

# ADOPTED BUDGET

FISCAL YEAR 2024-25



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

**ADOPTED BUDGET  
FISCAL YEAR 2024-2025**

**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**

**Patrick Heisinger, Assistant City Manager/Acting Comm. Development & Transportation Director**

**Beth Goldberg, Finance Director**

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**Sarah Gustafson, Principal Analyst – Accounting**

**Joanna Barrett, Management Analyst**

**Deanna La Croix, Management Analyst**

**Mario Xuereb, Principal Analyst – Budget/Purchasing**

# CITY OF REDWOOD CITY

## EXECUTIVE TEAM

**City Manager..... Melissa Stevenson Diaz**

**City Attorney..... Veronica Ramirez**

**City Clerk..... Yessika Castro**

**Assistant City Manager ..... Michelle Flaherty**

**Assistant City Manager..... Patrick Heisinger**

**Community Development..... Jeff Schwob**

**Engineering & Transportation ..... Tanisha Werner**

**Finance..... Beth Goldberg**

**Fire ..... Ray Iverson**

**Human Resources..... Michelle Katsuyoshi**

**Information Technology Services ..... Mike Liang**

**Library (interim)..... Sarah LaTorra**

**Parks, Recreation and Community Services (interim).... Derek Wolfgram**

**Police. .... Kristina Bell**

**Public Works Services ..... Terence Kyaw**

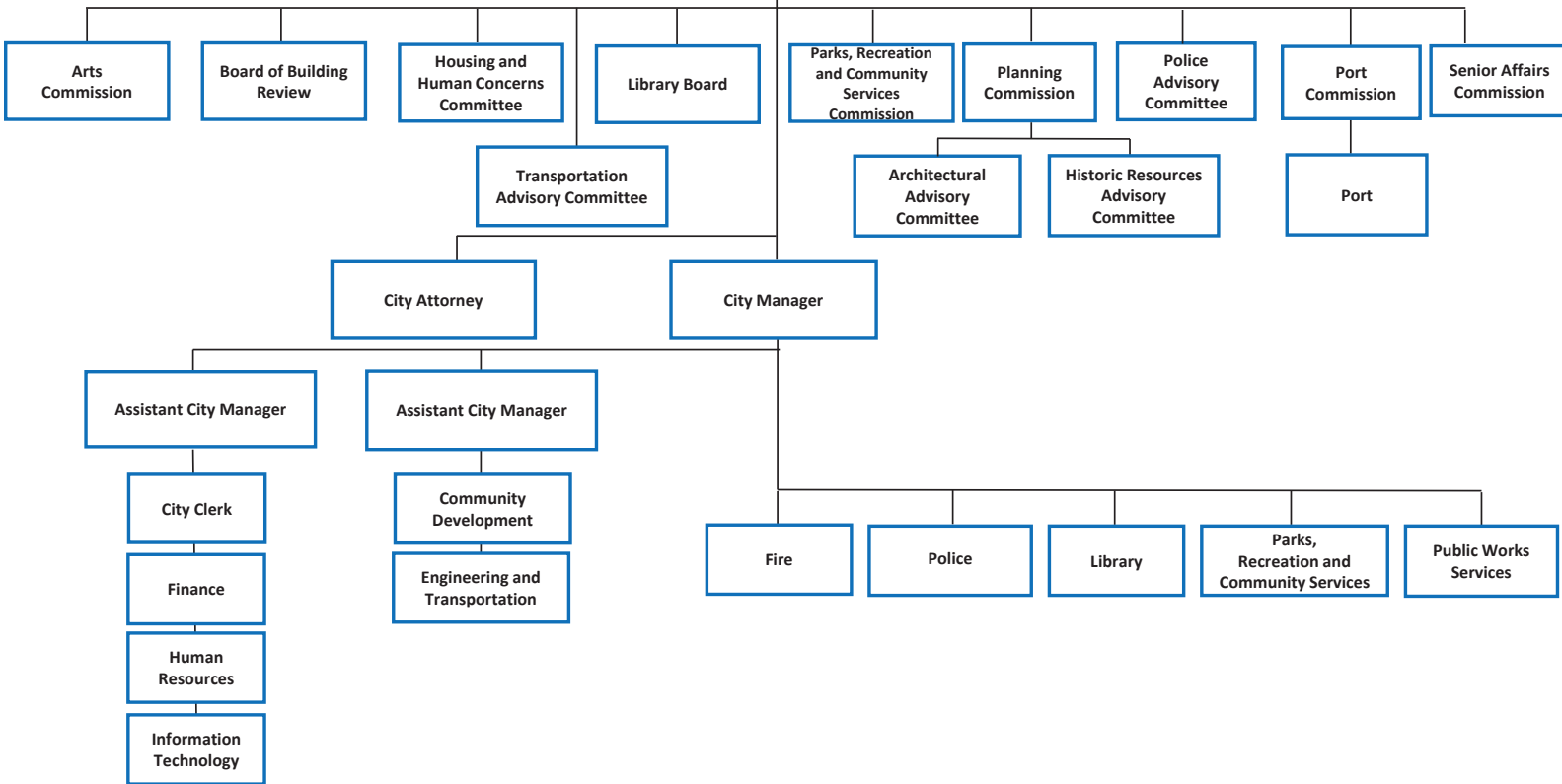
# 2024

RESIDENTS

## CITY COUNCIL

Jeff Gee, Mayor  
Lissette Espinoza-Garnica, Vice Mayor

Alicia C. Aguirre  
Kaia Eakin  
Diane Howard  
Elmer Martinez 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, 2023**

*Christopher P. Morill*

Executive Director

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# PREFACE

## PREFACE

The staff report that follows was submitted to the City Council on June 24, 2024 along with the resolution that, upon approval by the City Council, adopted the FY 24-25 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 24, 2024

### SUBJECT

Adopt City of Redwood City Fiscal Year 2024-25 Budget, City of Redwood City Five-Year Capital Improvement Program, and Successor Agency to the Redwood City Redevelopment Agency Fiscal Year 2024-25 Budget, and Amendment to City's Classification and Wage and Salary Plan

### 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, 2024 - June 30, 2025 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 City of Redwood City for the period of Fiscal Year 2024-25 through Fiscal Year 2028-29;
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, 2024 - June 30, 2025 and providing for the appropriation and expenditure of all sums set forth in said budget; and
5. Adopt a resolution amending the City of Redwood City Classification and Wage and Salary Plan to establish the classification of Information Technology Director and to amend the job description for Principal Analyst - Administrative Services classification, including title change to Principal Analyst, and amending the Executive Management Summary of Benefits.

### STRATEGIC PLAN GUIDING PRINCIPLE

Excellence in Government Operations

# PREFACE

## BACKGROUND

In accordance with the City Charter, the Fiscal Year (FY) 2024-25 City of Redwood City Recommended Budget was submitted to the City Council on June 1, 2024. On June 10, 2024, the City Council held a study session to receive the FY 2024-25 Recommended Budget and provide direction for the FY 2024-25 Adopted Budget. A copy of the staff report is available on the City's website: [June 10, 2024 Budget Study Session Staff Report](#).

During the study session Mayor Gee proposed revisions in the allocation of \$7.1 million in one-time funds to set aside a contingency amount of approximately \$400,000. This adjustment has been made by reducing the allocations for the citywide security camera program and the ADA transition plan implementation by \$200,000 each, as indicated in the table below. If adequate funding is available to restore these funds in the coming fiscal year, staff will propose doing so through a mid-year budget amendment totaling \$400,000.

Capital Improvement Projects	Recommended One-Time Funds	Adjusted One-Time Funds
Roadway Pavement Management Program and Traffic Signal Replacement	\$2,300,000	\$2,300,000
Americans with Disabilities Act (ADA) Curd Ramp Program	\$1,000,000	\$800,000
Sidewalk Inspection and Repair Program	\$100,000	\$100,000
Stormwater/Flood Protection/Redwood Shores Levee/Lagoon	\$800,000	\$800,000
City Facilities Maintenance (roof repair, HVAC replacement)	\$1,150,000	\$1,150,000
Security Camera Program	\$1,000,000	\$800,000
Hoover Park and Parks Maintenance Projects	\$550,000	\$550,000
Broadway Pedestrian Mall	\$200,000	\$200,000
Contingency		\$400,000
<b>TOTAL</b>	<b>\$7,100,000</b>	<b>\$7,100,000</b>

The City Council also received public comment related to proposed bike lanes on El Camino Real, and this report provides an update on funding provided in the Recommended Budget for this initiative. Finally, the following changes have also been made as clean-up items to the FY 2024-25 Recommended Budget and are included in the FY 2024-25 Revised Recommended Budget provided via a link at the end of this report:

- Corrected minor typographical errors identified in the Recommended Budget and reorganized the department pages in alphabetical order.
- Updated the list of major employers in the Community Profile

In anticipation of City Council action on June 24, the following items will be included in the FY 2024-25 Adopted Budget:

- A "Budget in Brief"
- Port of Redwood City's Accomplishments, Goals, and FY 2024-25 Budget (provided to the City Council on May 15, 2024)

# PREFACE

## **ANALYSIS**

Redwood City's longstanding commitment to fiscal stewardship has provided considerable stability over the past several difficult years. However, like many neighboring cities, Redwood City has emerged from the pandemic and four years of economic uncertainty with growing needs that outstrip our depleted resources. The City's financial challenges are becoming increasingly serious as the current General Fund budget forecast predicts annual deficits of about \$9.3 million. Recent progress and new strategies for the exploration of new revenues, continued and new cost containment, and improved efficiency through best management practices are all laid out in the Recommended Budget.

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 \$25.4 million as of April 2024.

### **FY 2024-25 Recommended Budget at-a-Glance**

The FY 2024-25 Recommended Budget for all funds totals \$385.4 million in revenues and \$373.3 million in expenditures (before transfers in and out). The General Fund expenditure portion of the budget is \$184.6 million.

# PREFACE

## FY 2024-25 Recommended Budget (All Funds)

	FY 2024-25 Recommended Budget
<b>Revenue</b>	
General Fund	\$ 191,061,402 *
Special Revenue Funds	\$ 36,914,349
Capital Projects Funds	\$ 573,765
Debt Service Funds	\$ 3,089,050
Enterprise Funds	\$ 105,040,473
Internal Service Funds	\$ 48,761,167
<b>Total Revenues</b>	<b>\$ 385,440,206</b>
<b>Expenditures</b>	
General Fund	\$ 184,613,863
Special Revenue Funds	\$ 26,916,442
Capital Projects Funds	\$ 3,514,246
Debt Service Funds	\$ 3,095,250
Enterprise Funds	\$ 105,415,255
Internal Service Funds	\$ 49,741,634
<b>Total Expenditures</b>	<b>\$ 373,296,690</b>
<b>Net Change in Fund Balance/Net Position</b>	<b>\$ 12,143,516</b>
<b>Full-Time Equivalents (FTE)</b>	<b>601.93</b>

\* Includes \$10,364,242 of Utility Users' Tax Revenue that is transferred to the Capital Projects Funds

Note: Revenues and Expenditures are shown before transfers in/out.

### General Fund Expenditures

The recommended FY 2024-25 General Fund expenditure budget is \$184.6 million, which is \$13.5 million, or 7.9 percent more, than the FY 2023-24 adopted General Fund expenditure budget of \$171.1 million. Salaries, wages, and benefits are \$129.7 million, or 70.2 percent of the recommended General Fund expenditure budget. This is an increase from 69.88 percent for FY 2023-24.

Police and Fire Department salaries and benefits, as in most California cities, are a significant portion of the budget, amounting to approximately \$83.86 million, or 64.7 percent of all salaries, wages, and benefits in the General Fund. This is a decrease from 65.5 percent for FY 2023-24.

### General Fund Revenues

General Fund revenues are expected to increase to \$191.1 million in FY 2024-25; an increase of \$14.4 million, or 8.1 percent from the FY 2023-24 adopted budget of \$176.7 million. A majority of this increase is due to property tax in lieu of Vehicle License Fees, a particularly volatile source of state funding, which increased by \$5.54 million compared to FY 2023-24.

Most of the City's General Fund revenues continue to derive from property tax, sales tax, utility users' tax (UUT) and, to a lesser extent, hotel or transient occupancy tax (TOT). FY 2024-25 General Fund

# PREFACE

revenues by category are shown in the table below.

<b>General Fund - Revenue by Category (in thousands)</b>	
<b>Budget By Categories of revenues</b>	<b>FY 2024-25 Recommended Budget</b>
Property Taxes	\$ 82,567
Sales Tax	\$ 38,232
Transient Occupancy	\$ 4,828
Other Taxes	\$ 7,157
Licenses and Permits	\$ 5,699
Fines and Forfeitures	\$ 402
Interest Earnings/Rentals	\$ 2,709
Intergovernmental	\$ 6,600
Charges for Services	\$ 21,584
Other Revenues	\$ 8,300
Library Revenue	\$ 142
Recreation Revenue	\$ 2,433
Utility Users Tax	\$ 10,409
<b>Total General Fund Revenues</b>	<b>\$ 191,061</b>

## *Personnel*

Approximately 70 percent of the General Fund's expenditures consist of salaries and benefits, which is very typical of California cities. Consistent with recommendations from recent organizational review of the Police Department, we propose freezing 2.0 full time equivalent (FTE) Police Officer positions and reducing 1.0 FTE Parking Enforcement Officer and adding 5.0 FTE Community Service Officers, resulting in a limited financial savings. Consistent with recommendations from recent organizational review of the Community Development Department, we also propose to reduce contract building and code enforcement consultants and bring these functions in-house, which will reduce costs while improving service. One position is in the Enterprise Fund, 2.5 FTEs are in the Internal Service 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.

Due to the dynamic nature of providing services to the community and serving the organization, positions often evolve and advance beyond the original classification and/or scope. In addition, as service needs and operations evolve over time. City staff review the City's classification system and organizational structure in order to make changes in support of the City's Strategic Plan and improve service delivery.

The following new positions are included in the Recommended Budget; these changes implement some of the recommendations from recent staffing studies and advance City Council priorities:

- 1.0 FTE Engineering Tech I to support Engineering operations.

# PREFACE

- 1.0 FTE Building Inspector and 1.0 FTE Code Enforcement Officer II, with costs offset by reduced use of consulting firms
- 1.0 FTE GIS Analyst (Management Analyst) for a 2-year limited term to manage new permitting software in Community Development.
- .25 FTE Managerial/Professional Level I. This is increasing an existing 0.75 FTE Contract position to a 1.0 FTE contract position related to Safe Routes to Schools.
- 2.0 FTE increase by freezing 2.0 FTE Police Officer positions and reducing 1.0 FTE Parking Enforcement Officer I, and adding 5.0 Community Service Officer (CSO) positions. The CSOs provide a wide range of police services that do not require authority of a sworn officer, allowing sworn officers to remain available to respond to higher priority emergency calls and have more time for preventive police work.
- 1.0 FTE Building Maintenance Worker and 1.5 Maintenance Custodian to support the opening of the Veterans Memorial Building.

The following proposed new/amended classifications are included in the Recommended Budget in order to address current and future needs of the organization and to bring job descriptions up-to-date.

- Effective July 1, 2024, the Administrative Services Department will be split into the Finance and Information Technology Departments. Accordingly, the new classification of Information Technology Director is proposed effective July 1, 2024. The current Information Technology Manager incumbent will be reclassified to Information Technology Director effective July 1, 2024.
- Effective July 1, 2024 the former Community Development and Transportation Department will be split into the Community Development Department and the Engineering and Transportation Department, moving associated FTEs into these two departments. The Recommended Budget includes two new at-will Executive Management classifications as approved by the City Council on January 22, 2024, the Engineering and Transportation Director/City Engineer and the Assistant Engineering and Transportation Director.
- Amendments to bring the existing job description for the Principal Analyst classification up-to-date and to expand the ability to use this classification citywide in the future.
- To meet the current and future needs of the Human Resources Department and to distribute more evenly the workload between two Human Resources Managers, it is recommended to reclassify the current Principal Analyst – Workers’ Compensation to a Human Resources Manager. The new Human Resources Manager position would continue to manage the City’s Workers’ Compensation Program and will oversee the Benefits team and the Learning & Development function. In addition, a vacant Senior HR Analyst position is proposed to be reclassified to a Principal Analyst position to manage HR programs including Human Resource Information System (HRIS) functions related to the Oracle ERP system and other anticipated software implementations.



# PREFACE

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

DEPARTMENT	ADOPTED BUDGET 2022-23	ADOPTED BUDGET 2023-24	RECOMMENDED BUDGET 2024-25
City Attorney	6.02	6.02	6.02
City Council	7.00	7.00	7.00
City Manager	18.36	18.36	18.35
Community Development	45.93	35.79	37.79
Engineering & Transportation	26.53	26.24	28.24
Finance	31.05	21.00	21.00
Fire	90.00	91.00	91.40
Human Resources	12.00	12.83	12.83
Information Technology	16.93	20.51	20.51
Library	35.27	36.40	36.40
Parks, Rec, & Community Svcs	67.71	71.71	71.96
Police	126.00	130.00	134.00
Public Works	108.82	113.96	116.43
<b>Total</b>	<b>585.60</b>	<b>590.82</b>	<b>601.93</b>

## **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 1, 2024, to receive City Council feedback. The [staff report](#) and a [video recording](#) of the presentation are available on the City's website. In addition, on May 7, 2024, the Planning Commission by resolution held a hearing and found that the proposed CIP for FY 2024-25 conforms to and is consistent with the General Plan (see Attachment E).

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 2024-25, as well as planned project needs for FY 2025-26 through FY 2028-29. The proposed Five-Year CIP has an estimated cost of \$616.4 million, not including \$16.0 million in staffing resources.

Only the recommended FY 2024-25 CIP budget, included in the FY 2024-25 Recommended 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 2024-25 largely unfunded at this point. No budget approval for future fiscal years is requested at this time.

# PREFACE

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

Functional Area	Recommended FY 2024-25 Budget	Estimated FY 24-25	Estimated FY 2025-26	Estimated FY 2026-27	Estimated FY 2028-29	Estimated 5-yr Cost
Facilities	\$3,250,000	\$2,520,000	\$2,610,000	\$2,200,000	\$109,300,000	\$119,880,000
Miscellaneous	\$3,200,000	\$3,200,000	\$3,200,000	\$3,200,000	\$3,200,000	\$16,000,000
Parking	\$1,070,000	\$1,170,000	\$2,470,000	\$1,220,000	\$20,000	\$5,950,000
Parks	\$6,416,986	\$8,450,000	\$8,400,000	\$2,250,000	\$750,000	\$26,266,986
Redwood Shores Levee/Lagoon	\$500,000	\$1,200,000	\$100,000	\$1,000,000	\$0	\$2,800,000
Sewer	\$4,002,675	\$8,050,000	\$8,250,000	\$8,300,000	\$8,300,000	\$36,902,675
Stormwater	\$15,378,770	\$19,800,000	\$5,150,000	\$2,650,000	\$2,650,000	\$45,628,770
Transportation	\$32,285,000	\$57,140,080	\$77,154,531	\$66,518,438	\$35,101,000	\$268,199,049
Water	\$9,013,352	\$21,850,000	\$21,850,000	\$22,800,000	\$19,300,000	\$94,813,352
<b>Total</b>	<b>\$75,116,783</b>	<b>\$123,380,080</b>	<b>\$129,184,531</b>	<b>\$110,138,438</b>	<b>\$178,621,000</b>	<b>\$616,440,832</b>

The total Fiscal Year 2024-25 Capital Improvement Program (CIP) budget is \$75.1 million. This budget includes 56 projects and contains \$3.2 million in dedicated staffing resources for construction administration and project management.

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 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 2024-25 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](http://www.redwoodcity.org/CIPMap).

At the June 10, 2024 City Council meeting the City Council received public comment related to proposed funding of bike facilities. During the City Council discussion, there was a focus on the status of bike facilities along El Camino Real. As El Camino Real is a state (Caltrans) route, the City, in coordination with Caltrans, is committed to improving bicycle facilities on El Camino Real (ECR). There are a number of bike-related projects underway in Redwood City, including Caltrans projects, City projects, and projects

# PREFACE

supported by private developments. The array of projects planned for ECR in Redwood City are highlighted on the [El Camino Real Storymap](#).

The funding reflected in the FY 2024-25 budget for ECR bicycle facility improvements and the priorities outlined in the Five-Year CIP are based on feedback provided by the community and reflected in the City's adopted transportation plans. On September 23, 2023, the City Council Transportation/Mobility Sub-Committee discussed ongoing efforts regarding the ECR bike lane projects. The feedback and next-step guidance provided is grounded in the fact that City funds and resources are limited and the fact that the Caltrans State Highway Operations and Protection Program (SHOPP) project will eventually replace and rebuild any quick-build improvements the City would fund on ECR. The Sub-Committee suggested staff to work on designing and implementing a quick-build cycle track (protected bike lane) on a few easier blocks as a pilot project and begin the process of removing parking to provide space for future bike facilities.

**City-Funded Projects** - The City has three active projects on ECR:

1. The **People's Budget Bike Lanes** project will **install buffered bike lanes on northbound ECR from Maple Street to Jefferson Avenue**. The City received the encroachment permit from Caltrans, with project completion slated for the end of 2024. At the June 10, 2024, City Council meeting, there was a question as to whether this project was underfunded by \$4,977. Based on further research, staff determined that this project is fully funded and that the \$4,977 had been included in error.
2. A **quick-build protected bike lane (cycle track) pilot project on ECR southbound from Brewster Avenue to Madison Avenue** is funded primarily by Measure A and local funds. The City hired an engineering design firm to complete the design and parking study. The parking study is now complete and design is 75% complete. This project is slated for completion in 2025.
3. The **James Avenue/ECR intersection safety and operations improvement project** is under design and is one of the City's potential projects for the current San Mateo County Transportation Authority's Measure A/W call for projects. The grant application deadline is August 30, 2024. Staff will bring a resolution of local support to the City Council on August 26, 2024. The grant funding, if awarded, will support the construction phase of the project. Assuming the City is successful in securing the grant, construction should be complete by the end of 2025.

**Caltrans Projects Along ECR** – Caltrans has two projects on ECR:

1. Caltrans is near completion on Pedestrian Safety Enhancement Project (SHOPP 0K070) at 13 Redwood City intersections along the ECR corridor. This project includes installation of accessible and countdown pedestrian signals and upgrading crosswalk to high-visibility.
2. The Bike Safety Improvement Project (SHOPP 1W130) is an \$11 million project that extends from Shelby Lane to Brewster Avenue. The project scope includes travel lane reconfiguration and/or parking removal and adding high-quality cycle track on ECR. The environmental phase of the project is about to commence and per Caltrans staff, construction of the project will start in 2028.

**Development Projects** – Each individual development project along ECR is reviewed and conditioned to provide frontage improvements, including bicycle facilities. Developers are required to obtain permits and a site-specific maintenance agreement from Caltrans. Elco Yards is building a cycle track at their

# PREFACE

frontage, and all other pipeline/upcoming development projects along ECR will follow the same process, assuming they construct in advance of the Caltrans SHOPP project.

**Other Active Citywide Projects** – The City is also investing in bicycle facility improvements elsewhere in the City.

1. The **State Route 84/Woodside Road project** is currently under construction by Caltrans. When finalized, it will include dedicated bicycle lanes from I-280 to US 101.
2. The City's **84/101 Reimagined project** will significantly improve bicycle infrastructure, close gaps, and connect neighborhoods and the future ferry terminal to other parts of the City.
3. The City has begun the design process for **permanent bicycle boulevards on Vera Avenue and complete streets improvements/road diet on Broadway between Chestnut Street and Walnut Street** to improve connectivity from neighborhoods to downtown.

## Successor Agency to the Former Redevelopment Agency

Included in the FY 2024-25 Recommended Budget presented to Council, as Successor Agency Board, on June 10, 2024 was a budget for the Successor Agency. This budget appears in the Fiduciary Funds section. The budget provides for the necessary resources to finance the Successor Agency's obligations of \$3.6 million that will come due in FY 2024-25.

After reviewing the FY 2024-25 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. Since 2021, each department has identified a specific equity commitment within its departmental goals, which may be found in each department's section of the Recommended Budget.

## **FISCAL IMPACT**

Adopting the FY 2024-25 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 2024-25 Recommended Budget for all funds totals \$385.4 million in revenues and \$373.3 million in expenditures. The General Fund portion of the budget is \$191.1 million in revenues and \$184.6 million in expenditures.

Only the recommended FY 2024-25 CIP budget of \$75.1 million is recommended for budget approval. The remaining fiscal years of the Five-Year CIP are for planning purposes, with projects beyond FY 2024-25 largely unfunded at this time.

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The budget also provides the necessary resources to finance the Successor Agency's obligations of \$3.6 million that are due in FY 2024-25.

## 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 11, 2024. 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 13, 2024.

## 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. Regarding the proposed new and amended job classifications, the City Council could request additional information and/or provide alternate direction to staff.

## LINKS

[City of Redwood City FY2024-25 Revised Recommended Budget](#)  
[City of Redwood City Five-Year Capital Improvement Program](#)

## ATTACHMENTS

Attachment A – Resolution adopting the Recommended Budget for FY 2024-25  
Attachment B – Resolution adopting the Five-Year CIP

# PREFACE

Attachment C – Resolution adopting the Successor Agency Budget for FY 2024-25

Attachment D – Resolution to establish and amend classifications

Attachment E – Planning Commission Resolution from May 7, 2024 finding Draft CIP for FY 2024-25 is consistent with General Plan

**REPORT PREPARED BY:**

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**APPROVED BY:**

Michelle Poché Flaherty, Assistant City Manager  
Melissa Stevenson Diaz, City Manager

# PREFACE

## RESOLUTION NO. 16223

### **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, 2024 - JUNE 30, 2025 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, 2024 - June 30, 2025; 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 2024-25; 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, 2024 - June 30, 2025, 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 2024-25."

**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 2024-25 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, 2025; Reappropriations.** The City Manager and Assistant City Manager and Finance Director are authorized and directed to charge expenses incurred prior to July 1, 2025 to the appropriations of Fiscal Year 2024-25. The City Manager and Assistant City Manager and Finance Director are further authorized to pay all contractual obligations, including but not limited to payroll, contracts, and other expenses, incurred between July 1, 2025 and the date that the appropriations are adopted for Fiscal Year 2025-2026; 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 2024-2025 to each fund, to be effective July 1, 2025. Upon adoption of a budget for Fiscal Year 2025-2026 this appropriation shall be superseded.

**SECTION 5. Effective Date and Operative Date.** In accordance with Section 51.5 of the Charter of the City of Redwood City, this resolution shall be effective immediately upon adoption.

\* \* \*



# PREFACE

06/24/2024

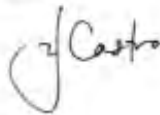
Passed and adopted by the Council of the City of Redwood City at a  
Joint City Council/Successor Agency Board/Public Financing Authority Meeting  
thereof held on the 24<sup>th</sup> day of June 2024 by the following votes:

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



Jeff Gee  
Mayor of the City of Redwood City

Attest:



Yessika Castro, CMC, CPMC  
City Clerk of Redwood City

I hereby approve the foregoing resolution this  
25<sup>th</sup> day of June 2024.



Jeff Gee  
Mayor of the City of Redwood City

RESO. # 16223  
MUFF # 301

# INTRODUCTION

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# BUDGET MESSAGE

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June 1, 2024

Honorable Mayor Gee and City Council Members:

In accordance with the City Charter, I am submitting the Fiscal Year (FY) 2024-25 City of Redwood City (City) Recommended Budget for your consideration on June 10, 2024, and adoption on June 24, 2024. 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. It also reflects the priorities most recently identified by residents through Redwood City's community satisfaction survey, in which 92% of Redwood City's ratings were similar to or higher than national benchmarks.

Most importantly, it integrates input and feedback gathered through various engagement efforts, including additional community surveys, outreach meetings, and stakeholder engagement.

Through recurring budget commitments and over \$7 million in special one-time allocations the Recommended Budget responds to resident-identified priorities for City services:

- Fix potholes, and repair streets and sidewalks.
- Reduce flooding, water pollution, and provide green maintenance of existing storm drain infrastructure.
- Maintain the number of on-duty firefighters, paramedics, and police officers.
- Maintain 911 emergency response times.
- Continue after-school and recreation programs for children.

***Unfortunately, like many California and Peninsula cities, our ability to continue to deliver the services our residents expect is at risk.*** While our staff will continue our efforts to secure the City's fair share of any grant and one-time funds, our City's financial challenges are becoming increasingly serious as the current General Fund operating budget forecast predicts annual deficits of about \$9.3 million. And, like many California and Peninsula cities, we lack adequate funding for our capital improvement needs such as filling potholes and maintaining streets, sidewalks, storm drain, and other infrastructure.

Redwood City's longstanding commitment to responsible, conservative fiscal stewardship positions the City well to address these challenges. We have continued and implemented new cost containment efforts and have improved efficiency through best management practices.

Importantly, the City Council also has encouraged exploration of new voter-approved funding sources since these monies are legally required to stay in Redwood City for the benefit of our residents. A voter-approved restructuring of the Business License Tax could increase funding for core City services and reduce the tax burden on small business owners.

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*The current model under consideration for reforming the Business License Tax would reduce the tax burden on small business owners. Additionally, it would significantly reduce – but not eliminate – projected deficits of about \$9.3 million annually. While the Recommended Budget uses one-time funds during FY 2024-25 to continue all current services through next year, the City will need to plan for service reductions if new revenues are not obtained.*

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Service reductions are never easy to contemplate. Based on past experience, without substantial new revenue we could expect necessary reductions of the following magnitude:

- Police Department
  - Disbanding the Downtown Services Unit and reassign officers to patrol, and
  - Reducing work of the Street Crimes Suppression Team, and
  - Reducing work of the Traffic Enforcement Unit, and
  - Reducing parking enforcement services
- Fire Department
  - Longer response times to several portions of the city
- Parks, Recreation and Community Services:
  - Reducing after-school and recreation youth and teen programs and services at the Senior Center, and
  - Closing the Red Morton Community Center on weekends and other community centers two nights a week, and
  - Elimination of the 4<sup>th</sup> of July Fireworks event and other community events
- Library Services
  - Closing the Schaberg Branch Library, and
  - Reducing programming and hours of operation at other libraries by 15%
- Community Development Services
  - Reduced code enforcement services, and
  - Delayed permit review and approval for building, planning, engineering, and transportation services
- Reduced administrative, policy support and risk management capacity
  - Slower support for City Council response to residents and public records requests, and
  - Delayed human resources hiring support and benefits administration, and
  - Reduced community input through the biannual community survey, and
  - Reduced street tree trimming capacity, and
  - Limited capacity to pursue additional grant funding and manage existing grants, and
  - Reduced capacity to support affordable housing initiatives.

***Importantly, these are not fully-fledged proposals and staff is not seeking City Council authority to proceed with these potential cutbacks at this time.*** It is important to understand the financial challenge before the City, however, and the implications for City services if significant reductions are required.

This transmittal letter addresses the following topics:

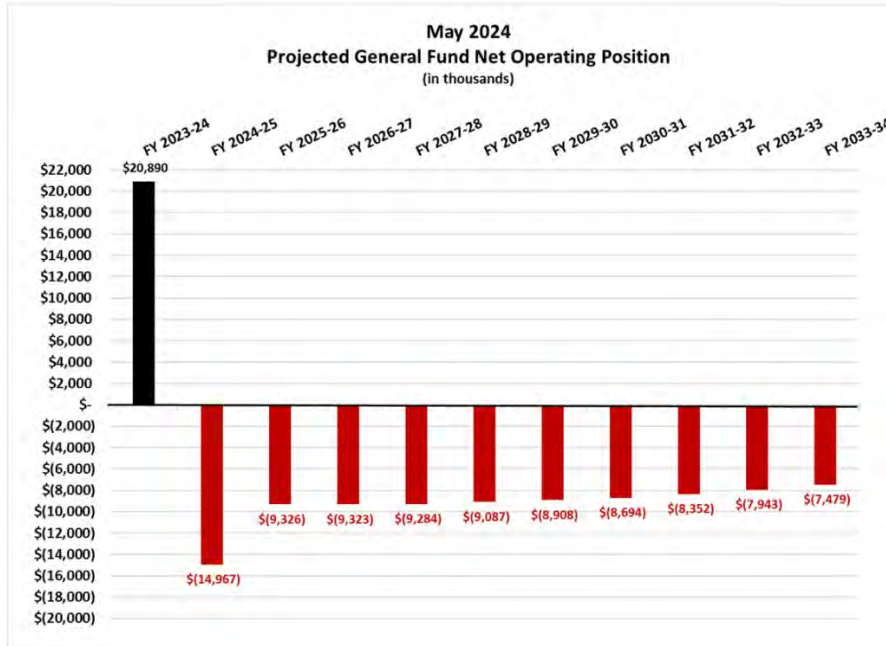
1. Closing the Funding Gap
  - a. Cost Containment
  - b. Reimagining Services
  - c. Revenues
  
2. Adapting to a Changing World
  - a. Leveraging Technology
  - b. Sustainability and Climate Change
  - c. Diversity, Equity and Inclusion
  - d. Land Use Planning through an Uncertain Economy
  
3. Strategic Priorities
  - a. Housing and Homelessness
  - b. Transportation
  - c. Children and Youth

The Economic Overview and Ten-Year General Fund Forecast are important companions to the Transmittal Letter. They present an overview of the economic outlook as of spring 2024 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, workers compensation and an update on funding to implement the Docktown Plan.

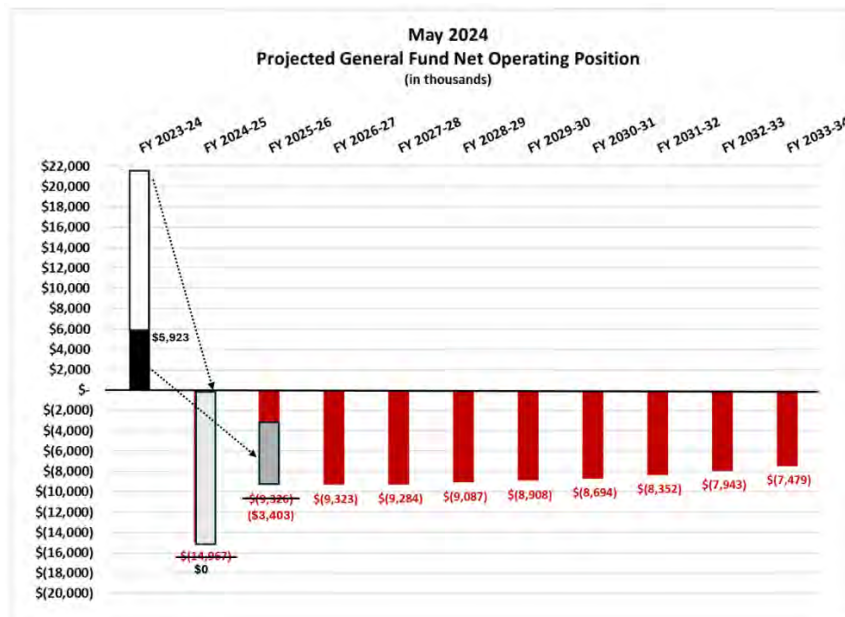
### **1. Closing the Funding Gap for City Services**

Last year, Redwood City confirmed the existence of a persistent structural deficit. Absent restructuring, the City would spend more than it brings in every year just to maintain existing services, resulting in annual deficits averaging \$9.3 million for the next ten years, as shown in the chart below. Despite four years of belt-tightening amid historically lean resources, the City must take additional steps to correct the deficit.

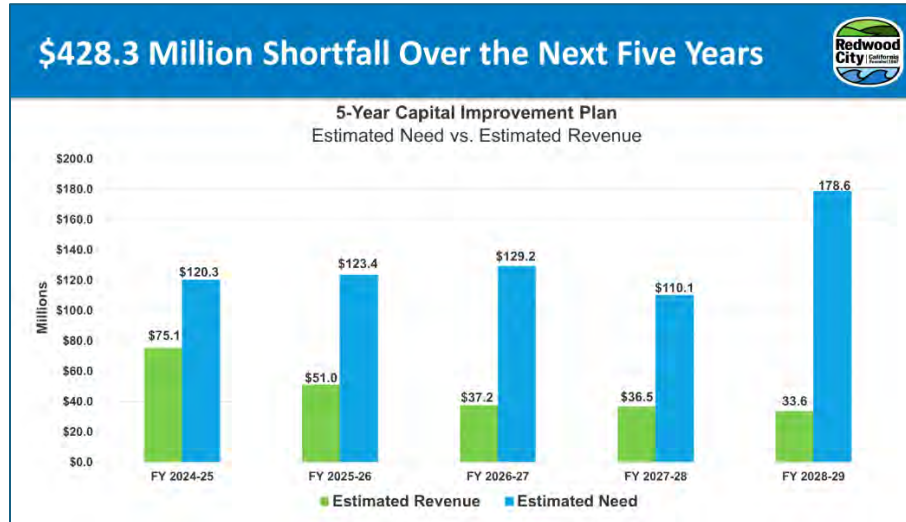




Prior to the pandemic, in February 2019, the City Council affirmed an ongoing strategy to utilize approximately 80 percent of the City’s estimated operating balance each year towards paying down liabilities like pension obligations, and to use approximately 20 percent of the operating balance as one-time 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 four years and we anticipate needing to do so again this year. Due to the averted recession, receipt of unanticipated state revenues, and salary savings this year, we expect an operating balance of approximately \$20.89 million for Fiscal Year (FY) 2023-24, and propose to apply nearly \$15 million of it toward a balanced budget for Fiscal Year 2024-25, as shown in the following chart.



In addition to the 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 \$428.3 million over the next five years, as shown below.



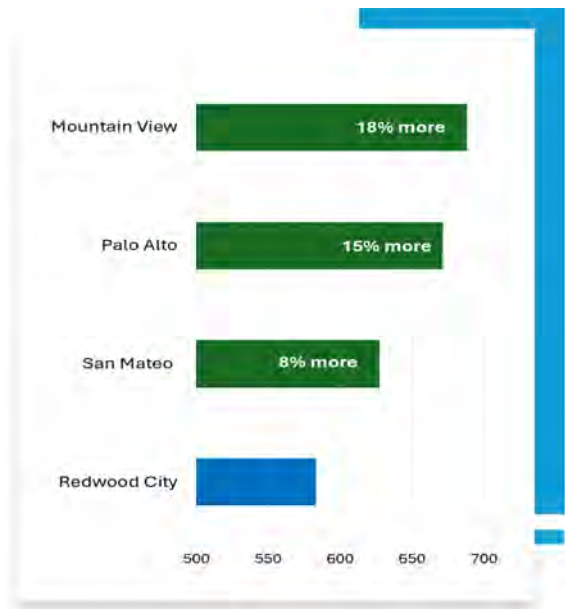
Therefore, we propose to apply more than \$7.0 million of the FY 2023-24 operating balance to capital projects that address the needs prioritized by the community such as fixing potholes, repairing streets and sidewalks, and maintaining infrastructure like storm drains needed to prevent flooding.

As we plan for a fiscally sustainable future, we are exploring the feasibility of new revenues, continuing existing cost containment strategies and pursuing new ones, and reimagining services to continually improving operational efficiencies.

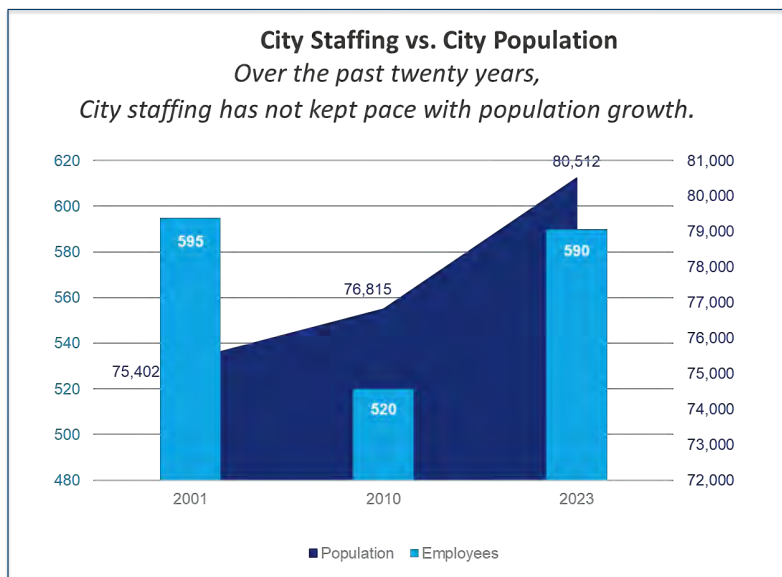
**1.a. Cost Containment**

Redwood City has long practiced fiscal restraint. Cities exist to provide services, and those services are provided by people. Accordingly, most of the City’s General Fund budget – 70% - funds employees. Redwood City has very lean staffing levels, below staffing in other mid-Peninsula cities for the core services all cities provide, shown in the chart below. Limiting staffing is an important cost containment strategy, limiting burdens on taxpayers.

## City Staffing Levels for Core Services Comparison by City



The City’s modest staffing is also evident when viewed over time. When budget cuts during the 2008 recession decimated staffing levels, it took more than ten years for the City to rebuild back up to historic staffing levels. In the meantime, the City’s population – particularly the daytime population associated with a growing employment base in Redwood City and frequent special events - grew at a faster rate, creating greater demand for services from a leaner organization.



Additionally, recent studies of the Fire Department, Police Department, Community Development and Transportation Department all have demonstrated the need for *increased* staffing to provide high-quality services to the community. Current fiscal constraints are limiting the City’s ability to add those necessary staff.

Building on this lean foundation, we employ smart management and pursue programmatic cost savings wherever possible.

For example:

- Volunteers in the Parks, Police and Public Works Services Departments provide thousands of hours of service to the community, with the Library experiencing a 50% increase in volunteer hours over the past year.
- Community sponsorships help support City events.
- The Park and Arts Foundation oversees programs at no cost to the City.
- The City has extended the life of vehicles wherever feasible; most City Hall pool vehicles are nearly 20 years old.
- Leveraging remote work and online meetings has reduced travel costs for staff and consultants.
- Streamlining processes through technology increase staff efficiency and public access.
- Increasing use of digital outreach materials reduces print costs.
- Increasing use of drought-tolerant plants and improving irrigation helps reduce water use and costs.
- The City has negotiated increased pension contributions by employees, and limited pension and retiree health benefits for new hires.

### **1.b. Revenues**

To bolster revenue for City services and infrastructure, the City actively pursues grants, ensures fair share payments by all sectors of the community, and implements economic development initiatives. The City is also exploring reforming the Business License Tax to advance equity and increase revenues. These strategies, in addition to continuing cost containment, will need to continue to support community needs.

#### *Grants*

Redwood City continuously seeks to leverage grant funding from the federal and state governments as well as other community partners whenever possible. During the pandemic, the Public Works and Revenue Services teams partnered to secure more than \$1 million in state assistance to reduce the cost of utility bills for Redwood City's lowest income residents. During the height of the pandemic, the City provided more than \$4.3 million in emergency rental assistance through the Fair Oaks Community Center — including federal block grant funding, county funding, City general funds, and private grants — for more than 1,300 households unable to pay rent. We also received State grant funding, of approximately \$300,000, which allowed us to hire four full-time temporary workers for 10 months to assist Redwood City residents with applying for State COVID-19 Rent Relief Funds (September 2021 to June 2022). Last year, the Fire Department utilized a three-year federal grant of \$3.6 million to fund six additional firefighters in order to reduce the level of overtime required to provide 24/7 services. This year, the Fire Department submitted a grant application for an additional \$2.5 million in federal assistance for fire fighters. In

In addition, the City sought and obtained \$2.9 million in grant funding to address homeless encampments, and collaborated with Redwood City Together to seek \$1.9 million in grant support to cover the staffing costs of supporting economic mobility programs. In addition to seeking grants to fund key services, the City actively pursues grants for major infrastructure projects. The City has applied for nearly \$228 million in state and federal grants to help fund the 101/84 interchange project, nearly \$7 million in Federal Emergency Management Agency grants for storm water mitigation studies and storm damage projects, and approximately \$840,000 from the State of California Local Partnership Program for traffic calming along Hopkins Avenue.

*Fair Share Funding for City Services*

Over the last year the City has been evaluating and updating several types of revenue for City services and infrastructure to ensure all segments of the community pay their fair share. This included:

- Updating revenue needed to fund **services that benefit individuals or groups rather than the community as a whole** - cost recovery fees (updated October 2023).
- Updating revenue needed for **current and future needs of our utilities and infrastructure** – which includes *contributions by ratepayers who use utilities and fees paid by new development to fund their need for new infrastructure* – through updated capacity and impact fees and new solid waste and sewer rates (updated January – May 2024).

October 2023	January 2024	February 2024	May 2024
<ul style="list-style-type: none"> <li>• Municipal Fees</li> </ul>	<ul style="list-style-type: none"> <li>• Transportation Impact Fees Nexus Study</li> <li>• Water capacity and connection fees, wastewater collection capacity and connection fees, and water and wastewater user and penalty fees</li> </ul>	<ul style="list-style-type: none"> <li>• Solid Waste Rates</li> <li>• Presentation on aggregate fee burden analysis for impact fees and certain development fees</li> <li>• Impact Fee for Accessory Dwelling Units (ADUs), bedroom additions and childcare facilities</li> <li>• Parks Impact Fee Project List</li> </ul>	<ul style="list-style-type: none"> <li>• Sewer Rates</li> <li>• Reduced Transportation Impact Fees for transit-oriented and affordable housing development projects</li> </ul>

Each form of revenue has specific legal requirements the City must meet. Foundational work this year to update fees and rates ensures the City is meeting cost recovery goals and charging fairly for utility needs (both operations and capital). In turn, this helps preserve our General Fund to pay for core city services that benefit the entire community and that are not paid by fees or rates.

In addition, we negotiated for fairer payment from service delivery partners through our fleet maintenance contracts and with the City of San Carlos for fire and emergency medical services they receive from Redwood City.

### *Economic Development Initiatives*

Enabling a strong local economy is another way the City facilitates revenue for services. Local businesses contribute to the City's property and sales tax base, and offer employment opportunities. The City's Economic Development Element within the General Plan outlines Redwood City's vision for cultivating a diverse and thriving economy that embraces and supports the cultural diversity of its workforce and residents. We recognize that a flourishing economy hinges on the success of both businesses and individuals.

To this end, we have begun implementing the two-year Economic Development and Workforce Plan (Plan) approved by the City Council in 2024. Key components of this plan include customer service improvements, bolstering support for small businesses, providing greater flexibility for business owners, and expediting the processing of development applications to ensure efficiency and effectiveness. The Recommended Budget allocates an additional \$200,000 for the downtown Broadway Pedestrian Mall in support of this vision. Additionally, many of the economic development initiatives dovetail with the recent Community Development Organizational Assessment recommendations regarding customer service improvements. These initiatives will be supported by a new Management (Permit) Analyst position funded using Technology/Permitting Fees.

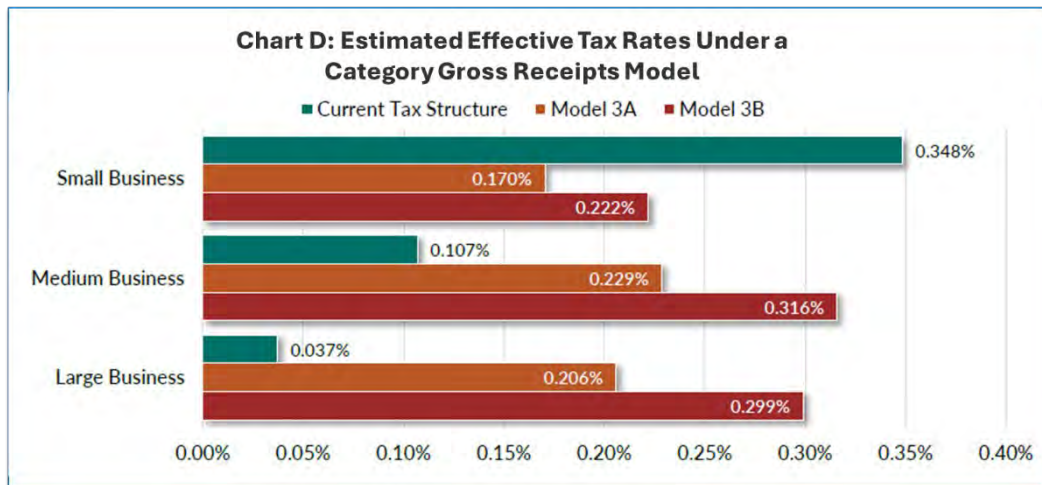
The Plan also emphasizes workforce development and economic mobility – a new approach reflecting the City Council's focus on equity. In recent years, the City has made impressive investments in meeting basic needs and expanding access to stable housing for the most vulnerable members of our community. Moving forward, staff propose defining the role the City can play in supporting economic security and wealth building initiatives.

The City's economic development initiatives, such as the phased approach to allowing cannabis sales, are also bearing fruit. Cannabis tax revenue is now yielding approximately \$900,000 in additional revenue and is projected to grow to \$1.6 million annually by FY 2026-27. In FY 2024-25, staff will continue analysis assessing whether electronic billboards could provide a new revenue stream to the City.

### *Potential Business License Tax Reform*

This year, staff presented the results of a year-long research initiative into City revenue to the City Council's Finance and Audit Sub-Committee. The research found the current business license tax structure, which is based on the number of employees a business has and includes a cap on payments by larger employers, is regressive in that smaller businesses are carrying an unfair share of the tax burden. The way businesses that operate and provide services in Redwood City has changed over time, but the basic structure of the City's business license tax has not kept up in the same way. This has benefitted large businesses with many employees but is unevenly applying higher rates for our small businesses.

In order to maintain our unique local culture, a potential reform to the business license tax would create greater equity for all businesses in Redwood City. In April 2024, the City Council directed staff to research the feasibility of modernizing the City’s business license tax through a more equitable gross receipts model. This approach considers the total revenue generated in Redwood City by a business, even if the business has relatively few employees. We evaluated two gross receipts scenarios, Model 3A and Model 3B. Model 3B would have resulted in larger tax increases on businesses (and therefore larger revenues to the City) compared to Model 3A.



The City Council directed staff to conduct outreach with the business community regarding the potential consideration of the less expensive option, 3A. This model is estimated to generate an additional \$7.2 million in annual revenues: the tax currently generates approximately \$2.9 million annually and model 3A would generate approximately \$10.2 million annually.

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*A net increase of \$7.2 million in new business license tax revenue would significantly improve the City’s projected financial status, but would not eliminate the projected \$9.3 million average annual operating deficit over the next 10 years.*

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Should the City Council choose to place a ballot measure before Redwood City voters this November to implement such a change, and should a majority of voters support the measure, the relative tax burden for Redwood City’s smallest businesses is expected to go down.

### 1.c. Reimagining Services

In addition to containing costs and maximizing revenues, we continue to reimagine city services with an eye toward improved efficiency through best management practices.

Two fiscal years ago, we launched detailed studies of the Police and Fire departments, and have regularly reported to the City Council our progress in implementing more than 50 resulting recommendations. The

resulting filling of vacancies in the Police Department has met response times and reduced overtime costs; and a recommended pilot program in the Fire Department to operate a two-person squad appears to be improving efficiencies and response times; unfortunately, it is not financially sustainable with projected deficits and will end as of June 30, 2024.

Over the past fiscal year, we analyzed the City Attorney's Office, City Manager's Office, City Clerk's Office and the Community Development and Transportation Department, and the Administrative Services Department. As a result, we are increasing efficiencies and/or strengthening fiscal oversight through several reorganizations reflected in the Recommended Budget. The City Clerk's Office merged with the City Manager's Office; the Administrative Services Department was reorganized into the Finance Department and the Information Technology (IT) Department; and the Community Development and Transportation Department was reorganized into the Community Development Department, which houses Planning and Building Services, and the Engineering and Transportation Department. In the coming fiscal year, we propose to similarly study the Parks, Recreation, and Community Services Department.

Finally, in an effort to streamline internal processes and cut red tape, staff reviewed opportunities to handle more matters at an administrative level rather than requiring City Council action. We intend to recommend several changes in FY 2024-25 to reduce the number of non-essential agenda items presented to the City Council, freeing staff and the City Council to focus on service delivery and key initiatives.

## **2. Adapting to a Changing World**

We are managing through a time of economic uncertainty; climate change is threatening public safety and financial stability; technology transformation is altering how we provide services and manage information; and our collective understanding of equity continues to evolve. These trends have accelerated in recent years and demand our attention.

### **2.a. Leveraging Technology**

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 21<sup>st</sup> century. Redwood City is meeting these demands strategically by establishing Information Technology (IT) as its own City department; forming an interdepartmental Technology Governance Committee to enhance coordination, accountability and efficiency citywide; and updating the organization's IT Strategic Plan during FY 2024-25.

This year, I created a team to address Artificial Intelligence (AI), including policy development and prioritization of pilot projects to test the value of new AI technologies. For example, the Police Department is partnering with the San Mateo County Sheriff's Office to test out *Sherlock*, a grant-funded AI system to search a range of authorized law enforcement databases for information and reporting the resulting business intelligence through dashboards. Systems like this hold promise for increasing employee efficiency, which is especially important in light of our lean staffing.



The Police Department is also exploring, with input from the Police Advisory Committee, an update to its own public-reporting dashboards, as well as new tools focusing on traffic enforcement, an area of continued community interest. The Human Resources Department is preparing a request for proposals to implement a new human capital information management system to support employee learning and development, performance planning and feedback, and recruitment and onboarding. Throughout the City, departments are reimagining services to leverage technology wherever it can mitigate staffing shortages.

The Recommended Budget includes funding in several department budgets (IT, Finance, City Manager’s Office) to begin operationalizing software costs in the City’s operating budget. Historically, technology was often purchased through the Capital Improvement Program rather than the Operating Budget. However, the nature of the software marketplace has shifted from programs directly installed on a personal computer (PC) to cloud-based programs that require annual subscription payments. For example, software such as the Microsoft Office Suite was previously bundled with new computer purchases and funded as a capital purchase. Typically, we would replace PCs and software over a 4-5 year cycle. Now, Microsoft Office 365 is a subscription service billed annually for each license in the organization, and at a higher cost due to increased functionality.

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*Redwood City will continue to leverage technology in response to evolving market requirements and to meet community expectations for transparency and accountability in government. Notably, we expect increased use of technology will increase costs, rather than result in savings.*

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## **2.b. Sustainability and Climate Change**

The winter storms of 2023 inundated Redwood City with record-breaking rainfall, tidal surges and winds that resulted in flooding of vulnerable neighborhoods and downed trees throughout the City. San Mateo County was one of 44 counties in California that qualified for assistance from the Federal Emergency Management Agency in the wake of these disasters. Residents clearly felt these impacts, and identified stormwater management and flood protection as top priorities in community surveys this spring. Accordingly, the Recommended Budget supplements the CIP proposals presented to the City Council in April 2024 with an additional \$300,000 for stormwater pump station rehabilitation, and \$500,000 for levee and creek repair work.

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. The urgency of our efforts is underscored by projections that San Mateo County, home to over 100,000 residents, will be significantly impacted by a three-foot sea level rise, placing it among the most vulnerable counties nationwide. In February 2023, Redwood City initiated its own Sea Level Rise Vulnerability Study to develop adaptation strategies, enhance flood protection, and safeguard ecosystems and infrastructure along the Bay. The study combines survey data and infrastructure analysis with future sea level rise projections, assessing vulnerability across our shoreline. It divides the shoreline into manageable segments based on factors such as shoreline type, flood hazard exposure, and management constraints. As we move forward,

community engagement will be paramount. Throughout the spring, we will be actively seeking input and feedback from residents. By summer, we anticipate the completion of the finalized report, which will provide a roadmap for safeguarding the Bay shoreline.

In our ongoing commitment to sustainability, we are actively expanding Redwood City's recycled water distribution pipeline. Recycled water offers a vital alternative to potable water, alleviating pressure on our precious drinking water supply. Recycled water is used for irrigation, fountain filling, and toilet flushing. Since its inception in 2007, Redwood City's Recycled Water Project has been instrumental in conserving millions of gallons of drinking water annually.

Currently, staff are finalizing bid specifications for the installation of 800 feet of new recycled water pipeline along Marshall Street. This expansion represents a significant step towards bolstering our recycled water infrastructure. Furthermore, our team is diligently working on the development of a Recycled Water Master Plan, slated for completion by year-end. This comprehensive plan will outline our strategy for further expansion and enhancement of our recycled water resources. Major development projects also play a role in extending recycled water infrastructure, leveraging the City's investment in this network.

### **2.c. Diversity, Equity and Inclusion**

Community engagement and belonging have long been hallmarks for Redwood City and equity is now a valued centerpiece of Redwood City's Strategic Plan. In fact, residents give high marks to Redwood City's inclusivity and engagement: roughly three-quarters praised the Redwood City community for valuing/respecting residents from diverse backgrounds and attracting people from diverse backgrounds, the latter of which scored higher than national averages. In alignment with community feedback and Redwood City's commitments to inclusion and belonging, the Recommended Budget includes \$1 million in one-time funds to advance Redwood City's Americans with Disabilities Act Implementation Plan.

We are particularly focused on reducing barriers for those who have limited proficiency in English. We completed a robust community engagement effort this year to support creation of the City's first Language Access Policy. This Administrative Policy will be presented to the City Council's Equity and Social Justice Sub-Committee this fall. In addition to continuing many Spanish-language programs such as the Community Police Academy and Community Emergency Response Team (CERT), we plan to expand the Bienvenidos program in FY 2024-25. This program aims to foster greater inclusivity and accessibility within our community through our Libraries. It will now offer community-based live interpretation services in Spanish for Library events conducted in English. Through a variety of outreach methods including direct mail, word of mouth, promotoras, Spanish language event calendars, and other targeted strategies, we aim to triple attendance from 200 to 600 individuals over the next year, ensuring that more members of our community can participate and engage in these valuable events.

Finally, the Fire Department will continue to conduct a language gap analysis between the community and the existing Fire Department workforce and implement an action plan that will be presented to the City Council by February 2025.

### **2.d. Land Use Planning through an Uncertain Economy**

As we navigate through an uncertain economic landscape, our approach to land use planning becomes all the most crucial. While we may experience somewhat slower development activity due to market forces such as high interest rates and rising construction costs, this provides us with the opportunity to focus on long-term planning and process improvement.

By engaging with the community now through initiatives like the Downtown & Central Redwood City Plan, grade separation plans, and other master plans, we are laying the groundwork for streamlined development processes when the market conditions become more favorable. Gathering community input at this stage allows us to understand the needs and aspirations of our residents, ensuring that our planning efforts are aligned with our collective vision for the future.

We have initiated a comprehensive update to the long-term vision for Downtown and Central Redwood City, encompassing the Downtown core and adjacent neighborhoods of Centennial and Stambaugh-Heller. This visioning process will result in the formulation of a Downtown & Central Redwood City Plan, guiding equitable evolution in terms of land use, urban design, connectivity, historic preservation, infrastructure, and climate adaptation. Building upon the successes of the existing Downtown Precise Plan, adopted in 2011 and updated over time, the City aims to address emerging challenges and realities while engaging the community in the visioning process. The plan will establish updated priorities for housing, commercial, and open space development, alongside strategies for ensuring compatibility with existing development, enhancing urban design, improving safety, addressing infrastructure needs, supporting transportation initiatives, and implementing a community benefits program. Outreach activities are slated to begin in early 2025, with announcements for participation expected later this fall. Through these efforts, the City aims to foster economic and social vitality while advancing equity and sustainability in the community.

### **3. Strategic Priorities**

Redwood City is dedicated to maintaining the City services residents value. These services contribute to our community's high quality of life and make Redwood City a great place to live, work and play. The City Council has consistently affirmed the importance of three top priorities: housing, transportation, and children and youth. This discipline has enabled real progress on these complex and challenging issues which require years of effort to effectively address.

#### **3.a. Affordable Housing and Homelessness**

Redwood City remains dedicated to addressing the dual challenges of affordable housing and homelessness through a comprehensive and innovative approach.

We will continue to drive forward the implementation of the Affordable Housing Preservation Program, with the ambitious target of completing at least one preservation project by June 2025, ensuring that existing affordable housing stock remains intact and accessible to those in need. Additionally, we will release a Notice of Funding Availability (NOFA) for the 2024-2025 period, catalyzing the development of new affordable housing units to expand our housing options for low-income residents.

Staff are also actively engaging with developers of proposed Gatekeeper projects, many of which included new housing units in addition to commercial development. Though market conditions have deteriorated

significantly since the Gatekeeper projects were first presented to the City Council, requiring project changes to address financial feasibility, the City is actively considering opportunities for much-needed housing development to advance.

In our ongoing efforts to address homelessness in Redwood City, we remain committed to leveraging and enhancing the countywide homeless services system. Our work plan is intricately designed to align with the County of San Mateo’s vision of achieving “functional zero” homelessness, ensuring that every unsheltered homeless person who seeks assistance can find shelter or housing.

With a focus on innovation and community needs, our plan aims to achieve several objectives:

- Mitigating public health, safety, and environmental concerns related to unsheltered homelessness and encampments.
- Transitioning unsheltered residents into permanent housing.
- Eliminating the long-term impact of encampments and street homelessness.

To achieve these goals, we have forged strategic partnerships at various levels and implemented comprehensive service strategies. These include expanding mobile shower and laundry services, initiating weekly trash and debris pick-up at homeless encampments, and establishing outreach teams to engage with unsheltered residents. Through these efforts, we have seen tangible progress; however, homelessness requires multifaceted approaches, including providing medical, mental health, and substance abuse services. Our dedicated outreach teams work tirelessly to connect individuals with these essential services, leading to successful transitions to shelter or permanent housing. We have also been examining strategies to streamline the involvement of our Police and Fire personnel in matters related to homelessness. This includes opportunities to reduce unnecessary responses and ensure resources are directed where they are most needed. While facing a 20% increase in unsheltered homelessness between February 2022 and March 2023, it is important to note that Fire and Police Department service calls related to homelessness have been relatively stable since 2021.

In March 2022, Redwood City was one of 19 communities to receive the inaugural California Inter-Agency Council on Homelessness (Cal-ICH) Encampment Resolution Fund (ERF) Award of \$1.8 million to be utilized between July 1, 2022 through June 30, 2024. In November 2023, Cal-ICH released a Notice of Funding Availability to provide funding for jurisdictions to support unhoused residents and address encampments on State-controlled properties. On April 30, 2024, staff submitted an application in the amount of \$2.85 million and it is anticipated that the City will be notified of its application status by June 30, 2024. If the award is received, staff will return to the City Council with recommendations for allocating grant funds to advance the City’s homelessness initiatives.

### **3.b. Transportation**

In response to community feedback received this spring, the Recommended Budget includes the transfer of one-time dollars from the General Fund to increase funding to several CIP transportation infrastructure projects, including \$100,000 for the sidewalk inspection and repair program, \$300,000 for the traffic signal replacement program, and \$2 million for pothole repairs and street paving.

Amidst Redwood City’s ongoing commitment to local bicycle/pedestrian safety enhancements, our role in regional transportation planning is significant. Collaborative efforts with community members and

regional partners are integral to major initiatives, including the design and construction of the 101/84 interchange, long-term planning for Caltrain grade separations, and the establishment of ferry service at the Port of Redwood City. As we actively pursue regional, state, and federal infrastructure funding to drive these initiatives forward, recent community feedback underscores the pressing need for infrastructure improvements.

Redwood City and the California Department of Transportation (Caltrans), in cooperation with the San Mateo County Transportation Authority, are leading the effort to reconstruct the US 101/Woodside Road interchange. The interchange project has gained strong public support over the years, with Caltrans prioritizing it more than 35 years ago due to severe issues. It will modify on- and off-ramps, local intersections, add new traffic controls, and create new bicycle and pedestrian facilities. This will enhance regional mobility, safety, and access to the Port of Redwood City and the planned ferry terminal. With the Environmental and Design phases largely completed, we are now obtaining the Right-of-Way we need and aggressively seeking funding to advance construction. Once we have secured funds, construction can start - potentially as early as 2026. We applied for the next round of Infrastructure for America (INFRA) funding for this project in May, and we anticipate hearing back later this summer regarding our success in securing funding through this grant. Additionally, we are actively pursuing other grant opportunities to further support this vital project.

Findings from the latest community satisfaction survey revealed that sidewalk maintenance fell below the national average, as 59% of residents expressed dissatisfaction to varying degrees. Similarly, street repair garnered satisfaction from only 35% of residents, indicating areas for improvement. Recognizing the critical need for infrastructure improvements, the proposed budget outlines measures to partially address these concerns, with the limited resources available.

### **3.c. Children and Youth**

To effectively serve our young community members, Redwood City prioritizes holistic development, positive opportunities, partnerships, equity, community involvement, accountability, and innovation. The goal is to create a nurturing environment that supports not just academic achievement but also physical, emotional, and social growth. We know that participating in early literacy programs, academic enrichment, youth sports and wellness programs, and out-of-school time activities leads to positive outcomes, and prevents negative future outcomes such as engagement with the juvenile justice system. Because children and youth from different backgrounds and different neighborhoods may have access to different opportunities, Redwood City is intentional about creating programs that include all community members, focusing on accessible options for children and youth of color, low-income families, people with disabilities, and those from other historically marginalized identities.

This past year, we had over 2,000 youth participate in our after-school sports league; 4,000 youth participated in our summer camps; and we served over 1,400 youth through our free summer mobile recreation program. Over 62,000 children and families participated in various Library programs and nearly 9,000 people participated in our Library Summer Learning Challenge. The City also provides multiple employment and workforce development activities for youth, including Fire and Police Department cadet programs. Redwood City also facilitates opportunities for youth involvement in policy discussions, leadership roles (including service on some boards, committees and commissions), and community service initiatives.

In the upcoming year, we will continue to advance the Complete Parks Indicators project to fulfill our objectives of ensuring all residents have convenient access to excellent parks, bridging disparities in parks access and quality, and promoting health and equity. This ongoing initiative will commence with the establishment of essential indicators (metrics) aligned with the 7 Elements framework: Engage, Connect, Locate, Activate, Grow, Protect, and Fund. We also will continue to connect with community partners to increase marketing, engagement and participation from Environmental Justice neighborhoods to increase participation and development in our youth and teen programs.

## Closing

Development of the FY 2024-25 Recommended Budget was an especially challenging endeavor this year in light of turnover or temporary absences in several key positions. I am truly grateful to Assistant City Manager Michelle Poché Flaherty and our Budget Team for their outstanding work with City departments to prepare the FY 2024-25 Recommended Budget. Team members include:

Joanna Barrett, Management Analyst  
Beth Goldberg, Finance Director  
Molly Gonzalez, Financial Services Manager  
Sarah Gustafson, Principal Analyst, Accounting  
Patrick Heisinger, Assistant City Manager  
Deanna La Croix, Management Analyst  
Nancy Murguia, Administrative Assistant  
Jun Nguyen, Revenue Services Manager  
Michelle Poché Flaherty, Assistant City Manager  
Mario Xuereb, Principal Analyst, Budget/Purchasing  
Jennifer Yamaguma, Deputy City Manager  
Theresa Yee, Capital Improvement Program Manager

Redwood City is dedicated to maintaining the City services our residents value. As we navigate the uncertainties posed by an ever-evolving economy and global landscape, we remain committed to upholding fiscal discipline and ensuring the efficient allocation of resources to critical priorities. By engaging with stakeholders, exploring new revenue streams, and optimizing operational efficiency, we are poised to address our long-term financial challenges while continuing to provide essential services to our residents. Together, we will build a resilient and vibrant Redwood City for generations to come.

Sincerely,



Melissa Stevenson Diaz  
City Manager

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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, regional think tanks, consultants working for the City, and other local, state and federal government agencies.

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 Redwood City's 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 2024 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.

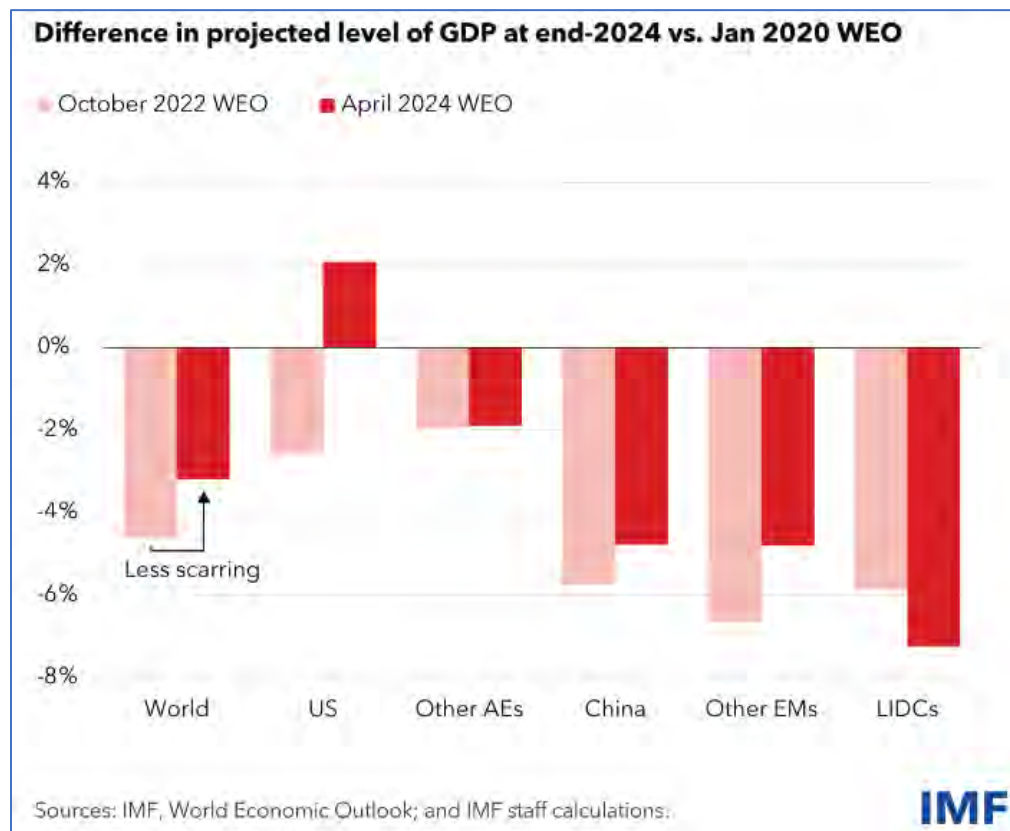
# ECONOMIC OVERVIEW

## Global Outlook

Since 2020, the world economy has been drastically impacted by the COVID-19 pandemic and the supply-chain disruptions that followed in its aftermath, an energy and food crisis triggered by Russia's war on Ukraine, and a considerable surge in global inflation, followed by a globally synchronized monetary policy tightening. However, despite gloomy predictions, most indicators are pointing to a soft landing for the majority of nations. Resilient growth and rapid disinflation point toward favorable supply developments, including the fading of energy price shocks, and a striking rebound in labor supply supported by strong immigration in many advanced economies.

Global growth bottomed out at the end of 2022, at 2.3 percent, shortly after median headline inflation peaked at 9.4 percent. According to International Monetary Fund (IMF) World Economic Outlook projections, global economic growth this year and next will hold steady at 3.2 percent, with median headline inflation declining from 2.8 percent at the end of 2024 to 2.4 percent at the end of 2025.

While low-income developing countries are still struggling to recover from the pandemic and cost-of-living crises, IMF estimates of scarring, or negative results, from these crises have been mostly revised downward, with the United States having already surged past its pre-pandemic trend.

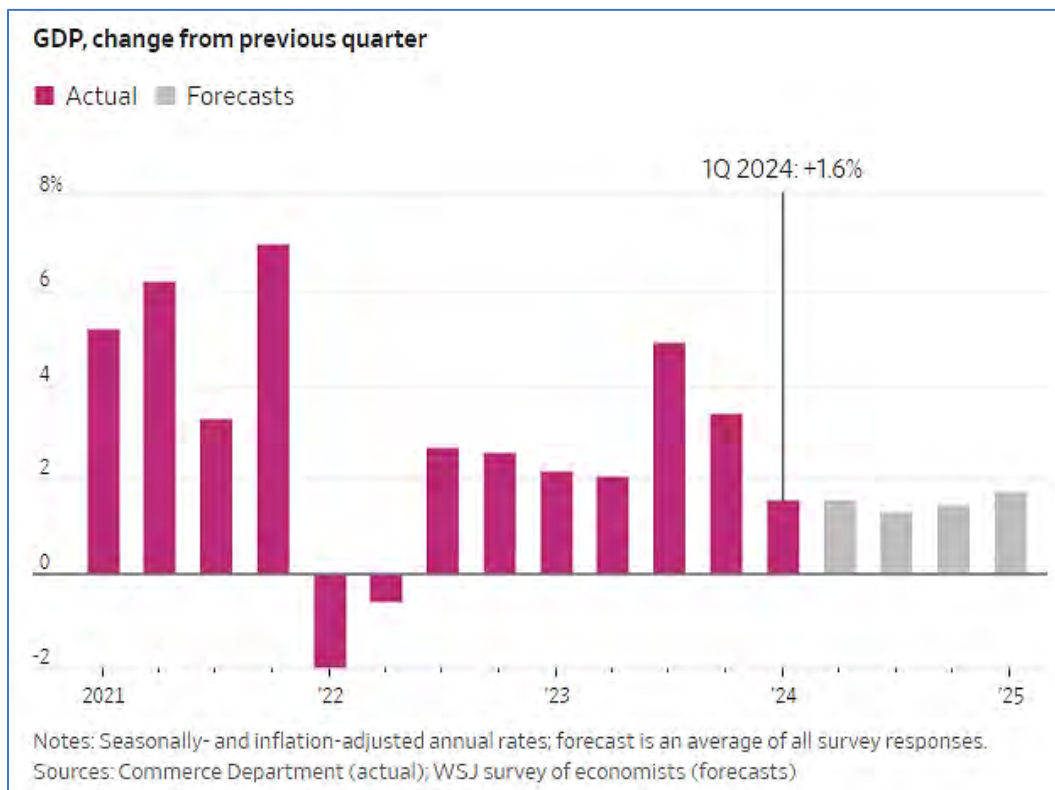


# ECONOMIC OVERVIEW

## National Outlook

**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.

The following chart, dated April 25, 2024, depicts three years of quarterly U.S. GDP actuals as reported by the U.S. Department of Commerce, and the consensus forecast from a survey of economists conducted by the Wall Street Journal.

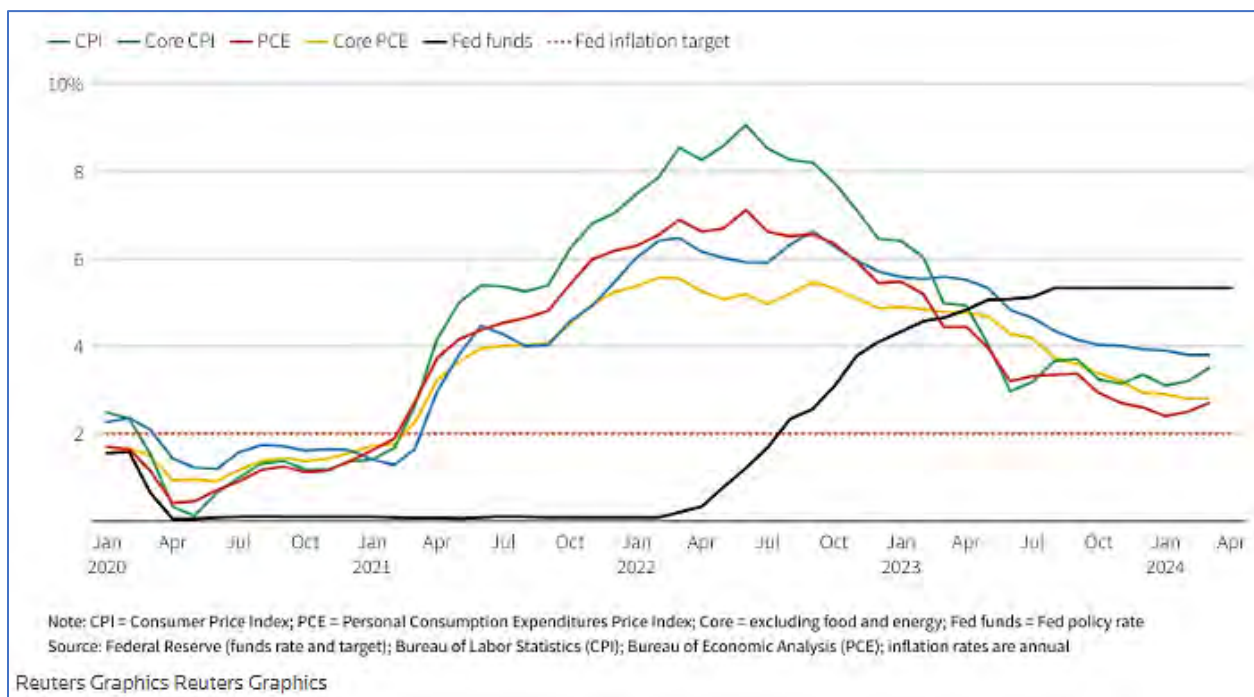


Following a growth rate of 3.4% in the fourth quarter of 2023, in the first quarter of 2024, the U.S. economy grew at its slowest pace in nearly two years amid a surge in imports and small build-up of unsold goods at businesses, signs of solid demand that, together with an acceleration in inflation, reinforced expectations the Federal Reserve would not cut interest rates before September. The 2024 first-quarter growth pace was below what U.S. central bank officials regard as the non-inflationary growth rate of 1.8%.

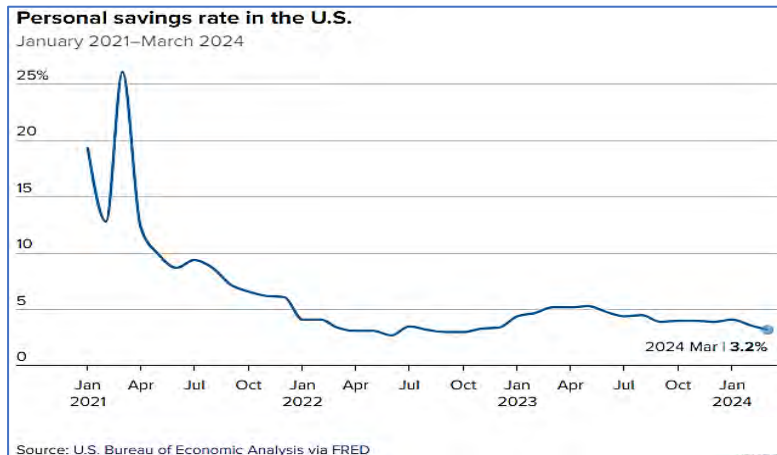
# ECONOMIC OVERVIEW

**Inflation** is a measurement of the rate at which consumer prices increase. Rapid inflation in 2022 saw June 2022's rate of 9.1% reach the largest 12-month increase in 40 years. In an attempt to curb inflation, the Federal Reserve raised **interest rates** at eleven consecutive meetings from March 2022 through July 2023, increasing the target rate from near zero to between 5.25% and 5.50%.

In the first quarter of 2024, the **Consumer Price Index** continued to climb higher than the central bank's 2% annual goal. Financial markets had initially expected the first of several rate cuts to come in March 2024, but that expectation got pushed back to June, and then to September, as data on the labor market and inflation continued to surprise on the upside.



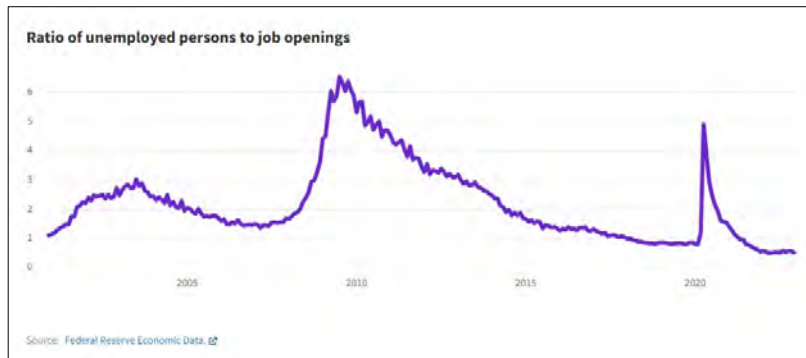
**Personal Consumption Expenditures** also rose, indicating shoppers are spending more than they're taking in, and using savings to fund those purchases - an unsustainable scenario, and one that reinforces the likely postponement of federal rate cuts.



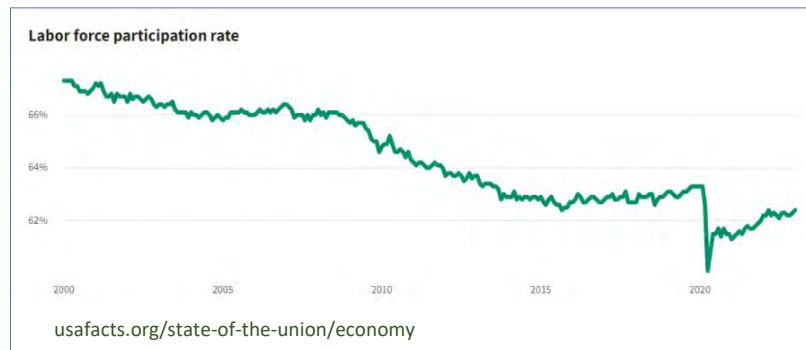
# ECONOMIC OVERVIEW

March 2024 marked the 25<sup>th</sup> consecutive month the **unemployment rate** remained below 4%.

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 was the lowest level since data first became available in 2000.



