Stormwater Pump Station Rehabilitation	Stormwater	0	0	0	1,200,000
Price Stormwater Pump Station Rehabilitation	Stormwater	0	0	0	500,000
TOTAL					\$ 13,050,031

**Ongoing –funding over different projects and multiple years.*

Projects by Fund – 262 Transportation Fund

Project Name	Functional Area	Previously Approved Funding	Estimated Expenditures thru 6-30-23	Carryover to FY 2023-24	Recommended FY 2023-24 Funding
101/84 Interchange	Transportation	1,030,986	149,964	881,022	300,000
Active Transportation Corridor Program	Transportation	Ongoing	Ongoing	Ongoing	250,000
Roadway Pavement Management Program	Transportation	Ongoing	Ongoing	Ongoing	650,000
Sidewalk Curb and Gutter Program	Transportation	Ongoing	Ongoing	Ongoing	100,000
Traffic Calming	Transportation	Ongoing	Ongoing	Ongoing	100,000
Traffic Safety Program	Transportation	Ongoing	Ongoing	Ongoing	500,000
Transportation Planning	Transportation	Ongoing	Ongoing	Ongoing	500,000
TOTAL					\$ 2,400,000

**Ongoing –funding over different projects and multiple years*

CAPITAL IMPROVEMENT PROGRAM

Projects by Fund – 264 Various Transportation Grants

Project Name	Functional Area	Previously Approved Funding	Estimated Expenditures thru 6-30-23	Carryover to FY 2023-24	Recommended FY 2023-24 Funding
101/84 Interchange	Transportation	8,750,863	1,507,741	7,243,122	8,664,489
Roosevelt Avenue Traffic Calming	Transportation	2,265,000	0	2,265,000	3,400,000
TOTAL					\$ 12,064,489

Projects by Fund – 277 Road Maintenance & Rehab (Senate Bill 1)

Project Name	Functional Area	Previously Approved Funding	Estimated Expenditures thru 6-30-23	Carryover to FY 2023-24	Recommended FY 2023-24 Funding
Roadway Pavement Management Program	Transportation	Ongoing	Ongoing	Ongoing	2,063,670
TOTAL					\$ 2,063,670

**Ongoing –funding over different projects and multiple years*

Projects by Fund – 278 Measure W

Project Name	Functional Area	Previously Approved Funding	Estimated Expenditures thru 6-30-23	Carryover to FY 2023-24	Recommended FY 2023-24 Funding
Roadway Pavement Management Program	Transportation	Ongoing	Ongoing	Ongoing	1,000,000
TOTAL					\$1,000,000

**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 6-30-23	Carryover to FY 2023-24	Recommended FY 2023-24 Funding
101/84 Interchange	Transportation	1,372,494	410,691	961,803	-
Assistance for Firefighters Grant (AFG) for Mobile and Portable Radios	Technology	0	0	0	132,276
Bayfront Canal and Cordilleras Creek Annual Maintenance	Stormwater	Ongoing	Ongoing	Ongoing	100,000
Bradford Stormwater Pump Station Rehabilitation	Stormwater	1,633,312	86,196	1,547,116	2,300,000
Grade Separation and Transit Center	Transportation	0	0	0	200,000
HVAC Replacement Program	Facilities	Ongoing	Ongoing	Ongoing	450,000
Price Stormwater Pump Station Rehabilitation	Stormwater	0	0	0	700,000
Roadway Pavement Management Program	Transportation	Ongoing	Ongoing	Ongoing	1,260,000
Storm Drain - Redwood Creek and Channels	Stormwater	Ongoing	Ongoing	Ongoing	500,000
TOTAL					\$ 5,642,276

**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 6-30-23	Carryover to FY 2023-24	Recommended FY 2023-24 Funding
Public Art	Parks	Ongoing	Ongoing	Ongoing	50,000
TOTAL					\$50,000

**Ongoing –funding over different projects and multiple years*

CAPITAL IMPROVEMENT PROGRAM

Projects by Fund – 681 Parking District Fund

Project Name	Functional Area	Previously Approved Funding	Estimated Expenditures thru 6-30-23	Carryover to FY 2023-24	Recommended FY 2023-24 Funding
Broadway Pedestrian Mall	Transportation	0	0	0	250,000
Parking Access and Revenue Control System Replacement	Parking	0	0	0	600,000
Parking Garage Structural Repair	Parking	0	0	0	250,000
Parking Meter Modem Upgrade	Parking	150,000	120,000	30,000	250,000
Residential Permit Parking Platform	Parking	0	0	0	250,000
TOTAL					\$ 1,600,000

Projects by Fund – 686 Water Capital Projects

Project Name	Functional Area	Previously Approved Funding	Estimated Expenditures thru 6-30-23	Carryover to FY 2023-24	Recommended FY 2023-24 Funding
Cathodic Protection Program	Water	Ongoing	Ongoing	Ongoing	200,000
Distribution System Replacement Program	Water	Ongoing	Ongoing	Ongoing	1,000,000
Main City Recycled Water Tank and Pump Station	Water	5,500,000	0	5,500,000	2,000,000
Pump Station and Tank Rehabilitation / Replacement	Water	Ongoing	Ongoing	Ongoing	1,000,000
Recycled Water Distribution System Phase 2 Extension	Water	4,500,000	0	4,500,000	1,500,000
Recycled Water Quality Improvements	Water	0	0	0	200,000
Water System Seismic Improvement Program	Water	Ongoing	Ongoing	Ongoing	2,000,000
TOTAL					\$ 7,900,000

**Ongoing –funding over different projects and multiple years*

CAPITAL IMPROVEMENT PROGRAM

Projects by Fund – 689 Sewer Capital Projects

Project Name	Functional Area	Previously Approved Funding	Estimated Expenditures thru 6-30-23	Carryover to FY 2023-24	Recommended FY 2023-24 Funding
Closed Circuit Television (CCTV) Program	Sewer	Ongoing	Ongoing	Ongoing	300,000
Collection System Replacement Program	Sewer	Ongoing	Ongoing	Ongoing	2,500,000
Redwood City Pump Station Improvements (Silicon Valley Clean Water Connection)	Sewer	1,000,000	50,767	949,233	1,000,000
Sewer Pump Station Rehabilitation Program	Sewer	Ongoing	Ongoing	Ongoing	1,500,000
TOTAL					\$ 5,300,000

**Ongoing –funding over different projects and multiple years*

Projects by Fund – One-Time Funds

Project Name	Functional Area	Previously Approved Funding	Estimated Expenditures thru 6-30-23	Carryover to FY 2023-24	Recommended FY 2023-24 Funding
Cordilleras Creek Flood Prevention Initiatives	Stormwater	0	0	0	150,000
Sidewalk Inspection and Repair Program	Transportation	0	0	0	500,000
TOTAL					\$650,000

CAPITAL IMPROVEMENT PROGRAM

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CAPITAL IMPROVEMENT PROGRAM

CIP PROJECT HIGHLIGHTS

Below are highlights of select Capital Improvement Projects, grouped into one of the functional areas. A complete list and the descriptions of the CIP projects for which funding is recommended can be found in the Fiscal Year 2023-24 Capital Improvement Program Projects Descriptions by Functional Area section.

Facilities

HVAC Replacement Program

Facility heating, ventilation, and air conditioning (HVAC) systems are essential for normal building operations. The upkeep of these systems is vital in maintaining the city's buildings and infrastructure. HVAC systems typically have a useful life of 15 years and receive preventative maintenance on a regular basis. The FY 2023-24 appropriation of \$450,000 will provide for repairs as needed throughout the year in the City's facilities with a target on the HVAC systems at the Municipal Services Center (MSC) which has reached the end of its useful life with many of the system's replacement parts having been discontinued.

Parking

Parking Access and Revenue Control System Replacement

This project will provide an appropriation of \$600,000 to replace and upgrade the Parking Access and Revenue Control System (PARCS) in two of the City's downtown garages. The current system has been in place since 2015 and is experiencing intermittent nonoperation. This replacement will provide an opportunity to upgrade to contactless payment options so widely in use today.

Parking Garage Structural Repair

The Marshall Street Parking Garage is starting to show water damage at the facade of its structure. While determining the extent of the damage and appropriate mitigation, the City has conducted a structural analysis of both the Marshall Street and Jefferson Avenue Parking Garages. A structural analysis was prepared and the FY 2023-24 appropriation of \$250,000 will provide for plans and specifications so that this project can be competitively bid. The remainder of the initial funding will go toward construction costs. The total cost of the project will depend on the final design.

Parking Meter Modem Upgrade

The FY 2023-24 appropriation of \$250,000 will complete phase 2 of upgrades to the credit card readers and cellular modems inside the parking meter equipment in downtown Redwood City. This project will replace modems inside the existing parking meter equipment from 2G to new 4G modems as the providers will stop support and discontinue parts for the old 2G modems. This replacement will provide an opportunity to upgrade to contactless payment options.

Residential Permit Parking Platform

The Residential Permit Parking Platform project will upgrade the City's online parking permit platform to a more user-friendly system that provides flexibility for residents to manage the parking permits issued for their address. The \$250,000 FY 2023-24 appropriation will upgrade the software to enable residents to use the new online parking permit platform before the 2024 permit renewal period.

CAPITAL IMPROVEMENT PROGRAM

Parks/Recreation

Public Art

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. The City's 1% for Art Ordinance, which dedicates 1% of the annual CIP budget to public art, will appropriate \$50,000 in Fiscal Year 2023-24 for ongoing public art programs. This program will also fund the City's mural and sculpture project which is managed by the Arts Commission.

Sewer

Closed-Circuit Television (CCTV) Program

The FY 2023-24 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 in the downtown and central core of City will be targeted this fiscal year.

Collection System Replacement Program

This ongoing program supports the systematic repair and rehabilitation of sanitary sewer pipelines in Redwood City. This program improves the condition and reliability of the sewer collection system by minimizing infiltration and inflow. The FY 2023-24 appropriation of \$2,500,000 will fund continued design and construction work on sewer pipeline improvements.