However, the **labor force participation rate** stayed constant at 62.5% for the first three months of 2024, remaining below the February 2020 rate. **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 remains 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 have not returned 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.**



# ECONOMIC OVERVIEW

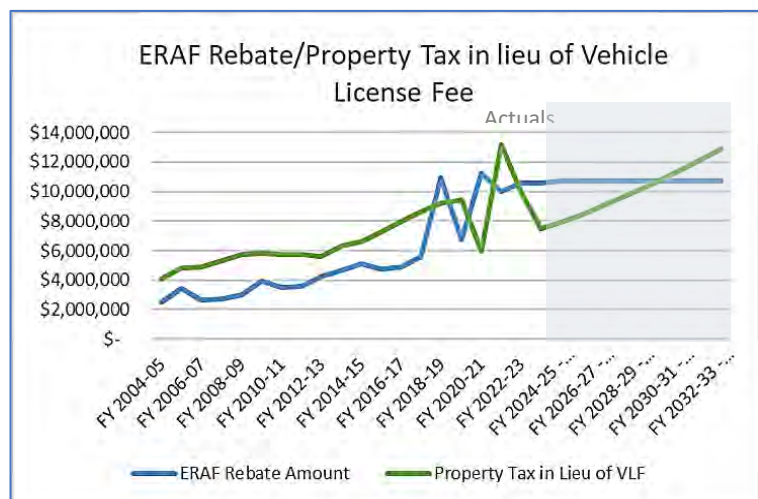
## State Outlook

California has long boasted an economy comparable to that of the most successful nations and, in fact, it remains the 5<sup>th</sup> largest economy in the world since 2017. The state's GDP consistently ranks #1 among states in America. California has a nominal GDP of nearly \$3.9 trillion as of 2023 and a growth rate of 6.1% since the year prior, according to the U.S. Bureau of Economic Analysis (BEA).

Nominal GDP in billions (ranked based on 2023 estimates)							
Economy	2017	2018	2019	2020	2021	2022	2023
United States	19,612.1	20,656.5	21,521.4	21,323.0	23,594.0	25,744.1	27,360.9
China	12,265.3	13,841.8	14,340.6	14,862.6	17,759.3	17,848.5	17,662.0
Germany	3,689.5	3,976.2	3,889.6	3,884.6	4,281.3	4,085.7	4,457.4
Japan	4,930.8	5,040.9	5,118.0	5,055.6	5,034.6	4,256.4	4,212.9
California	2,740.6	2,899.5	3,062.2	3,068.8	3,416.9	3,641.6	3,862.2
India	2,651.5	2,702.9	2,835.6	2,674.9	3,167.3	3,353.5	3,572.1
United Kingdom*	2,682.4	2,875.0	2,853.1	2,699.7	3,142.3	3,100.1	3,344.7
France	2,594.2	2,792.2	2,729.2	2,645.3	2,958.3	2,780.4	3,031.8
Texas	1,667.3	1,808.0	1,860.1	1,798.6	2,087.5	2,402.1	2,563.5
Italy	1,961.1	2,092.9	2,011.5	1,895.9	2,156.3	2,068.6	2,255.5
Brazil	2,063.5	1,916.9	1,873.3	1,476.1	1,670.7	1,951.8	2,173.7
New York	1,624.8	1,710.7	1,793.3	1,766.9	1,911.3	2,048.4	2,152.3
Canada	1,649.3	1,725.3	1,743.7	1,655.7	2,007.5	2,161.5	2,140.1
Russia*	1,575.1	1,653.0	1,695.7	1,488.1	1,843.1	2,272.3	1,997.0
Mexico	1,190.7	1,256.3	1,305.2	1,120.8	1,313.1	1,463.3	1,788.9
Australia	1,382.6	1,419.1	1,388.2	1,364.9	1,657.8	1,724.9	1,741.9
Korea	1,623.1	1,725.4	1,651.4	1,644.7	1,818.4	1,673.9	1,712.8
Spain	1,312.8	1,422.3	1,394.5	1,277.1	1,446.6	1,418.9	1,581.2
Florida	1,014.9	1,072.1	1,128.0	1,140.1	1,292.4	1,439.1	1,579.5
Indonesia	1,015.6	1,042.3	1,119.1	1,059.1	1,186.5	1,319.1	1,371.2

However, despite this comparatively strong economy, **California is facing a multibillion-dollar deficit for the second year in a row.** On May 10, 2024, Governor Gavin Newsom announced a revised state budget with General Fund expenditures of \$201 billion and a shortfall of \$27.6 billion. In addition to cutting programs for public health and homelessness grants, the Governor is proposing to draw from reserves, reduce and delay spending, and shift funds, all of which bodes poorly for local governments.

One of the greatest challenges in budgeting for California cities is predicting key sources of State funding that have become extremely volatile in recent years. As illustrated in the following chart, Redwood City's Vehicle License Fee (VLF) funding has experienced exceptional variation between six and thirteen million dollars in recent years. Similarly, State funding from the Educational Revenue Augmentation Fund (ERAF) has fluctuated between seven and eleven million dollars in recent years. Together, these two State funding categories can create budget variances for Redwood City of \$10 million or more in any given year.

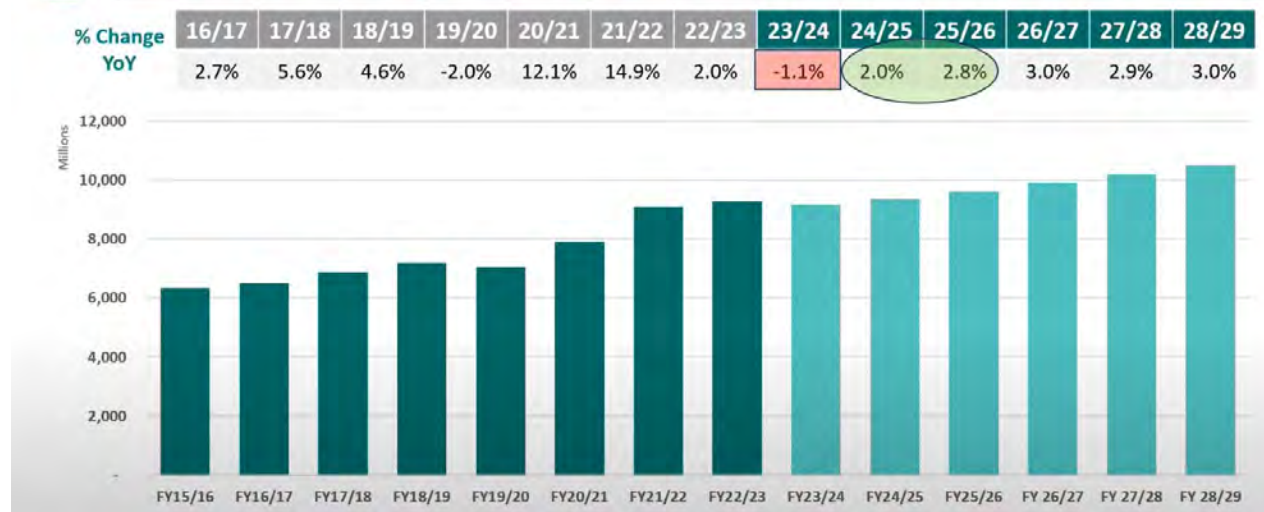


# ECONOMIC OVERVIEW

## California Sales Tax

HdL Companies' California Consensus Forecast with Q4 2023 data indicates a **statewide reduction of 1.1 percent in sales tax revenue for local governments in FY 2023-24, followed by at least two years of revenue growth at about half the rate experienced in 2018.** With sales tax contributing approximately 20% of Redwood City's General Fund revenues, the second largest single source of funding for the City, **this dramatic slowdown presents fiscal challenges for the City.**

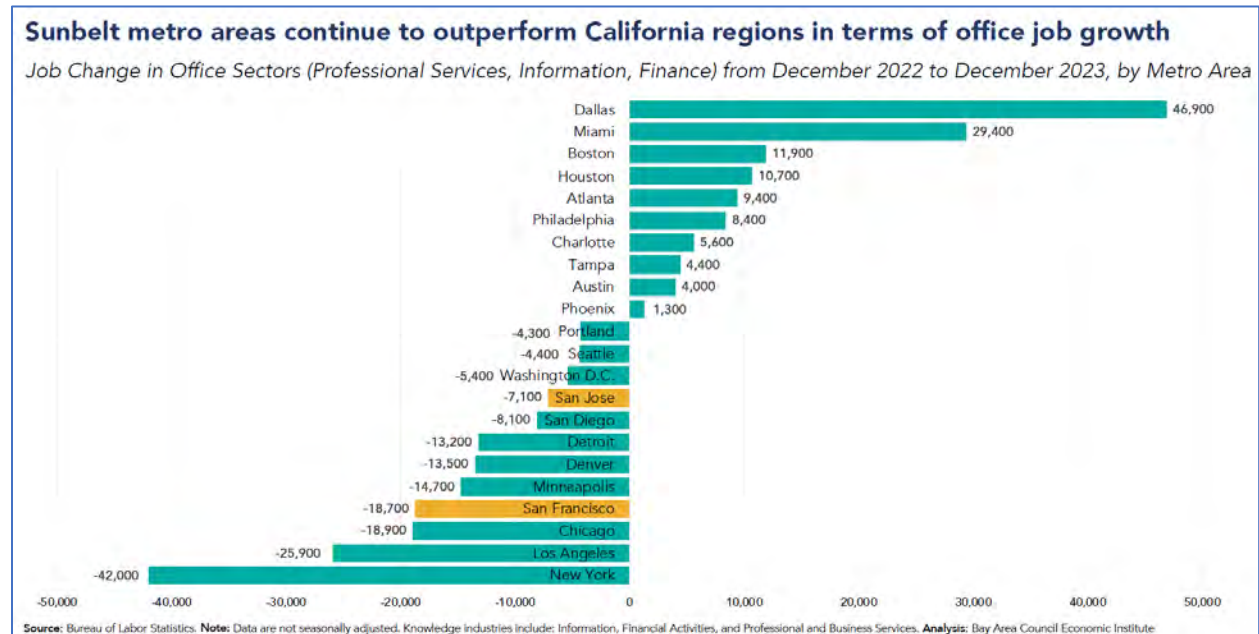
## HdL Statewide Trend - Annual Outlook



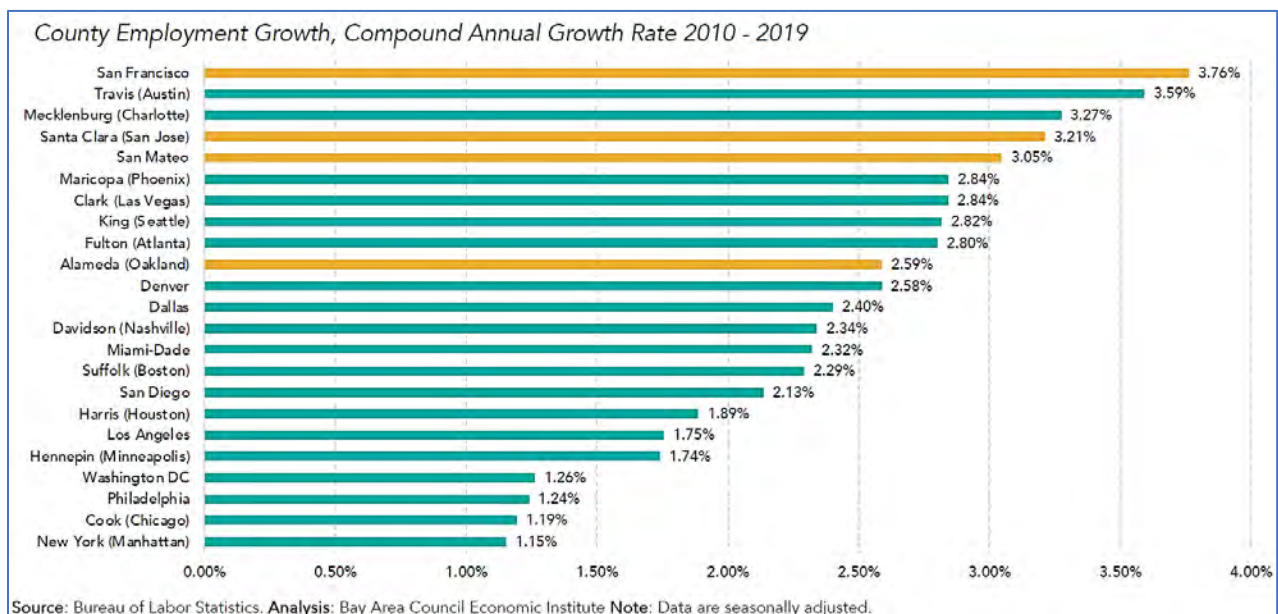
# ECONOMIC OVERVIEW

## California Jobs

Similar to national trends, the state labor force participation rate steadily recovered in 2021 but appears to have leveled out well below pre-pandemic levels. **Office job data indicates California's urban areas 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.



This is a significant departure from pre-pandemic trends, when some northern California urban centers grew employment at a rate three times faster than that of New York City during the prior decade.



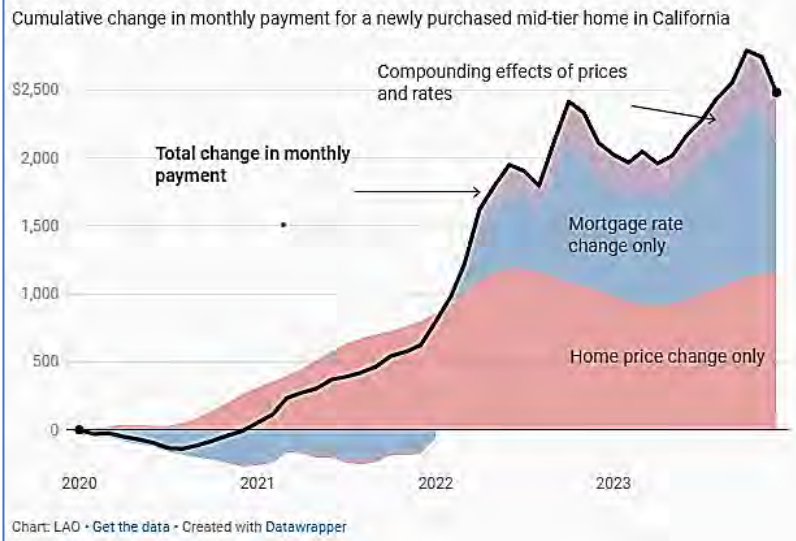


# ECONOMIC OVERVIEW

## California Housing

According to the California Legislative Analyst’s Office (LAO), monthly payments for a newly purchased mid-tier home in California have increased dramatically over the last couple of years. Payments for a mid-tier home were over \$5,500 a month in December 2023, representing an 80 percent increase since January 2020. Payments for a bottom-tier home were over \$3,400 per month, representing an 85 percent increase since January 2020. Also, the gap between the monthly costs of purchasing a bottom-tier home

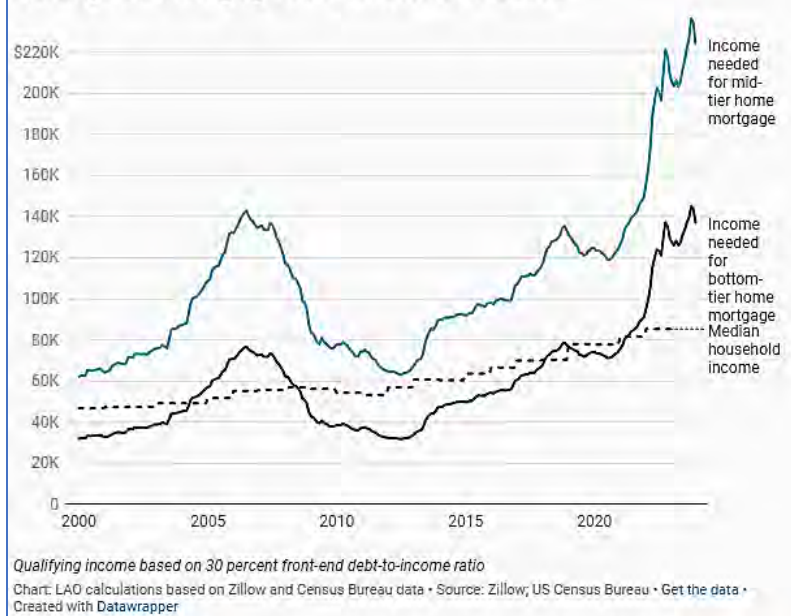
### Growth in Monthly Home Payments Since 2020 Driven by Both Home Prices and Mortgage Rates



versus renting are near levels that have not been seen since the housing bubble in the mid-2000s. This rapid increase in monthly costs for homebuyers was driven by higher home prices and increasing mortgage rates statewide.

The LAO reports the **cost of buying a home in California has recently grown by more than median income**. Annual household income needed to qualify for a mortgage on a mid-tier California home in December 2023 was about \$224,000 —2.6 times the median California household income in 2022 (\$85,300). For a bottom-tier home, nearly \$137,000 in annual income is needed to qualify for a mortgage — about 60 percent higher than median household income in 2022.

### Median Household Income Lower Than Income Needed to Qualify for Mortgage on Bottom-Tier Home

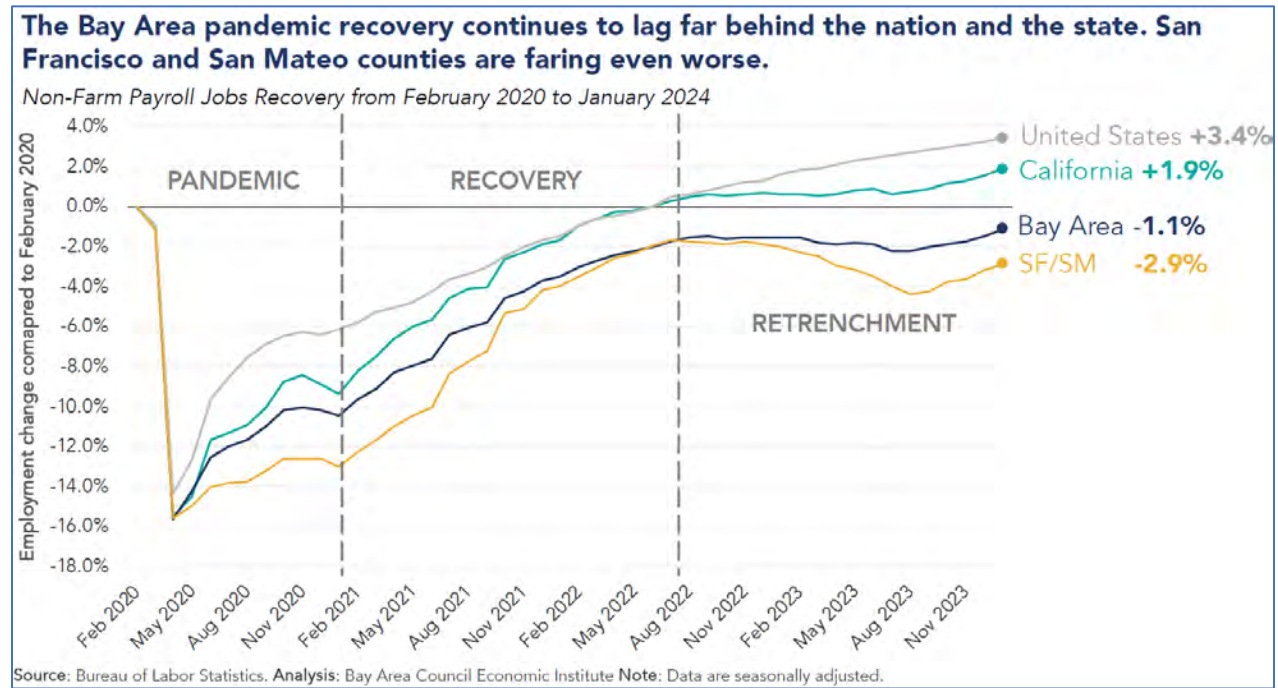


# ECONOMIC OVERVIEW

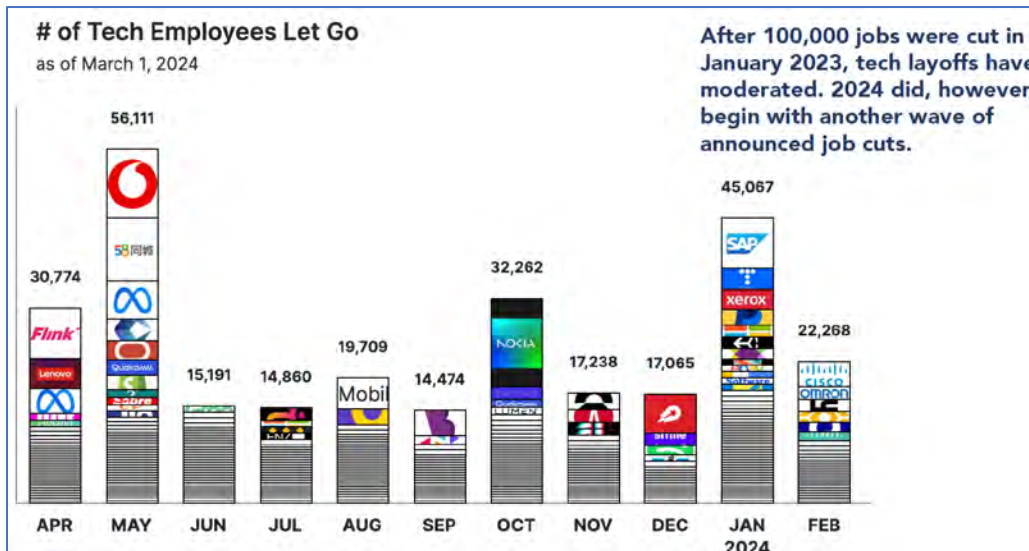
## Regional Outlook and Redwood City's Local Economy

### Local Jobs Market

Measured by job growth, the Peninsula is lagging a full percentage point behind the statewide average in its economic recovery from the pandemic.



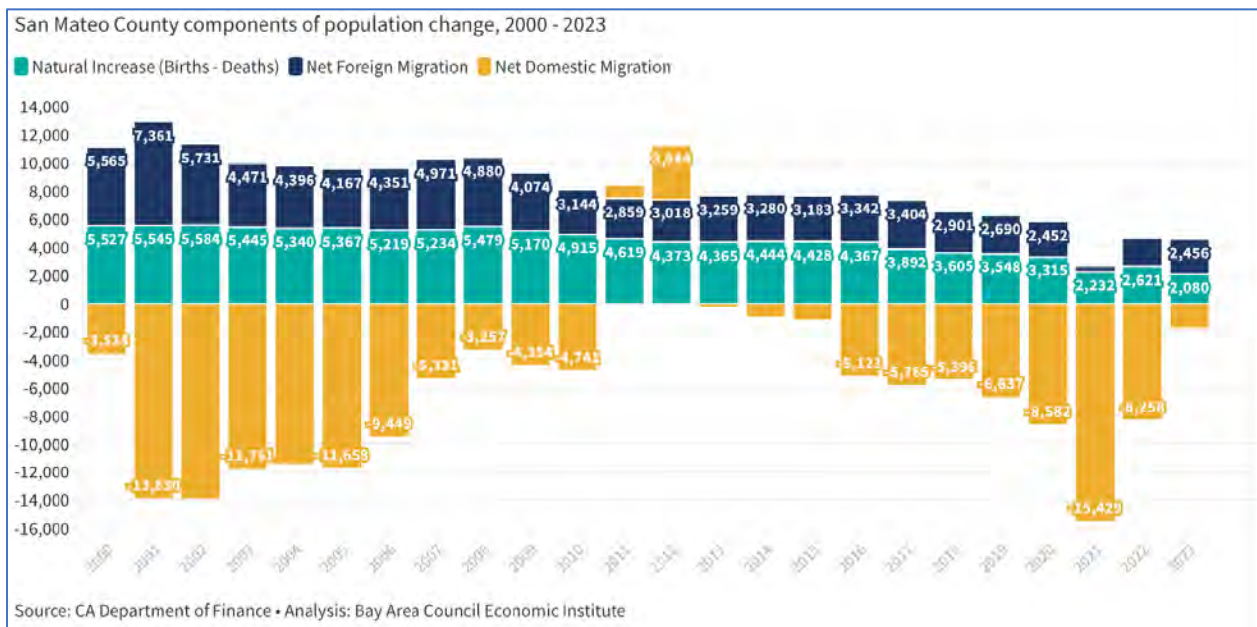
According to BMO Capital Markets, the Bay Area economy went through a "mini-recession" in 2023, and has not yet regained the heights it enjoyed before the coronavirus pandemic.



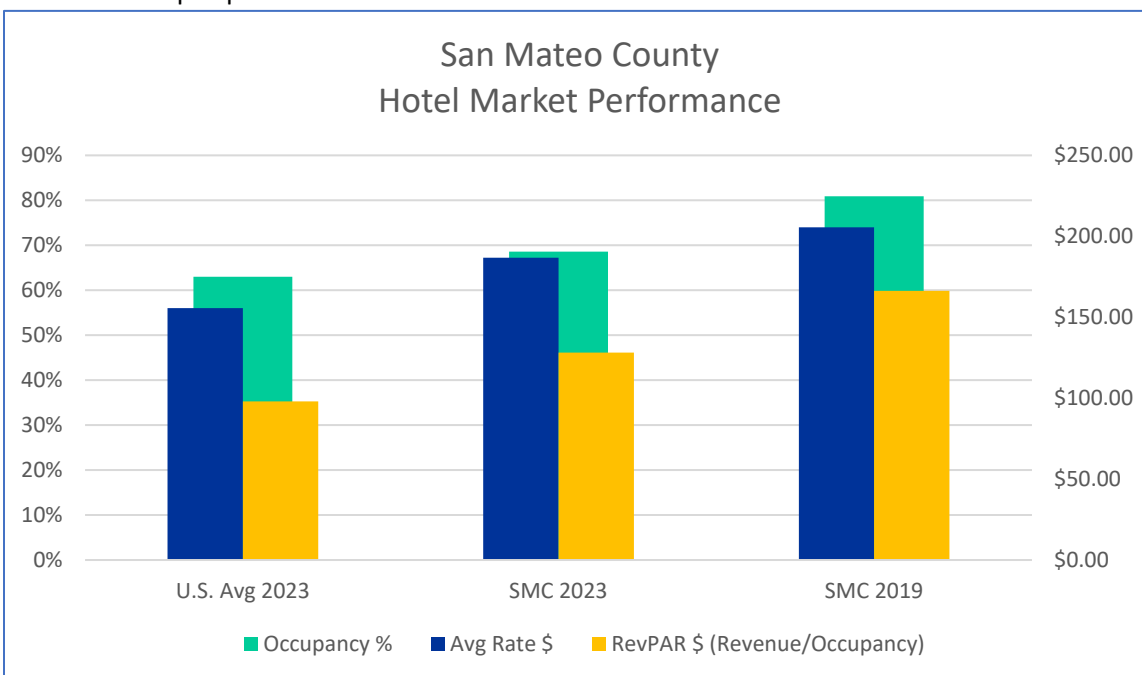
# ECONOMIC OVERVIEW

## Local Population: Residents and Visitors

San Mateo County lost about 28,000 residents during the pandemic who have not yet returned.



The Peninsula’s tourism industry is performing slightly above the nationwide average, but still well below its own pre-pandemic levels.



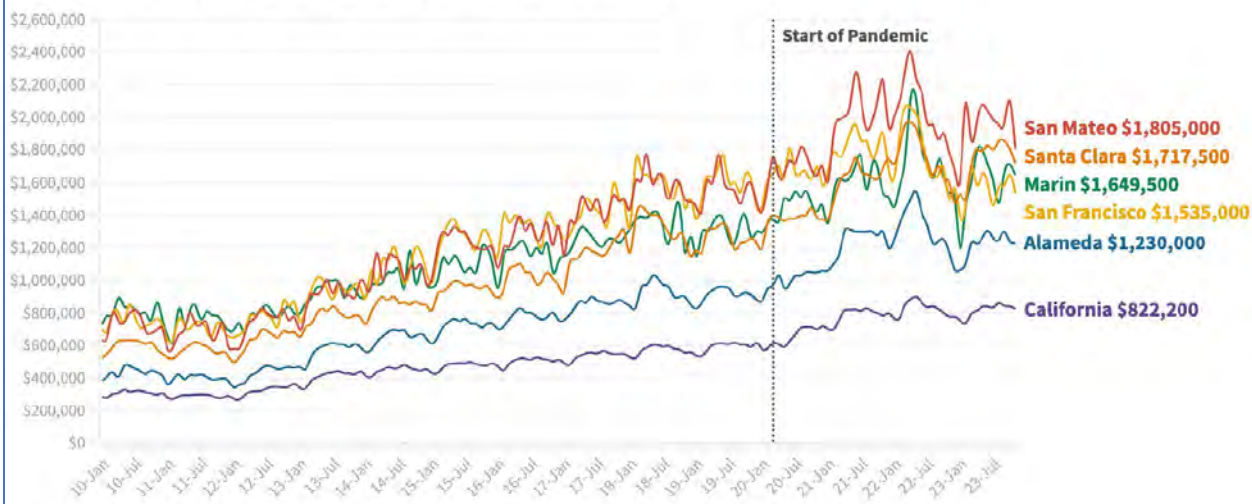
# ECONOMIC OVERVIEW

## Local Real Estate

In terms of housing costs, San Mateo County remains one of the most expensive counties in one of the most expensive states in the country.

### Median price for single-family homes sold within each month

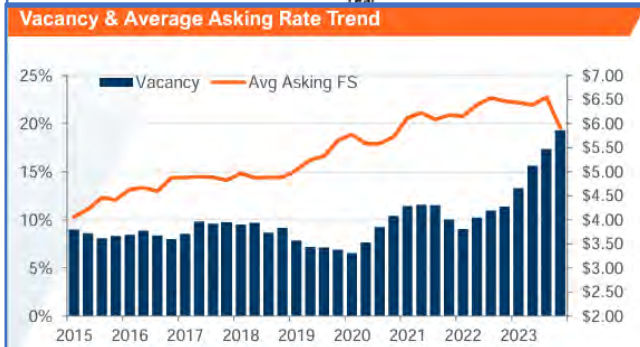
As of November 2023, for single-family detached homes only



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

The sale price of detached single family residential homes in Redwood City, whether measured by average or median price, exceeds \$2 million in the first quarter of 2024. This equity challenge for the community translates into some fiscal benefit to the City as property taxes contribute about 40% of the City's General Fund revenues.

However, the impact of the pandemic and remote work habits on **the region's commercial real estate market remains a significant concern** for the local economy generally, and for City property tax revenues. The final chart on this page, released by Cushman & Wakefield for the fourth quarter of 2023, depicts with blue columns two years of steadily worsening, quarter over quarter, an increase in San Mateo County Research and Development and Office **vacancies that rose in 2023 to double that of historic levels.**



# TEN-YEAR GENERAL FUND FORECAST

## INTRODUCTION

The Ten-Year Forecast addresses a majority of the City's budget, including operating revenues and expenditures for City Attorney; City Council; City Manager; Community Development; Engineering and Transportation; Finance; Fire; Human Resources; Information Technology; 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 for the following three years. This has taken a toll on City staff and systems as resources were stretched to the breaking point to maintain services to the community.

As of May 2024, global and national economic uncertainty remain significant, exacerbated by stagnant inflation and high interest rates; energy price spikes and supply chain disruptions; Russia's war in Ukraine; and the Israel-Gaza conflict that has drawn in Yemeni Houthi attacks on shipping commerce and Iranian missile strikes against Israel. Here in the San Francisco Bay Area, Silicon Valley's largest 20 tech companies laid off 7% of their Bay Area workforce after increasing staffing during the COVID-19 pandemic. Those layoffs, combined with reduced in-person work, have resulted in record breaking vacancy rates in commercial office buildings regionally. High vacancy rates can dampen property tax revenues and negatively impact businesses that rely on a workforce population to supplement the business demands of city residents. The State of California, and local governments throughout the region -- including Redwood City -- are facing significant budget deficits.

General Fund revenues are projected to increase by 4.6 percent, or \$8.4 million, relative to revised FY 2023-24 revised revenue estimates. However, persistent inflation increases the costs to sustain existing City services, resulting in projected General Fund structural deficits for the foreseeable future.

The cost to sustain City services in FY 2024-25 increases by roughly \$7.8 million, or 4.0 percent more than FY 2023-24. As demands for City services grow, the FY 2024-25 Recommended Budget strategically deploys one-time fund balance to enhance funding for key priorities, including the City's Capital Improvement Program (CIP). This is not sustainable, as projections for FY 2025-26 and beyond show annual budget shortfalls ranging from \$7.5 million to \$9.5 million. Left unchecked, the City's General Fund balance will be entirely depleted by next fiscal year, meaning the City will need to identify a new revenue source and/or reduce services to close the projected shortfalls beginning in FY 2025-26. Potential service reductions are identified in the Budget Transmittal Letter; these are not final proposals but an illustration of the type of reductions that could be required to balance the City's budget.

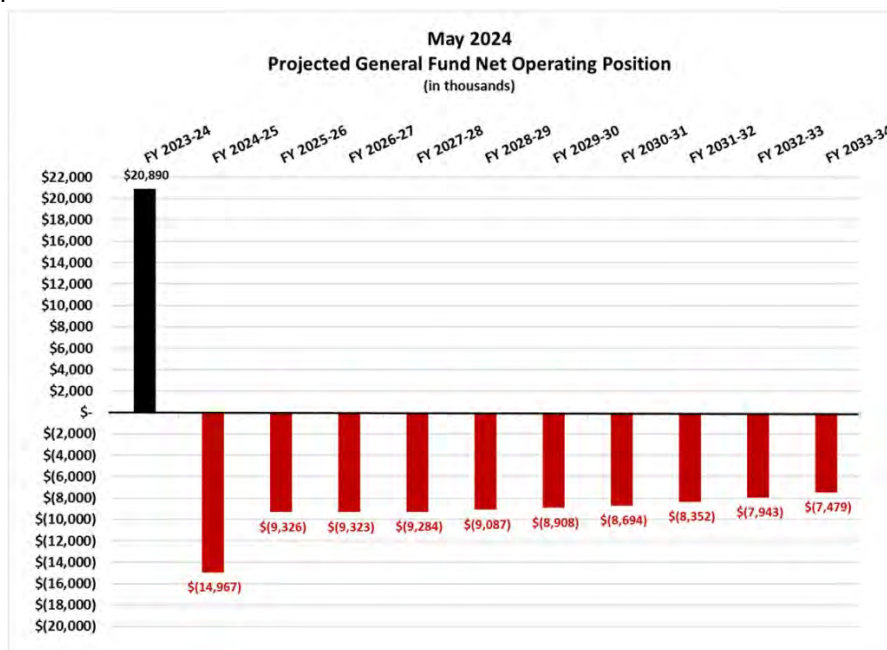
# TEN-YEAR GENERAL FUND FORECAST

The City Council has a history of taking intentional, proactive, and strategic steps to ensure fiscal sustainability, including funding long-term needs, maintaining a 15 percent General Fund reserve (\$25.4 million) and healthy fund balances, and, until recently, adopting a structurally balanced annual budget that funds ongoing services with ongoing (not one-time) revenues. For FY 2024-25, staff recommends using one-time funds available from the anticipated FY 2023-24 operating balance to temporarily address projected deficits while seeking new revenue sources. This includes a potential ballot measure in November 2024 to modernize the City’s Business License Tax, increasing equity in the tax structure and also associated revenues. Through this approach, the General Fund reserve will be preserved in order to cover any unforeseen, emergency situation which may arise; it will not be tapped to maintain services during the projected deficit.

## NET OPERATING POSITION

Updated since the City Council’s Mid-Year Budget review on February 26, 2024, the City’s 10-Year Forecast (shown in Chart 1) now projects annual budget deficits of approximately \$9.3 million in FYs 2025-26, 2026-27, and 2027-28. The deficits continue, although at a slightly lower rate – ranging from \$7.5 million to \$9.0 million – through the end of the forecast to FY 2033-34.

Chart 1 – Updated 10-Year General Fund Forecast



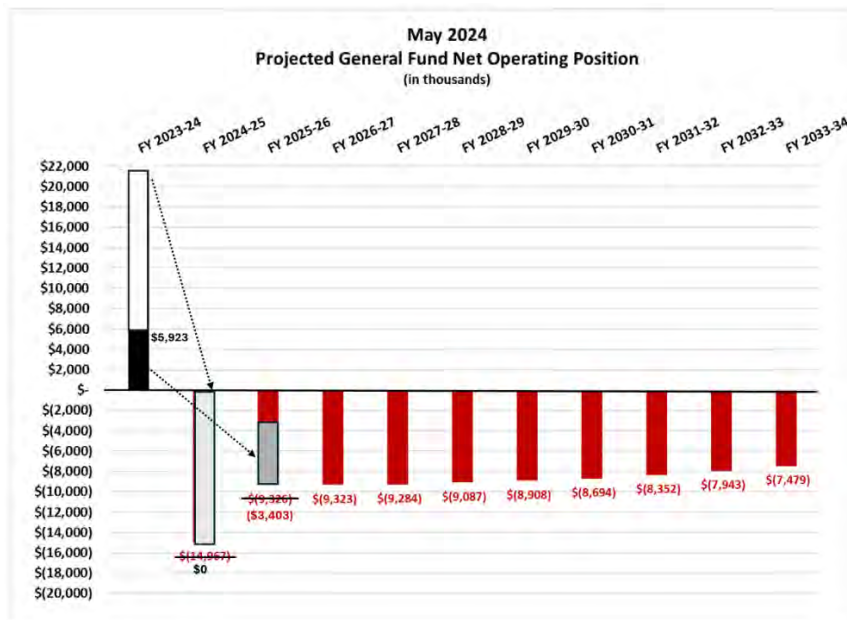
Without new revenues and/or budget and service reductions, the City’s fund balance will be depleted beginning in FY 2025-26. As the General Fund is forecasted to experience annual deficits for the foreseeable future, the City Council, staff, and community partners will need to continue to work together to align

# TEN-YEAR GENERAL FUND FORECAST

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.

The City anticipates beginning FY 2024-25 with a \$20.9 million fund balance in the General Fund. This figure is attributable in part to the averted recession, receipt of unanticipated state revenues, and salary savings. As shown in Chart 2, the City will strategically deploy nearly \$15.0 million of this anticipated balance in FY 2024-25 to sustain existing services and invest in high-priority services and capital projects, leaving the General Fund with a projected \$5.9 million to offset a fraction of the projected \$9.3 million FY 2025-26 deficit.

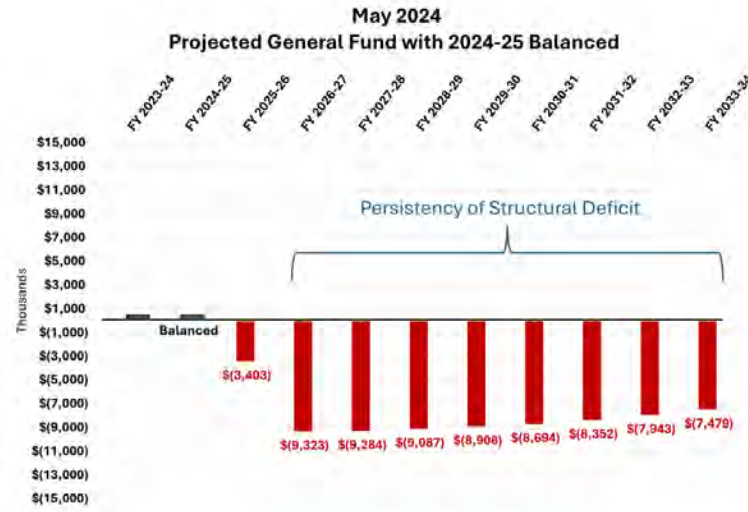
Chart 2 – Updated 10-Year General Fund Forecast With Proposed Use of Operating Balance



The City’s structural deficit – in which annual expenditures exceed annual revenues – is projected to persist between \$7.5 million and \$9.3 million over the coming decade unless measures are taken to increase revenues or reduce costs.

# TEN-YEAR GENERAL FUND FORECAST

Chart 3 – Updated 10-Year General Fund Forecast Illustrating Structural Deficit



## 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 1999-00 Adopted Budget, the City Council approved a General Fund reserve balance of 15 percent (currently \$25.4 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 43 percent of revenues) and sales tax (roughly 20 percent of revenues). A more detailed discussion of these and other revenue sources follows.

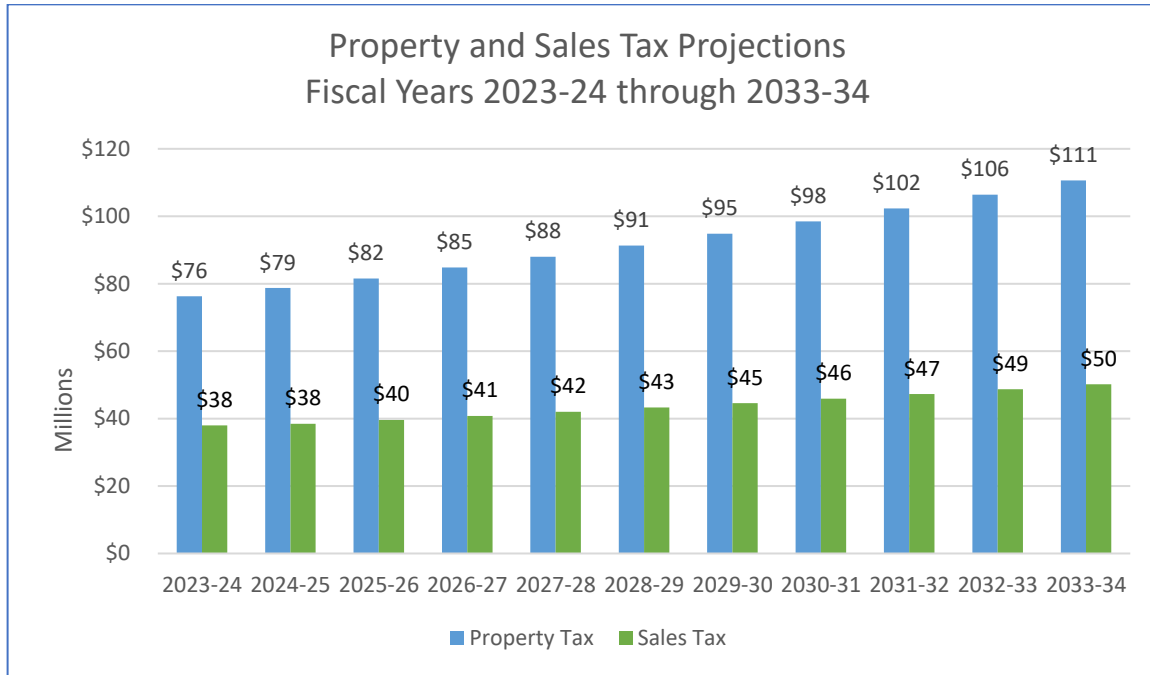
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*Based on consensus forecast data from California state and local analysts, the Forecast assumes Property Tax growth slowly rising from 3.1 percent to 4.2 percent over the next ten years and moderate growth of approximately 3.0 percent annually in Sales Tax.*

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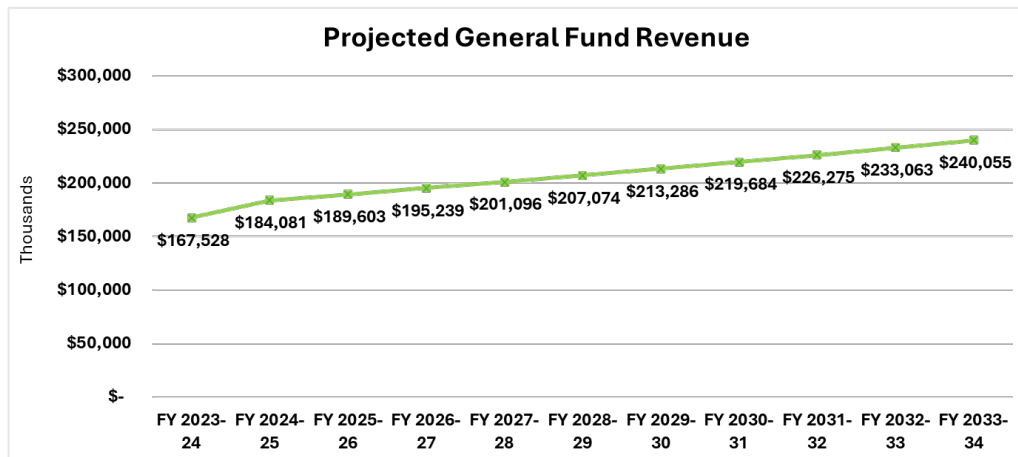


# TEN-YEAR GENERAL FUND FORECAST



## REVENUES

As indicated in the chart below, General Fund revenues are expected to grow gradually over the coming decade. The chart below includes all known federal and state assistance that has been or will be received.



# TEN-YEAR GENERAL FUND FORECAST

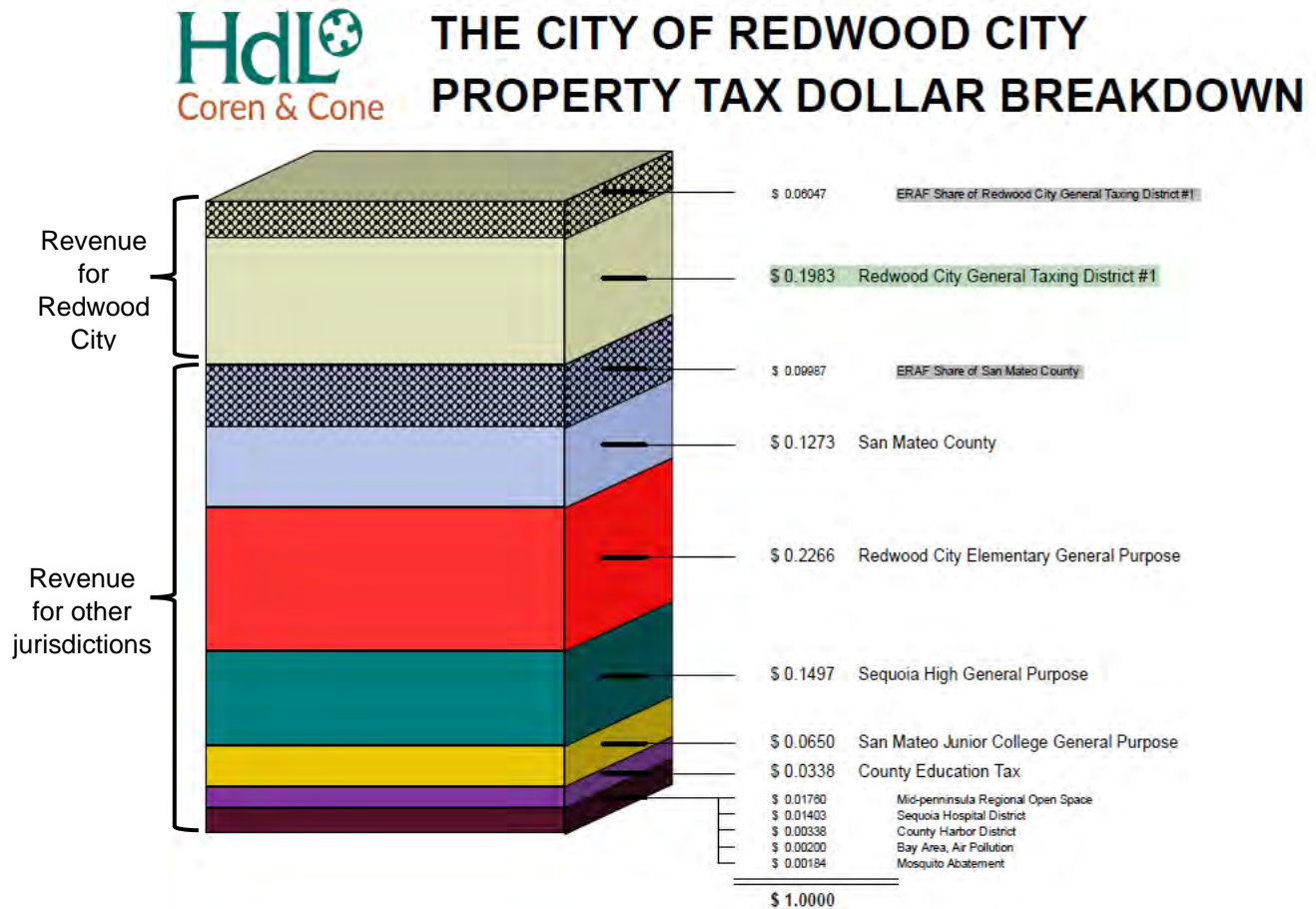
The following section contains detailed information on the City's main revenue sources, including historical data on the actual revenue received, as well as projected revenue over the Forecast period.

## **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.

# TEN-YEAR GENERAL FUND FORECAST

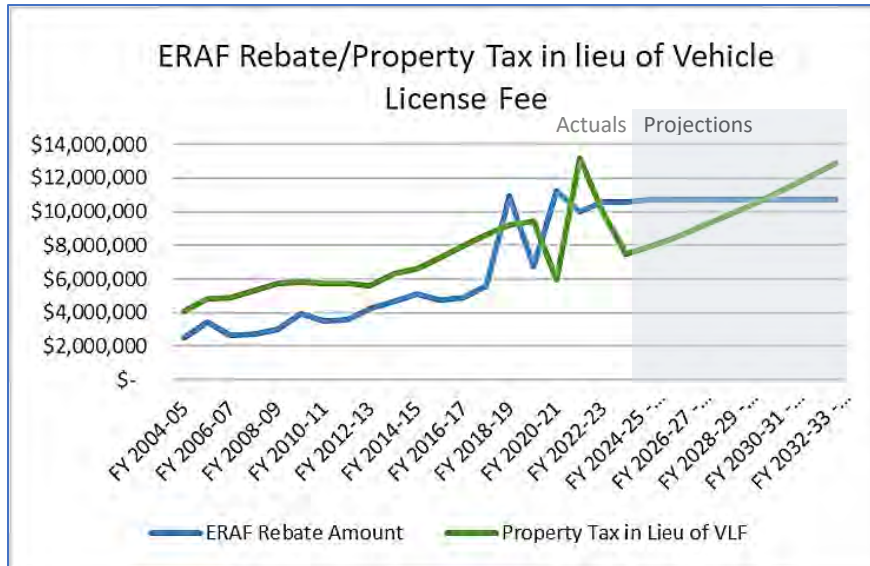
As shown in the diagram below, Redwood City receives approximately \$0.26 of each dollar paid in property tax in Redwood City.



## ERAF and VLF

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. As shown in the chart below, these two revenue sources have been extremely volatile over the last five years, which adds to the difficulty in forecasting future amounts.

# TEN-YEAR GENERAL FUND FORECAST



*Educational Revenue Augmentation Fund (ERAF):* In the early 1990s, the State permanently redirected a significant portion of property tax revenue from cities, counties, and special districts to schools and community colleges. The redirected revenue owed to public agencies is deposited into a countywide account known as the Education Revenue Augmentation Fund, or ERAF. When the amount contributed to ERAF is more than the minimum cost of funding local schools, “excess” ERAF funds are returned to affected counties, cities, and special districts. This does not impact all counties, but San Mateo County is almost always impacted.

*In-lieu Vehicle License Fee (VLF):* The State’s in-lieu VLF payment obligation arises from the VLF “Swap,” which was part of the 2004 Budget Compromise. Under the terms of the Compromise, the State permanently reduced annual VLF revenues to local governments by 67.5% (and, for two years, the State shifted an additional \$1.3 billion in local property taxes away from local jurisdictions) to pay the State’s school funding obligations. In exchange, the State guaranteed counties and cities an annual in-lieu VLF payment. The resulting VLF law, which codified this compromise and remains in effect, explicitly states that city and county ERAF monies are not to be used to pay the State’s VLF obligation. (This commitment was reinforced by the voters’ subsequent statewide approval of Proposition 1A, which ensured the State would not cover its obligations with future ‘shifts’ of city and county funds.) This ongoing (i.e., permanent) in-lieu VLF obligation is adjusted annually based on growth in the assessed value of property within local agency boundaries (Rev. & Tax. Code § 97.70).

*ERAF and VLF shortfalls:* In San Mateo County, the direct funding sources identified in statute are insufficient to cover the full amount of the in-lieu VLF payment, causing a funding shortfall. The shortfall arises because there are insufficient funds from ERAF and property taxes of the relatively few non-basic-aid schools in San Mateo County to cover the State’s total payment obligation. (The State backfills the

# TEN-YEAR GENERAL FUND FORECAST

school districts, so they do not suffer any loss from the in-lieu VLF payment.) Historically, the State has made counties and cities whole by reimbursing in-lieu VLF shortfalls through a special appropriation in the State budget. This appropriation is consistent with the commitments made in the 1990s and 2004, ensuring that all counties and cities receive their full in-lieu VLF payment required by law.

In response to state budget shortfalls in recent years, the State Department of Finance has recommended reducing these funding sources or reallocating them away from cities and counties altogether. Redwood City's local representatives in the State Assembly and State Senate have advocated year after year to protect these funding sources from being cut or directed away from the local governments that rely on them, but pressure remains to redirect this local funding to other demands in the State budget.

Redwood City's forecasts in the recent past assumed a worst-case scenario for these revenue sources; when actual results were higher than budgeted, the City experienced more generous year-end fund balances.

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*Taking that history into account, this year, the Forecast takes a more moderate approach, assuming neither the best-case scenario (e.g., assuming the ERAF rebate continues to grow as property values increase AND the State makes cities whole for the VLF shortfall – a doubly-positive scenario that would result in eliminating the General Fund deficit), nor the worst-case scenario (e.g., assuming the State completely stops backfilling all of the shortfall in VLF funding owed to local governments).*

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Should the actual revenue for these two revenue sources be higher than projected for FY 2024-25, the estimated deficit could shrink. 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.

## **Sales Tax**

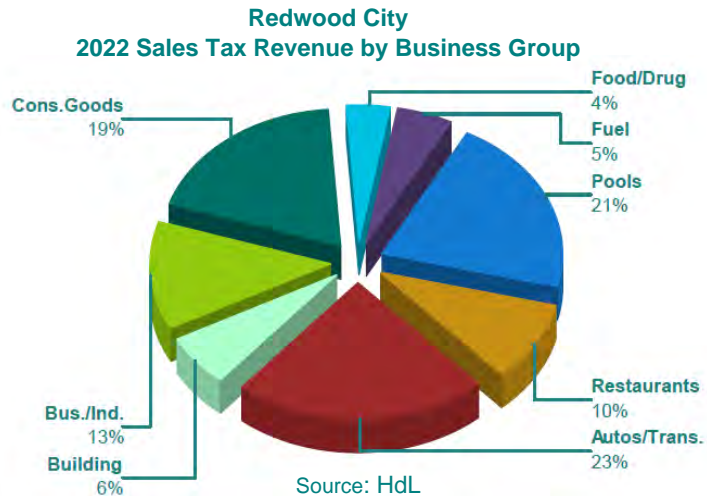
As part of the Bradley-Burns Uniform Local Sales and Use Tax, the City receives an additional 1 percent tax on all sales originating within the City limits. This tax is collected by the business, along with the County and State sales tax. The total amount collected is remitted by the retailers to the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

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

# TEN-YEAR GENERAL FUND FORECAST

The largest single sector source of sales tax revenue in Redwood City is Automobiles/Transportation, driven primarily by car sales.

Sales tax is the second largest contributor to the City's revenue stream, representing 20 percent of all revenues. Following a dramatic drop in revenues at the beginning of the COVID-19 pandemic, sales tax experienced a robust recovery that slowed in the latter half of 2022 and then came to a halt.



## **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.

Although Redwood City's list of capital needs continues to grow (see Capital Improvement Program), this revenue source is not expected to grow significantly 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).

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*UUT revenue is estimated at \$10.4 million in FY 2024-25 and projected to gradually grow to \$12.4 million by FY 2033-34.*

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# TEN-YEAR GENERAL FUND FORECAST

## **Other Taxes**

Other taxes, which represent 6.3 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 36.5 percent of this category; TOT accounts for 40.3 percent; franchise fees are 17 percent; and property transfer taxes are 6.3 percent.

Businesses in the City currently are levied an annual base tax of \$76, plus an additional Business License 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. In 2023, the City Council’s Finance and Audit Sub-Committee studied a broad range of revenue generation options and, in accordance with the Sub-Committee’s recommendations, in November 2023, the City Council directed staff to further research potential changes to the business license tax and a local documentary transfer tax. After further research, in April 2024, staff recommended and City Council directed that further research focus on the business license tax rather than the documentary transfer tax. The City continues to explore the feasibility of changes to the business license tax in consultation with residents and members of the business community.

Transient occupancy taxes (TOT) 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.

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*Staff is estimating total revenues of \$11.99 million in the category of Other Taxes for FY 2024-25 and slightly higher TOT revenue 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.*

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## **Licenses and Permits**

Licenses and Permits are primarily made up of building permits, but also include one-time cannabis operating permits. Projected revenues in this category range from \$5.7 million to \$6.8 million annually.

# TEN-YEAR GENERAL FUND FORECAST

## **Charges for Services**

Charges for Services are fees the City charges customers for services provided, such as fire service fees charged to the City of San Carlos, and garbage collection franchise fees collected from customers. Fire services fees account for 46.5 percent of this category, while garbage collection fees account for 14.7 percent, and plan check fees are 9.3 percent. The balance of this category consists of planning and cost recovery fees, fire inspection fees, police service fees, after school program fees, accounting/financial services fees, and downtown program fees. Projected revenues in this category range from \$21.6 million to \$25.8 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.

## **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 for FY 2024-25.



# TEN-YEAR GENERAL FUND FORECAST

## EXPENDITURES

### Reimagining City Services

Over the past three 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. 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 are phasing in recommendations from these studies and as they are better defined, we will incorporate correlating revenue and expenditure projections into the Forecast.

Last fiscal year, we built on our continuous improvement efforts by examining the services and structure of the Community Development and Transportation Department as well as the administrative and analytical services in the City Manager's Office, the City Clerk's Office and the City Attorney's Office. As a result, the City Clerk's Office has been moved into the City Manager's Office and the Community Development and Transportation Department has been reorganized to create a new department for Engineering and Transportation separate from Community Development.

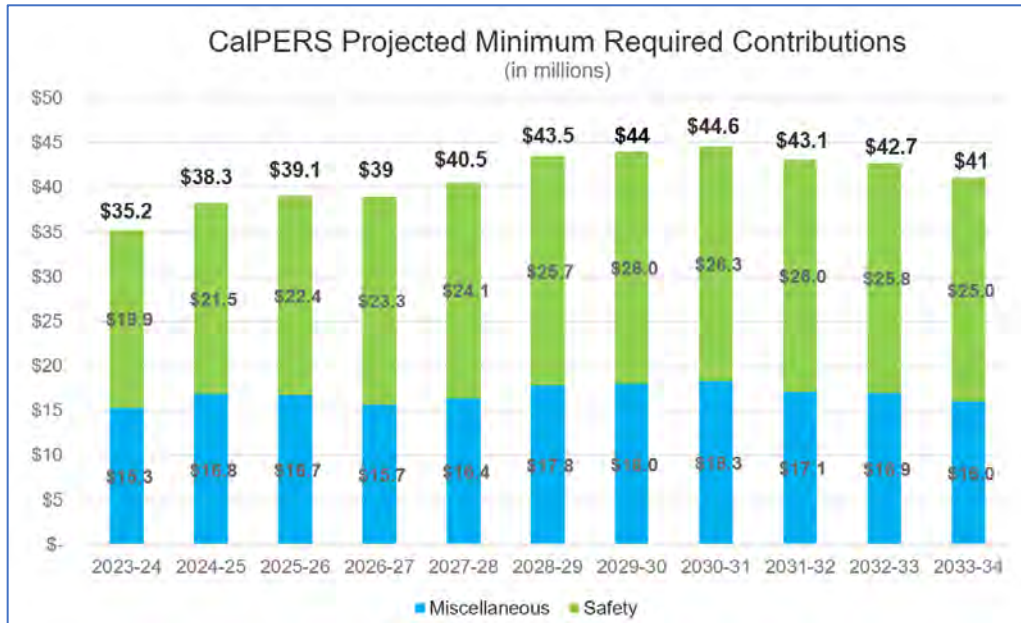
In the coming fiscal year, we will similarly study the Parks, Recreation and Community Services Department.

### Employee Pensions and Other Post-Employment Benefit (OPEB) Liabilities (Retiree Health)

Approximately 70 percent of the General Fund's expenditures consist of salaries and benefits, which is very typical of California cities. The City has two pension plans with the California Public Employees' Retirement System (CalPERS): one for miscellaneous (non-safety) employees and one for safety employees such as sworn fire and police personnel. The City is required to contribute payments to each of these plans according to CalPERS' calculations.

# TEN-YEAR GENERAL FUND FORECAST

Staff has used the CalPERS pension outlook tool to estimate future required contributions, as shown below.



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.

The City Council has a history of taking intentional, proactive, and strategic steps to ensure fiscal sustainability, including efforts to accelerate payments on the City’s unfunded pension and OPEB liabilities. As they relate to unfunded pension and OPEB liabilities, these strategic actions include:

- Negotiating benefit reforms with employee organizations including higher payments by current employees for pension benefits and lower benefit tiers for new hires.
- Adopting, during the FY 2019-20 budget process, an ambitious pension plan funding strategy that includes making additional annual contributions directly to CalPERS over the next 15 years to accelerate the unfunded liability payoff period, saving the City approximately \$38 million in interest.
- Since 2017, making additional contributions to the City’s Section 115 Pension Trust (Trust) account to fund the City’s pension obligations. The balance of the Trust is approximately \$27 million as of the close of fiscal year 2022-23.
- In 2010, establishing a Section 115 OPEB Trust account through the California Employer’s Retiree Benefits Trust (CERBT) program to fund retiree health benefits. The balance in CERBT is approximately \$55.5 million as of the close of fiscal year 2022-23.

# TEN-YEAR GENERAL FUND FORECAST

As a part of this overall strategy, there was a planned break in the additional payments to CalPERS related to the unfunded pension liability during fiscal years 2022-23 through 2024-25. This three-year hiatus in additional payments against the City's unfunded liability provides an opportunity to reassess the existing strategy to pay down unfunded liabilities in advance of required deadlines. This reassessment is especially important as the City continues to face the financial uncertainty of a structural deficit.

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*In April 2024, staff recommended and Council directed staff to conduct an extensive analysis to identify the optimal balance between more aggressively paying down the City's unfunded pension and OPEB liabilities, versus allocating increased General Fund revenue, to ensure current core services and staffing levels are maintained.*

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The analysis is estimated to be completed by the end of calendar year 2024, after which the evaluation and recommendations, including a potentially updated funding strategy, would be presented to the Finance and Audit Sub-Committee and to the City Council, with approved strategies implemented as a part of the FY 2025-26 budget.

## ***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. Beginning in 2019, the City and affected public safety bargaining units discussed 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.

## **Workers Compensation**

The Human Resources Department (HR) prioritizes the prevention of workplace injuries and managing the workers' compensation program to reduce costs and decrease the City's total outstanding and future workers' compensation liabilities. HR staff work closely with the City Attorney's Office and a third-party

# TEN-YEAR GENERAL FUND FORECAST

administrator on injury prevention and claims management. In addition, light or modified duty opportunities are identified whenever possible for teammates to return to work during recovery.

In FY 2023-24, the Workers Compensation program's reported and paid losses developed less than expected since FY 2022-23. Other indicators of the program's success include:

- 34% reduction in new reportable claims in FY 2022-23.
- 43% reduction of total paid on new claims in FY 2022-23.
- 50% increase in closing ratio in FY 22-23.
- Estimated outstanding liabilities decreased by \$2m for FY 24-25.

The City works to ensure that injured teammates receive the medical treatment and benefits they are entitled to without undue delay. This involves promptly investigating claims to determine whether an injury is work related, reviewing treatment plans to ensure that treatment prescribed is appropriate and necessary in accordance with established guidelines, and ensuring that claim handling procedures such as medical evaluations are completed in a timely manner.

An important strategy for any workers' compensation program is to prevent injuries from happening. Below are some of the steps Redwood City has taken to improve health, safety and the prevention of workplace injuries:

- Offered a full day of First Responder Resiliency training for all Fire Department personnel over the course of a week. The program provides a proactive science-based approach to the physiological, neurological, psychological, and emotional effects of trauma and stress on first responders and their families.
- Evaluated the exercise facility at the Police Department to replace and upgrade equipment as necessary.
- Conducted on-site safety inspections of all City worksites in partnership with Sedgwick Risk services.
- Increased ergonomic evaluations for new and current employees, recommending ergonomic desk items, chairs, or ergonomic modifications as necessary.
- Instituted dedicated workout hours for non-patrol police officers to maintain the level of physical fitness needed for their jobs.

Another aspect of claim management is bringing claims to closure. In cases where permanent disability and/or future medical treatment is necessary, claims are typically settled with a *stipulated award*, which includes permanent disability payments (determined by a standardized formula and paid out over time) and future medical care. In such cases, Redwood City has begun to proactively explore whether a *compromise and release* settlement is appropriate and mutually beneficial. A compromise and release settlement settles all issues on a claim including permanent disability, future medical expenses, future temporary disability benefits and/or future medical benefits that can be pursued up to five years post-injury. In most cases, these types of settlements are beneficial to the City in that they may reduce overall

# TEN-YEAR GENERAL FUND FORECAST

costs and avoid long-term liabilities for medical treatment, which can potentially increase over time. The City has been successful in many cases in obtaining compromise and release agreements.

## Docktown Marina

In December 2016, in response to concerns expressed by the State Lands Commission and a lawsuit filed by private parties over residential uses at Docktown Marina, the City Council approved the Docktown Plan, which assists individuals living at Docktown to find new housing. On January 8, 2018, staff provided the City Council with an update on the Docktown Plan, estimating the total costs (including provision of relocation benefits, acquisition of property when desired by tenants, capital costs associated with liveaboard uses at the Port’s Municipal Marina, and legal and consulting costs) at \$20.8 million.

In February 2018, the City Council approved a plan to fund these costs through a combination of FY 2017-18 General Fund operating surplus and short-term inter-fund loans from the Equipment Replacement Fund (\$6.0 million) and the Parking District Fund (\$1.7 million) to provide sufficient cash flow to pay relocation costs. The loans were repaid from the General Fund by June 2020.

The City’s implementation of the Docktown Plan resulted in voluntary relocation agreements with the vast majority of the Docktown tenants. Between FY 2022-23 and FY 2023-24, an additional \$2.1 million in General Fund money was paid from the Risk Management budget to settle Docktown lawsuits with 10 of the 11 remaining claimants, which settlement agreements include provisions for relocation and associated relocation assistance. Implementation of the Docktown Plan through May 2024 cost approximately \$23.3 million, compared to the 2018 estimate of \$20.8 million. Settlements and legal costs to defend challenges to the Docktown Plan exceeded 2018 estimates, while professional services and capital costs were less than estimated in 2018

Docktown Expenditures	2018 Estimate	Actual Through May 2024
Acquisitions of vessels and relocation benefits and 5% contingency	\$16,900,000	\$18,465,396
Professional costs associated with Plan implementation (relocation firm, project management, legal advice on implementation of Docktown Plan, benefits appeal hearing officer, appraisers, removal of any vessels which cannot be sold or donated, marina security)	\$2,400,000	\$1,129,043
Legal Defense of Claims Made Against the City	\$1,100,000	\$3,519,782
Cost share- Capital Costs for Port to Support Live Aboards at Municipal Marina	\$400,000	\$192,103
<b>Total</b>	<b>\$20,800,000</b>	<b>\$23,306,324</b>

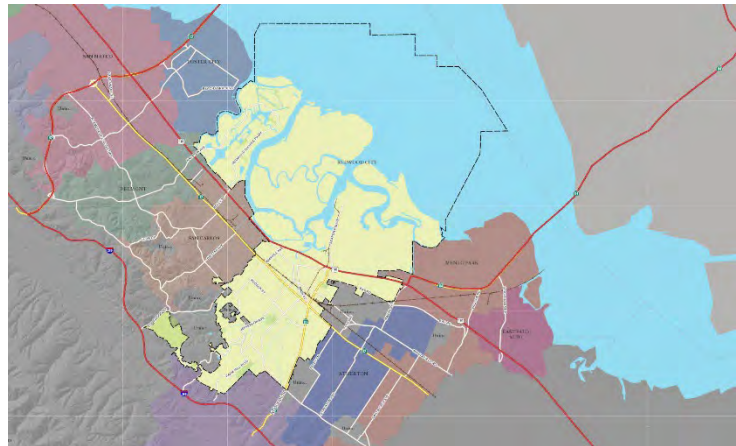
During FY 2024-25 the City will launch the Bayfront Park master planning process, seeking community input on potential park, recreation and open-space uses of City-owned property in the inner harbor area. As residential use of the Docktown Marina comes to a close, the City can consider future uses of the Marina as part of the Bayfront Park planning process.

# 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	Percent
<b>Residential</b>	3,082	14.16
<b>Commercial</b>	819	3.76
<b>Mixed-Use</b>	540	2.48
<b>Industrial</b>	276	1.27
<b>Parks</b>	402	1.85
<b>Schools</b>	152	0.7
<b>Public Facility</b>	95	0.44
<b>Urban Reserve</b>	550	2.53
<b>Open Space</b>	14,894	68.45
<b>Other (roads, right of way)</b>	950	4.36
<b>Total</b>	<b>21,760</b>	

*\*Open Space is mostly San Francisco Bay*

*Source: City of Redwood City Geographic Information System (GIS), 2024*

# 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. Redwood City utilizes a by-district elections system, meaning City

Councilmembers are elected by district in phases. In compliance with the California Voting Rights Act, and following significant community engagement, Redwood City adopted district elections on May 6, 2019, which established the seven district boundaries and the sequence in which each district seat would be elected.

Election for City Council districts 1, 3, 4 and 7 will take place in November 2024, and districts 2, 5 and 6 in November 2026. As legally required, the City Council must complete the redistricting process every 10 years following the release of the United States Census data to ensure each City Council district has a substantially equal population.

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



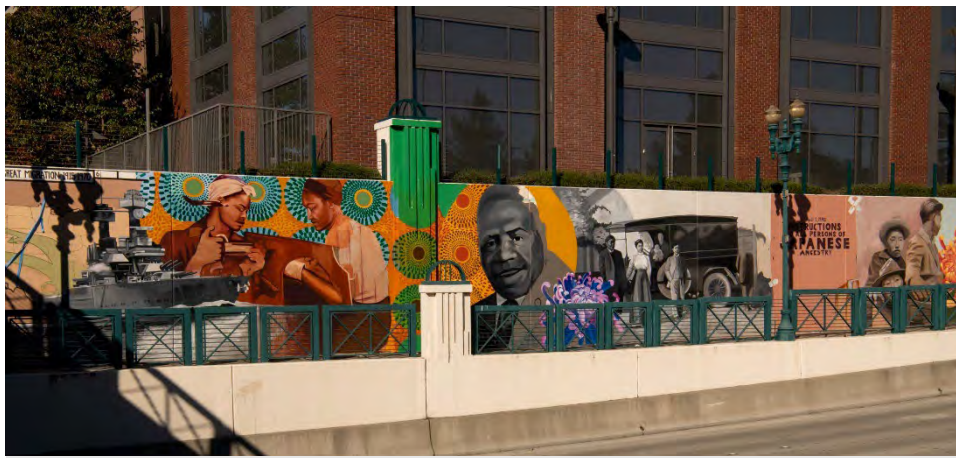
Redwood City is the third largest city within the County of San Mateo, with 83,077 residents. The city enjoys an average of 255 sunny days a year, which it boasts via the city slogan: “Climate Best by Government Test”. 2017 marked a major milestone for the City of Redwood City, as it celebrated its 150-year anniversary or Sesquicentennial.

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

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

# COMMUNITY PROFILE

## CULTURE



### *Commitment to the Arts*

In Redwood City, our City Council is committed to public art and cultural events as a means to enrich our community. The Redwood City Arts Commission, acting on behalf of the City Council, plays a pivotal role in supporting and enhancing cultural life within our city. They help ensure that art, culture, and creative experiences are woven into the fabric of the community, and encourage, foster, facilitate, establish, and maintain art and programs for all matters of artistic and cultural significance in the City. The City has adopted a strategic plan aimed at investing in public art and bolstering cultural festivals, contributing to a flourishing creative landscape.

Redwood City proudly hosts the historic Fox Theatre, a centerpiece of our cultural heritage that hosts an array of concerts, Broadway shows, and special events, adding to our city's cultural tapestry. The Courthouse Square is considered "The City's Living Room" where the Parks, Recreation and Community Services Department produces, supports, and hosts over 150 events throughout the year on the "Square" and throughout Downtown. Events include "Music on the Square", "Movies on the Square", "Oktoberfest", "Lunar New Year", "Fiestas Patrias", "4th of July Parade", "Dia de los Muertos", "Pride Celebration" "Juneteenth", "Symphony on the Square", and many more events and cultural activities for the public to experience and enjoy.

### *Public Art Vision*

To elevate the arts and culture experience throughout the year, the City Council has embraced a Public Art Vision. For more information about our public art programs and initiatives, please visit [www.redwoodcity.org/publicart](http://www.redwoodcity.org/publicart).

# COMMUNITY PROFILE

## *Cultural Celebrations and Awareness*

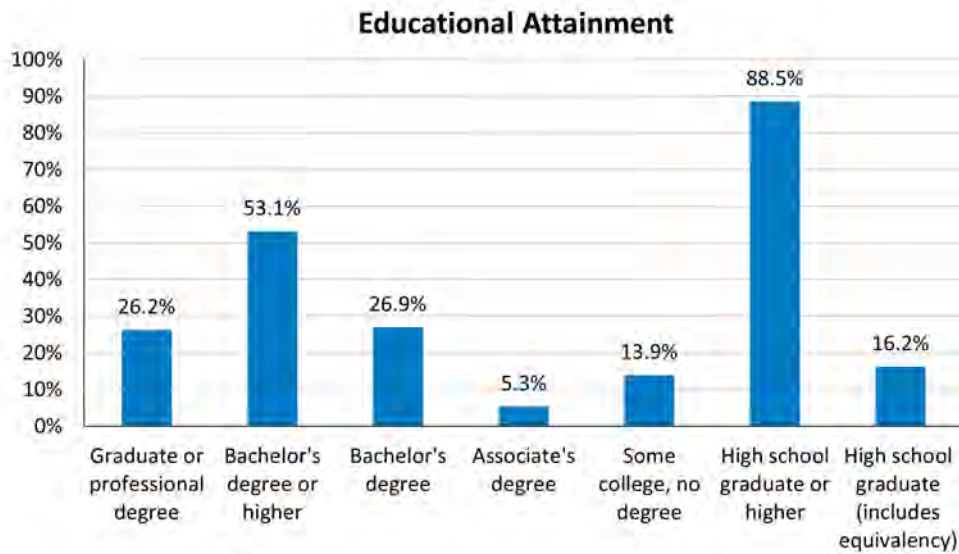
In celebration of our local diversity, Redwood City recognizes a variety of cultural events and awareness days. To explore a selection of the celebrations and acknowledgments we commemorate annually, please visit [www.redwoodcity.org/IDEALRWC](http://www.redwoodcity.org/IDEALRWC).

# COMMUNITY PROFILE

## EDUCATION

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

Redwood City's population is well educated, with 88.5% high school graduates and 53.1% with a Bachelor's degree or higher.

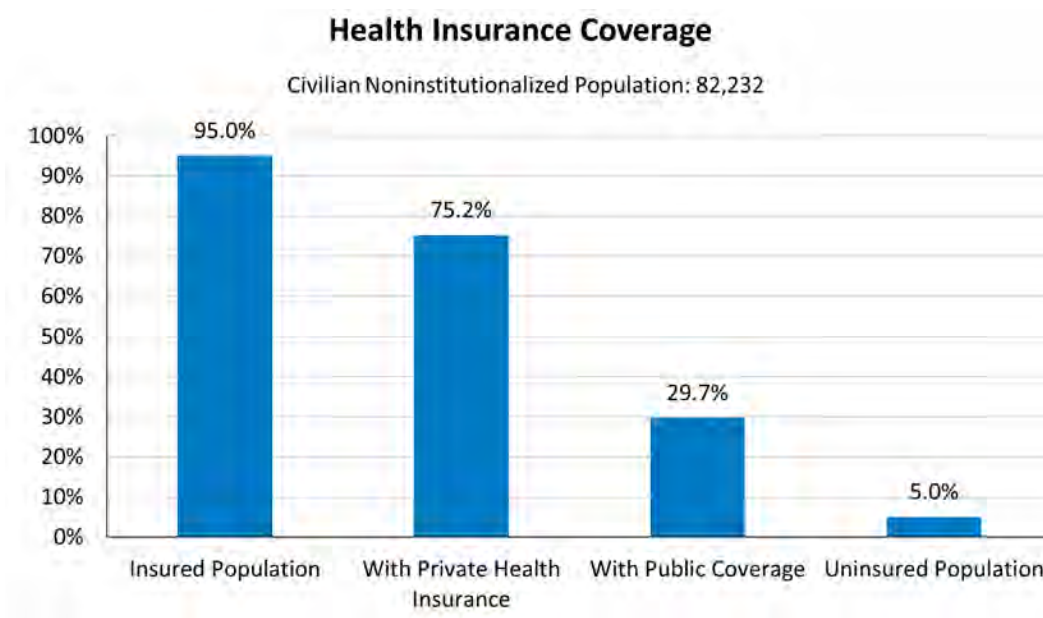


Source: 2022 American Community Survey Five-Year Estimate

# 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 2022 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: 2022 American Community Survey 5-Year Estimates

# COMMUNITY PROFILE

## LARGEST EMPLOYERS SUBJECT TO BUSINESS LICENSE TAX

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

Employer	2023			2013		
	Employees*	Rank	% of Total City Employment	Employees**	Rank	% of Total City Employment
Oracle Corporation	3,757	1	7.16%	6,524	1	15.57%
County of San Mateo	2,928	2	5.58%	601	4	1.43%
Stanford Hospital and Clinics	2,700	3	5.15%			
Box Inc.	1,799	4	3.43%			
Guardant Health, Inc.	1,722	5	3.28%			
Electronic Arts	1,540	6	2.94%	1,320	2	3.15%
Auris Surgical Robotics, Inc.	1,482	7	2.83%			
Geonomic Health	755	8	1.44%	447	7	1.07%
Zeno Group	704	9	1.34%			
Informatica LLC	592	10	1.13%			
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: 2023 Comprehensive Annual Financial Report

# COMMUNITY PROFILE

## Local Economy, Employment Levels, Demographic Information

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

Calendar Year	Population	Personal Income (\$000)	Per Capita Personal Income	Unemployment Rate	Number of Water System Customers
		\$	\$	%	
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
2023	81,495	5,816,066	71,367	3.40	23,671

**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.

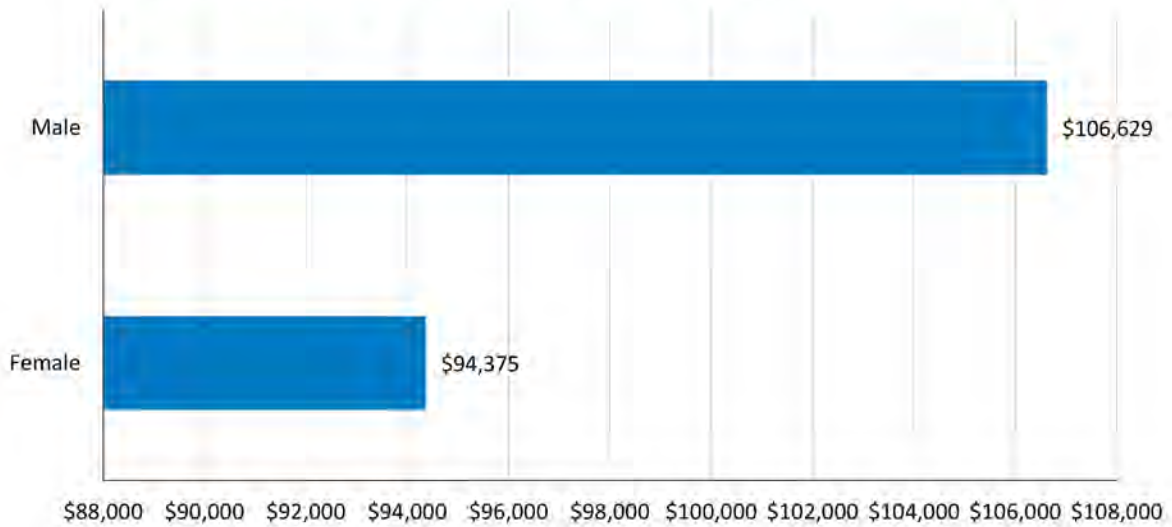
The number of water system customers is provided by the City's utility billing system.

*Source: 2023 Comprehensive Annual Financial Report*



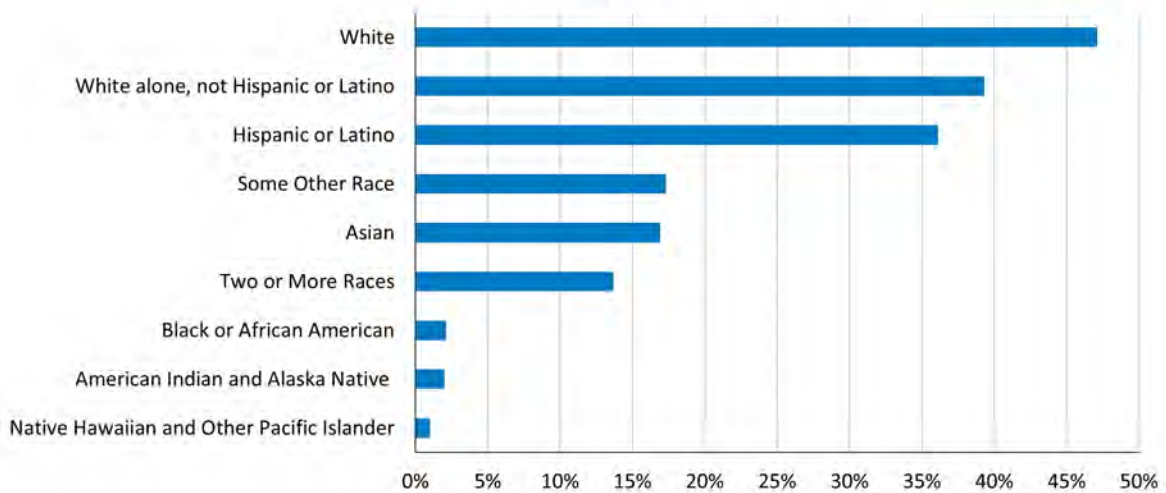
# COMMUNITY PROFILE

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



Source: 2022 American Community Survey 5-Year Estimates

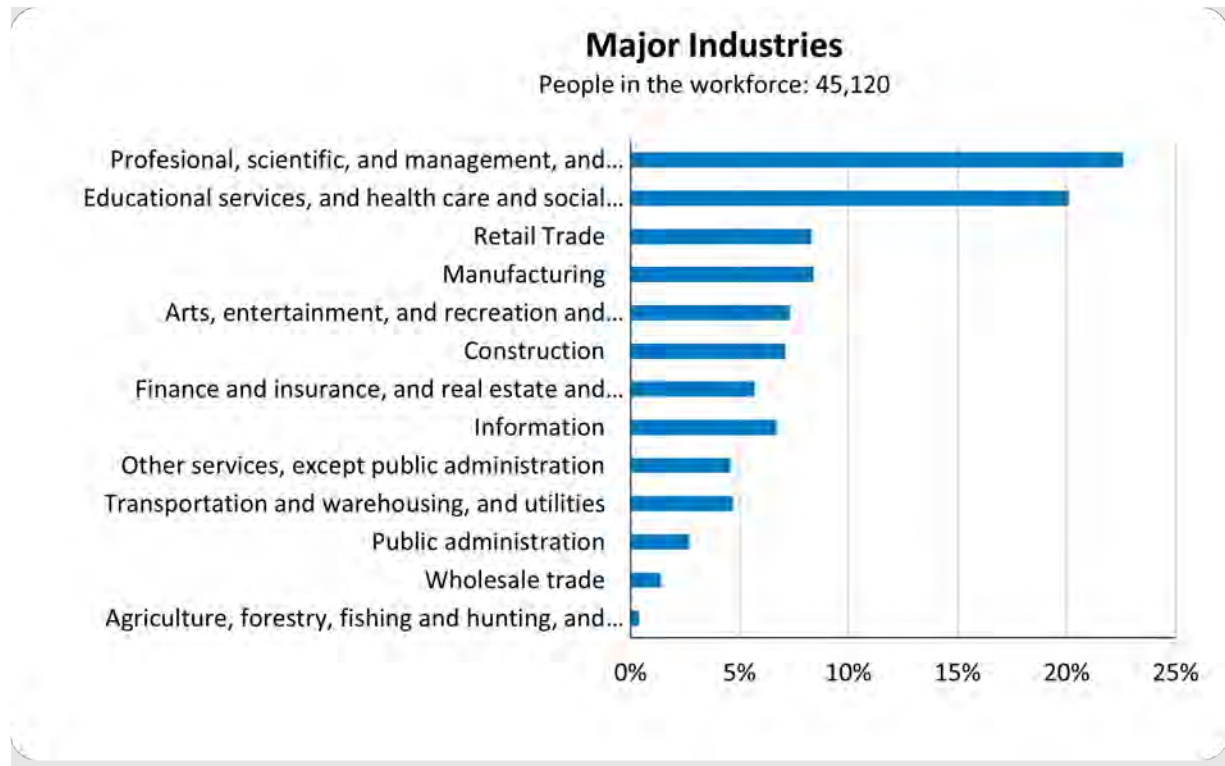
**Population by Race**



Source: 2022 American Community Survey 5-Year Estimates

# COMMUNITY PROFILE

## MAJOR INDUSTRIES



Source: 2022 American Community Survey 5-Year Estimate

# COMMUNITY PROFILE

## POPULATION & AVERAGE INCOME

Year Incorporated	1867
Size	Approximately 19 square miles (excluding Bay)
<b>Weather</b>	
Average year round high temperature	58 - 80 F
Average year round low temperature	40 - 56 F
<b>Demographics</b>	
Population	83,077
Median Age	37.1
Average Household Size	2.71
<b>Housing</b>	
Median Household Income	\$145,620
Median Home Value	\$1,777,600
<i>Sources: 2022 American Community Survey 5-Year Estimate and US Climate Data (February 2023)</i>	

# COMMUNITY PROFILE

## PUBLIC SAFETY



Redwood City has its own fire department that serves the City of Redwood City and the City of San Carlos. Our mission is to serve and protect our local communities. In 2018, the Fire Department achieved the prestigious Public Protection Classification (PPC) rating of “Class 1” from the Insurance Services Office (ISO). ISO assigns a Public Protection Classification from 1 to 10. Class 1 represents superior property fire protection. Redwood City is the first Department in the County to achieve a Class 1 rating. Nationwide, only 306 fire departments out of 46,000 have received a Class 1 rating – which is fewer than 1% of all fire departments. Before this evaluation, Redwood City was rated as a Class 2 fire department, and San Carlos was rated as a Class 3 fire department. San Carlos receives the Class 1 rating through Redwood City’s contract for fire services. To learn more, go [here](#).

The Fire Department emphasizes community engagement through programs such as the Junior Fire Academy, Explorer and Cadet Programs, various public education outreach events, and through Community Emergency Response Team (CERT) classes offered in both English and Spanish.

The Redwood City Fire Department is supported by seven fire stations, which include 7 Engines, 1 Ladder Truck, and 1 Battalion Chief with cross-staffed apparatus of 1 Breathing Support Vehicle, 1 Fire Boat, 2 Rescue Boats, 1 Brush Engine, and a Drone Unit.

We are a part of a borderless response system within San Mateo County, utilizing GPS technology to respond with the closest apparatus. The Department actively participates in the State’s Master Mutual Aid Plan, and we support the California Task Force 3 Urban Search and Rescue Team, and the South Bay Incident Management Team.

The Department underwent a comprehensive Standard of Cover and Community Risk Assessment Study (SOC) in 2023 and as a result has implemented a light paramedic rescue squad pilot program.

# COMMUNITY PROFILE

Redwood City has its own police department to serve and protect the local community. Community engagement is a high priority and occurs through programs such as Neighborhood Watch, Coffee with the Cops, Community Police Academy (in English and Spanish), Youth Police Academy, Volunteers In Police Service (VIPS), a Cadet Program, and the Police Activities League.

Per data reported to the Federal Bureau of Investigation (National Incident-Based Reporting System, “NIBRS”) and California DOJ (California Incident-Based Reporting System, “CIBRS”), the department has tracked an increase in crime in recent years, and the chart below reflects 2022 and 2023 data. It is difficult to compare current crime data to pre-2022 data because of the introduction of the CIBRS and NIBRS tracking methodology in mid-2022, which is significantly different than the previously mandated methodology. The 2022 data represents doubling the six-month period, July to December, as an estimate.

## Reported Redwood City Violent and Property Crime Data, 2022 to 2023

Offense	2023	2022*	Percent Cleared by Arrest	Percent of Category
Crimes Against Persons Total	1,114	1,022	36%	25.11%
Crimes Against Property Total	2,768	2,740	11.49%	62.38%
Crimes Against Society Total	555	604	80.18%	12.51%
<b>TOTAL</b>	<b>4,437</b>	<b>4,366</b>	<b>26.23%</b>	<b>100%</b>

*\* These number reflects doubling the six-month data available as an estimate for comparison purposes only; not accurate numbers*

In December 2021, the department implemented a 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. The program has been extremely successful and the department is moving to make this pilot program a permanent program beginning in the summer of 2024. The clinician responded to 193 incidents in 2022 and 383 incidents in 2023, and has become a valuable resource for both department and the community. The mental health clinician reports activities are available through a public dashboard available at [www.RedwoodCity.org/CrisisResponseTeam](http://www.RedwoodCity.org/CrisisResponseTeam).

In 2023, the department implemented some significant technological improvements, which should aid in the detection and prevention of crime and in solving cases. Most notable among these was the implementation of an Automated License Plate Reader camera system throughout the City in late 2023/early 2024. This system is a powerful investigate tool and improves the capability and efficiency of patrol officers in the field and detectives working to identify potential suspects and solve cases. The department also completed its 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. This was

# COMMUNITY PROFILE

a high priority for the department, recognizing the importance of a high level of community outreach and engagement to ensure we are hearing from all members of the community and considering the unique concerns of a broad spectrum of community members.

# COMMUNITY PROFILE

## LIBRARIES



Three library facilities serve the Redwood City community, including the 45,000 square foot Downtown Library and two neighborhood branch libraries in Redwood Shores and the Roosevelt Neighborhood (Schaberg Branch). Redwood City Public Library's mission is to cultivate community and advance equity by welcoming all people to experience the shared joys of literacy and learning. The Library is best known for its plentiful, innovative, and inclusive programs and activities for all ages, including storytimes and early literacy programs, cultural celebrations, Summer Learning, author events, wellness activities, STEAM (science, technology, engineering, arts, math) programs based in the 1000 square foot makerspace, and more.

The Library provides an excellent collection of books, movies, and music available in multiple languages in both physical formats and online downloads, as well as WiFi access and computers in all libraries, and wireless hotspots and iPads available to borrow. Bilingual 24/7 access to online homework assistance from live online tutors for any subject and grade level is available to library cardholders. Project READ provides one-on-one tutoring in reading and writing to help boost literacy skills for people of all ages. Career Online High School provides adults who never finished high school the opportunity to earn an accredited diploma through the Library.

The Library was a 2021 finalist for the National Medal for Museum and Library Service, and its award-winning programs and services are built on a culture of volunteer support, community collaborations and

# COMMUNITY PROFILE

partnerships, and staff innovation. Unique features include developmental play areas and seed libraries in every library, rooftop bees at the Downtown Library, and a museum quality Interpretive Center on the wildlife and ecology of the San Francisco Bay at the Redwood Shores Library.



# COMMUNITY PROFILE

## RECREATION



The Redwood City Parks, Recreation and Community Services Department is not just an organization but a cornerstone of our community, enhancing the quality of life for all who call this beautiful city home. Their dedication to maintaining diverse recreational opportunities and fostering inclusivity ensures that Redwood City remains a welcoming and vibrant place to live and play.

Redwood City boasts an impressive collection of over 40 unique parks, ranging from small neighborhood parks spanning just a quarter of an acre to expansive multi-use parks that encompass up to 40 acres. These green spaces cater to a wide range of interests, including sports fields, off-leash dog parks, skate park, bocce ball courts, pickleball courts, inviting public plazas, and more.

One of the department's most significant achievements was the opening of the Magical Bridge Playground in 2020, a truly inclusive playground designed to accommodate people of all ages and abilities. This innovative addition has become a cherished community asset, promoting accessibility and bringing joy to individuals and families from all walks of life.

The City's Senior Center and five Community Centers are widely popular within the community, serving as hubs for social gatherings, educational programs, and cultural events. They play a crucial role in fostering a sense of belonging and connection among residents of all ages. The new state-of-the-art 45,000 square foot Veterans Memorial Building/Senior Center is expected to open later in 2024.

# COMMUNITY PROFILE

For sports enthusiasts, Redwood City offers ten sports fields dedicated to soccer, softball, baseball, and flag football. These fields, including prominent facilities such as the Red Morton Community Park, Hoover Park, Sandpiper Field, and Marlin Park, provide ample space for organized sports leagues and recreational activities, ensuring that physical fitness and teamwork thrive within the city.

# 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 station is right in the heart of Downtown. In addition, SamTrans has multiple routes that serve neighborhoods and provide access to Downtown Redwood City. Easing the impact of regional traffic congestion and improving traffic safety for those on foot or bicycle is a priority for the City, and multiple efforts to enhance mobility are underway, including implementation of planned traffic calming projects and bicycle facilities that are identified in the City's adopted Walk Bike Thrive Plan.

The City has over 50 miles of bike lanes and bike routes and about 20 miles of shared-use bicycle and pedestrian path. The City has adopted a Transportation Demand Management Program that requires major employers and larger multi-family housing projects to create programs to encourage employees and residents to commute by alternative means other than single-occupancy vehicles, provide bicycle storage facilities and information on available transportation options, and offer incentives to utilize alternative means of transportation. The City is also pursuing the creation of a Transportation Management Association that would enable employers in specific geographic area to work together to reduce solo vehicle trips by employees.

# COMMUNITY PROFILE

## UTILITIES

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

### ***Sewer***

The City owns and operates a sanitary sewer collection system, a network of underground pipes and above ground lift stations that conveys wastewater from individual homes and businesses to a wastewater treatment plant. All of Redwood City's wastewater is treated by Silicon Valley Clean Water (SVCW) at their wastewater treatment facility in Redwood Shores. The City's collection system serves an area of approximately 19.42 square miles and consists of over 180 miles of gravity pipes, approximately 10 miles of force mains, and 31 lift stations. The City also maintains and repairs the lower lateral, which is the portion of the sewer lateral outside private property. On average, approximately 6 million gallons of sewer gets transported daily through the City's collection system for treatment at SVCW.

### ***Stormwater***

Redwood City's stormwater flows are transported in a separate system from the sanitary sewer and is referred to as a municipal separate stormwater system. This system relies on storm drains, inlets, culverts, channels, pipes, and pump stations to collect and convey stormwater runoff throughout the city to the San Francisco Bay. The Redwood Shores Lagoon also acts as a stormwater retention basin during the winter months for the Redwood Shores neighborhood. Stormwater flows are not treated prior to discharge so it is important to prevent stormwater pollution. Residents can visit the countywide stormwater pollution prevention website at [flowstobay.org](http://flowstobay.org) for tips and rebate information.

### ***Water***

The City owns and operates a potable water system which serves over 24,000 service connections in Redwood City, and portions of unincorporated San Mateo County, the Town of Woodside, and the City of San Carlos. The water system consists of over 260 miles of water pipes, 13 storage tanks with 22 million gallons of storage, and 10 pump stations. All of the City's drinking water is purchased from the San Francisco Public Utilities Commission (SFPUC) and comes from the Hetch Hetchy Regional Water System.

### ***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 a reliable alternative to SFPUC water. 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.

# COMMUNITY PROFILE

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.

## ***Recycling and Waste Management Services***

The City is one of eleven member agencies that form a joint powers authority known as RethinkWaste, or South Bayside Waste Management Authority (SBWMA). SBWMA is managed by an Executive Director who reports directly to a governing Board of Directors. The Board is comprised of 11 board members, with one elected official representing each agency (Belmont, Burlingame, East Palo Alto, Foster City, Hillsborough, Menlo Park, Redwood City, San Carlos, San Mateo, County of San Mateo and West Bay Sanitary District). SBWMA’s core responsibilities are to:

1. Own and manage the Shoreway Environmental Center in San Carlos, California which receives all the recyclables, green waste and garbage collected from each of the 11 member agencies.
2. Provide strategic oversight, support and management of service providers (contractors) that collect, process, recycle and dispose of materials on behalf of SBWMA.
3. Educate member agency residents and businesses through innovative and cost-effective waste reduction, recycling and solid waste programs.
4. Advocate for environmental best practices through policy and legislation.



Daily pickup and collection services for recycling, compost, and garbage and provided by Recology San Mateo County through a 15 year contract with the City. Once collected, materials from all three waste streams are delivered to Shoreway Environmental Center for processing and disposal. South Bayside Industries operates the Center and consolidates and transfers the delivered material to permitted landfills or processing facilities for additional sorting or marketing.

# COMMUNITY PROFILE



## ***Electric Utilities***

PG&E transmits and distributes electricity as well as provides gas service, optional electricity service, billing services, and maintenance and repair services to the Redwood City community. Over 45 percent of our community's greenhouse gas emissions come from the energy used in homes and businesses.

Peninsula Clean Energy (PCE), a non-profit dedicated to reducing the regional carbon footprint, provides 50 percent renewable and 100 percent carbon-free electricity to residential and commercial customers in Redwood City. The City of Redwood City opted up for 100% renewable energy for municipal operations.

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

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

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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 Plan and FY 2024-25 goals, listed by department, advancing the Strategic Plan. This section also includes a list of the City’s Accomplishments for FY 2023-24, also organized by Guiding Principles in the Strategic Plan. Each 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 2023-24, goals for FY 2024-25, 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 2024-25, 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 GUIDE

## 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 Finance 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.

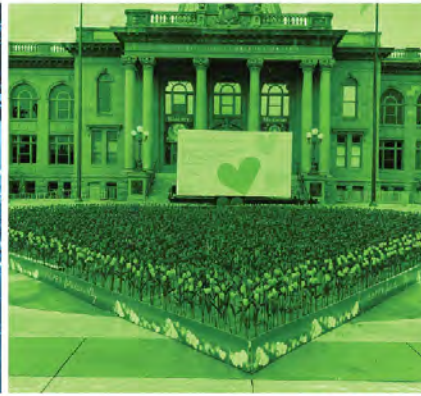
This process complies with the procedures required in the City Charter and by State law for the adoption of the annual budget.

# BUDGET GUIDE

## FY 2024-25 BUDGET CALENDAR

<b>October – November 2023:</b> Budget Review Team begins to prepare the calendar and budget development process for the upcoming fiscal year
<b>December 4, 2023:</b> Budget staff kickoff meeting – Finance staff met with all departments to review the budget process and establish current year deadlines and logistics
<b>February 26, 2024:</b> 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
<b>February – March 2024:</b> Departments prepare and submit budget change proposals, accomplishments, goals, and performance measures to the Budget Review Team. Departments submit Capital Outlay requests to the Capital Outlay Review Team.
<b>March – April 2024:</b> Budget Review Team works with the departments and the City Manager to review, refine, and modify submissions. Capital Outlay review team prepares the FY 2023-24 CIP plan.
<b>April 1, 2024:</b> Capital Improvement Program Study Session
<b>May 31, 2024:</b> Recommended Budget Submitted to City Council
<b>June 10, 2024:</b> Recommended Budget City Council Study Session
<b>June 24, 2024:</b> Recommended Budget Adoption and Public Hearing
<b>June 24, 2024:</b> Community Development Block Grant (CDBG)/HOME Investment Partnership (HOME) Public Hearing
<b>August 2024:</b> Adopted Budget is finalized and posted to the City’s website

REDWOOD CITY CALIFORNIA  
**BUDGET  
IN BRIEF**  
FISCAL YEAR  
2024-25



# 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

The Fiscal Year 2024-25 Budget upholds the City's financial best practices while advancing strategic priorities, addressing resident concerns, and maintaining essential services despite the financial challenges we face. Our community's feedback has been instrumental in shaping this budget. We have listened to the voices of our residents, who have expressed a strong desire for street maintenance, emergency services, and recreational programs. In response, the budget includes over \$7 million in one-time funds to address these key areas.

Redwood City, like many California cities, faces significant financial challenges, including projected annual deficits for years to come. This deficit poses a threat to maintaining current service levels. The City has implemented cost containment measures and is exploring new revenue sources.

If new revenues are not secured, the City may need to consider service reductions. Potential cuts could affect police and fire services, parks and recreation programs, library hours, and community development services. These reductions are not proposed for immediate implementation but illustrate the potential impact of the financial shortfall.

To address the funding gap, the City is focused on cost containment, reimagining services, and generating new revenues:

- **Cost Containment:** The City has maintained lean staffing levels and implemented various cost-saving measures, such as extending the life of vehicles and through the extensive use of volunteers and sponsors to help deliver some of our programs.

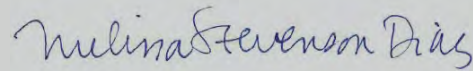
- **Reimagining Services:** Detailed studies of key departments have led to the implementation of efficiency recommendations. Reorganizations within City departments aim to streamline operations and enhance fiscal oversight.

- **New Revenues:** The City actively pursues grants and economic development initiatives. For example, recent grants have supported fire services, homelessness programs, and infrastructure projects. The City is also evaluating the feasibility of modernizing the Business License Tax to create a more equitable and substantial revenue stream. The Capital Improvement Program also faces a projected shortfall of \$428.3 million over the next five years, underscoring the necessity for new revenue sources.

Redwood City is also adapting to broader changes in technology, sustainability, diversity, and economic conditions. Initiatives include leveraging technology to improve efficiency, addressing climate change impacts, promoting diversity, equity, and inclusion, and adjusting land use planning to reflect economic uncertainties.

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 invited you to read the transmittal letter of the Fiscal Year 2024-25 Budget and the Fiscal Year 2024-2029 Five Year Capital Improvement Program Budget by visiting [www.RedwoodCity.org/Budget](http://www.RedwoodCity.org/Budget).

In conclusion, this budget is a testament to Redwood City's proactive and strategic approach to fiscal management. By focusing on community engagement, cost containment, and innovative revenue generation, we aim to navigate our financial challenges effectively while continuing to serve our residents and uphold our City's values.



**Melissa Stevenson Diaz**  
City Manager



# CITYWIDE BUDGET

The Fiscal Year 2024-25 Budget for all funds totals \$385.4 million in revenues and \$373.3 million in expenditures, and includes 601.93 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 street maintenance, police and fire protection, library services, parks, recreation and community services, library services, and administration. 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.

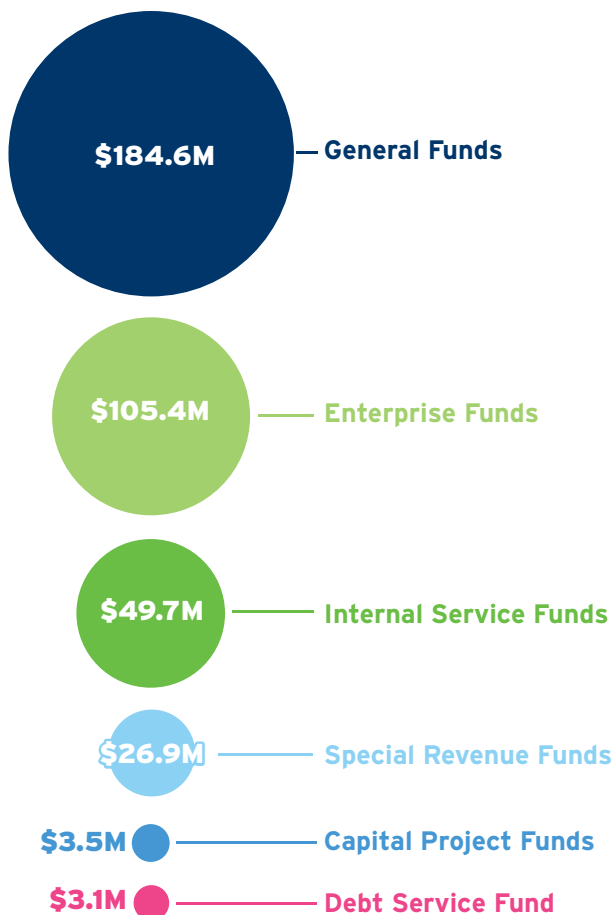
The Fiscal Year 2024-25 General Fund expenditure budget is \$184.6 million, which is \$15.0 million, or 9 percent more, than the FY 2023-24 adopted General Fund expenditure budget of \$169.61 million. Salaries, wages, and benefits are \$129.6 million, or 70.27 percent of the recommended General Fund expenditure budget. This is a decrease from 70.5 percent for FY 2023-24.

Police and Fire Department salaries and benefits, as in most California cities, are a significant portion of the budget,

amounting to approximately \$83.86 million, or 64.69 percent of all salaries, wages, and benefits in the General Fund. This is a decrease from 65.5 percent for FY 2023-24.

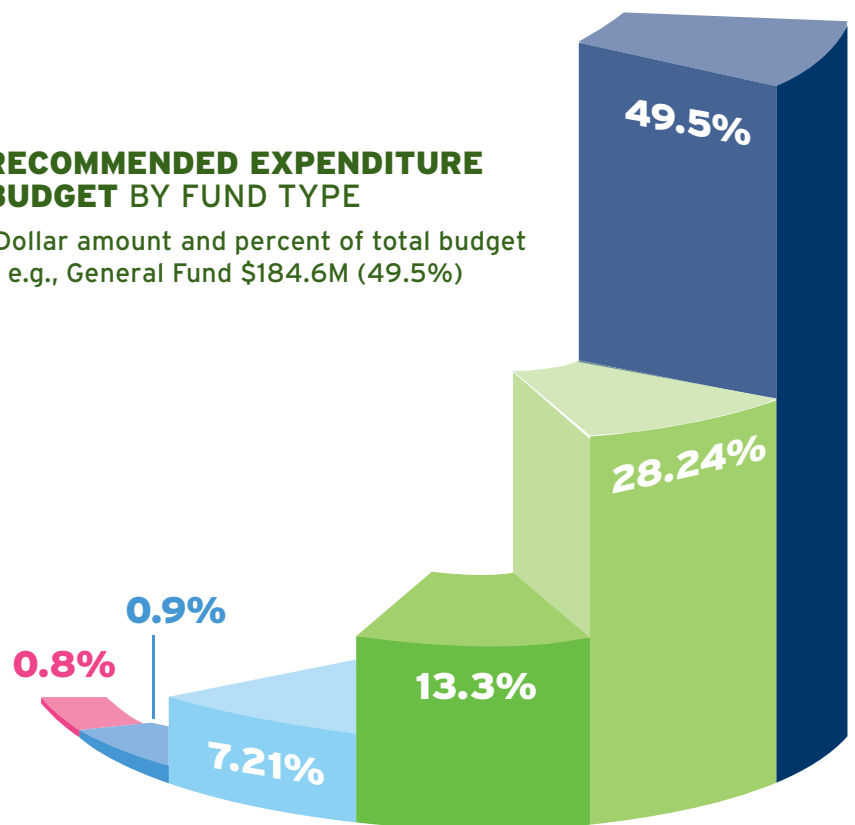
The City also provides water, wastewater and solid waste and recycling services. Service costs for these utilities are funded through charges to ratepayers, not general taxes. Utility operations are shown in Enterprise Funds, which are used to account for revenue from specific taxes or other dedicated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

Another component of the budget is the Capital Improvement Program (CIP). These are funds for the cost of acquisition, construction, expansion or rehabilitation of the City's physical facilities. The CIP budget for Fiscal Year 2024-25 is \$75.1 million, which includes 56 projects and contains \$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.



## RECOMMENDED EXPENDITURE BUDGET BY FUND TYPE

(Dollar amount and percent of total budget – e.g., General Fund \$184.6M (49.5%)



# FY 2024-25 BUDGET

## HIGHLIGHTS

### Affordable Housing and Addressing Homelessness

Redwood City remains dedicated to addressing the dual challenges of affordable housing and homelessness through a comprehensive and innovative approach. We will continue to drive forward the implementation of the Affordable Housing Preservation Program, with the ambitious target of completing at least one preservation project by June 2025, ensuring that existing affordable housing stock remains intact and accessible to those in need. Additionally, we will release a Notice of Funding Availability (NOFA) for the 2024-2025 period, catalyzing the development of new affordable housing units to expand our housing options for low-income residents. Staff are also actively engaging with developers of proposed Gatekeeper projects, many of which included new housing units in addition to commercial development.

In our ongoing efforts to address homelessness in Redwood City, we remain committed to leveraging and enhancing the countywide homeless services system. Our work plan is intricately designed to align with the County of San Mateo's vision of achieving "functional zero" homelessness, ensuring that every unsheltered homeless person who seeks assistance can find shelter or housing. With a focus on innovation and community needs, our plan aims to achieve several objectives: mitigating public health, safety, and environmental concerns related to unsheltered homelessness and encampments; transitioning unsheltered residents into permanent housing; and eliminating the long-term impact of encampments and street homelessness. To achieve these goals, we have forged strategic partnerships at various levels and implemented

comprehensive service strategies. These include expanding mobile shower and laundry services, initiating weekly trash and debris pick-up at homeless encampments, and establishing outreach teams to engage with unsheltered residents. Through these efforts, we have seen tangible progress; however, homelessness requires multifaceted approaches, including providing medical, mental health, and substance abuse services. Our dedicated outreach teams work tirelessly to connect individuals with these essential services, leading to successful transitions to shelter or permanent housing.

### Transportation

In response to community feedback received this spring, the Budget includes the transfer of one-time dollars from the General Fund to increase funding to several CIP transportation infrastructure projects, including \$100,000 for the sidewalk inspection and repair program, \$300,000 for the traffic signal replacement program, and \$2 million for pothole repairs and street paving. Amidst Redwood City's ongoing commitment to local bicycle/pedestrian safety enhancements, our role in regional transportation planning is significant.





## HIGHLIGHTS

Collaborative efforts with community members and regional partners are integral to major initiatives, including the design and construction of the 101/84 interchange, long-term planning for Caltrain grade separations, and the establishment of ferry service at the Port of Redwood City. As we actively pursue regional, state, and federal infrastructure funding to drive these initiatives forward, recent community feedback underscores the pressing need for infrastructure improvements.

Findings from the latest community satisfaction survey also revealed that sidewalk maintenance fell below the national average, as 59% of residents expressed dissatisfaction to varying degrees. Similarly, street repair garnered satisfaction from only 35% of residents, indicating areas for improvement. Recognizing the critical need for infrastructure improvements, the proposed budget outlines measures to partially address these concerns, with the limited resources available.

### Children and Youth

To effectively serve our young community members, Redwood City prioritizes holistic development, positive opportunities, partnerships, equity, community involvement, accountability, and innovation. The goal is to create a nurturing environment that supports not just academic achievement but also physical, emotional, and social growth. We know that participating in early literacy programs, academic enrichment, youth sports and wellness programs, and out-of-school time activities leads to positive outcomes, and prevents negative future outcomes such as engagement with the juvenile justice



system. Because children and youth from different backgrounds and different neighborhoods may have access to different opportunities, Redwood City is intentional about creating programs that include all community members, focusing on accessible options for children and youth of color, low-income families, people with disabilities, and those from other historically marginalized identities.

In the upcoming year, we will continue to advance the Complete Parks Indicators project to fulfill our objectives of ensuring all residents have convenient access to excellent parks, bridging disparities in parks access and quality, and promoting health and equity. This ongoing initiative will commence with the establishment of essential indicators (metrics) aligned with the 7 Elements framework: Engage, Connect, Locate, Activate, Grow, Protect, and Fund. We also will continue to connect with community partners to increase marketing, engagement and participation from Environmental Justice neighborhoods to increase participation and development in our youth and teen programs.

# 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

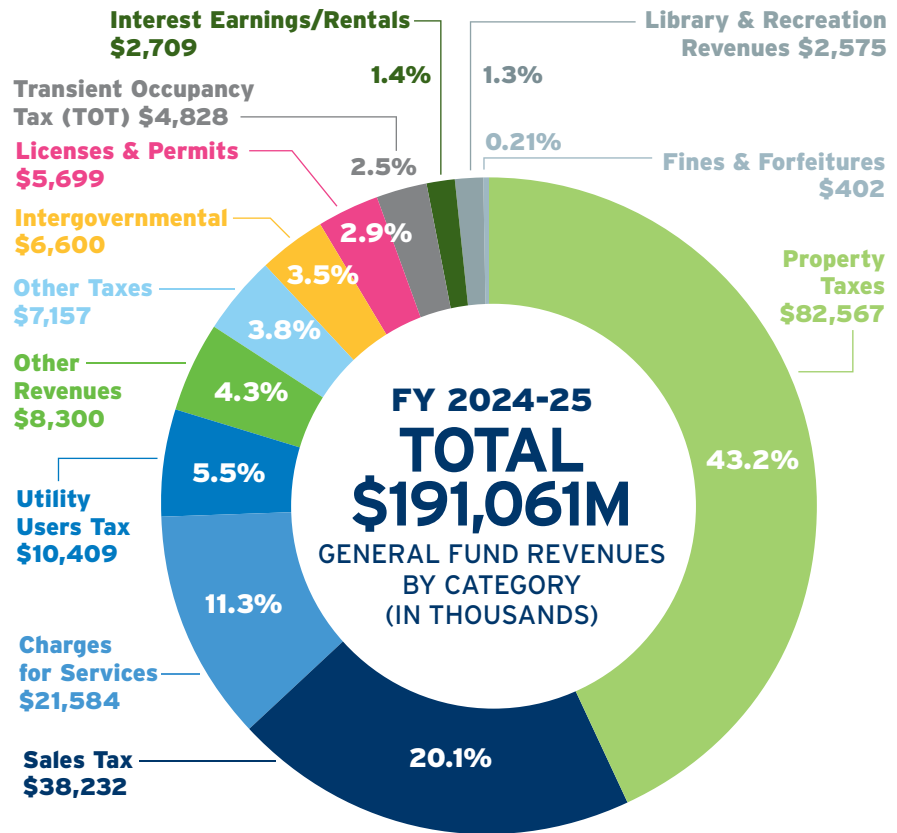
Services, mostly generated from the Fire Department, are collected for general government purposes. Also included in this category are plan check fees and garbage collection franchise fees.

## 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

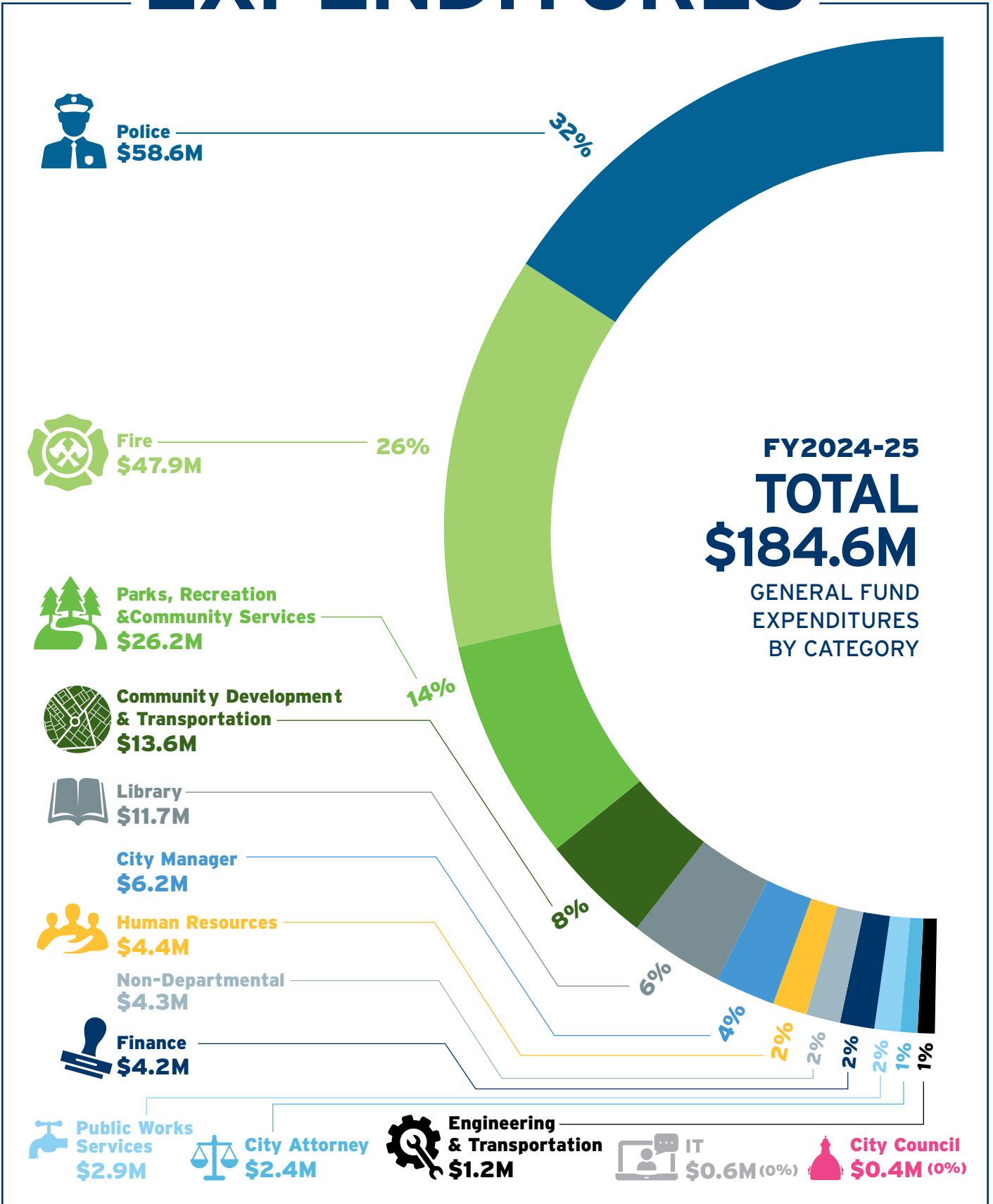
Includes recreation program fees and library grants.

## FINES AND FORFEITURES

Includes parking fines.

# GENERAL FUND

# EXPENDITURES



# Possible Reductions Without New Revenue

Because of our ongoing deficit, many services our community relies upon are at risk. The below list includes levels of reductions that may be required if we are not able to obtain sufficient revenues to sustain services on an ongoing basis. Because we have set aside one-time funds through the next year, we are not implementing service reductions at this time; however, the risks to services is real and the work we are doing to secure funding is vital.

- Disband Downtown Police Unit
- Reduce street crimes suppression and traffic enforcement
- Reduce parking enforcement services
- Longer Fire Department response times to several portions of the city
- Close the Schaberg Branch Library and reduce hours at other libraries
- Reduce youth and teen recreation programs
- Reduce services at the Senior Center
- Reduce capacity to support affordable housing initiatives
- Eliminate 4th of July Fireworks event and other community events
- Slower responses to resident inquiries
- Reduce community input, ending the biannual community survey
- Reduce code enforcement services
- Delay permits for non fee-based building, planning, engineering, and transportation services
- Close Red Morton Community Center on weekends, and other centers two nights a week



## BELT-TIGHTENING THROUGHOUT THE CITY

We have known for some time that our ongoing revenues were not keeping up with our ongoing costs for providing services, and we have taken many steps over the last 15 years to contain costs, to leverage grants and volunteers, to enhance our tax base through economic development, and to ensure cost recovery for special services before considering taxes.

In cost containment, we have strictly controlled our staffing, which accounts for 2/3 to 3/4 of our budget every year. Our lean staffing levels mean that staffing has not kept up with population growth in the last 20 years. We have about the same number of employees as we had in 2001 - and we have fewer employees than comparable cities.

Additional forms of belt-tightening include extensive use of volunteers, particularly in Parks, Police, Public Works and the Library; obtaining community sponsorships to support City event; and partnering with community organizations, such as the Parks and Art Foundation, to oversee programs at no cost. We manage costs by working with our employees to obtain higher than usual pension contributions and have limited the pension and retiree health benefits for new hires. And, we avoid spending where we can, such as continuing to use 20 year old City Hall pool vehicles, and when we do make purchases we use competitive bidding and consider the full life cycle of the product purchased so we don't buy throwaway equipment.

# CAPITAL IMPROVEMENT PROGRAM

## (CIP) BUDGET FY 2024-25

The total Fiscal Year 2024-25 Capital Improvement Program budget is \$75.1 million. This budget includes 56 projects and contains \$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.

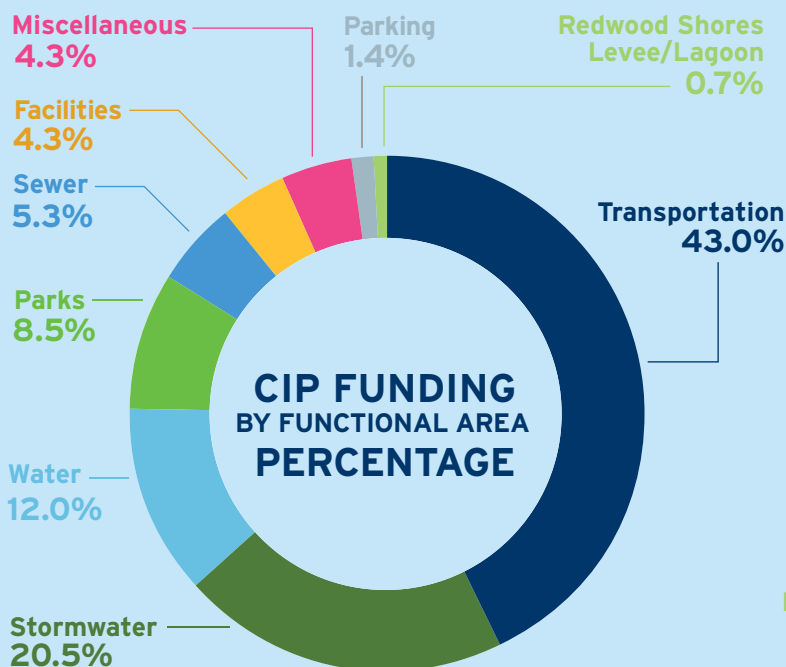


An online portal for the recommended FY 2024-25 CIP projects provides a high-level summary of the project appropriation recommendations. The project summaries can be viewed by district or neighborhood. The interactive portal reflects the new council district maps approved by Council on February 28, 2022. The online portal also contains a map overlay of CIP projects and project costs on the City's Equity Priority Communities Map as defined by the Metropolitan Transportation Commission.

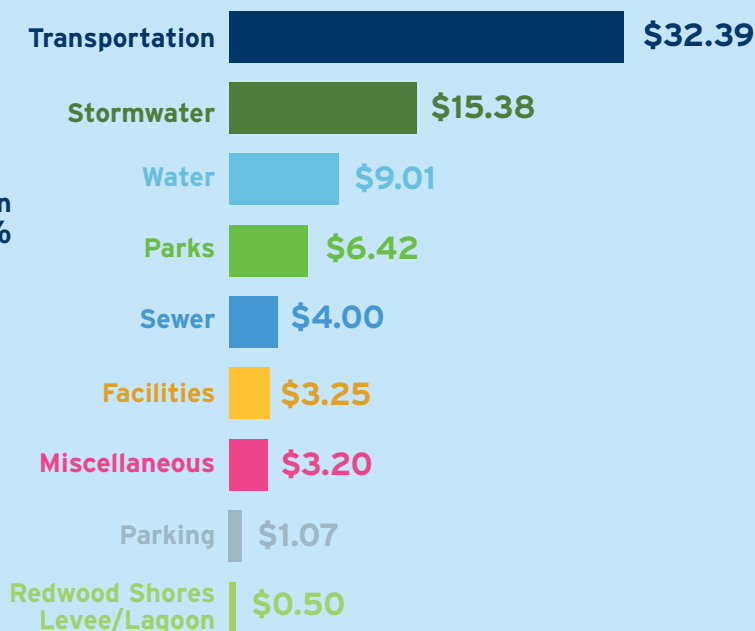
Online portal web address:  
<https://www.redwoodcity.org/CIPMap>

### FUNCTIONAL AREA FUNDING

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 \$75.1 million in FY 2024-2025 project funding by functional area.



### CIP FUNDING BY FUNCTIONAL AREA IN MILLIONS





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c/o City Clerk

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Redwood City, CA 94063

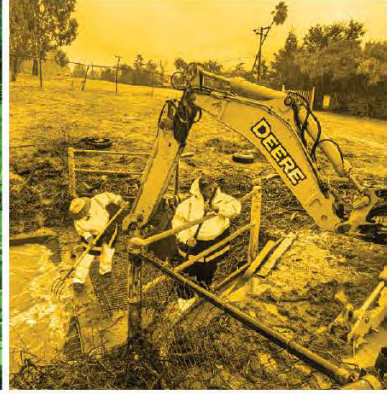
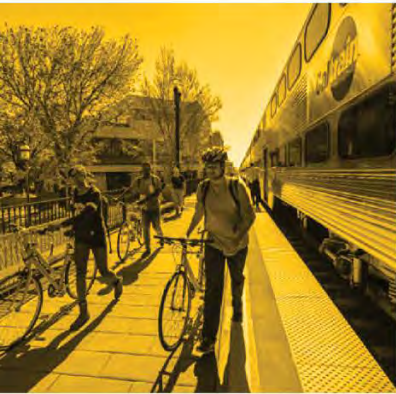
(650) 780-7220

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

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

REDWOOD CITY CALIFORNIA

# BUDGET IN BRIEF FISCAL YEAR 2024-25



# 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.*

# CITY COUNCIL STRATEGIC PRIORITIES FY 2024-25

## EQUITY



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



### GOALS

#### EQUITY IS A PRIORITY

Establish equity as an operational priority



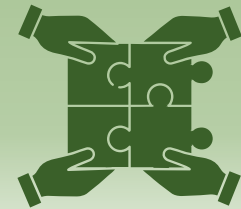
#### SUPPORT INCLUSION

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



#### ENGAGE STAKEHOLDERS

Proactively engage, listen to, and adapt with community stakeholders



### ECONOMIC MOBILITY: Creating a Community for People of All Incomes

**ECONOMIC STABILITY**  
ability to meet basic needs



**ECONOMIC SECURITY**  
stable employment and ability to cover expenses



**WEALTH BUILDING**  
ability to save for self and family's future

Redwood City's General Plan describes economic development in terms of business success as well as employment, workforce development, and equal access to quality opportunities.

Economic mobility is the individual side of economic development: the ability of a person or family to improve their economic circumstances over a period of time, moving from economic stability to security to wealth-building. In the 2024-2026 Economic Development Work Plan, the City committed to developing a collaborative Economic Mobility Action Plan to advance economic opportunity for all, with a focus on community members that have are striving to reach economic security.

Staff have conducted a landscape analysis of local economic mobility organizations and identified key actions the City can take, including helping community members find out about job opportunities, sharing information about living wages, and continuing to prioritize affordable housing as a key need in our community.

In 2024-'25, staff will work with partners across the community to identify what additional steps we can take together. This collaborative process will yield an Economic Mobility Action Plan that builds on our community's existing strengths and helps close the gaps when it comes to opportunity, wealth, and security for all.

Promoting economic mobility is one of many ways Redwood City is advancing equity through our work. We are considering how to achieve fair outcomes in our operations and policies. The City's 2024-25 SMARTIE (specific, measurable, achievable, relevant, time-bound, inclusive, and equitable) goals are on the next page.





# SMARTIE GOALS: EQUITY IN CITY OPERATIONS

STRATEGIC PRIORITY	FY 2024-25 SMARTIE GOAL
<b>Aesthetics</b>	Enroll in the City’s Cost Share Sidewalk Repair Program at least 10 participants who qualify for a greater than 50% discount based on their level of income by July 2025.
<b>Communication and Community Building</b>	Connect with community partners to increase marketing, engagement and participation from Environmental Justice neighborhoods to increase participation and development in youth and teen programs by June 2025.
<b>Community for All Ages</b>	<ul style="list-style-type: none"> <li>Expand the reach of the Bienvenidos program to provide community-based live interpretation in Spanish for English language Library events and triple attendance at Spanish language programs from 200 to 600 people and provide Spanish interpretation of English language programs to 600 more individuals, by June 2025.</li> <li>Continue progress on the PRCS Commission’s multi-year “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, measuring, by June 2025, at least 3 metrics Identified and approved by the PRCS Commission from their June 2024 meeting.</li> </ul>
<b>Excellence in Government Operations</b>	<ul style="list-style-type: none"> <li>Develop and finalize the scope of work for the Downtown &amp; Central Redwood City Plan in collaboration with the selected consultant team that outlines process necessary for drafting the Plan including a community engagement plan intended to reach the breadth of the Redwood City community by December 2024.</li> <li>In alignment with the City’s Language Access Policy, the Building Division will provide multi-language informational brochures and documents on applicable municipal codes, as well as information about the Building Division’s workload (e.g., issued and pending building permits), on the City’s website to enhance community education by June 2025.</li> <li>Update BCC member training materials, offering live and pre-recorded sessions, and conduct a mock meeting by June 2025. In tandem, hold quarterly Staff Liaison trainings on current meeting practices in alignment with City Council by June 2025.</li> <li>Identify two new ways to broaden the pool of suppliers in purchasing bids over \$100,000 by March 2024.</li> <li>Expand the Implicit Bias training by offering in person and technology-based training to all raters serving on an interview panel that results in creating a hiring eligibility list. This training will help reduce the likelihood that bias will impact raters’ assessment of the applicants being interviewed in a recruitment process by January 2025.</li> <li>Update the City’s IT 5-Year Strategic Plan, utilizing an equity lens by June 2025.</li> </ul>
<b>Public Safety</b>	<ul style="list-style-type: none"> <li>Conduct a language gap analysis between the community and the existing Fire Department workforce and implement an action plan that will be presented to the City Council by February 2025.</li> <li>Transition the pilot Community Wellness and Crisis Response Team (CWCRT) program into an ongoing program, in collaboration with San Mateo County Behavioral Health and Recovery Services, to ensure the continuity of the current mental health clinician coverage for marginalized community members and unhoused individuals throughout Redwood City by April 2025.</li> <li>Enhance the front counter experience for community members by implementing electronic payment options, installing a publicly available computer kiosk for online report filing and access to Department services, and upgrading workstations and workspace for Records Unit staff to transition to a paperless records model and promote a healthier work environment by July 2024.</li> </ul>
<b>Transportation</b>	Complete a six-month Transportation Management Association (TMA) Feasibility Study funded by a \$100,000 Measure A/W grant by August 2024 with the intent to establish a cost-effective Citywide Transportation Management Agency (TMA) and remove barriers for lower-income employees with limited access to affordable public transportation by October 2025.

# CITY COUNCIL STRATEGIC PRIORITIES FY 2024-25

## HOUSING AND HOMELESSNESS



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



### GOALS

**PRESERVE...**  
existing affordable housing



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



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



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



### FY 2024-25 SMARTIE GOALS

- Continue to implement the Affordable Housing Preservation Program (HPP) with the goal of completing one preservation project by June 2025.
- Release a 2024-2025 Notice of Funding Availability (NOFA) for new affordable housing production by June 2025.
- Implement the Habitat for Humanity Home Rehabilitation Loan Program and complete at least two projects by June 2025.
- Start nexus study for affordable housing impact fee, in collaboration with 21 Elements, by June 2025.





# HOUSING AND HOMELESSNESS INITIATIVES

(Blue = Mandated programs)

## PRESERVATION

- Administer the HOME Investment Partnerships (HOME) program, which provides funds for affordable housing preservation and production
- Oversee the Community Development Block Grant (CDBG) minor home repair, major home repair, and accessibility modification programs for low-income homeowners and renters
- Implement the Five-Year Consolidated Plan and Assessment of Fair Housing (2023-2027) for the CDBG and HOME Programs
- Oversee the City’s below market rate (BMR) housing portfolio of over 1,300 units, including ongoing compliance monitoring and implementing compliance monitoring software by June 2025.

## PRODUCTION

- Negotiate, complete, and enforce affordability restrictions and funding agreements for 500 affordable housing units that are either under construction or approved
- Administer the HOME Investment Partnerships (HOME) program which provides funds for affordable housing preservation and production
- Implement the Accessory Dwelling Unit (ADU) Ordinance
- Implement the Affordable Housing Ordinance - over 750 proposed affordable housing units across 9 projects (e.g., Gatekeeper projects, 112 Vera, etc.)

## PROTECTION

- Implement the Dispute Resolution Pilot Project, in partnership with Project Sentinel, that will provide free services to tenant and landlord services including, outreach, education, mediation, dispute resolution, and data collection.

## HOMELESSNESS WORKPLAN INITIATIVES

- Implement the Homelessness Initiatives Work Plan to address the impacts of homelessness and achieve functional zero homelessness
- Continue Fair Oaks Community Center programs and services for homeless and at-risk of homelessness residents/Continue to provide Emergency Financial Assistance for Housing through the Fair Oaks Community Center
- Continue to oversee Downtown Streets Team Program as a pathway to employment and housing and encampment waste services
- Continue to coordinate with CalTrans regarding encampments on CalTrans property
- Utilize the County’s Homeless Outreach App and Outreach Dispatch System for Rapid Response and Outreach Requests
- Continue to Implement “on demand” and “Redwood City Preference” options for unsheltered homeless individuals within the existing Coordinated Entry System (CES), and at the Navigation Center and Pacific Emergency Shelter in Redwood City
- Coordinate with the County on decreasing barriers for access to behavioral health supports and services for unhoused residents.
- Partner with the County to leverage federal and state homelessness funding.



# CITY COUNCIL STRATEGIC PRIORITIES FY 2024-25

## TRANSPORTATION



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



### GOALS

#### BICYCLE/PEDESTRIAN SAFETY AND VISION ZERO

Implement the adopted Vision Zero Action Plan's recommended strategies to eliminate fatalities and serious injuries from traffic collisions.



#### SUSTAINABILITY—ZERO EMISSION TRIPS

Create and implement programs, policies, and infrastructure to support zero emission trips.



#### REGIONAL MOBILITY

Ensure Redwood City is considered in all strategic regional transportation initiatives.



### FY 2024-25 SMARTIE GOALS

- Submit 4-6 grant applications, secure final \$105 million for construction of new 101/84 (Woodside Road) Interchange and support bi-monthly City Council 101/84 Ad Hoc Committee meetings to complete Right-of-Way phase by December 2024.
- Kick-off multi-agency Project Study Report (PSR) and Environmental Impact Review (EIR) for the Caltrain Grade Separation & Transit Center project by December 2024.
- Coordinate with Caltrans on Woodside Road Pavement Improvement and Traffic Safety project that includes installation of bike lanes on Woodside Road between I-280 and US 101 and improved pedestrian crossings and accessible curb ramps along the corridor by June 2025.
- **SMARTIE Goal:** Complete a six-month Transportation Management Association (TMA) Feasibility Study funded by a \$100,000 Measure A/W grant by August 2024 with the intent to establish a cost-effective Citywide Transportation Management Agency (TMA) and remove barriers for lower-income employees with limited access to affordable public transportation by October 2025.
- Complete engineering design phase for the following projects aimed at eliminating traffic-related fatalities and severe injuries under the City's Vision Zero plan by June 2025:
  - a) Broadway Complete Streets Project (Walnut Street to Woodside Rad).
  - b) Vera Avenue Permanent Bicycle Boulevard Project.
  - c) Roosevelt Avenue Permanent Traffic Calming Project.
  - d) El Camino Real/James Street Intersection Safety Improvement Project.
- Complete construction of:
  - a) El Camino Real Bike Lane Project (Southbound, Brewster Avenue to Vera Avenue and Northbound, Maple Street to Jefferson Avenue).
  - b) Redwood Avenue Sidewalk and Pedestrian Improvement Project.

[www.RedwoodCity.org](http://www.RedwoodCity.org)







## TRANSPORTATION INITIATIVES

### BICYCLE/PEDESTRIAN SAFETY

- Plan and coordinate with Caltrans and development projects to implement bicycle and pedestrian safety improvements on El Camino Real.
- Collaborate with Caltrans to implement bicycle and pedestrian safety improvements on Woodside Road (State Route 84) as part of the planned roadway pavement project.
- Implement the Vision Zero Task Force’s 3-year workplan.
- Collaborate with Caltrain, SamTrans, City/County Association of Governments (C/CAG), and the San Mateo County Transportation Authority (SMCTA) to advance development of the Caltrain Grade Separation and Transit Center Project.
- Participate in the Countywide Saturation Traffic Enforcement Program (STEP), teaming with allied law enforcement agencies to target aggressive driving behaviors in Redwood City and the surrounding areas.
- Combine staff and funding resources from the Engineering Department and Police Department for traffic safety public education and activities on Vision Zero corridors and around high pedestrian usage areas such as schools.
- Support Safe Routes to School initiatives such as “bike buses” and “walking school buses” that promote safer active commutes to school.
- Implement the 15 mph slow speed zones around schools.
- Apply for grant funding for high-priority safety projects identified in Redwood City Walk Bike Thrive Plan.
- Complete the design phase for the Access to Downtown Bikeway Corridors (Vera Avenue and Broadway) project.
- Finalize the design and environmental phases for the permanent Roosevelt Avenue Traffic Calming project.
- Build the Redwood Avenue Sidewalk, Curb and Gutter, and Paving projects.
- Advance implementation of the ADA Transition Plan.
- Collaborate with the County of San Mateo to initiate the design of the Bay Road Complete Street Project.
- Complete the Broadway Pedestrian Mall short-term implementation.
- Coordinate with Planning Division on development projects’ off-site bicycle and pedestrian improvements.

### SUSTAINABILITY – ZERO EMISSIONS

- Complete the feasibility study to establish Transportation Management Association(s) in Redwood City.
- Support operation of micromobility program in Redwood City and coordinate with C/CAG on the regional pilot bikeshare program.
- Implement the city’s Bicycle Parking Guidelines through City projects and development projects.

### REGIONAL MOBILITY

- Ensure Redwood City is considered in all strategic regional transportation initiatives
- Advocate for additional funding for City priorities in federal infrastructure bills
- Collaborate with the Managers Mobility Partnership to advance the planning, design, and construction of the Peninsula Bikeway on El Camino Real from Mountain View to Redwood City
- City Council and staff participation on multijurisdictional state and regional boards and committees:
  - C/CAG - including Congestion Management & Environmental Quality, Resource Management-Climate Protection, and Airport-Land Use Committee, Shared Micromobility Governance Working Group
  - Caltrain - City/County Staff Coordinating Group, Local Policy Makers Group
  - Caltrans - Walk & Bike Technical Advisory Committee
  - MTC - Dumbarton Forward Project, Bay Trail Gap Closure Implementation Plan Working Group
  - Commute.org – Board, Supervisory Committee
  - Managers Mobility Partnership
  - Safe Routes to School Task Force
  - Redwood City Ferry Terminal Project
  - SFO - Airport/Community Roundtable
  - San Mateo County Safe Routes to School Technical Advisory Committee
  - SamTrans Bus Stop Improvement Plan Technical Advisory Committee

# CITY COUNCIL STRATEGIC PRIORITIES FY 2024-25

## CHILDREN AND YOUTH

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



### GOALS

**PRODUCTION**  
Increase the number and affordability of child care spaces



**AMENITIES AND PROGRAMS**  
Increase opportunities for family entertainment, family-friendly businesses and youth activities



**YOUTH ENGAGEMENT**  
Increase opportunities for youth to provide meaningful input



### FY 2024-25 SMARTIE GOALS

- Continue the implementation of the 2023-25 Library Service Priorities to support the community aspirations of access, inclusion, health, and safety for all residents during fiscal year 2024-25.
- Partner with CASA (Court Appointed Special Advocates) and the Foster Youth Museum to present the Lost Childhoods art exhibit at the Library to encourage community dialogue around issues facing young people in child welfare and the juvenile justice system by May 2025.
- Complete the update of the Redwood Shores Branch Library Interpretive Center about the wildlife and ecology of the San Francisco Bay to incorporate additional topics (including sea level rise) and make it more interactive and engaging for children and youth by December 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 by June 2025.
- Continue to develop Library partnerships for access to drop-in mental health services, support groups, and/or referral services for all ages, both on an ongoing basis and for specific events like Mental Health Awareness Month, by May 2025.
- Expand the reach of the Bienvenidos program to provide community-based live interpretation in Spanish for English language Library events and triple attendance at Spanish language programs from 200 to 600 people and provide Spanish interpretation of English language programs to 600 more individuals, by June 2025.
- Connect with community partners to increase marketing, engagement and participation from Environmental Justice neighborhoods to increase participation and development in youth and teen programs by June 2025.





## CHILDREN AND YOUTH INITIATIVES

### AMENITIES AND PROGRAMS

- Deliver English and Spanish Language storytimes for babies, toddlers, and families. Provide sensory storytimes for children experiencing learning challenges or ASD.
- Implement Teen Library Takeover programming in collaboration with community youth.
- Provide Library events and activities for children and teens to support Science, Technology, Engineering, Arts, and Mathematics (STEAM) education in the Makerspace.
- Distribute library “Empower Cards” to students who have not received one, ensuring that each student in Redwood City School District has a library card.
- Support over 80 trained volunteer teen tutors in providing one-on-one tutoring for 300+ school-aged children through Project READ’s youth literacy programs
- Provide an equitable array of youth wellness and learning programs at 5 PRCS after school program sites, serving 400 students, that focuses on pandemic recovery issues like learning loss, mental health and food insecurity
- Provide at least 8 free summer mobile recreation programs at a minimum of 4 parks identified in underserved neighborhoods of the City
- Increase youth recreation activities by 20% in North Fair Oaks and Redwood Shores for greater youth access by spring 2023
- Host a teen talk speaker series for at least 50 youth that focuses on: growth mindset, college and job preparation, financial education and more
- Host a “Public Sector Career Speed Networking” event to give at least 40 high school students the opportunity to learn about careers in the public sector

### YOUTH ENGAGEMENT

- Provide a robust Library Summer Learning Challenge with free books and programs to keep thousands of children and teens reading over the summer
- Continue Purposeful, Action, Creation and Engagement (PACE) program – creating jobs, weeknight/weekend and evening activities for youth and supporting bike rides
- Support the Youth Advisory Board to host the “Volun-teen Program” engaging at least 50 youth in the 2023-24 school year to provide volunteer services throughout the community
- Continue to provide opportunities for youth to express themselves and weigh in on important issues and projects within the City through the participation of a total of at least 30 youth/teens by serving on the Teen and Youth Advisory Boards



# STRATEGIC PRIORITIES AND GOALS



## AESTHETICS

*Support a safe and clean and attractive environment.*

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### Goals for Fiscal Year 2024-25

- Complete a tree inventory audit and begin work on updating the City's tree ordinance by June 30, 2025, extending the originally projected completion date from June 30, 2024, due to unanticipated project delays related to staffing resources, conflicting priorities, and grant funding implications.
- **SMARTIE Goal:** Enroll in the City's Cost Share Sidewalk Repair Program at least 10 participants who qualify for a greater than 50% discount based on their level of income by July 2025.

# 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.*

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### Goals for Fiscal Year 2024-25

- **SMARTIE Goal:** Connect with community partners to increase marketing, engagement and participation from Environmental Justice neighborhoods to increase participation and development in youth and teen programs by June 2025.

# STRATEGIC PRIORITIES AND GOALS



## COMMUNITY FOR ALL AGES

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

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### Goals for Fiscal Year 2024-25

- Continue the implementation of the 2023-25 Library Service Priorities to support the community aspirations of access, inclusion, health, and safety for all residents during fiscal year 2024-25.
- Partner with CASA (Court Appointed Special Advocates) and the Foster Youth Museum to present the *Lost Childhoods* art exhibit at the Library to encourage community dialogue around issues facing young people in child welfare and the juvenile justice system by May 2025.
- Complete the update of the Redwood Shores Branch Library Interpretive Center about the wildlife and ecology of the San Francisco Bay to incorporate additional topics (including sea level rise) and make it more interactive and engaging for children and youth by December 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 by June 2025.
- Continue to develop Library partnerships for access to drop-in mental health services, support groups, and/or referral services for all ages, both on an ongoing basis and for specific events like Mental Health Awareness Month, by May 2025.
- Conduct organizational review of the Parks, Recreation and Community Services Department by December 2024, assessing community service needs and organizational structure.
- Complete Phase I of the Veterans Memorial Building/Senior Center (VMB/SC)-YMCA project, opening the new 45,000 square foot VMB/SC to the public by December 2024.
- Obtain State Architect approval of Hoover Park Renovation construction drawings and begin the construction phase by April 2025.
- Through the PRCS Commission, identify policies related to green sustainable parks and prioritize three policies to review parks or maintenance practices by June 2025.
- **SMARTIE Goal:** Continue progress on the PRCS Commission’s multi-year “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, measuring, by June 2025, at least 3 metrics Identified and approved by the PRCS Commission from their June 2024 meeting.
- **SMARTIE Goal:** Connect with community partners to increase marketing, engagement and participation from Environmental Justice neighborhoods to increase participation and development in youth and teen programs by June 2025.

# STRATEGIC PRIORITIES AND GOALS

- **SMARTIE Goal:** Expand the reach of the Bienvenidos program to provide community-based live interpretation in Spanish for English language Library events and triple attendance at Spanish language programs from 200 to 600 people and provide Spanish interpretation of English language programs to 600 more individuals, 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.*

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### Goals for Fiscal Year 2024-25

- Complete entitlements for the Gatekeeper applications, including 1900 Broadway, 901 El Camino Real, 2300 Broadway, 750 Bradford and 651 El Camino Real, within six months of being deemed complete.
- Initiate 75% of the specific tasks identified in the Economic and Workforce Development Strategy Work Plan by June 2025.
- Conduct a Study Session with City Council on potential Electronic Billboard policy by October 2024.
- In partnership with Community Development, process all eligible Outdoor Business Permit applications by October 2024.
- Conduct a fee study to re-evaluate administrative fees of the City's Cannabis Retail program by March 2025.
- Implement near-term improvements for the Pedestrian Mall on Broadway and Redwood Creek with first phase improvements completed by March 2025.
- **SMARTIE Goal:** By December 2024, develop and finalize the scope of work for the Downtown & Central Redwood City Plan in collaboration with the selected consultant team that outlines process necessary for drafting the Plan including a community engagement plan intended to reach the breadth of the Redwood City community.



# STRATEGIC PRIORITIES AND GOALS



## EXCELLENCE IN GOVERNMENT OPERATIONS

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

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### Goals for Fiscal Year 2024-25

- Continue coordinating with Central Square Technologies (City's permitting company) to integrate the permitting software (ComDev) on mobile devices by December 2024 and then use those devices to record 100% of case results in real time by June 2025.
- Redesign and implement updates to permit types in the permitting software to better analyze timelines by project type by December 2024, enabling transition to 100% online permit submittals and payments for small projects not requiring plan review, including reroofs, water heaters, and HVAC systems, by June 2025.
- Finish migrating 100% of working documents (e.g., Plan Review Comment Letters) from the network drives to the SharePoint site, which will enable simultaneous collaboration among the internal staff, by June 2025.
- Complete 80% Priority 1 recommendations from the Matrix Organizational Assessment, starting with the development of written guidelines for the Plan Review Committee (PRC) by December 2024 that will provide a basis of discussion for addressing major issues/concerns and coordinating reviewer comments.
- In partnership with Finance, assess opportunities to standardize practices across departments and reduce costs associated with credit card payments for City services by June 2025.
- In partnership with the City's legislative consultant, track and monitor all relevant legislation in the interest of Redwood City through June 2024.
- Perform all required duties as Elections Official for the municipal election to be held on November 5, 2024.
- Provide planning and staffing support for various official events including Sister Cities delegation visit, Board, Commission and Committee (BCC) recognition, and City Council reorganization by December 31, 2024.
- Acquire and implement a new Agenda and Contract Management System, leveraging technology to streamline processes and enhance user experience while creating and reviewing agenda items for City Council meetings, City Council Sub-Committee meetings, and Board, Commission, and Committee meetings by the end of June 2025.
- Explore solutions for an electronic document management system capable of indexing, archiving, and securing a variety of document types by June 2025.

# STRATEGIC PRIORITIES AND GOALS

- Provide educational materials to effectively communicate the City's financial status by November 2024.
- Implement 75% of Priority 1 Recommendations as outlined in the Organization and Operations Assessment, including hiring a Director, Assistant Director, and Management Analyst for the Department by December 2024.
- Produce the Annual Comprehensive Financial Report by February 1, 2025 and the Annual Operating Budget by June 1, 2025.
- Explore options for customers to be able to pay City accounts receivable invoices online by June 2025.
- Conduct a citywide analysis of Internal Service Charge amounts and methodology, and develop new recommendations by February 1, 2025.
- Produce a new administrative policy on travel by June 30, 2025.
- Partner with Sedgwick Risk Control to conduct on-site safety inspections of all City worksite locations to identify and address potential workplace hazards by June 2025.
- Continue to conduct continuous recruitment and selection processes with the goal of having active eligible lists available to fill vacant positions for Police Officer and Firefighter classifications.
- Introduce another Wellness Series and provide five health and wellness seminars virtually or in-person on topics identified in the Health and Wellness survey to all City teammates by June 2025.
- 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, allowing teammates to be self-sufficient on-line when accessing and/or making changes to their benefits.
- Incorporate the GIS and Analytics unit into the Information Technology Department beginning in July 2024, as recommended by the organizational review of the Community Development and Transportation Department.
- Launch, in partnership with the City Manager's Office, a new Data and Analytics program beginning in July 2024.
- Release a public-facing Redwood City demographics dashboard by January 2025, which will integrate with 2020 US Census data and be aggregated by Council District and neighborhood, allowing up-to-date and localized demographic data.
- Launch, in partnership with the City Manager's Office, a new interdepartmental Technology Governance Committee by October 2024.
- Support the new interdepartmental Artificial Intelligence Team as a subcommittee of the Technology Governance Committee effective October 2024.
- **SMARTIE Goal:** Update the City's IT 5-Year Strategic Plan, utilizing an equity lens by June 2025.

# STRATEGIC PRIORITIES AND GOALS

- **SMARTIE Goal:** By January 2025, expand the Implicit Bias training by offering in person and technology-based training to all raters serving on an interview panel that results in creating a hiring eligibility list. This training will help reduce the likelihood that bias will impact raters' assessment of the applicants being interviewed in a recruitment process.
- **SMARTIE Goal:** Identify two new ways to broaden the pool of suppliers in purchasing bids over \$100,000 by March 2024.
- **SMARTIE Goal:** Update BCC member training materials, offering live and pre-recorded sessions, and conduct a mock meeting by June 2025. In tandem, hold quarterly Staff Liaison trainings on current meeting practices in alignment with City Council by June 2025.
- **SMARTIE Goal:** In alignment with the City's Language Access Policy, the Building Division will provide multi-language informational brochures and documents on applicable municipal codes, as well as information about the Building Division's workload (e.g., issued and pending building permits), on the City's website to enhance community education by June 2025

# STRATEGIC PRIORITIES AND GOALS



## HOUSING

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

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### Goals for Fiscal Year 2024-25

- Continue to implement the Affordable Housing Preservation Program (HPP) with the goal of completing one preservation project by June 2025.
- Release a 2024-2025 Notice of Funding Availability (NOFA) for new affordable housing production by June 2025.
- Implement the Habitat for Humanity Home Rehabilitation Loan Program and complete at least two projects by June 2025.
- Start nexus study for affordable housing impact fee, in collaboration with 21 Elements, by June 2025.

# STRATEGIC PRIORITIES AND GOALS



## PUBLIC SAFETY

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

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### Goals for Fiscal Year 2024-25

- Submit a detailed request for proposal (RFP) and select a vendor to conduct annual physicals for all Fire Department personnel in FY 2024-25, ensuring their health and well-being, and evaluate potential vendors based on specific criteria and measurable metrics in line with National Fire Protection Association (NFPA) standards by June 2025.
- Continue partnering with the Human Resources Department to offer two recruitments a year: recruitment for Entry-level Firefighter/Engineer and Firefighter Trainee (Apprentice) by August 2024 and Lateral Firefighter/Engineer recruitment by January 2025.
- Implement targeted recruitment strategies, including attending at least three career fair events and hosting at least two recruiting events that align with Human Resources recruitment schedule by June 2025.
- Increase social media activity and followers by 5% by June 2025; as of April 5, 2024 there are 19,700 followers across all of the Department social media accounts.
- Complete site evaluation and partner with the College of San Mateo to complete the design and build of the fire training facility by June 2025.
- Evaluate the results of the Squad 409 pilot program and develop proposal for permanent staffing of Squad 409 by October 1, 2024.
- Hire a consultant to perform a Fire Prevention Bureau analysis, develop a strategic plan, and assist in rebranding the Fire Prevention Bureau to a Community Risk Reduction model by November 2024.
- Begin updating the Local Hazard Mitigation Plan (LHMP) by June 2025 to ensure Cal OES and FEMA approval before the current plan expires in 2026.
- Prepare and conduct a Request for Proposal to procure professional services for firefighter annual medical physicals by December 2024.
- Integrate drones into Police Department operations to enhance public safety and law enforcement capabilities, aligning with contemporary policing strategies and ensuring measurable effectiveness through tracking deployments by June 2025.
- Implement a new Countywide software application, "Sherlock", aimed at significantly reducing Organized Retail Theft and other illegal activities throughout Redwood City and San Mateo County by December 2024.

# STRATEGIC PRIORITIES AND GOALS

- Deploy handheld "Auto-Cite" devices to all personnel involved in assignments requiring citation issuance, aiming to increase staff efficiency (reduce citation processing saving time equivalent of 1/3 of an FTE) by February 2025.
- **SMARTIE Goal** – Transition the pilot Community Wellness and Crisis Response Team (CWCRT) program into an ongoing program, in collaboration with San Mateo County Behavioral Health and Recovery Services, to ensure the continuity of the current mental health clinician coverage for marginalized community members and unhoused individuals throughout Redwood City by April 2025.
- **SMARTIE Goal** – Enhance the front counter experience for community members by implementing electronic payment options, installing a publicly available computer kiosk for online report filing and access to Department services, and upgrading workstations and workspace for Records Unit staff to transition to a paperless records model and promote a healthier work environment by July 2024.
- **SMARTIE Goal:** Conduct a language gap analysis between the community and the existing Fire Department workforce and implement an action plan that will be presented to the City Council by February 2025.

# STRATEGIC PRIORITIES AND GOALS



## SUSTAINABILITY

*Proactively address environmental concerns to protect our community.*

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### Goals for Fiscal Year 2024-25

- Create a Recycled Water Master Plan to determine infrastructure needs for better system delivery and reliability by December 2024.
- Complete the Easter Bowl and Glenloch Tanks Seismic Improvement and Roof Repair Project, providing resiliency to the water system in the event of a natural disaster by June 2025.
- Complete the State-mandated Municipal Fleet Decarbonization Plan by December 31, 2024.
- Update the City's Long Term Trash Load Reduction Plan targeting Municipal Regional Permit (MRP) requirements for stormwater discharges by September 2024.
- **Multi-Year Goal:** Implement the Sea Level Rise Vulnerability Assessment findings including:
  - 1.) Issuing an RFP for planning, site investigation, permitting and initial designs and develop an MOU for the levees project with One Shoreline and benefitting agencies (e.g., San Mateo County, San Carlos, and Belmont).
  - a) Implementing two FEMA grant-funded projects to enhance pumping capacity and resilience for future events to handle stormwater flows expected during a 100-year storm event within their respective watersheds by 2027. Moving Bradford Pump Station Project into the construction phase, which will take two years, depending on the authorization of the Grant Administrator.
  - b) Completing Phase I design of Price Pump Station by December 2025.

# STRATEGIC PRIORITIES AND GOALS



## TRANSPORTATION

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

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### Goals for Fiscal Year 2024-25

- Submit 4-6 grant applications, secure final \$105 million for construction of new 101/84 (Woodside Road) Interchange and support bi-monthly City Council 101/84 Ad Hoc Committee meetings to complete Right-of-Way phase by December 2024.
- Kick-off multi-agency Project Study Report (PSR) and Environmental Impact Review (EIR) for the Caltrain Grade Separation & Transit Center project by December 2024.
- Complete engineering design phase for the following projects aimed at eliminating traffic-related fatalities and severe injuries under the City's Vision Zero plan by June 2025:
  - a) Broadway Complete Streets Project (Walnut Street to Woodside Rad).
  - b) Vera Avenue Permanent Bicycle Boulevard Project.
  - c) Roosevelt Avenue Permanent Traffic Calming Project.
  - d) El Camino Real/James Street Intersection Safety Improvement Project.

and complete construction of:

- a) El Camino Real Bike Lane Project (Southbound, Brewster Avenue to Vera Avenue and Northbound, Maple Street to Jefferson Avenue).
  - b) Redwood Avenue Sidewalk and Pedestrian Improvement Project.
- Coordinate with Caltrans on Woodside Road Pavement Improvement and Traffic Safety project that includes installation of bike lanes on Woodside Road between I-280 and US 101 and improved pedestrian crossings and accessible curb ramps along the corridor by June 2025.
  - **SMARTIE Goal:** Complete a six-month Transportation Management Association (TMA) Feasibility Study funded by a \$100,000 Measure A/W grant by August 2024 with the intent to establish a cost-effective Citywide Transportation Management Agency (TMA) and remove barriers for lower-income employees with limited access to affordable public transportation by October 2025.



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# GENERAL BUDGET INFORMATION

# GENERAL BUDGET INFORMATION

Fund Descriptions

Basis of Accounting

Financial Policies

Analysis of Budget by Fund

Consolidated Revenue Schedule

Consolidated Operating  
Expenditure Schedule

Detailed Operating Expenditure  
Schedule

City Debt

Schedule of Inter-Fund  
Transfers

Appropriations Limit

Personnel Allocations by  
Department

# FUND DESCRIPTIONS

## FUND DESCRIPTIONS

### GENERAL OPERATING FUNDS

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

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

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

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

**Utility Users' Tax Fund** – This fund was created for accounting purposes only. The 5 percent utility users' tax (UUT) imposed on gas and electric services, 3.5 percent on prepaid wireless, and 4 percent on all other telecommunications are accounted for in this fund. This is General Fund revenue, but by Council direction, the revenues are to be spent only on capital improvement projects. Therefore, a transfer to the Capital Outlay Fund is made annually to fund capital projects.

### SPECIAL REVENUE FUNDS

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

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

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

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

# FUND DESCRIPTIONS

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

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

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

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

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

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

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

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

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

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

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

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

# FUND DESCRIPTIONS

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

**Transportation Fund** – This fund accounts for the City’s share of the Countywide Measure A half-cent sales tax for transportation system expenditures and Measure W half-cent sales tax for congestion relief expenditures. Revenues from these sources may only be used for expenditures meeting the above criteria.

## CAPITAL PROJECTS FUNDS

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

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

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

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

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

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

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

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

# FUND DESCRIPTIONS

## DEBT SERVICE FUNDS

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

## ENTERPRISE FUNDS

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

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

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

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

# FUND DESCRIPTIONS

## INTERNAL SERVICE FUNDS

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

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

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

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

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

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



# FUND DESCRIPTIONS

## FIDUCIARY FUNDS

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

### **Assessment Districts Agency Fund:**

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

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

**Community Facilities District No. 2020-1 (Seaport Centre/Seaport Plaza)** - This fund was established to account for transactions related to acquisition of levee improvements and maintenance of the levee and Seaport Centre wet utilities. The source of funds to pay the debt service is assessments on the commercial properties within the district.

### **Successor Agency to the Former Redevelopment Agency**

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

# BASIS OF ACCOUNTING

## **BASIS OF BUDGETING AND ACCOUNTING**

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

The City Budget is adopted annually on a basis consistent with Generally Accepted Accounting Principles (GAAP), which are the same guidelines used in the preparation of the year-end financial statements. Thus, revenue estimates generally anticipate amounts that will be considered earned and available to meet current period expenses among the coming fiscal year. Certain expenses obligated in FY 2023-24 will not have been paid by June 30, 2024, but are estimated and recorded as of June 30, 2024. 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.

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# FINANCIAL POLICIES

## FINANCIAL POLICIES

### **Appropriations Limit**

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

### **Appropriations Transfer Policy**

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

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

### **Debt Disclosure Policy and Procedures**

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

# FINANCIAL POLICIES

## **Debt Management Policy**

In recognition of its responsibility for the management of debt obligations of the City and its component units, the City has developed a formal debt policy. Such a policy is necessary to consolidate information of debt obligations and to maintain good credit standing. This policy establishes parameters and provides guidance governing the issuance, management, continuing evaluation of, and reporting on all debt obligations issued by the City of Redwood City, the Redwood City Public Financing Authority, and the former City of Redwood City Redevelopment Agency, and to provide for the preparation and implementation necessary to assure compliance and conformity with the policy. This policy specifically excludes the Port of Redwood City. It is the City's desire and direction to assure that such debt obligations are issued and administered in such a fashion as to obtain the best long-term financial advantage to the City and its residents, while making every effort to maintain and improve the City's bond ratings and reputation in the capital markets. This policy was updated in August 2020.

## **Fiscal Policy**

The City strives to fund all ongoing expenditures with ongoing revenues, avoiding the financing of ongoing expenditures with one-time revenues. This also assists in avoiding the need for issuing short-term debt or the use of reserves to pay for ongoing operations. In February 2019, the City Council approved a strategy to utilize approximately 80 percent of the City's estimated operating balance towards paying down the City's pension liabilities and to use approximately 20 percent of the operating balance as one-time funding towards the City Council's priorities in the areas of housing, transportation, children and youth, and equity.