Redwood City Pump Station Improvements (SVCW Connection)

Silicon Valley Clean Water (SVCW) is rehabilitating its Redwood City Pump Station which conveys wastewater flows from Redwood City to the SVCW wastewater treatment plant in Foster City. The City's sewer collection system has an existing 48" diameter pipe connection to the pump station. The \$1,000,000 FY 2023-24 fund appropriation is a portion of funding needed for rehabilitation of the existing 48" diameter connection and a new 60" diameter pipe connection to the pump station installed for redundancy. The estimated project cost is approximately \$4,500,000.

Stormwater

Bayfront Canal and Cordilleras Creek Annual 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. An appropriation of \$100,000 is recommended for FY 2023-24.

Bradford Stormwater Pump Station Rehabilitation

The FY 2023-24 appropriation recommendation of \$12,195,000 includes a local match of \$2,300,000 to rehabilitate and improve the existing Bradford Stormwater Drainage Pump Station and associated pipelines in addition to a \$9,895,000 Federal Emergency Management Agency (FEMA) Hazard Mitigation Grant Program (HMGP) 75/25 grant award. This project will help ensure continued reliability of the City's storm drain system.

CAPITAL IMPROVEMENT PROGRAM

Cordilleras Creek Flood Prevention Initiatives

The FY 2023-24 appropriation from one-time funds of \$150,000 will aid flood prevention initiatives pertaining to storm-related impacts along Cordilleras Creek. During the 2022-23 winter season, unprecedented rainfall from a series of winter storms led to various impacts on the community. Among the impacted areas was Cordilleras Creek, a natural waterway predominantly under private ownership that crosses multiple jurisdictional boundaries.

Douglas Stormwater Pump Station Rehabilitation

The Douglas Pump Station provides flood control for the City and has reached the end of its useful life. This rehabilitation project will include upgrades of the control components with remote monitoring and control capabilities. The design of the project is expected to cost \$1.6 million, of which \$1,200,000 will come from the FY 2023 Consolidated Appropriations Act (P.L. 117-328) signed into law on December 29, 2022, referred to by the House of Representatives as Community Project Funding (CPF). The FY 2023-24 appropriation recommended is for the federal-funded CPF in the amount of \$1,200,000.

Price Stormwater Pump Station Rehabilitation

The FY 2023-24 appropriation recommendation of \$1,200,000 includes a local match of \$700,000 to rehabilitate and improve the existing Price Stormwater Drainage Pump Stations and \$500,000 from the Federal Emergency Management Agency (FEMA) Hazard Mitigation Grant Program (HMGP). Improvements include higher horsepower submersible pumps, variable speed drive controls to increase the efficiency, standby engine generator, and replacement and rehabilitation of the wet well surface, new valve vault, pipelines and other appurtenances.

Storm Drain - Redwood Creek and Channels

The project involves repair, rehabilitation, and replacement of concrete lined sections of Redwood Creek and its tributary branches. A FY 2023-24 appropriation recommendation in the amount of \$500,000 is for ongoing projects along the Jefferson Branch of the Redwood Main Branch. Work 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.

Technology

Assistance for Firefighters Grant (AFG) for Mobile and Portable Radios

This program is for mobile and portable radio replacement for the Fire Department. The City has applied for and received \$1,455,031 in funding from the Assistance for Firefighters Grant (AFG) for tri-band (VHF, UHF, 700/800 MHz) P-25 compliant, digital trunking capable mobile and portable radios. The FY 2023-24 appropriation and City match portion is \$132,276.

Transportation

101/84 Interchange

Reconstruction of the existing U.S. Highway 101/Woodside Road interchange is proposed 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 2023-24 appropriation recommendation of \$8,664,489 is from grant sources and \$300,000 from the transportation fund.

CAPITAL IMPROVEMENT PROGRAM

Active Transportation Corridor Program

This is an 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. A FY 2023-24 appropriation of \$250,000 is recommended.

Broadway Pedestrian Mall

Broadway between Jefferson Avenue and Main Street has been closed since March 2020 to accommodate outdoor dining for pandemic safety. The FY 2023-24 appropriation recommendation of \$250,000 comes from the Parking District fund for the permanent street closure of Broadway between Jefferson Avenue and Main Street. The design work is expected to start in FY 2023-24 with construction in FY 2025-26.

Roadway Pavement Management Program

The Roadway Management Program addresses ongoing roadway pavement repair and replacement needs. Each year, streets are prepared for resurfacing with crack sealing and spot repairs before being resurfaced with an “overlay,” “cape seal,” or “slurry seal.” Appropriations in FY 2023-24 of \$ 4,973,670 from several funding sources are recommended for this program to evaluate and implement cost-effective pavement treatment strategies for the maintenance of the City’s pavement infrastructure.

Sidewalk Curb and Gutter Program

On an ongoing basis each year, the City replaces damaged curbs and gutters on City streets. For efficiencies, some of this work is done in conjunction with streets that are to be resurfaced. Depending on existing conditions, removal and replanting of trees may also be needed as part of the curb and gutter repair. An appropriation in the amount of \$100,000 from the Capital Outlay Fund is recommended for FY 2023-24.

Traffic Calming

Review, planning, and implementation of traffic calming strategies and projects on various streets throughout the City increases safety for all road users. The appropriation recommendation for FY 2023-24 of \$100,000 will also fund pedestrian and bicycle related improvements including marked crosswalks, median refuge islands, and bicycle warning signage.

Traffic Safety Program

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. The FY 2023-24 appropriation recommendation of \$500,000 comes from the transportation fund.

Water

Distribution System Replacement Program

The FY 2023-24 appropriation recommendation of \$1,000,000 will fund ongoing replacement of water main pipes throughout the City. Under this program, an average of 1.5 miles of pipe is replaced each year resulting in improved water quality, better water system performance, and reduced system maintenance costs.

CAPITAL IMPROVEMENT PROGRAM

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 2023-24 appropriation recommendation of \$2,000,000 includes feasibility and planning.

Pump Station and Tank Rehabilitation / Replacement

The FY 2023-24 appropriation of \$1,000,000 for this program will fund continuous evaluation of conditions and functions for the City's twelve water tanks and ten pump stations for needed rehabilitations, improvements, and replacements. This year, the program will complete the evaluation of all the pump stations and will prioritize one or two pump stations for upgrades and maintenance.

Recycled Water Distribution System Phase 2 Extension

The City's recycled water distribution system provides the City with a secondary water source for outdoor irrigation and some approved indoor uses. The FY 2023-24 appropriation recommendation of \$1,500,000 will fund phase 2C of the expansion for the recycled water system in Redwood Shores, east of Highway 101. Phase 1, 2A and a portion of 2B are completed. Phase 2C and part of Phase 2B, which are the last of the three planned phases of Phase 2, are ongoing.

Recycled Water Quality Improvements

The City distributes recycled water among 173 irrigation sites, 15 commercial/industrial sites, and eight dual-plumbed sites. This is a new project to install chlorine boosting stations and generate chlorine onsite to maintain detectable chlorine residuals throughout the City's recycled water distribution system, minimizing the degradation of recycled water quality and avoiding objectionable odors for customers. The FY 2023-24 appropriation recommendation of \$200,000 is for a portion of the design, which is expected to begin in FY 2023-24. The total project cost will be determined once the design has been finalized.

Water System Seismic Improvement Program

The FY 2023-24 appropriation of \$2,000,000 will fund ongoing seismic improvements to the City's water system with prioritized seismic improvements based on the condition assessments of tanks and pump stations from the 2011 Water System Master Plan.

CAPITAL IMPROVEMENT PROGRAM

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Project #73593

HVAC Replacement Program

Functional Area - Facilities



New FY 23-24 funding recommended:	\$450,000	Project status:	Ongoing
Previously approved project funding:	Ongoing	Estimated completion date:	Ongoing
Remainder to be funded:	Ongoing	Estimated useful project life:	Varies
Estimated total cost:	Ongoing	Department lead:	Public Works

Summary

Replacement of heating, ventilation, and air conditioning (HVAC) systems at various City facilities.

Background

Facility HVAC systems are essential for normal building operations. In addition, upkeep of these systems are vital in maintaining the City’s buildings and infrastructure. In the event of an emergency where the conversion of City buildings into emergency shelters or response centers is needed, the HVAC systems plays an important role in keeping these facilities running comfortably. HVAC systems typically have a useful life of 15 years and receive preventative maintenance on a regular basis.

The HVAC system at the Municipal Services Center (MSC) has reached the end of its useful life and many of the system's replacement parts have been discontinued. Without the necessary replacement parts, the system cannot be maintained at its most optimal functionality and will eventually result in the inability to communicate to rooftop units and thus the absence of heating or cooling when required. Additionally, as the HVAC is upgraded, where possible, the controls shall be converted to more efficient web-based systems.

Timeline

This ongoing program will continue as HVAC systems have maintenance issues or come to the end of their useful lives. The replacements at the MSC slated for this year are expected to be completed by the end of FY 2023-24.

Operational Impacts

Replacement of HVAC systems will initially decrease staff time and repair and maintenance costs due to increased efficiency; however, these systems will require ongoing and increased maintenance as they near the end of their useful lives.

Project Budget									
Fund	Previously Approved	Estimated Expenditures thru 6-30-23	FY 2022-23 Carryover	Recom'd FY 23-24	Estimated FY 24-25	Estimated FY 25-26	Estimated FY 26-27	Estimated FY 27-28	Estimated 5-Yr Cost
357 Capital Outlay Fund	Ongoing	Ongoing	Ongoing	450,000	650,000	700,000	700,000	700,000	3,200,000
Total	Ongoing	Ongoing	Ongoing	450,000	650,000	700,000	700,000	700,000	3,200,000



Project #0

Parking Access and Revenue Control System Replacement

Functional Area - Parking



New FY 23-24 funding recommended:	\$600,000	Project status:	Planning
Previously approved project funding:	\$0	Estimated completion date:	By end of FY 23-24
Remainder to be funded:	\$200,000	Estimated useful project life:	10 year(s)
Estimated total cost:	\$800,000	Department lead:	Community Development

Summary

Replace and upgrade the Parking Access and Revenue Control System (PARCS) in two of the City’s downtown garages.