## **Investment Policy**

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

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

The City Council's primary responsibilities over the investment function include approving the Investment Policy, annually reviewing such policy, reviewing quarterly investment reports issued by the Treasurer, authorizing bond documents and other unique financing transactions, and authorizing any deviations from the City's investment policies. The Finance and Audit Sub-Committee of the City Council provides

# FINANCIAL POLICIES

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

## **Purchasing Policy**

This policy establishes purchasing guidelines to be used by all City departments for Supplies/Equipment, Professional Services, and Public Works projects. This policy refers to the purchasing guidelines set forth in the City's municipal code. The code requires a formal bidding process for purchases or contracts of materials, services, equipment or supplies exceeding one hundred thousand dollars and public works or improvement contracts. 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

## Analysis of Budget By Fund

22-23 ACFR

Analysis of Budget By Fund FY 2024-25	BEGINNING BALANCE	ESTIMATED REVENUES	TRANSFER IN	TOTAL AVAILABLE	OPERATIONS/ DEBT SERVICE	TRANSFER OUT	TOTAL EXPENDITURE	ENDING BALANCE
<b>GENERAL OPERATING FUNDS</b>								
General Fund	20,890,000	178,077,701	2,681,285	201,648,986	170,333,867	12,922,678	183,256,545	18,392,441
Library Fund	-	142,000	-	142,000	11,658,302	-	11,658,302	(11,516,302)
Recreation Program Fund	-	2,433,000	-	2,433,000	2,577,235	-	2,577,235	(144,235)
Utility Users Tax	-	10,408,701	-	10,408,701	44,459	10,364,242	10,408,701	-
<i>Subtotal</i>	\$ 20,890,000	\$ 191,061,402	\$ 2,681,285	\$ 214,632,687	\$ 184,613,863	\$ 23,286,920	\$ 207,900,783	\$ 6,731,904
<b>SPECIAL REVENUE FUNDS</b>								
Traffic Safety Fund	(265,635)	152,159	2,864,887	2,751,411	2,729,911	-	2,729,911	21,500
Special Gas Tax Fund	3,825,122	4,588,082	1,444,013	9,857,217	3,000,184	-	3,000,184	6,857,033
GID-64 Maint District (RWS Maint Fund)	1,794,523	1,258,045	-	3,052,568	579,760	678,285	1,258,045	1,794,523
Seaport Centre Maintenance Fund	2,205,473	47,700	-	2,253,173	89,038	-	89,038	2,164,135
Seaport Blvd Landscape Maintenance Fund	432,691	221,900	-	654,591	279,144	-	279,144	375,447
Lido Maint District Fund (RWS Landscape Maint)	(153,548)	292,580	79,829	218,861	345,785	-	345,785	(126,924)
Grants Fund	13,463,631	1,216,386	-	14,680,017	1,200,768	-	1,200,768	13,479,249
Human Services Financial Assistance Fund	(203,793)	6,700	-	(197,093)	100,000	-	100,000	(297,093)
Low & Moderate Income Housing Asset Fund	12,948,069	167,600	-	13,115,669	8,438,495	-	8,438,495	4,677,174
S.L.E.S.F. Grant Fund	987,188	243,080	-	1,230,268	125,000	-	125,000	1,105,268
Planning Cost Recovery Fund	(500,715)	5,211	-	(495,504)	1,212,000	-	1,212,000	(1,707,504)
Community Benefits Fund	2,397,445	49,100	-	2,446,545	-	-	-	2,446,545
Housing Legal Aid Society Fund	141,557	3,600	-	145,157	-	-	-	145,157
Housing In-Lieu Fees & Other Rev Fund	(623,392)	-	-	(623,392)	700,000	-	700,000	(1,323,392)
Housing Support Fund	1,120,894	889,454	100,000	2,110,348	2,709,904	-	2,709,904	(599,556)
Affordable Housing & Other Rev Fund	7,849,357	33,700	-	7,883,057	4,671,250	-	4,671,250	3,211,807
Transportation Grants Fund	11,323,888	7,112,052	-	18,435,940	333,931	-	333,931	18,102,009
Traffic Mitigation Fees Fund	8,978,373	88,500	-	9,066,873	14,726	-	14,726	9,052,147
Transportation Fund	7,499,438	20,538,500	-	28,037,938	386,546	-	386,546	27,651,392
<i>Subtotal</i>	\$ 73,220,566	\$ 36,914,349	\$ 4,488,729	\$ 114,623,644	\$ 26,916,442	\$ 678,285	\$ 27,594,727	\$ 87,028,917
<b>CAPITAL IMPROVEMENT FUNDS</b>								
Capital Outlay Fund	54,625,222	419,700	17,464,242	72,509,164	3,514,246	1,491,013	5,005,259	67,503,905
GID Facilities Fees Fund	450,269	9,200	-	459,469	-	-	-	459,469
Shores Transportation Imprv. District Fund	633,304	13,000	-	646,304	-	-	-	646,304
Parks Impact and In Lieu Fees Fund	584,275	116,565	-	700,840	-	-	-	700,840
Art in Public Places Fund	59,663	900	47,000	107,563	-	-	-	107,563
PEG Fees Fund	693,937	12,000	-	705,937	-	-	-	705,937
One Marina Construction Fund	55,192	2,400	-	57,592	-	-	-	57,592
<i>Subtotal</i>	\$ 57,101,862	\$ 573,765	\$ 17,511,242	\$ 75,186,869	\$ 3,514,246	\$ 1,491,013	\$ 5,005,259	\$ 70,181,610
<b>DEBT SERVICE FUND</b>								
PFA 2021 Veterans Memorial/Senior Center Lease Bond Fund	1,167,439	3,089,050	0	4,256,489	3,095,250	-	3,095,250	1,161,239
<b>ENTERPRISE FUNDS</b>								
Parking Fund	6,495,228	2,263,718	1,233,335	9,992,281	3,497,053	-	3,497,053	6,495,228
Water Fund	38,583,724	53,884,725	1,444,296	93,912,745	49,686,377	-	49,686,377	44,226,368
Sewer Fund	94,168,757	48,877,150	-	143,045,907	51,443,251	747,151	52,190,402	90,855,505
Docktown Marina Fund	(73,788)	14,880	847,482	788,574	788,574	-	788,574	-
<i>Subtotal</i>	\$ 139,173,921	\$ 105,040,473	\$ 3,525,113	\$ 247,739,507	\$ 105,415,255	\$ 747,151	\$ 106,162,406	\$ 141,577,101
<b>TOTAL</b>	\$ 291,553,788	\$ 336,679,039	\$ 28,206,369	\$ 656,439,196	\$ 323,555,056	\$ 26,203,369	\$ 349,758,425	\$ 306,680,771
<i>(excluding Internal Service)</i>								
<b>INTERNAL SERVICE FUNDS</b>								
Equipment Services Fund	15,315,058	7,756,120	-	23,071,178	7,728,320	-	7,728,320	15,342,858
Internal Services Fund/Technology Fund	(14,031,460)	16,827,046	-	2,795,586	16,553,440	3,000	16,556,440	(13,760,854)
Workers' Compensation Ins. Fund	11,287,921	8,409,712	-	19,697,633	9,544,023	-	9,544,023	10,153,610
General Liability Insurance Fund	5,195,495	6,572,121	-	11,767,616	6,909,417	2,000,000	8,909,417	2,858,199
Employee Benefits Fund	1,372,321	9,196,168	-	10,568,489	9,006,434	-	9,006,434	1,562,055
<i>Subtotal</i>	\$ 19,139,335	\$ 48,761,167	\$ -	\$ 67,900,502	\$ 49,741,634	\$ 2,003,000	\$ 51,744,634	\$ 16,155,868
<b>TOTAL ALL FUNDS</b>	\$ 310,693,123	\$ 385,440,206	\$ 28,206,369	\$ 724,339,698	\$ 373,296,690	\$ 28,206,369	\$ 401,503,059	\$ 322,836,639



# 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 in FY 2024-25, based on the adopted budget. There are five categories that comprise fund balance: nonspendable, restricted, committed, assigned, and unassigned. The fund balance shown reflects unassigned fund balance portion only.

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 increase 18.8 percent in FY 2024-25. The primary driver of the increase is new grant revenue related to the 101/84 (Woodside Road) Interchange Project.

### Capital Projects Funds

Fund Balance in the Capital Projects Funds is expected to increase 22.9 percent in FY 2024-25. This increase is due to the one time contribution of General Fund money to fund 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 have minimal change in FY 2024-25. This is related 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 increase by 1.7 percent in FY 2024-25. 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 Docketown 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 percent in FY 2024-25. 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.

# CONSOLIDATED REVENUE SCHEDULE

	ACTUALS FY 2022-23	ADJUSTED BUDGET FY2023-24	REC'D BUDGET FY2024-25
<b>GENERAL FUNDS SECTION</b>			
<b>CHARGES FOR CURRENT SERVICES</b>			
Accounting Services	\$ 166,883	\$ 146,953	\$ 146,953
After School Program Fees	\$ 872,888	\$ 500,000	\$ 540,000
Communication Services	\$ 10,950	\$ 55,000	\$ 55,000
Construction Demolition Debris Income	\$ 173,972	\$ 130,000	\$ 130,000
Courthouse Square Rental Income	\$ 1,961	\$ 2,000	\$ 1,000
Downtown Program Revenues	\$ 647,228	\$ 350,000	\$ 350,000
Engineering Services	\$ 1,281,114	\$ 760,000	\$ 910,000
Fire Inspection Fees	\$ 618,184	\$ 522,703	\$ 522,703
Fire Services	\$ 5,199,532	\$ 9,132,403	\$ 9,508,802
Garbage Collection Franchise Fees	\$ 3,068,246	\$ 3,030,125	\$ 3,163,224
Geographic Information System Fee	\$ 1,042,492	\$ 850,000	\$ 800,000
Garbage Bill Rate Assistance Program	\$ (1,083)	\$ (20,000)	\$ (20,000)
Miscellaneous Fees and Charges	\$ 7,235	\$ 6,000	\$ 30,000
Miscellaneous	\$ 7,235	\$ 6,000	\$ 6,000
Plan Checking Fees	\$ 2,969,092	\$ 3,010,550	\$ 2,010,550
Planning Cost Recovery	\$ 1,195,611	\$ 380,000	\$ 2,000,000
Planning Fees	\$ 1,627,011	\$ 1,355,000	\$ 1,150,000
Polices Services	\$ 223,144	\$ 216,184	\$ 269,995
Shopping Cart Collection Fees	\$ 10,818	\$ 4,000	\$ 10,000
<b>TOTAL</b>	<b>\$ 19,122,513</b>	<b>\$ 20,436,918</b>	<b>\$ 21,584,227</b>
<b>FINES FORFEITURES AND PENALTIES</b>			
Administrative Citation Fines	\$ -	\$ 2,000	\$ 2,000
Parking Fines	\$ 370,284	\$ 445,586	\$ 400,000
<b>TOTAL</b>	<b>\$ 370,284</b>	<b>\$ 447,586</b>	<b>\$ 402,000</b>
<b>INTERGOVERNMENTAL</b>			
Contribution from Port of Redwood City	\$ 591,051	\$ 533,566	\$ 619,735
County Fair Oaks Information and Referral Contributions	\$ 241,112	\$ 715,732	\$ 487,803
Fair Oaks Center Contribution/Grants	\$ 287,369	\$ 386,214	\$ 386,214
Grants and Donations	\$ 10,418,965	\$ 2,976,550	\$ 2,485,996
Motor Vehicle In-Lieu Fee	\$ 85,570	\$ 50,000	\$ 50,000
Paramedic Program Contribution	\$ 48,540	\$ 67,313	\$ 67,313
Police Officer Training Reimbursement	\$ 41,855	\$ 75,000	\$ 50,000
Proposition 172 Sales Tax	\$ 999,844	\$ 1,022,705	\$ 1,022,705
Recreation Program Grants	\$ 1,145,137	\$ 1,177,882	\$ 1,309,720
State Contribution for Streets	\$ 70,200	\$ 70,200	\$ 70,200
State-Mandated Program Reimbursement	\$ 67,426	\$ 50,000	\$ 50,000
<b>TOTAL</b>	<b>\$ 13,997,069</b>	<b>\$ 7,125,162</b>	<b>\$ 6,599,686</b>
<b>LIBRARY REVENUE</b>			
County Contribution to Fair Oaks Library	\$ -	\$ -	\$ -
Library Grants	\$ 425,689	\$ 523,009	\$ 125,000
Library Services	\$ 46,935	\$ 15,000	\$ 17,000
<b>TOTAL</b>	<b>\$ 472,624</b>	<b>\$ 538,009</b>	<b>\$ 142,000</b>
<b>LICENSES AND PERMITS</b>			
Building Permits	\$ 5,697,969	\$ 4,500,000	\$ 4,000,000
Fire Permits	\$ 6,730	\$ 2,500	\$ 8,000
Other Licenses and Permits	\$ 2,516,663	\$ 1,879,052	\$ 1,691,016
<b>TOTAL</b>	<b>\$ 8,221,362</b>	<b>\$ 6,381,552</b>	<b>\$ 5,699,016</b>

# CONSOLIDATED REVENUE SCHEDULE

	ACTUALS FY 2022-23	ADJUSTED BUDGET FY2023-24	REC'D BUDGET FY2024-25
<b>GENERAL FUND CONT.</b>			
<b>OTHER REVENUE</b>			
Interdepartmental Operating Transfers	\$ 2,520,970	\$ 2,571,389	\$ 2,674,275
Other Revenue	\$ 1,698,076	\$ 795,782	\$ 870,602
Right of Way Compensation- Parking Fund	\$ 42,000	\$ 42,000	\$ 42,000
Right of Way Compensation- Sewer Fund	\$ 2,129,465	\$ 2,129,465	\$ 2,129,465
Right of Way Compensation- Water Fund	\$ 2,583,167	\$ 2,583,167	\$ 2,583,167
<b>TOTAL</b>	<b>\$ 8,973,678</b>	<b>\$ 8,121,803</b>	<b>\$ 8,299,509</b>
<b>OTHER TAXES AND FEES</b>			
Business License Taxes	\$ 3,525,580	\$ 3,312,374	\$ 4,374,000
Franchise Fees	\$ 2,002,318	\$ 1,751,500	\$ 2,032,819
Property Transfer Taxes	\$ 891,574	\$ 750,000	\$ 750,000
Sales and Use Taxes	\$ 39,671,438	\$ 39,166,378	\$ 38,232,000
Transient Occupancy Taxes	\$ 4,533,974	\$ 4,348,280	\$ 4,828,153
<b>TOTAL</b>	<b>\$ 50,624,884</b>	<b>\$ 49,328,532</b>	<b>\$ 50,216,972</b>
<b>PROPERTY TAXES/SPECIAL ASSESSMENTS</b>			
Current Secured Property/Assessment District Taxes	\$ 48,219,051	\$ 48,924,688	\$ 51,170,275
Current Unsecured Property/Assessment District Taxes	\$ 1,264,726	\$ 1,787,201	\$ 2,008,022
ERAF Return from County	\$ 10,605,639	\$ 5,500,000	\$ 11,038,000
Former Redevelopment Agency Property Taxes	\$ 7,178,395	\$ 2,500,000	\$ 7,838,000
Homeowner Property Tax Relief	\$ 170,707	\$ 170,000	\$ 195,000
Prior Year Property/Assessment District Taxes	\$ 5,056	\$ -	\$ -
Property Tax In-lieu of VLF	\$ 9,989,475	\$ 6,500,000	\$ 10,318,000
<b>TOTAL</b>	<b>\$ 77,433,049</b>	<b>\$ 65,381,889</b>	<b>\$ 82,567,297</b>
<b>RECREATION REVENUE</b>			
Recreation Program Fees	\$ 2,964,225	\$ 2,106,300	\$ 2,433,000
<b>TOTAL</b>	<b>\$ 2,964,225</b>	<b>\$ 2,106,300</b>	<b>\$ 2,433,000</b>
<b>USE OF MONEY AND PROPERTY</b>			
Interest Income	\$ 1,590,594	\$ 1,256,950	\$ 2,158,994
Rental Income	\$ 211,492	\$ 450,000	\$ 550,000
<b>TOTAL</b>	<b>\$ 1,802,086</b>	<b>\$ 1,706,950</b>	<b>\$ 2,708,994</b>
<b>UTILITY USERS' TAX</b>			
Utility Users' Tax	\$ 10,896,218	\$ 9,562,421	\$ 10,408,701
<b>TOTAL</b>	<b>\$ 10,896,218</b>	<b>\$ 9,562,421</b>	<b>\$ 10,408,701</b>
<b>TOTAL GENERAL FUND REVENUE</b>	<b>\$ 194,877,992</b>	<b>\$ 171,137,121</b>	<b>\$ 191,061,402</b>

# CONSOLIDATED REVENUE SCHEDULE

	ACTUALS FY 2022-23	ADJUSTED BUDGET FY2023-24	REC'D BUDGET FY2024-25
<b>SPECIAL REVENUE FUNDS SECTION</b>			
<b>COMMUNITY BENEFITS FUND</b>			
Interest Income	\$ 36,578	\$ 36,465	\$ 49,100
<b>TOTAL</b>	<b>\$ 36,578</b>	<b>\$ 36,465</b>	<b>\$ 49,100</b>
<b>GRANTS FUND</b>			
Community Development Block Grant	\$ 1,086,769	\$ 7,237,741	\$ 940,733
Federal and State Grants	\$ 131,167	\$ 4,500,000	\$ -
Grants and Donations	\$ 47,760	\$ -	\$ 50,000
Other Revenue	\$ -	\$ -	\$ -
Interest Income	\$ 192,895	\$ 104,318	\$ 225,653
Rental Income	\$ -	\$ -	\$ -
<b>TOTAL</b>	<b>\$ 1,458,591</b>	<b>\$ 11,842,059</b>	<b>\$ 1,216,386</b>
<b>LEGAL AID SOCIETY HOUSING FUND</b>			
Interest Income	\$ 2,652	\$ 2,644	\$ 3,600
<b>TOTAL</b>	<b>\$ 2,652</b>	<b>\$ 2,644</b>	<b>\$ 3,600</b>
<b>LOW AND MODERATE INCOME HOUSING ASSET FUND</b>			
Affordable Housing Impact Fees	\$ 4,588,866	\$ 4,633,630	\$ -
Federal and State Grants	\$ 155,412	\$ 892,859	\$ 300,000
Miscellaneous Fees and Charges	\$ 40,158	\$ 40,320	\$ 62,758
Transient Occupancy Tax- Short term rental	\$ 395,247	\$ 363,895	\$ 410,896
Interest Income	\$ 215,000	\$ 250,949	\$ 288,800
Utility Users' Tax	\$ 45,967	\$ 35,000	\$ 35,000
<b>TOTAL</b>	<b>\$ 5,440,650</b>	<b>\$ 6,216,653</b>	<b>\$ 1,097,454</b>
<b>PLANNING COST RECOVERY FUND</b>			
Reimbursable Planning Contracts	\$ 2,637,002	\$ 2,200,000	\$ -
Interest Income	\$ -	\$ 5,211	\$ 5,211
<b>TOTAL</b>	<b>\$ 2,637,002</b>	<b>\$ 2,205,211</b>	<b>\$ 5,211</b>
<b>REDWOOD SHORES LANDSCAPE MAINTENANCE FUND</b>			
Current Secured Property/Assessment District Taxes	\$ 284,528	\$ 292,520	\$ 292,520
Interest Income	\$ 7	\$ 60	\$ 60
<b>TOTAL</b>	<b>\$ 284,535</b>	<b>\$ 292,580</b>	<b>\$ 292,580</b>
<b>REDWOOD SHORES MAINTENANCE FUND</b>			
Current Secured Property/Assessment District Taxes	\$ 1,075,618	\$ 1,110,221	\$ 1,110,221
Current Unsecured Property/Assessment District Taxes	\$ 40,938	\$ 40,574	\$ 40,574
ERAF Return from County	\$ 76,698	\$ 66,600	\$ 66,600
Homeowner Property Tax Relief	\$ 3,068	\$ 3,150	\$ 3,150
Interest Income	\$ 29,817	\$ 27,086	\$ 37,500
<b>TOTAL</b>	<b>\$ 1,226,139</b>	<b>\$ 1,247,631</b>	<b>\$ 1,258,045</b>
<b>RWC CFD NO. 2020-1 (SEAPORT CENTRE/SEAPORT PLAZA) FUND</b>			
Interest Income	\$ -	\$ -	\$ 700
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 700</b>
<b>SEAPORT CENTRE MAINTENANCE FUND</b>			
Current Secured Property/Assessment District Taxes	\$ -	\$ -	\$ -
Interest Income	\$ 34,603	\$ 30,888	\$ 47,000
<b>TOTAL</b>	<b>\$ 34,603</b>	<b>\$ 30,888</b>	<b>\$ 47,000</b>
<b>SEAPORT LANDSCAPE MAINTENANCE FUND</b>			
Current Secured Property/Assessment District Taxes	\$ 212,438	\$ 212,500	\$ 212,500
Interest Income	\$ 6,928	\$ 8,327	\$ 9,400
<b>TOTAL</b>	<b>\$ 219,366</b>	<b>\$ 220,827</b>	<b>\$ 221,900</b>

# CONSOLIDATED REVENUE SCHEDULE

	ACTUALS FY 2022-23	ADJUSTED BUDGET FY2023-24	REC'D BUDGET FY2024-25
<b>SPECIAL REVENUE FUNDS CONT.</b>			
<b>SPECIAL GAS TAX STREET IMPROVEMENT FUND</b>			
Miscellaneous	\$ 31,302	\$ 25,000	\$ -
Gas Tax Section 2105	\$ 478,208	\$ 547,801	\$ 547,801
Gas Tax Section 2106	\$ 363,176	\$ 342,888	\$ 342,888
Gas Tax Section 2107 and 2107.5	\$ 599,828	\$ 665,482	\$ 665,482
Gas Tax Section 7360 Prop 72 Replacement	\$ 678,000	\$ 827,241	\$ 827,241
Sec 2031 - RMRA Revenue Allocation	\$ 1,843,376	\$ 2,063,670	\$ 2,063,670
Interest Income	\$ 28,983	\$ 108,412	\$ 141,000
<b>TOTAL</b>	<b>\$ 4,022,873</b>	<b>\$ 4,580,494</b>	<b>\$ 4,588,082</b>
<b>SUPPLEMENTAL LAW ENFORCEMENT SERVICES FUND</b>			
S.L.E.S.F. Grant	\$ 212,355	\$ 222,480	\$ 222,480
Interest Income	\$ 15,708	\$ 13,101	\$ 20,600
<b>TOTAL</b>	<b>\$ 228,063</b>	<b>\$ 235,581</b>	<b>\$ 243,080</b>
<b>TRAFFIC MITIGATION FEES FUND</b>			
Traffic Mitigation Fees	\$ 497,290	\$ 220,000	\$ -
Interest Income	\$ 73,429	\$ 62,656	\$ 88,500
Interest Income- Trustee Accounts	\$ 153,802	\$ -	\$ -
<b>TOTAL</b>	<b>\$ 724,521</b>	<b>\$ 282,656</b>	<b>\$ 88,500</b>
<b>TRAFFIC SAFETY FUND</b>			
Polices Services	\$ 264,547	\$ 135,000	\$ 10,000
Traffic Fines	\$ 101,991	\$ -	\$ 125,000
Interest Income	\$ 8,935	\$ 11,176	\$ 17,159
<b>TOTAL</b>	<b>\$ 375,473</b>	<b>\$ 146,176</b>	<b>\$ 152,159</b>
<b>TRANSPORTATION FUND</b>			
Sales and Use Taxes	\$ 3,858,391	\$ 3,400,000	\$ 3,400,000
Federal and State Grants			\$ 17,000,000
Interest Income	\$ 103,397	\$ 98,078	\$ 138,500
<b>TOTAL</b>	<b>\$ 3,961,788</b>	<b>\$ 3,498,078</b>	<b>\$ 20,538,500</b>
<b>TRANSPORTATION GRANTS FUND</b>			
Developer Contributions	\$ -	\$ -	\$ 3,537,052
Federal and State Grants	\$ 6,223,850	\$ 580,000	\$ 3,120,000
Motor Vehicle In-Lieu Fee	\$ 292,841	\$ -	\$ 300,000
Interest Income	\$ 116,190	\$ 87,673	\$ 155,000
<b>TOTAL</b>	<b>\$ 6,632,881</b>	<b>\$ 667,673</b>	<b>\$ 7,112,052</b>
<b>SPECIAL REVENUE FUNDS SECTION</b>	<b>\$ 27,285,715</b>	<b>\$ 31,505,616</b>	<b>\$ 36,914,349</b>

# CONSOLIDATED REVENUE SCHEDULE

	ACTUALS FY 2022-23	ADJUSTED BUDGET FY2023-24	REC'D BUDGET FY2024-25
<b>CAPITAL PROJECTS FUNDS SECTION</b>			
<b>ART IN PUBLIC PLACES FUND</b>			
Interest Income	\$ 513	\$ 1,615	\$ 900
<b>TOTAL</b>	<b>\$ 513</b>	<b>\$ 1,615</b>	<b>\$ 900</b>
<b>CAPITAL OUTLAY FUND</b>			
Other Revenue	\$ 49,146	\$ 42,000	\$ 42,000
Interest Income	\$ 246,374	\$ -	\$ 377,700
<b>TOTAL</b>	<b>\$ 295,520</b>	<b>\$ 42,000</b>	<b>\$ 419,700</b>
<b>FACILITIES FEE CONSTRUCTION FUND</b>			
Interest Income	\$ 6,870	\$ 6,855	\$ 9,200
<b>TOTAL</b>	<b>\$ 6,870</b>	<b>\$ 6,855</b>	<b>\$ 9,200</b>
<b>ONE MARINA COMMUNITY FACILITIES DISTRICT FUND</b>			
Interest Income	\$ 1,552	\$ 1,944	\$ 2,400
<b>TOTAL</b>	<b>\$ 1,552</b>	<b>\$ 1,944</b>	<b>\$ 2,400</b>
<b>PARKS IMPACT AND IN LIEU FEE FUND</b>			
Developer Contributions	\$ 502,091	\$ 1,000,000	\$ -
Interest Income	\$ 48,967	\$ 99,603	\$ 116,565
<b>TOTAL</b>	<b>\$ 551,058</b>	<b>\$ 1,099,603</b>	<b>\$ 116,565</b>
<b>PUBLIC, EDUCATIONAL &amp; GOVERNMENTAL CHANNELS FUND</b>			
PEG Fees	\$ 154,589	\$ -	\$ -
Interest Income	\$ 9,347	\$ 6,396	\$ 12,000
<b>TOTAL</b>	<b>\$ 163,936</b>	<b>\$ 6,396</b>	<b>\$ 12,000</b>
<b>SHORES TRANSPORTATION IMPROVEMENT DISTRICT FUND</b>			
Interest Income	\$ 9,662	\$ 9,633	\$ 13,000
<b>TOTAL</b>	<b>\$ 9,662</b>	<b>\$ 9,633</b>	<b>\$ 13,000</b>
<b>CAPITAL PROJECTS FUNDS SECTION TOTAL</b>	<b>\$ 1,029,111</b>	<b>\$ 1,168,046</b>	<b>\$ 573,765</b>
<b>DEBT SERVICE FUNDS SECTION</b>			
<b>PFA 2021 VETERANS' MEMORIAL/SENIOR CENTER LEASE BOND FUND</b>			
Rental Income	\$ -	\$ -	\$ 3,089,050
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,089,050</b>
<b>DEBT SERVICE FUNDS SECTION</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,089,050</b>

# CONSOLIDATED REVENUE SCHEDULE

	ACTUALS FY 2022-23	ADJUSTED BUDGET FY2023-24	REC'D BUDGET FY2024-25
<b>ENTERPRISE FUNDS SECTION</b>			
<b>DOCKTOWN MARINA</b>			
Miscellaneous	\$ 19,076	\$ -	\$ -
Rent	\$ 15,981	\$ 11,880	\$ 11,880
Interest Income	\$ 1,893	\$ 10,353	\$ 3,000
<b>TOTAL</b>	<b>\$ 36,950</b>	<b>\$ 22,233</b>	<b>\$ 14,880</b>
<b>PARKING FUND</b>			
Parking Fees	\$ 1,595,713	\$ 1,485,000	\$ 1,485,000
Parking In-Lieu Fees	\$ -	\$ 25,000	\$ 25,000
Current Secured Property/Assessment District Taxes	\$ 50,623	\$ 36,653	\$ 36,653
Current Unsecured Property/Assessment District Taxes	\$ (5,672)	\$ 865	\$ 865
ERAF Return from County	\$ 1,628	\$ 1,700	\$ 1,700
Former Redevelopment Agency Property Taxes	\$ 451,220	\$ 300,000	\$ 300,000
Homeowner Property Tax Relief	\$ 1,678	\$ 1,600	\$ 1,600
Interest Income	\$ 326,514	\$ 285,525	\$ 412,900
<b>TOTAL</b>	<b>\$ 2,421,704</b>	<b>\$ 2,136,343</b>	<b>\$ 2,263,718</b>
<b>SEWER UTILITY FUND</b>			
Emerald Lakes Area	\$ 1,670,769	\$ 1,648,740	\$ 1,706,712
Facility Fees	\$ 774,816	\$ 202,000	\$ 802,000
Fair Oaks District	\$ 6,286,987	\$ 6,959,494	\$ 8,021,730
Miscellaneous	\$ 7,182	\$ 51,100	\$ 53,000
Sewer Service Charges	\$ 36,579,571	\$ 34,741,174	\$ 37,144,809
Woodside Sewer Service	\$ 47,750	\$ 145,914	\$ 171,899
Other Revenue	\$ 59,635	\$ -	\$ -
Interest Income	\$ 745,394	\$ 684,520	\$ 977,000
<b>TOTAL</b>	<b>\$ 46,172,104</b>	<b>\$ 44,432,942</b>	<b>\$ 48,877,150</b>
<b>WATER UTILITY FUND</b>			
Basic Service Charges	\$ 15,354,165	\$ 15,784,035	\$ 17,488,928
Connection Fees	\$ 133,481	\$ 160,000	\$ 160,000
Facility Fees	\$ 513,810	\$ 420,000	\$ 25,000
Miscellaneous	\$ 127,172	\$ 115,000	\$ 120,000
Water Capacity Fees	\$ 872,902	\$ 500,000	\$ 2,994,062
Water Sales	\$ 25,167,645	\$ 28,341,697	\$ 31,365,295
Capital Contributions	\$ 488,935	\$ -	\$ -
Developer Contributions	\$ -	\$ 122,464	\$ -
Federal and State Grants	\$ 22,197	\$ -	\$ -
Other Revenue	\$ 120,449	\$ -	\$ 10,000
Interest Income	\$ 1,274,356	\$ 1,295,280	\$ 1,721,440
<b>TOTAL</b>	<b>\$ 44,075,112</b>	<b>\$ 46,738,476</b>	<b>\$ 53,884,725</b>
<b>ENTERPRISE FUNDS SECTION TOTAL</b>	<b>\$ 92,705,870</b>	<b>\$ 93,329,994</b>	<b>\$ 105,040,473</b>

# CONSOLIDATED REVENUE SCHEDULE

	ACTUALS FY 2022-23	ADJUSTED BUDGET FY2023-24	REC'D BUDGET FY2024-25
<b>INTERNAL SERVICES FUNDS SECTION</b>			
<b>EMPLOYEE BENEFITS FUND</b>			
Charges and Interest	\$ 8,551,914	\$ 8,782,400	\$ 9,175,520
Interest Income	\$ -	\$ 20,648	\$ 20,648
<b>TOTAL</b>	<b>\$ 8,551,914</b>	<b>\$ 8,803,048</b>	<b>\$ 9,196,168</b>
<b>EQUIPMENT SERVICES FUND</b>			
Internal Service Charges	\$ 5,970,913	\$ 6,309,776	\$ 7,274,320
Miscellaneous	\$ 167,631	\$ 120,000	\$ 140,000
Interest Income	\$ 241,831	\$ 274,013	\$ 326,800
Rental Income	\$ 43,363	\$ 10,000	\$ 15,000
<b>TOTAL</b>	<b>\$ 6,423,738</b>	<b>\$ 6,713,789</b>	<b>\$ 7,756,120</b>
<b>INTERNAL SERVICES FUND</b>			
Communication Services	\$ 4,000,520	\$ 4,201,920	\$ 4,369,997
Facility Custodial Services	\$ 2,488,967	\$ 2,403,319	\$ 3,174,643
Facility Maintenance Services	\$ 2,741,891	\$ 2,761,518	\$ 3,570,671
Fire Equipment Replacement	\$ -	\$ -	\$ -
Information Technology (IT) Services	\$ 3,754,228	\$ 3,794,132	\$ 4,477,122
IT Services - Other Agencies	\$ 364,731	\$ 413,786	\$ 413,787
Miscellaneous	\$ 600	\$ -	\$ -
Telephone Services	\$ 533,864	\$ 236,822	\$ 555,219
Other Revenue	\$ -	\$ -	\$ -
Interest Income	\$ -	\$ -	\$ -
Rental Income	\$ 12,734	\$ 15,000	\$ 15,000
<b>TOTAL</b>	<b>\$ 13,897,535</b>	<b>\$ 13,826,497</b>	<b>\$ 16,576,439</b>
<b>SELF INSURANCE FUND</b>			
General Liability Insurance Charges	\$ 5,086,428	\$ 5,836,680	\$ 6,346,021
Workers' Comp. Insurance Charges	\$ 7,370,031	\$ 7,772,012	\$ 7,772,012
Other Revenue	\$ 3,079	\$ -	\$ -
Interest Income	\$ 664,888	\$ 565,111	\$ 863,800
<b>TOTAL</b>	<b>\$ 13,124,426</b>	<b>\$ 14,173,803</b>	<b>\$ 14,981,833</b>
<b>TECHNOLOGY FUND</b>			
PC Refresh	\$ 234,331	\$ 277,948	\$ 246,299
Interest Income	\$ -	\$ 4,308	\$ 4,308
<b>TOTAL</b>	<b>\$ 234,331</b>	<b>\$ 282,256</b>	<b>\$ 250,607</b>
<b>INTERNAL SERVICES FUNDS SECTION TOTAL</b>	<b>\$ 42,231,944</b>	<b>\$ 43,799,393</b>	<b>\$ 48,761,167</b>



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# CONSOLIDATED OPERATING EXPENDITURE SCHEDULE

GENERAL FUNDS	ACTUAL 2022-23	ADJUSTED BUDGET 2023-24	RECOMMENDED BUDGET 2024-25
<b>CITY COUNCIL</b>			
City Council (61110)	\$ 344,477	\$ 317,886	\$ 356,894
<b>Total</b>	<b>\$ 344,477</b>	<b>\$ 317,886</b>	<b>\$ 356,894</b>
<b>CITY MANAGER</b>			
Anti-Displacement Strategy (61255)	\$ 119,423	\$ 403,234	\$ 503,721
DEI Initiatives (61260)	\$ 499,705	\$ 1,243,459	\$ 387,458
Homelessness Initiatives (61250)	\$ 996,531	\$ 3,049,909	\$ -
Homeless Outreach Program (61251)	\$ 458,316	\$ 2,318,467	\$ -
Housing Administration (66319)	\$ -	\$ 5,000	\$ 5,000
Management/Policy Execution (61210)	\$ 1,315,334	\$ 1,909,645	\$ 1,469,202
Organizational Efficiencies (61223)	\$ 25,277	\$ 128,045	\$ 100,000
Communications/Community Engagement (61220)	\$ 1,623,278	\$ 2,156,767	\$ 1,436,100
Economic Development (61240)	\$ 518,455	\$ 1,252,032	\$ 886,251
<b>Total</b>	<b>\$ 5,556,319</b>	<b>\$ 12,466,559</b>	<b>\$ 4,787,732</b>
<b>CITY ATTORNEY</b>			
Legal Services (61510)	\$ 2,070,232	\$ 2,441,892	\$ 2,434,881
<b>Total</b>	<b>\$ 2,070,232</b>	<b>\$ 2,441,892</b>	<b>\$ 2,434,881</b>
<b>CITY CLERK</b>			
Legisl. Svcs./Records Mgmt. (61310)	\$ 945,742	\$ 1,119,811	\$ 1,005,957
Elections (61320)	\$ 331,772	\$ 488,117	\$ 377,413
Council Support (61330)	\$ 56,442	\$ 88,174	\$ 80,785
<b>Total</b>	<b>\$ 1,333,956</b>	<b>\$ 1,696,103</b>	<b>\$ 1,464,155</b>
<b>ADMINISTRATIVE SERVICES</b>			
Admin. Supp. Svcs. (61710)	\$ 3,332,347	\$ 3,455,243	\$ 1,138,001
Financial Services (61430)	\$ 2,159,690	\$ 2,933,995	\$ 3,021,684
<b>Total</b>	<b>\$ 5,492,037</b>	<b>\$ 6,389,237</b>	<b>\$ 4,159,685</b>
<b>COMMUNITY DEVELOPMENT &amp; TRANSPORTATION</b>			
Community Development Admin (63010)	\$ 832,596	\$ 1,418,811	\$ 1,096,635
GIS/CAD Program- Operating (63015)	\$ 165,653	\$ 238,000	\$ 586,453
Building Regulation (63110)	\$ 5,550,865	\$ 8,492,066	\$ 6,268,626
Code Enforcement (63310)	\$ 779,706	\$ 661,537	\$ 1,464,563
General Engineering (65121)	\$ 672,386	\$ 649,747	\$ 648,359
Subdivision Engineering (65122)	\$ 818,510	\$ 527,864	\$ 516,858
Micromobility Program (65123)	\$ 3,517	\$ 2,500	\$ 2,500
Flood & Sea Level Rise Resiliency Ag (65125)	\$ -	\$ 55,000	\$ 55,000
Planning (63210)	\$ 3,458,891	\$ 3,521,644	\$ 3,986,395
Strategic Planning (63220)	\$ 1,160,775	\$ 1,450,058	\$ 815,713
<b>Total</b>	<b>\$ 13,442,899</b>	<b>\$ 17,017,227</b>	<b>\$ 15,441,102</b>

# CONSOLIDATED OPERATING EXPENDITURE SCHEDULE

GENERAL FUNDS CONT.	ACTUAL 2022-23	ADJUSTED BUDGET 2023-24	RECOMMENDED BUDGET 2024-25
<b>FIRE</b>			
Administration (62210)	\$ 1,913,428	\$ 2,453,977	\$ 3,002,752
Operations (62220)	\$ 36,121,511	\$ 39,668,612	\$ 38,874,093
San Carlos Fire (62225)	\$ 2,065,721	\$ 2,372,341	\$ 2,290,730
Prevention (62230)	\$ 1,652,480	\$ 2,114,972	\$ 1,542,630
Training (62240)	\$ 525,018	\$ 900,196	\$ 675,700
Emergency Medical Services (62245)	\$ 50,634	\$ 96,001	\$ 84,453
Emergency Operations (62260)	\$ 87,675	\$ 156,335	\$ 196,293
Firefighter Trainees- SAFER Grant (62265)	\$ 242,062	\$ 2,142,400	\$ 1,209,850
<b>Total</b>	<b>\$ 42,658,529</b>	<b>\$ 49,904,835</b>	<b>\$ 47,876,501</b>
<b>HUMAN RESOURCES</b>			
Human Resources (61610)	\$ 3,143,413	\$ 4,718,204	\$ 4,357,749
<b>Total</b>	<b>\$ 3,143,413</b>	<b>\$ 4,718,204</b>	<b>\$ 4,357,749</b>
<b>LIBRARY</b>			
Administrative Svcs. Unit (66251)	\$ 2,188,200	\$ 2,338,354	\$ 2,508,376
Downtown Library (66261)	\$ 4,422,009	\$ 4,709,261	\$ 5,005,228
Literacy Services Unit (66281)	\$ 1,793,878	\$ 2,071,028	\$ 1,345,288
Children's & Teen Svcs & Comm Outreach (66282)	\$ 1,106,798	\$ 612,229	\$ 893,838
Neighborhood Libraries and Outreach (66290)	\$ 1,658,478	\$ 2,023,012	\$ 1,905,572
<b>Total</b>	<b>\$ 11,169,363</b>	<b>\$ 11,753,884</b>	<b>\$ 11,658,302</b>
<b>PARKS, RECREATION AND COMMUNITY SERVICES</b>			
Fair Oaks Community Center (64211)	\$ 1,528,640	\$ 1,571,290	\$ 1,570,526
Information/Referral (64212)	\$ 1,573,540	\$ 1,129,207	\$ 920,519
Human Svcs. Assistance (64213)	\$ 59,800	\$ 59,800	\$ 59,800
Administration (66110)	\$ 2,448,108	\$ 2,727,741	\$ 2,925,437
Civic Cultural Commission (66111)	\$ 70,055	\$ 84,503	\$ 73,896
Landscape Maintenance-City (66121)	\$ 6,054,554	\$ 6,714,947	\$ 7,090,101
Landscape Maintenance - Downtown (66124)	\$ 1,179	\$ 410	\$ -
Youth and Teen Services (66131)	\$ 901,607	\$ 936,961	\$ 997,035
Elementary Activities (66133)	\$ 563,092	\$ 494,652	\$ 411,343
Teen Activities (66135)	\$ 433,571	\$ 437,384	\$ 445,971
After School Program Grant (66137)	\$ 1,241,674	\$ 1,882,654	\$ 1,726,823
Preschool Program (66139)	\$ 253,639	\$ 257,521	\$ 365,832
Red Morton Community Center (66142)	\$ 934,820	\$ 992,348	\$ 1,144,394
Aquatics Program (66145)	\$ 90,456	\$ 112,535	\$ 121,002
Adult Sports (66147)	\$ 200,424	\$ 265,781	\$ 272,899
Middle School Sports (66148)	\$ 372,640	\$ 418,710	\$ 424,963
Community Activities Building Ops (66151)	\$ 601,275	\$ 608,924	\$ 729,326
Special Interest Classes (66161)	\$ 2,342,588	\$ 1,783,771	\$ 1,651,946
Sandpiper Community Center Building Ops (66162)	\$ 442,339	\$ 448,818	\$ 553,366
Sandpiper Youth Club (66163)	\$ 350,308	\$ 400,921	\$ 420,166
Senior Services (66171)	\$ 800,120	\$ 1,180,445	\$ 1,354,481
Veterans Memorial Senior Center Bldg Ops (66172)	\$ 729,147	\$ 746,683	\$ 961,604
Veteran Memorial Bldg/Sr Ctr Ops (66174)	\$ -	\$ -	\$ 632,254
Theater Ops (66175)	\$ -	\$ -	\$ 125,882
SNAP (66177)	\$ -	\$ -	\$ 133,000
Armory Building Ops (66182)	\$ 255,471	\$ 308,611	\$ 377,583
Downtown Development Program (66429)	\$ 864,573	\$ 714,859	\$ 723,554
<b>Total</b>	<b>\$ 23,113,620</b>	<b>\$ 24,279,475</b>	<b>\$ 26,213,703</b>

# CONSOLIDATED OPERATING EXPENDITURE SCHEDULE

<u>GENERAL FUNDS CONT.</u>	<u>ACTUAL 2022-23</u>	<u>ADJUSTED BUDGET 2023-24</u>	<u>RECOMMENDED BUDGET 2024-25</u>
<b>POLICE</b>			
Administration (62111)	\$ 10,594,994	\$ 11,461,593	\$ 11,471,291
Records (62112)	\$ 1,073,063	\$ 1,290,933	\$ 1,314,177
Training (62113)	\$ 1,603,272	\$ 1,582,734	\$ 1,349,384
Property/Evidence (62114)	\$ 512,952	\$ 408,267	\$ 372,316
Police Activities League (62115)	\$ 88,985	\$ 103,700	\$ 103,700
Patrol Services (62131)	\$ 32,465,665	\$ 36,478,261	\$ 36,466,160
Criminal Investigation (62134)	\$ 7,752,397	\$ 7,173,000	\$ 7,576,360
<b>Total</b>	<b>\$ 54,091,328</b>	<b>\$ 58,498,487</b>	<b>\$ 58,653,388</b>
<b>PUBLIC WORKS SERVICES</b>			
Climate Action Plan Programs (65138)	\$ 95,560	\$ 1,086,219	\$ 30,000
Highway 101 Pedestrian Underpass (67243)	\$ -	\$ 50,000	\$ 50,000
Street System Maintenance (65132)	\$ 333,773	\$ 367,158	\$ 501,290
Street Cleaning (65133)	\$ 613,218	\$ 712,252	\$ 727,151
Sidewalk Maintenance/Replacement (65134)	\$ 51,911	\$ 65,801	\$ 84,334
Street Tree Maintenance (65135)	\$ 1,081,308	\$ 1,980,412	\$ 1,215,257
Downtown/Entry Feature Maintenance (65136)	\$ 11,344	\$ 12,518	\$ 11,889
Storm Water Collection/Disposal (65161)	\$ 224,204	\$ 63,030	\$ 66,505
Trash & Recycling Efforts (65186)	\$ 97,377	\$ 144,402	\$ 122,483
Water Resources Management (65146)	\$ 2,739	\$ 3,793	\$ 3,793
Sewer System Maintenance (65152)	\$ -	\$ -	\$ 50,934
<b>Total</b>	<b>\$ 2,511,434</b>	<b>\$ 4,485,585</b>	<b>\$ 2,863,636</b>
<b>NON-DEPARTMENTAL</b>			
People's Budget	\$ -	\$ 695,915	\$ -
One-time special funds	\$ 498,010	\$ 925,714	\$ -
Citywide COVID-19 costs	\$ -	\$ 148,185	\$ -
Debt Service	\$ -	\$ -	\$ 3,089,050
Administrative Services Operations	\$ 209,422	\$ 989,052	\$ 233,695
City Manager Operations	\$ 963,293	\$ 1,039,081	\$ 1,023,390
<b>Total</b>	<b>\$ 1,670,725</b>	<b>\$ 3,797,947</b>	<b>\$ 4,346,135</b>
<b>TOTAL GENERAL FUNDS</b>	<b>\$ 166,598,332</b>	<b>\$ 197,767,321</b>	<b>\$ 184,613,863</b>

# CONSOLIDATED OPERATING EXPENDITURE SCHEDULE

SPECIAL REVENUE FUNDS	ACTUAL 2022-23	ADJUSTED BUDGET 2023-24	RECOMMENDED BUDGET 2024-25
<b>AFFORDABLE HOUSING AND OTHER REVENUE</b>			
City Manager			
Housing Projects (66457)	\$ 30,013	\$ 119,534	\$ 4,041,250
Affordable Housing Preservation Program (66458)	\$ -	\$ 630,000	\$ 630,000
<b>Fund Total</b>	<b>\$ 30,013</b>	<b>\$ 749,534</b>	<b>\$ 4,671,250</b>
<b>GAS TAX STREET IMPROVEMENT FUND</b>			
Administrative Services			
Admin. Supp. Svcs. (61710)	\$ 1,369	\$ 2,869	\$ 1,500
Public Works			
Street System Maint. (65132)	\$ 1,572,574	\$ 1,352,996	\$ 1,292,997
Street Cleaning (65133)	\$ 224,061	\$ 287,667	\$ 296,882
Sidewalk Maint. & Replacement (65134)	\$ 967,454	\$ 776,971	\$ 819,392
Storm Water Coll. & Disposal (65161)	\$ 269,826	\$ 400,950	\$ 383,656
Trash & Recycling Efforts (65186)	\$ 161,042	\$ 193,709	\$ 205,757
<b>Fund Total</b>	<b>\$ 3,194,957</b>	<b>\$ 3,012,292</b>	<b>\$ 2,998,684</b>
<b>RWC CFD NO. 2020-1 (SEAPORT CENTRE/SEAPORT PLAZA)</b>			
Community Development & Transportation			
General Engineering (65121)	\$ -	\$ -	\$ 56
Public Works			
Street System Maint. (65132)	\$ -	\$ -	\$ 105,799
Street Cleaning (65133)	\$ -	\$ -	\$ 95,531
Sidewalk Maint. & Replacement (65134)	\$ -	\$ -	\$ 6,799
<b>Fund Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 208,129</b>
<b>GID 1-64 MAINTENANCE &amp; OPERATION</b>			
Public Works			
Storm Water Coll. & Disposal (65161)	\$ 476,052	\$ 797,358	\$ 579,760
<b>Fund Total</b>	<b>\$ 476,052</b>	<b>\$ 797,358</b>	<b>\$ 579,760</b>
<b>GRANTS FUND</b>			
<b>Federal Grants/Rental Income Program</b>			
City Manager			
General Administration-CDBG (66310)	\$ 175,705	\$ 177,276	\$ 118,319
Fair Housing Implementation (66311)	\$ 15,000	\$ 15,000	\$ 15,000
Minor Home Repair (66374)	\$ 27,460	\$ 137,914	\$ 100,000
Covid19 Emergency Rental Assistance (66482)	\$ 158,100	\$ 151,059	\$ -
Public Services - CDBG (66483)	\$ 114,247	\$ 129,113	\$ 101,018
Economic Development CDBG (66484)	\$ 50,000	\$ 50,000	\$ 50,000
Housing & Pub Fac Impr Proj-CDBG (66485)	\$ -	\$ 408,346	\$ 495,788
CHDO Set-Aside Unallocated (66499)	\$ -	\$ 148,175	\$ 41,442
HOME Administration (66354)	\$ 51,193	\$ 127,420	\$ 72,144
Home Site Acquisition (66371)	\$ -	\$ 1,015,214	\$ -
Rehab.Admin.Not Funded By Grt. (66380)	\$ -	\$ 152	\$ (152)
Housing Projects (66457)	\$ -	\$ 2,274,751	\$ 207,209
<b>Fund Total</b>	<b>\$ 591,705</b>	<b>\$ 4,634,419</b>	<b>\$ 1,200,768</b>

# CONSOLIDATED OPERATING EXPENDITURE SCHEDULE

SPECIAL REVENUE FUNDS CONT.	ACTUAL 2022-23	ADJUSTED BUDGET 2023-24	RECOMMENDED BUDGET 2024-25
<b>HOUSING IN-LIEU FEES &amp; OTHER REVENUES</b>			
City Manager			
Housing Projects (66457)	\$ -	\$ 20,000	\$ 700,000
Fund Total	\$ -	\$ 20,000	\$ 700,000
<b>HUMAN SERVICES FINANCIAL ASST.</b>			
Parks/Recreation			
Human Services Asst. (64213)	\$ 110,000	\$ 106,958	\$ 100,000
Fund Total	\$ 110,000	\$ 106,958	\$ 100,000
<b>LAW ENFORCEMENT GRANTS</b>			
Police			
Citizen's Option for Public Safety-Patrol (62131)	\$ 113,490	\$ 125,075	\$ 125,000
Fund Total	\$ 113,490	\$ 125,075	\$ 125,000
<b>LOW &amp; MODERATE INCOME HOUSING ASSET FUND</b>			
City Manager			
Homelessness Initiatives (61250)	\$ 120,000	\$ -	\$ -
Homeless Outreach Program (61251)	\$ 56,729	\$ 250,000	\$ 250,000
Administration (66410)	\$ 115,097	\$ 184,854	\$ 188,495
Housing Projects (66457)	\$ 21,155	\$ 4,000,000	\$ 4,000,000
Affordable Housing Preservation Program (66458)	\$ -	\$ 4,000,000	\$ 4,000,000
Fund Total	\$ 312,981	\$ 8,434,854	\$ 8,438,495
<b>HOUSING SUPPORT FUND</b>			
City Manager			
General Administration (66310)	\$ -	\$ 720	\$ 11,865
Housing Administration (66319)	\$ 397,191	\$ 820,560	\$ 2,402,895
Housing Projects (66457)	\$ 160,900	\$ 1,960,170	\$ 10,144
Affordable Housing Preservation Program (66458)	\$ -	\$ 2,251,657	\$ 285,000
Fund Total	\$ 558,091	\$ 5,033,107	\$ 2,709,904
<b>OTHER RESTRICTED DONATIONS/GRANTS FUND</b>			
Parks/Recreation			
Landscape Maintenance-City (66121)	\$ 9,755	\$ 6,163	\$ -
Teen Activities (66135)	\$ 30,485	\$ 378	\$ -
Sandpiper Youth Club (66163)	\$ 6,254	\$ -	\$ -
Community Services (66172)	\$ 1,918	\$ -	\$ -
Fund Total	\$ 48,411	\$ 6,541	\$ -
<b>PLANNING COST RECOVERY</b>			
Community Development			
Current Projects Planning (63210)	\$ 2,640,414	\$ 1,531,673	\$ 1,212,000
Fund Total	\$ 2,640,414	\$ 1,531,673	\$ 1,212,000

# CONSOLIDATED OPERATING EXPENDITURE SCHEDULE

SPECIAL REVENUE FUNDS CONT.	ACTUAL 2022-23	ADJUSTED BUDGET 2023-24	RECOMMENDED BUDGET 2024-25
<b>REDWOOD SHORES LANDSCAPE MAINT. DISTRICT</b>			
Parks/Recreation			
Lido Landscape Maint. (66123)	\$ 496,887	\$ 331,638	\$ 345,785
Fund Total	\$ 496,887	\$ 331,638	\$ 345,785
<b>SEAPORT CENTRE MAINTENANCE DISTRICT</b>			
Community Development			
General Engineering (65121)	\$ 946	\$ -	\$ 5,798
Public Works			
Water Supply & Distr. (65144)	\$ 361	\$ -	\$ (992)
Sewer System Maint. (65152)	\$ 70,157	\$ 37,123	\$ (67,136)
Storm Water Coll. & Disposal (65161)	\$ 75,229	\$ 48,813	\$ (56,817)
Fund Total	\$ 145,747	\$ 85,936	\$ (124,945)
Fund Total	\$ 146,693	\$ 85,936	\$ (119,147)
<b>SEAPORT LANDSCAPING MAINT. DISTRICT</b>			
Community Development			
General Engineering (65121)	\$ 946	\$ 5,850	\$ 5,854
Public Works			
Storm Water Collection and Disposal (65161)	\$ 58,912	\$ 38,298	\$ 36,111
Parks/Recreation			
Seaport Blvd. Landscape Maint. (65184)	\$ 220,851	\$ 226,449	\$ 237,179
Fund Total	\$ 280,709	\$ 270,597	\$ 279,144
<b>TRAFFIC MITIGATION FEES FUND</b>			
Administrative Services			
Admin. Supp. Svcs. (61710)	\$ 3,515	\$ 3,209	\$ -
Parks/Recreation			
Shuttle Services (72623)	\$ 203	\$ 127,890	\$ 14,726
Fund Total	\$ 3,718	\$ 131,099	\$ 14,726
<b>TRAFFIC SAFETY FUND</b>			
Public Works			
Traffic Control Maint. (65131)	\$ 2,109,220	\$ 1,928,461	\$ 2,091,271
Paint and Sign Maint. (65137)	\$ 579,913	\$ 615,934	\$ 638,640
Fund Total	\$ 2,689,133	\$ 2,544,395	\$ 2,729,911
<b>TRANSPORTATION FUND</b>			
Administrative Services			
Admin. Supp. Svcs. (61710)	\$ 13,234	\$ 35,826	\$ 30,000
Non-departmental (89999)	\$ 219,696	\$ 230,320	\$ 219,696
Community Development			
Engineering (65121)	\$ 255,902	\$ 143,053	\$ 136,850
Fund Total	\$ 488,832	\$ 409,199	\$ 386,546
<b>TRANSPORTATION GRANTS FUNDS</b>			
Public Works			
Storm Water Col. & Disposal (65161)	\$ 283,249	\$ 296,731	\$ 333,931
Fund Total	\$ 283,249	\$ 296,731	\$ 333,931
<b>TOTAL SPECIAL REVENUE FUNDS</b>	<b>\$ 12,466,705</b>	<b>\$ 28,524,276</b>	<b>\$ 26,916,442</b>

# CONSOLIDATED OPERATING EXPENDITURE SCHEDULE

<b>CAPITAL IMPROVEMENT FUNDS</b>	<b>ACTUAL 2022-23</b>	<b>ADJUSTED BUDGET 2023-24</b>	<b>RECOMMENDED BUDGET 2024-25</b>
<b>CAPITAL OUTLAY FUND</b>			
Administrative Services			
Admin. Supp. Svcs. (61710)	\$ 19,144	\$ 25,448	\$ 21,600
Community Development			
Program Administration (65112)	\$ 3,510,658	\$ 3,335,675	\$ 3,426,109
Subdivision Engineering (65122)	\$ 22,403	\$ -	\$ -
Technology			
GIS/CAD Program (71163)	\$ -	\$ 96,252	\$ 66,537
<b>Fund Total</b>	<b>\$ 3,552,205</b>	<b>\$ 3,361,123</b>	<b>\$ 3,514,246</b>
<b>PARKS IMPACT AND IN-LIEU FEES FUND</b>			
Administrative Services			
Admin. Supp. Svcs. (61710)	\$ 9,819	\$ 8,971	\$ -
<b>Fund Total</b>	<b>\$ 9,819</b>	<b>\$ 8,971</b>	<b>\$ -</b>
<b>TOTAL CAPITAL IMPROVEMENT FUNDS</b>	<b>\$ 3,562,024</b>	<b>\$ 3,370,094</b>	<b>\$ 3,514,246</b>
<b>DEBT SERVICE FUNDS</b>			
<b>PFA 2021 VETERANS' MEMORIAL/SENIOR CENTER LEASE BOND FUND</b>			
Administrative Services			
Debt Service (61423)	\$ 1,892,850	\$ 3,098,450	\$ 3,095,250
<b>Fund Total</b>	<b>\$ 1,892,850</b>	<b>\$ 3,098,450</b>	<b>\$ 3,095,250</b>
<b>TOTAL DEBT SERVICE FUNDS</b>	<b>\$ 1,892,850</b>	<b>\$ 3,098,450</b>	<b>\$ 3,095,250</b>



# CONSOLIDATED OPERATING EXPENDITURE SCHEDULE

ENTERPRISE FUNDS	ACTUAL 2022-23	ADJUSTED BUDGET 2023-24	RECOMMENDED BUDGET 2024-25
<b>PARKING FUND</b>			
Administrative Services			
Revenue Services (61410)	\$ 48,741	\$ 48,290	\$ 49,643
Admin. Support Svcs. (61710)	\$ 8,574	\$ 30,376	\$ 28,602
	\$ 57,315	\$ 78,666	\$ 78,245
Community Development			
Downtown Facilities Operations (65175)	\$ 1,565,006	\$ 2,219,728	\$ 1,880,919
Police			
Patrol Services (62131)	\$ 982,141	\$ 1,299,135	\$ 964,201
Public Works			
Street System Maint. (65132)	\$ 1,212,950	\$ 555,051	\$ 573,688
<b>Fund Total</b>	<b>\$ 3,817,412</b>	<b>\$ 4,152,580</b>	<b>\$ 3,497,053</b>
<b>DOCKTOWN MARINA FUND</b>			
Public Works			
Docktown Administration (66433)	\$ 337,309	\$ 688,515	\$ 788,207
Docktown Special Projects (75607)	\$ 322,030	\$ 330,026	\$ 367
<b>Fund Total</b>	<b>\$ 659,339</b>	<b>\$ 1,018,541</b>	<b>\$ 788,574</b>
<b>SEWER FUND</b>			
Administrative Services			
Admin. Support Svcs. (61710)	\$ 29,120	\$ 74,930	\$ 67,764
Public Works			
Sewer System Maint. (65152)	\$ 6,698,507	\$ 8,613,202	\$ 8,485,292
Waste Water Treat. & Disposal (65154)	\$ 29,813,457	\$ 30,242,324	\$ 41,626,198
Storm Water Coll. & Disposal (65161)	\$ 1,047,874	\$ 1,423,177	\$ 1,263,997
	\$ 37,559,838	\$ 40,278,703	\$ 51,375,487
<b>Fund Total</b>	<b>\$ 37,588,958</b>	<b>\$ 40,353,633</b>	<b>\$ 51,443,251</b>
<b>WATER FUND</b>			
Administrative Services			
Revenue Services (61410)	\$ 2,098,186	\$ 2,263,350	\$ 2,420,016
Admin. Support Svcs. (61710)	\$ 33,234	\$ 127,924	\$ 119,727
Debt Service (61423)	\$ 6,720	\$ 305,000	\$ 305,000
	\$ 2,131,420	\$ 2,391,274	\$ 2,844,743
Public Works			
Water Customer Services (65142)	\$ 2,320,186	\$ 3,463,959	\$ 2,619,246
Water Supply & Distribution (65144)	\$ 9,009,401	\$ 9,458,244	\$ 9,470,550
SFWD Water Purchases (65145)	\$ 18,837,365	\$ 25,949,295	\$ 26,655,000
Water Resources Management (65146)	\$ 1,712,904	\$ 1,811,975	\$ 1,711,550
Recycled Water (65147)	\$ 6,242	\$ -	\$ -
Recycled Water Fund- Recycled Water (65147)	\$ 2,880,887	\$ 6,818,479	\$ 6,385,288
	\$ 34,766,985	\$ 47,501,952	\$ 46,841,634
<b>Fund Total</b>	<b>\$ 36,898,405</b>	<b>\$ 49,893,226</b>	<b>\$ 49,686,377</b>
<b>TOTAL ENTERPRISE FUNDS</b>	<b>\$ 78,964,114</b>	<b>\$ 95,417,980</b>	<b>\$ 105,415,255</b>
<b>TOTAL ALL FUNDS</b>	<b>\$ 263,484,025</b>	<b>\$ 328,178,120</b>	<b>\$ 323,555,055</b>
(excluding Internal Svcs & Fiduciary Funds)			

# CONSOLIDATED OPERATING EXPENDITURE SCHEDULE

INTERNAL SERVICE FUNDS	ACTUAL 2022-23	ADJUSTED BUDGET 2023-24	RECOMMENDED BUDGET 2024-25
<b>SELF INSURANCE FUND - GENERAL LIABILITY</b>			
Administrative Services			
Administrative Support (61710)	\$ -	\$ 2,465	\$ 2,465
Risk Management Admin (67711)	\$ 388,367	\$ 340,107	\$ 612,287
Risk Management- General Liability (67712)	\$ 4,076,270	\$ 6,643,625	\$ 4,958,763
Risk Management- Property (67714)	\$ 911,878	\$ 1,023,538	\$ 1,335,902
<b>Fund Total</b>	<b>\$ 5,376,515</b>	<b>\$ 8,009,735</b>	<b>\$ 6,909,417</b>
<b>EMPLOYEE BENEFITS FUND</b>			
Administrative Services			
Employee Benefits (67810)	\$ 672,326	\$ 881,205	\$ 881,205
Employee Benefits (67820)	\$ 15,168	\$ 64,826	\$ 64,826
Employee Benefits (67830)	\$ 6,731,242	\$ 6,976,825	\$ 6,972,825
Employee Benefits (67840)	\$ 62,995	\$ 93,255	\$ 93,255
Leave Buyouts (67860)	\$ 6,829	\$ 994,323	\$ 994,323
<b>Fund Total</b>	<b>\$ 7,488,560</b>	<b>\$ 9,010,434</b>	<b>\$ 9,006,434</b>
<b>EQUIPMENT SERVICES FUND</b>			
Public Works			
Equipment Services (67230)	\$ 5,443,657	\$ 8,280,260	\$ 7,706,294
Administrative Services			
Administrative Support (61710)	\$ 7,409	\$ 23,515	\$ 22,026
<b>Fund Total</b>	<b>\$ 5,451,066</b>	<b>\$ 8,303,775</b>	<b>\$ 7,728,320</b>
<b>INTERNAL SERVICES FUND</b>			
Administrative Services			
Administrative Support (61710)	\$ -	\$ 135,548	\$ 135,548
Information Technology (67110)	\$ 3,941,475	\$ 4,950,183	\$ 5,040,661
Telephone Services (67211)	\$ 340,871	\$ 361,756	\$ 383,021
	\$ 4,282,346	\$ 5,447,487	\$ 5,559,230
City Manager			
Receptionist Services (67212)	\$ 176,164	\$ 198,342	\$ 217,172
Fire			
Fire Operations (62220)	\$ 74,821	\$ 182,464	\$ 160,091
Police			
Central Dispatching Svcs. (67310)	\$ 3,739,036	\$ 4,048,869	\$ 3,995,678
Public Works			
Custodial Services (67241)	\$ 2,490,578	\$ 2,592,325	\$ 2,958,754
Bldg. Maint. & Repair Svcs. (67242)	\$ 2,976,412	\$ 2,854,998	\$ 3,537,516
	\$ 5,466,990	\$ 5,447,323	\$ 6,496,270
<b>Fund Total</b>	<b>\$ 13,739,357</b>	<b>\$ 15,324,485</b>	<b>\$ 16,428,441</b>

# CONSOLIDATED OPERATING EXPENDITURE SCHEDULE

<u>INTERNAL SERVICE FUNDS CONT.</u>	<u>ACTUAL 2022-23</u>	<u>ADJUSTED BUDGET 2023-24</u>	<u>RECOMMENDED BUDGET 2024-25</u>
<b>TECHNOLOGY FUND</b>			
Administrative Services			
Information Technology (67110)	\$ -	\$ (100,000)	\$ (100,000)
Computer Replacement Prog (67111)	\$ -	\$ 224,999	\$ 224,999
<b>Fund Total</b>	<b>\$ -</b>	<b>\$ 124,999</b>	<b>\$ 124,999</b>
<b>SELF INSURANCE FUND- WORKERS' COMPENSATION</b>			
Administrative Services			
Administrative Support (61710)	\$ 12,587	\$ 16,346	\$ 13,816
Risk Mgmt. - Workers' Comp (67713)	\$ 4,172,792	\$ 9,499,560	\$ 9,530,207
Risk Mgmt. - Workers' Comp FF (67717)	\$ 772,129	\$ -	\$ -
<b>Fund Total</b>	<b>\$ 4,957,508</b>	<b>\$ 9,515,907</b>	<b>\$ 9,544,023</b>
<b>TOTAL INTERNAL SERVICE FUNDS</b>	<b>\$ 37,013,006</b>	<b>\$ 50,289,335</b>	<b>\$ 49,741,634</b>
<b>FIDUCIARY FUNDS</b>			
<b>ASSESSMENT DISTRICTS</b>			
Administrative Services			
Admin. Expense Fund (61421)	\$ 38,649	\$ 43,815	\$ 36,420
Debt Service Fund (61423)	\$ 727,625	\$ 723,994	\$ 731,963
One Marina Debt Service Fund (61423)	\$ 246,156	\$ 723,994	\$ 246,807
One Marina Admin Expense Fund (61421)	\$ 34,096	\$ 42,391	\$ 36,119
<b>Fund Total</b>	<b>\$ 1,046,526</b>	<b>\$ 1,534,194</b>	<b>\$ 1,051,309</b>
<b>SUCCESSOR AGENCY TO THE REDEVELOPMENT AGENCY</b>			
City Manager			
Debt Service (61423)	\$ 1,527,876	\$ 3,515,000	\$ 3,509,900
Administration (66410)	\$ 463,912	\$ 111,880	\$ 131,620
<b>Fund Total</b>	<b>\$ 1,991,788</b>	<b>\$ 3,626,880</b>	<b>\$ 3,641,520</b>
<b>TOTAL FIDUCIARY FUNDS</b>	<b>\$ 3,038,314</b>	<b>\$ 5,161,074</b>	<b>\$ 4,692,829</b>

# DETAILED OPERATING EXPENDITURE SCHEDULE

GENERAL FUNDS	Employee Costs	Supplies and Services	Internal Services	Total
<b>CITY COUNCIL</b>				
City Council (61110)	\$ 221,589	\$ 3,158	\$ 132,147	\$ 356,894
<b>Total</b>	<b>\$ 221,589</b>	<b>\$ 3,158</b>	<b>\$ 132,147</b>	<b>\$ 356,894</b>
<b>CITY MANAGER</b>				
Anti-Displacement Strategy (61255)	\$ 267,427	\$ 236,294	\$ -	\$ 503,721
DEI Initiatives (61260)	\$ 284,458	\$ 103,000	\$ -	\$ 387,458
Housing Administration (66319)	\$ -	\$ 5,000	\$ -	\$ 5,000
Management/Policy Execution (61210)	\$ 950,771	\$ 271,605	\$ 246,826	\$ 1,469,202
Organizational Efficiencies (61223)	\$ -	\$ 100,000	\$ -	\$ 100,000
Communications/Community Engagement (61220)	\$ 992,850	\$ 432,641	\$ 10,609	\$ 1,436,100
Economic Development (61240)	\$ 556,894	\$ 325,850	\$ 3,507	\$ 886,251
<b>Total</b>	<b>\$ 3,052,400</b>	<b>\$ 1,474,390</b>	<b>\$ 260,942</b>	<b>\$ 4,787,732</b>
<b>CITY ATTORNEY</b>				
Legal Services (61510)	\$ 1,970,192	\$ 248,218	\$ 216,471	\$ 2,434,881
<b>Total</b>	<b>\$ 1,970,192</b>	<b>\$ 248,218</b>	<b>\$ 216,471</b>	<b>\$ 2,434,881</b>
<b>CITY CLERK</b>				
Legisl. Svcs./Records Mgmt. (61310)	\$ 783,459	\$ 140,171	\$ 82,327	\$ 1,005,957
Elections (61320)	\$ 31,896	\$ 343,272	\$ 2,245	\$ 377,413
Council Support (61330)	\$ -	\$ 80,785	\$ -	\$ 80,785
<b>Total</b>	<b>\$ 815,355</b>	<b>\$ 564,228</b>	<b>\$ 84,572</b>	<b>\$ 1,464,155</b>
<b>ADMINISTRATIVE SERVICES</b>				
Admin. Supp. Svcs. (61710)	\$ 359,657	\$ 761,203	\$ 17,141	\$ 1,138,001
Financial Services (61430)	\$ 2,685,539	\$ 94,564	\$ 241,581	\$ 3,021,684
<b>Total</b>	<b>\$ 3,045,196</b>	<b>\$ 855,767</b>	<b>\$ 258,722</b>	<b>\$ 4,159,685</b>
<b>COMMUNITY DEVELOPMENT &amp; TRANSPORTATION</b>				
Community Development Admin (63010)	\$ 894,025	\$ 50,690	\$ 151,920	\$ 1,096,635
GIS/CAD Program- Operating (63015)	\$ 358,453	\$ 228,000	\$ -	\$ 586,453
Building Regulation (63110)	\$ 3,322,305	\$ 2,652,660	\$ 293,661	\$ 6,268,626
Code Enforcement (63310)	\$ 1,281,545	\$ 39,528	\$ 143,490	\$ 1,464,563
General Engineering (65121)	\$ 126,141	\$ 145,245	\$ 376,973	\$ 648,359
Subdivision Engineering (65122)	\$ -	\$ 504,808	\$ 12,050	\$ 516,858
Micromobility Program (65123)	\$ -	\$ 2,500	\$ -	\$ 2,500
Flood & Sea Level Rise Resiliency Ag (65125)	\$ -	\$ 55,000	\$ -	\$ 55,000
Planning (63210)	\$ 3,591,851	\$ 111,920	\$ 282,624	\$ 3,986,395
Strategic Planning (63220)	\$ 771,754	\$ 33,259	\$ 10,700	\$ 815,713
<b>Total</b>	<b>\$ 10,346,074</b>	<b>\$ 3,823,610</b>	<b>\$ 1,271,418</b>	<b>\$ 15,441,102</b>

# DETAILED OPERATING EXPENDITURE SCHEDULE

GENERAL FUNDS CONT.	Employee Costs	Supplies and Services	Internal Services	Total
<b>FIRE</b>				
Administration (62210)	\$ 1,652,310	\$ 803,452	\$ 546,990	\$ 3,002,752
Operations (62220)	\$ 33,353,315	\$ 761,806	\$ 4,758,972	\$ 38,874,093
San Carlos Fire (62225-26)	\$ 1,542,500	\$ 748,230	\$ -	\$ 2,290,730
Prevention (62230)	\$ 1,211,376	\$ 205,112	\$ 126,142	\$ 1,542,630
Training (62240)	\$ 566,347	\$ 104,309	\$ 5,044	\$ 675,700
Emergency Medical Services (62245)	\$ -	\$ 84,453	\$ -	\$ 84,453
Emergency Operations (62260)	\$ -	\$ 194,207	\$ 2,086	\$ 196,293
Firefighter Trainees- SAFER Grant (62265)	\$ 1,209,850	\$ -	\$ -	\$ 1,209,850
<b>Total</b>	<b>\$ 39,535,698</b>	<b>\$ 2,901,569</b>	<b>\$ 5,439,234</b>	<b>\$ 47,876,501</b>
<b>HUMAN RESOURCES</b>				
Human Resources (61610)	\$ 3,206,959	\$ 765,252	\$ 385,538	\$ 4,357,749
<b>Total</b>	<b>\$ 3,206,959</b>	<b>\$ 765,252</b>	<b>\$ 385,538</b>	<b>\$ 4,357,749</b>
<b>LIBRARY</b>				
Administrative Svcs. Unit (66251)	\$ 1,014,063	\$ 1,154,819	\$ 339,494	\$ 2,508,376
Downtown Library (66261)	\$ 2,755,514	\$ 917,972	\$ 1,331,742	\$ 5,005,228
Literacy Services Unit (66281)	\$ 1,249,366	\$ 5,023	\$ 90,899	\$ 1,345,288
Children's & Teen Svcs & Comm Outreach (66282)	\$ 849,355	\$ 9,408	\$ 35,075	\$ 893,838
Neighborhood Libraries and Outreach (66290)	\$ 1,514,202	\$ 61,367	\$ 330,003	\$ 1,905,572
<b>Total</b>	<b>\$ 7,382,500</b>	<b>\$ 2,148,589</b>	<b>\$ 2,127,213</b>	<b>\$ 11,658,302</b>
<b>PARKS, RECREATION AND COMMUNITY SERVICES</b>				
Fair Oaks Community Center (64211)	\$ 790,849	\$ 126,765	\$ 652,912	\$ 1,570,526
Information/Referral (64212)	\$ 866,649	\$ 14,830	\$ 39,040	\$ 920,519
Human Svcs. Assistance (64213)	\$ -	\$ 59,800	\$ -	\$ 59,800
Administration (66110)	\$ 1,789,650	\$ 891,620	\$ 244,167	\$ 2,925,437
Civic Cultural Commission (66111)	\$ -	\$ 73,896	\$ -	\$ 73,896
Landscape Maintenance-City (66121)	\$ 3,699,144	\$ 1,834,985	\$ 1,555,972	\$ 7,090,101
Landscape Maintenance - Downtown (66124)	\$ -	\$ -	\$ -	\$ -
Youth and Teen Services (66131)	\$ 593,066	\$ 26,810	\$ 377,159	\$ 997,035
Elementary Activities (66133)	\$ 321,922	\$ 65,246	\$ 24,175	\$ 411,343
Teen Activities (66135)	\$ 374,490	\$ 50,194	\$ 21,287	\$ 445,971
After School Program Grant (66137)	\$ 1,443,262	\$ 234,112	\$ 49,449	\$ 1,726,823
Preschool Program (66139)	\$ 337,073	\$ 24,690	\$ 4,069	\$ 365,832
Red Morton Community Center (66142)	\$ 375,928	\$ 136,798	\$ 631,668	\$ 1,144,394
Aquatics Program (66145)	\$ 4,865	\$ 53,150	\$ 62,987	\$ 121,002
Adult Sports (66147)	\$ 162,889	\$ 109,736	\$ 274	\$ 272,899
Middle School Sports (66148)	\$ 255,394	\$ 138,500	\$ 31,069	\$ 424,963
Community Activities Building Ops (66151)	\$ 296,070	\$ 125,035	\$ 308,221	\$ 729,326
Special Interest Classes (66161)	\$ 716,973	\$ 851,195	\$ 83,778	\$ 1,651,946
Sandpiper Community Center (66162)	\$ 215,790	\$ 45,527	\$ 292,049	\$ 553,366
Sandpiper Youth Club (66163)	\$ 408,418	\$ 7,973	\$ 3,775	\$ 420,166
Senior Services (66171)	\$ 1,010,171	\$ 230,669	\$ 113,641	\$ 1,354,481
Community Services (66172)	\$ 393,332	\$ 96,174	\$ 472,098	\$ 961,604
Veteran Memorial Bldg/Sr Ctr Ops (66174)	\$ 76,000	\$ 4,500	\$ 551,754	\$ 632,254
Theater Ops (66175)	\$ -	\$ 20,000	\$ 105,882	\$ 125,882
SNAP (66177)	\$ 45,000	\$ 88,000	\$ -	\$ 133,000
Armory Building Ops (66182)	\$ 130,238	\$ 29,764	\$ 217,581	\$ 377,583
Downtown Development Program (66429)	\$ 488,588	\$ 215,000	\$ 19,966	\$ 723,554
<b>Total</b>	<b>\$ 14,795,761</b>	<b>\$ 5,554,969</b>	<b>\$ 5,862,973</b>	<b>\$ 26,213,703</b>

# DETAILED OPERATING EXPENDITURE SCHEDULE

<b>GENERAL FUNDS CONT.</b>	<b>Employee Costs</b>	<b>Supplies and Services</b>	<b>Internal Services</b>	<b>Total</b>
<b>POLICE</b>				
Administration (62111)	\$ 1,594,962	\$ 1,168,286	\$ 8,708,043	\$ 11,471,291
Records (62112)	\$ 1,215,268	\$ 54,393	\$ 44,516	\$ 1,314,177
Training (62113)	\$ 1,056,640	\$ 278,715	\$ 14,029	\$ 1,349,384
Property/Evidence (62114)	\$ 309,700	\$ 36,809	\$ 25,807	\$ 372,316
Police Activities League (62115)	\$ -	\$ 103,273	\$ 427	\$ 103,700
Patrol Services (62131)	\$ 33,171,736	\$ 537,445	\$ 2,756,979	\$ 36,466,160
Criminal Investigation (62134)	\$ 6,977,176	\$ 85,646	\$ 513,538	\$ 7,576,360
<b>Total</b>	<b>\$ 44,325,482</b>	<b>\$ 2,264,567</b>	<b>\$ 12,063,339</b>	<b>\$ 58,653,388</b>
<b>PUBLIC WORKS SERVICES</b>				
Climate Action Plan Programs (65138)	\$ -	\$ 30,000	\$ -	\$ 30,000
Highway 101 Pedestrian Underpass (67243)	\$ -	\$ 50,000	\$ -	\$ 50,000
Street System Maintenance (65132)	\$ -	\$ 30,000	\$ 471,290	\$ 501,290
Street Cleaning (65133)	\$ 378,654	\$ 239,350	\$ 109,147	\$ 727,151
Sidewalk Maintenance/Replacement (65134)	\$ 38,752	\$ -	\$ 45,582	\$ 84,334
Street Tree Maintenance (65135)	\$ 492,051	\$ 395,528	\$ 327,678	\$ 1,215,257
Downtown/Entry Feature Maintenance (65136)	\$ -	\$ 11,889	\$ -	\$ 11,889
Storm Water Collection/Disposal (65161)	\$ -	\$ 30,000	\$ 36,505	\$ 66,505
Trash & Recycling Efforts (65186)	\$ 10,187	\$ 112,000	\$ 296	\$ 122,483
Water Resources Management (65146)	\$ 3,793	\$ -	\$ -	\$ 3,793
Sewer System Maintenance (65152)	\$ 50,934	\$ -	\$ -	\$ 50,934
<b>Total</b>	<b>\$ 974,371</b>	<b>\$ 898,767</b>	<b>\$ 990,498</b>	<b>\$ 2,863,636</b>
<b>NON-DEPARTMENTAL</b>				
Debt Service	\$ -	\$ 3,089,050	\$ -	\$ 3,089,050
Administrative Services Operations	\$ -	\$ 233,695	\$ -	\$ 233,695
City Manager Operations	\$ -	\$ 1,023,390	\$ -	\$ 1,023,390
<b>Total</b>	<b>\$ -</b>	<b>\$ 4,346,135</b>	<b>\$ -</b>	<b>\$ 4,346,135</b>
<b>TOTAL GENERAL FUNDS</b>	<b>\$ 129,671,577</b>	<b>\$ 25,849,219</b>	<b>\$ 29,093,067</b>	<b>\$ 184,613,863</b>

# DETAILED OPERATING EXPENDITURE SCHEDULE

SPECIAL REVENUE FUNDS	Employee Costs	Supplies and Services	Internal Services	Total
<b>AFFORDABLE HOUSING AND OTHER REVENUE</b>				
City Manager				
Housing Projects (66457)	\$ 44,250	\$ 3,997,000	\$ -	\$ 4,041,250
Affordable Housing Preservation Program (66458)	\$ -	\$ 630,000	\$ -	\$ 630,000
<b>Fund Total</b>	<b>\$ 44,250</b>	<b>\$ 4,627,000</b>	<b>\$ -</b>	<b>\$ 4,671,250</b>
<b>GAS TAX STREET IMPROVEMENT FUND</b>				
Administrative Services				
Admin. Supp. Svcs. (61710)	\$ -	\$ 1,500	\$ -	\$ 1,500
Public Works				
Street System Maint. (65132)	\$ 722,430	\$ 232,142	\$ 338,425	\$ 1,292,997
Street Cleaning (65133)	\$ 279,452	\$ 4,181	\$ 13,249	\$ 296,882
Sidewalk Maint. & Replacement (65134)	\$ 348,186	\$ 3,717	\$ 467,489	\$ 819,392
Storm Water Coll. & Disposal (65161)	\$ 291,752	\$ 15,111	\$ 76,793	\$ 383,656
Trash & Recycling Efforts (65186)	\$ 197,042	\$ -	\$ 8,715	\$ 205,757
<b>Fund Total</b>	<b>\$ 1,838,862</b>	<b>\$ 255,151</b>	<b>\$ 904,671</b>	<b>\$ 2,998,684</b>
<b>RWC CFD NO. 2020-1 (SEAPORT CENTRE/SEAPORT PLAZA)</b>				
Community Development & Transportation				
General Engineering (65121)	\$ -	\$ -	\$ 56	\$ 56
Public Works				
Street System Maint. (65132)	\$ 40,061	\$ 53,160	\$ 12,578	\$ 105,799
Street Cleaning (65133)	\$ 32,594	\$ 58,211	\$ 4,726	\$ 95,531
Sidewalk Maint. & Replacement (65134)	\$ -	\$ 6,415	\$ 384	\$ 6,799
<b>Fund Total</b>	<b>\$ 72,655</b>	<b>\$ 117,786</b>	<b>\$ 17,688</b>	<b>\$ 208,129</b>
<b>GID 1-64 MAINTENANCE &amp; OPERATION</b>				
Public Works				
Storm Water Coll. & Disposal (65161)	\$ 132,656	\$ 401,846	\$ 45,258	\$ 579,760
<b>Fund Total</b>	<b>\$ 132,656</b>	<b>\$ 401,846</b>	<b>\$ 45,258</b>	<b>\$ 579,760</b>
<b>GRANTS FUND</b>				
<b>Federal Grants/Rental Income Program</b>				
City Manager				
General Administration-CDBG (66310)	\$ 87,319	\$ 31,000	\$ -	\$ 118,319
Fair Housing Implementation (66311)	\$ -	\$ 15,000	\$ -	\$ 15,000
Minor Home Repair (66374)	\$ -	\$ 100,000	\$ -	\$ 100,000
Covid19 Emergency Rental Assistance (66482)	\$ -	\$ -	\$ -	\$ -
Public Services - CDBG (66483)	\$ -	\$ 101,018	\$ -	\$ 101,018
Economic Development CDBG (66484)	\$ -	\$ 50,000	\$ -	\$ 50,000
Housing & Pub Fac Impr Proj-CDBG (66485)	\$ -	\$ 495,788	\$ -	\$ 495,788
CHDO Set-Aside Unallocated (66499)	\$ -	\$ 41,442	\$ -	\$ 41,442
HOME Administration (66354)	\$ 68,492	\$ 3,500	\$ 152	\$ 72,144
Home Site Acquisition (66371)	\$ -	\$ -	\$ -	\$ -
Rehab.Admin.Not Funded By Grt. (66380)	\$ -	\$ -	\$ (152)	\$ (152)
Housing Projects (66457)	\$ -	\$ 207,209	\$ -	\$ 207,209
<b>Fund Total</b>	<b>\$ 155,811</b>	<b>\$ 1,044,957</b>	<b>\$ -</b>	<b>\$ 1,200,768</b>

# DETAILED OPERATING EXPENDITURE SCHEDULE

SPECIAL REVENUE FUNDS CONT.	Employee Costs	Supplies and Services	Internal Services	Total
<b>HOUSING IN-LIEU FEES &amp; OTHER REVENUES</b>				
City Manager				
Housing Projects (66457)	\$ -	\$ 700,000	\$ -	\$ 700,000
Fund Total	\$ -	\$ 700,000	\$ -	\$ 700,000
<b>HUMAN SERVICES FINANCIAL ASST.</b>				
Council				
Human Services Asst. (64213)	\$ -	\$ 100,000	\$ -	\$ 100,000
Fund Total	\$ -	\$ 100,000	\$ -	\$ 100,000
<b>LAW ENFORCEMENT GRANTS</b>				
Police				
Citizen's Option for Public Safety-Patrol (62131)	\$ -	\$ 125,000	\$ -	\$ 125,000
Fund Total	\$ -	\$ 125,000	\$ -	\$ 125,000
<b>LOW &amp; MODERATE INCOME HOUSING ASSET FUND</b>				
City Manager				
Homeless Outreach Program (61251)	\$ -	\$ 250,000	\$ -	\$ 250,000
Administration (66410)	\$ 180,495	\$ 8,000	\$ -	\$ 188,495
Housing Projects (66457)	\$ -	\$ 4,000,000	\$ -	\$ 4,000,000
Affordable Housing Preservation Program (66458)	\$ -	\$ 4,000,000	\$ -	\$ 4,000,000
Fund Total	\$ 180,495	\$ 8,258,000	\$ -	\$ 8,438,495
<b>HOUSING SUPPORT FUND</b>				
City Manager				
General Administration (66310)	\$ -	\$ 720	\$ 11,145	\$ 11,865
Housing Administration (66319)	\$ 496,571	\$ 1,906,324	\$ -	\$ 2,402,895
Housing Projects (66457)	\$ -	\$ -	\$ 10,144	\$ 10,144
Affordable Housing Preservation Program (66458)	\$ -	\$ 285,000	\$ -	\$ 285,000
Fund Total	\$ 496,571	\$ 2,192,044	\$ 21,289	\$ 2,709,904
<b>PLANNING COST RECOVERY</b>				
Community Development				
Current Projects Planning (63210)	\$ -	\$ 1,212,000	\$ -	\$ 1,212,000
Fund Total	\$ -	\$ 1,212,000	\$ -	\$ 1,212,000