Background

The Parking Access and Revenue Control Systems at Redwood City’s two downtown parking garages were installed in 2015. The systems process thousands of vehicles daily and have experienced considerable damage and wear from use in addition to intermittent nonoperation of the systems.

The current PARCS systems have issues with maintaining compliance with the Payment Card Industry Data Security Standard (PCI DSS). Replacement will provide an upgrade opportunity to contactless payment options. This project will improve parking efficiency, simplify transactions for parking patrons and provide improved transactional data security.

Timeline

A Request for Proposals (RFP) will be issued in the second half of 2023 for vendors to submit proposals on replacement systems. Installation is expected to take place in the first half of 2024.

Operational Impacts

Access to the garages may be limited during installation. At times, access will be limited to one lane as the new PARCS equipment is installed.

Project Budget									
Fund	Previously Approved	Estimated Expenditures thru 6-30-23	FY 2022-23 Carryover	Recom'd FY 23-24	Estimated FY 24-25	Estimated FY 25-26	Estimated FY 26-27	Estimated FY 27-28	Estimated 5-Yr Cost
681 Parking District Fund	0	0	0	600,000	50,000	50,000	50,000	50,000	800,000
Total	0	0	0	600,000	50,000	50,000	50,000	50,000	800,000



Project #0

Parking Garage Structural Repair

Functional Area - Parking



New FY 23-24 funding recommended:	\$250,000	Project status:	Design
Previously approved project funding:	\$0	Estimated completion date:	By end of FY 24-25
Remainder to be funded:	TBD	Estimated useful project life:	5 year(s)
Estimated total cost:	TBD	Department lead:	Community Development

Summary

Repair and mitigate water damage at the Marshall Street Parking Garage and Jefferson Avenue Parking Garage.

Background

The Marshall Street Parking Garage is starting to show water damage at the facade of the structure. To determine the extent of the damage and appropriate mitigation, the City has conducted a structural analysis of both the Marshall Street Parking Garage and the Jefferson Avenue Parking Garage. A consultant prepared a structural analysis report for both structures, which also included a five-year work plan for repairs and maintenance. This project will incorporate those recommendations to prepare plans, specifications, and an estimate for the work.

Timeline

Staff will hire a consultant in Fall 2023 to develop the plans, specs, and estimate. Staff will use the estimate to budget the construction of the repairs.

Operational Impacts

Project will require staff time to manage, review and monitor consultant work.

Project Budget									
Fund	Previously Approved	Estimated Expenditures thru 6-30-23	FY 2022-23 Carryover	Recom'd FY 23-24	Estimated FY 24-25	Estimated FY 25-26	Estimated FY 26-27	Estimated FY 27-28	Estimated 5-Yr Cost
681 Parking District Fund	0	0	0	250,000	TBD	TBD	TBD	TBD	TBD
Total	0	0	0	250,000	TBD	TBD	TBD	TBD	TBD



Project #85119

Parking Meter Modem Upgrade

Functional Area - Parking



New FY 23-24 funding recommended:	\$250,000	Project status:	Phase 2
Previously approved project funding:	\$150,000	Estimated completion date:	By end of FY 23-24
Remainder to be funded:	\$0	Estimated useful project life:	10 year(s)
Estimated total cost:	\$400,000	Department lead:	Community Development

Summary

Phase 2 of upgrades to the credit card readers and cellular modems inside the parking meter equipment in downtown Redwood City.

Background

There are approximately 750 parking meters and 75 pay stations in downtown Redwood City. The City was notified by the providers of both the pay station and parking meter modems that support will be discontinued for the old-style modems. T-Mobile will stop supporting 2G pay stations modems by the end of 2023 and Verizon will support the parking meter modems through the end of 2023.

To maintain operations of the parking meters, it is necessary to replace modems inside the parking meter equipment from 2G to new 4G modems. This also provides the City with the opportunity to upgrade to contactless payment.

Timeline

Phase 1 started in FY 2021-22 and this is the last phase of the project which will begin in fourth quarter of 2023 and be completed in first quarter 2024.

Operational Impacts

This project will require staff time to plan, implement, and monitor installation.

Project Budget									
Fund	Previously Approved	Estimated Expenditures thru 6-30-23	FY 2022-23 Carryover	Recom'd FY 23-24	Estimated FY 24-25	Estimated FY 25-26	Estimated FY 26-27	Estimated FY 27-28	Estimated 5-Yr Cost
681 Parking District Fund	150,000	120,000	30,000	250,000	0	0	0	0	250,000
Total	150,000	120,000	30,000	250,000	0	0	0	0	250,000



Project #0

Residential Permit Parking Platform

Functional Area - Parking

New FY 23-24 funding recommended:	\$250,000	Project status:	Ongoing & Routine
Previously approved project funding:	\$0	Estimated completion date:	By end of FY 23-24
Remainder to be funded:	\$80,000	Estimated useful project life:	10 year(s)
Estimated total cost:	\$330,000	Department lead:	Community Development



Summary

Upgrade online application and issuance process platform for residential parking permits.

Background

Since the mid-1980s Redwood City has had residential permit parking zones. Currently there are four permit zones within the City and approximately 1,000 parking permits are issued and monitored annually.

In 2019, an online application process was developed and implemented. While the current parking permitting platform has worked, it has been cumbersome for both the applicants and City staff to use and manage. This project will upgrade the online parking permit platform to a more user-friendly system that provides flexibility for residents to manage the permits issued for their address.

Timeline

The software for the online platform will be upgraded during the second half of 2023. Residents will be able to use the new online parking permit platform before the 2024 permit renewal period.

Operational Impacts

Will require staff time to manage, review and monitor system implementation. Overall, implementation of this new parking permit platform will result in time savings to review, issue, and enforce parking permits.

Project Budget									
Fund	Previously Approved	Estimated Expenditures thru 6-30-23	FY 2022-23 Carryover	Recom'd FY 23-24	Estimated FY 24-25	Estimated FY 25-26	Estimated FY 26-27	Estimated FY 27-28	Estimated 5-Yr Cost
681 Parking District Fund	0	0	0	250,000	20,000	20,000	20,000	20,000	330,000
Total	0	0	0	250,000	20,000	20,000	20,000	20,000	330,000



Project #75595

Public Art

Functional Area - Parks



New FY 23-24 funding recommended:	\$50,000	Project status:	Ongoing & Routine
Previously approved project funding:	Ongoing	Estimated completion date:	Ongoing
Remainder to be funded:	Ongoing	Estimated useful project life:	N/A
Estimated total cost:	Ongoing	Department lead:	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 in Public Places Ordinance, where one percent (1%) of projects meeting the criteria listed in the Ordinance is transferred from the Capital Outlay Fund and allocated for public art.

This program will also fund the City’s mural and sculpture project, which is managed by the Arts Commission.

This yearly funding appropriation is recommended from the Capital Outlay Fund 357 in an amount equal to that mandated by the Art Ordinance #2424. The funding appropriation will be transferred to the Public Art Fund 360.

Timeline

This ongoing program will support ongoing public art and initiatives in and around Redwood City.

Operational Impacts

Nominal operational impacts for cleaning and maintaining artwork.

Project Budget									
Fund	Previously Approved	Estimated Expenditures thru 6-30-23	FY 2022-23 Carryover	Recom'd FY 23-24	Estimated FY 24-25	Estimated FY 25-26	Estimated FY 26-27	Estimated FY 27-28	Estimated 5-Yr Cost
357 Capital Outlay Fund	Ongoing	Ongoing	Ongoing	transfer	transfer	transfer	transfer	transfer	transfer
360 Art in Public Places	Ongoing	Ongoing	Ongoing	50,000	50,000	50,000	50,000	50,000	250,000
Total	Ongoing	Ongoing	Ongoing	50,000	50,000	50,000	50,000	50,000	250,000



Project #75583

Closed Circuit Television (CCTV) Program

Functional Area - Sewer



New FY 23-24 funding recommended:	\$300,000	Project status:	Ongoing & Routine
Previously approved project funding:	Ongoing	Estimated completion date:	Ongoing
Remainder to be funded:	Ongoing	Estimated useful project life:	N/A
Estimated total cost:	Ongoing	Department lead:	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 in the downtown and central core of City 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 greatest need.

Project Budget									
Fund	Previously Approved	Estimated Expenditures thru 6-30-23	FY 2022-23 Carryover	Recom'd FY 23-24	Estimated FY 24-25	Estimated FY 25-26	Estimated FY 26-27	Estimated FY 27-28	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	400,000	1,900,000
Total	Ongoing	Ongoing	Ongoing	300,000	400,000	400,000	400,000	400,000	1,900,000



Project #75133

Collection System Replacement Program

Functional Area - Sewer



New FY 23-24 funding recommended:	\$2,500,000	Project status:	Ongoing & Routine
Previously approved project funding:	Ongoing	Estimated completion date:	Ongoing
Remainder to be funded:	Ongoing	Estimated useful project life:	N/A
Estimated total cost:	Ongoing	Department lead:	Community Development

Summary

Capacity improvement and condition remediation of the existing City's wastewater 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.

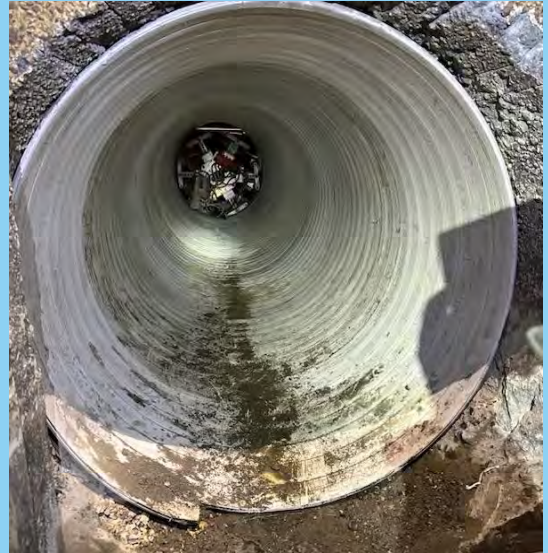
Project Budget									
Fund	Previously Approved	Estimated Expenditures thru 6-30-23	FY 2022-23 Carryover	Recom'd FY 23-24	Estimated FY 24-25	Estimated FY 25-26	Estimated FY 26-27	Estimated FY 27-28	Estimated 5-Yr Cost
686 Water Capital Projects	Ongoing	Ongoing	Ongoing	0	0	0	0	0	0
689 Sewer Capital Projects	Ongoing	Ongoing	Ongoing	2,500,000	5,000,000	5,000,000	5,000,000	5,000,000	22,500,000
Total	Ongoing	Ongoing	Ongoing	2,500,000	5,000,000	5,000,000	5,000,000	5,000,000	22,500,000



Project #85124

**Redwood City Pump Station Improvements
(Silicon Valley Clean Water Connection)**

Functional Area - Sewer



New FY 23-24 funding recommended:	\$1,000,000	Project status:	Design
Previously approved project funding:	\$1,000,000	Estimated completion date:	TBD
Remainder to be funded:	\$3,500,000	Estimated useful project life:	50 year(s)
Estimated total cost:	\$5,500,000	Department lead:	Public Works

Summary

Rehabilitation of a 48" sanitary sewer line and installation of a new 60" sewer connection to the Redwood City Pump Station operated by Silicon Valley Clean Water (SVCW).

Background

SVCW is rehabilitating its Redwood City Pump Station which conveys wastewater flows from Redwood City to the SVCW wastewater treatment plant in Foster City. The City's sewer collection system has an existing 48" diameter pipe connection to the pump station. This is a critical location in the City's collection system as all sanitary sewer flows from Redwood City (excluding Redwood Shores) travels via gravity through this pipe into the pump station for final conveyance to the treatment plant.

In order to maximize construction efficiencies on-site, the City has partnered with SVCW to also have the City's existing 48" diameter connection rehabilitated and a new 60" diameter pipe connection to the pump station installed for redundancy.

Timeline

Construction completion of the 48" line rehabilitation is anticipated in FY23-24 with design and construction of the 60" line following.

Operational Impacts

This project provides redundancy in a critical location of the sanitary sewer collection system, reducing the potential for system failure.

Project Budget									
Fund	Previously Approved	Estimated Expenditures thru 6-30-23	FY 2022-23 Carryover	Recom'd FY 23-24	Estimated FY 24-25	Estimated FY 25-26	Estimated FY 26-27	Estimated FY 27-28	Estimated 5-Yr Cost
689 Sewer Capital Projects	1,000,000	50,767	949,233	1,000,000	1,000,000	1,000,000	1,000,000	500,000	4,500,000
Total	1,000,000	50,767	949,233	1,000,000	1,000,000	1,000,000	1,000,000	500,000	4,500,000



Project #83204

Sewer Pump Station Rehabilitation Program

Functional Area - Sewer



New FY 23-24 funding recommended:	\$1,500,000	Project status:	Ongoing & Routine
Previously approved project funding:	Ongoing	Estimated completion date:	Ongoing
Remainder to be funded:	Ongoing	Estimated useful project life:	N/A
Estimated total cost:	Ongoing	Department lead:	Community Development

Summary

Ongoing and routine program to rehabilitate existing sanitary sewer pump stations.

Background

The City currently owns and operates thirty-one sanitary sewer pump stations. The Redwood Shores neighborhood has a total of twenty-six sanitary sewer pump stations and the Seaport Center/Pacific Shores Center neighborhood has five sanitary sewer pump stations. Improvements include new pumps, new controls, pipe replacement and rehabilitation of valves, rehabilitation of wet well surface, rehabilitation of power and other improvements to appurtenances. Over the years, the City has prioritized sanitary sewer pump station projects based on condition evaluation, functionality, and staffing and funding resources.

Timeline

This will be an ongoing program for pump station rehabilitation. Pump station 8 will be targeted for rehabilitation this year. Other pump stations may be targeted, depending on addition condition assessments or immediate need. Where rehabilitation is not feasible, then it may be a candidate for replacement.

Operational Impacts

This sewer pump station rehabilitation program improves the pumping efficiency, ease of operation, lifespan and safety of the facility.

Project Budget									
Fund	Previously Approved	Estimated Expenditures thru 6-30-23	FY 2022-23 Carryover	Recom'd FY 23-24	Estimated FY 24-25	Estimated FY 25-26	Estimated FY 26-27	Estimated FY 27-28	Estimated 5-Yr Cost
357 Capital Outlay Fund	Ongoing	Ongoing	Ongoing	0	0	0	0	0	0
689 Sewer Capital Projects	Ongoing	Ongoing	Ongoing	1,500,000	1,600,000	1,600,000	1,600,000	1,600,000	7,900,000
Total	Ongoing	Ongoing	Ongoing	1,500,000	1,600,000	1,600,000	1,600,000	1,600,000	7,900,000



Project #75598

Bayfront Canal and Cordilleras Creek Annual Maintenance

Functional Area - Stormwater



New FY 23-24 funding recommended:	\$100,000	Project status:	Ongoing & Routine
Previously approved project funding:	Ongoing	Estimated completion date:	Ongoing
Remainder to be funded:	Ongoing	Estimated useful project life:	N/A
Estimated total cost:	Ongoing	Department lead:	Public Works

Summary

Seasonal maintenance of the Bayfront Canal and culverts along Cordilleras Creek.

Background

Periodic maintenance of the Bayfront Canal and three bridge crossings 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 needed to perform required maintenance. 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 maintenance costs.

This project maintains stormwater flow capacity 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 ensures that channel capacity is maintained in the Bayfront Canal and three bridge crossings on Cordilleras Creek for stormwater flows during the winter season.

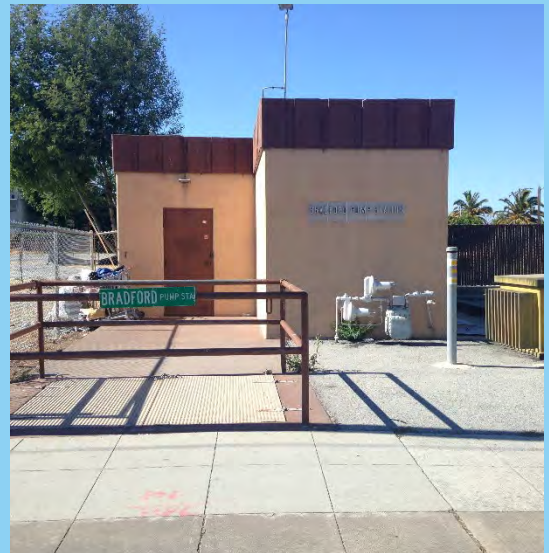
Project Budget									
Fund	Previously Approved	Estimated Expenditures thru 6-30-23	FY 2022-23 Carryover	Recom'd FY 23-24	Estimated FY 24-25	Estimated FY 25-26	Estimated FY 26-27	Estimated FY 27-28	Estimated 5-Yr Cost
357 Capital Outlay Fund	Ongoing	Ongoing	Ongoing	100,000	100,000	100,000	100,000	100,000	500,000
Total	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



New FY 23-24 funding recommended:	\$12,195,000	Project status:	Design
Previously approved project funding:	\$2,440,002	Estimated completion date:	TBD
Remainder to be funded:	TBD	Estimated useful project life:	30 year(s)
Estimated total cost:	TBD	Department lead:	Community Development

Summary

Grant match to rehabilitate the Bradford Stormwater Drainage Pump Station.

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. A Federal Emergency Management Agency (FEMA) Hazard Mitigation Grant Program (HMGP) 75/25 grant was awarded to the City in August 2021 which consists of a grant for 75% of the project cost, to be matched with the City's portion of 25%. Phase 1 (design) will be completed by the end of FY 2022-23 and Phase 2 (construction) will depend on identifying funding. The total project cost is estimated to be \$16 - \$18 million.

Timeline

Planning and design will be completed by the end of FY 2022-23. Construction will follow once funding has been identified.

Operational Impacts

The rehabilitation will reduce operating and maintenance costs in the beginning; however, those costs will increase over time as the equipment nears the end of its useful life.

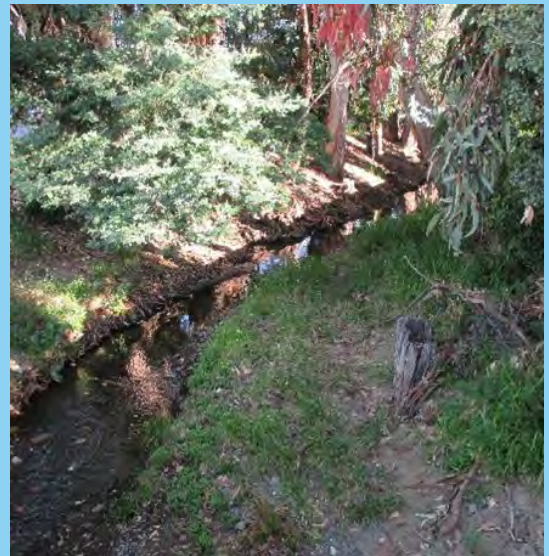
Project Budget									
Fund	Previously Approved	Estimated Expenditures thru 6-30-23	FY 2022-23 Carryover	Recom'd FY 23-24	Estimated FY 24-25	Estimated FY 25-26	Estimated FY 26-27	Estimated FY 27-28	Estimated 5-Yr Cost
219 Other Restricted Donations/Grants Fund	806,691	806,691	0	9,895,000	TBD	TBD	TBD	TBD	TBD
357 Capital Outlay Fund	1,633,312	86,196	1,547,116	2,300,000	100,000	TBD	TBD	TBD	TBD
Total	2,440,002	892,887	1,547,116	12,195,000	100,000	TBD	TBD	TBD	TBD



Project #0

Cordilleras Creek Flood Prevention Initiatives

Functional Area - Stormwater



New FY 23-24 funding recommended:	\$150,000	Project status:	New Project
Previously approved project funding:	\$0	Estimated completion date:	TBD
Remainder to be funded:	\$0	Estimated useful project life:	TBD
Estimated total cost:	\$150,000	Department lead:	Public Works

Summary

Flood prevention initiatives pertaining to storm-related impacts along Cordilleras Creek.