# DETAILED OPERATING EXPENDITURE SCHEDULE

<b>SPECIAL REVENUE FUNDS CONT.</b>	<b>Employee Costs</b>	<b>Supplies and Services</b>	<b>Internal Services</b>	<b>Total</b>
<b>REDWOOD SHORES LANDSCAPE MAINT. DISTRICT</b>				
Parks/Recreation				
Lido Landscape Maint. (66123)	\$ 228,471	\$ 91,042	\$ 26,272	\$ 345,785
Fund Total	\$ 228,471	\$ 91,042	\$ 26,272	\$ 345,785
<b>SEAPORT CENTRE MAINTENANCE DISTRICT</b>				
Community Development				
General Engineering (65121)	\$ 5,798	\$ -	\$ -	\$ 5,798
Public Works				
Water Supply & Distr. (65144)	\$ -	\$ -	\$ (992)	\$ (992)
Sewer System Maint. (65152)	\$ 30,120	\$ -	\$ (97,256)	\$ (67,136)
Storm Water Coll. & Disposal (65161)	\$ 38,768	\$ -	\$ (95,585)	\$ (56,817)
Fund Total	\$ 74,686	\$ -	\$ (193,833)	\$ (119,147)
<b>SEAPORT LANDSCAPING MAINT. DISTRICT</b>				
Community Development				
General Engineering (65121)	\$ 5,798	\$ -	\$ 56	\$ 5,854
Public Works				
Storm Water Collection and Disposal (65161)	\$ 16,409	\$ 14,224	\$ 5,478	\$ 36,111
Parks/Recreation				
Seaport Blvd. Landscape Maint. (65184)	\$ 158,667	\$ 44,099	\$ 34,413	\$ 237,179
Fund Total	\$ 180,874	\$ 58,323	\$ 39,947	\$ 279,144
<b>TRAFFIC MITIGATION FEES FUND</b>				
Parks/Recreation				
Shuttle Services (72623)	\$ 14,726	\$ -	\$ -	\$ 14,726
Fund Total	\$ 14,726	\$ -	\$ -	\$ 14,726
<b>TRAFFIC SAFETY FUND</b>				
Public Works				
Traffic Control Maint. (65131)	\$ 451,389	\$ 1,573,871	\$ 66,011	\$ 2,091,271
Paint and Sign Maint. (65137)	\$ 467,577	\$ 63,579	\$ 107,484	\$ 638,640
Fund Total	\$ 918,966	\$ 1,637,450	\$ 173,495	\$ 2,729,911
<b>TRANSPORTATION FUND</b>				
Administrative Services				
Admin. Supp. Svcs. (61710)	\$ -	\$ 30,000	\$ -	\$ 30,000
Non-departmental (89999)	\$ -	\$ 219,696	\$ -	\$ 219,696
Community Development				
Engineering (65121)	\$ 136,850	\$ -	\$ -	\$ 136,850
Fund Total	\$ 136,850	\$ 249,696	\$ -	\$ 386,546
<b>TRANSPORTATION GRANTS FUNDS</b>				
Public Works				
Storm Water Col. & Disposal (65161)	\$ 96,012	\$ -	\$ 237,919	\$ 333,931
Fund Total	\$ 96,012	\$ -	\$ 237,919	\$ 333,931
<b>TOTAL SPECIAL REVENUE FUNDS</b>	<b>\$ 4,499,230</b>	<b>\$ 20,954,009</b>	<b>\$ 1,255,018</b>	<b>\$ 26,708,256</b>

# DETAILED OPERATING EXPENDITURE SCHEDULE

<b>INTERNAL SERVICE FUNDS CONT.</b>	<b>Employee Costs</b>	<b>Supplies and Services</b>	<b>Internal Services</b>	<b>Total</b>
<b>CAPITAL OUTLAY FUND</b>				
Administrative Services				
Admin. Supp. Svcs. (61710)	\$ -	\$ 21,600	\$ -	\$ 21,600
Community Development				
Program Administration (65112)	\$ 3,200,000	\$ 351	\$ 225,758	\$ 3,426,109
GIS/CAD Program (71163)	\$ 66,537	\$ -	\$ -	\$ 66,537
Fund Total	\$ 3,266,537	\$ 21,951	\$ 225,758	\$ 3,514,246
<b>TOTAL CAPITAL IMPROVEMENT FUNDS</b>	<b>\$ 3,266,537</b>	<b>\$ 21,951</b>	<b>\$ 225,758</b>	<b>\$ 3,514,246</b>
<b>DEBT SERVICE FUNDS</b>				
<b>PFA 2021 VETERANS' MEMORIAL/SENIOR CENTER LEASE BOND FUND</b>				
Administrative Services				
Debt Service (61423)	\$ -	\$ 3,095,250	\$ -	\$ 3,095,250
Fund Total	\$ -	\$ 3,095,250	\$ -	\$ 3,095,250
<b>TOTAL DEBT SERVICE FUNDS</b>	<b>\$ -</b>	<b>\$ 3,095,250</b>	<b>\$ -</b>	<b>\$ 3,095,250</b>

# DETAILED OPERATING EXPENDITURE SCHEDULE

ENTERPRISE FUNDS	Employee Costs	Supplies and Services	Internal Services	Total
<b>PARKING FUND</b>				
Administrative Services				
Revenue Services (61410)	\$ 41,902	\$ 1,315	\$ 6,426	\$ 49,643
Admin. Support Svcs. (61710)	\$ -	\$ 28,602	\$ -	\$ 28,602
	\$ 41,902	\$ 29,917	\$ 6,426	\$ 78,245
Community Development				
Downtown Facilities Operations (65175)	\$ 254,398	\$ 1,457,264	\$ 169,257	\$ 1,880,919
Police				
Patrol Services (62131)	\$ 896,778	\$ -	\$ 67,423	\$ 964,201
Public Works				
Street System Maint. (65132)	\$ 334,693	\$ 132,473	\$ 106,522	\$ 573,688
<b>Fund Total</b>	<b>\$ 1,527,771</b>	<b>\$ 1,619,654</b>	<b>\$ 349,628</b>	<b>\$ 3,497,053</b>
<b>DOCKTOWN MARINA FUND</b>				
Public Works				
Docktown Administration (66433)	\$ 175,575	\$ 559,706	\$ 52,926	\$ 788,207
Docktown Special Projects (75607)	\$ -	\$ -	\$ 367	\$ 367
<b>Fund Total</b>	<b>\$ 175,575</b>	<b>\$ 559,706</b>	<b>\$ 53,293</b>	<b>\$ 788,574</b>
<b>SEWER FUND</b>				
Administrative Services				
Admin. Support Svcs. (61710)	\$ -	\$ 67,764	\$ -	\$ 67,764
Public Works				
Sewer System Maint. (65152)	\$ 3,512,259	\$ 1,267,937	\$ 3,705,096	\$ 8,485,292
Waste Water Treat. & Disposal (65154)	\$ -	\$ 40,897,648	\$ -	\$ 41,626,198
Storm Water Coll. & Disposal (65161)	\$ 520,024	\$ 516,050	\$ 227,923	\$ 1,263,997
	\$ 4,032,283	\$ 42,681,635	\$ 3,933,019	\$ 51,375,487
<b>Fund Total</b>	<b>\$ 4,032,283</b>	<b>\$ 42,749,399</b>	<b>\$ 3,933,019</b>	<b>\$ 51,443,251</b>
<b>WATER FUND</b>				
Administrative Services				
Revenue Services (61410)	\$ 1,602,119	\$ 481,404	\$ 336,493	\$ 2,420,016
Admin. Support Svcs. (61710)	\$ -	\$ 119,727	\$ -	\$ 119,727
Debt Service (61423)	\$ -	\$ 305,000	\$ -	\$ 305,000
	\$ 1,602,119	\$ 906,131	\$ 336,493	\$ 2,844,743
Public Works				
Water Customer Services (65142)	\$ 1,143,784	\$ 996,442	\$ 479,020	\$ 2,619,246
Water Supply & Distribution (65144)	\$ 3,947,343	\$ 1,593,372	\$ 3,929,835	\$ 9,470,550
SFWD Water Purchases (65145)	\$ -	\$ 26,655,000	\$ -	\$ 26,655,000
Water Resources Management (65146)	\$ 919,089	\$ 535,161	\$ 257,300	\$ 1,711,550
Recycled Water (65147)	\$ -	\$ -	\$ -	\$ -
Recycled Water Fund- Recycled Water (65147)	\$ 1,697,067	\$ 4,525,013	\$ 163,208	\$ 6,385,288
	\$ 7,707,283	\$ 34,304,988	\$ 4,829,363	\$ 46,841,634
<b>Fund Total</b>	<b>\$ 9,309,402</b>	<b>\$ 35,211,119</b>	<b>\$ 5,165,856</b>	<b>\$ 49,686,377</b>
<b>TOTAL ENTERPRISE FUNDS</b>	<b>\$ 15,045,031</b>	<b>\$ 80,139,878</b>	<b>\$ 9,501,796</b>	<b>\$ 105,415,255</b>
<b>TOTAL ALL FUNDS</b>	<b>\$ 152,482,375</b>	<b>\$ 126,965,057</b>	<b>\$ 40,075,639</b>	<b>\$ 323,346,869</b>
(excluding Internal Svcs & Fiduciary Funds)				

# DETAILED OPERATING EXPENDITURE SCHEDULE

INTERNAL SERVICE FUNDS	Employee Costs	Supplies and Services	Internal Services	Total
<b>GENERAL LIABILITY INSURANCE FUND</b>				
Administrative Services				
Administrative Support (61710)	\$ -	\$ 2,465	\$ -	\$ 2,465
Risk Management Admin (67711)	\$ 562,588	\$ 17,920	\$ 31,779	\$ 612,287
Risk Management- General Liability (67712)	\$ -	\$ 4,787,866	\$ 170,897	\$ 4,958,763
Risk Management- Property (67714)	\$ -	\$ 1,317,807	\$ 18,095	\$ 1,335,902
<b>Fund Total</b>	<b>\$ 562,588</b>	<b>\$ 6,126,058</b>	<b>\$ 220,771</b>	<b>\$ 6,909,417</b>
<b>EMPLOYEE BENEFITS FUND</b>				
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
<b>Fund Total</b>	<b>\$ 994,323</b>	<b>\$ 8,012,111</b>	<b>\$ -</b>	<b>\$ 9,006,434</b>
<b>EQUIPMENT SERVICES FUND</b>				
Public Works				
Equipment Services (67230)	\$ 1,945,133	\$ 5,349,838	\$ 411,323	\$ 7,706,294
Administrative Services				
Administrative Support (61710)	\$ -	\$ 22,026	\$ -	\$ 22,026
<b>Fund Total</b>	<b>\$ 1,945,133</b>	<b>\$ 5,371,864</b>	<b>\$ 411,323</b>	<b>\$ 7,728,320</b>
<b>INTERNAL SERVICES FUND</b>				
Administrative Services				
Administrative Support (61710)	\$ -	\$ 135,548	\$ -	\$ 135,548
Information Technology (67110)	\$ 4,068,266	\$ 654,225	\$ 318,170	\$ 5,040,661
Telephone Services (67211)	\$ 240,443	\$ 104,148	\$ 38,430	\$ 383,021
	\$ 4,308,709	\$ 893,921	\$ 356,600	\$ 5,559,230
City Manager				
Receptionist Services (67212)	\$ 203,470	\$ 1,187	\$ 12,515	\$ 217,172
Fire				
Fire Operations (62220)	\$ -	\$ 160,091	\$ -	\$ 160,091
Police				
Central Dispatching Svcs. (67310)	\$ 3,438,013	\$ 280,259	\$ 277,406	\$ 3,995,678
Public Works				
Custodial Services (67241)	\$ 2,544,054	\$ 153,704	\$ 260,996	\$ 2,958,754
Bldg. Maint. & Repair Svcs. (67242)	\$ 2,111,404	\$ 908,886	\$ 517,226	\$ 3,537,516
	\$ 4,655,458	\$ 1,062,590	\$ 778,222	\$ 6,496,270
<b>Fund Total</b>	<b>\$ 12,605,650</b>	<b>\$ 2,398,048</b>	<b>\$ 1,424,743</b>	<b>\$ 16,428,441</b>

# DETAILED OPERATING EXPENDITURE SCHEDULE

INTERNAL SERVICE FUNDS	Employee Costs	Supplies and Services	Internal Services	Total
<b>TECHNOLOGY FUND</b>				
Administrative Services				
Information Technology (67110)	\$ -	\$ (100,000)	\$ -	\$ (100,000)
Computer Replacement Prog (67111)	\$ -	\$ -	\$ -	\$ 224,999
<b>Fund Total</b>	<b>\$ -</b>	<b>\$ (100,000)</b>	<b>\$ -</b>	<b>\$ 124,999</b>
<b>WORKERS' COMPENSATION FUND</b>				
Administrative Services				
Administrative Support (61710)	\$ -	\$ 13,816	\$ -	\$ 13,816
Risk Mgmt. - Workers' Comp (67713)	\$ 586,146	\$ 8,480,961	\$ 463,100	\$ 9,530,207
Risk Mgmt. - Workers' Comp FF (67717)	\$ -	\$ -	\$ -	\$ -
<b>Fund Total</b>	<b>\$ 586,146</b>	<b>\$ 8,494,777</b>	<b>\$ 463,100</b>	<b>\$ 9,544,023</b>
<b>TOTAL INTERNAL SERVICE FUNDS</b>	<b>\$ 16,693,840</b>	<b>\$ 30,302,858</b>	<b>\$ 2,519,937</b>	<b>\$ 49,741,634</b>
<b>FIDUCIARY FUNDS</b>				
<b>ASSESSMENT DISTRICTS</b>				
Administrative Services				
Admin. Expense Fund (61421)	\$ -	\$ 36,420	\$ -	\$ 36,420
Debt Service Fund (61423)	\$ -	\$ 731,963	\$ -	\$ 731,963
One Marina Debt Service Fund (61423)	\$ -	\$ 246,807	\$ -	\$ 246,807
One Marina Administrative Expense Fund (61421)	\$ -	\$ 36,119	\$ -	\$ 36,119
<b>Fund Total</b>	<b>\$ -</b>	<b>\$ 1,051,309</b>	<b>\$ -</b>	<b>\$ 1,051,309</b>
<b>SUCCESSOR AGENCY TO THE REDEVELOPMENT AGENCY</b>				
City Manager				
Debt Service (61423)	\$ -	\$ 3,509,900	\$ -	\$ 3,509,900
Administration (66410)	\$ 105,440	\$ 26,180	\$ -	\$ 131,620
<b>Fund Total</b>	<b>\$ 105,440</b>	<b>\$ 3,536,080</b>	<b>\$ -</b>	<b>\$ 3,641,520</b>
<b>TOTAL FIDUCIARY FUNDS</b>	<b>\$ 105,440</b>	<b>\$ 4,587,389</b>	<b>\$ -</b>	<b>\$ 4,692,829</b>

## REVENUE BONDS

**Port of Redwood City 2012 Revenue Bonds** – In June 2012, bonds were issued in the amount of \$10,000,000 to finance construction of the Port’s Wharf 1 & 2 Redevelopment Project. The bonds are due in annual installments of \$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 24-25	FY 25-26	FY 26-27	FY 27-28	Thereafter
2012 Revenue Bonds - Port	742,294	742,294	742,294	742,294	2,969,175
2015 Revenue Bonds - Port	604,544	608,175	605,500	611,000	1,170,800
2013 Revenue Bonds - Water	2,060,750	2,062,500	2,061,000	2,061,250	12,364,250
2015 Revenue Bonds - Water	1,420,644	1,421,244	1,420,244	1,418,294	9,944,800
2017 Revenue Bonds - Water	495,419.00	494,419.00	497,669.00	494,919	3,453,119
2021 PFIA Lease Revenue Bonds-VMSC	3,089,050	3,089,050	3,092,050	3,087,850	71,067,950

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

# CITY DEBT

## Computation of Legal Debt Margin FY 23-24

Total Assessed Value- All Real & Personal Property	\$	34,176,339,066
Debt Limit Percentage		3.75%
Total Debt Limit	\$	1,281,612,715
Total Amount of Debt Applicable to Debt Limit	\$	-
Legal Debt Margin	\$	1,281,612,715

Note: Under State finance law, the City's outstanding general obligation debt should not exceed 15% of total assessed property value. However, the City of Redwood 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.



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# SCHEDULE OF INTER-FUND TRANSFERS

	PROPOSED BUDGET	
	FY 2024-25	
	IN	OUT
<b>ART IN PUBLIC PLACE FUND</b>		
Capital Outlay Fund	\$ 47,000	\$ -
	<u>\$ 47,000</u>	<u>\$ -</u>
<b>DOCKTOWN FUND</b>		
General Fund	\$ 847,482	\$ -
	<u>\$ 847,482</u>	<u>\$ -</u>
<b>CAPITAL OUTLAY FUND</b>		
Utility Users Fund	\$ 10,364,242	
General Fund	\$ 7,100,000	
Art in Public Places	\$ -	\$ (47,000)
Gas Tax Capital Fund	\$ -	\$ (1,444,013)
	<u>\$ 17,464,242</u>	<u>\$ (1,491,013)</u>
<b>GAS TAX CAPITAL FUND</b>		
Capital Projects Fund	\$ 1,444,013	\$ -
	<u>\$ 1,444,013</u>	<u>\$ -</u>
<b>GENERAL FUND</b>		
General Improvement District 1-64	\$ 678,285	\$ -
Lido Landscape Maint District	\$ -	\$ (79,829)
Docktown Fund	\$ -	\$ (847,482)
Water Fund	\$ -	\$ (697,145)
Internal Services Fund	\$ 3,000	\$ -
Parking Fund	\$ -	\$ (1,233,335)
Traffic Safety	\$ -	\$ (2,864,887)
Housing Support Fund		\$ (100,000)
Capital Improvement Projects 24-25		\$ (7,100,000)
Risk Fund	\$ 2,000,000	
	<u>\$ 2,681,285</u>	<u>\$ (12,922,678)</u>
<b>GENERAL IMPROVEMENT DISTRICT FUND</b>		
General Fund	\$ -	\$ (678,285)
	<u>\$ -</u>	<u>\$ (678,285)</u>
<b>INTERNAL SERVICES FUND</b>		
General Fund	\$ -	\$ (3,000)
	<u>\$ -</u>	<u>\$ (3,000)</u>

# SCHEDULE OF INTER-FUND TRANSFERS

	PROPOSED BUDGET	
	IN	OUT
<b>LIDO LANDSCAPE DISTRICT FUND</b>		
General Fund	\$ 79,829	\$ -
	<u>\$ 79,829</u>	<u>\$ -</u>
<b>HOUSING SUPPORT FUND</b>		
General Fund	\$ 100,000	\$ -
	<u>\$ 100,000</u>	<u>\$ -</u>
<b>PARKING FUND</b>		
General Fund	\$ 1,233,335	\$ -
	<u>\$ 1,233,335</u>	<u>\$ -</u>
<b>RISK FUND</b>		
General Fund	\$ -	\$ (2,000,000)
	<u>\$ -</u>	<u>\$ (2,000,000)</u>
<b>SEWER FUND</b>		
Water Fund	\$ -	\$ (747,151)
	<u>\$ -</u>	<u>\$ (747,151)</u>
<b>TRAFFIC SAFETY FUND</b>		
General Fund	\$ 2,864,887	\$ -
	<u>\$ 2,864,887</u>	<u>\$ -</u>
<b>UTILITY USERS TAX FUND</b>		
Capital Outlay Fund	\$ -	\$ (10,364,242)
	<u>\$ -</u>	<u>\$ (10,364,242)</u>
<b>WATER FUND</b>		
General Fund	\$ 697,145	\$ -
Sewer Fund	\$ 747,151	\$ -
	<u>\$ 1,444,296</u>	<u>\$ -</u>
	<u><u>\$ 28,206,369</u></u>	<u><u>\$ (28,206,369)</u></u>

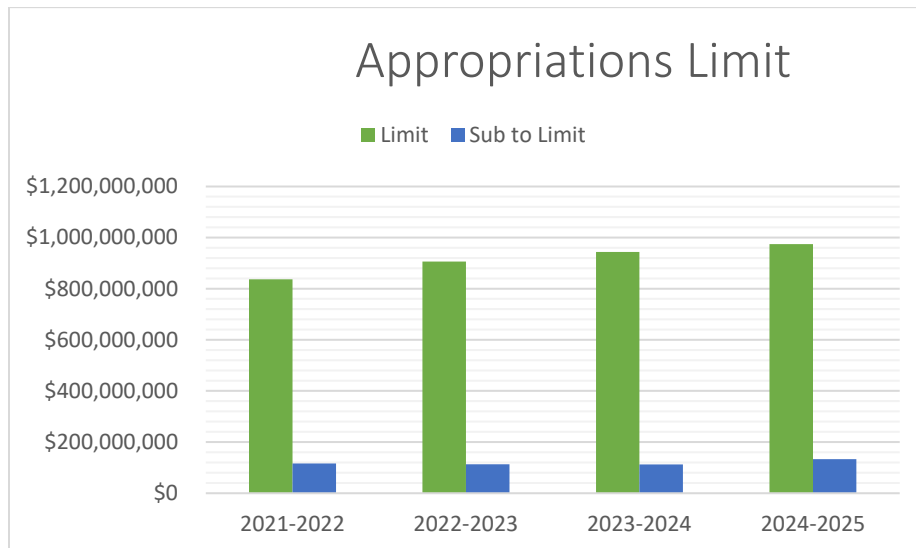
# APPROPRIATIONS LIMITATIONS

## 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 2024-25 is \$974,331,999 while the limit for FY 2023-24 was \$943,501,283. The proposed appropriations connected to the estimated proceeds of taxes for FY 2024-25 are \$132,784,269, well below the \$974,331,999 legal limit. The increase from FY 2023-24 is primarily due to a percentage change of 3.62% in state-wide per capita personal income over prior year, one of the factors used in calculating the change in the appropriation limit.

<b>Calculation for FY 2024-25</b>	
Appropriations Limit FY 2023-24	\$943,501,283
Percentage growth in state-wide per capita personal income	3.62%
Percentage increase in City population growth	-0.34%
$(1+.0362) \times (1-0.34) =$	1.03267692
Appropriations Limit FY 2024-25	\$974,331,999



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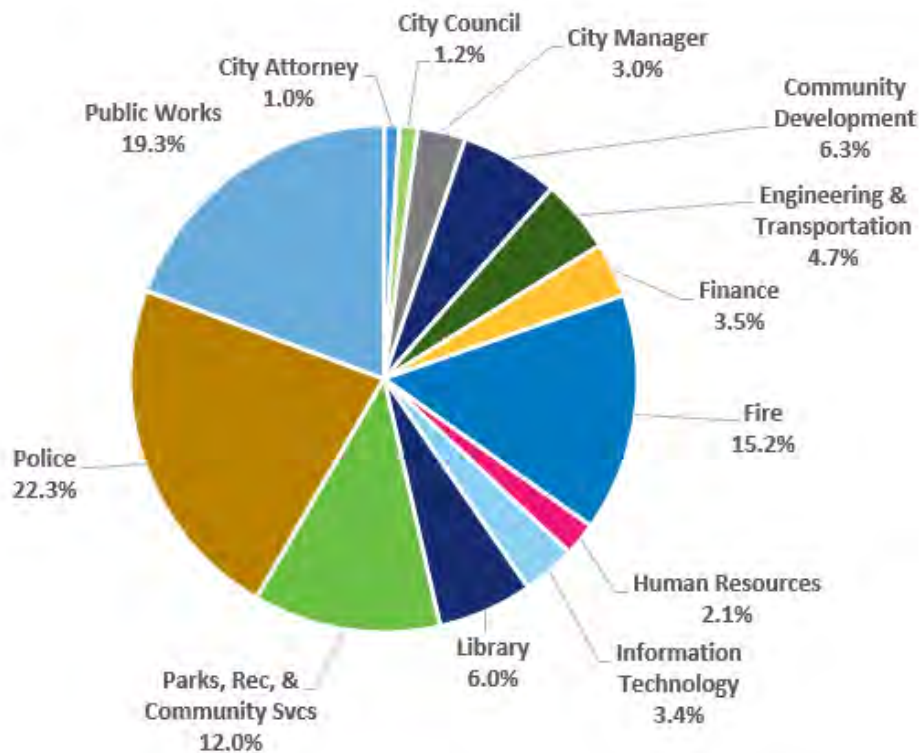


# PERSONNEL ALLOCATIONS BY DEPARTMENT

## PERSONNEL ALLOCATIONS

Personnel are under the management control of each department, salary and benefits (in certain situations) may be distributed to other departments.

DEPARTMENT	ADOPTED	ADOPTED	ADOPTED BUDGET
	BUDGET 2022-23	BUDGET 2023-24	2024-25
City Attorney	6.02	6.02	6.02
City Council	7.00	7.00	7.00
City Manager	18.36	18.46	18.35
Community Development	41.53	40.63	37.79
Engineering & Transportation	24.40	26.52	28.24 *
Finance	19.56	20.90	21.00
Fire	90.00	91.00	91.40
Human Resources	12.00	12.83	12.83
Information Technology	14.49	14.76	20.51
Library	35.27	36.40	36.40
Parks, Rec, & Community Svcs	67.71	71.71	71.96
Police	126.00	130.00	134.00 *
Public Works	108.82	113.96	116.43
<b>Total</b>	<b>571.16</b>	<b>590.19</b>	<b>601.93</b>



# PERSONNEL ALLOCATIONS BY DEPARTMENT

<u>DEPARTMENT/TITLE</u>	<u>ADOPTED BUDGET 2022-23</u>	<u>ADOPTED BUDGET 2023-24</u>	<u>ADOPTED BUDGET 2024-25</u>
<b>City Attorney</b>			
Administrative Assistant	-	1.00	1.00
Administrative Clerk III	1.00	-	-
Administrative Secty	1.00	1.00	1.00
Assistant City Attorney	0.45	0.45	0.45
City Attorney	0.80	0.80	0.80
Deputy City Attorney	2.00	2.00	1.00
Senior Assistant City Attorney	0.77	0.77	1.77
<b>Total</b>	<b>6.02</b>	<b>6.02</b>	<b>6.02</b>
<b>City Council</b>			
City Council Member	5.00	5.00	5.00
Mayor	1.00	1.00	1.00
Vice Mayor	1.00	1.00	1.00
<b>Total</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>
<b>City Manager</b>			
Administrative Clerk III	1.00	1.00	1.00
Administrative Secty	2.00	2.00	1.00
Assistant ASD Director	0.01	0.01	-
Assistant City Clerk	0.90	0.90	0.90
Assistant City Manager	1.01	1.07	1.07
City Attorney	0.02	0.02	0.02
City Clerk	0.90	0.90	0.90
City Manager	0.85	0.85	0.85
Communications Manager	1.00	-	-
Community Development & Transportation Director	0.06	0.05	0.05
Deputy City Manager	-	1.00	1.00
Economic Development Manager	1.00	1.00	1.00
Equity & Inclusion Officer	1.00	1.00	1.00
Facility Aide	0.50	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	1.00	1.00	1.00
Management Analyst II	5.00	5.00	5.00
Principal Analyst - Finance	0.02	-	-
Secretary	-	0.04	1.04
Senior Accountant	0.10	0.12	0.02
<b>Total</b>	<b>18.36</b>	<b>18.46</b>	<b>18.35</b>

# PERSONNEL ALLOCATIONS BY DEPARTMENT

<u>DEPARTMENT/TITLE</u>	<u>ADOPTED BUDGET 2022-23</u>	<u>ADOPTED BUDGET 2023-24</u>	<u>ADOPTED BUDGET 2024-25</u>
<b>Community Development</b>			
Administrative Clerk II	-	-	0.03
Administrative Clerk III	0.50	0.50	0.50
Administrative Secty	1.00	1.00	1.00
Assistant City Attorney	0.50	0.50	0.50
Assistant Community Development Director	-	-	1.00
Assistant Community Development & Transportation Director	1.00	1.00	-
Assistant Planner	2.00	2.00	2.00
Associate Planner	2.00	2.00	2.00
Building Inspector	4.00	4.00	5.00
City Attorney	0.13	0.13	0.13
Code Enforcement Officer II	1.00	1.00	2.00
Comm. Dev. Manager - Building	1.00	1.00	1.00
Comm. Dev. Manager - Engineering	0.85	0.85	-
Community Development Director	-	-	0.85
Community Development & Transportation Director	-	-	-
Fire Plan Checker	-	0.40	-
GIS Manager	0.75	0.75	
GIS Technician	2.00	2.00	
Management Analyst II	2.00	2.00	1.00
Managerial / Professional Level I	1.00	1.00	-
Managerial / Professional Level II	1.00	1.00	1.00
Permits Technician	6.00	6.00	6.00
Plan Check Engineer	1.00	1.00	1.00
Plan Checker	2.00	2.00	2.00
Principal Analyst - Administrative Services	0.30	-	-
Principal Planner	3.00	3.00	3.00
Secretary	1.50	1.50	1.50
Senior Building Inspector	3.00	3.00	3.00
Senior Civil Engineer	-	-	0.28
Senior Construction Technician	1.00	-	-
Senior Planner	3.00	3.00	3.00
<b>Total</b>	<b>41.53</b>	<b>40.63</b>	<b>37.79 *</b>

\*FTE's were moved from the former Community Development and Transportation to the newly formed Engineering and IT departments



# PERSONNEL ALLOCATIONS BY DEPARTMENT

DEPARTMENT/TITLE	ADOPTED BUDGET 2022-23	ADOPTED BUDGET 2023-24	ADOPTED BUDGET 2024-25
<b>Engineering &amp; Transportation</b>			
Administrative Secty	2.00	2.00	2.00
Assistant City Attorney	0.05	0.05	0.05
Assistant City Clerk	0.10	0.10	0.10
Assistant Engineer I	1.00	1.00	1.00
Assistant Engineer II	6.00	4.00	4.00
Assistant Engineering and Transportation Director	-	-	1.00
Associate Engineer	2.00	4.00	4.00
Capital Improvement Program Manager	1.00	0.80	0.80
City Attorney	0.05	0.05	0.05
City Clerk	0.10	0.10	0.10
City Manager	0.15	0.15	0.15
Community Development & Transportation Director	0.95	0.95	0.10
Engineering and Transportation Director/City Engineer	-	-	0.85
Engineering Tech II	1.00	1.00	2.00
Management Analyst I			0.04
Management Analyst II			1.04
Official / Executive / Professional Level I	0.30	1.30	0.30
Parking/TDM Manager	1.00	1.00	1.00
Public Works Maint Worker II	1.00	1.00	1.00
Public Works Services Director	0.20	0.20	0.20
Principal Planner			1.00
Secretary	0.50	0.46	0.46
Senior Accountant	-	0.30	0.30
Senior Civil Engineer	1.50	1.54	2.18
Senior Engineering Technician	2.00	2.00	2.00
Senior Transportation Planner	1.00	1.00	-
Supv Civil Engineer	2.00	2.00	1.00
Tree Maintenance Leader	-	1.00	1.00
Utilities Field Supervisor	0.50	0.52	0.52
<b>Total</b>	<b>24.40</b>	<b>26.52</b>	<b>28.24</b>
<b>Finance</b>			
Account Clerk II	6.00	6.00	6.00
Accountant	1.75	1.75	1.75
Accounting Technician II	2.00	2.00	2.00
Administrative Assistant	0.50	0.50	0.50
Assistant ASD Director	0.99	-	-
Assistant City Manager	0.59	0.59	0.59
Finance Director	-	1.00	1.00
Financial Services Manager	-	1.00	1.00
Management Analyst II	-	0.33	0.33
Managerial / Professional Level II	1.00	1.00	1.00
Official/ Executive/ Professional Level III (Exec Dir C/CAG)	1.00	1.00	1.00
Parking Meter Collector	0.50	0.50	0.50
Principal Analyst - Administrative Services	2.18	2.50	2.50
Revenue Services Manager	1.00	1.00	1.00
Senior Accountant	1.90	1.58	1.68
Senior Assistant City Attorney	0.15	0.15	0.15
<b>Total</b>	<b>19.56</b>	<b>20.90</b>	<b>21.00</b>

\*Position Underfilled by Senior Civil Engineer

# PERSONNEL ALLOCATIONS BY DEPARTMENT

DEPARTMENT/TITLE	ADOPTED BUDGET 2022-23	ADOPTED BUDGET 2023-24	ADOPTED BUDGET 2024-25
<b>Fire</b>			
Administrative Assistant	1.00	1.00	1.00
Administrative Secty	1.00	1.00	1.00
Battalion Chief	3.00	3.00	3.00
Battalion Chief - 40 Hr	1.00	1.00	1.00
Deputy Fire Chief	2.00	2.00	2.00
Deputy Fire Marshal	1.00	1.00	1.00
Fire Captain	24.00	25.00	25.00
Fire Chief	1.00	1.00	1.00
Fire Marshal	1.00	1.00	1.00
Fire Plan Checker	-	-	0.40
Fire Prev Officer	3.00	3.00	3.00
Firefighter/Engineer	51.00	51.00	51.00
Management Analyst II	1.00	1.00	1.00
<b>Total</b>	<b>90.00</b>	<b>91.00</b>	<b>91.40</b>
<b>Human Resources</b>			
Administrative Clerk III	0.50	-	-
Administrative Assistant	0.25	0.25	0.25
Assistant City Manager	0.20	0.20	0.20
Human Resources Analyst I	-	-	-
Human Resources Analyst II	3.00	4.00	4.00
Human Resources Director	1.00	1.00	1.00
Human Resources Manager	1.00	1.00	2.00
Human Resources Technician	1.00	1.00	1.00
Management Analyst II	-	0.33	0.33
Principal Analyst	-	-	1.00
Principal Analyst - Workers Compensation	1.00	1.00	-
Senior Assistant City Attorney	0.05	0.05	0.05
Senior Human Resources Analyst	4.00	4.00	3.00
<b>Total</b>	<b>12.00</b>	<b>12.83</b>	<b>12.83</b>
<b>Information Technology</b>			
Administrative Assistant	0.25	0.25	0.25
Assistant City Manager	0.21	0.14	0.14
Endpoint & Infrastructure IT Analyst II	2.00	2.00	2.00
GIS Manager	-	-	0.75
GIS Technician	-	-	2.00
Information Technology Director	-	-	1.00
Information Technology Manager	1.00	1.00	-
Management Analyst I	-	-	1.00
Management Analyst II	-	0.34	0.34
Managerial / Professional Level I	-	-	1.00
Official / Executive / Professional Level I	-	-	1.00
Senior Assistant City Attorney	0.03	0.03	0.03
Senior Endpoint & Infrastructure IT Analyst	5.00	5.00	5.00
Senior Software Development & Application Support Analyst	4.00	4.00	4.00
Supervising IT Analyst	2.00	2.00	2.00
<b>Total</b>	<b>14.49</b>	<b>14.76</b>	<b>20.51</b>

# PERSONNEL ALLOCATIONS BY DEPARTMENT

DEPARTMENT/TITLE	ADOPTED BUDGET 2022-23	ADOPTED BUDGET 2023-24	ADOPTED BUDGET 2024-25
<b>Library</b>			
Administrative Clerk III	1.00	1.00	1.00
Facility Aide	1.00	1.00	1.00
Graphic Design Specialist	0.51	0.51	0.51
Librarian II	8.72	8.85	8.85
Library Assistant II	5.04	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	5.50	5.50
Management Analyst I	-	-	-
Management Analyst II	1.00	1.00	1.00
Senior Library Assistant	6.00	6.00	6.00
Senior Library Page	0.50	0.50	0.50
Total	35.27	36.40	36.40
<b>Parks, Recreation, and Community Services</b>			
Administrative Clerk III	3.00	4.00	3.00
Administrative Secty	1.00	1.00	1.00
Assistant Parks, Recreation & Community Services Director	1.00	1.00	1.00
Child Care Specialist	0.50	0.50	0.50
Facility Aide	2.00	2.00	2.00
Facility Leader	2.00	2.00	2.00
Human Services Manager	-	1.00	1.00
Human Services Specialist II	2.00	2.00	2.00
Human Services Specialist III	1.00	1.00	1.00
Landscape Architect	1.00	1.00	1.00
Landscape Equipment Operator	1.00	1.00	-
Landscape Gardener	16.00	15.00	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	1.75	1.75	2.00
Managerial/Profesional Level II (Human Services Coord)	1.00	1.00	1.00
Parks, Recreation & Community Services Manager	5.00	5.00	5.00
Parks, Recreation & Community Services Director	1.00	1.00	1.00
Parks & Recreation Program Assistant I	-	1.00	1.00
Parks & Recreation Program Assistant II	4.00	5.00	5.00
Recreation & Community Services Program Coordinator	11.00	11.00	11.00
Recreation Program Coordinator/Special Events	1.00	1.00	1.00
Recreation Specialist I	-	-	-
Recreation Specialist II	1.46	1.46	1.46
Recreation Specialist III	-	-	-
Recreation Supervisor	2.00	1.00	1.00
Secretary	2.00	3.00	4.00
Senior Crafts Specialist	1.00	2.00	3.00
Total	67.71	71.71	71.96

# PERSONNEL ALLOCATIONS BY DEPARTMENT

<u>DEPARTMENT/TITLE</u>	<u>ADOPTED BUDGET 2022-23</u>	<u>ADOPTED BUDGET 2023-24</u>	<u>ADOPTED BUDGET 2024-25</u>
<b>Police</b>			
Administrative Secty	2.00	2.00	2.00
Body Worn Camera Program Manager	-	1.00	1.00
Business Manager		1.00	1.00
Communications Supervisor	1.00	1.00	1.00
Community Service Officer	2.00	1.00	6.00
Deputy Police Chief	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	-
Management Analyst II	-	-	1.00
Parking Enforcement Officer I	2.00	2.00	1.00
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	4.00	5.00	5.00
Police Evidence & Property Clerk	1.00	1.00	1.00
Police Evidence & Property Room Coordinator	2.00	1.00	-
Police Evidence & Property Room Lead	-	-	1.00
Police Lieutenant	4.00	4.00	4.00
Police Officer	73.00	77.00	77.00
Police Sergeant	12.00	12.00	12.00
Public Safety Communications Dispatcher	12.00	11.00	11.00
Public Safety Communications Lead Dispatcher	1.00	2.00	2.00
Records Supervisor	1.00	1.00	1.00
<b>Total</b>	<b>126.00</b>	<b>130.00</b>	<b>134.00</b>

# PERSONNEL ALLOCATIONS BY DEPARTMENT

DEPARTMENT/TITLE	ADOPTED BUDGET 2022-23	ADOPTED BUDGET 2023-24	ADOPTED BUDGET 2024-25
<b>Public Works</b>			
Accountant	0.25	0.25	0.25
Accounting Technician II	-	-	-
Administrative Clerk I	1.00	-	-
Administrative Clerk II	-	1.00	0.97
Administrative Clerk III	1.00	1.00	1.00
Administrative Secty	1.00	1.00	1.00
Assistant Engineer II	-	-	-
Assistant Public Works Director	1.00	1.00	1.00
Associate Engineer	2.00	2.00	2.00
Building Maintenance Worker	3.22	3.22	4.22
Capital Improvement Program Manager	-	0.20	0.20
Comm. Dev. Manager - Engineering	0.15	0.15	-
Custodial Services Supervisor	1.00	1.00	1.00
Engineering and Transportation Director/City Engineer	-	-	0.15
Environmental Initiatives Coordinator	1.00	1.00	1.00
Equipment Mechanic I	1.00	1.00	1.00
Equipment Mechanic II	3.00	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	11.50
Management Analyst I	2.00	-	-
Management Analyst II	1.00	3.00	2.92
Managerial / Professional Level I	1.00	1.00	1.00
Official / Executive / Professional Level I	0.70	0.70	0.70
Public Works Field Supervisor	1.50	1.00	1.00
Public Works Maint Worker I - Wastewater	1.00	1.00	1.00
Public Works Maint Worker II	10.00	13.00	13.00
Public Works Maint Worker II - Wastewater	8.00	8.00	8.00
Public Works Maint Worker III / Equip Oper	2.45	4.45	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	1.46	1.54
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	4.48	4.48
Utilities Specialist	2.00	2.00	2.00
Utilities Specialist - Wastewater	2.00	2.00	3.00
Utilities Worker	1.00	1.00	1.00
Utilities Worker - Wastewater	2.00	2.00	1.00
Utility Locator	1.00	1.00	1.00
Water Quality Specialist	1.00	1.00	1.00
Water Resources Specialist	3.00	3.00	3.00
Water Resources Technician	4.00	4.00	4.00
Total	108.82	113.96	116.43

# OPERATING PROGRAMS – BUDGET BY DEPARTMENT

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# CITY ATTORNEY



Legal Services



# CITY ATTORNEY

## DEPARTMENT DESCRIPTION

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

## FY 2024-25 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

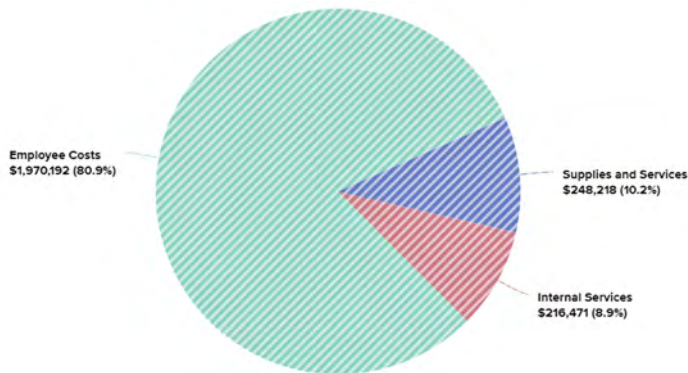
The total City Attorney budget for FY 2024-25 is \$2.43 million, representing 0.65% of the total operational budget and 1.3% of the general fund budget.

## PROGRAM PURPOSE OR BUSINESS:

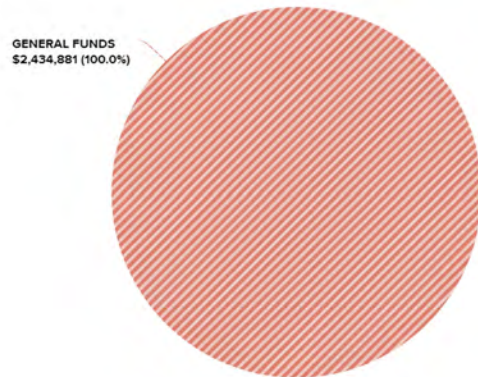
Advise City officials, officers and employees in matters of law pertaining to their offices, and represent and appear on their behalf in matters to which they are concerned or are parties.

ACTUAL EXPS. 2022-23	ADJUSTED BUDGET 2023-24	BUDGET 2024-25
\$ 2,070,232	\$ 2,441,892	\$ 2,434,881

FY 2023-24 BUDGET BY CATEGORY



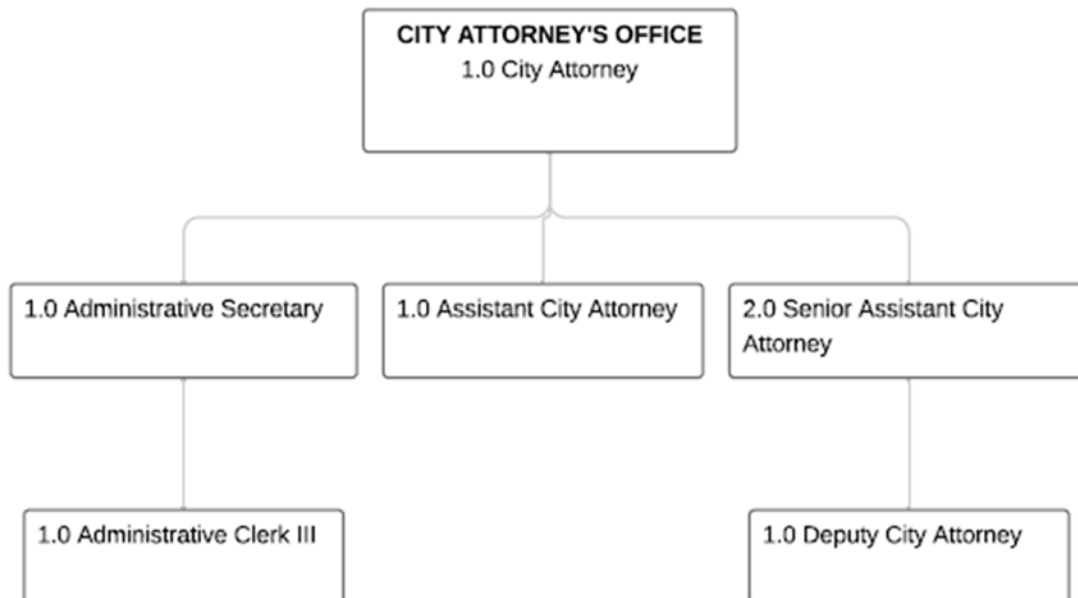
FY 2023-24 BUDGET BY FUNDING SOURCE



# CITY ATTORNEY

There are 6.02 FTEs in the Budget for FY 2024-25, representing 1.0% of all City employees. The recommended budget includes converting a Deputy City Attorney to a Senior Assistant City Attorney.

<u>DEPARTMENT/TITLE</u>	<u>ADOPTED BUDGET 2022-23</u>	<u>ADOPTED BUDGET 2023-24</u>	<u>RECOMMENDED BUDGET 2024-25</u>
<b>City Attorney</b>			
Administrative Assistant	-	1.00	1.00
Administrative Clerk III	1.00	-	-
Administrative Secty	1.00	1.00	1.00
Assistant City Attorney	0.45	0.45	0.45
City Attorney	0.80	0.80	0.80
Deputy City Attorney	2.00	2.00	1.00
Senior Assistant City Attorney	0.77	0.77	1.77
Total	6.02	6.02	6.02



# CITY ATTORNEY

Changes to the department’s budget for FY 2024-25 are listed in the table below.

Summary of Change	General Fund	Special Revenue Funds	Capital Projects Funds	Enterprise Funds	Internal Services Funds	Total
<b>Personnel</b>						
Convert Deputy City Attorney to Senior Assistant City Attorney	106,000					
<b>Total</b>	<b>106,000</b>	-	-	-	-	<b>106,000</b>

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# CITY COUNCIL



Legislative and Policy  
Determination  
Human Services Grants  
Strategic Planning

# CITY COUNCIL

## DESCRIPTION

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

## GOALS FOR FY 2024-25:

- 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
- Approve actions required to balance the City's budget and provide City services in a financially sustainable manner, including approving new revenues, reducing expenditures, or a combination of both strategies.

# CITY COUNCIL

## DEPARTMENT BUDGET

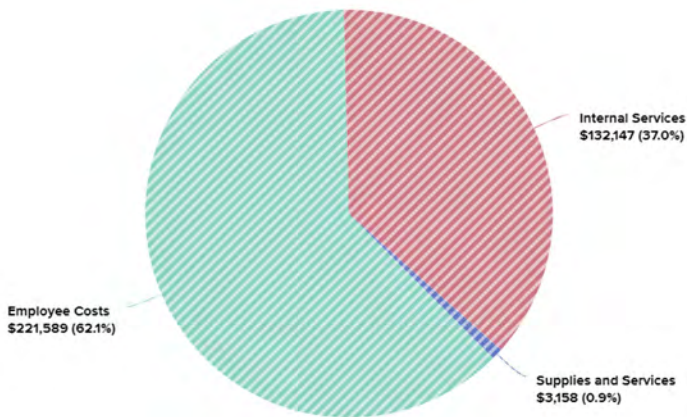
The total City Council budget for FY 2024-25 is \$356,894, representing 0.1% of the total operational budget and 0.19% of the general fund budget.

## PROGRAM PURPOSE OR BUSINESS:

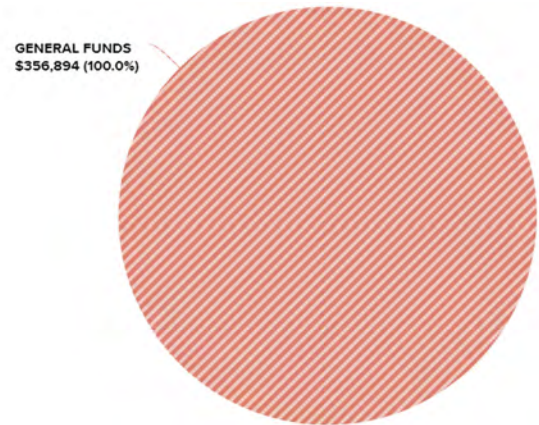
Determine the policies of the City and seek the most effective use of limited resources to meet community needs.

<b>ACTUAL EXPS.</b>	<b>ADJUSTED BUDGET</b>	<b>BUDGET</b>
<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>
\$ <b>344,477</b>	\$ <b>317,886</b>	\$ <b>356,894</b>

FY 2024-25 BUDGET BY CATEGORY



FY 2024-25 BUDGET BY FUNDING SOURCE





# CITY COUNCIL

There are 7.0 FTEs in the Budget for FY 2024-27, representing 1.2% of all City employees.

<u>DEPARTMENT/TITLE</u>	<u>ADOPTED BUDGET 2022-23</u>	<u>ADOPTED BUDGET 2023-24</u>	<u>RECOMMENDED BUDGET 2024-25</u>
<b>City Council</b>			
City Council Member	5.00	5.00	5.00
Mayor	1.00	1.00	1.00
Vice Mayor	1.00	1.00	1.00
Total	7.00	7.00	7.00

# CITY MANAGER



**Budget Strategy and Oversight**

**City Council Support**

**Communications & Community Engagement**

**Economic Development**

**Elections**

**Housing**

**Homelessness Initiatives**

**IDEAL RWC**

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

**Management**

**Legislative Services**

**Policy Implementation**

**Real Property Management**

**Strategic Planning**

**Records Management**

# CITY MANAGER

## DEPARTMENT DESCRIPTION

Appointed by the City Council, the City Manager appoints and manages the City's department heads (Community Development Director, Engineering and Transportation Director, Finance Director, Fire Chief, Human Resources Director, Information Technology Director, Library Director, Parks, Recreation and Community Services Director, Police Chief 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; City Clerk; 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.

## FY 2023-24 MAJOR ACCOMPLISHMENTS:

- Ensured updates to multiple fee-based and ratepayer revenues, presented comprehensive recommendations to increase operating and capital revenue, and supported City Council consideration of a November 2024 revenue measure in order to sustain City services.
- Recruited several key leadership positions including Assistant City Manager, Economic Development Manager, Community Development Director, and Finance Director. Appointed an Interim Parks, Recreation and Community Services Director and prepared for Engineering and Transportation Director selection in June 2024.
- Provided Foundational Equity Training to 620 employees, representing nearly all full-time staff and many temporary or part-time staff.
- Obtained City Council support for the two-year Economic and Workforce Development Strategy Work Plan in April 2024.
- Successfully facilitated the relocation of car storage for two car dealerships from the County garage to the City-owned property at 1402 Maple Street. This transaction was executed with minimal disruption to the dealerships and is projected to generate \$14k in revenue for the City through applicable lease agreements. Auto dealers are among the City's top sales tax generators; City support of their operations through temporary auto storage protects an important City revenue stream.
- Implemented the permanent closure on the 2000 block of Broadway and on Redwood Creek between the Main Street Parking Lot and Marshall Street Garage in accordance with the Pedestrian Mall Act to support business activity downtown.
- Continued implementation of the Anti-Displacement Strategy (ADS) by completing research, community engagement, and a City Council study session on anti-harassment and right to return policies; drafting tenant protection ordinance updates (currently on hold), releasing a request for proposals (RFP) for a tenant & landlord services provider (ADS Recommendation #1); and completing program guidelines and launching the housing preservation fund (ADS Recommendation #2).
- Released a Notice of Funding Availability (NOFA) for new affordable housing production in August 2023 and awarded funds to a new affordable housing project.
- Completed the Affordable Housing Ordinance Update in July 2023 and released draft Affordable Housing Ordinance Guidelines for public review in February 2024.

# CITY MANAGER

- Continued intensive, coordinated outreach to unhoused residents in encampments, vehicles and on the street with the creation of the Inter-Agency Redwood City Homeless Outreach Strategy Team, successfully transitioning long-time unhoused residents to emergency and permanent housing while also mitigating the impact of encampments on local neighborhoods.
- Completed a robust community engagement effort and developed the City's first Language Access Policy based upon Council, public and staff input.
- Implemented Cultural Acknowledgements administrative policy, ensuring recognition of dozens of cultural events each year.
- Finalized 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.
- Successfully implemented expanded eligibility criteria for City Boards, Commissions, and Committees (BCCs) through new outreach and engagement mechanisms and delivered to the City Council a robust application pool from which the City Council filled over 30 vacant positions during the Spring 2024 BCC recruitment.
- Conducted 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 and planned additional training and capacity building measures to implement in the next fiscal year.
- Launched interdepartmental Artificial Intelligence Team to develop recommended policy and identify pilot projects to evaluate use of this technology.

## GOALS FOR FY 2024-25

- Continue to implement the Affordable Housing Preservation Program (HPP) with the goal of completing one preservation project by June 2025.
- Release a 2024-2025 Notice of Funding Availability (NOFA) for new affordable housing production by June 2025.
- Implement the Habitat for Humanity Home Rehabilitation Loan Program and complete at least two projects by June 2025.
- Start nexus study for affordable housing impact fee, in collaboration with 21 Elements, by June 2025.
- Initiate 75% of the specific tasks identified in the Economic and Workforce Development Strategy Work Plan by June 2025.
- Conduct a Study Session with City Council on potential Electronic Billboard policy by October 2024.
- In partnership with Community Development, process all eligible Outdoor Business Permit applications by October 2024.
- Conduct a fee study to re-evaluate administrative fees of the City's Cannabis Retail program by March 2025.
- In partnership with Finance, assess opportunities to standardize practices across departments and reduce costs associated with credit card payments for City services by June 2025.
- In partnership with the City's legislative consultant, track and monitor all relevant legislation in the interest of Redwood City through June 2024.

# CITY MANAGER

- Perform all required duties as Elections Official for the municipal election to be held on November 5, 2024.
- Provide planning and staffing support for various official events including Sister Cities delegation visit, Board, Commission and Committee (BCC) recognition, and City Council reorganization by December 31, 2024.
- Acquire and implement a new Agenda and Contract Management System, leveraging technology to streamline processes and enhance user experience while creating and reviewing agenda items for City Council meetings, City Council Sub-Committee meetings, and Board, Commission, and Committee meetings by the end of June 2025.
- Explore solutions for an electronic document management system capable of indexing, archiving, and securing a variety of document types by June 2025.
- Provide educational materials to effectively communicate the City's financial status by November 2024.
- **SMARTIE Goal:** Update BCC member training materials, offering live and pre-recorded sessions, and conduct a mock meeting by June 2025. In tandem, hold quarterly Staff Liaison trainings on current meeting practices in alignment with City Council by June 2025.

# CITY MANAGER

Performance Measure	2019 Results	2020 Results	2021 Results	2022 Results	2023 Results	Target
Number of neighborhood community engagement events	68	28	32	44	40	50
Number of active neighborhood associations	14	14	13	17	17	15
Number of neighborhood association leaders	36	28	24	26	29	30
Number of users for Nextdoor, Facebook, Twitter and Instagram	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: 8,381 Nextdoor: 52,379 Twitter: 7,596 Instagram: 6,719	Facebook: 7,700 Nextdoor: 46,000 Twitter: 7,500 Instagram: 5,200
Number of annual unique visitors to the City's website	679,540	601,379	697,492	730,026	777,670	700,000
Number of Redwood City Voice blog subscribers	Over 1,000	Over 1,000	1,077	1,086	1,087	1,100
Number of contacts with businesses pertaining to assistance, retention, expansion, or relocation in Redwood City	78	6,400	200	125	119	100
New: average eNewsletter open rate	29%	35%	35%	52%	53%	38%
Number of printed newsletters	3	1	2	2	1	3
Number of new entitled Affordable Housing units	119	147	11	85	130	100

# CITY MANAGER

Performance Measure	2019 Results	2020 Results	2021 Results	2022 Results	2023 Results
Number of agenda packets produced	26	35	30	32	29
Number of Public Records Act Requests processed	200	203	497*	661	647
Number of Official Documents executed and archived (Resolutions, Ordinances, Minutes, Agreements/Contracts)	321	274	552	348	246

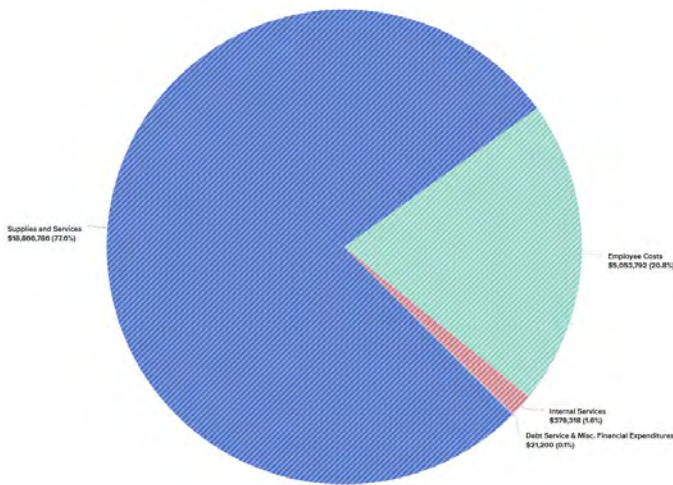
# CITY MANAGER

## DEPARTMENT BUDGET

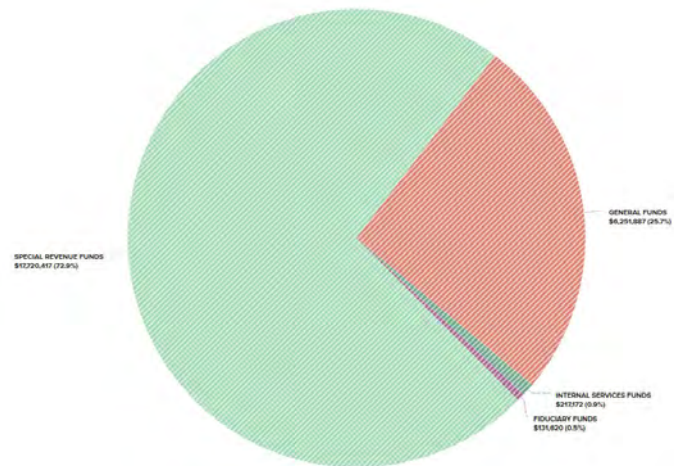
The total City Manager budget for FY 2024-25 is \$24.32 million, representing 6.52% of the recommended operational budget and 3.38% of the general fund budget.

ACTUAL EXPS. 2022-23	ADJUSTED BUDGET 2023-24	BUDGET 2024-25
\$ 8,326,825.00	\$ 25,580,638.00	\$ 24,321,096.00

FY 2024-25 BUDGET BY CATEGORY



FY 2024-25 BUDGET BY FUNDING SOURCE



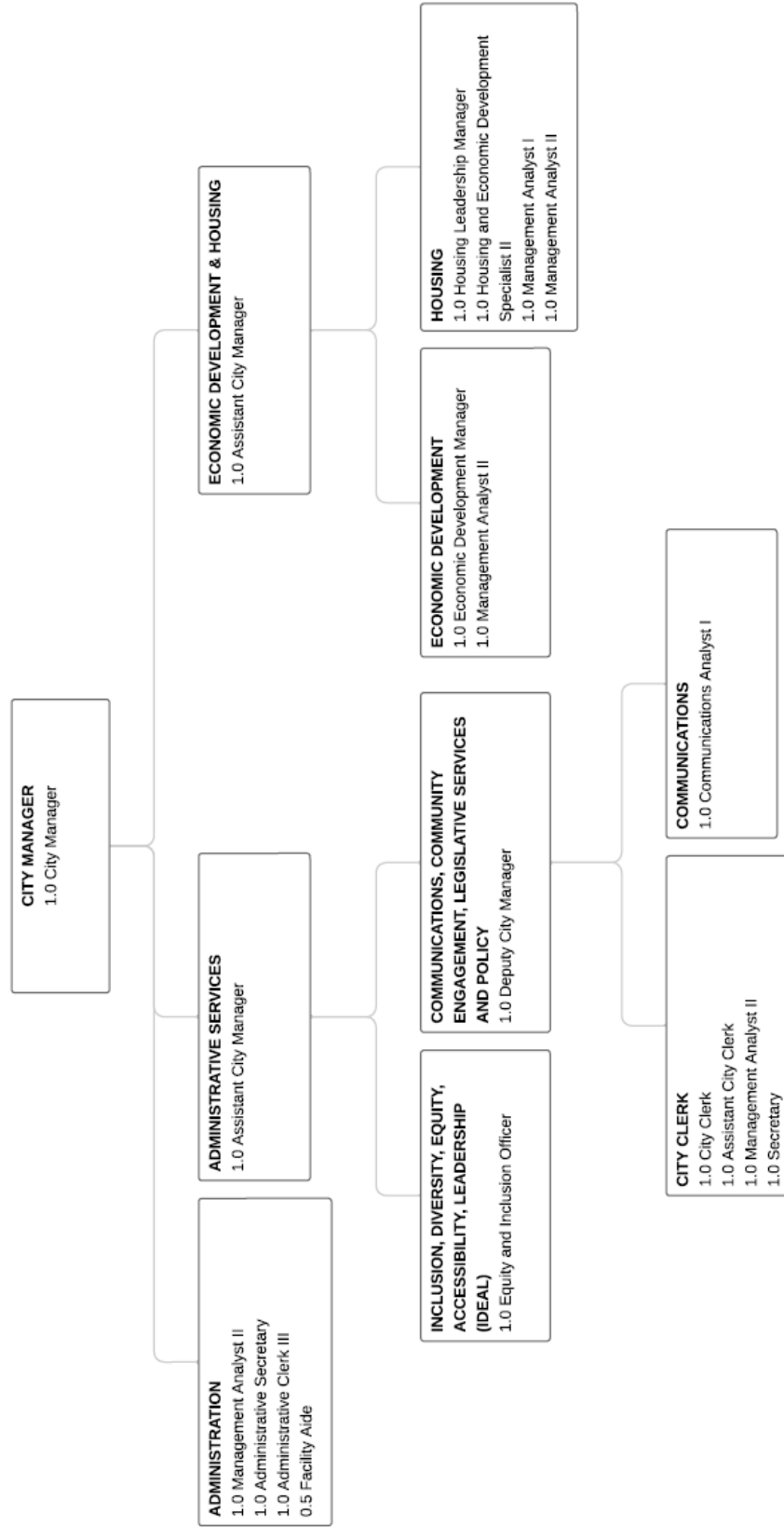


# CITY MANAGER

There are 18.35 FTEs in the budget, representing 3.06% of all City employees. The City Clerk’s Office merged with the City Manager’s Office, marking a strategic consolidation of functions. With this integration, the City aims to improve coordination, streamline processes, and enhance overall efficiency in serving the needs of the City Council, staff and the community. This move underscores a commitment to effective governance and aligning resources to better address the evolving challenges and priorities of the community.

<u>DEPARTMENT/TITLE</u>	<u>ADOPTED BUDGET 2022-23</u>	<u>ADOPTED BUDGET 2023-24</u>	<u>ADOPTED BUDGET 2024-25</u>
<b>City Manager</b>			
Administrative Clerk III	1.00	1.00	1.00
Administrative Secty	2.00	2.00	1.00
Assistant ASD Director	0.01	0.01	-
Assistant City Clerk	0.90	0.90	0.90
Assistant City Manager	1.01	1.07	1.07
City Attorney	0.02	0.02	0.02
City Clerk	0.90	0.90	0.90
City Manager	0.85	0.85	0.85
Communications Manager	1.00	-	-
Community Development & Transportation Director	0.06	0.05	0.05
Deputy City Manager	-	1.00	1.00
Economic Development Manager	1.00	1.00	1.00
Equity & Inclusion Officer	1.00	1.00	1.00
Facility Aide	0.50	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	1.00	1.00	1.00
Management Analyst II	5.00	5.00	5.00
Principal Analyst - Finance	0.02	-	-
Secretary	-	0.04	1.04
Senior Accountant	0.10	0.12	0.02
<b>Total</b>	<b>18.36</b>	<b>18.46</b>	<b>18.35</b>

# CITY MANAGER



# CITY MANAGER

Major changes to the department’s budget for FY 2024-2025 are listed in the table below.

Summary of Change	General Fund	Special Revenue Funds	Capital Projects Funds	Enterprise Funds	Internal Services Funds	Total
<b>Supplies and Services</b>						
Increase City Clerk consulting services budget to acquire and maintain a new Agenda and Contract Management system.	100,000					<b>100,000</b>
Increase expenditure budget for citywide newsletters and increase consultant budget for employee surveys.	40,000					<b>40,000</b>
Decrease projected Year 5 PLHA grant to \$300,000 [\$15,000 for admin (salaries) and \$285,000 for housing preservation fund] due to reduction in the Year 4 grant award. Budget only reflects Year 5 grant funds as any unspent PLHA from prior years will be rolled over at year end. Moving PLHA budget from the housing projects program number (66457) to the newly created housing preservation program number (66458).		(184,500)				<b>(184,500)</b>
Increase expenditures to reflect anticipated CDBG grant plus FY 24-25 anticipated program income and unspent prior year funds for FY 24-25.		76,402				<b>76,402</b>
Decrease expenditures to reflect anticipated HOME grant for FY 24-25 (reduction compared to FY 23-24). Unspent HOME allocations from prior years will be rolled over at end of FY 23-24		(3,424,836)				<b>(3,424,836)</b>
Increase expenditures by \$135,000 for new nexus study and AHO update previously collected in passed years; \$3.8 million budgeted for FY 24-25 new affordable housing development NOFA		3,917,000				<b>3,917,000</b>
Increase expenditures by \$680,000 for new housing projects (\$350,000 for remaining balance owed for 353 Main Loan and \$330,000 for new affordable housing development - 24-25 NOFA)		680,000				<b>680,000</b>
Decrease outside legal services for Housing.		(2,000)				<b>(2,000)</b>
<b>Personnel</b>						
Decrease salary by converting Administrative Secretary position to Secretary in the Clerk's office.	(18,000)					<b>(18,000)</b>
<b>Total</b>	<b>122,000</b>	<b>1,062,066</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,202,066</b>

# CITY MANAGER

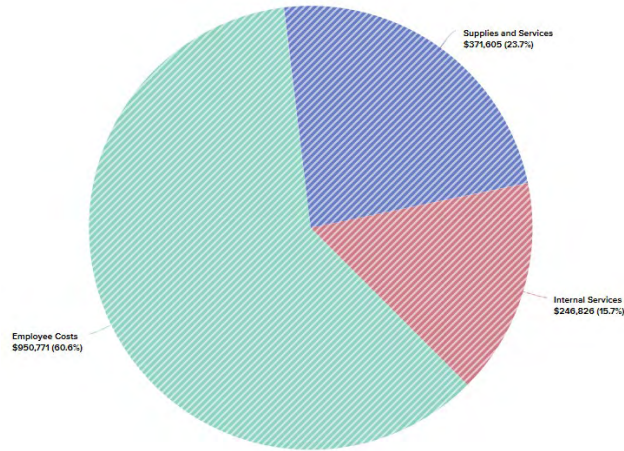
**PROGRAM:** City Manager  
**SUB-PROGRAM:** Management/Policy Execution (61210, 61223)

**PROGRAM PURPOSE OR BUSINESS:**

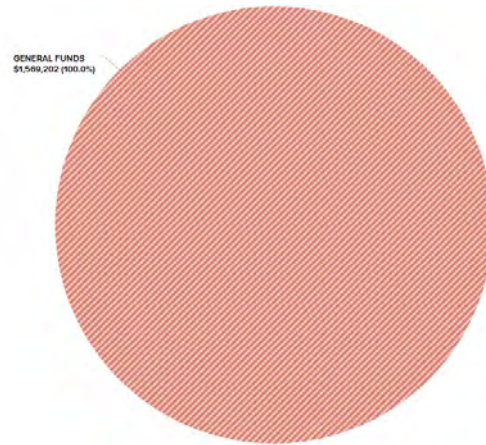
Implement and execute City Council policy decisions and strategic initiatives; provide overall leadership and vision for the City organization; produce and recommend to Council annual budgets and alignment of resources, and assure that programs and services are provided effectively and efficiently.

<b>ACTUAL EXPS.</b>	<b>ADJUSTED BUDGET</b>	<b>BUDGET</b>
<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>
\$ 1,340,611	\$ 2,037,690	\$ 1,569,202

**FY 2024-25 BUDGET BY CATEGORY**



**FY 2024-25 BUDGET BY FUNDING SOURCE**



# CITY MANAGER

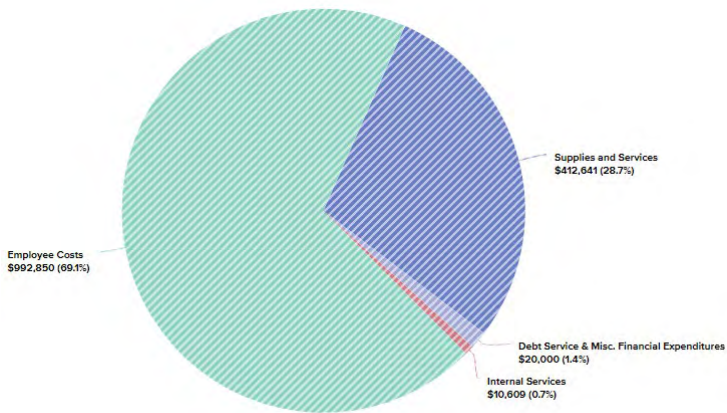
**PROGRAM:** City Manager  
**SUB-PROGRAM:** Communications/Community Engagement (61220)

**PROGRAM PURPOSE OR BUSINESS:**

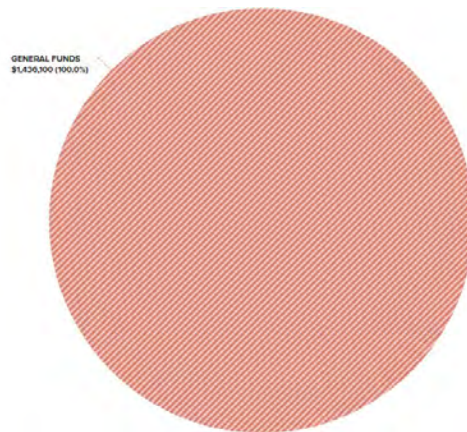
Promote and facilitate community building and civic engagement outreach and activities; foster public awareness of City actions; and provide effective communications between the City and the community in order to build a great community together.

ACTUAL EXPS. 2022-23	ADJUSTED BUDGET 2023-24	BUDGET 2024-25
\$ 1,623,278	\$ 2,156,767	\$ 1,436,100

**FY 2024-25 BUDGET BY CATEGORY**



**FY 2024-25 BUDGET BY FUNDING SOURCE**



# CITY MANAGER

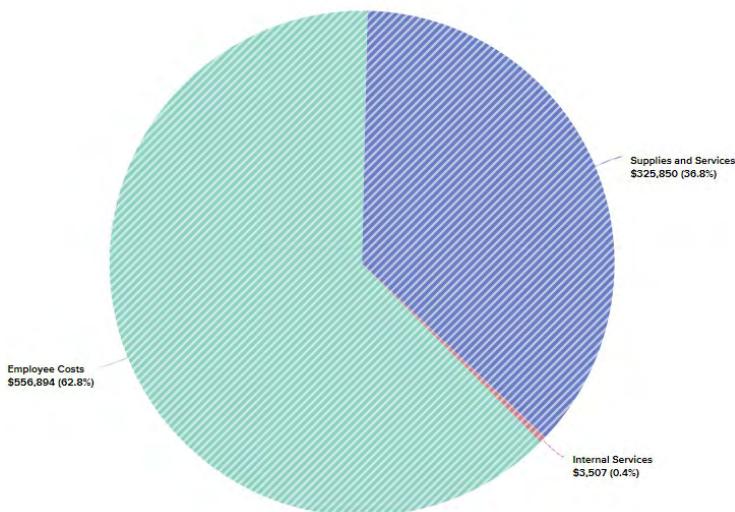
**PROGRAM:** City Manager  
**SUB-PROGRAM:** Economic Development (61240)

**PROGRAM PURPOSE OR BUSINESS:**

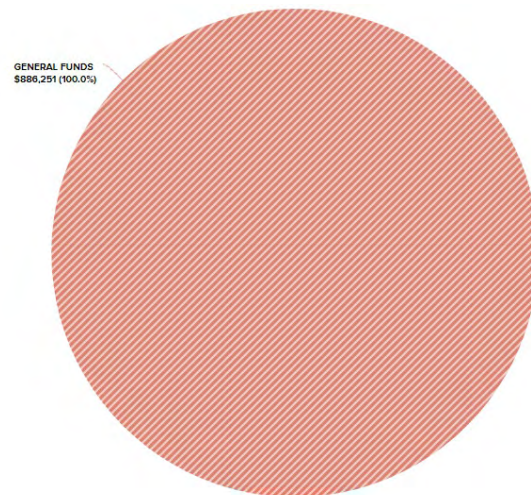
Implement programs to strengthen and sustain the City’s economic base and enhance its positive business climate. Programs include targeted business attraction and retention, utilizing a variety of tools and strategies including data collection, marketing, revitalizing commercial districts, and developing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

	<b>ACTUAL EXPS. 2022-23</b>	<b>ADJUSTED BUDGET 2023-24</b>	<b>BUDGET 2024-25</b>
\$	518,455	\$ 1,252,032	\$ 886,251

**FY 2024-25 BUDGET BY CATEGORY**



**FY 2024-25 BUDGET BY FUNDING SOURCE**



# CITY MANAGER

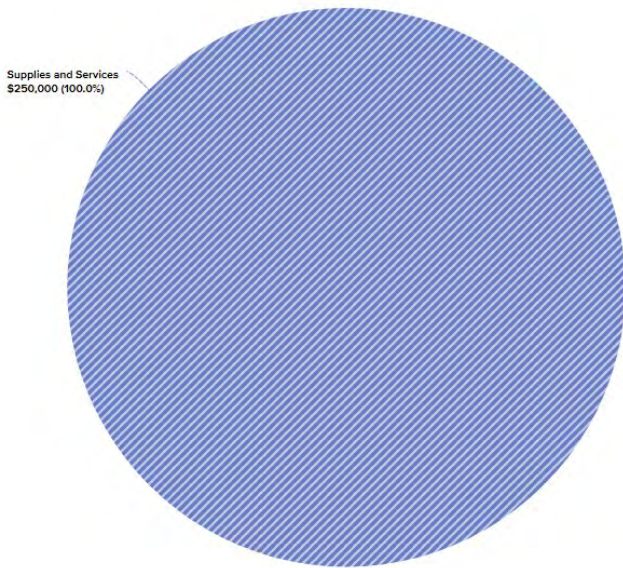
**PROGRAM:** City Manager  
**SUB-PROGRAM:** Homelessness Initiatives (61251)

**PROGRAM PURPOSE OR BUSINESS:**

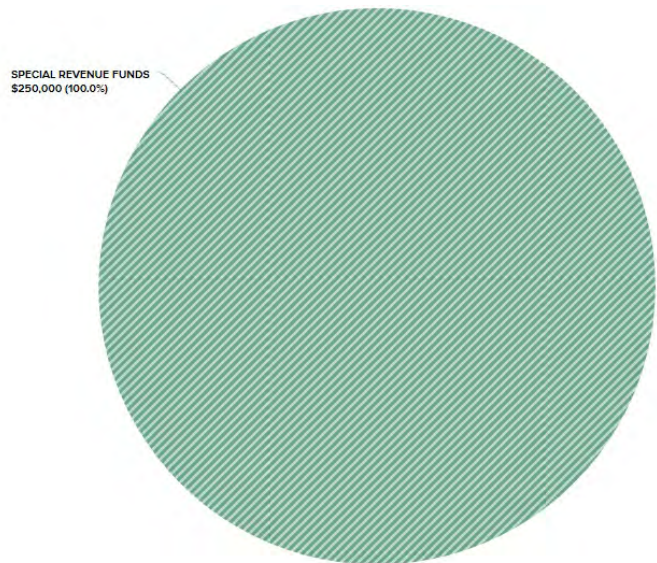
To implement vision of “functional zero” for homelessness in Redwood City; mitigate public health, public safety, and environmental concerns related to unsheltered homelessness and homeless encampments; transition unsheltered residents into permanent housing; and eliminate the long term impact of encampments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

<b>ACTUAL EXPS.</b>	<b>ADJUSTED BUDGET</b>	<b>BUDGET</b>
<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>
\$ 1,093,361	\$ 4,886,934	\$ 250,000

**FY 2024-25 BUDGET BY CATEGORY**



**FY 2024-25 BUDGET BY FUNDING SOURCE**



# CITY MANAGER

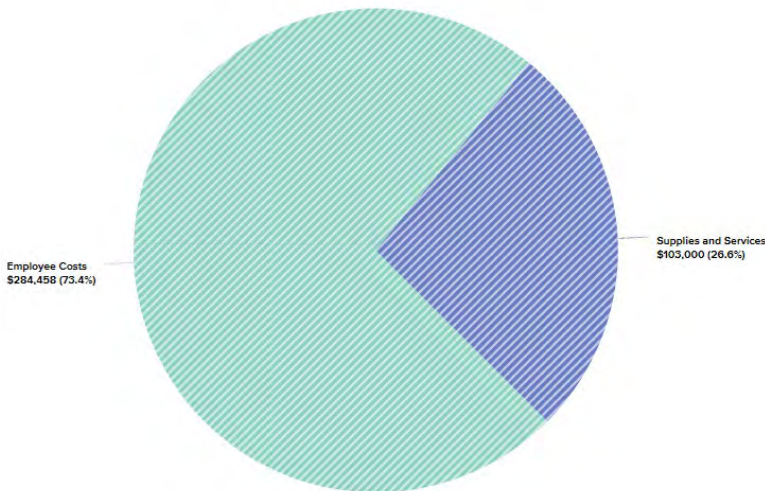
**PROGRAM:** City Manager  
**SUB-PROGRAM:** IDEAL RWC (Inclusion, Diversity, Equity, Accessibility & Leadership- 61260)

**PROGRAM PURPOSE OR BUSINESS:**

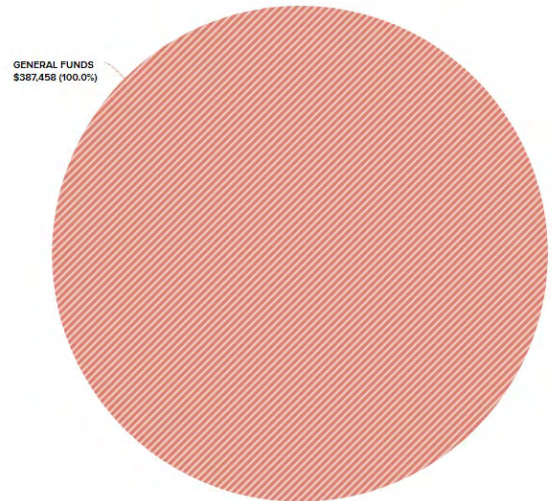
Advance equity and inclusion both in the City workplace and through the City's services and engagement with the public. Amplify community voice and support systems change through partnership with City departments, community-based organizations, and community members themselves.

<b>ACTUAL EXPS.</b> <b>2022-23</b>	<b>ADJUSTED BUDGET</b> <b>2023-24</b>	<b>BUDGET</b> <b>2024-25</b>
\$ 499,705	\$ 1,243,459	\$ 387,458

**FY 2024-25 BUDGET BY CATEGORY**



**FY 2024-25 BUDGET BY FUNDING SOURCE**





# CITY MANAGER

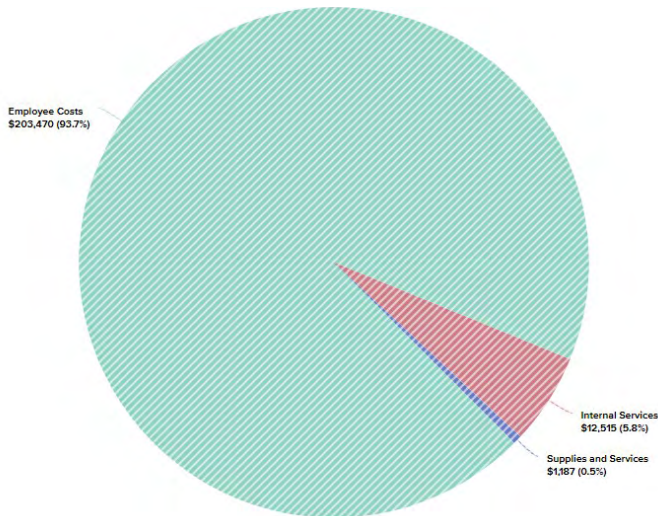
**PROGRAM:** City Manager  
**SUB-PROGRAM:** Receptionist Services (67212)

**PROGRAM PURPOSE OR BUSINESS:**

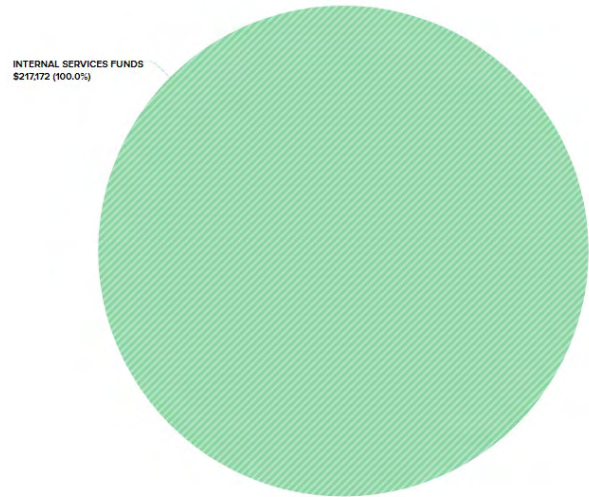
Provide Citywide receptionist phone support and customer service at City Hall for the residents and internal customers.

ACTUAL EXPS. 2022-23	ADJUSTED BUDGET 2023-24	BUDGET 2024-25
\$ 176,164	\$ 198,342	\$ 217,172

**FY 2024-25 BUDGET BY CATEGORY**



**FY 2024-25 BUDGET BY FUNDING SOURCE**



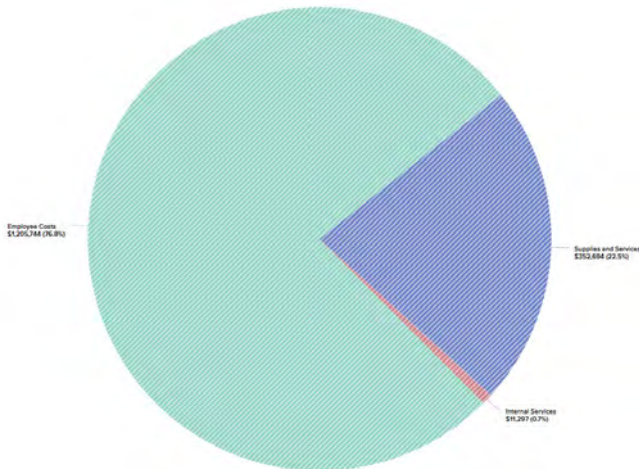
# CITY MANAGER

**PROGRAM:** City Manager  
**SUB PROGRAM:** Housing Division Ongoing Administration (66319, 61255, 66410, 66310, 66354)

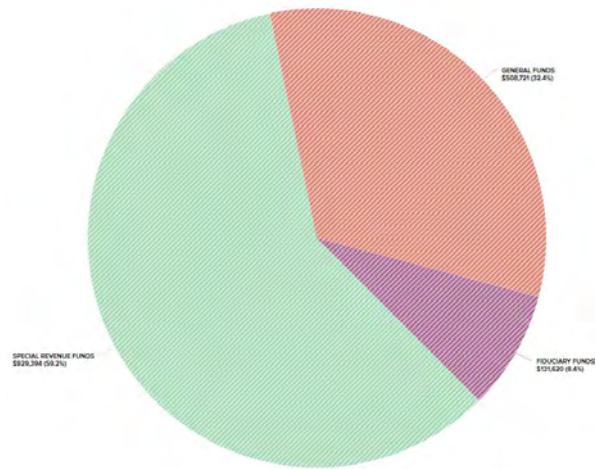
**PROGRAM PURPOSE OR BUSINESS:** Implementation of the City's affordable housing programs, policies, projects, and grant programs. This includes implementation of the Affordable Housing Ordinance, Housing Preservation Program, Housing Element, and Anti-Displacement Strategy as well as administration of the federal Community Development Block Grant (CDBG) and HOME Investment Partnership.

<b>ACTUAL EXPS.</b> <b>2022-23</b>	<b>ADJUSTED BUDGET</b> <b>2023-24</b>	<b>BUDGET</b> <b>2024-25</b>
\$ 1,322,521	\$ 1,830,943	\$ 1,569,735

**FY 2024-25 BUDGET BY CATEGORY**



**FY 2024-25 BUDGET BY FUNDING SOURCE**



# CITY MANAGER

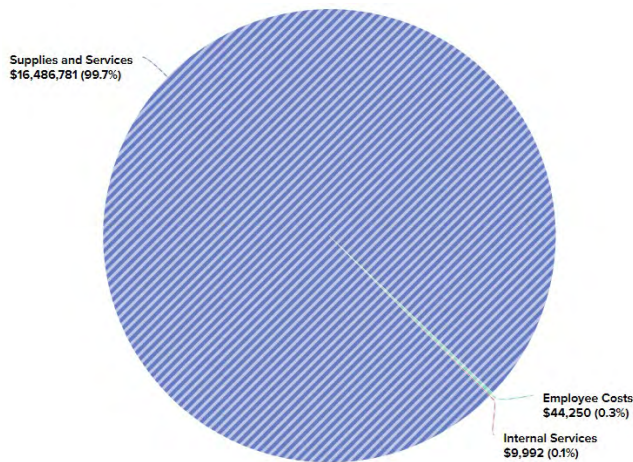
**PROGRAM:** City Manager

**SUB PROGRAM:** (One-time/Variable) housing Projects, Programs, and Sub-recipient grants - CDBG (66371, 66457, 66458, 66485, 66483, 66374, 66484, 66499, 66311, 66380)

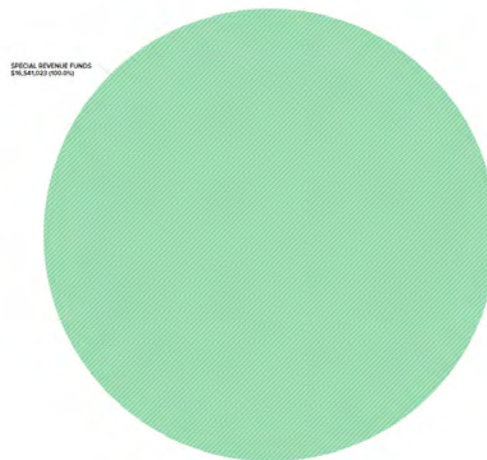
**PROGRAM PURPOSE OR BUSINESS:** Funding provided directly to affordable housing projects, new construction and preservation, as well as grant funding provided to nonprofit organizations that serve low-income households and provide a range of services including public services, homeless services, home repair and accessibility modifications, and economic development assistance.

ACTUAL EXPS. 2022-23	ADJUSTED BUDGET 2023-24	BUDGET 2024-25
\$ 418,774	\$ 10,278,369	\$ 16,541,023

**FY 2024-25 BUDGET BY CATEGORY**



**FY 2024-25 BUDGET BY FUNDING SOURCE**



# CITY MANAGER

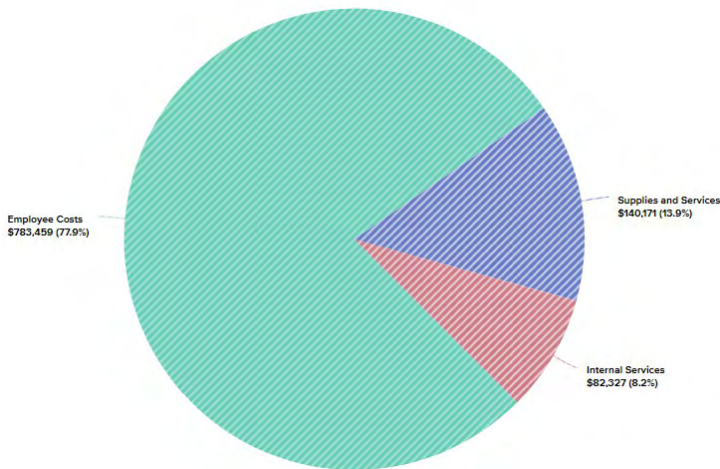
**PROGRAM:** City Clerk  
**SUB-PROGRAM:** Legislative Services/Records Management (61310)

**SUB-PROGRAM PURPOSE OR BUSINESS:**

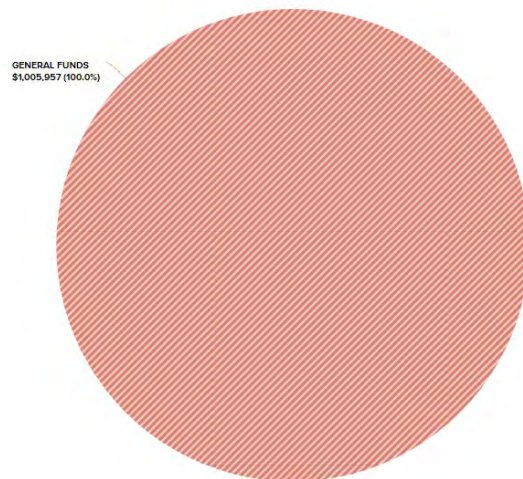
Provide timely and accurate information and assistance to external and internal customers pertaining to City services, Council actions, and policies in the most efficient and effective manner; prepare, organize, distribute and retain Council legislative documentation; maintain complete records of the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

<b>ACTUAL EXPS.</b>	<b>ADJUSTED BUDGET</b>	<b>BUDGET</b>
<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>
\$ 945,742	\$ 1,119,811	\$ 1,005,957

**FY 2024-25 BUDGET BY CATEGORY**



**FY 2024-25 BUDGET BY FUNDING SOURCE**



# CITY MANAGER

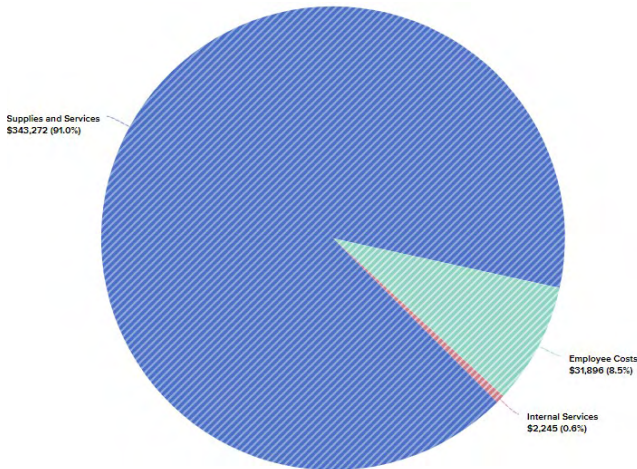
**PROGRAM:** City Clerk  
**SUB-PROGRAM:** Elections (61320)

**SUB-PROGRAM PURPOSE OR BUSINESS:**

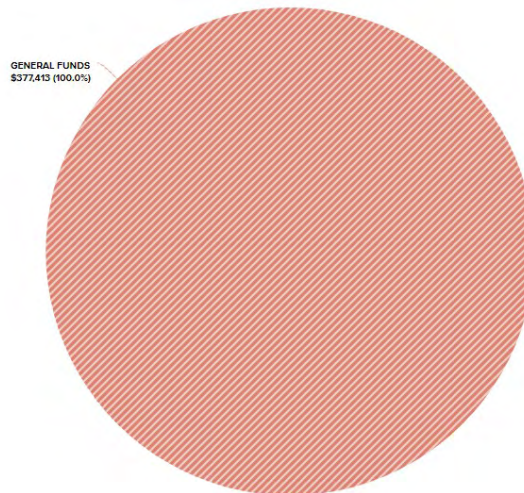
Conduct municipal elections including Charter amendments, City Council seats, referenda and recalls; file documents pertaining to election proceedings with the Secretary of State and the County of San Mateo; provide information to candidates, Council Members, staff, and the community; and comply with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

ACTUAL EXPS. 2022-23	ADJUSTED BUDGET 2023-24	BUDGET 2024-25
\$ 331,772	\$ 488,117	\$ 377,413

**FY 2023-24 BUDGET BY CATEGORY**



**FY 2023-24 BUDGET BY FUNDING SOURCE**



# CITY MANAGER

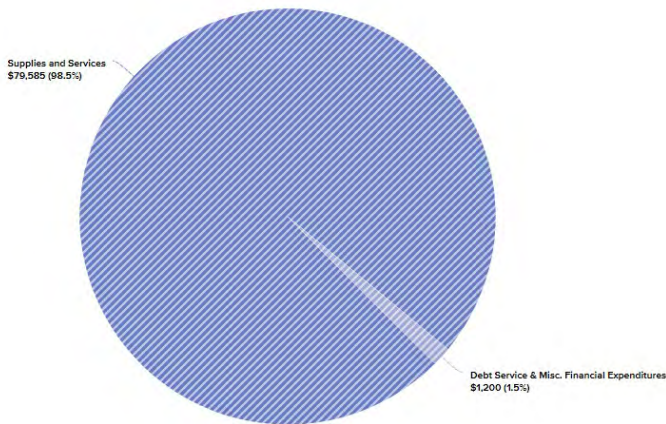
**PROGRAM:** City Clerk  
**SUB-PROGRAM:** Council Support (61330)

**SUB-PROGRAM PURPOSE OR BUSINESS:**

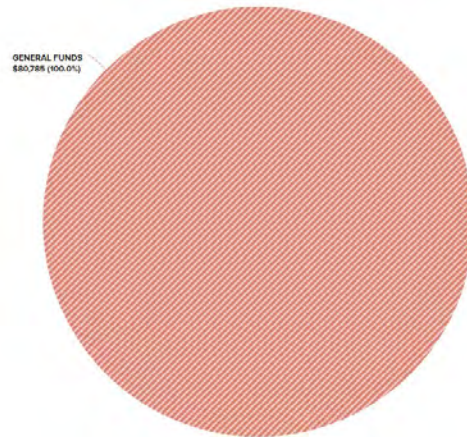
Provide Council support and uphold the public process enabling multi-modal public participation; enable televising and streaming (live and archived) of all public Council meetings; organize and plan for Town Hall meetings; Boards, Commissions’ and Committees’ processes, and prepare celebratory documents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

	<b>ACTUAL EXPS. 2022-23</b>	<b>ADJUSTED BUDGET 2023-24</b>	<b>BUDGET 2024-25</b>
\$	56,442	\$ 88,174	\$ 80,785

**FY 2024-25 BUDGET BY CATEGORY**



**FY 2024-25 BUDGET BY FUNDING SOURCE**



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# COMMUNITY DEVELOPMENT



Administration  
Building & Code Enforcement  
Planning



# COMMUNITY DEVELOPMENT

## DEPARTMENT DESCRIPTION

The Community Development Department is comprised of two divisions: Building Regulation and Code Enforcement 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, environmental review and historic review of the City's infrastructure.

## FY 2023-24 MAJOR ACCOMPLISHMENTS

- Developed and presented the City's first Aggregate Fee Burden Analysis, providing a foundation for City Council policy direction on the Impact Fee Program.
- Completed organizational review for Planning and Engineering/Transportation Divisions and began implementing recommendations to improve service and efficiency.
- Implemented recycle deposit software 'Green Halo' to reduce staff time associated with requiring that developers recycle at least 65% of all debris resulting from development projects valued at or above \$100,000.
- Released the City's updated Permit System (ComDev) in May 2023, enabling online permit submittals and direct online payments to make the application process more convenient and accessible for customers and reduce errors associated with processing payments.
- Enabled online permitting for solar installations; the City has received almost 60 submittals and payments through the online system.
- Commenced Development Agreement negotiations, appraisals, and community benefits analysis on several Gatekeeper projects including American Legion-651 El Camino Real, 901 El Camino Real, 1900 Broadway, and 2300 Broadway; also initiated Development Agreement negotiations for the 1125 Arguello project.
- Issued Request for Proposals (RFP) in January 2024 for consulting support to develop the Downtown & Central Redwood City Plan, a comprehensive visioning and planning process for Downtown and the adjacent neighborhoods of Centennial and Stambaugh-Heller.
- Adopted Zoning Ordinance and Municipal Code updates effective as of August 2023 that implement Housing Element programs and support increased residential density and affordable housing, streamline processing of housing projects, and bring the City in compliance with State housing laws.

# COMMUNITY DEVELOPMENT

## GOALS FOR FY 2024-25

- Continue coordinating with Central Square Technologies (City's permitting company) to integrate the permitting software (ComDev) on mobile devices by December 2024 and then use those devices to record 100% of case results in real time by June 2025.
- Redesign and implement updates to permit types in the permitting software to better analyze timelines by project type by December 2024, enabling transition to 100% online permit submittals and payments for small projects not requiring plan review, including reroofs, water heaters, and HVAC systems, by June 2025.
- Finish migrating 100% of working documents (e.g., Plan Review Comment Letters) from the network drives to the SharePoint site, which will enable simultaneous collaboration among the internal staff, by June 2025.
- Complete entitlements for the Gatekeeper applications, including 1900 Broadway, 901 El Camino Real, 2300 Broadway, 750 Bradford and 651 El Camino Real, within six months of being deemed complete.
- Complete 80% Priority 1 recommendations from the Matrix Organizational Assessment, starting with the development of written guidelines for the Plan Review Committee (PRC) by December 2024 that will provide a basis of discussion for addressing major issues/concerns and coordinating reviewer comments.
- **SMARTIE Goal:** By December 2024, develop and finalize the scope of work for the Downtown & Central Redwood City Plan in collaboration with the selected consultant team that outlines process necessary for drafting the Plan including a community engagement plan intended to reach the breadth of the Redwood City community.
- **SMARTIE Goal:** In alignment with the City's Language Access Policy, the Building Division will provide multi-language informational brochures and documents on applicable municipal codes, as well as information about the Building Division's workload (e.g., issued and pending building permits), on the City's website to enhance community education by June 2025.

# COMMUNITY DEVELOPMENT

Performance Measure	2019 Results	2020 Results	2021 Results	2022 Results	2023 Results	Target
<b>Planning</b>						
Number of new entitled Affordable Housing units	125	276	92	85	130	250
Number of residential architecture permits (approved)	56	52	43	58	42	55
Number of Accessory Dwelling Units (ADUs) permitted (issued)	57	47	81	94	73	50
<b>Building and Code Enforcement</b>						
Number of permitted kitchen and/or bathroom remodels	221	159	221	148	179	250
Number of code enforcement cases closed	1,196	645	546	573	542	900
<b>NEW Building and Code Enforcement Performance Measures (Updated FY 2024-25)</b>						
<b>Permits</b>						
95% of plan checks will be returned by the due date	82%	79%	81%	84%	91%	95%
95% of inspections are scheduled and completed within the same day	98%	97%	94%	86%	97%	95%
Code Enforcement cases closed within 30 days of opening	50%	42%	39%	46%	59%	65%

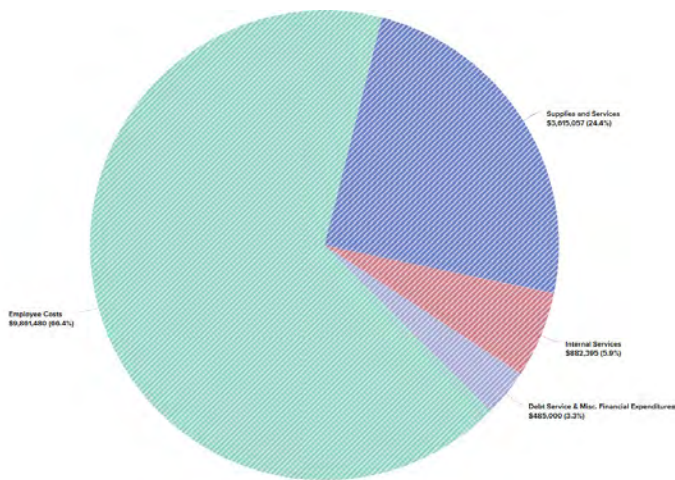
# COMMUNITY DEVELOPMENT

## DEPARTMENT BUDGET

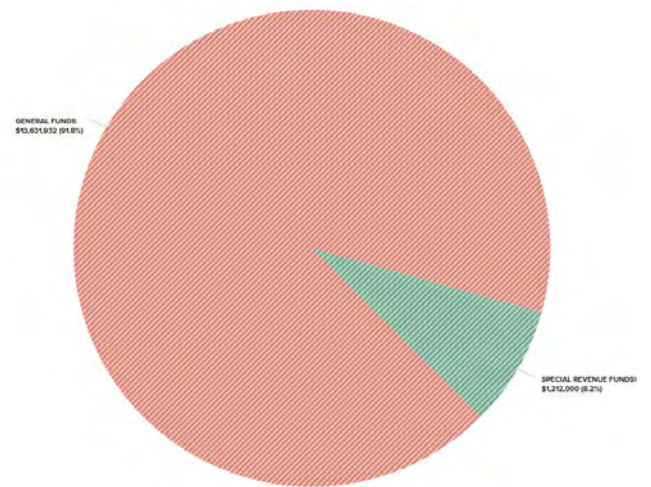
The Community Development Department’s budget for FY 2024-25 is \$14.84 million, representing 3.98% of the total operational budget and 7.38% of the general fund budget. Beginning Fiscal Year 2024-25, the former Community Development and Transportation department was split into two distinct departments (Community Development and Engineering and Transportation) to adequately meet the needs of our community.

ACTUAL EXPS. 2022-23	ADJUSTED BUDGET 2023-24	BUDGET 2024-25
\$ 9,423,247	\$ 17,075,789	\$ 14,843,932

FY 2024-25 BUDGET BY CATEGORY



FY 2024-25 BUDGET BY FUNDING SOURCE



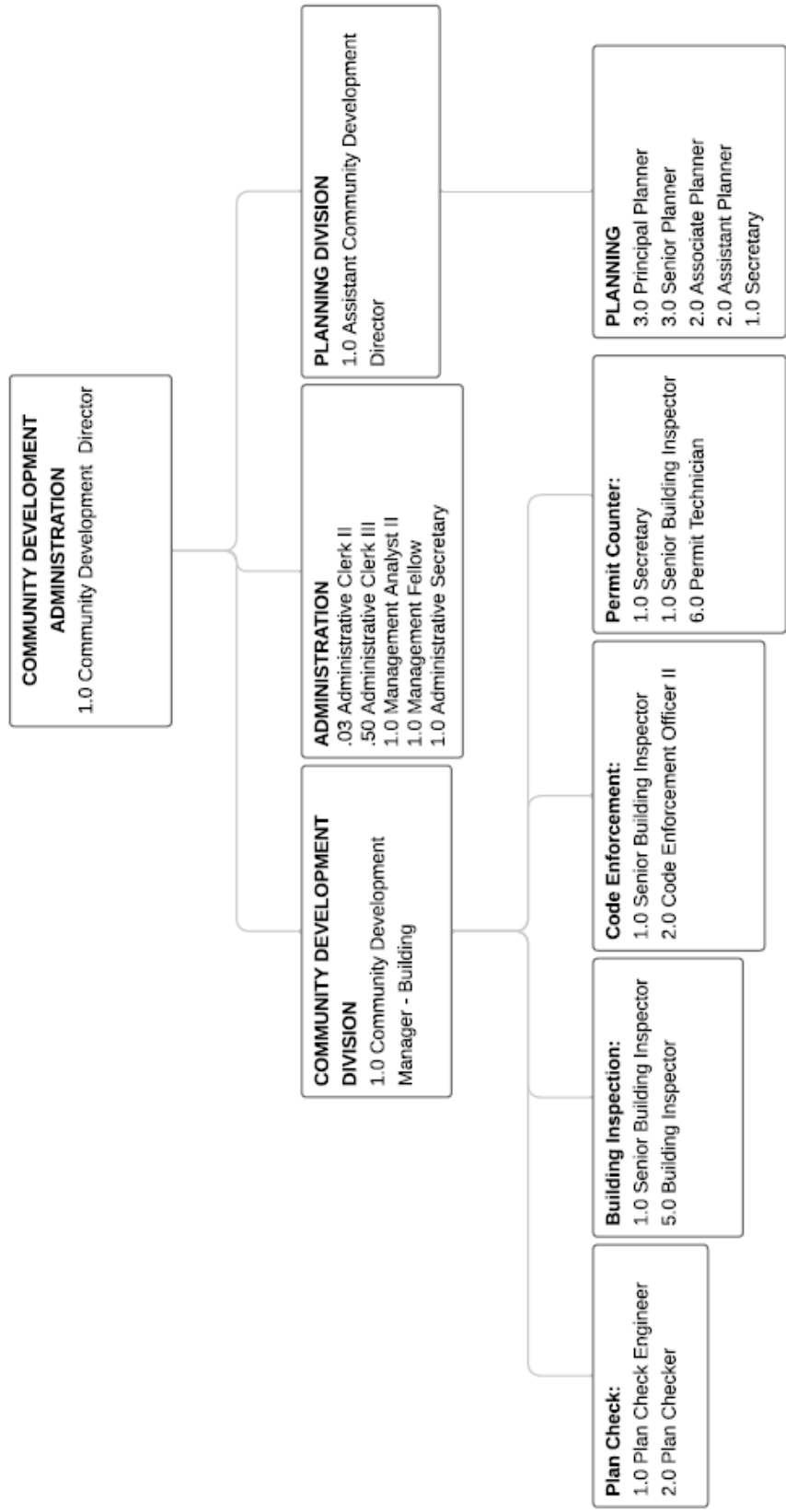
# COMMUNITY DEVELOPMENT

There are 37.79 FTEs in the Recommended Budget for FY 2024-25, representing 6.31% of all City employees. Beginning Fiscal Year 2024-25, the former Community Development and Transportation department was split into two distinct departments (Community Development and Engineering and Transportation), moving FTE's within these two departments. The recommended budget includes the addition of one Building Inspector and one Code Enforcement Officer positions; these positions replace services provided by consulting firms and will be funded by reimbursements from applicants.

DEPARTMENT/TITLE	ADOPTED BUDGET 2022-23	ADOPTED BUDGET 2023-24	ADOPTED BUDGET 2024-25
<b>Community Development</b>			
Administrative Clerk II	-	-	0.03
Administrative Clerk III	0.50	0.50	0.50
Administrative Secty	1.00	1.00	1.00
Assistant City Attorney	0.50	0.50	0.50
Assistant Community Development Director	-	-	1.00
Assistant Community Development & Transportation Director	1.00	1.00	-
Assistant Planner	2.00	2.00	2.00
Associate Planner	2.00	2.00	2.00
Building Inspector	4.00	4.00	5.00
City Attorney	0.13	0.13	0.13
Code Enforcement Officer II	1.00	1.00	2.00
Comm. Dev. Manager - Building	1.00	1.00	1.00
Comm. Dev. Manager - Engineering	0.85	0.85	-
Community Development Director	-	-	0.85
Community Development & Transportation Director	-	-	-
Fire Plan Checker	-	0.40	-
GIS Manager	0.75	0.75	
GIS Technician	2.00	2.00	
Management Analyst II	2.00	2.00	1.00
Managerial / Professional Level I	1.00	1.00	-
Managerial / Professional Level II	1.00	1.00	1.00
Permits Technician	6.00	6.00	6.00
Plan Check Engineer	1.00	1.00	1.00
Plan Checker	2.00	2.00	2.00
Principal Analyst - Administrative Services	0.30	-	-
Principal Planner	3.00	3.00	3.00
Secretary	1.50	1.50	1.50
Senior Building Inspector	3.00	3.00	3.00
Senior Civil Engineer	-	-	0.28
Senior Construction Technician	1.00	-	-
Senior Planner	3.00	3.00	3.00
<b>Total</b>	41.53	40.63	37.79 *

\*FTE's were moved from the former Community Development and Transportation to the newly formed Engineering and IT departments.

# COMMUNITY DEVELOPMENT



# COMMUNITY DEVELOPMENT

Major changes to the department’s budget for FY 2024-25 are listed in the table below.

Summary of Change	General Fund	Special Revenue Funds	Capital Projects Funds	Enterprise Funds	Internal Services Funds	Total
<b>Supplies and Services</b>						
Increase the Building Division's supplies and services budget for AI ChatBox system implementation for the City's permitting website.	12,000					<b>12,000</b>
Decrease consulting services contracts if Building Inspector and Code Enforcement Officer are approved.	(661,440)					<b>(661,440)</b>
Increase Building Division's professional development budget to maintain staff certifications; funding available in building permit revenue.	10,000					<b>10,000</b>
<b>Personnel</b>						
Add 1 FTE Building Inspector and 1 FTE Code Enforcement Officer using funds from a reduction of reimbursable consultant services equaling a \$223,102 savings.	438,338					<b>438,338</b>
<b>Total</b>	<b>(201,102)</b>	-	-	-	-	<b>(201,102)</b>

# COMMUNITY DEVELOPMENT

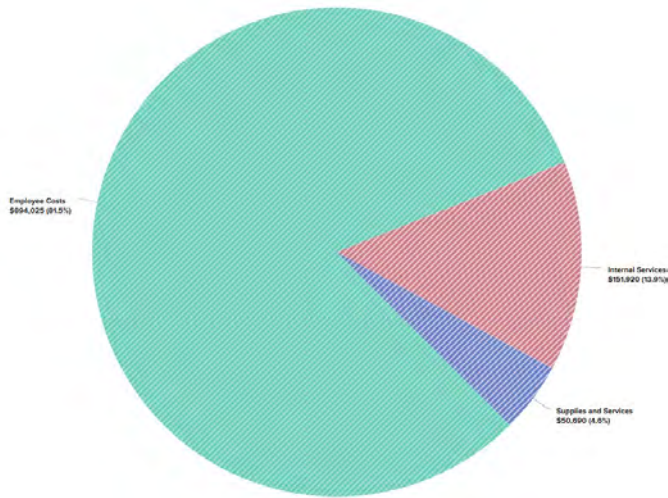
**PROGRAM:** Community Development  
**SUB-PROGRAM:** Administration (63010)

**SUB-PROGRAM PURPOSE OR BUSINESS:**

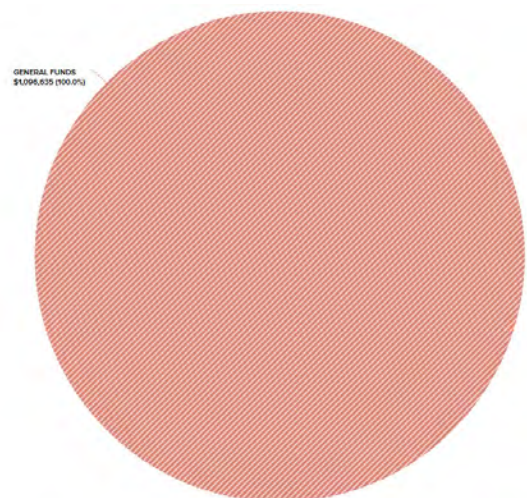
Oversee the functions of the Department’s three divisions towards the planning and implementation of improvements to the City’s built environment, create and review policies and practices to improve operations, and administer the Department budget. Support functions and capacities of Building, Engineering,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

<b>ACTUAL EXPS.</b>	<b>ADJUSTED BUDGET</b>	<b>BUDGET</b>
<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>
\$ 832,596	\$ 1,418,811	\$ 1,096,635

**FY 2024-25 BUDGET BY CATEGORY**



**FY 2024-25 BUDGET BY FUNDING SOURCE**





# COMMUNITY DEVELOPMENT

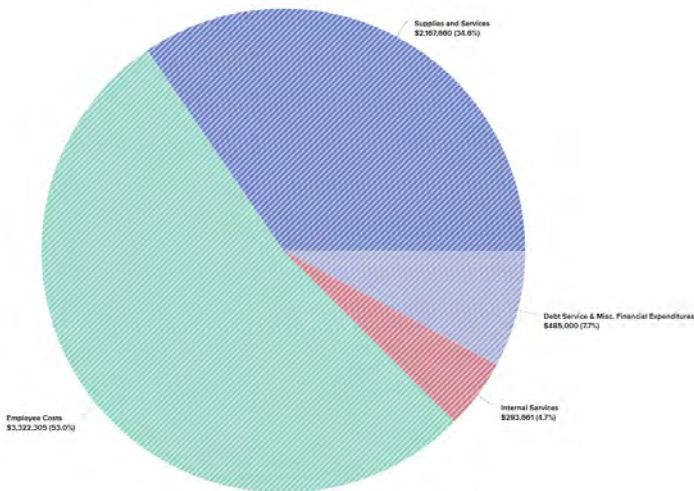
**PROGRAM:** Building and Inspection  
**SUB-PROGRAM:** Building Regulation (63110)

**SUB-PROGRAM PURPOSE OR BUSINESS:**

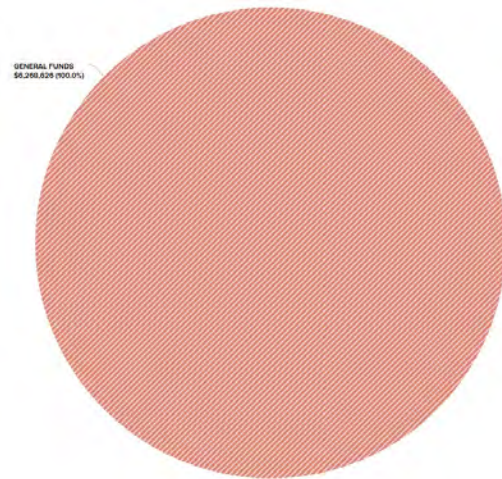
Ensure quality construction and health and safety standards by processing permit applications, reviewing plans, and performing inspections for compliance with City and State Building Codes.

	<b>ACTUAL EXPS. 2022-23</b>	<b>ADJUSTED BUDGET 2023-24</b>	<b>BUDGET 2024-25</b>
\$	5,550,865	\$ 8,492,066	\$ 6,268,626

**FY 2024-25 BUDGET BY CATEGORY**



**FY 2024-25 BUDGET BY FUNDING SOURCE**



# COMMUNITY DEVELOPMENT

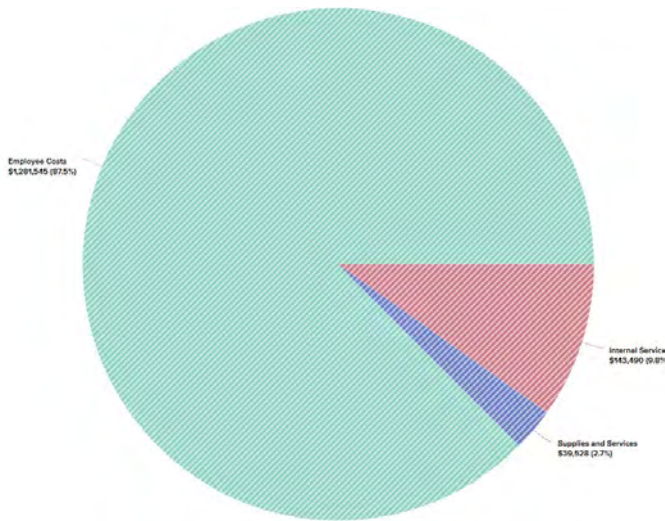
**PROGRAM:** Building and Inspection  
**SUB-PROGRAM:** Code Enforcement (63310)

**SUB-PROGRAM PURPOSE OR BUSINESS:**

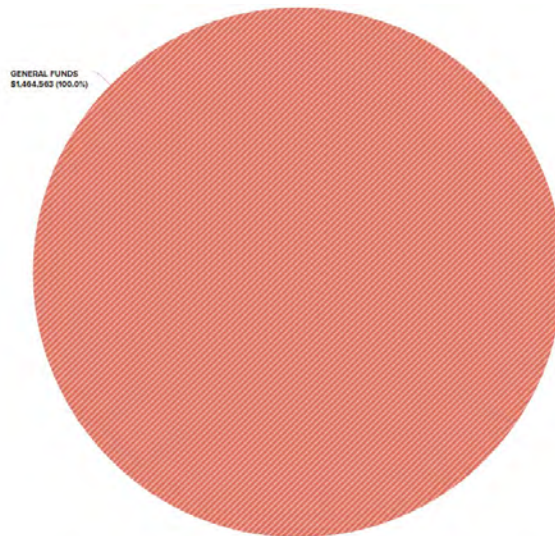
Preserve and maintain the quality of neighborhoods and businesses through enforcement of applicable federal, state and local laws.

ACTUAL EXPS. 2022-23	ADJUSTED BUDGET 2023-24	BUDGET 2024-25
\$ 779,706	\$ 661,537	\$ 1,464,563

**FY 2024-25 BUDGET BY CATEGORY**



**FY 2024-25 BUDGET BY FUNDING SOURCE**



# COMMUNITY DEVELOPMENT

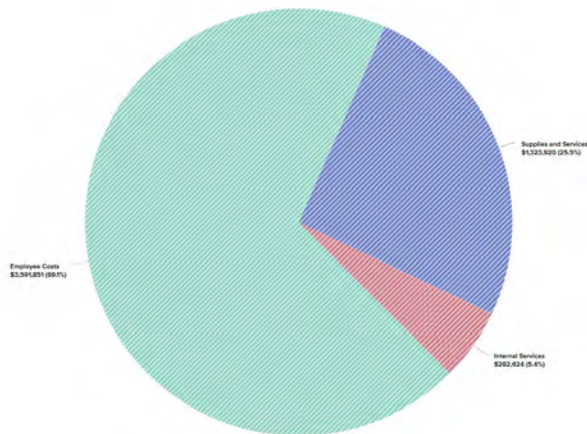
**PROGRAM:** Planning  
**SUB-PROGRAM:** Current Planning (63210)

**SUB-PROGRAM PURPOSE OR BUSINESS:**

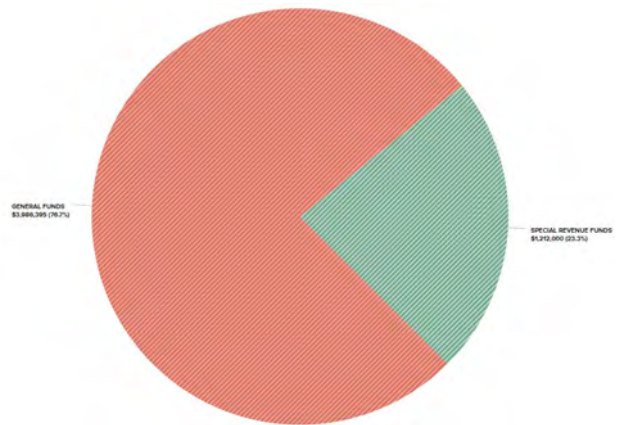
Implements City Council priorities contained in the General Plan, Zoning Ordinance and specific plans; provide front-line customer service, entitlement review and permit processing to support new development and economic development. Provide staff support to the Planning Commission and its appointed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

<b>ACTUAL EXPS.</b> <b>2022-23</b>	<b>ADJUSTED BUDGET</b> <b>2023-24</b>	<b>BUDGET</b> <b>2024-25</b>
\$ 6,099,305	\$ 5,053,317	\$ 5,198,395

**FY 2024-25 BUDGET BY CATEGORY**



**FY 2024-25 BUDGET BY FUNDING SOURCE**



# COMMUNITY DEVELOPMENT

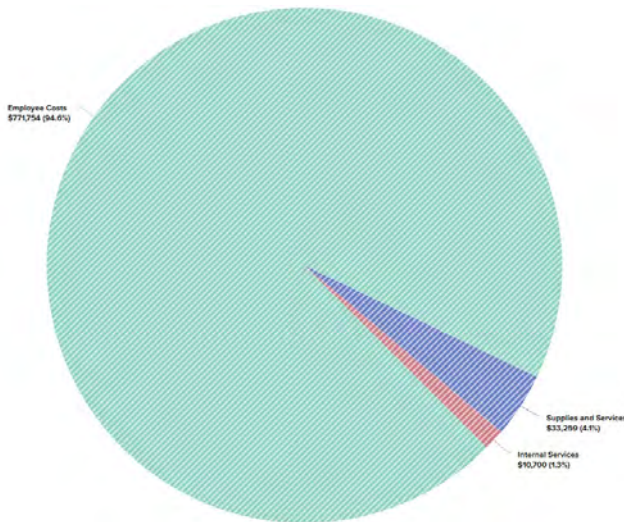
**PROGRAM:** Planning  
**SUB-PROGRAM:** Strategic Planning (63220)

**SUB-PROGRAM PURPOSE OR BUSINESS:**

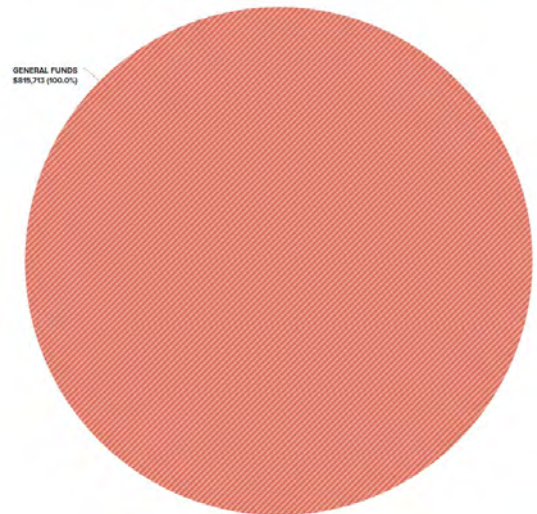
Oversee the maintenance of the General Plan, including the Housing Element. Amend and develop new regulations and policies governing land use and urban design, including revisions to the Zoning Ordinance, for adoption by the City Council. Prepare strategic land use studies, reports, and analysis such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

ACTUAL EXPS. 2022-23	ADJUSTED BUDGET 2023-24	BUDGET 2024-25
\$ 1,160,775	\$ 1,450,058	\$ 815,713

**FY 2024-25 BUDGET BY CATEGORY**



**FY 2024-25 BUDGET BY FUNDING SOURCE**



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# ENGINEERING AND TRANSPORTATION



Engineering and Construction  
Transportation

# ENGINEERING & TRANSPORTATION

## DEPARTMENT DESCRIPTION

The Engineering and Transportation Department is comprised of three divisions: Administration, Engineering and Construction, and Transportation 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 environmental review and transportation planning.

## FY 2023-24 MAJOR ACCOMPLISHMENTS

- Developed and presented the City's first Aggregate Fee Burden Analysis, providing a foundation for City Council policy direction on the Impact Fee Program.
- Completed organizational review for Planning and Engineering/Transportation Divisions and began implementing recommendations to improve service and efficiency.
- Supported Development Agreement negotiations, appraisals, and community benefits analysis on several Gatekeeper projects including American Legion-651 El Camino Real, 901 El Camino Real, 1900 Broadway, and 2300 Broadway; also initiated Development Agreement negotiations for the 1125 Arguello project.
- Completed the Sanitary Sewer Capacity Master Plan and received City Council approval in November 2023.
- Completed rehabilitation or replacement of 7,850 lineal feet of sanitary sewer mains and 4,500 lineal feet of potable water mains.
- Expanded online application options through the City website for water utility requests, including referrals for permits in other jurisdictions, tracking and processing of 100% of encroachment permits, and collection of 65% of total will-serve requests virtually since July 2023 on ComDev, the City's Online Services Portal.
- Updated Water and Sewer Capacity Fees and adopted new Nexus Study and updated impact fees for the transportation infrastructure; updated fees align fee programs with increasing costs and changing infrastructure needs and ensure new development pays fair share costs associated with development impacts.
- Completed two traffic calming improvement projects: installation of Roosevelt Avenue Quick-Build Traffic Calming Project and Hopkins Avenue Traffic Calming Project.
- Secured \$78.6 million in grant funding for 101/84 (Woodside Road) Interchange Project and updated plans for securing remaining funds while initiating the process of acquiring necessary land (Right-of-Way) with the support of consultant team.
- Completed planning/design of the Broadway Pedestrian Mall and formally initiated the Pedestrian Mall Act process providing opportunity for stakeholders (property owners, downtown residents, patrons) to make public comments and file claims.

## GOALS FOR FY 2024-25

- Create a Recycled Water Master Plan to determine infrastructure needs for better system delivery and reliability by December 2024.
- Complete the Easter Bowl and Glenloch Tanks Seismic Improvement and Roof Repair Project, providing resiliency to the water system in the event of a natural disaster by June 2025.

# ENGINEERING & TRANSPORTATION

- Implement 75% of Priority 1 Recommendations as outlined in the Organization and Operations Assessment, including hiring a Director, Assistant Director, and Management Analyst for the Department by December 2024.
- Submit 4-6 grant applications, secure final \$105 million for construction of new 101/84 (Woodside Road) Interchange and support bi-monthly City Council 101/84 Ad Hoc Committee meetings to complete Right-of-Way phase by December 2024.
- Kick-off multi-agency Project Study Report (PSR) and Environmental Impact Review (EIR) for the Caltrain Grade Separation & Transit Center project by December 2024.
- Complete engineering design phase for the following projects aimed at eliminating traffic-related fatalities and severe injuries under the City's Vision Zero plan by June 2025:
  - a) Broadway Complete Streets Project (Walnut Street to Woodside Rad).
  - b) Vera Avenue Permanent Bicycle Boulevard Project.
  - c) Roosevelt Avenue Permanent Traffic Calming Project.
  - d) El Camino Real/James Street Intersection Safety Improvement Project.and complete construction of:
  - a) El Camino Real Bike Lane Project (Southbound, Brewster Avenue to Vera Avenue and Northbound, Maple Street to Jefferson Avenue).
  - b) Redwood Avenue Sidewalk and Pedestrian Improvement Project.
- Coordinate with Caltrans on Woodside Road Pavement Improvement and Traffic Safety project that includes installation of bike lanes on Woodside Road between I-280 and US 101 and improved pedestrian crossings and accessible curb ramps along the corridor by June 2025.
- Implement near-term improvements for the Pedestrian Mall on Broadway and Redwood Creek with first phase improvements completed by March 2025.
- **SMARTIE Goal:** Complete a six-month Transportation Management Association (TMA) Feasibility Study funded by a \$100,000 Measure A/W grant by August 2024 with the intent to establish a cost-effective Citywide Transportation Management Agency (TMA) and remove barriers for lower-income employees with limited access to affordable public transportation by October 2025.
- **Multi-Year Goal:** Implement the Sea Level Rise Vulnerability Assessment findings including:
  - 1.) Issuing an RFP for planning, site investigation, permitting and initial designs and develop an MOU for the levees project with One Shoreline and benefitting agencies (e.g., San Mateo County, San Carlos, and Belmont).
    - a) Implementing two FEMA grant-funded projects to enhance pumping capacity and resilience for future events to handle stormwater flows expected during a 100-year storm event within their respective watersheds by 2027. Moving Bradford Pump Station Project into the construction phase, which will take two years, depending on the authorization of the Grant Administrator.
    - b) Completing Phase I design of Price Pump Station by December 2025.



# ENGINEERING & TRANSPORTATION

Performance Measure	2019 Results	2020 Results	2021 Results	2022 Results	2023 Results	Target
<b>Engineering</b>						
Number of linear feet of sewer mains replaced or rehabilitated	12,178	12,547	12,733	0*	7,850	10,000 to 15,000
Number of linear feet of potable water mains replaced or rehabilitated	8,000	6,889	2,950	1,422	4,500	5,000 to 15,000
<b>Transportation</b>						
Number of traffic calming projects designed	1	1	2	1	2	1

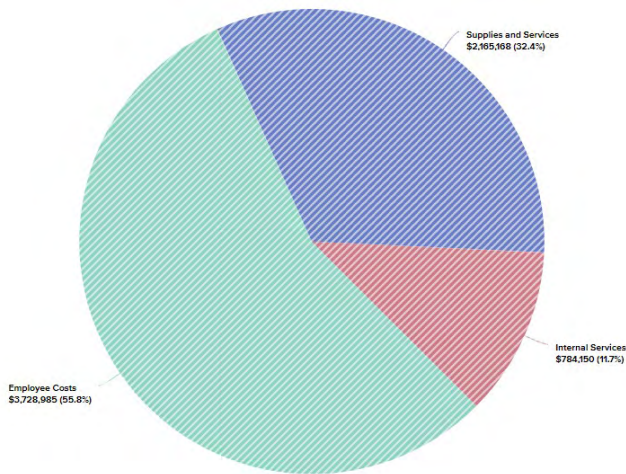
# ENGINEERING & TRANSPORTATION

## DEPARTMENT BUDGET

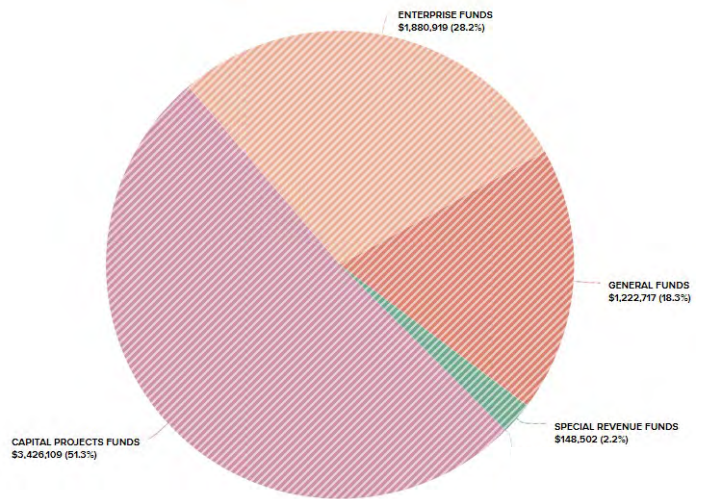
The newly-formed Engineering and Transportation Department’s budget for FY 2024-25 is \$6.68 million, representing 1.79% of the total operational budget and 0.66% of the general fund budget. Beginning Fiscal Year 2024-25, the former Community Development and Transportation department was split into two distinct departments (Community Development and Engineering and Transportation) to adequately meet the needs of our community.

ACTUAL EXPS. 2022-23	ADJUSTED BUDGET 2023-24	BUDGET 2024-25
\$ 6,850,330	\$ 6,939,473	\$ 6,678,303

FY 2024-25 BUDGET BY CATEGORY



FY 2024-25 BUDGET BY FUNDING SOURCE



# ENGINEERING & TRANSPORTATION

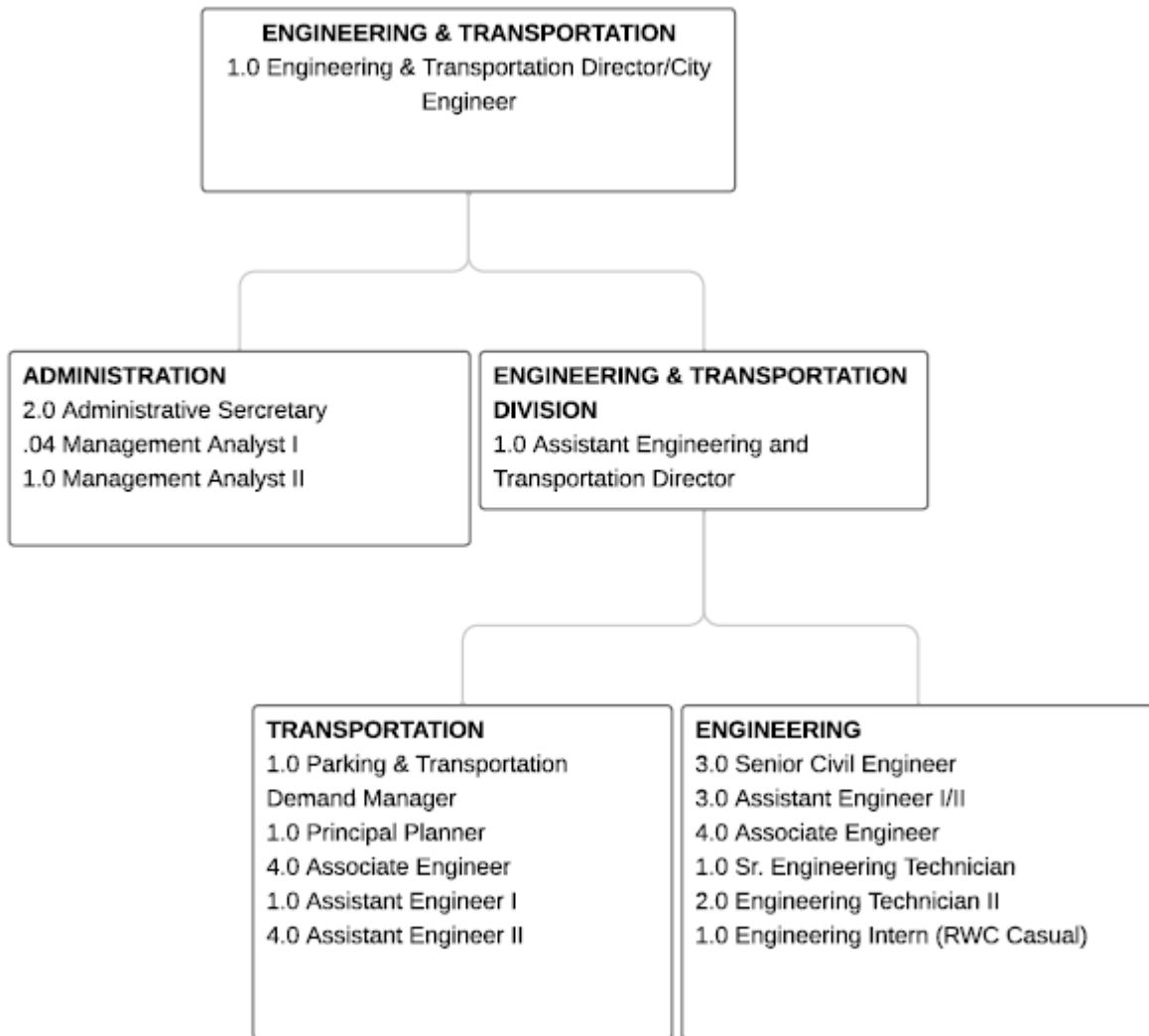
There are 28.24 FTEs in the Recommended Budget for FY 2024-25, representing 4.55% of all City employees. The recommended budget includes a reclassification of a Senior Transportation Planner to a Principal Planner, the addition of one Engineering Tech II, and converting a contract Professional Level I position to a permanent Management Analyst II position to support the newly formed Engineering & Transportation Department.

DEPARTMENT/TITLE	ADOPTED BUDGET 2022-23	ADOPTED BUDGET 2023-24	ADOPTED BUDGET 2024-25
<b>Engineering &amp; Transportation</b>			
Administrative Secty	2.00	2.00	2.00
Assistant City Attorney	0.05	0.05	0.05
Assistant City Clerk	0.10	0.10	0.10
Assistant Engineer I	1.00	1.00	1.00
Assistant Engineer II	6.00	4.00	4.00
Assistant Engineering and Transportation Director	-	-	1.00
Associate Engineer	2.00	4.00	4.00
Capital Improvement Program Manager	1.00	0.80	0.80
City Attorney	0.05	0.05	0.05
City Clerk	0.10	0.10	0.10
City Manager	0.15	0.15	0.15
Community Development & Transportation Director	0.95	0.95	0.10
Engineering and Transportation Director/City Engineer	-	-	0.85
Engineering Tech II	1.00	1.00	2.00
Management Analyst I			0.04
Management Analyst II			1.04
Official / Executive / Professional Level I	0.30	1.30	0.30
Parking/TDM Manager	1.00	1.00	1.00
Public Works Maint Worker II	1.00	1.00	1.00
Public Works Services Director	0.20	0.20	0.20
Principal Planner			1.00
Secretary	0.50	0.46	0.46
Senior Accountant	-	0.30	0.30
Senior Civil Engineer	1.50	1.54	2.18
Senior Engineering Technician	2.00	2.00	2.00
Senior Transportation Planner	1.00	1.00	-
Supv Civil Engineer	2.00	2.00	1.00 *
Tree Maintenance Leader	-	1.00	1.00
Utilities Field Supervisor	0.50	0.52	0.52
<b>Total</b>	<b>24.40</b>	<b>26.52</b>	<b>28.24</b>

\*Position frozen in FY2024-25

\*\*FTE's were moved from the former Community Development and Transportation department to the newly formed Engineering and IT departments.

# ENGINEERING & TRANSPORTATION



# ENGINEERING & TRANSPORTATION

Major changes to the department’s budget for FY 2024-25 are listed in the table below.

Summary of Change	General Fund	Special Revenue Funds	Capital Projects Funds	Enterprise Funds	Internal Services Funds	Total
<b>Personnel</b>						
Convert a contract Office/Executive/Professional Level I to a Management Analyst II position to support the newly formed Engineering & Transportation Department. Net increase of \$73,111.	36,556		36,556			<b>73,111</b>
Add one Engineering Tech II to the Workforce plan to help the City's dependence on consulting firms for inspections for CIP and Cost Recovery projects. Positions funded 70% by CIP and Cost Recovery Engineering Permit projects.			190,264			<b>190,264</b>
Reclassification of Senior Transportation Planner to Principal Planner (Transportation) pending HR's reclassification process. Net increase of \$34,337			34,337			<b>34,337</b>
<b>Total</b>	<b>36,556</b>	-	<b>261,157</b>	-	-	<b>297,712</b>

# ENGINEERING & TRANSPORTATION

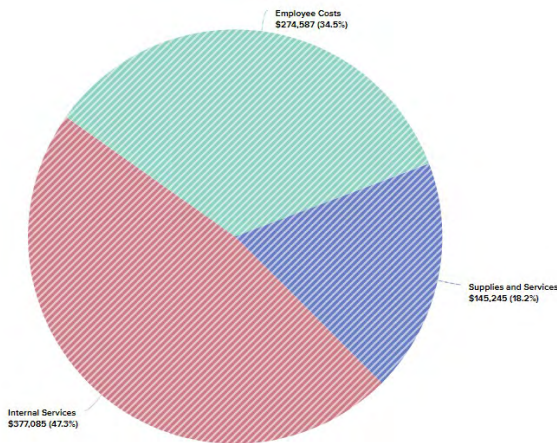
**PROGRAM:** Engineering and Construction  
**SUB-PROGRAM:** General Engineering (65121)

**SUB-PROGRAM PURPOSE OR BUSINESS:**

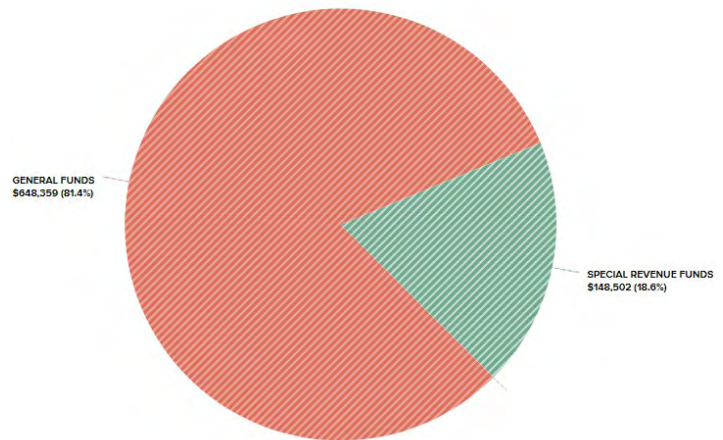
Administers the Engineering Division. Provide engineering and construction services for design, permitting and construction of the City’s infrastructure and maintenance districts. Respond to general engineering inquiries.

<b>ACTUAL EXPS.</b>	<b>ADJUSTED BUDGET</b>	<b>BUDGET</b>
<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>
\$ 930,236	\$ 798,706	\$ 796,917

**FY 2024-25 BUDGET BY CATEGORY**



**FY 2024-25 BUDGET BY FUNDING SOURCE**



# ENGINEERING & TRANSPORTATION

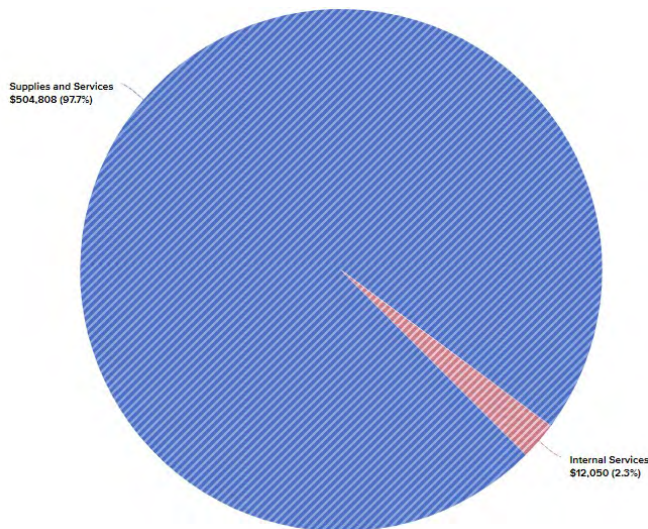
**PROGRAM:** Engineering and Construction  
**SUB-PROGRAM:** Subdivision Engineering (65122)

**SUB-PROGRAM PURPOSE OR BUSINESS:**

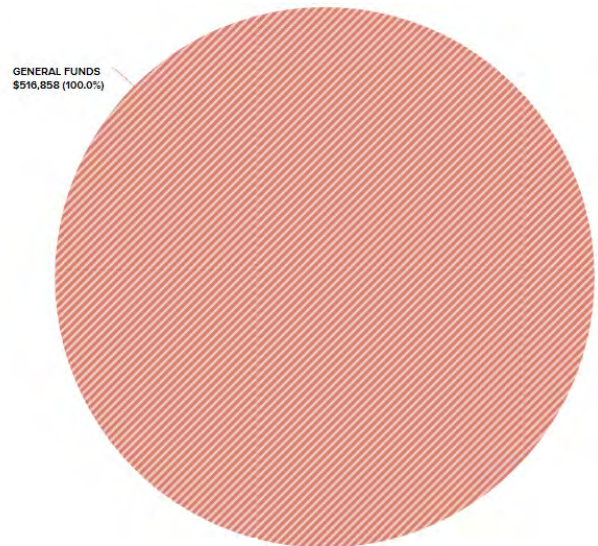
Reviews and processes subdivision maps, development plans, and construction permit applications. Inspects and verifies compliance with City and regulatory requirements on development projects and construction within the City’s right-of-way.

<b>ACTUAL EXPS.</b> <b>2022-23</b>	<b>ADJUSTED BUDGET</b> <b>2023-24</b>	<b>BUDGET</b> <b>2024-25</b>
\$ 840,913	\$ 527,864	\$ 516,858

**FY 2024-25 BUDGET BY CATEGORY**



**FY 2024-25 BUDGET BY FUNDING SOURCE**



# ENGINEERING & TRANSPORTATION

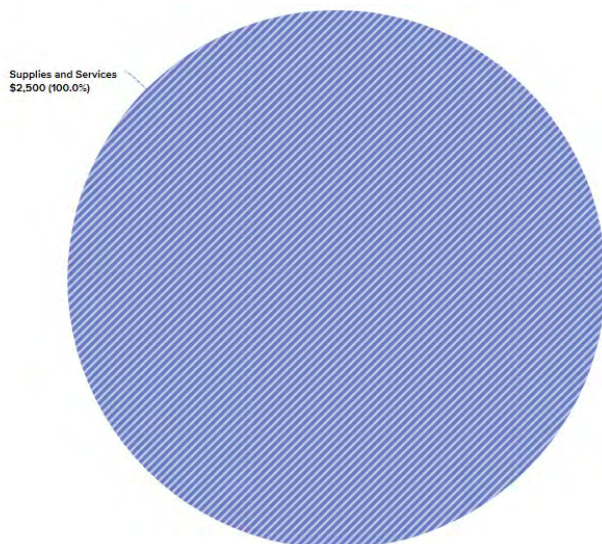
**PROGRAM:** Engineering and Construction  
**SUB-PROGRAM:** Micromobility Program (65123)

**SUB-PROGRAM PURPOSE OR BUSINESS:**

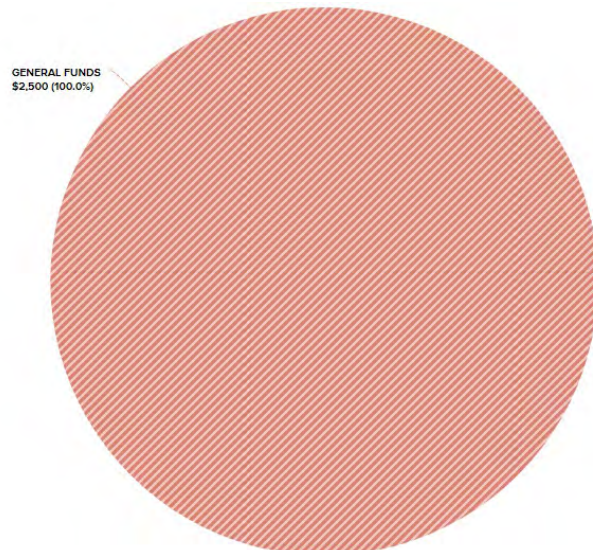
The program purpose is to provide shared micromobility (bicycle and scooter) services to public on short-term basis for a fee. The program supports the City’s mobility goal of providing seamless connections, managing congestion, and supporting an equitable and sustainable transportation system with offering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

	<b>ACTUAL EXPS. 2022-23</b>	<b>ADJUSTED BUDGET 2023-24</b>	<b>BUDGET 2024-25</b>
\$	3,517	\$ 2,500	\$ 2,500

**FY 2023-24 BUDGET BY CATEGORY**



**FY 2023-24 BUDGET BY FUNDING SOURCE**





# ENGINEERING & TRANSPORTATION

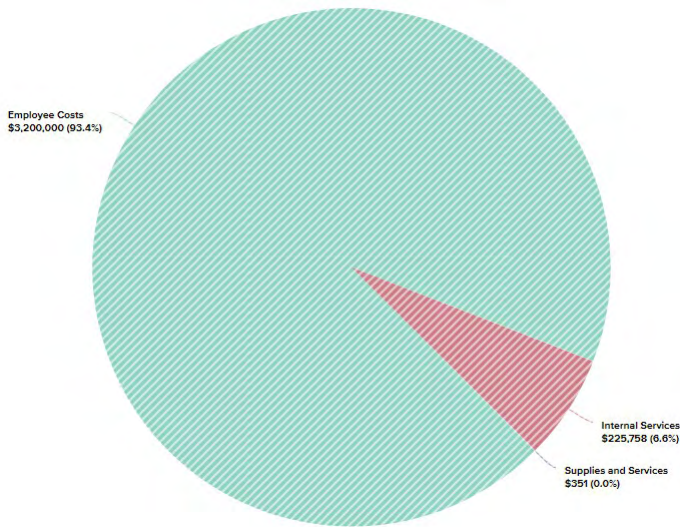
**PROGRAM:** Engineering and Construction  
**SUB-PROGRAM:** Capital Improvement Engineering (65112)

**SUB-PROGRAM PURPOSE OR BUSINESS:**

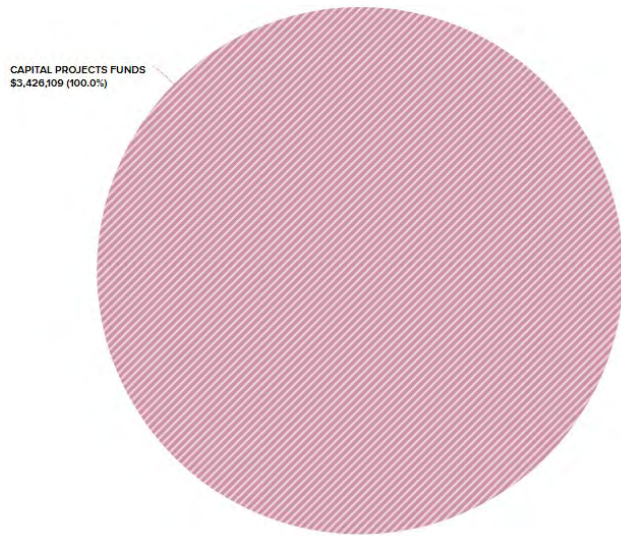
Provides engineering, construction, and project management services for design, permitting, and transportation planning including the implementation of the City’s infrastructure master plans such as the Citywide Transportation Plan, Sewer Master Plan, Stormwater Master Plan, and Water Master Plan. Plan,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

<b>ACTUAL EXPS.</b>	<b>ADJUSTED BUDGET</b>	<b>BUDGET</b>
<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>
\$ 3,510,658	\$ 3,335,675	\$ 3,426,109

**FY 2024-25 BUDGET BY CATEGORY**



**FY 2024-25 BUDGET BY FUNDING SOURCE**



# ENGINEERING & TRANSPORTATION

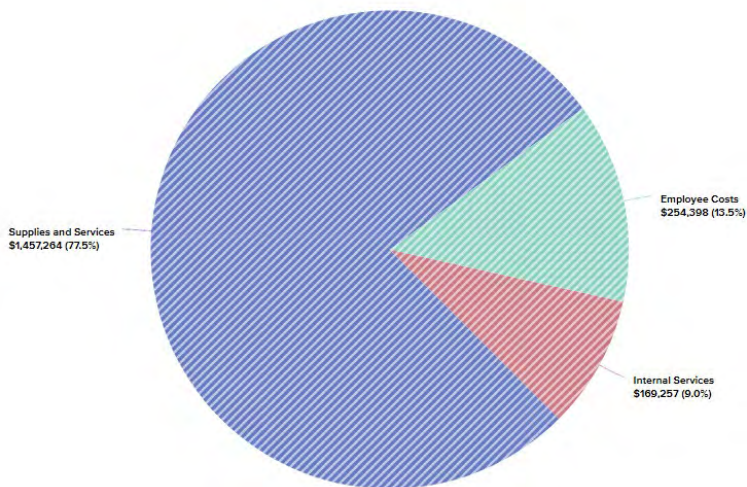
**PROGRAM:** Engineering and Construction  
**SUB-PROGRAM:** Downtown Parking Facilities Operation (65175)

**SUB-PROGRAM PURPOSE OR BUSINESS:**

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

ACTUAL EXPS. 2022-23	ADJUSTED BUDGET 2023-24	BUDGET 2024-25
\$ 1,565,006	\$ 2,219,728	\$ 1,880,919

**FY 2024-25 BUDGET BY CATEGORY**



**FY 2024-25 BUDGET BY FUNDING SOURCE**



# ENGINEERING & TRANSPORTATION

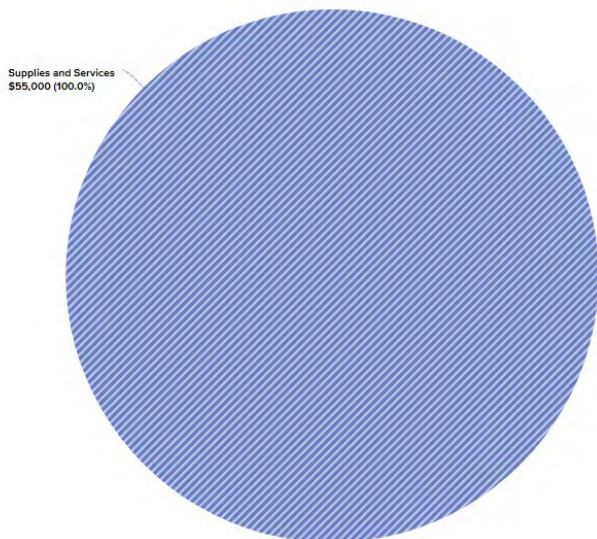
**PROGRAM:** Engineering and Construction  
**SUB-PROGRAM:** Flood and Sea Level Rise Resiliency Agency (65125)

**SUB-PROGRAM PURPOSE OR BUSINESS:**

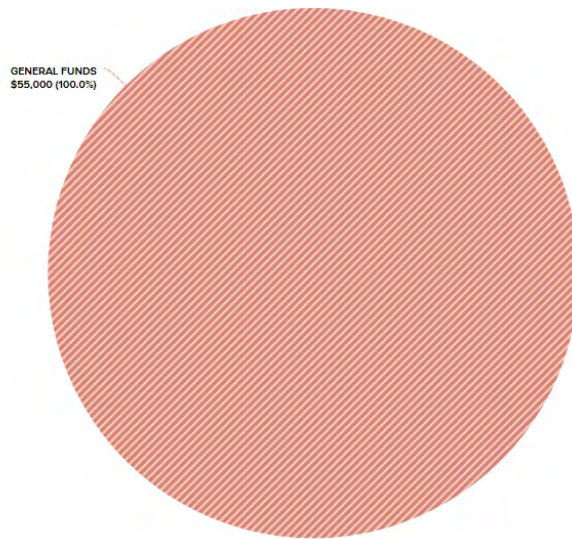
This program is setup to represent the City’s share towards the costs of the countywide Flood and Sea Level Rise Resiliency Agency (Agency). The Agency was created to address sea level rise, flooding, coastal erosion and large-scale stormwater infrastructure improvements through integrated regional planning,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

ACTUAL EXPS. 2022-23	ADJUSTED BUDGET 2023-24	BUDGET 2024-25
\$	55,000	\$ 55,000

**FY 2024-25 BUDGET BY CATEGORY**



**FY 2024-25 BUDGET BY FUNDING SOURCE**



# FINANCE



Debt Service  
Financial Management  
Revenue Services  
Risk Management & Insurance

# FINANCE

## DEPARTMENT DESCRIPTION

The Finance Department oversees the meticulous administration of the City's fiscal affairs, ensuring accountability and transparency in financial transactions. The Finance Department includes Revenue Services and risk management. The Department's focus areas include administration of fiscal affairs, management of all City revenues, risk management, and debt management. Finance supports 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 to the following agencies: Fire Net Six Joint Powers Authority, Port of Redwood City, and South Bayside Waste Management Authority.

## FY 2023-24 MAJOR ACCOMPLISHMENTS

- Analyzed and presented options to the Finance and Audit Sub-Committee to provide revenue generation recommendations to the City Council to help balance the City's operating budget over the next ten years.
- Awarded the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association for the Annual Comprehensive Financial Report (ACFR) for the fiscal year ended June 30, 2022.
- Completed a comprehensive citywide update to the City's User Fees.
- Reduced the outstanding Account Receivable balance by 15%.
- Partnered with the Community Development Department and City Attorney's Office to support the analysis of development impact fees.
- Navigated extended absences or vacancies and hired new managers in the majority of departmental leadership positions: Finance Director, Financial Services Manager, Principal Analyst for Accounting, and Principal Analyst for Budget and Purchasing.

## GOALS FOR FY 2024-25

- Produce the Annual Comprehensive Financial Report by February 1, 2025 and the Annual Operating Budget by June 1, 2025.
- Explore options for customers to be able to pay City accounts receivable invoices online by June 2025.
- Conduct a citywide analysis of Internal Service Charge amounts and methodology, and develop new recommendations by February 1, 2025.
- Produce a new administrative policy on travel by June 30, 2025.
- **SMARTIE Goal:** Identify two new ways to broaden the pool of suppliers in purchasing bids over \$100,000 by March 2024.

# FINANCE

Performance Measure	2019 Results	2020 Result	2021 Results	2022 Results	2023 Results	Target
<b>Finance</b>						
Number of Material Audit Findings reported by the City's outside independent audit firm in relation to the City's annual audit	0	0	0	0	0	0
Number of Audit Findings reported by the City's outside independent audit firm in relation to the City's annual audit	1	0	0	2	2	0
Implement required Governmental Accounting Standards Board Statements by the required implementation date	100%	100%	100%	100%	100%	100%
<b>Revenue Services</b>						
Number of Business Licenses issued	8,351	8,490	10,234	9,245	9,431	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	60 seconds	72 seconds	40 seconds	60 seconds or less
Number of utility customers utilizing online alternative process	47.8%	51.8%	93.47%	94.94%	94.16%	90%

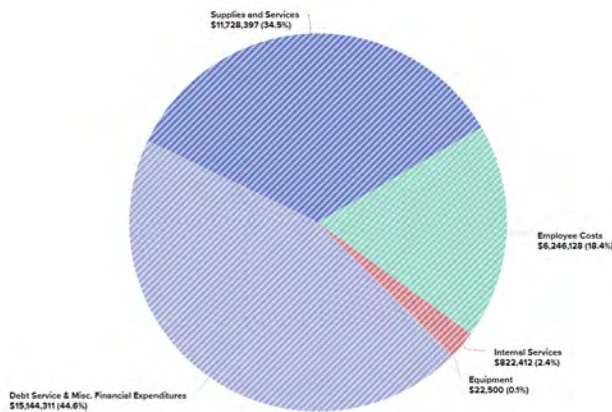
# FINANCE

## DEPARTMENT BUDGET

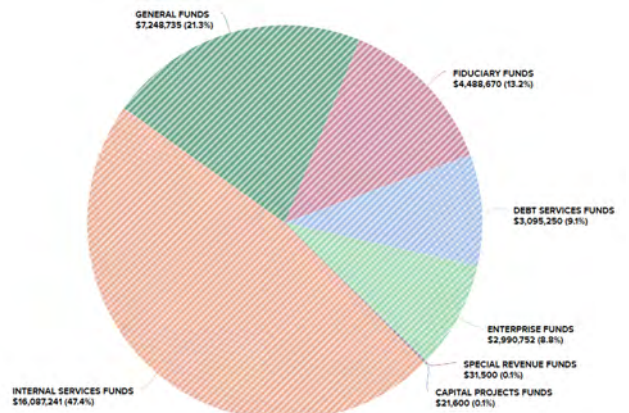
Beginning Fiscal Year 2024-25, the distinct Finance Department was created to adequately meet the needs of our community. The total Finance Department budget for FY 2024-25 is \$33.97 million, representing 9.1% of the total operational budget and 2.25% of the general fund budget. The majority of funding for this department comes from the City's General Fund, Enterprise Funds, and the Internal Services Fund.

ACTUAL EXPS. 2022-23	ADJUSTED BUDGET 2023-24	BUDGET 2024-25
\$ 25,043,271	\$ 34,574,912	\$ 33,966,213

FY 2024-25 BUDGET BY CATEGORY



FY 2024-25 BUDGET BY FUNDING SOURCE



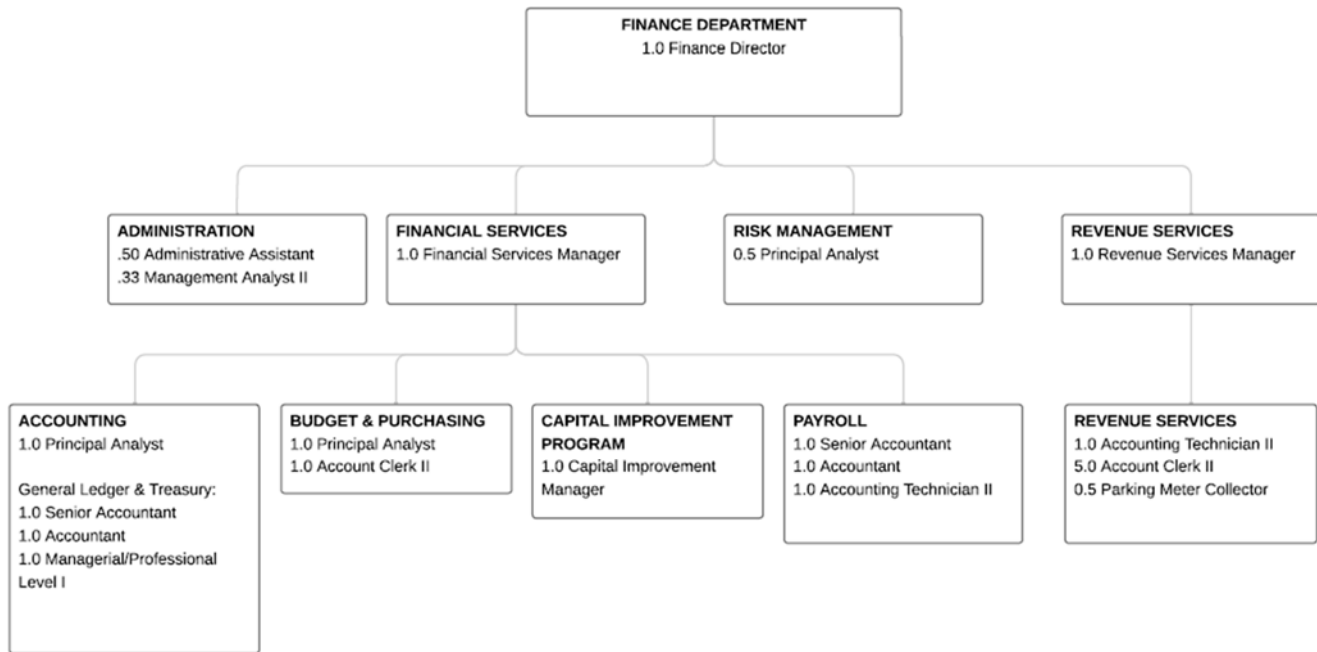
# FINANCE

There are 21 FTEs in the budget for FY 2024-25, representing 3.5% of all City employees.

<u>DEPARTMENT/TITLE</u>	<u>ADOPTED BUDGET 2022-23</u>	<u>ADOPTED BUDGET 2023-24</u>	<u>ADOPTED BUDGET 2024-25</u>
<b>Finance</b>			
Account Clerk II	6.00	6.00	6.00
Accountant	1.75	1.75	1.75
Accounting Technician II	2.00	2.00	2.00
Administrative Assistant	0.50	0.50	0.50
Assistant ASD Director	0.99	-	-
Assistant City Manager	0.59	0.59	0.59
Finance Director	-	1.00	1.00
Financial Services Manager	-	1.00	1.00
Management Analyst II	-	0.33	0.33
Managerial / Professional Level II	1.00	1.00	1.00
Official/ Executive/ Professional Level III (Exec Dir C/CAG)	1.00	1.00	1.00
Parking Meter Collector	0.50	0.50	0.50
Principal Analyst - Administrative Services	2.18	2.50	2.50
Revenue Services Manager	1.00	1.00	1.00
Senior Accountant	1.90	1.58	1.68
Senior Assistant City Attorney	0.15	0.15	0.15
<b>Total</b>	<b>19.56</b>	<b>20.90</b>	<b>21.00</b>



# FINANCE



# FINANCE

Major changes to the department’s budget for FY 2024-25 are listed below:

Summary of Change	General Fund	Special Revenue Funds	Capital Projects Funds	Enterprise Funds	Internal Services Funds	Total
<b>Supplies and Services</b>						
Increase expenditure budget to cover the annual software license fees required to administer existing business license tax.	15,000					<b>15,000</b>
Increase budget for insurance premiums, includes refinements to supplies and services budgets to align with current needs.					292,197	<b>292,197</b>
<b>Total</b>	<b>15,000</b>	-	-	-	<b>292,197</b>	<b>307,197</b>

# FINANCE

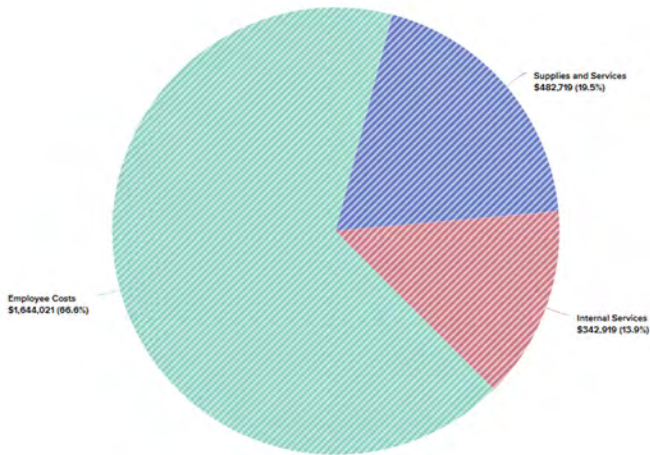
**PROGRAM:** Financial Management  
**SUB-PROGRAM:** Revenue Services (61410)

**SUB-PROGRAM PURPOSE OR BUSINESS:**

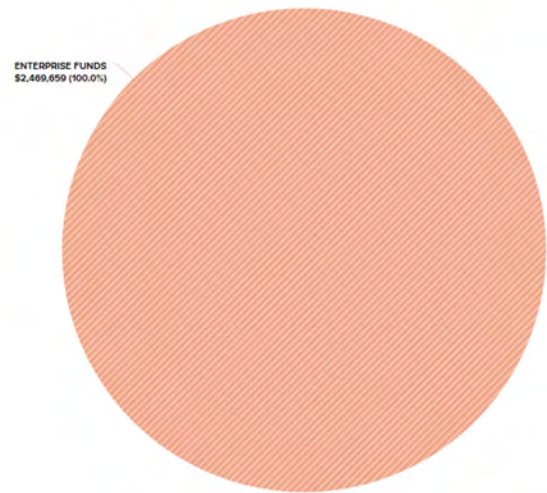
Oversee the collection and deposit of all City revenues and generate utility bills.