Background

During the 2022-23 winter season, unprecedented rainfall from a series of winter storms led to various impacts on the community. Among the impacted areas was Cordilleras Creek, a natural waterway predominantly under private ownership that crosses multiple jurisdictional boundaries. These factors present unique challenges for storm preparation and resiliency efforts for the surrounding community. This project will begin exploration of collaborative flood prevention initiatives along Cordilleras Creek.

Timeline

This program will continue as funding allows, with activities beginning in FY 2023-24.

Operational Impacts

Initial staff time dedicated to initiatives will increase. However, staff time and costs related to customer service calls are anticipated to decrease over the long term as the community’s awareness surrounding storm preparedness and response grows.

Project Budget									
Fund	Previously Approved	Estimated Expenditures thru 6-30-23	FY 2022-23 Carryover	Recom'd FY 23-24	Estimated FY 24-25	Estimated FY 25-26	Estimated FY 26-27	Estimated FY 27-28	Estimated 5-Yr Cost
One-Time Fund	0	0	0	150,000	0	0	0	0	150,000
Total	0	0	0	150,000	0	0	0	0	150,000



Project #83171

Douglas Stormwater Pump Station Rehabilitation

Functional Area - Stormwater



New FY 23-24 funding recommended:	\$1,200,000	Project status:	Planning
Previously approved project funding:	\$0	Estimated completion date:	TBD
Remainder to be funded:	TBD	Estimated useful project life:	30 year(s)
Estimated total cost:	TBD	Department lead:	Community Development

Summary

Rehabilitation of the Douglas Avenue stormwater drainage pump station.

Background

The Douglas Pump Station provides flood control for the City and has reached the end of its useful life.

The FY 2023 Consolidated Appropriations Act (P.L. 117-328) was signed into law on December 29, 2022, referred to by the House of Representatives as Community Project Funding (CPF), and administered by the Environmental Protection Agency. Under CPF, \$1.2 million has been appropriated for the rehabilitation and upgrade of the Douglas Avenue pump station. This project would replace aging infrastructure with improvements to better withstand storm events and protect against potential station failure consequences. Upgrades include control components with remote monitoring and control capabilities.

Phase 1 (design) of the project is expected to cost \$1.6 million, of which \$1.2 million will come from CPF. The remaining \$400,000 will be funded from the Sewer Capital Projects Fund 689. Phase 2 (construction) is estimated to cost between \$8 - \$10 million, for which a funding source has not been identified. The City will be pursuing Phase 2 funding from FEMA and grant resources; however, it is expected that a city match will be required.

Timeline

Planning and design are expected to begin in FY 2024-25. Construction will follow once funding has been identified.

Operational Impacts

The rehabilitation will reduce operating and maintenance costs in the beginning; however, those costs will increase over time as the equipment nears the end of its useful life.

Project Budget									
Fund	Previously Approved	Estimated Expenditures thru 6-30-23	FY 2022-23 Carryover	Recom'd FY 23-24	Estimated FY 24-25	Estimated FY 25-26	Estimated FY 26-27	Estimated FY 27-28	Estimated 5-Yr Cost
219 Other Restricted Donations/Grants Fund	0	0	0	1,200,000	TBD	TBD	TBD	TBD	TBD
357 Capital Outlay Fund	0	0	0	0	1,600,000	1,600,000	TBD	TBD	TBD
Total	0	0	0	1,200,000	1,600,000	1,600,000	TBD	TBD	TBD



Project #83171

Price Stormwater Pump Station Rehabilitation

Functional Area - Stormwater



New FY 23-24 funding recommended:	\$1,200,000	Project status:	Design
Previously approved project funding:	\$0	Estimated completion date:	TBD
Remainder to be funded:	TBD	Estimated useful project life:	50 year(s)
Estimated total cost:	TBD	Department lead:	Community Development

Summary

Grant match to rehabilitate the Price Tract stormwater drainage pump station.

Background

This project will increase the efficiency, safety, and lifespan of the pump station in addition to reducing the risk of flooding. Improvements include higher horsepower submersible pumps, variable speed drive controls to increase the efficiency, standby engine generator, and replacement and rehabilitation of the wet well surface, new valve vault, pipelines and other appurtenances.

A Federal Emergency Management Agency (FEMA) Hazard Mitigation Grant Program (HMGP) \$500,000 grant was awarded in 2022 to complete the design and construction. The cost of construction will be determined following design. The City will pursue Phase 2 funding from FEMA and other grant resources; however, it is expected that a City match will be required.

Timeline

Phase 1 (design) anticipated to begin toward the end of FY 2022-23 and continue through early FY 2024-25. Phase 2 (construction) timeline dependent upon funding.

Operational Impacts

The rehabilitation will reduce operating and maintenance costs in the beginning; however, those costs will increase over time as the equipment nears the end of its useful life.

Project Budget									
Fund	Previously Approved	Estimated Expenditures thru 6-30-23	FY 2022-23 Carryover	Recom'd FY 23-24	Estimated FY 24-25	Estimated FY 25-26	Estimated FY 26-27	Estimated FY 27-28	Estimated 5-Yr Cost
219 Other Restricted Donations/Grants Fund	0	0	0	500,000	5,325,000	TBD	TBD	TBD	TBD
357 Capital Outlay Fund	0	0	0	700,000	1,500,000	100,000	TBD	TBD	TBD
Total	0	0	0	1,200,000	6,825,000	100,000	TBD	TBD	TBD



Project #70523

Storm Drain - Redwood Creek and Channels

Functional Area - Stormwater



New FY 23-24 funding recommended:	\$500,000	Project status:	Ongoing & Routine
Previously approved project funding:	Ongoing	Estimated completion date:	Ongoing
Remainder to be funded:	Ongoing	Estimated useful project life:	N/A
Estimated total cost:	Ongoing	Department lead:	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 Redwood Creek and its tributary branches. Work 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 to the window of time between 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 decrease the cost of up-keeping failing infrastructure. There will be ongoing maintenance and operating costs.

Project Budget									
Fund	Previously Approved	Estimated Expenditures thru 6-30-23	FY 2022-23 Carryover	Recom'd FY 23-24	Estimated FY 24-25	Estimated FY 25-26	Estimated FY 26-27	Estimated FY 27-28	Estimated 5-Yr Cost
357 Capital Outlay Fund	Ongoing	Ongoing	Ongoing	500,000	2,500,000	2,500,000	2,500,000	2,500,000	13,000,000
One-Time Funds	Ongoing	Ongoing	Ongoing	0	0	0	0	0	0
Total	Ongoing	Ongoing	Ongoing	500,000	2,500,000	2,500,000	2,500,000	5,000,000	13,000,000



Project #0

Assistance for Firefighters Grant (AFG) for Mobile and Portable Radios

Functional Area - Technology



New FY 23-24 funding recommended:	\$1,587,307	Project status:	New Project
Previously approved project funding:	\$0	Estimated completion date:	By end of FY 23-24
Remainder to be funded:	\$0	Estimated useful project life:	10 year(s)
Estimated total cost:	\$1,587,307	Department lead:	Fire

Summary

Mobile and portable radio replacement for the Fire Department.

Background

The Fire Department’s mobile radios are 14 years old and, having reached the end of their useful life, are no longer supported by the manufacturer. According to the manufacturer, parts to repair these aging radios are becoming scarce. Two portable radios were recently sent in for repair and were fixed using the very last of the available parts needed. The repair facility strongly encouraged the City to consider replacing the radios due to a lack of available parts. As radios become inoperable or damaged, they will not be repairable, leading to a reduced number of fleet vehicles outfitted with mobile radios.

The City has applied for and received a \$1,455,031 grant from the Assistance for Firefighters Grant (AFG) for tri-band (VHF, UHF, 700/800 MHz) P-25 compliant, digital trunking capable mobile and portable radios. The City match portion is \$132,276.

Timeline

The mobile and portable radio replacement is anticipated to be completed by June 2024.

Operational Impacts

Replacing and upgrading the department’s mobile and portable radios will benefit firefighter safety and minimize the high cost of firefighter injuries. The National Institute for Occupational Safety and Health has identified communications as one of the top five causal factors of firefighter deaths and injuries on the fireground. This investment will also provide regional, statewide, and national benefits.

Project Budget									
Fund	Previously Approved	Estimated Expenditures thru 6-30-24	FY 2023-24 Carryover	Recom'd FY 23-24	Estimated FY 24-25	Estimated FY 25-26	Estimated FY 26-27	Estimated FY 27-28	Estimated 5-Yr Cost
219 Other Restricted Donations/Grants Fund	0	0	0	1,455,031	0	0	0	0	1,455,031
357 Capital Outlay Fund	0	0	0	132,276	0	0	0	0	132,276
Total	0	0	0	1,587,307	0	0	0	0	1,587,307



Project #83172

101/84 Interchange

Functional Area - Transportation



New FY 23-24 funding recommended:	\$ 8,964,489	Project status:	Design
Previously approved project funding:	\$11,154,343	Estimated completion date:	By end of FY 30-31
Remainder to be funded:	\$287,881,168	Estimated useful project life:	75 year(s)
Estimated total cost:	\$308,000,000	Department lead:	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 is proposed 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, remove barriers for people walking and biking at the interchange, and improve freight access to and from the Port of Redwood City.

Timeline

Project design is 95% complete and is on hold while the City secures 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 environmental documents were approved in December 2016 and the Funding Plan was approved by the City Council in June 2022.