<b>ACTUAL EXPS.</b> <b>2022-23</b>	<b>ADJUSTED BUDGET</b> <b>2023-24</b>	<b>BUDGET</b> <b>2024-25</b>
\$ 2,146,927	\$ 2,311,640	\$ 2,469,659

**FY 2024-25 BUDGET BY CATEGORY**



**FY 2024-25 BUDGET BY FUNDING SOURCE**



# FINANCE

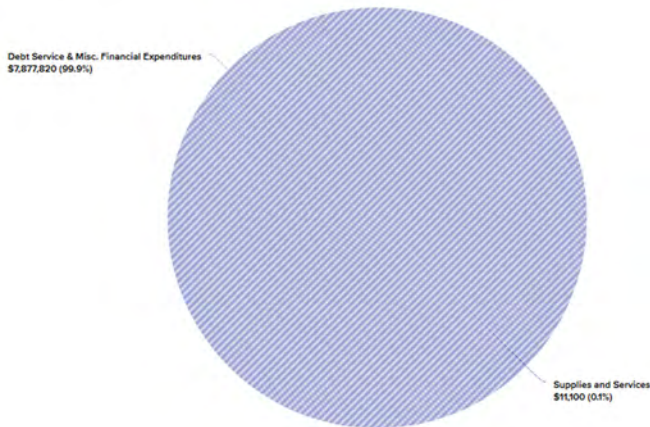
**PROGRAM:** Financial Management  
**SUB-PROGRAM:** Debt Service (61423)

**SUB-PROGRAM PURPOSE OR BUSINESS:**

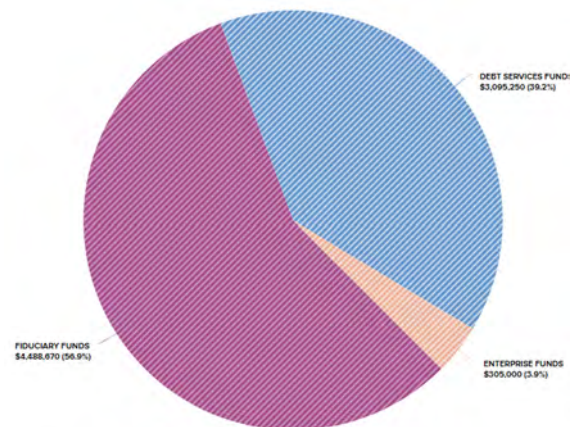
Repayment of Lease Revenue Bonds Series 2021 - Veterans Memorial Building/Senior Center and interest and principal repayment on interfund loan from the Equipment Services Fund to the Water Fund.

	<b>ACTUAL EXPS. 2022-23</b>	<b>ADJUSTED BUDGET 2023-24</b>	<b>BUDGET 2024-25</b>
\$	4,401,227	\$ 8,366,438	\$ 7,888,920

**FY 2024-25 BUDGET BY CATEGORY**



**FY 2024-25 BUDGET BY FUNDING SOURCE**



# FINANCE

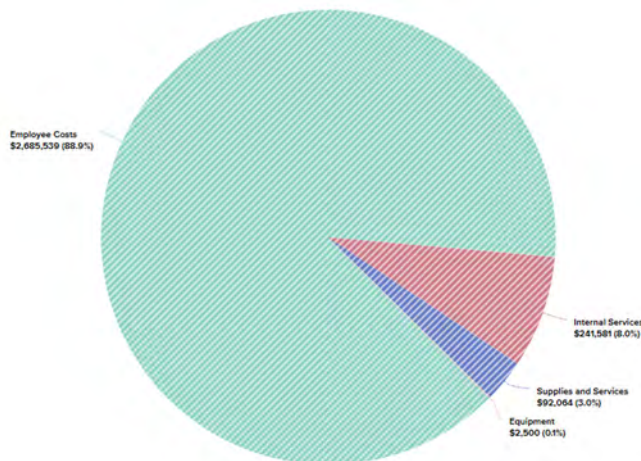
**PROGRAM:** Financial Management  
**SUB-PROGRAM:** Financial Management Services (61430)

**SUB-PROGRAM PURPOSE OR BUSINESS:**

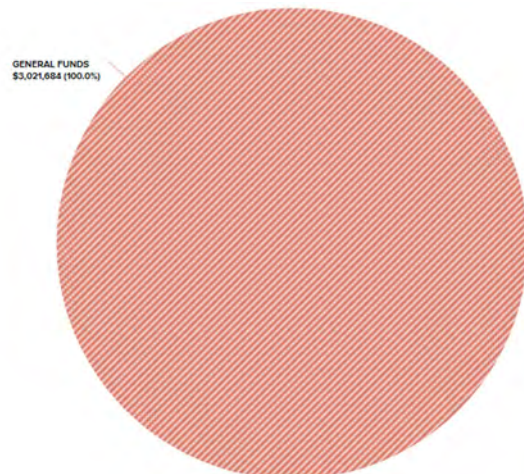
Manage the financial system pursuant to federal, state, and city statutes in accordance with generally accepted accounting principles; maximize earnings on cash resources within the framework of the City Investment Policy as part of the treasury function. Responsible for Citywide accounting policies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

<b>ACTUAL EXPS.</b>	<b>ADJUSTED BUDGET</b>	<b>BUDGET</b>
<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>
\$ 2,159,690	\$ 2,933,995	\$ 3,021,684

**FY 2024-25 BUDGET BY CATEGORY**



**FY 2024-25 BUDGET BY FUNDING SOURCE**



# FINANCE

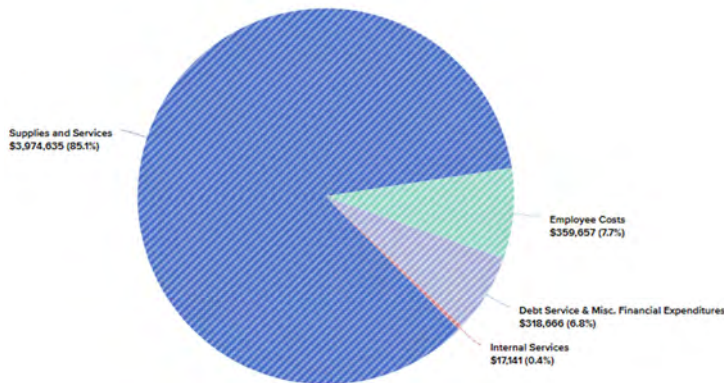
**PROGRAM:** Administration  
**SUB-PROGRAM:** Administrative Support Services (61710)

**PROGRAM PURPOSE OR BUSINESS:**

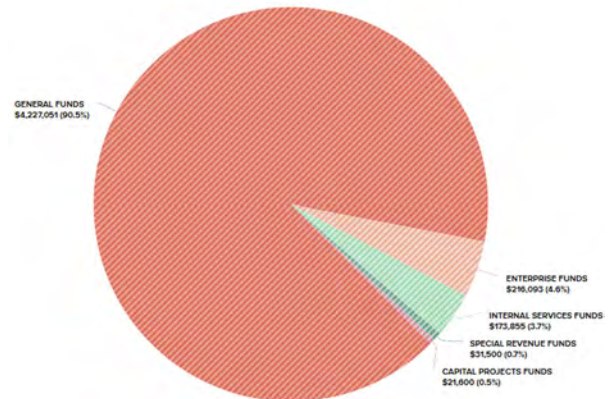
Support programs not directly assigned to any one department, such as the external audit of the City’s financial affairs, animal control services, and lease payments related to Public Financing Authority bonds, City membership in various organizations, investment advisory services, pension consulting,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

ACTUAL EXPS. 2022-23	ADJUSTED BUDGET 2023-24	BUDGET 2024-25
\$ 3,470,352	\$ 3,942,670	\$ 4,670,099

**FY 2024-25 BUDGET BY CATEGORY**



**FY 2024-25 BUDGET BY FUNDING SOURCE**



# FINANCE

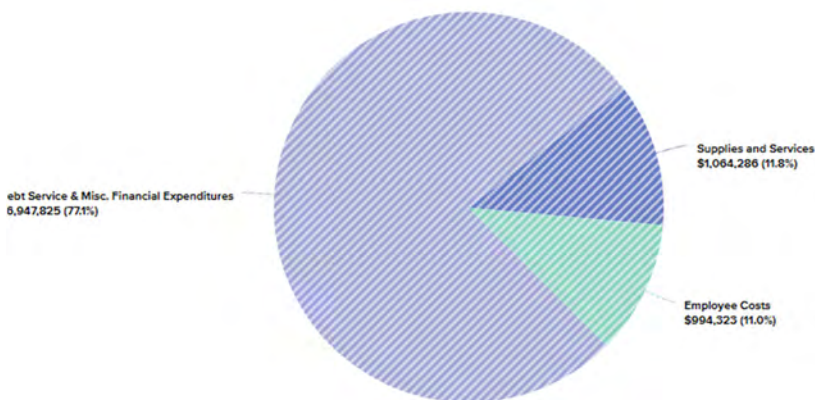
**PROGRAM:** Administration  
**SUB-PROGRAM:** Employee Benefits (67810, 67820, 67830, 67840, 67860)

**PROGRAM PURPOSE OR BUSINESS:**

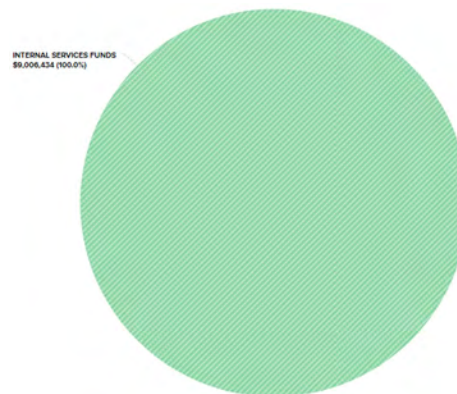
Account for payments made for employee benefits, including health insurance coverage for retirees, payments made to terminated employees for leave accruals, and dental, vision, and unemployment insurance for active employees. Employee costs represent anticipated payments of accrued leave hours to terminated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

ACTUAL EXPS. 2022-23	ADJUSTED BUDGET 2023-24	BUDGET 2024-25
\$ 7,488,560	\$ 9,010,434	\$ 9,006,434

FY 2024-25 BUDGET BY CATEGORY



FY 2024-25 BUDGET BY FUNDING SOURCE



# FINANCE

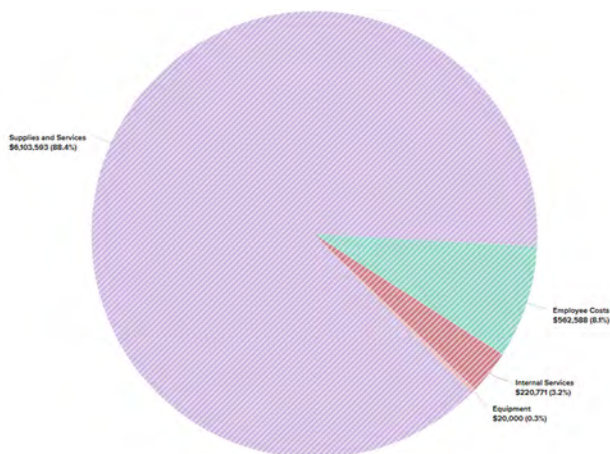
**PROGRAM:** Administration  
**SUB-PROGRAM:** Risk Management and Insurance (67711, 67712, 67714)

**PROGRAM PURPOSE OR BUSINESS:**

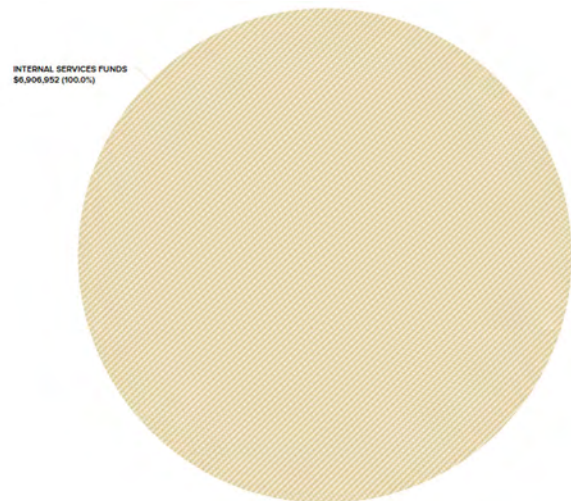
Manage risk situations by assisting in the review of contracts and program activities for loss and insurance implications. Provide insurance protection and self-insurance levels to adequately protect the City against loss. Major expenditures in this program are insurance premiums, claims paid, and administration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

	<b>ACTUAL EXPS. 2022-23</b>	<b>ADJUSTED BUDGET 2023-24</b>	<b>BUDGET 2024-25</b>
<b>\$</b>	<b>5,376,515.00</b>	<b>\$ 8,007,270.00</b>	<b>\$ 6,906,952.00</b>

**FY 2024-25 BUDGET BY CATEGORY**



**FY 2024-25 BUDGET BY FUNDING SOURCE**





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# FIRE



Administrating Fire Safety

Fire Operations

San Carlos Fire Services

Fire Prevention and  
Inspection

Fire Training

Emergency Medical Services

Emergency Operations Center

# FIRE

## DEPARTMENT DESCRIPTION

The Redwood City Fire Department provides an array of services including advanced life support (paramedic), emergency medical services, fire operations, fire prevention, disaster preparedness, and many other community 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. The Department puts a strong emphasis on public outreach through community-based trainings such as the Community Emergency Response Team (CERT), Cardiopulmonary Resuscitation (CPR), Disaster Preparedness, and other related efforts.

## FY 2023-24 MAJOR ACCOMPLISHMENTS:

- Expanded the internal wellness program and hosted six eight-hour First Responder Resiliency training sessions; 85% of Fire Suppression staff participated in the voluntary First Responder Resiliency training.
- Partnered with the Human Resources Department to conduct a recruitment for Entry Level Firefighters/Firefighter Trainee (Apprentice) and a recruitment for Lateral Paramedics.
- In concert with San Mateo County, Woodside Fire Protection District, and the College of San Mateo, identified a site for the fire training facility and began negotiating a lease agreement.
- Partnered with College of San Mateo to hosted the first joint regional fire academy, saving the City of about \$7,500 per candidate.
- Secured a FEMA Assistance to Firefighters Grant in the amount of \$1.3M in Federal funding to purchase mobile and portable radios.
- Launched Squad 409 pilot program January 2024, referring low-acuity medical calls to Squad 409 in order to increase unit availability.

## GOALS FOR FY 2024-25:

- Submit a detailed request for proposal (RFP) and select a vendor to conduct annual physicals for all Fire Department personnel in FY 2024-25, ensuring their health and well-being, and evaluate potential vendors based on specific criteria and measurable metrics in line with National Fire Protection Association (NFPA) standards by June 2025.
- Continue partnering with the Human Resources Department to offer two recruitments a year: recruitment for Entry-level Firefighter/Engineer and Firefighter Trainee (Apprentice) by August 2024 and Lateral Firefighter/Engineer recruitment by January 2025.
- Implement targeted recruitment strategies, including attending at least three career fair events and hosting at least two recruiting events that align with Human Resources recruitment schedule by June 2025.
- Increase social media activity and followers by 5% by June 2025; as of April 5, 2024 there are 19,700 followers across all of the Department social media accounts.

# FIRE

- Complete site evaluation and partner with the College of San Mateo to complete the design and build of the fire training facility by June 2025.
- Evaluate the results of the Squad 409 pilot program and develop proposal for permanent staffing of Squad 409 by October 1, 2024.
- Hire a consultant to perform a Fire Prevention Bureau analysis, develop a strategic plan, and assist in rebranding the Fire Prevention Bureau to a Community Risk Reduction model by November 2024.
- Begin updating the Local Hazard Mitigation Plan (LHMP) by June 2025 to ensure Cal OES and FEMA approval before the current plan expires in 2026.
- **SMARTIE Goal:** Conduct a language gap analysis between the community and the existing Fire Department workforce and implement an action plan that will be presented to the City Council by February 2025.

# FIRE

Performance Measure	2019 Results	2020 Results	2021 Results	2022 Results	2023 Results	Target
Number of calls for service	10,959	10,037	13,750	14,663	15,727	Projected 16,000
Average response time (Minutes)	5:11	5:23	5:53	5:56	5:52	< 6:59
Number of Community Emergency Response Team (CERT) classes offered	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 CERT Academies delivered in English and One CERT Academy delivered in Spanish. The Department also offered 22 CERT trainings, including a radio communication class.	Two CERT Academies delivered in English with 73 participants and Three Spanish Listos classes offered through our partner agencies with 15 participants.	Two CERT Academies delivered in English and offer two Spanish Listos classes delivered through our partner agencies.
Percentage of fires contained to the room of origin					75%	90%
Percentage of fires contained to the structure of origin					96%	90%
Percentage of fires extending beyond the building of origin					4%	<10%

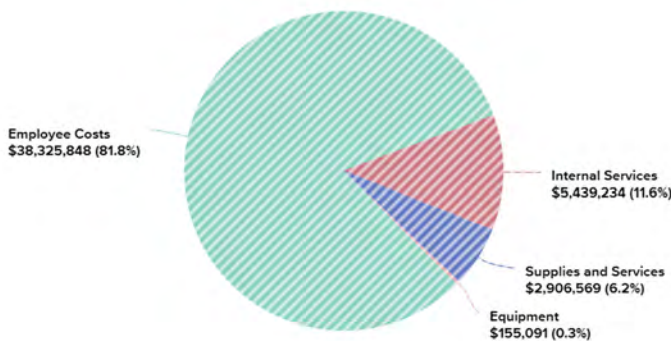
# FIRE

## DEPARTMENT BUDGET

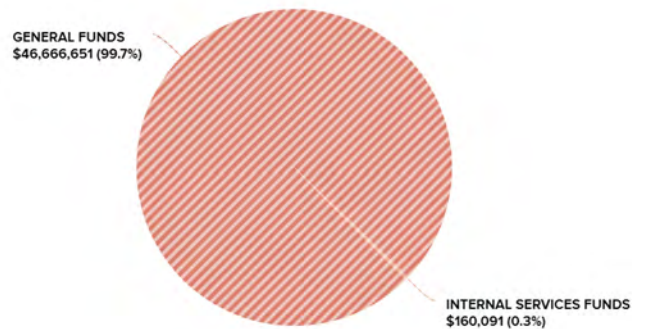
The total Fire budget for FY 2024-25 is \$46.83 million, representing 12.54% of the operational budget and 25.93% of the general fund budget. Currently, the department has over hired six firefighters using reallocated, one-time funds to maintain appropriate service level requirements with current worker’s comp cases and pending retirement. Six firefighters are also temporarily funded by the SAFER Grant which is not included in the base budget and FTE table.

<b>ACTUAL EXPS.</b> <b>2022-23</b>	<b>ADJUSTED BUDGET</b> <b>2023-24</b>	<b>BUDGET</b> <b>2024-25</b>
<b>\$ 42,491,288.00</b>	<b>\$ 47,944,899.19</b>	<b>\$ 46,826,742.00</b>

**FY 2024-25 BUDGET BY CATEGORY**



**FY 2024-25 BUDGET BY FUNDING SOURCE**

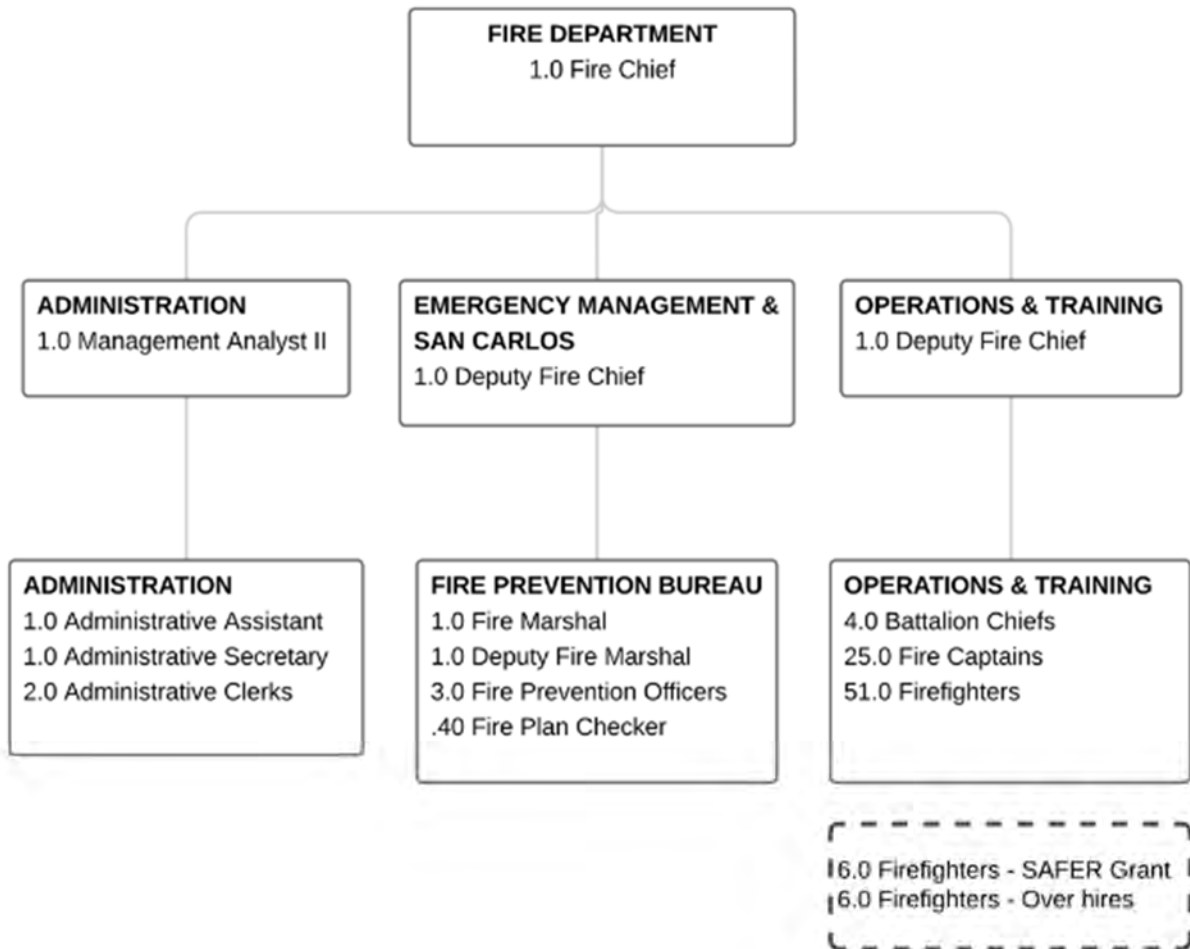


# FIRE

There are 91.40 FTEs in the Budget for FY 2024-25, representing 15.3% of all City employees. The recommended budget includes moving the 0.40 FTE Fire Plan Checker position from Community Development Department to the Fire Department.

<u>DEPARTMENT/TITLE</u>	<u>ADOPTED BUDGET 2022-23</u>	<u>ADOPTED BUDGET 2023-24</u>	<u>RECOMMENDED BUDGET 2024-25</u>
<b>Fire</b>			
Administrative Assistant	1.00	1.00	1.00
Administrative Secty	1.00	1.00	1.00
Battalion Chief	3.00	3.00	3.00
Battalion Chief - 40 Hr	1.00	1.00	1.00
Deputy Fire Chief	2.00	2.00	2.00
Deputy Fire Marshal	1.00	1.00	1.00
Fire Captain	24.00	25.00	25.00
Fire Chief	1.00	1.00	1.00
Fire Marshal	1.00	1.00	1.00
Fire Plan Checker	-		0.40
Fire Prev Officer	3.00	3.00	3.00
Firefighter/Engineer	51.00	51.00	51.00
Management Analyst II	1.00	1.00	1.00
Total	90.00	91.00	91.40

# FIRE





# FIRE

Major changes to the department’s budget for FY 2024-25 are listed in the table below.

Summary of Change	General Fund	Special Revenue Funds	Capital Projects Funds	Enterprise Funds	Internal Services Funds	Total
<b>Supplies and Services</b>						
Increase expenditure budget for the one time expense to purchase a live fire training prop for training Firefighters as wells as members of the community.	10,000.00					<b>10,000</b>
Increase small tools and minor equipment budget.	24,401.00					<b>24,401</b>
Increase professional services budget for recruiting efforts. Increase consultant services for breathing masks for maintenance.	135,000.00					<b>135,000</b>
Increase expenditure budget for overtime costs right sizing the Department's overtime budget.	1,941,698.00					<b>1,941,698</b>
<b>Total</b>	<b>2,111,099</b>	-	-	-	-	<b>2,111,099</b>

# FIRE

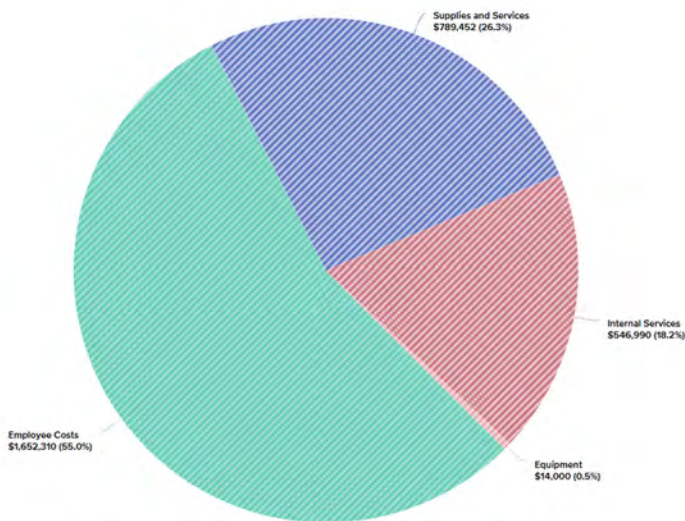
**PROGRAM:** Fire Administration  
**SUB-PROGRAM:** Administering Fire Safety (62210)

**SUB-PROGRAM PURPOSE OR BUSINESS:**

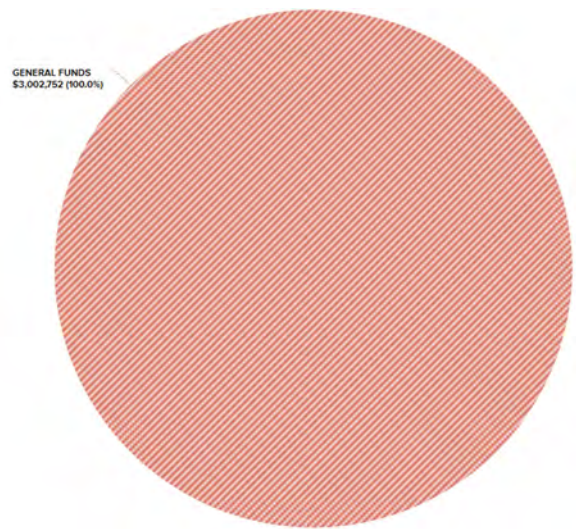
Provide leadership and support for the fire department to protect life, property, and the environment from fire, medical, disaster, and hazardous material related incidents through emergency mitigation, public education, and code enforcement.

ACTUAL EXPS. 2022-23	ADJUSTED BUDGET 2023-24	BUDGET 2024-25
\$ 1,913,428	\$ 2,453,977	\$ 3,002,752

**FY 2024-25 BUDGET BY CATEGORY**



**FY 2024-25 BUDGET BY FUNDING SOURCE**



# FIRE

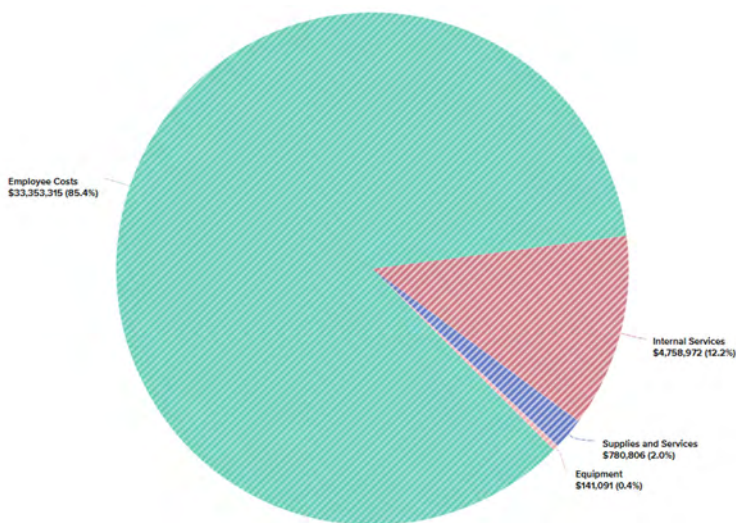
**PROGRAM:** Fire Operations & Training  
**SUB-PROGRAM:** Fire Operations (62220)

**SUB-PROGRAM PURPOSE OR BUSINESS:**

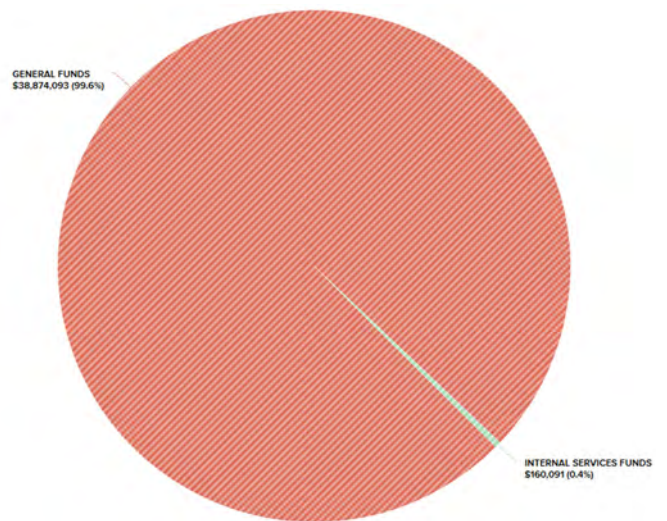
Protect life, property, and the environment from fire, hazards, and other types of emergencies and provide professional emergency response, mitigation, and hazard prevention. Respond to medical emergencies with advanced life support intervention.

<b>ACTUAL EXPS.</b> <b>2022-23</b>	<b>ADJUSTED BUDGET</b> <b>2023-24</b>	<b>BUDGET</b> <b>2024-25</b>
<b>\$ 36,196,332.00</b>	<b>\$ 39,851,076.13</b>	<b>\$ 39,034,184.00</b>

**FY 2024-25 BUDGET BY CATEGORY**



**FY 2024-25 BUDGET BY FUNDING SOURCE**



# FIRE

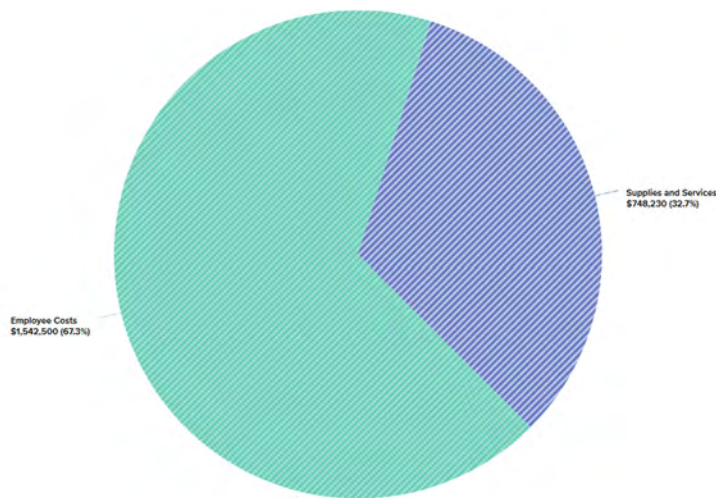
**PROGRAM:** Fire Administration  
**SUB-PROGRAM:** San Carlos Fire (62225)

**SUB-PROGRAM PURPOSE OR BUSINESS:**

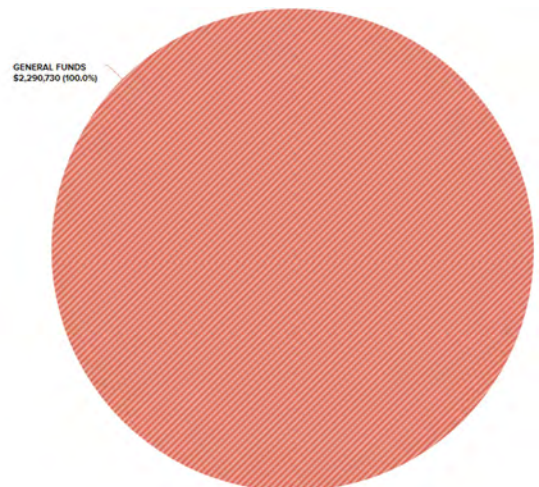
Provide to the City of San Carlos fire and emergency services that protect life, property and the environment from fire, medical, disaster, and hazardous material related incidents through emergency mitigation, public education, and code enforcement. Redwood City and San Carlos have entered into a Second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

ACTUAL EXPS. 2022-23	ADJUSTED BUDGET 2023-24	BUDGET 2024-25
\$ 2,065,721	\$ 2,372,341	\$ 2,290,730

**FY 2024-25 BUDGET BY CATEGORY**



**FY 2024-25 BUDGET BY FUNDING SOURCE**



# FIRE

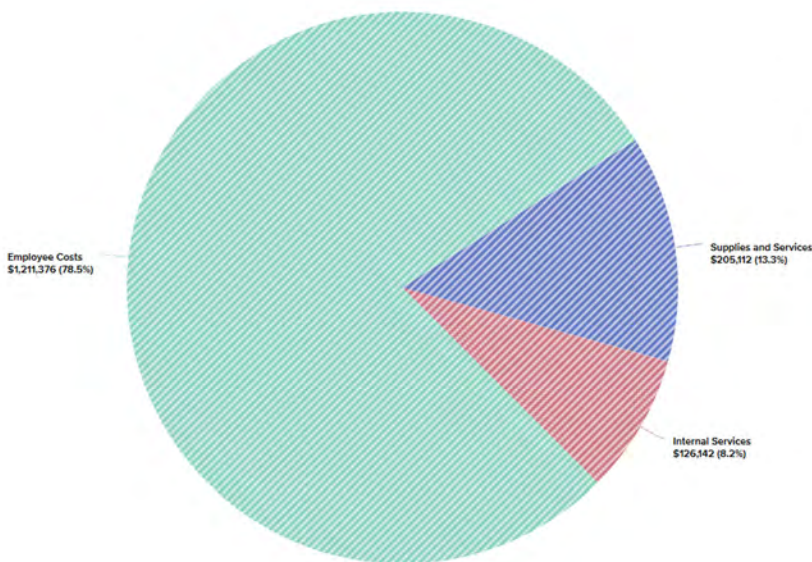
**PROGRAM:** Fire Administration  
**SUB-PROGRAM:** Fire Prevention (62230)

**SUB-PROGRAM PURPOSE OR BUSINESS:**

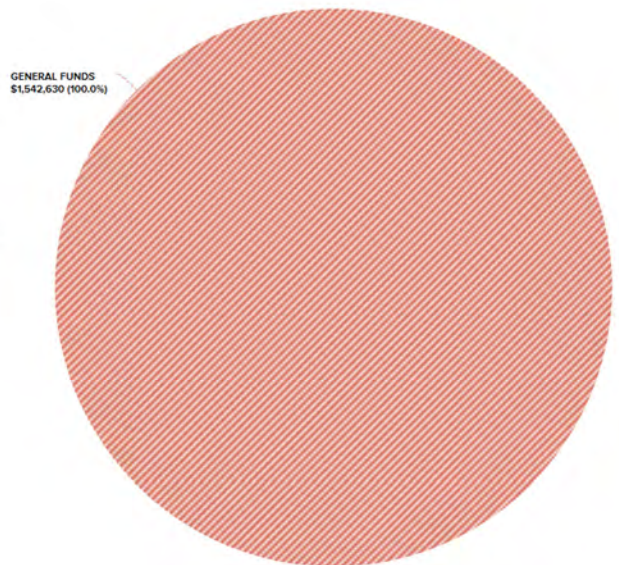
Ensure significant focus on prevention and reduction of the consequences of fire and other disasters. Sustain a team approach with other City operations, the community, and outside agencies to promote public safety, fire/emergency prevention, code enforcement, hazard abatement, and community involvement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

<b>ACTUAL EXPS.</b> <b>2022-23</b>	<b>ADJUSTED BUDGET</b> <b>2023-24</b>	<b>BUDGET</b> <b>2024-25</b>
\$ 1,652,480	\$ 2,114,972	\$ 1,542,630

**FY 2024-25 BUDGET BY CATEGORY**



**FY 2024-25 BUDGET BY FUNDING SOURCE**



# FIRE

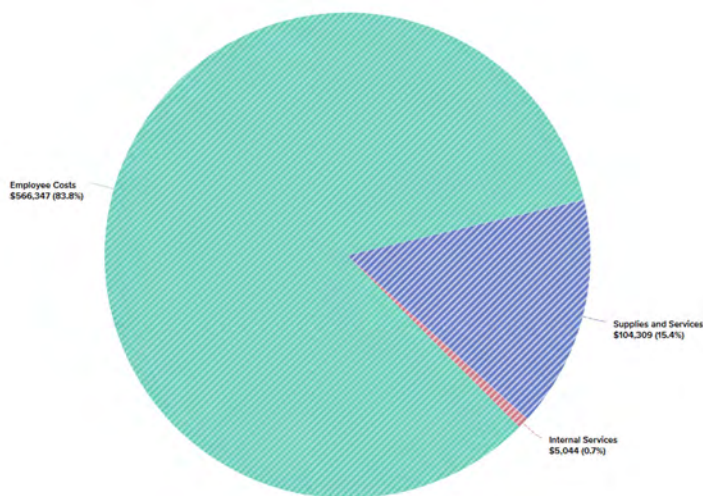
**PROGRAM:** Fire Operations & Training  
**SUB-PROGRAM:** Fire Training (62240)

**SUB-PROGRAM PURPOSE OR BUSINESS:**

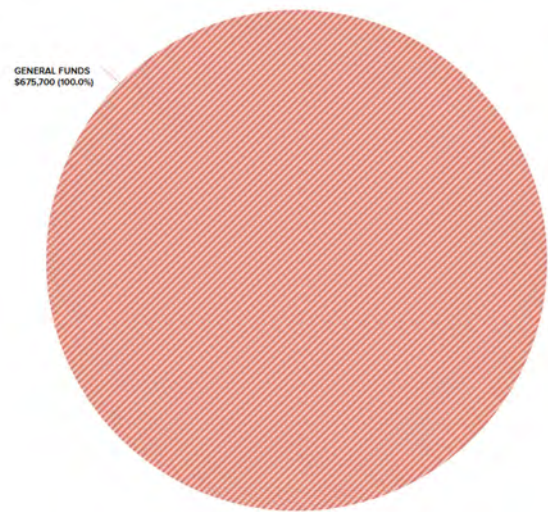
Provide high quality fire and life safety service delivery through education, training, drills and exercises. The training division also encompasses the departments' safety officer.

ACTUAL EXPS. 2022-23	ADJUSTED BUDGET 2023-24	BUDGET 2024-25
\$ 525,018	\$ 900,196	\$ 675,700

**FY 2024-25 BUDGET BY CATEGORY**



**FY 2024-25 BUDGET BY FUNDING SOURCE**



# FIRE

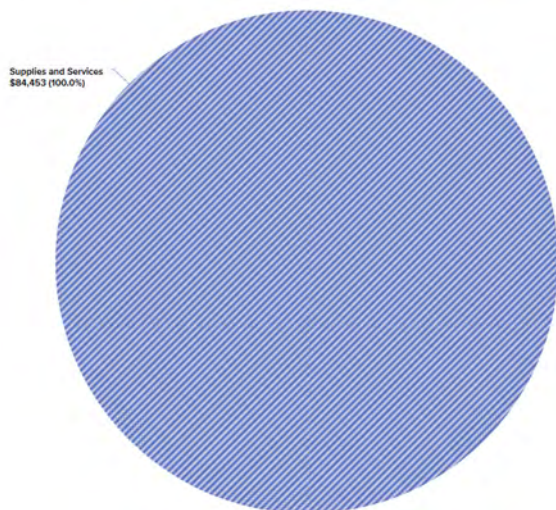
**PROGRAM:** Fire Operations & Training  
**SUB-PROGRAM:** Emergency Medical Supplies and Services (62245)

**SUB-PROGRAM PURPOSE OR BUSINESS:**

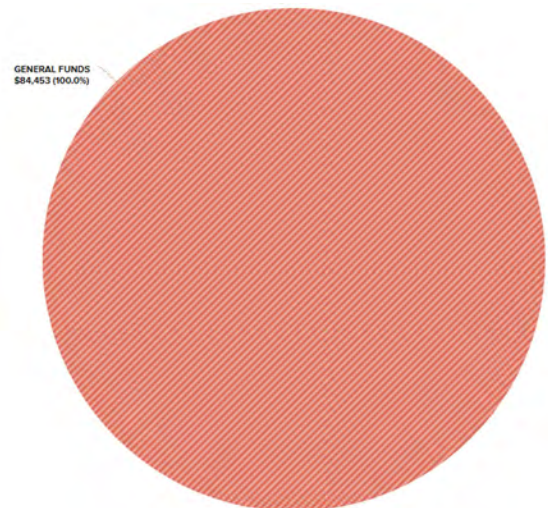
Provide safe and efficient deployment of a comprehensive, fire-based paramedic service to our community by procuring the proper equipment and supplies; improve Advanced Life Support service through continual education and training in the region.

ACTUAL EXPS. 2022-23	ADJUSTED BUDGET 2023-24	BUDGET 2024-25
\$ 50,634	\$ 96,001	\$ 84,453

**FY 2024-25 BUDGET BY CATEGORY**



**FY 2024-25 BUDGET BY FUNDING SOURCE**



# FIRE

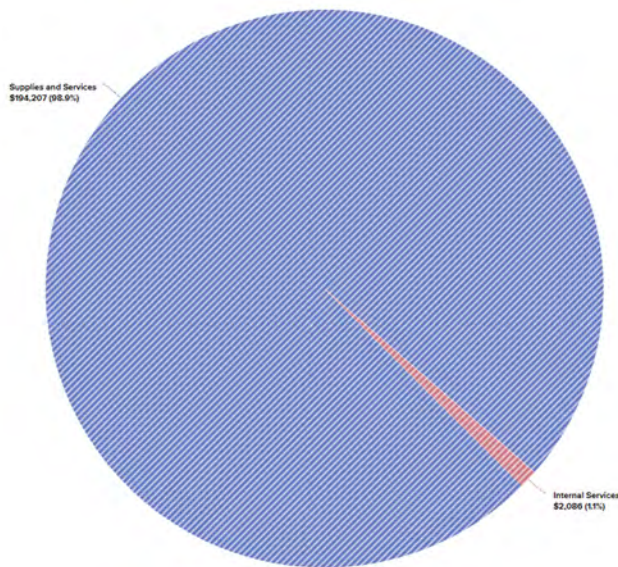
**PROGRAM:** Fire Administration  
**SUB-PROGRAM:** Emergency Operations Center (62260)

**SUB-PROGRAM PURPOSE OR BUSINESS:**

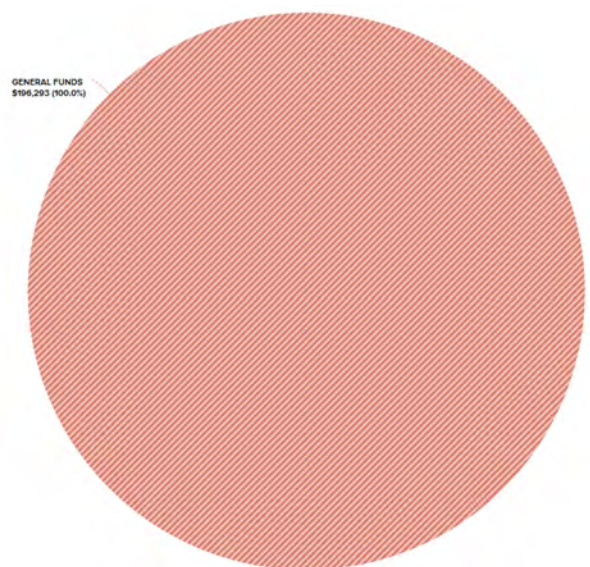
Utilize the Standardized Emergency Management System (SEMS) to manage disasters; provide and support well-trained City staff to assess and evaluate the situation, facilitate communications, and plan response from an operationally efficient Emergency Operations Center (EOC); provide accurate information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

<b>ACTUAL EXPS.</b>	<b>ADJUSTED BUDGET</b>	<b>BUDGET</b>
<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>
\$ 87,675	\$ 156,335	\$ 196,293

**FY 2024-25 BUDGET BY CATEGORY**



**FY 2024-25 BUDGET BY FUNDING SOURCE**





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# HUMAN RESOURCES



Human Resources  
Workers' Compensation

# HUMAN RESOURCES

## DEPARTMENT DESCRIPTION

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

## FY 2023-24 MAJOR ACCOMPLISHMENTS

- Partnered with the Fire Department to offer six full-days of First Responder Resiliency training for all Fire Department teammates, providing a proactive science-based approach to the physiological, neurological, psychological, and emotional effects of trauma and stress on first responders and their families.
- Conducted Workers' Compensation 101 training to employee groups, including public safety, providing information on the claim process and benefits.
- Reduced reportable workers' compensation claims by 34% and achieved a 43% reduction of total paid on new claims compared to FY 2022-23.
- Partnered with the City Manager's Office to conduct a Request for Proposal to provide executive level recruitment services and entered into a three-year agreement for services with Teri Black & Company, LLC.
- Partnered with the City Manager's Office to conduct a Request for Proposal for labor negotiations services and entered into a three-year agreement for services with Liebert Cassidy Whitmore.
- Completed the labor negotiations process for fiscally responsible labor agreements with the Police Supervisors' Association (PSA) and International Association of Fire Firefighters Local 2400 (IAFF), while continuing to provide competitive salaries and benefits that attract and retain a well-qualified workforce.
- Conducted eight classification studies to determine if current duties are appropriately aligned with current classification or if a reclassification to a different classification is recommended.
- In 2023, conducted 57 recruitment and selection processes for regular positions and 21 recruitment and selection processed for casual/contract positions, which resulted in a total of 153 new hires.
- 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 positions.
- Successfully hosted an expanded in-person Health and Wellness Fair to provide City-offered benefits information to help educate regular, benefitted teammates on their benefits options and selections for the Benefits Open Enrollment period September 2023 – October 2023; over 35 vendors participated, 54 flu shots administered, and over 300 employees attended.
- Offered a new virtual Wellness Series to over 50 participants on five health and wellness topics employees identified in the Health and Wellness Survey.

# HUMAN RESOURCES

## GOALS FOR FY 2024-25:

- Partner with Sedgwick Risk Control to conduct on-site safety inspections of all City worksite locations to identify and address potential workplace hazards by June 2025.
- Partner with the Fire Department to prepare and conduct a Request for Proposal to procure professional services for firefighter annual medical physicals by December 2024.
- Continue to partner with Police and Fire Departments to conduct continuous recruitment and selection processes with the goal of having active eligible lists available to fill vacant positions for Police Officer and Firefighter classifications.
- Introduce another Wellness Series and provide five health and wellness seminars virtually or in-person on topics identified in the Health and Wellness survey to all City teammates by June 2025.
- 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, allowing teammates to be self-sufficient on-line when accessing and/or making changes to their benefits.
- **SMARTIE Goal:** By January 2025, expand the Implicit Bias training by offering in person and technology-based training to all raters serving on an interview panel that results in creating a hiring eligibility list. This training will help reduce the likelihood that bias will impact raters' assessment of the applicants being interviewed in a recruitment process.

# HUMAN RESOURCES

Performance Measure	2019 Results	2020 Results	2021 Results	2022 Results	2023 Results
Number of regular employment recruitments	56	32	32	60	57
Number of new employee hires in regular positions	56	32	41*	54	58

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

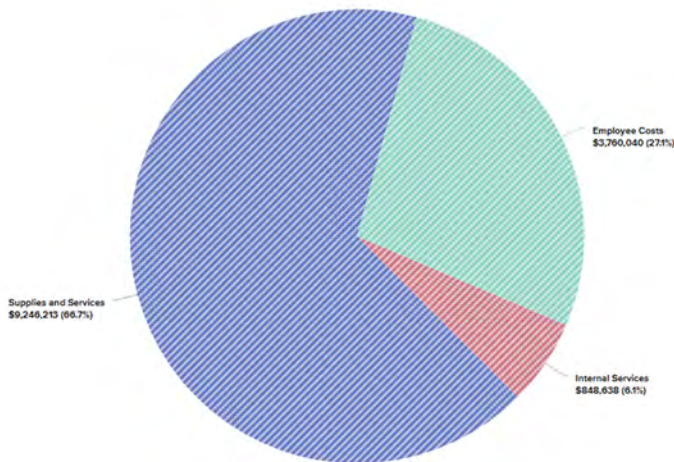
# HUMAN RESOURCES

## DEPARTMENT BUDGET

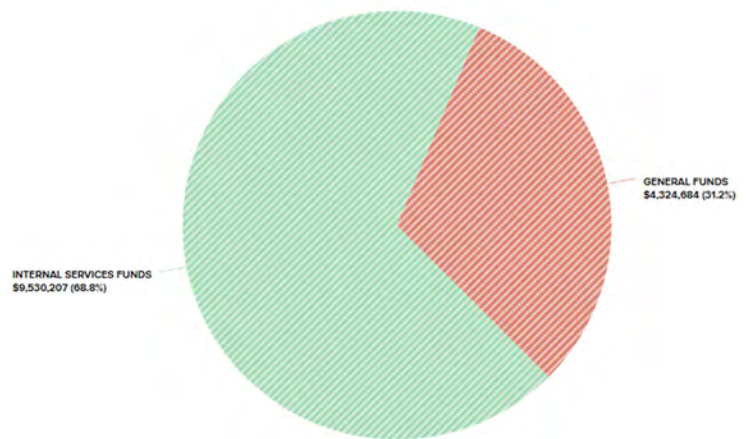
The total Human Resources budget for FY 2024-25 is \$13.88 million, representing 3.72% of the total operational budget and 2.36% of the general fund budget. The majority of funding for this department comes from the City's General Fund and Internal Services Fund.

ACTUAL EXPS. 2022-23	ADJUSTED BUDGET 2023-24	BUDGET 2024-25
\$ 8,088,334	\$ 14,217,764	\$ 13,887,956

FY 2024-25 BUDGET BY CATEGORY



FY 2024-25 BUDGET BY FUNDING SOURCE

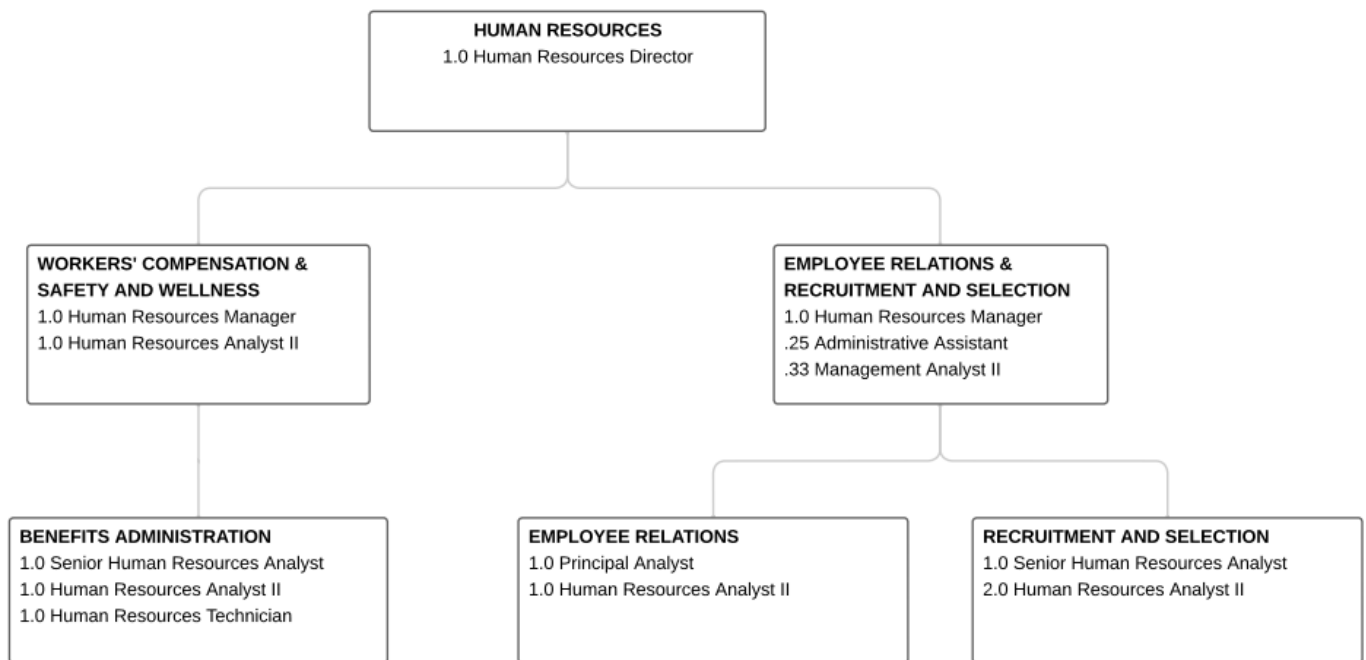


# HUMAN RESOURCES

There are 12.83 FTEs in the budget for FY 2024-25, representing 2.1% of all City employees. The recommended budget includes the reclassification of a Principal Analyst – Workers' Compensation position to a Human Resources Manager. The Human Resources Manager will continue to manage the workers' compensation, safety, wellness and Covid compliance work and will now oversee the Benefits programs.

<u>DEPARTMENT/TITLE</u>	<u>ADOPTED BUDGET 2022-23</u>	<u>ADOPTED BUDGET 2023-24</u>	<u>RECOMMENDED BUDGET 2024-25</u>
<b>Human Resources</b>			
Administrative Clerk III	0.50	-	-
Administrative Assistant	0.25	0.25	0.25
Assistant City Manager	0.20	0.20	0.20
Human Resources Analyst I	-	-	-
Human Resources Analyst II	3.00	4.00	4.00
Human Resources Director	1.00	1.00	1.00
Human Resources Manager	1.00	1.00	2.00
Human Resources Technician	1.00	1.00	1.00
Management Analyst II	-	0.33	0.33
Principal Analyst	-	-	1.00
Principal Analyst - Workers' Compensation	1.00	1.00	-
Senior Assistant City Attorney	0.05	0.05	0.05
Senior Human Resources Analyst	4.00	4.00	3.00
Total	12.00	12.83	12.83

# HUMAN RESOURCES





# HUMAN RESOURCES

Major changes to the department’s budget for FY 2024-25 are listed in the table below.

Summary of Change	General Fund	Special Revenue Funds	Capital Projects Funds	Enterprise Funds	Internal Services Funds	Total
<b>Supplies and Services</b>						
Increase casual expenditure budget to fund contract retired annuitants and/or casual positions.	225,000					<b>225,000</b>
<b>Personnel</b>						
Convert vacant Senior Human Resources Analyst to a Principal Analyst. Increase of \$33,064.	33,064					<b>33,064</b>
Reclassify Principal Analyst - Workers' Compensation to a Human Resources Manager. Increase of \$41,612.	41,612					<b>41,612</b>
<b>Total</b>	<b>299,676</b>	-	-	-	-	<b>299,676</b>

# HUMAN RESOURCES

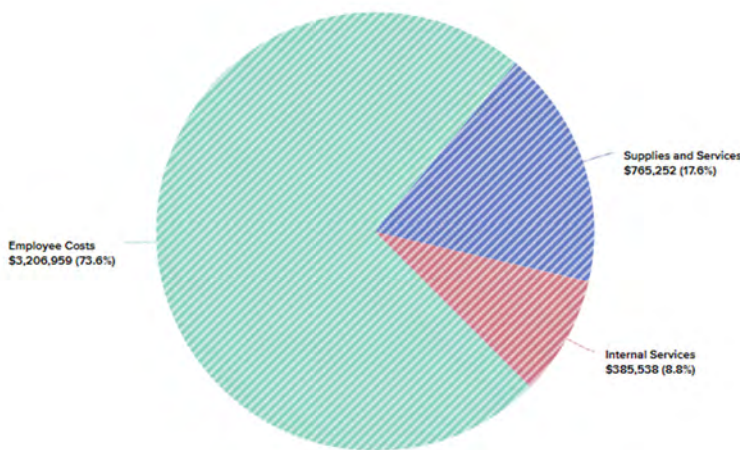
**PROGRAM:** Human Resources  
**SUB-PROGRAM:** Human Resources (61610)

**SUB-PROGRAM PURPOSE OR BUSINESS:**

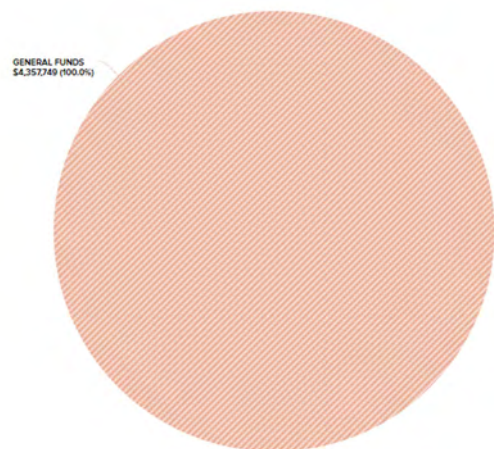
Facilitate alignment of organizational resources, initiatives, and programs with the City Council’s strategic initiatives; attract, retain, and develop a well-qualified workforce that serves the community of Redwood City; promote and foster positive employee relations; assist individual employees and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

	<b>ACTUAL EXPS. 2022-23</b>	<b>ADJUSTED BUDGET 2023-24</b>	<b>BUDGET 2024-25</b>
\$	<b>3,143,413</b>	<b>\$ 4,718,204</b>	<b>\$ 4,357,749</b>

**FY 2024-25 BUDGET BY CATEGORY**



**FY 2024-25 BUDGET BY FUNDING SOURCE**



# HUMAN RESOURCES

**PROGRAM:** Human Resources  
**SUB-PROGRAM:** Workers' Compensation (67713)

**SUB-PROGRAM PURPOSE OR BUSINESS:**

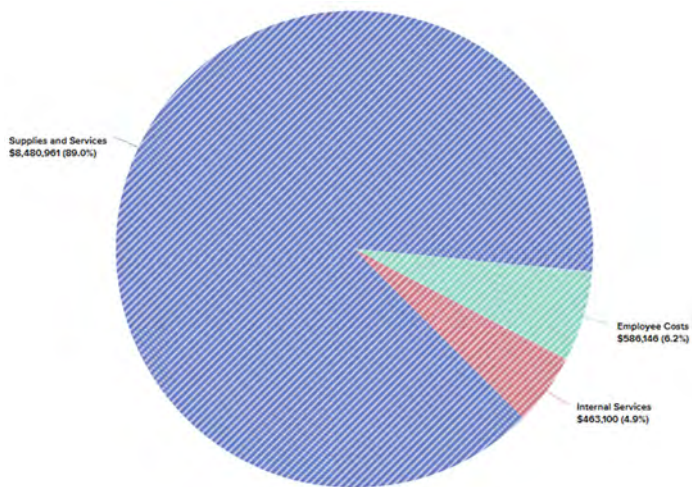
The Human Resources Department plays a vital role in managing the City's Self-Insured Workers' Compensation Program. Partnering with a licensed Third-Party Administrator (TPA), they ensure the consistent and efficient day-to-day administration of workers' compensation claims. This entails comprehensive coordination with the TPA, guaranteeing effective claims management. Responsibilities include injury reporting, timely payment of lost time benefits, and providing training for managers, supervisors, and employees. They facilitate prompt medical treatment and implement post injury return-to-work programs to aid 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.

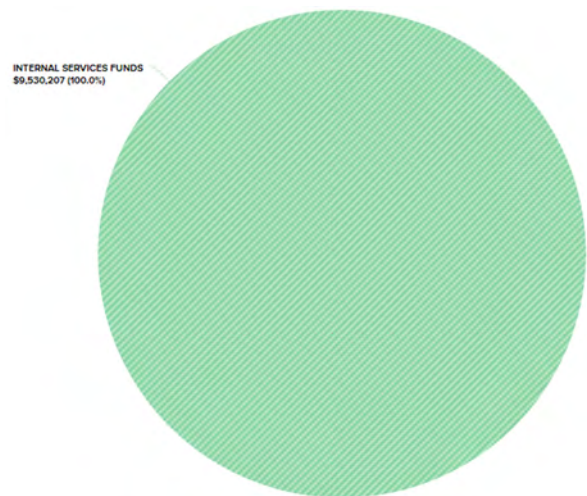
Beyond managing the Workers' Compensation Program, HR spearheads the development, implementation, and supervision of safety programs and strategies to prevent and mitigate workplace injuries and illnesses effectively.

<b>ACTUAL EXPS.</b>	<b>ADJUSTED BUDGET</b>	<b>BUDGET</b>
<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>
\$ 4,944,921	\$ 9,499,560	\$ 9,530,207

**FY 2024-25 BUDGET BY CATEGORY**



**FY 2024-25 BUDGET BY FUNDING SOURCE**



# INFORMATION TECHNOLOGY



Information Technology  
GIS and Analytics

# INFORMATION TECHNOLOGY

## DEPARTMENT DESCRIPTION

The Information Technology Department manages the City's technological infrastructure and systems, ensuring seamless operations across departments. With a focus on innovation and efficiency, the IT department supports the City's fiscal priorities by providing reliable support for financial processes and leveraging technology for enhanced service delivery. In addition, the City of East Palo Alto contracts with Redwood City to provide IT support to their organization. Cybersecurity, data management, and business intelligence are growing needs that the Department anticipates will rapidly demand more attention.

## FY 2023-24 ACCOMPLISHMENTS

- Finalized implementation of the City's Enterprise Resource Planning (ERP) System.
- Successfully defended the City's computer infrastructure from cyberattacks, increased the maturity of the City's cybersecurity posture and protections and reported an update on the City's cybersecurity plan to the City Council.
- Released Redwood City's Open Geographic Information Systems (GIS) Data Portal in December 2023, which provides staff and the public with easier access to all publicly available GIS content, including 7 dashboards, 14 map applications, and 8 data downloads.
- Released a public-facing hazard maps application in October 2023, which enables staff and the public to identify 6 different hazard zones within Redwood City, including fire hazards, seismic hazards, and flood risks.

## FY 2024-25 SMART GOALS

- Incorporate the GIS and Analytics unit into the Information Technology Department beginning in July 2024, as recommended by the organizational review of the Community Development and Transportation Department.
- Launch, in partnership with the City Manager's Office, a new Data and Analytics program beginning in July 2024.
- Release a public-facing Redwood City demographics dashboard by January 2025, which will integrate with 2020 US Census data and be aggregated by Council District and neighborhood, allowing up-to-date and localized demographic data.
- Launch, in partnership with the City Manager's Office, a new interdepartmental Technology Governance Committee by October 2024.
- Support the new interdepartmental Artificial Intelligence Team as a subcommittee of the Technology Governance Committee effective October 2024.
- **SMARTIE Goal:** Update the City's IT 5-Year Strategic Plan, utilizing an equity lens by June 2025.

# INFORMATION TECHNOLOGY

Performance Measure	2019 Results	2020 Result	2021 Results	2022 Results	2023 Results	Target
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	100%	99%	99%	99%
Percentage of all employee computers replaced annually	N/A new measure for 2021	N/A new measure for 2021	2%	18%	3%	20%

In 2023, fewer computers were deployed through the replacement program. Resources were reallocated towards software licenses like Microsoft 365, Zoom, and cybersecurity training accounts. The City began a transition from desktop computers to laptops with docking stations, which required additional time and added cost. Extensive testing and evaluation were performed before beginning to offer laptops to departments and divisions with adequate funding.

# INFORMATION TECHNOLOGY

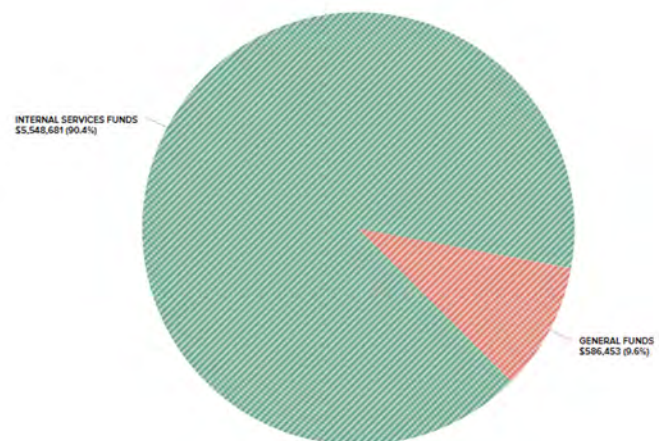
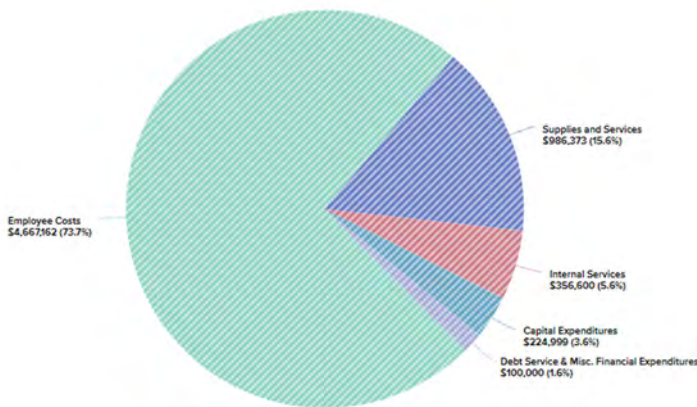
## DEPARTMENT BUDGET

Beginning Fiscal Year 2024-25, the distinct Information Technology department was created to adequately meet the needs of our community. The total Information Technology budget for FY 2024-25 is \$6.13 million, representing 1.64% of the total operational budget and 0.32% of the general fund budget. The majority of funding for this department comes from the City's General Fund, Enterprise Funds, and the Internal Services Fund.

ACTUAL EXPS. 2022-23	ADJUSTED BUDGET 2023-24	BUDGET 2024-25
\$ 4,447,999	\$ 5,674,938	\$ 6,135,134

FY 2024-25 BUDGET BY CATEGORY

FY 2024-25 BUDGET BY FUNDING SOURCE



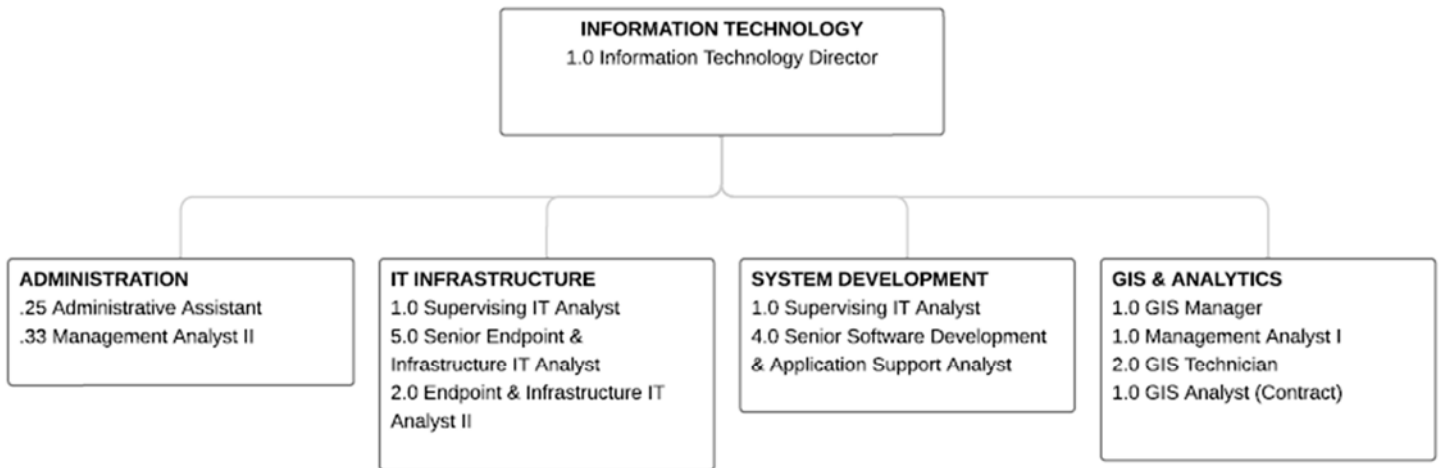
# INFORMATION TECHNOLOGY

There are 20.51 FTEs in the budget for FY 2024-25, representing 3.4% of all City employees. The recommended budget presents the creation of the Information Technology Department as its own Department, including the transfer of five positions in GIS and Analytics from the Community Development Department and the reclassification of the IT Division Manager to the IT Department Director.

<u>DEPARTMENT/TITLE</u>	<u>ADOPTED BUDGET 2022-23</u>	<u>ADOPTED BUDGET 2023-24</u>	<u>ADOPTED BUDGET 2024-25</u>
<b>Information Technology</b>			
Administrative Assistant	0.25	0.25	0.25
Assistant City Manager	0.21	0.14	0.14
Endpoint & Infrastructure IT Analyst II	2.00	2.00	2.00
GIS Manager	-	-	0.75
GIS Technician	-	-	2.00
Information Technology Director	-	-	1.00
Information Technology Manager	1.00	1.00	-
Management Analyst I	-	-	1.00
Management Analyst II	-	0.34	0.34
Managerial / Professional Level I	-	-	1.00
Official / Executive / Professional Level I	-	-	1.00
Senior Assistant City Attorney	0.03	0.03	0.03
Senior Endpoint & Infrastructure IT Analyst	5.00	5.00	5.00
Senior Software Development & Application Support Analyst	4.00	4.00	4.00
Supervising IT Analyst	2.00	2.00	2.00
Total	14.49	14.76	20.51



# INFORMATION TECHNOLOGY



# INFORMATION TECHNOLOGY

Major changes to the department’s budget for FY 2024-25 are listed below:

Summary of Change	General Fund	Special Revenue Funds	Capital Projects Funds	Enterprise Funds	Internal Services Funds	Total
<b>Supplies and Services</b>						
Increase budget for ongoing IT software costs expenses					566,000	<b>566,000</b>
<b>Personnel</b>						
Add a contract GIS Analyst to manage the new permitting software for two years. Position is funded using GIS fees fund balance.	241,768.00					<b>241,768.00</b>
Reclassify IT Manager to IT Director					51,256	<b>51,256</b>
<b>Total</b>	<b>241,768</b>	-	-	-	<b>617,256</b>	<b>859,024</b>

# INFORMATION TECHNOLOGY

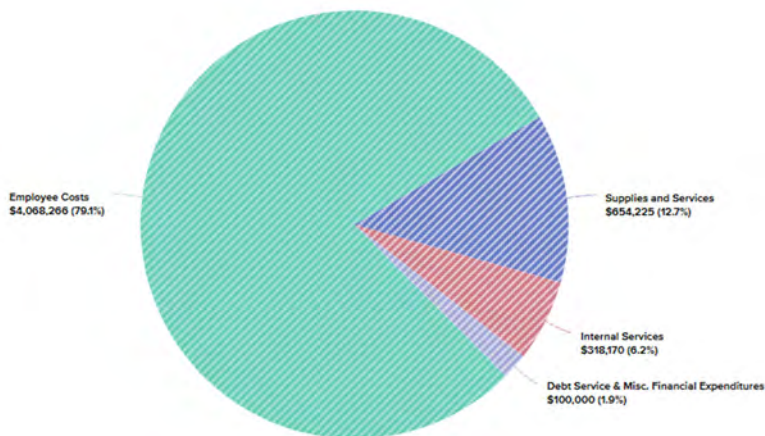
**PROGRAM:** Information Technology  
**SUB-PROGRAM:** Data Services (67110)

**SUB-PROGRAM PURPOSE OR BUSINESS:**

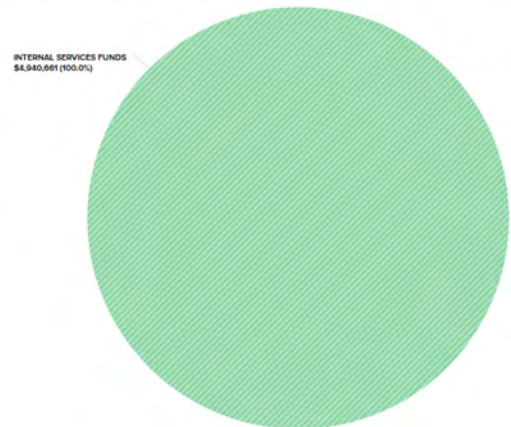
Assist Redwood City operating departments and other client agencies in the delivery of their services utilizing cost effective technologies.

ACTUAL EXPS. 2022-23	ADJUSTED BUDGET 2023-24	BUDGET 2024-25
\$ 3,941,475	\$ 4,850,183	\$ 4,940,661

FY 2024-25 BUDGET BY CATEGORY



FY 2024-25 BUDGET BY FUNDING SOURCE



# INFORMATION TECHNOLOGY

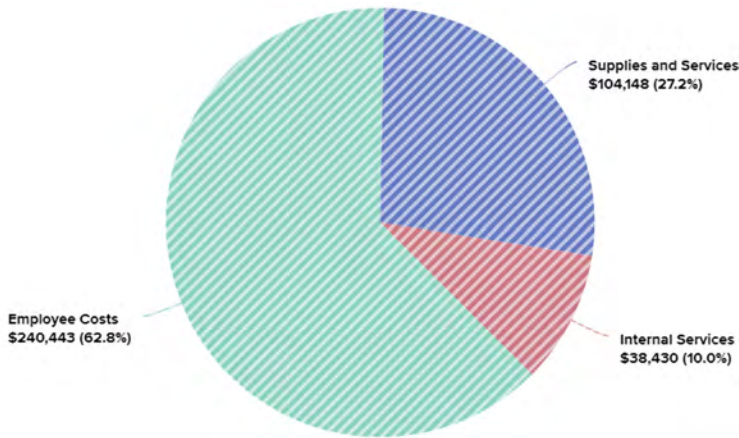
**PROGRAM:** Information Technology  
**SUB-PROGRAM:** Voice Services (67211)

**SUB-PROGRAM PURPOSE OR BUSINESS:**

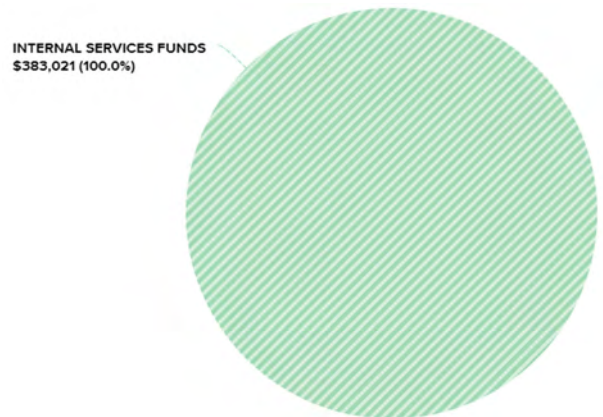
Assist Redwood City operating departments and other client agencies in the delivery of their services utilizing cost effective voice and other communication technologies.

<b>ACTUAL EXPS.</b>	<b>ADJUSTED BUDGET</b>	<b>BUDGET</b>
<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>
\$ 340,871	\$ 361,756	\$ 383,021

**FY 2024-25 BUDGET BY CATEGORY**



**FY 2024-25 BUDGET BY FUNDING SOURCE**



# INFORMATION TECHNOLOGY

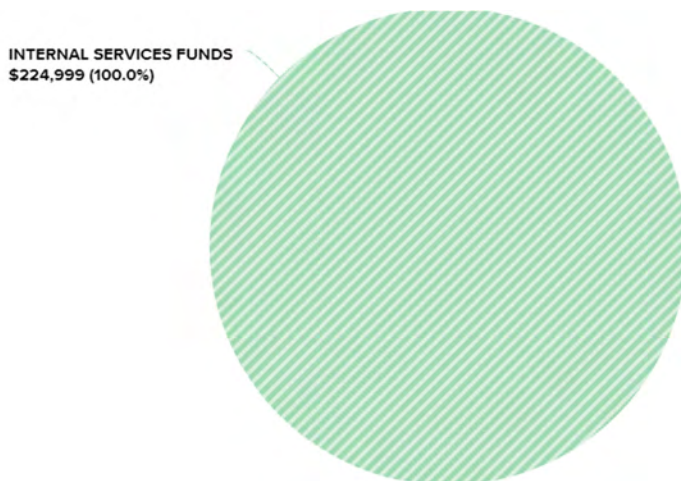
**PROGRAM:** Information Technology  
**SUB-PROGRAM:** Computer Replacement Program (67111)

**SUB-PROGRAM PURPOSE OR BUSINESS:**

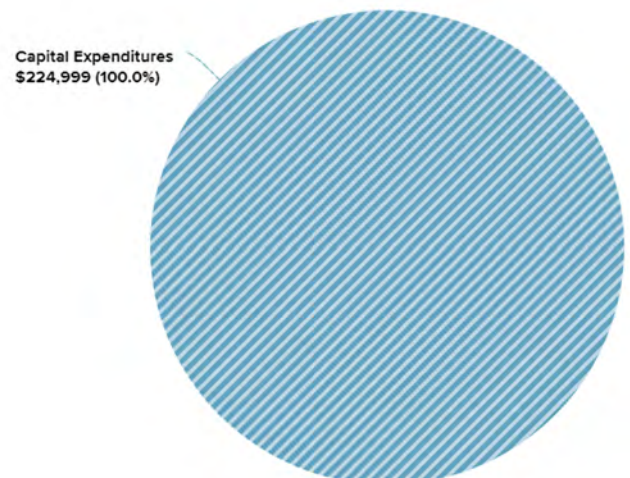
Replacement program for 600 desktops and laptops used throughout the City. Hardware is replaced on a regular cycle to mitigate security risks inherent in machines no longer supported by their manufacturer, as well as to simplify troubleshooting issues by having fewer models in use throughout the organization.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

ACTUAL EXPS. 2022-23	ADJUSTED BUDGET 2023-24	BUDGET 2024-25
\$ -	\$ 224,999	\$ 224,999

**FY 2024-25 BUDGET BY CATEGORY**



**FY 2024-25 BUDGET BY FUNDING SOURCE**



# INFORMATION TECHNOLOGY

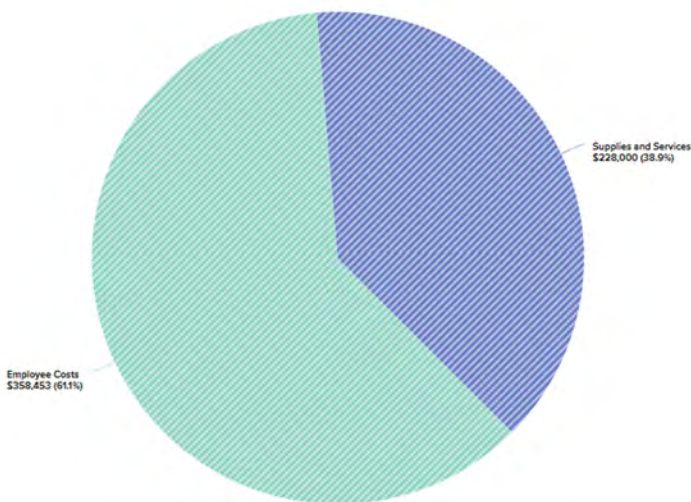
**PROGRAM:** Planning  
**SUB-PROGRAM:** GIS/CAD PROGRAM (63015)

**SUB-PROGRAM PURPOSE OR BUSINESS:**

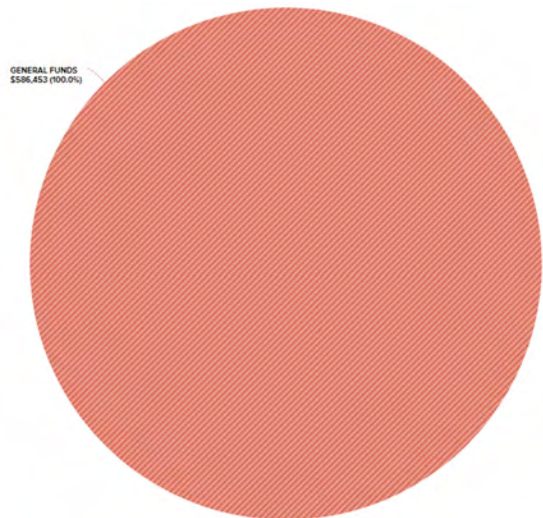
Provide City-wide mapping and spatial analysis support. Develop web applications and data dashboards. Maintain the City's spatial data, such as addresses, utilities, and land use data.