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 6-30-23	FY 2022-23 Carryover	Recom'd FY 23-24	Estimated FY 24-25	Estimated FY 25-26	Estimated FY 26-27	Estimated FY 27-28	Estimated 5-Yr Cost
264 Various Transportation Grants	8,750,863	1,507,741	7,243,122	8,664,489	5,335,511	86,000,000	86,000,000	0	186,000,000
262 Transportation Fund	1,030,986	149,964	881,022	300,000	TBD	TBD	TBD	TBD	TBD
357 Capital Outlay Fund	1,372,494	410,691	961,803	0	TBD	TBD	TBD	TBD	TBD
Total	11,154,343	2,068,396	9,085,947	8,964,489	5,335,511	86,000,000	86,000,000	TBD	186,000,000



Project #75625

Active Transportation Corridor Program

Functional Area - Transportation



New FY 23-24 funding recommended:	\$250,000	Project status:	Ongoing & Routine
Previously approved project funding:	Ongoing	Estimated completion date:	Ongoing
Remainder to be funded:	Ongoing	Estimated useful project life:	N/A
Estimated total cost:	Ongoing	Department lead:	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

This program includes 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 a 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, and increasing safety for bicyclists and pedestrians.

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.

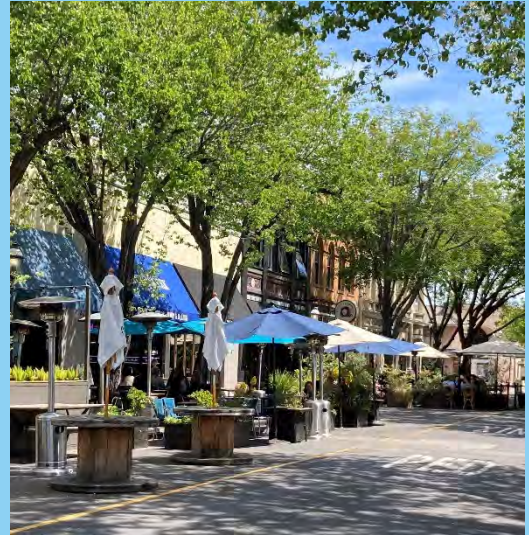
Project Budget									
Fund	Previously Approved	Estimated Expenditures thru 6-30-23	FY 2022-23 Carryover	Recom'd FY 23-24	Estimated FY 24-25	Estimated FY 25-26	Estimated FY 26-27	Estimated FY 27-28	Estimated 5-Yr Cost
262 Transportation Fund	Ongoing	Ongoing	Ongoing	250,000	100,000	100,000	100,000	100,000	650,000
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
Total	Ongoing	Ongoing	Ongoing	250,000	100,000	100,000	100,000	100,000	650,000



Project #0

Broadway Pedestrian Mall

Functional Area - Transportation



New FY 23-24 funding recommended:	\$250,000	Project status:	New project
Previously approved project funding:	\$0	Estimated completion date:	By end of FY 25-26
Remainder to be funded:	TBD	Estimated useful project life:	30 year(s)
Estimated total cost:	TBD	Department lead:	Community Development

Summary

Permanent street closure of Broadway between Jefferson Avenue and Main Street.

Background

Broadway between Jefferson Avenue and Main Street has been closed since March 2020 to accommodate outdoor dining for pandemic safety. This street closure has been popular with businesses and the public.

The City is interested in extending the street closure permanently. Preliminary design and policy work needs to be done to move forward with permanent closure of the street. The first phase is a study and design work. Once the design is complete, bollards and/or other protective perimeter measures for permanent street closure would be installed. Construction costs are dependent on the outcome and final design and could potentially be approximately \$2 million.

Timeline

Design work to be done in FY 2023-24 with construction estimated in FY 2025-26.

Operational Impacts

Staff time is needed to manage and administer the project.

Project Budget									
Fund	Previously Approved	Estimated Expenditures thru 6-30-23	FY 2022-23 Carryover	Recom'd FY 23-24	Estimated FY 24-25	Estimated FY 25-26	Estimated FY 26-27	Estimated FY 27-28	Estimated 5-Yr Cost
681 Parking District Fund	0	0	0	250,000	TBD	TBD	0	0	TBD
Total	0	0	0	250,000	TBD	TBD	0	0	TBD



Project #70170

Grade Separation and Transit Center

Functional Area - Transportation



New FY 23-24 funding recommended:	\$200,000	Project status:	New project
Previously approved project funding:	\$0	Estimated completion date:	By end of FY 25-26
Remainder to be funded:	TBD	Estimated useful project life:	30 year(s)
Estimated total cost:	TBD	Department lead:	Community Development

Summary

Grade separation projects in Redwood City.

Background

This was formerly the Whipple Avenue Grade Separation project but has expanded to include the Transit District grade separations.

The City of Redwood City in partnership with Caltrain, SamTrans, and the San Mateo County Transportation Authority is studying the feasibility of separating all existing at-grade crossings in Redwood City. The goal of this study is to evaluate alternatives to address the current challenges of Caltrain at-grade crossings, separate the railroad from the roadway, improve traffic operations, increase safety and improve pedestrian and bicycle connectivity. Evaluation of alternatives includes construction feasibility, cost estimates, impact on nearby properties, visual impacts, access and circulation impacts, and environmental impacts.

Timeline

The feasibility study was completed between 2019 and 2022. A preferred alternative identified through the feasibility study will be taken in the City Council in fall 2023. The City is working with Caltrain and SamTrans on appropriate next steps, funding, and related technical studies.

Operational Impacts

Grade separation at Caltrain crossing will improve traffic operation at nearby intersections and allow for increased Caltrain service to Redwood City and for the region. This project also increases safety and improves connectivity for pedestrians and bicyclists by creating new facilities that don't cross railroad tracks.

Project Budget									
Fund	Previously Approved	Estimated Expenditures thru 6-30-23	FY 2022-23 Carryover	Recom'd FY 23-24	Estimated FY 24-25	Estimated FY 25-26	Estimated FY 26-27	Estimated FY 27-28	Estimated 5-Yr Cost
357 Capital Outlay Fund	0	0	0	200,000	TBD	TBD	0	0	TBD
Total	0	0	0	200,000	TBD	TBD	0	0	TBD



Project #75586

Roadway Pavement Management Program

Functional Area - Transportation



New FY 23-24 funding recommended:	\$ 4,973,670	Project status:	Ongoing & Routine
Previously approved project funding:	Ongoing	Estimated completion date:	Ongoing
Remainder to be funded:	Ongoing	Estimated useful project life:	N/A
Estimated total cost:	Ongoing	Department lead:	Community Development

Summary

Pavement management 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 which will continue to evaluate and implement cost-effective pavement treatment strategies for the maintenance of pavement infrastructure. Design of the next project starts in spring 2023 to align with construction in summer 2023.

Operational Impacts

As a maintenance project, this would reduce operational costs by avoiding increased costs due to deferred maintenance.

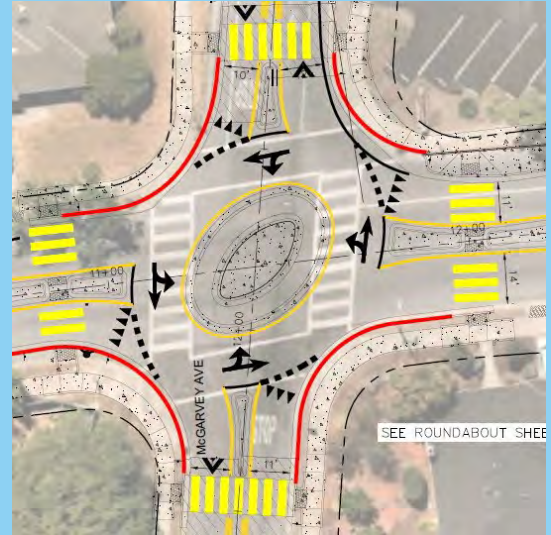
Project Budget									
Fund	Previously Approved	Estimated Expenditures thru 6-30-23	FY 2022-23 Carryover	Recom'd FY 23-24	Estimated FY 24-25	Estimated FY 25-26	Estimated FY 26-27	Estimated FY 27-28	Estimated 5-Yr Cost
262 Transportation Fund	Ongoing	Ongoing	Ongoing	650,000	500,000	500,000	500,000	500,000	2,650,000
264 Various Transportation Grants	Ongoing	Ongoing	Ongoing	0	0	0	0	0	0
277 Road Maintenance & Rehab (Senate Bill 1)	Ongoing	Ongoing	Ongoing	2,063,670	2,000,000	2,000,000	2,000,000	2,000,000	10,063,670
278 Measure W	Ongoing	Ongoing	Ongoing	1,000,000	500,000	500,000	500,000	500,000	2,500,000
357 Capital Outlay Fund	Ongoing	Ongoing	Ongoing	1,260,000	2,000,000	2,000,000	2,000,000	2,000,000	9,260,000
Total	Ongoing	Ongoing	Ongoing	4,973,670	5,000,000	5,000,000	5,000,000	5,000,000	24,473,670



Project #85111

Roosevelt Avenue Traffic Calming

Functional Area - Transportation



New FY 23-24 funding recommended:	\$3,400,000	Project status:	Design
Previously approved project funding:	\$2,265,000	Estimated completion date:	By end of FY 25-26
Remainder to be funded:	\$780,000	Estimated useful project life:	30 year(s)
Estimated total cost:	\$6,445,000	Department lead:	Community Development

Summary

The primary goal of this project is to build pedestrian, bicycle, and traffic calming improvements that are supported by the community and address the traffic safety concerns and mobility challenges along the corridor. The approved traffic calming plan is being implemented as a quick-build project to expedite construction. After completion the design can be adjusted based on community feedback before permanent construction occurs.

Background

This corridor was the top ranked request for traffic calming in 2019 at which point the City initiated a community-driven process to develop a plan. The City Council approved the Roosevelt Avenue Traffic Calming Plan on August 24, 2020, and directed staff to proceed with the design of a pilot/quick-build implementation of the plan. Staff have successfully applied for funding for both the quick build and permanent construction.

Timeline

This quick-build project will be put out to bid for construction in spring 2023. After completion of the quick-build project, the City will seek feedback from the community on potential design modifications to increase project effectiveness. The design and construction of the permanent project will take place in FY 2024-25.

Operational Impacts

There will be a modest increase in costs to maintain the new infrastructure, particularly any green infrastructure that may be required.

Project Budget									
Fund	Previously Approved	Estimated Expenditures thru 6-30-23	FY 2022-23 Carryover	Recom'd FY 23-24	Estimated FY 24-25	Estimated FY 25-26	Estimated FY 26-27	Estimated FY 27-28	Estimated 5-Yr Cost
262 Transportation Fund	0	0	0	0	500,000	0	0	0	500,000
264 Various Transportation Grants	2,265,000	0	2,265,000	3,400,000	0	0	0	0	3,400,000
357 Capital Outlay Fund	0	0	0	0	280,000	0	0	0	280,000
Total	2,265,000	0	2,265,000	3,400,000	780,000	0	0	0	4,180,000



Project #70450

Sidewalk Curb and Gutter Program

Functional Area - Transportation



New FY 23-24 funding recommended:	\$100,000	Project status:	Ongoing & Routine
Previously approved project funding:	Ongoing	Estimated completion date:	Ongoing
Remainder to be funded:	Ongoing	Estimated useful project life:	N/A
Estimated total cost:	Ongoing	Department lead:	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 city streets. For efficiencies, some of this work is done in conjunction with streets that are to be resurfaced. Depending on existing conditions, 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

Repairing and rehabilitating damaged curbs and gutters decreases the maintenance costs of infrastructure.

Project Budget									
Fund	Previously Approved	Estimated Expenditures thru 6-30-23	FY 2022-23 Carryover	Recom'd FY 23-24	Estimated FY 24-25	Estimated FY 25-26	Estimated FY 26-27	Estimated FY 27-28	Estimated 5-Yr Cost
262 Transportation Fund	Ongoing	Ongoing	Ongoing	100,000	100,000	100,000	100,000	0	500,000
357 Capital Outlay Fund	Ongoing	Ongoing	Ongoing	0	0	0	0	0	0
Total	Ongoing	Ongoing	Ongoing	100,000	100,000	100,000	100,000	0	500,000



Project #75644

Sidewalk Inspection and Repair Program

Functional Area - Transportation

New FY 23-24 funding recommended:	\$500,000	Project status:	Ongoing & Routine
Previously approved project funding:	Ongoing	Estimated completion date:	Ongoing
Remainder to be funded:	Ongoing	Estimated useful project life:	N/A
Estimated total cost:	Ongoing	Department lead:	Community Development



Summary

Sidewalk inspection and repairs along public roadways throughout the City in addition to the Cost-Shared Sidewalk Repair Program.

Background

Sidewalk inspection and repairs are needed along public roadways throughout the City.

The program includes funding for sidewalk inspections, sidewalk repair, and funding for the Cost Shared Sidewalk Repair Program for residential or non-profit property owners in Redwood City. Through the City's Municipal Code, property owners are responsible for maintaining the sidewalk bordering their property. Property owners have two options for sidewalk repair: participate in the City's 50/50 Cost Shared Sidewalk Repair Program or make the repair independently by hiring a licensed contractor and submitting a sidewalk repair permit.

Participating in the City's program is efficient and cost-effective because permits are not needed, and property owners can take advantage of the City's contract pricing.

The benefits of improvements to City-owned sidewalks are that it encourages walking instead of vehicle travel and reduces the risk of trip and fall accidents.

Timeline

This is an ongoing program.

Operational Impacts

Repairing and rehabilitating damaged curbs and gutters decreases the maintenance costs of infrastructure.

Project Budget									
Fund	Previously Approved	Estimated Expenditures thru 6-30-23	FY 2022-23 Carryover	Recom'd FY 23-24	Estimated FY 24-25	Estimated FY 25-26	Estimated FY 26-27	Estimated FY 27-28	Estimated 5-Yr Cost
One-Time Fund	0	0	0	500,000	0	0	0	0	500,000
357 Capital Outlay Fund	Ongoing	Ongoing	Ongoing	0	TBD	TBD	TBD	TBD	TBD
Total	Ongoing	Ongoing	Ongoing	500,000	TBD	TBD	TBD	TBD	TBD



Project #70553

Traffic Calming

Functional Area - Transportation



New FY 23-24 funding recommended:	\$100,000	Project status:	Ongoing & Routine
Previously approved project funding:	Ongoing	Estimated completion date:	Ongoing
Remainder to be funded:	Ongoing	Estimated useful project life:	N/A
Estimated total cost:	Ongoing	Department lead:	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 and Roosevelt Avenue. 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 6-30-23	FY 2022-23 Carryover	Recom'd FY 23-24	Estimated FY 24-25	Estimated FY 25-26	Estimated FY 26-27	Estimated FY 27-28	Estimated 5-Yr Cost
262 Transportation Fund	Ongoing	Ongoing	Ongoing	100,000	150,000	150,000	150,000	150,000	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
357 Capital Outlay Fund	Ongoing	Ongoing	Ongoing	0	0	0	0	0	0
Total	Ongoing	Ongoing	Ongoing	100,000	300,000	300,000	150,000	150,000	700,000



Project #85093

Traffic Safety Program

Functional Area - Transportation



New FY 23-24 funding recommended:	\$500,000	Project status:	Ongoing & Routine
Previously approved project funding:	Ongoing	Estimated completion date:	Ongoing
Remainder to be funded:	Ongoing	Estimated useful project life:	N/A
Estimated total cost:	Ongoing	Department lead:	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 grants or projects listed in the Transportation Impact Fee (TIF) Program which are not fully funded by the TIF.

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 6-30-23	FY 2022-23 Carryover	Recom'd FY 23-24	Estimated FY 24-25	Estimated FY 25-26	Estimated FY 26-27	Estimated FY 27-28	Estimated 5-Yr Cost
262 Transportation Fund	Ongoing	Ongoing	Ongoing	500,000	250,000	250,000	250,000	250,000	1,500,000
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
Total	Ongoing	Ongoing	Ongoing	500,000	500,000	500,000	250,000	250,000	1,500,000



Project #72634

Transportation Planning

Functional Area - Transportation



New FY 23-24 funding recommended:	\$500,000	Project status:	Ongoing & Routine
Previously approved project funding:	Ongoing	Estimated completion date:	Ongoing
Remainder to be funded:	Ongoing	Estimated useful project life:	N/A
Estimated total cost:	Ongoing	Department lead:	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.

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 6-30-23	FY 2022-23 Carryover	Recom'd FY 23-24	Estimated FY 24-25	Estimated FY 25-26	Estimated FY 26-27	Estimated FY 27-28	Estimated 5-Yr Cost
262 Transportation Fund	Ongoing	Ongoing	Ongoing	500,000	100,000	250,000	250,000	250,000	2,350,000
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
Total	Ongoing	Ongoing	Ongoing	500,000	350,000	500,000	500,000	250,000	2,350,000



Project #74163

Cathodic Protection Program

Functional Area - Water



New FY 23-24 funding recommended:	\$200,000	Project status:	Ongoing & Routine
Previously approved project funding:	Ongoing	Estimated completion date:	Ongoing
Remainder to be funded:	Ongoing	Estimated useful project life:	N/A
Estimated total cost:	Ongoing	Department lead:	Community Development

Summary

Rehabilitation of existing pipeline cathodic protection systems to extend the useful life of the City's water pipeline distribution system.

Background

Cathodic protection extends the life of key metallic water transmission pipelines by improving their existing corrosion protection system. This project would interconnect the pipes electrically and install additional cathodic protection measures to meet national standards for corrosion protection.

Cathodic protection ensures the continued service reliability of the water distribution system and improves water quality and fire protection and reduces system maintenance costs.

Timeline

This is an ongoing program for cathodic protection. Sections of the City's water pipeline distribution system are typically planned and designed in the winter and constructed in the spring, summer, or fall construction season. The construction cycle will be repeated next year in a different section with minor variations depending on staff workload and funding.

Operational Impacts

The program reduces corrosion damage to water metal pipes and fittings and therefore reduces system operational and maintenance (O&M) costs.

Project Budget									
Fund	Previously Approved	Estimated Expenditures thru 6-30-23	FY 2022-23 Carryover	Recom'd FY 23-24	Estimated FY 24-25	Estimated FY 25-26	Estimated FY 26-27	Estimated FY 27-28	Estimated 5-Yr Cost
686 Water Capital Projects	Ongoing	Ongoing	Ongoing	200,000	100,000	100,000	100,000	100,000	600,000
Total	Ongoing	Ongoing	Ongoing	200,000	100,000	100,000	100,000	100,000	600,000



Project #74073

Distribution System Replacement Program

Functional Area - Water



New FY 23-24 funding recommended:	\$1,000,000	Project status:	Ongoing & Routine
Previously approved project funding:	Ongoing	Estimated completion date:	Ongoing
Remainder to be funded:	Ongoing	Estimated useful project life:	N/A
Estimated total cost:	Ongoing	Department lead:	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 would be needed to increase replacement to an optimal 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 will repeat next year in a different location 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 6-30-23	FY 2022-23 Carryover	Recom'd FY 23-24	Estimated FY 24-25	Estimated FY 25-26	Estimated FY 26-27	Estimated FY 27-28	Estimated 5-Yr Cost
686 Water Capital Projects	Ongoing	Ongoing	Ongoing	1,000,000	6,500,000	6,500,000	6,500,000	6,500,000	27,000,000
Total	Ongoing	Ongoing	Ongoing	1,000,000	6,500,000	6,500,000	6,500,000	6,500,000	27,000,000



Project #85122

Main City Recycled Water Tank and Pump Station

Functional Area - Water



New FY 23-24 funding recommended:	\$2,000,000	Project status:	Planning
Previously approved project funding:	\$0	Estimated completion date:	By end of FY 26-27
Remainder to be funded:	\$8,000,000	Estimated useful project life:	100 year(s)
Estimated total cost:	\$10,000,000	Department lead:	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 are 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.

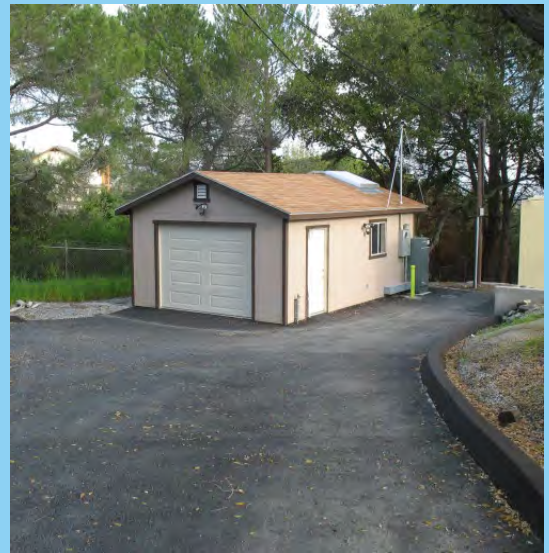
Project Budget									
Fund	Previously Approved	Estimated Expenditures thru 6-30-23	FY 2022-23 Carryover	Recom'd FY 23-24	Estimated FY 24-25	Estimated FY 25-26	Estimated FY 26-27	Estimated FY 27-28	Estimated 5-Yr Cost
686 Water Capital Projects	5,500,000	0	5,500,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
Total	5,500,000	0	5,500,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000



Project #84079

Pump Station and Tank Rehabilitation / Replacement

Functional Area - Water



New FY 23-24 funding recommended:	\$1,000,000	Project status:	Ongoing & Routine
Previously approved project funding:	Ongoing	Estimated completion date:	Ongoing
Remainder to be funded:	Ongoing	Estimated useful project life:	N/A
Estimated total cost:	Ongoing	Department lead:	Community Development

Summary

Evaluate, design, and reconstruct/rehabilitate system water pump stations and tanks.

Background

This program continuously evaluates the conditions and functions for the City's twelve water tanks and ten pump stations for needed rehabilitations, improvements, and replacements. Projects will be designed and completed annually or over multiple years depending on project complexity, scheduling, and funding availability. Substantial rehabilitation work or full replacement will be phased and completed as stand-alone projects with their own funding.

Timeline

This is an ongoing program with project phases that cycle continuously. Staff are in the planning phase of the cycle and are currently evaluating pump station rehabilitation and replacement needs. This year, the program will complete the evaluation of all the pump stations and will prioritize one or two pump stations for upgrades and maintenance. Other water tanks will be prioritized for recoating and/or coating repairs of the exterior and interior of the steel water tanks.

Operational Impacts

This program will require staff time to plan and implement. The program overall reduces the City's maintenance needs on our pump stations and water tanks and extends the service life of facilities.

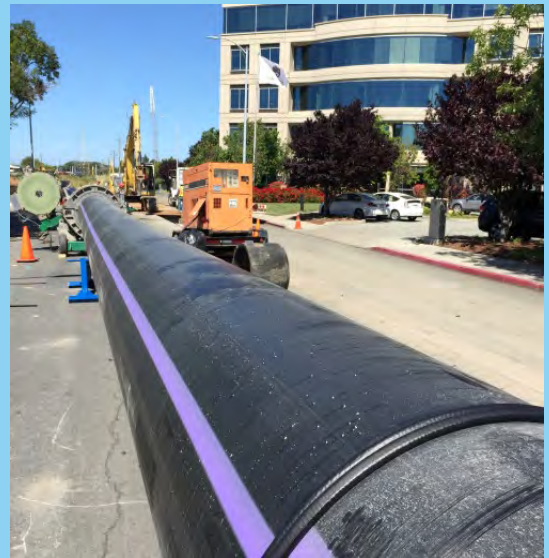
Project Budget									
Fund	Previously Approved	Estimated Expenditures thru 6-30-23	FY 2022-23 Carryover	Recom'd FY 23-24	Estimated FY 24-25	Estimated FY 25-26	Estimated FY 26-27	Estimated FY 27-28	Estimated 5-Yr Cost
686 Water Capital Projects	Ongoing	Ongoing	Ongoing	1,000,000	3,000,000	3,000,000	3,000,000	4,000,000	14,000,000
Total	Ongoing	Ongoing	Ongoing	1,000,000	3,000,000	3,000,000	3,000,000	4,000,000	14,000,000



Project #85116

**Recycled Water Distribution System
Phase 2 Extension**

Functional Area - Water



New FY 23-24 funding recommended:	\$1,500,000	Project status:	Ongoing & Routine
Previously approved project funding:	\$0	Estimated completion date:	By end of FY 23-24
Remainder to be funded:	\$12,000,000	Estimated useful project life:	100 year(s)
Estimated total cost:	\$13,500,000	Department lead:	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 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 a portion of 2B are completed. Phase 2C and a portion of Phase 2B, which are the last of the three planned phases of Phase 2, are ongoing.

Operational Impacts

The system consists of high-density polyethylene (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 6-30-23	FY 2022-23 Carryover	Recom'd FY 23-24	Estimated FY 24-25	Estimated FY 25-26	Estimated FY 26-27	Estimated FY 27-28	Estimated 5-Yr Cost
686 Water Capital Projects	4,500,000	0	4,500,000	1,500,000	3,000,000	3,000,000	3,000,000	3,000,000	13,500,000
Total	4,500,000	0	4,500,000	1,500,000	3,000,000	3,000,000	3,000,000	3,000,000	13,500,000



Project #85095

Recycled Water Quality Improvements

Functional Area - Water



New FY 23-24 funding recommended:	\$200,000	Project status:	New Project
Previously approved project funding:	\$0	Estimated completion date:	TBD
Remainder to be funded:	TBD	Estimated useful project life:	40 year(s)
Estimated total cost:	TBD	Department lead:	Public Works

Summary

Install chlorine boosting stations for the recycled water distribution system.

Background

The City distributes recycled water among 173 irrigation sites, 15 commercial/industrial sites, and eight dual-plumbed sites. This is a new project to install chlorine boosting stations and generate chlorine onsite to maintain detectable chlorine residuals throughout the City's recycled water distribution system, minimizing the degradation of recycled water quality and avoiding objectionable odors for customers.

The total project cost will be determined once the design has been finalized.

Timeline

A request for design proposals was released in FY22-23. Construction is expected to take place approximately FY 2023-24.

Operational Impacts

This project reduces staff time and costs from flushing out the recycled water system.

Project Budget									
Fund	Previously Approved	Estimated Expenditures thru 6-30-23	FY 2022-23 Carryover	Recom'd FY 23-24	Estimated FY 24-25	Estimated FY 25-26	Estimated FY 26-27	Estimated FY 27-28	Estimated 5-Yr Cost
686 Water Capital Projects	0	0	0	200,000	TBD	0	0	0	TBD
Total	0	0	0	200,000	TBD	0	0	0	TBD



Project #74693

Water System Seismic Improvement Program

Functional Area - Water



New FY 23-24 funding recommended:	\$2,000,000	Project status:	Ongoing & Routine
Previously approved project funding:	Ongoing	Estimated completion date:	Ongoing
Remainder to be funded:	Ongoing	Estimated useful project life:	N/A
Estimated total cost:	Ongoing	Department lead:	Community Development

Summary

Ongoing seismic improvements to the water system.

Background

The Water System Seismic Improvement Program implements prioritized seismic improvements based on the condition assessments of tanks and pump stations from the 2011 Water System Master Plan. This program improves system structural performance and service reliability in an earthquake event.

Timeline

Most of the planned seismic improvements listed in the 2011 Water System Master Plan have been completed. Construction for seismic improvement work on the remaining three water tanks, Easter Cross, Glenloch, and Peninsula No. 1, are planned for this year. An update of the 2011 Seismic Vulnerability Assessment report is being prepared.

Operational Impacts

The added seismic improvement features would not require much more than the normally provided maintenance effort on the existing facilities they serve.

Project Budget									
Fund	Previously Approved	Estimated Expenditures thru 6-30-23	FY 2022-23 Carryover	Recom'd FY 23-24	Estimated FY 24-25	Estimated FY 25-26	Estimated FY 26-27	Estimated FY 27-28	Estimated 5-Yr Cost
686 Water Capital Projects	Ongoing	Ongoing	Ongoing	2,000,000	500,000	500,000	500,000	500,000	4,000,000
Total	Ongoing	Ongoing	Ongoing	2,000,000	500,000	500,000	500,000	500,000	4,000,000

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GLOSSARY

GLOSSARY

ADC – Annual Defined Contribution; this is the annual contribution amount needed to fund retiree benefits, usually pensions or health care.

Accrual Basis – Sometimes called “full accrual” basis. A basis of accounting in which revenues are recognized when earned regardless of when they are received, and expenses are recorded at the time the liability is incurred, regardless of when it is paid.

Actual – A column heading in the budget. Figures found in the Actual column indicate actual financial information recorded for that time period.

Adjusted Budget – The amount budgeted for a program or account after any adjustments.

Adopted Budget – This is the budget that is adopted by the City Council after reviewing and providing feedback and direction on the recommended budget at one or more budget study sessions.

Advance Refunding – A bond issuance in which new bonds are sold at a lower rate than outstanding ones. The proceeds are then invested and deposited in an escrow account, and when the older bonds become callable they are paid off with the invested proceeds.

Appropriations – An authorization by the City Council to make expenditures and to incur obligations for a specific purpose.

Assessed Valuation – A value established for real property for use as a basis for levying property taxes. For all agencies in the State of California, assessed value is established by the County for the secured and unsecured property tax rolls; the utility property tax roll is valued by the State Board of Equalization. Under Article XIII, Section 2 of the California State Constitution, property values are assessed at full cash value (indexed from 1975-76 dollars using the Consumer Price Index; increases not to exceed 2 percent per year). However, increases to full value are allowed for property improvements or upon change in ownership. Personal property is excluded from these limitations, and is subject to annual reappraisal.

Assessment District – Not a separate government entity, but rather a defined area of land that will benefit from the acquisition, construction, or maintenance of a public improvement.

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

Beginning/Ending Fund Balance – Appropriated resources available in a fund from the prior/current year after payment of the prior/current fiscal year’s expenses. This is not necessarily cash on hand.

GLOSSARY

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**