<b>ACTUAL EXPS.</b>	<b>ADJUSTED BUDGET</b>	<b>BUDGET</b>
<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>
\$ 165,653	\$ 238,000	\$ 586,453

**FY 2024-25 BUDGET BY CATEGORY**



**FY 2024-25 BUDGET BY FUNDING SOURCE**



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# LIBRARY



Adult and Family Literacy

Community Engagement

Educational Programs

Historical Archives

Makerspace

Neighborhood Branches

Online Resources

Project READ

RCPL CARES

Racial Equity Team

Services for Children  
and Teens

Technology Access

Youth Literacy



# LIBRARY

## DEPARTMENT DESCRIPTION

The Redwood City Public Library cultivates community and advances equity by welcoming all people to experience the shared joys of literacy and learning. The Department provides innovative and visionary programming and services; literacy programs; support for school success; access to technology; safe, inviting spaces for youth and families; and gathering places that connect the community with reading and learning. Robust community partnerships and volunteer opportunities are integral to the Redwood City Public Library's success. Library items are available for physical checkout, and electronic resources are available 24/7 through the website.

## FY 2023-24 MAJOR ACCOMPLISHMENTS

- Initiated 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, began offering Little Learners programs in Spanish in September, launched its new grant-funded Bienvendidos program to provide community-based live interpretation in Spanish for English language events in October, and launched the Spanish language video streaming platform The Shelf in December 2023.
- Provided outreach opportunities for community organizations serving historically oppressed populations through Social Service Office Hours and other Library programs; partners included Nuestra Casa, Project Sentinel, Redwood City Homeless Outreach Team, NOVAworks, San Mateo County Office of Diversity & Equity, Redwood City Together, Project WeHope, and SafeSpace.
- Completed needs assessment for future expansion and remodel of the Downtown Library, developing a conceptual plan and cost estimate to enhance accessibility and visibility; provided flexible community spaces to meet the diverse needs of individuals, small groups, and large groups; and created additional space for children's activities and other Library service priorities.
- Presented community cultural events for 19 different celebrations, attended by over 5,000 individuals, based on the new Library public programming and activities plan to implement the City's adopted list of annual acknowledgements, recognitions, and celebrations of the residents of our diverse city.
- Launched Teen Library Takeover program series in March 2024 to engage teens and opportunity youth to co-create meaningful library programming and activities on topics of importance to them; also opened new quiet study room for teens at the Downtown Library in response to community requests.
- Partnered with Redwood City Together to further expand the available Library and community activities during annual Welcoming Week and United Against Hate Week events, including the launch of the redesigned "Meet Your Neighbors" program to foster one-on-one dialogue between community members with different lived experiences
- Increased Library volunteerism, growing the number of volunteers year over year by 40% (from 349 to 487) and number of hours contributed by 50% (from the equivalent of 6 full-time employees to 9 FTEs).
- Updated adaptive technology options on Library public computers to enhance accessibility options for Library customers with disabilities and created a webpage highlighting Library resources for people with disabilities.
- Completed self-paced Justice & Equity at Work training for all Library staff members, followed by a full-day, all-staff training opportunity on the topic of Rooted in Justice, Reaching for Equity.

# LIBRARY

- Expanded programs and activities for all ages at the two neighborhood branch libraries, including Lego Robotics, Music with Val, Marine Science Institute Seaside Stories, Art Salon, Adult Makers, Seed Swaps, Tai Chi, and more.

## GOALS FOR FY 2024-25

- Continue the implementation of the 2023-25 Library Service Priorities to support the community aspirations of access, inclusion, health, and safety for all residents during fiscal year 2024-25.
- Partner with CASA (Court Appointed Special Advocates) and the Foster Youth Museum to present the *Lost Childhoods* art exhibit at the Library to encourage community dialogue around issues facing young people in child welfare and the juvenile justice system by May 2025.
- Complete the update of the Redwood Shores Branch Library Interpretive Center about the wildlife and ecology of the San Francisco Bay to incorporate additional topics (including sea level rise) and make it more interactive and engaging for children and youth by December 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 by June 2025.
- Continue to develop Library partnerships for access to drop-in mental health services, support groups, and/or referral services for all ages, both on an ongoing basis and for specific events like Mental Health Awareness Month, by May 2025.
- **SMARTIE Goal:** Expand the reach of the Bienvenidos program to provide community-based live interpretation in Spanish for English language Library events and triple attendance at Spanish language programs from 200 to 600 people and provide Spanish interpretation of English language programs to 600 more individuals, by June 2025.

# LIBRARY

Performance Measure	2019 Results	2020 Results	2021 Results	2022 Results	2023 Results	Target
Percentage of residents who are satisfied or very satisfied with library services (bi-annual polling survey)	82%	NA	89%	NA	89%	80%
Percentage of Library attendees who reported an increase in knowledge, i.e. writing and computer graphics skills, use of social media safely, confidence in making a presentation, learned a new song or rhyme to repeat with a child and how to turn everyday moments into opportunities for my child to learn new things (based on program surveys)	97%	98%	N/A	98%	94%	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)	92%	90%	N/A	88%	88%	80%
Number of people who attended Library Programs	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	67,540 Total 65,687 live and 1,853 Virtual	50,000

# LIBRARY

Number of youth who participated in the Summer Learning Challenge (youth reading)	15,000	17,525	6,219	11,256	9,347	9,402	10,000
Number of checked out materials	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)	Over 749,000 visitors checked out over 925,000 items (including over 191,000 eBooks and 843 wifi hotspots)	400,000 visitors; 900,000 checkouts; 200,000 eBooks
Number of people who logged onto Library computers and wireless networks	896,000	1,061,000	460,624	579,872	937,335	1,811,656	900,000

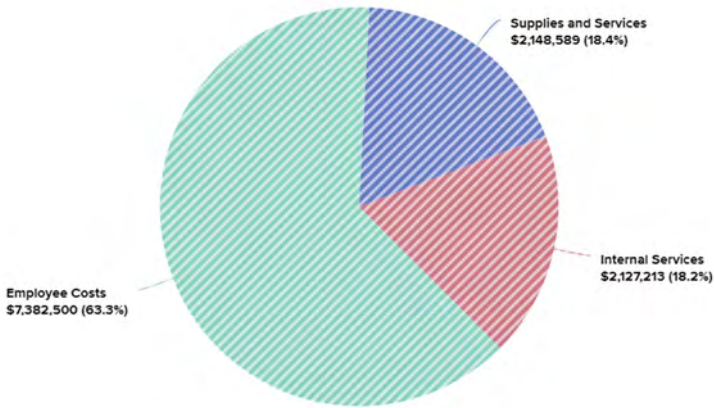
# LIBRARY

## DEPARTMENT BUDGET

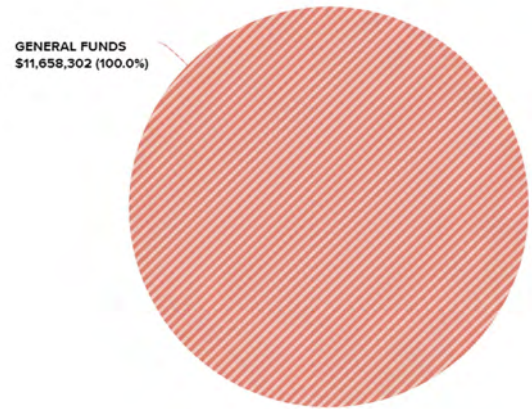
The total Library budget for FY 2024-25 is \$11.66 million, representing 3.12% of the operational budget and 6.32% of the general fund budget.

ACTUAL EXPS. 2022-23	ADJUSTED BUDGET 2023-24	BUDGET 2024-25
\$ 11,169,363	\$ 11,753,884	\$ 11,658,302

FY 2024-25 BUDGET BY CATEGORY



FY 2024-25 BUDGET BY FUNDING SOURCE

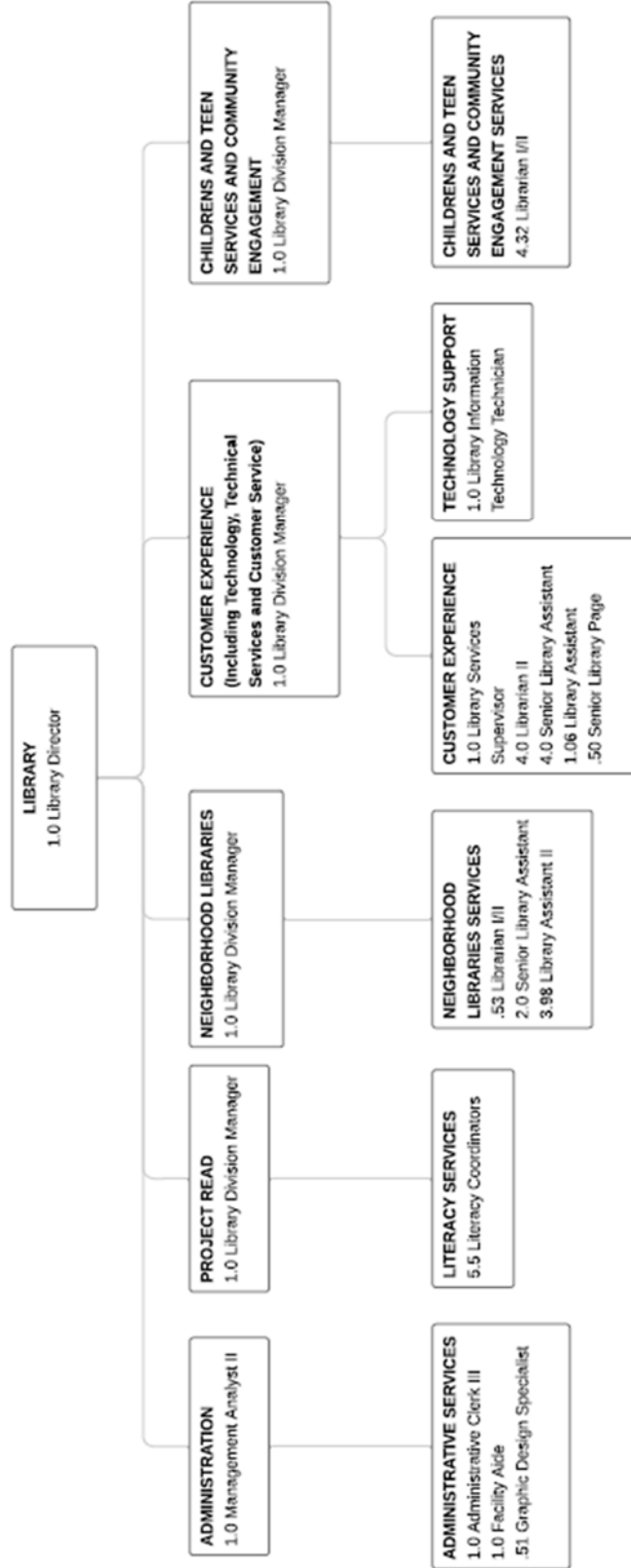


# LIBRARY

There are 36.40 FTEs in the budget for FY 2024-25, representing 6% of all City employees.

<b>DEPARTMENT/TITLE</b>	<b>ADOPTED BUDGET 2022-23</b>	<b>ADOPTED BUDGET 2023-24</b>	<b>RECOMMENDED BUDGET 2024-25</b>
<b>Library</b>			
Administrative Clerk III	1.00	1.00	1.00
Facility Aide	1.00	1.00	1.00
Graphic Design Specialist	0.51	0.51	0.51
Librarian II	8.72	8.85	8.85
Library Assistant II	5.04	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	5.50	5.50
Management Analyst I	-	-	-
Management Analyst II	1.00	1.00	1.00
Senior Library Assistant	6.00	6.00	6.00
Senior Library Page	0.50	0.50	0.50
Total	35.27	36.40	36.40

# LIBRARY



# LIBRARY

Major changes to the department’s budget for FY 2024-25 are listed in the table below.

Summary of Change	General Fund	Special Revenue Funds	Capital Projects Funds	Enterprise Funds	Internal Services Funds	Total
<b>Supplies and Services</b>						
Staff recommends increasing the annual budget for Casual Labor to true up this budget line.	37,049					<b>37,049</b>
Increase professional services budget for San Mateo County Libraries JPA in operating the North Fair Oaks Library due to CPI adjustment obligations.	30,510					<b>30,510</b>
Increase annual budget for the Peninsula Library Systems JPA agreement to maintain current service level.	110,712					<b>110,712</b>
Increase small tools and software budget for one time expenses for the replacement PC's and network equipment maintenance to maintain Public Wifi at the downtown library.	199,400					<b>199,400</b>
<b>Total</b>	<b>377,671</b>	-	-	-	-	<b>377,671</b>



# LIBRARY

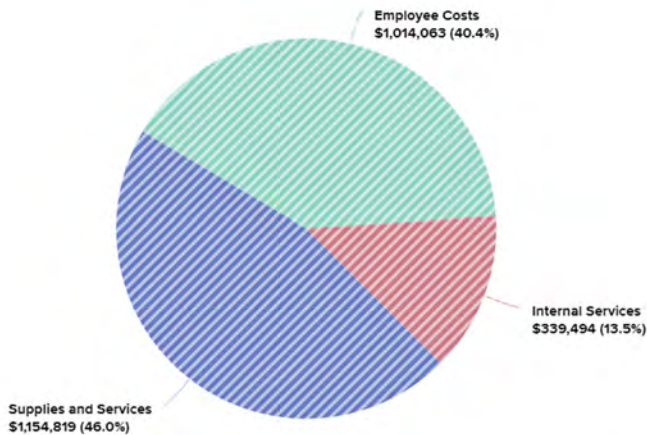
**PROGRAM:** Library Services  
**SUB-PROGRAM:** Administrative Services Unit (66251)

**SUB-PROGRAM PURPOSE OR BUSINESS:**

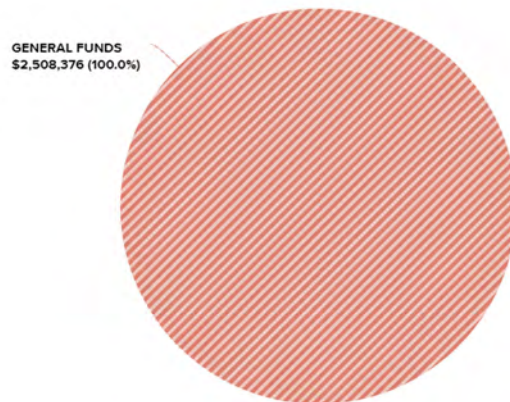
Provide leadership and administrative support to maximize the Library’s delivery of services to fulfill our mission to cultivate community and advance equity by welcoming all people to experience the shared joys of literacy and learning. Ensure that the Library addresses the five community aspirations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

<b>ACTUAL EXPS.</b>	<b>ADJUSTED BUDGET</b>	<b>BUDGET</b>
<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>
\$ 2,188,200	\$ 2,338,354	\$ 2,508,376

**FY 2024-25 BUDGET BY CATEGORY**



**FY 2024-25 BUDGET BY FUNDING SOURCE**



# LIBRARY

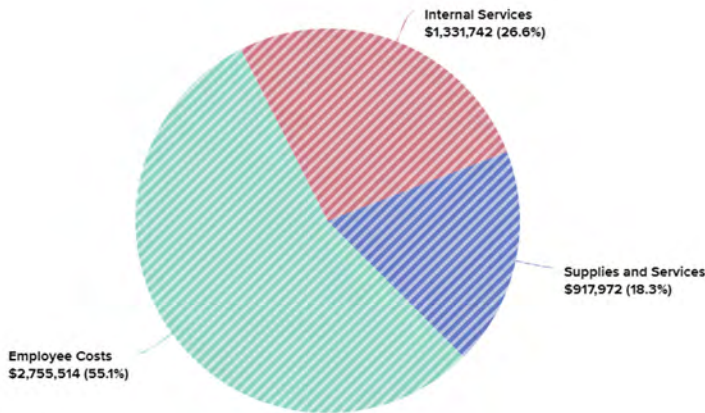
**PROGRAM:** Library Services  
**SUB-PROGRAM:** Downtown Library (66261)

**SUB-PROGRAM PURPOSE OR BUSINESS:**

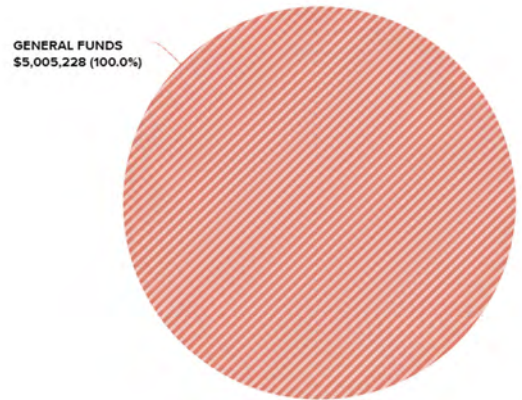
Deliver positive experiences to library customers of all ages through integrated delivery of: face-to-face customer service; access to high-speed wireless networks and library computers; and opportunities to explore new technologies through the Makerspace. Other services and programs include remote online access to eBooks, research databases, live online tutoring, and library information; community gathering spaces; and selection and technical processing for a robust collection of books, movies, and music that reflects the diversity of our community.

ACTUAL EXPS. 2022-23	ADJUSTED BUDGET 2023-24	BUDGET 2024-25
\$ 4,422,009	\$ 4,709,261	\$ 5,005,228

FY 2024-25 BUDGET BY CATEGORY



FY 2024-25 BUDGET BY FUNDING SOURCE



# LIBRARY

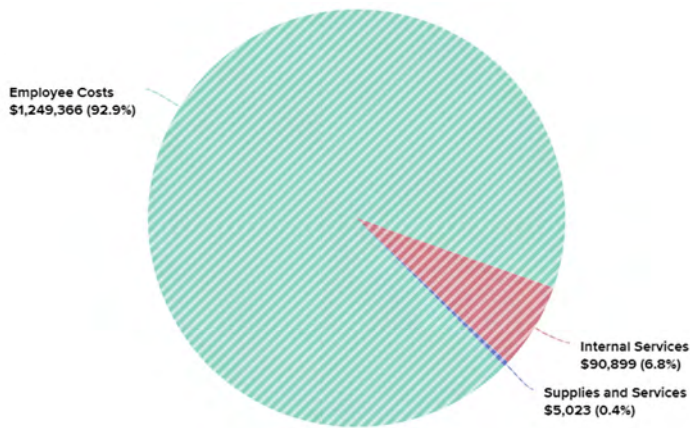
**PROGRAM:** Library Services  
**SUB-PROGRAM:** Literacy Services Unit – Project Read (66281)

**SUB-PROGRAM PURPOSE OR BUSINESS:**

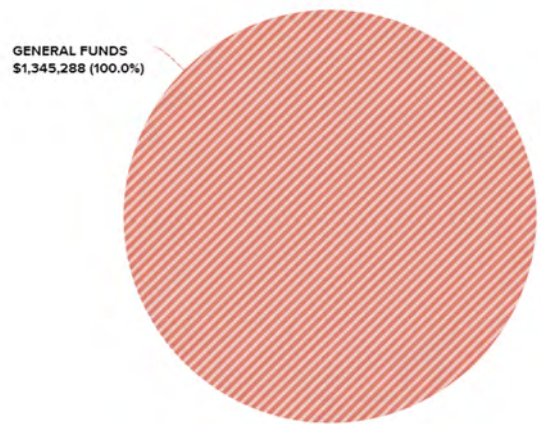
Promote and support literacy and the lifelong love of reading and learning for all adults, youth, and families by leveraging community partnerships and fostering meaningful community participation.

ACTUAL EXPS. 2022-23	ADJUSTED BUDGET 2023-24	BUDGET 2024-25
\$ 1,793,878	\$ 2,071,028	\$ 1,345,288

**FY 2024-25 BUDGET BY CATEGORY**



**FY 2024-25 BUDGET BY FUNDING SOURCE**



# LIBRARY

**PROGRAM:** Library Services

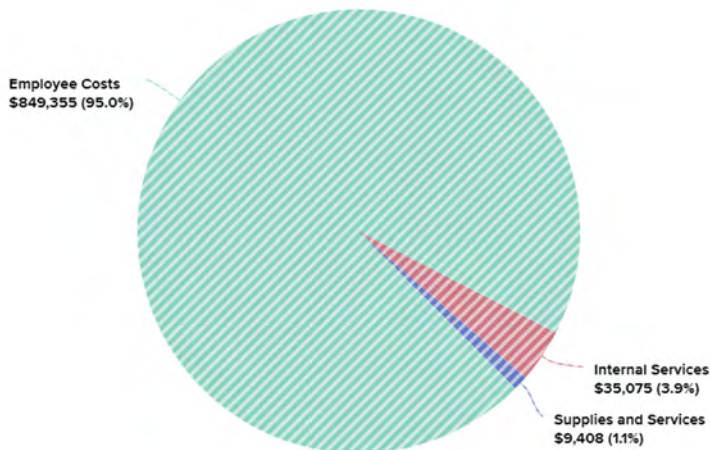
**SUB-PROGRAM:** Children’s and Teen Services and Community Engagement (66282)

**SUB-PROGRAM PURPOSE OR BUSINESS:**

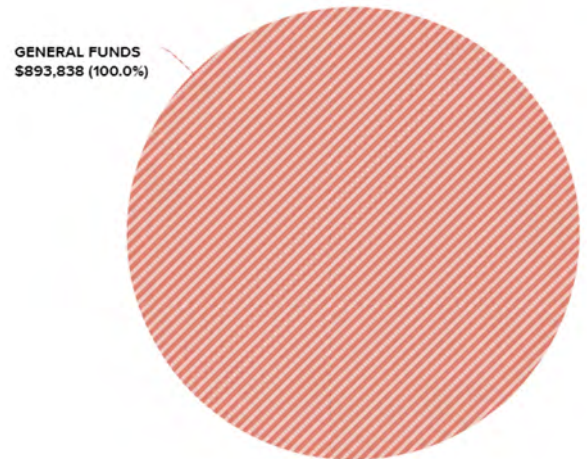
Provide young children in the community with the early literacy skills needed to ensure that they are ready to enter school through the 3 E’s of Early Literacy: Education, Empowerment, and Encouragement, through outreach to preschools, schools, and daycares; educational and fun programs and activities that facilitate literacy and learning; and welcoming, playful environments for developing early literacy skills. Provide a safe, welcoming, nurturing space and staff to support teens in their personal and academic development, and offer creative enrichment programs. Provide educational, cultural, and recreational programs for adults to encourage lifelong learning and community connections. Represent the Library at community events and activities to ensure that community members of all ages have the opportunity to take advantage of the Library’s programs and services.

<b>ACTUAL EXPS.</b> <b>2022-23</b>	<b>ADJUSTED BUDGET</b> <b>2023-24</b>	<b>BUDGET</b> <b>2024-25</b>
\$ 1,106,798	\$ 612,229	\$ 893,838

**FY 2024-25 BUDGET BY CATEGORY**



**FY 2024-25 BUDGET BY FUNDING SOURCE**



# LIBRARY

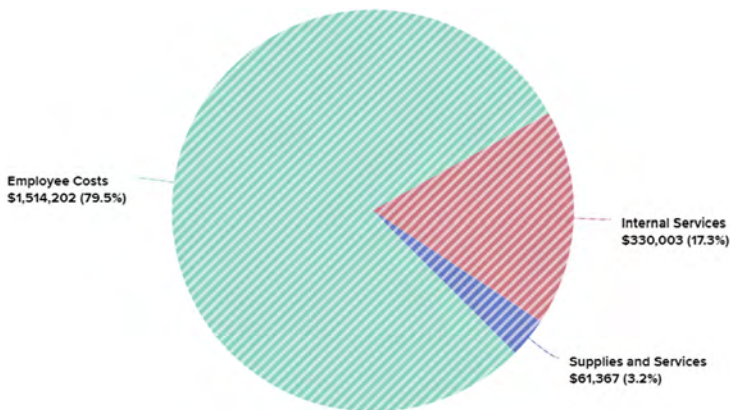
**PROGRAM:** Library Services  
**SUB-PROGRAM:** Neighborhood Libraries (66290)

**SUB-PROGRAM PURPOSE OR BUSINESS:**

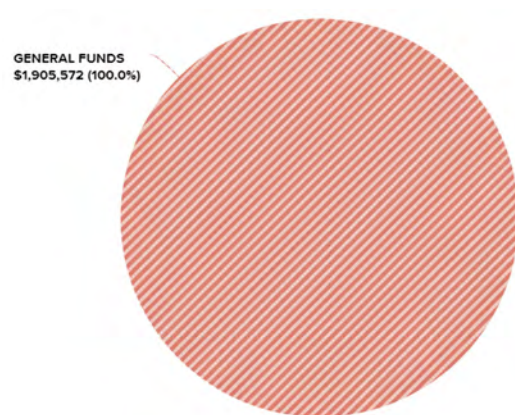
Provide safe and welcoming spaces for youth, literacy services and programs, and gathering spaces for neighborhood residents to engage with one another; promote youth development, school success, and the joy of reading by providing learning activities for children and teens; provide access to collections,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

<b>ACTUAL EXPS.</b>	<b>ADJUSTED BUDGET</b>	<b>BUDGET</b>
<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>
\$ 1,658,478	\$ 2,023,012	\$ 1,905,572

**FY 2024-25 BUDGET BY CATEGORY**



**FY 2024-25 BUDGET BY FUNDING SOURCE**



# PARKS, RECREATION, & COMMUNITY SERVICES



Capital Improvements

Community Centers

Community Services

Downtown Events

Human Services

Landscape and Park  
Maintenance

Parks

Public Art

Recreation

Senior Services

Teen Programs

Youth Health and Wellness

# PARKS, RECREATION, & COMMUNITY SERVICES

## DEPARTMENT DESCRIPTION

The Redwood City Parks, Recreation and Community Services Department enhances the quality of life in Redwood City by providing recreation and leisure opportunities; providing safe, inviting and well maintained parks, public spaces and facilities; and providing arts, and culture and entertainment opportunities. The Department strives to offer programs that support the City Council's Strategic Initiative of creating a Community for All Ages. It does this by offering human services, senior services, and youth and teen programs. The Department manages the public use of recreation facilities and plans, maintains and oversees the City's park system. The Department also manages recreation activities, including academic enrichment, after school sports, teen programs, child and early development programs, and manages community centers and other City recreational facilities.

## FY 2023-24 MAJOR ACCOMPLISHMENTS

- Completed two design alternatives for the Downtown Library Park project created from the over 1400 community survey responses received and began developing the final design concept in order to create construction drawings.
- Completed the Redwood Creek Loop (recreational trail) design as part of the Downtown to the Bay Connectivity Plan, and completed the biological study and the preliminary plan review by the Army Corp of Engineers and regional water agencies.
- Completed the Hoover Park Master Plan project after a successful community engagement process, began developing construction drawings and submitted an application for review by the Department of State Architect for approval.
- Expanded community programs through collaborating with partners, including:
  - County Commission on Disabilities, hosting the 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;
  - Parks and Arts Foundation, providing the "Magic, Music, and Motion" program; and
  - Master Gardeners and service clubs providing weeding and planting days in parks.
- Added over a dozen new recreation programs in Redwood Shores for all ages that served nearly 700 youth, teens, and adults through new teen classes, new camp offerings, and new senior programs and events.
- Supported food security for over 900 older adults with over 17,000 low-cost and free hot meals and snacks at the Veteran's Memorial Senior Center and the Fair Oaks Adult Activity Center bringing seniors out of the house for a meal, to socialize, and to participate in the health and wellness activities offered at our two centers; also provided groceries to 200 food insecure older adults twice a month.
- Served 7400 individuals in 2500 unduplicated households with basic needs services including over \$750,000 in housing and utility financial assistance for over 240 households through the Fair Oaks Community Center Core Services Program

# PARKS, RECREATION, & COMMUNITY SERVICES

- Provided two Summer Downtown events which brought approximately 100 teens in partnership with the Library, PACE program and other community partners to provide a safe place for teens and bike life members to have a safe place to hang out downtown, including a bike ride out from Live in Peace Bike Shop in East Palo Alto to the Redwood City Downtown Library.
- Created the Teen Career Networking Dinner which brought 36 teenagers and 10 City of Redwood City professionals together to learn about government sector employment through career networking.
- Provided an additional 210 spaces in REACH and Sandpiper after school programs and added enrichment classes to students for no cost such as, cooking, martial arts, dance, robotics thanks to additional funding from Extended Learning Opportunities Program (ELOP) grant,
- Completed the National Fitness Campaign “Fitness Court” in Redwood Shores adjacent to the Bay Trail and the Redwood Shores Library.
- Youth Advisory Board and Senior Affairs Commission hosted two tech day events for seniors; Youth Advisory Board spent time with seniors to educate and help them load apps and programs – such as the San Mateo County Alert System, Nixle alert or Zone Haven - on their computers or smart phones. Youth help senior to download the.
- Hosted our first pre-school event in North Fair Oaks, with 76 families attending; added a Pre-school small step program and a new preschool summer program in Redwood Shores.
- Received Safe Routes to School Fellowship grant to implement the SPOKES program, a 5-6 week program teaching basic bicycle safety maintenance and repair to 6-8<sup>th</sup> graders at McKinley Institute.
- Completed Dolphin Park playground and pathway renovation project.
- Completed conversion of roadway median turf sections from turf with spray irrigation to drip irrigation with lower water use and lower maintenance plants along 1 mile of Marine Parkway
- Started conversion of roadway median turf sections from turf with spray irrigation to drip irrigation with lower water use and lower maintenance plants along 2.1 miles of Redwood Shores Parkway, Marine Parkway, Bridge Parkway and Shell Parkway.
- Complete Mezes Park tot lot playground improvements, mural installation and planting of additional trees.

## GOALS FOR FY 2024-25

- Conduct organizational review of the Parks, Recreation and Community Services Department by December 2024, assessing community service needs and organizational structure.
- Complete Phase I of the Veterans Memorial Building/Senior Center (VMB/SC)-YMCA project, opening the new 45,000 square foot VMB/SC to the public by December 2024.
- Obtain State Architect approval of Hoover Park Renovation construction drawings and begin the construction phase by April 2025.
- Through the PRCS Commission, identify policies related to green sustainable parks and prioritize three policies to review parks or maintenance practices by June 2025.



# PARKS, RECREATION, & COMMUNITY SERVICES

- **SMARTIE Goal:** Continue progress on the PRCS Commission’s multi-year “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, measuring, by June 2025, at least 3 metrics Identified and approved by the PRCS Commission from their June 2024 meeting.
- **SMARTIE Goal:** Connect with community partners to increase marketing, engagement and participation from Environmental Justice neighborhoods to increase participation and development in youth and teen programs by June 2025.

# PARKS, RECREATION, & COMMUNITY SERVICES

Performance Measure	2019 Results	2020 Results	2021 Results	2022 Results	2023 Results	Target
Total number of youth, under 18, using athletic fields for total number of 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	7,416 kids Totaling 1,334,880 contact hours	1,080,264 contact hours
Total number of unduplicated homeless households served at the Fair Oaks Community Center (PREVIOUS; CAN WE REMOVE?)	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 unduplicated households provided safety net services at the Fair Oaks Community Center (REVISED)	1,705 unduplicated households comprised of 4,267 individuals	2,763 unduplicated households comprised of 7,193 individuals	2,899 unduplicated households comprised of 7,752 individuals	2,686 unduplicated households comprised of 7,127 individuals	2,358 unduplicated households comprised of 6,077 individuals	2,480 households
Percentage of Redwood City and Unincorporated North Fair Oaks very low and extremely low income households accessing safety net services at the Fair Oaks Community Center (NEW)	55%	70%	80%	75%	65%	69%
Total number of Youth served in the Community	Ages 0-17yrs 6,675 youth	Covid / not comparable	Ages 0-17yrs 7,517 youth	Ages 0-17yrs 12,343	Ages 0-17yrs 17,591 youth served <sup>1</sup>	11,120 youth

# PARKS, RECREATION, & COMMUNITY SERVICES

## Special Events

Events Downtown	61 / 81,850 attendees	Covid / not comparable	76 / 75,470 attendees	81 / 95,423 attendees	94 / 100,800 attendees	75 events
Third Party Events Downtown	13 / 37,500 attendees	Covid / not comparable	12 / 30,500 attendees	13 / 33,000 attendees	13 / 34,500 attendees	12 events
Events In Neighborhoods	26 / 24,450 attendees	Covid / not comparable	17 / 14,000 attendees	24 / 20,850 attendees	28 / 24,350 attendees	23 events

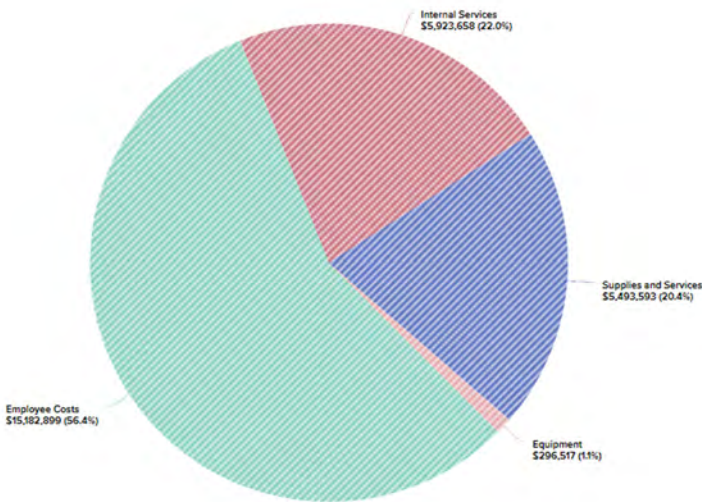
# PARKS, RECREATION, & COMMUNITY SERVICES

## DEPARTMENT BUDGET

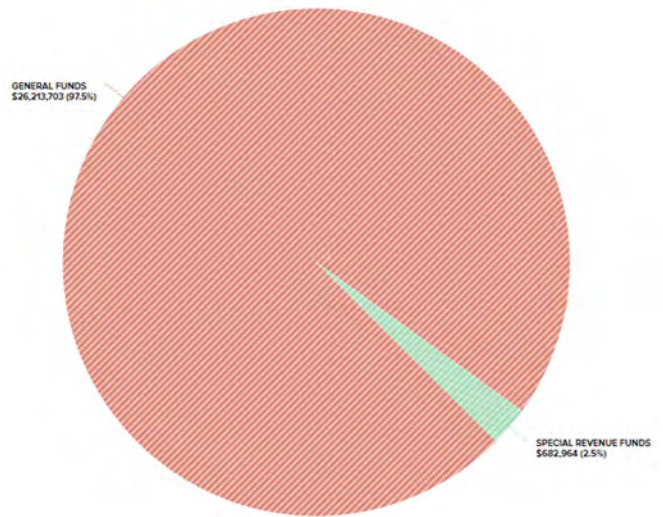
The total Parks, Recreation, and Community Services budget for FY 2024-25 is \$26.83 million, representing 7.18% of the total operational budget and 14.20% of the general fund budget.

<b>ACTUAL EXPS.</b> <b>2022-23</b>	<b>ADJUSTED BUDGET</b> <b>2023-24</b>	<b>BUDGET</b> <b>2024-25</b>
<b>\$ 23,941,358</b>	<b>\$ 24,944,520</b>	<b>\$ 26,829,665</b>

**FY 2024-25 BUDGET BY CATEGORY**



**FY 2024-25 BUDGET BY FUNDING SOURCE**

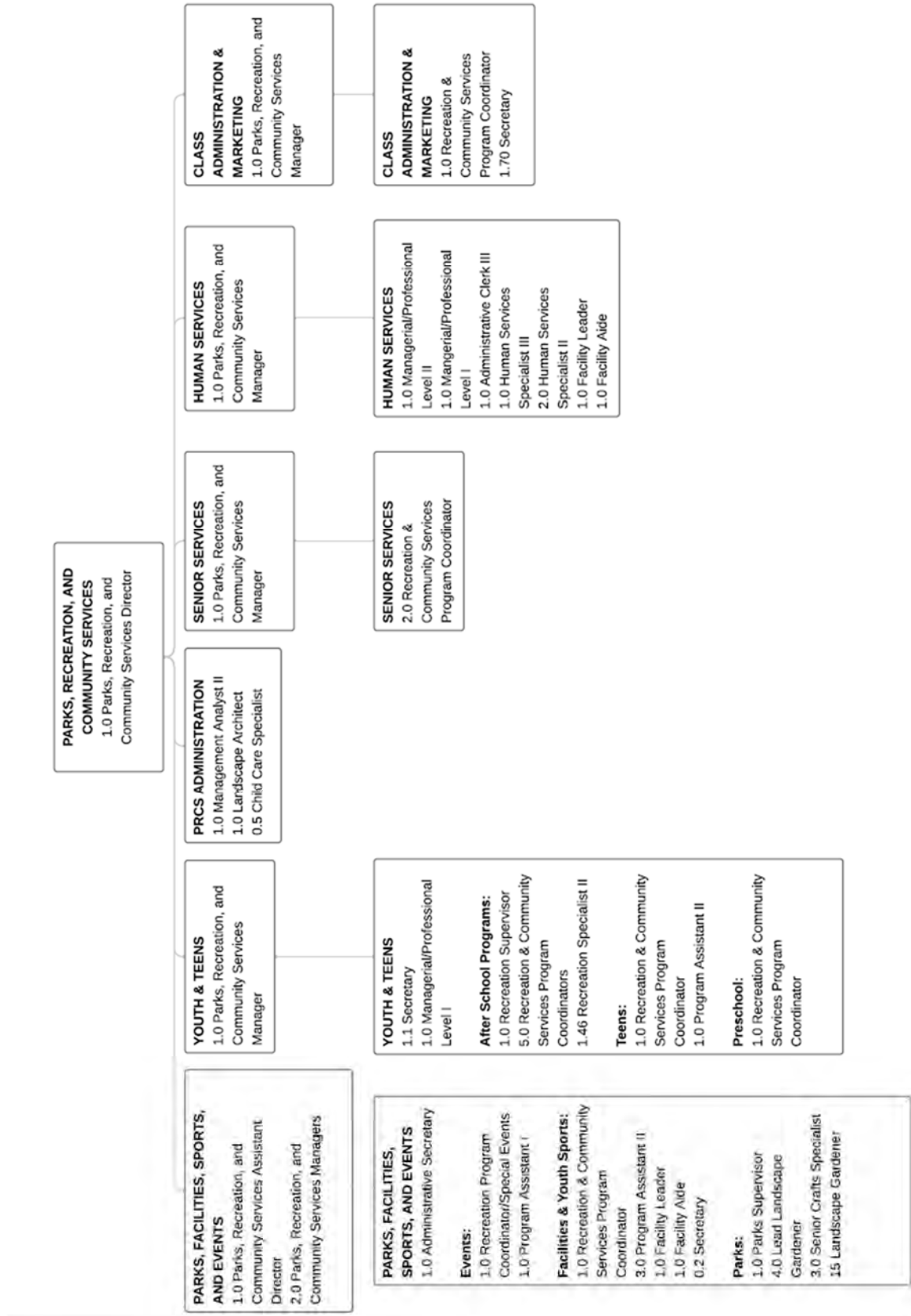


# PARKS, RECREATION, & COMMUNITY SERVICES

There are 71.96 FTEs in the budget for FY 2024-25, representing 12.0% of all City employees. The recommended budget includes an increase from 0.75 to 1.0 FTE for a contract Safe Routes to School coordinator position. The cost for this position is partially offset by a grant from Redwood City Together. Staffing has increased over the past two years to provide staff needed for the new Veterans Memorial Building/Senior Center.

<u>DEPARTMENT/TITLE</u>	<u>ADOPTED BUDGET 2022-23</u>	<u>ADOPTED BUDGET 2023-24</u>	<u>RECOMMENDED BUDGET 2024-25</u>
<b>Parks, Recreation, and Community Services</b>			
Administrative Clerk III	3.00	4.00	3.00
Administrative Secty	1.00	1.00	1.00
Assistant Parks, Recreation & Community Services Director	1.00	1.00	1.00
Child Care Specialist	0.50	0.50	0.50
Facility Aide	2.00	2.00	2.00
Facility Leader	2.00	2.00	2.00
Human Services Manager	-	1.00	1.00
Human Services Specialist II	2.00	2.00	2.00
Human Services Specialist III	1.00	1.00	1.00
Landscape Architect	1.00	1.00	1.00
Landscape Equipment Operator	1.00	1.00	-
Landscape Gardener	16.00	15.00	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	1.75	1.75	2.00
Managerial/Profesional Level II (Human Services Coord)	1.00	1.00	1.00
Parks, Recreation & Community Services Manager	5.00	5.00	5.00
Parks, Recreation & Community Services Director	1.00	1.00	1.00
Parks & Recreation Program Assistant I	-	1.00	1.00
Parks & Recreation Program Assistant II	4.00	5.00	5.00
Recreation & Community Services Program Coordinator	11.00	11.00	11.00
Recreation Program Coordinator/Special Events	1.00	1.00	1.00
Recreation Specialist I	-	-	-
Recreation Specialist II	1.46	1.46	1.46
Recreation Specialist III	-	-	-
Recreation Supervisor	2.00	1.00	1.00
Secretary	2.00	3.00	4.00
Senior Crafts Specialist	1.00	2.00	3.00
Total	67.71	71.71	71.96

# PARKS, RECREATION, & COMMUNITY SERVICES



# PARKS, RECREATION, & COMMUNITY SERVICES

Major changes to the department's budget for FY 2024-25 are listed in the table below.

Summary of Change	General Fund	Special Revenue Funds	Capital Projects Funds	Enterprise Funds	Internal Services Funds	Total
<b>Supplies and Services</b>						
Increase expenditure and revenue budgets for the After School Sports program.	25,000.00					<b>25,000</b>
1. Increase casual building attendant labor costs due to minimum wage increase 2. Create a driver budget for the new Veteran Memorial Building/Senior Center.	217,472.00					<b>217,472</b>
Transfer Internal Services fleet charge to Parks for small tools maintenance.	34,484.00					<b>34,484</b>
Increase garden club budget to support a multi-generational, community building, educational space that supports wildlife habitat in our city parks.	5,000.00					<b>5,000</b>
Increase Parks professional services budget for maintenance expenses.	150,000.00					<b>150,000</b>
Increase PRCS PG&E budgets due to rate increases.	95,126.00					<b>95,126</b>
Increase professional services budget for project management consultants, cultural events support, and 4th of July Fireworks.	400,000.00					<b>400,000</b>
Creating operating supplies budget for the Special Needs Accessible Recreation Program.	67,000.00					<b>67,000</b>
Create new operating expense budget for the new Veterans Memorial Building/Senior Center.	100,500.00					<b>100,500</b>
Increase PRCS water budget for Community Center and park landscape water budgets and add for additional streetscapes projects, water meters, and irrigation controllers.	164,644.00					<b>164,644</b>
PRCS Organization Review (One Time Funding)	150,000.00					<b>150,000</b>
Increase supplies and professional services expenditure budget for the Youth and Teen Division supported by grant funding increases.	250,085.00					<b>250,085</b>
<b>Personnel</b>						
Convert an Admin Clerk III position to a Secretary per HR's reclassification study.	159.00					<b>159</b>
Increase contract Safe Routes to School Coordinator position from from 0.75 to 1.0 FTE.	46,168					<b>46,168</b>
<b>Total</b>	<b>1,705,638</b>	-	-	-	-	<b>1,705,638</b>

# PARKS, RECREATION, & COMMUNITY SERVICES

**PROGRAM:** Parks, Recreation, and Community Services Administration

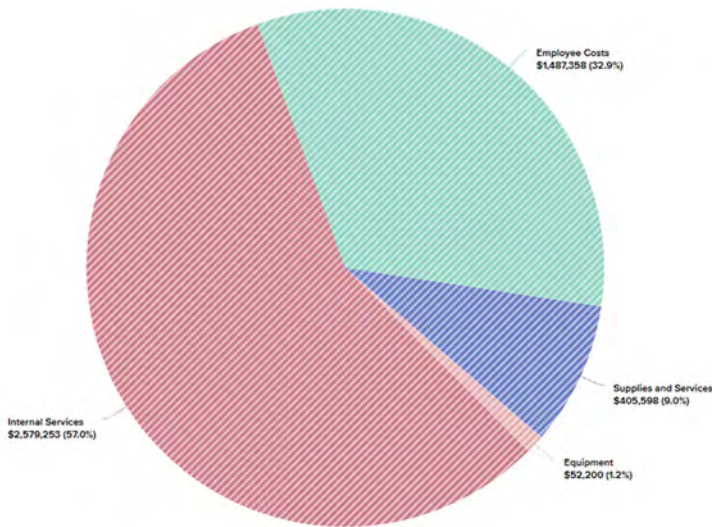
**SUB-PROGRAM:** PRCS Facilities (66151, 66142, 66162, 66172, 66174, 66175, 66182)

**SUB-PROGRAM PURPOSE OR BUSINESS:**

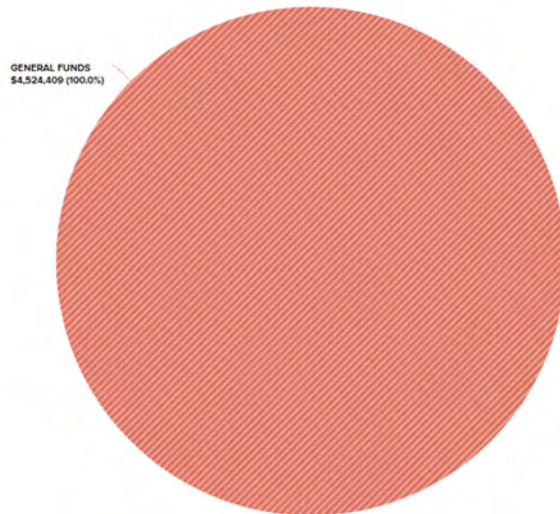
Provides management and coordination for all recreation facility rentals, supports recreation classes and summer camps, customer service and scheduling, facility promotions, facility staffing, room set-ups and tear-downs, picnic reservations, and repair and light maintenance.

ACTUAL EXPS. 2022-23	ADJUSTED BUDGET 2023-24	BUDGET 2024-25
\$ 2,963,052.00	\$ 3,105,384.35	\$ 4,524,409.00

**FY 2023-24 BUDGET BY CATEGORY**



**FY 2023-24 BUDGET BY FUNDING SOURCE**





# PARKS, RECREATION, & COMMUNITY SERVICES

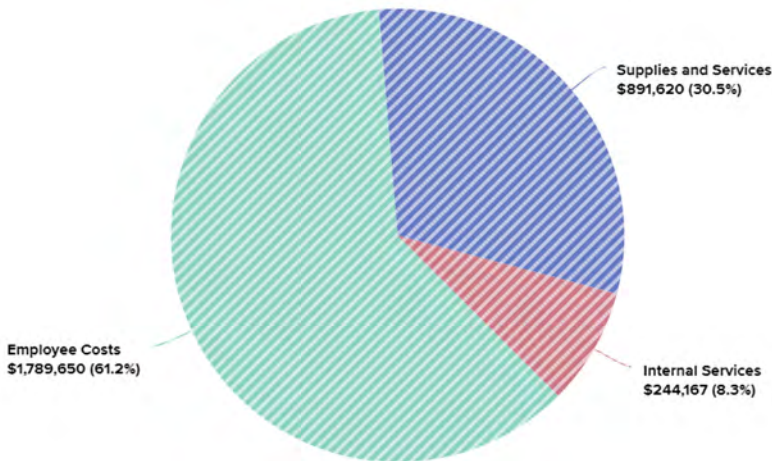
**PROGRAM:** Parks, Recreation, and Community Services Administration  
**SUB-PROGRAM:** Administration (66110)

**SUB-PROGRAM PURPOSE OR BUSINESS:**

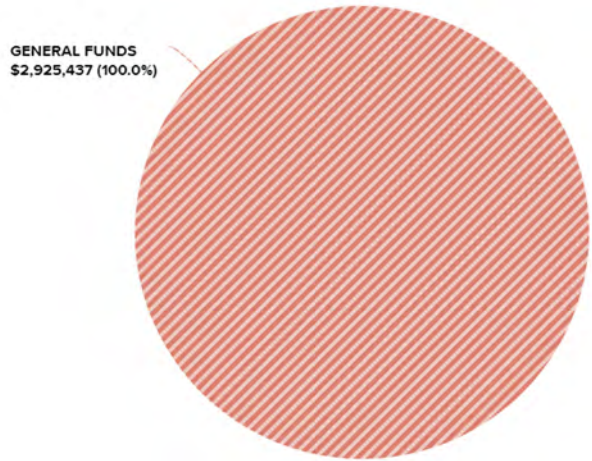
Provide leadership and administrative support for delivery of service that creates a positive impact on community image and sense of place; increase safety and security; provide economic development opportunities; protect environmental resources; enhance cultural understanding; improve health and wellness; foster human development; assist in community problem solving; and provide a wide range of recreation experiences with a focus on diversity, equity, and inclusion in programs, services, parks, and recreation centers.

<b>ACTUAL EXPS.</b> <b>2022-23</b>	<b>ADJUSTED BUDGET</b> <b>2023-24</b>	<b>BUDGET</b> <b>2024-25</b>
\$ 2,448,108	\$ 2,727,741	\$ 2,925,437

**FY 2024-25 BUDGET BY CATEGORY**



**FY 2024-25 BUDGET BY FUNDING SOURCE**



# PARKS, RECREATION, & COMMUNITY SERVICES

**PROGRAM:** Parks, Recreation, and Community Services Administration  
**SUB-PROGRAM:** Arts Commission (66111)

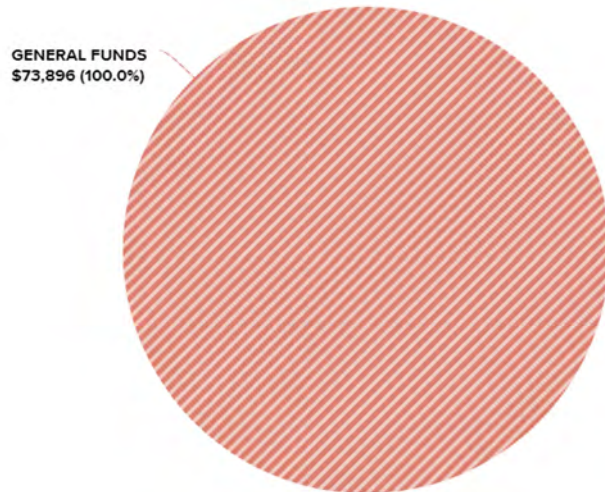
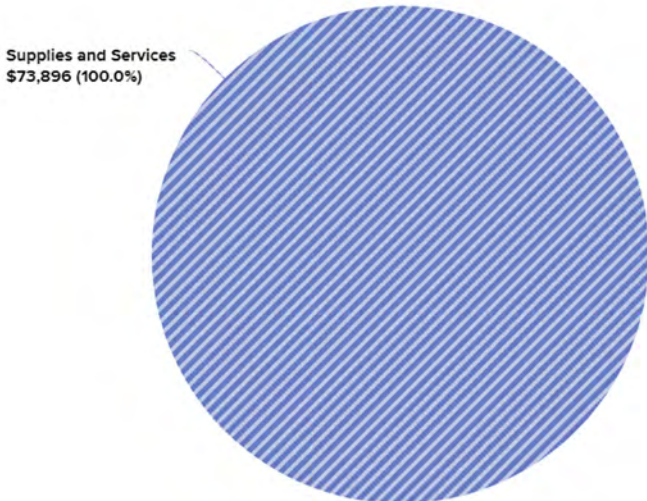
**SUB-PROGRAM PURPOSE OR BUSINESS:**

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

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

**FY 2024-25 BUDGET BY CATEGORY**

**FY 2024-25 BUDGET BY FUNDING SOURCE**



# PARKS, RECREATION, & COMMUNITY SERVICES

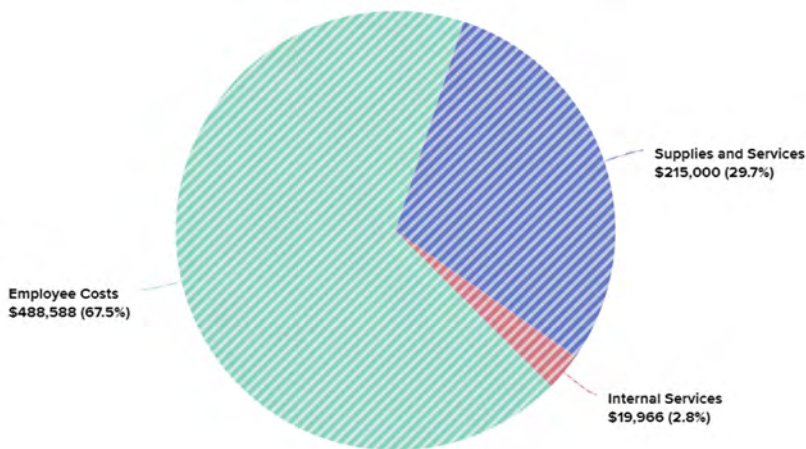
**PROGRAM:** Parks, Recreation, and Community Services Administration  
**SUB-PROGRAM:** Special Events Programming (66429)

**SUB-PROGRAM PURPOSE OR BUSINESS:**

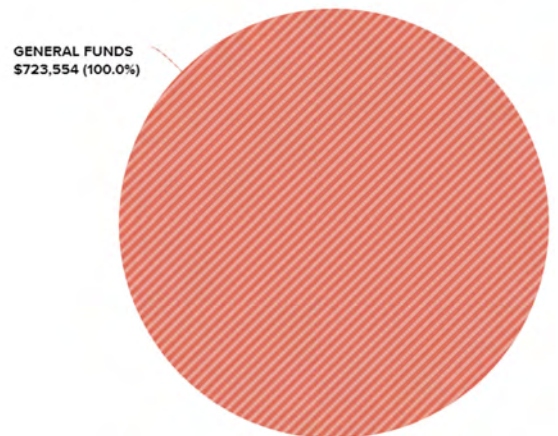
Support building a strong community by strengthening community image and sense of place; promoting health and wellness; fostering human development; providing recreational experiences; increasing cultural unity with a focus on diversity, equity, and inclusion; and facilitating community problem solving. Provide positive events and programming for Redwood City residents, from pre-school to seniors, in collaboration with other community partners. Seek sponsorships and fundraising opportunities to expand community access to events and services. Provide management, programming, and coordination of all Courthouse Square events to support local businesses and to brand Redwood City as the “arts, cultural, and entertainment destination” of the Peninsula.

<b>ACTUAL EXPS.</b>	<b>ADJUSTED BUDGET</b>	<b>BUDGET</b>
<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>
<b>\$ 864,573</b>	<b>\$ 714,859</b>	<b>\$ 723,554</b>

**FY 2024-25 BUDGET BY CATEGORY**



**FY 2024-25 BUDGET BY FUNDING SOURCE**



# PARKS, RECREATION, & COMMUNITY SERVICES

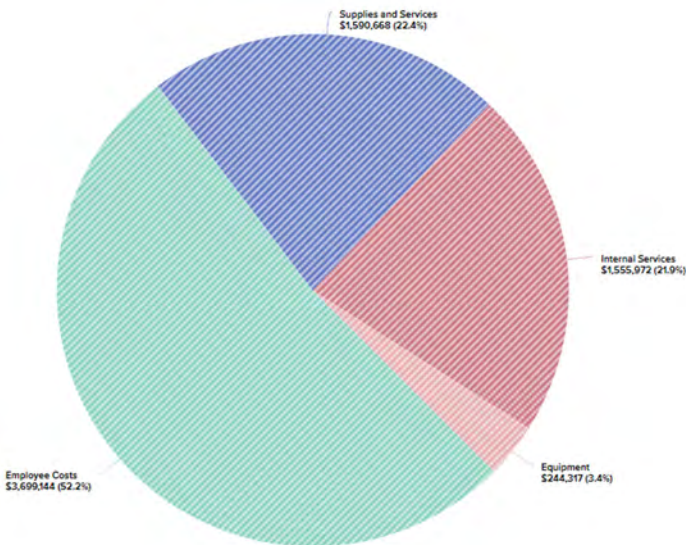
**PROGRAM:** Parks  
**SUB-PROGRAM:** Landscape Maintenance (66121)

**SUB-PROGRAM PURPOSE OR BUSINESS:**

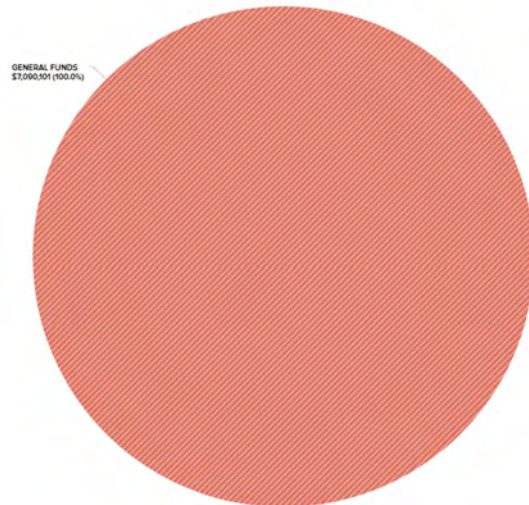
Support building a strong community by providing safe, clean and attractive parks and recreation spaces in adequate numbers throughout the community.

<b>ACTUAL EXPS.</b>	<b>ADJUSTED BUDGET</b>	<b>BUDGET</b>
<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>
<b>\$ 6,054,554</b>	<b>\$ 6,714,947</b>	<b>\$ 7,090,101</b>

**FY 2024-25 BUDGET BY CATEGORY**



**FY 2024-25 BUDGET BY FUNDING SOURCE**



# PARKS, RECREATION, & COMMUNITY SERVICES

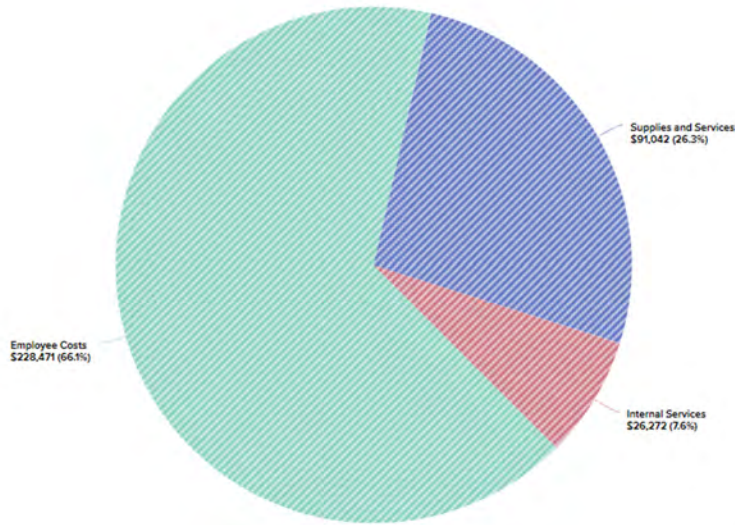
**PROGRAM:** Parks  
**SUB-PROGRAM:** Lido Landscape District (66123)

**SUB-PROGRAM PURPOSE OR BUSINESS:**

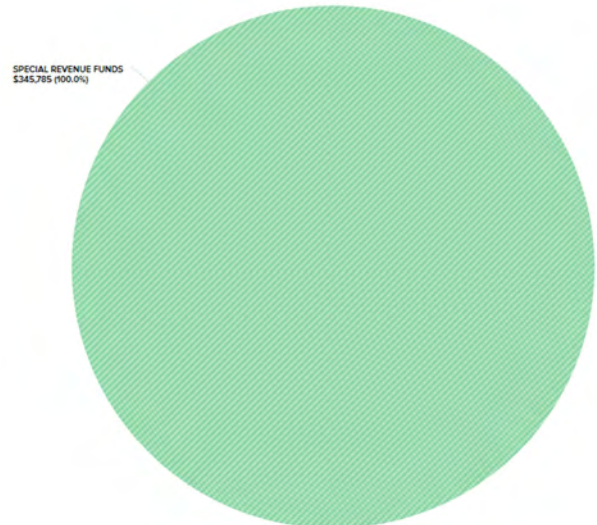
Support building a strong community by maintaining the Lido Landscape area in a safe, clean, and attractive manner.

<b>ACTUAL EXPS.</b>	<b>ADJUSTED BUDGET</b>	<b>BUDGET</b>
<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>
\$ 496,887	\$ 331,638	\$ 345,785

**FY 2024-25 BUDGET BY CATEGORY**



**FY 2024-25 BUDGET BY FUNDING SOURCE**



# PARKS, RECREATION, & COMMUNITY SERVICES

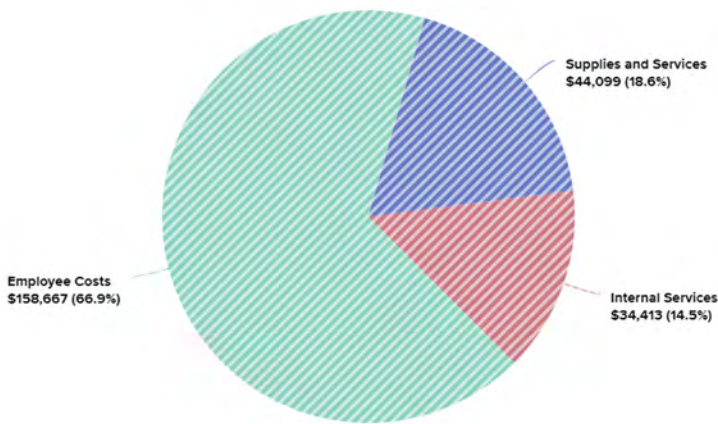
**PROGRAM:** Parks  
**SUB-PROGRAM:** Seaport Blvd. Landscape District (65184)

**SUB-PROGRAM PURPOSE OR BUSINESS:**

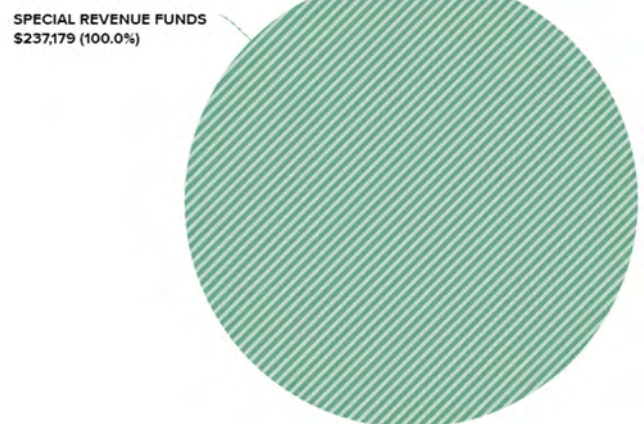
Support building a strong community by maintaining the Seaport Blvd. Landscape corridor as a safe, clean, and attractive buffer between the traveled roadway and the adjacent industrial zone.

ACTUAL EXPS. 2022-23	ADJUSTED BUDGET 2023-24	BUDGET 2024-25
\$ 220,851		\$ 237,179

**FY 2024-25 BUDGET BY CATEGORY**



**FY 2023-24 BUDGET BY FUNDING SOURCE**



# PARKS, RECREATION, & COMMUNITY SERVICES

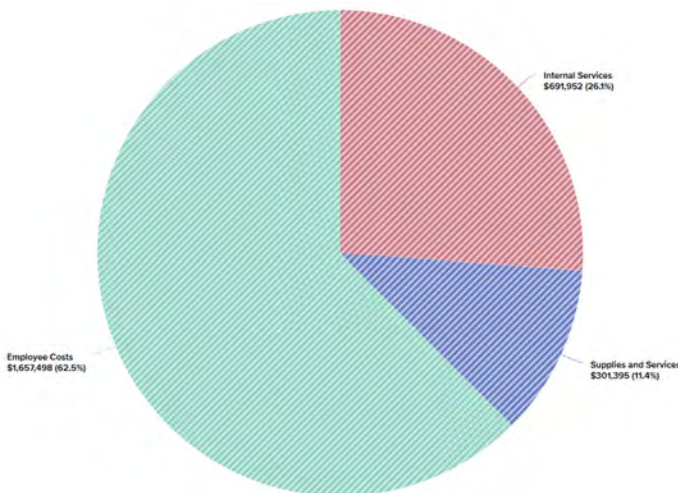
**PROGRAM:** Recreation and Community Services  
**SUB-PROGRAM:** Human Services (64211, 64212, 64213)

**SUB-PROGRAM PURPOSE OR BUSINESS:**

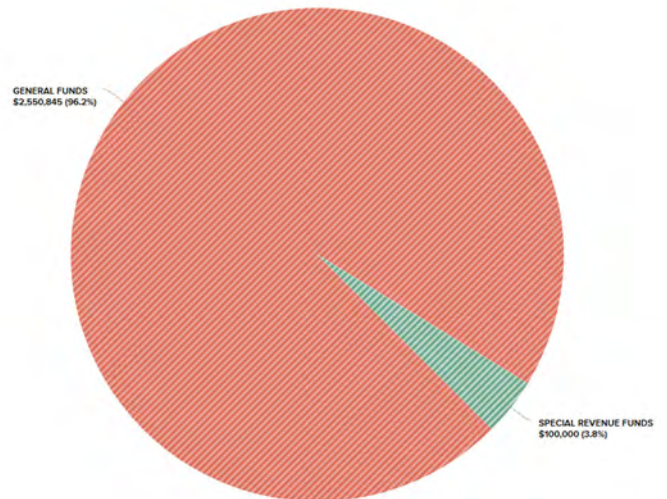
Utilize partnerships and leverage external funding to support building a strong community by providing the facilities, personnel, and programs necessary to coordinate human services for “at risk” populations within Redwood City and North Fair Oaks. Directly support, educate, empower, and serve as a bridge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

ACTUAL EXPS. 2022-23	ADJUSTED BUDGET 2023-24	BUDGET 2024-25
\$ 3,261,980	\$ 2,760,297	\$ 2,650,845

**FY 2024-25 BUDGET BY CATEGORY**



**FY 2024-25 BUDGET BY FUNDING SOURCE**



# PARKS, RECREATION, & COMMUNITY SERVICES

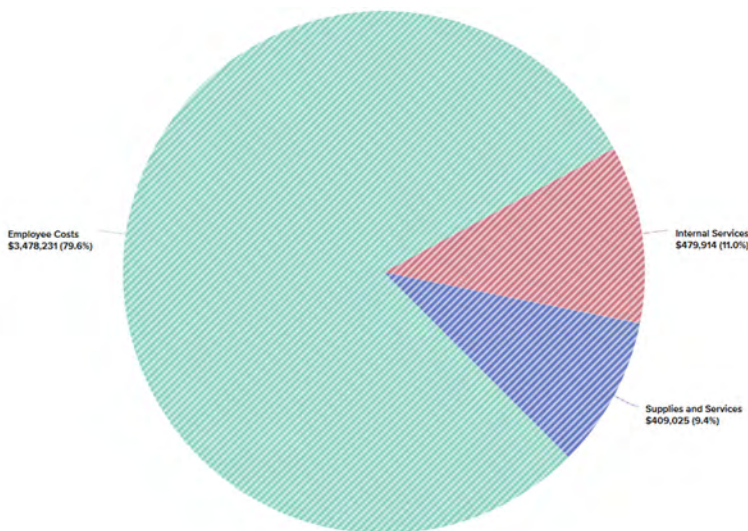
**PROGRAM:** Recreation and Community Services  
**SUB-PROGRAM:** Youth and Teen Services (66131, 66133, 66135, 66137, 66139, 66163)

**SUB-PROGRAM PURPOSE OR BUSINESS:**

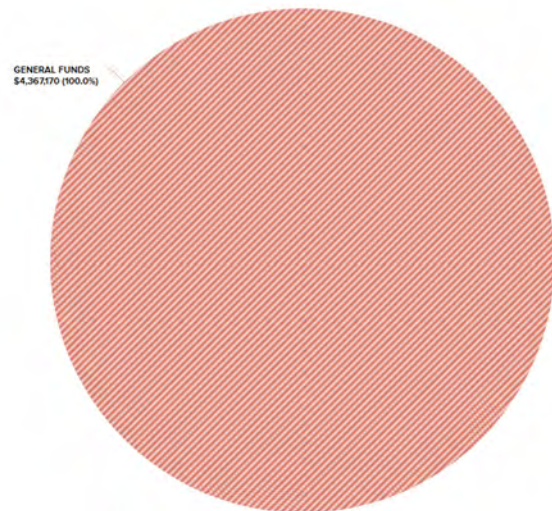
Support building a strong community by strengthening safety and security; strengthening community image and sense of place; promoting health and wellness; fostering human development; providing recreation experiences; increasing cultural unity with a focus on diversity, equity, and inclusion; and facilitating community problem solving. Provide positive programming, services, and facilities for Redwood City youth from pre-school to teens in collaboration with other community partners.

<b>ACTUAL EXPS.</b>	<b>ADJUSTED BUDGET</b>	<b>BUDGET</b>
<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>
\$ 3,743,891	\$ 4,410,092	\$ 4,367,170

**FY 2024-25 BUDGET BY CATEGORY**



**FY 2024-25 BUDGET BY FUNDING SOURCE**





# PARKS, RECREATION, & COMMUNITY SERVICES

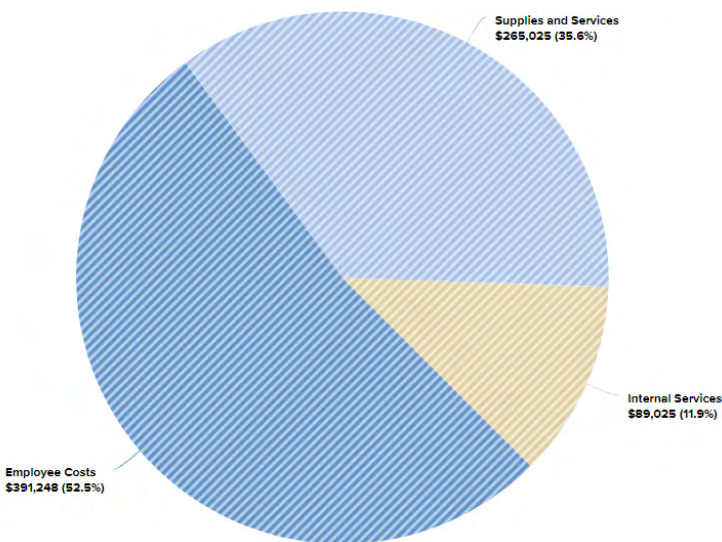
**PROGRAM:** Recreation and Community Services  
**SUB-PROGRAM:** Sports and Aquatics (66145, 66147, 66148)

**SUB-PROGRAM PURPOSE OR BUSINESS:**

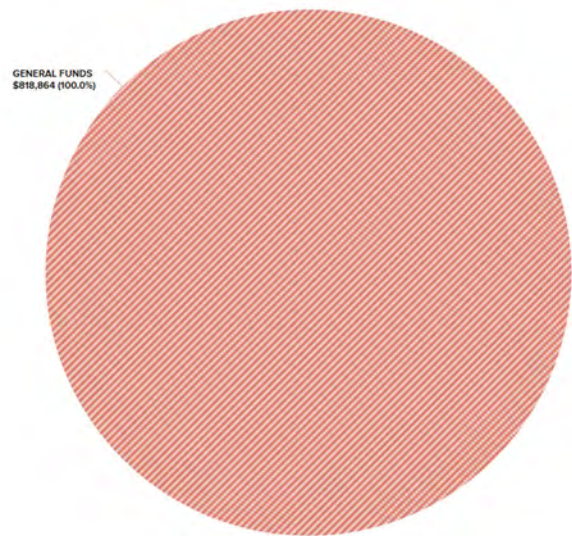
Support building a strong community by promoting health and wellness; strengthening community image and sense of place; fostering human development; providing recreation experiences; supporting economic development; coordinating the use of local sports fields for youth and adult teams and tournaments;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

<b>ACTUAL EXPS.</b> <b>2022-23</b>	<b>ADJUSTED BUDGET</b> <b>2023-24</b>	<b>BUDGET</b> <b>2024-25</b>
\$ 663,520	\$ 797,026	\$ 818,864

**FY 2024-25 BUDGET BY CATEGORY**



**FY 2024-25 BUDGET BY FUNDING SOURCE**



# PARKS, RECREATION, & COMMUNITY SERVICES

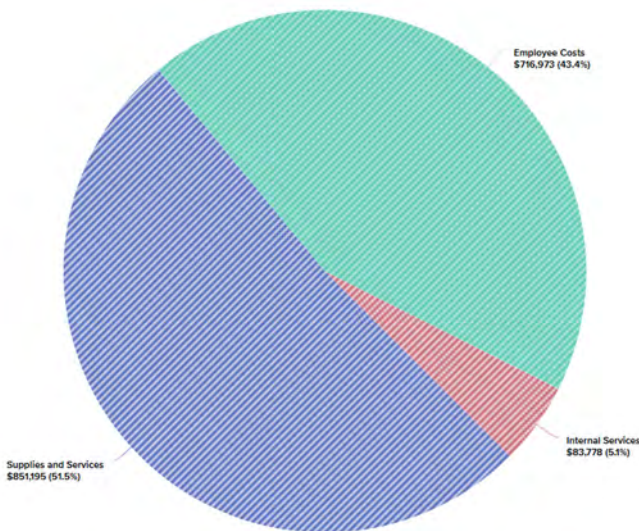
**PROGRAM:** Recreation and Community Services  
**SUB-PROGRAM:** Class Administration & Marketing (66161)

**SUB-PROGRAM PURPOSE OR BUSINESS:**

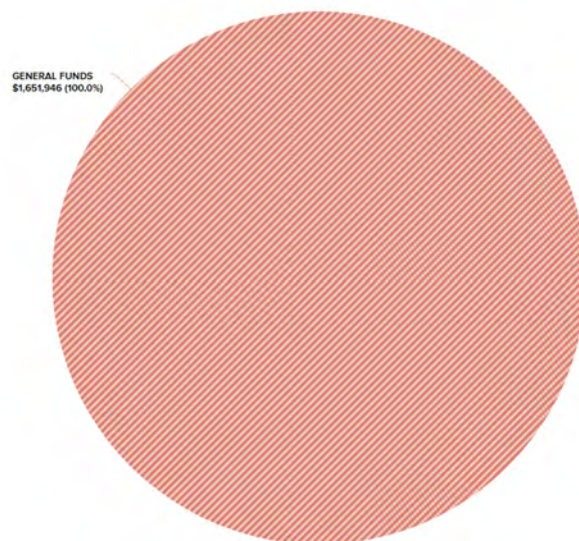
Support building a strong community by providing a wide variety of fee-based recreation offerings for all that: strengthen community image and sense of place; strengthen safety and security; promote health and wellness; and fosters human development. Other efforts include creating equitable and diversified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

<b>ACTUAL EXPS.</b>	<b>ADJUSTED BUDGET</b>	<b>BUDGET</b>
<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>
\$ 2,342,588	\$ 1,783,771	\$ 1,651,946

**FY 2024-25 BUDGET BY CATEGORY**



**FY 2024-25 BUDGET BY FUNDING SOURCE**



# PARKS, RECREATION, & COMMUNITY SERVICES

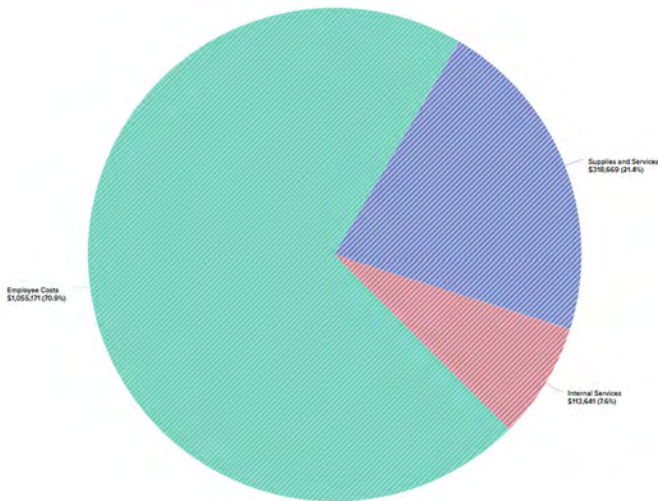
**PROGRAM:** Recreation and Community Services  
**SUB-PROGRAM:** Community Services (66171)

**SUB-PROGRAM PURPOSE OR BUSINESS:**

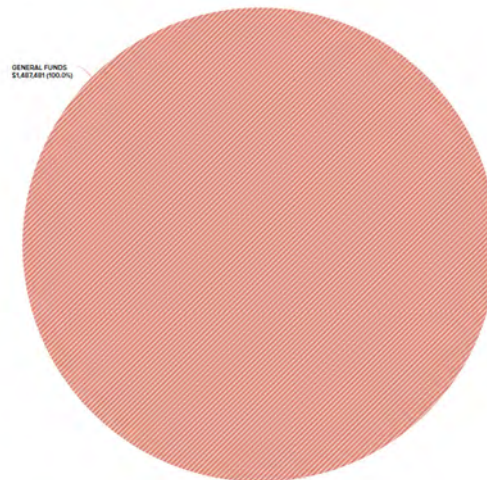
Support building a strong community by promoting health and wellness; fostering human development; strengthening community image and sense of place; and increasing cultural unity. Other efforts include providing recreational experiences; facilitating community problem solving; providing social events, 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.

<b>ACTUAL EXPS.</b> <b>2022-23</b>	<b>ADJUSTED BUDGET</b> <b>2023-24</b>	<b>BUDGET</b> <b>2024-25</b>
\$ 800,120	\$ 1,180,445	\$ 1,487,481

**FY 2024-25 BUDGET BY CATEGORY**



**FY 2024-25 BUDGET BY FUNDING SOURCE**



# 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 2023-24 MAJOR ACCOMPLISHMENTS

- Made significant progress towards addressing staffing shortages in both sworn officer and professional staff positions, including leadership positions and 10 new police officers, cutting the officer vacancy in half.
- Implemented a new officer and professional staff recruiting program by partnering with a recruiting and marketing vendor, All Star Talent, to improve the Department's ability to attract top applicants.
- Implemented the first round of recommendations made in the 2023 Center for Public Safety Management (CPSM) Police Operations and Data Report, including:
  - Streamlined chain of command with the elimination of the Deputy Chief position, the elimination of one of three divisions (Administrative and Investigations Divisions consolidated into a Support Services Division) and the addition of a command staff level professional staff position to oversee major components of the budget, finance, payroll and purchasing and acquisitions.
  - Restructured the organization of the Public Safety Communications, adding an additional Lead Dispatcher position to improve oversight and operational efficiency.
- Completed a major overhaul and replacement of the Police Department communications system, which had become obsolete and exceeded the expected functional lifespan by more than a decade
- Improved the efficiency and capability of traffic and parking enforcement officers by upgrading the electronic citation devices from an aging model that ran off a now-obsolete 3G cellular network to an updated device compatible with the latest 5G cellular network.
- Implemented an Automated License Plate Reader camera system, consisting of 25 cameras mounted at key locations throughout the City. In the first six months of installation, officers successfully used the system to locate missing persons, arrest several car theft suspects, and identify suspects in crimes.
- Updated technology for patrol vehicles by installing 26 new mobile data computers (MDCs) in patrol vehicles, allowing officers to operate with greater efficiency and safety.
- Upgraded the Body Worn Camera Program, including installing cameras in patrol cars and allowing the cameras to be automatically activated when certain predesignated actions occur, such as the activation of a vehicle's emergency lights.

# POLICE

- Implemented the 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. More than fifty community members participated in the Spanish and English Academies, with more than twenty-five participants anticipated in the upcoming Youth Academy. Two academy graduates are now in the hiring process to become police officers and two have applied to join the department's "Volunteers In Policing" program.

## FY 2024-25 SMART Goals

- Integrate drones into Police Department operations to enhance public safety and law enforcement capabilities, aligning with contemporary policing strategies and ensuring measurable effectiveness through tracking deployments by June 2025.
- Implement a new Countywide software application, "Sherlock", aimed at significantly reducing Organized Retail Theft and other illegal activities throughout Redwood City and San Mateo County by December 2024.
- Deploy handheld "Auto-Cite" devices to all personnel involved in assignments requiring citation issuance, aiming to increase staff efficiency (reduce citation processing saving time equivalent of 1/3 of an FTE) by February 2025.
- **SMARTIE Goal** – Transition the pilot Community Wellness and Crisis Response Team (CWCRT) program into an ongoing program, in collaboration with San Mateo County Behavioral Health and Recovery Services, to ensure the continuity of the current mental health clinician coverage for marginalized community members and unhoused individuals throughout Redwood City by April 2025.
- **SMARTIE Goal** – Enhance the front counter experience for community members by implementing electronic payment options, installing a publicly available computer kiosk for online report filing and access to Department services, and upgrading workstations and workspace for Records Unit staff to transition to a paperless records model and promote a healthier work environment by July 2024.

# POLICE

Performance Measure	2019 Results	2020 Results	2021 Results	2022 Results	2023 Results	Target
Number of staff with Crisis Intervention Training (CIT)*	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	96% of our sworn personnel and 77% of our dispatch personnel	100% for Sworn and Dispatch personnel
Number of contacts with individuals who were experiencing a mental health crisis who were referred to a mental health facility for evaluation	324	319	316	314	304	N/A
Number of traffic citations	3,930	2,341	3,743	2,641	3,010	N/A
Number of traffic collisions	603**	444	470	527	573	0
Crime Rates – Number of Part 1 Offenses*** NIBRS “Crimes Against Society”****	1,753	1,911	1,991	4,743*****	4,437	0
Average Response Times for Priority 1***** Incidents	7 minutes and 5 seconds	6 minutes and 38 seconds	6 minutes and 11 seconds	8 minutes and 15 seconds	6 Minutes and 12 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

# POLICE

*\*\*\*\* 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 1 to June 30 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.*



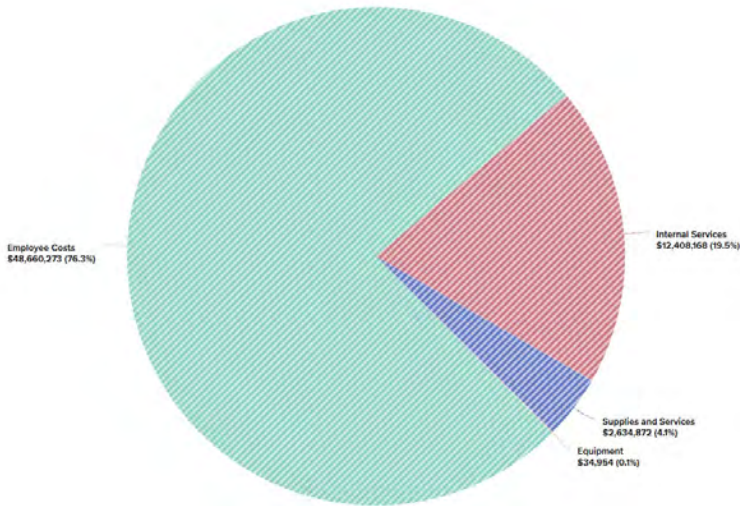
# POLICE

## DEPARTMENT BUDGET

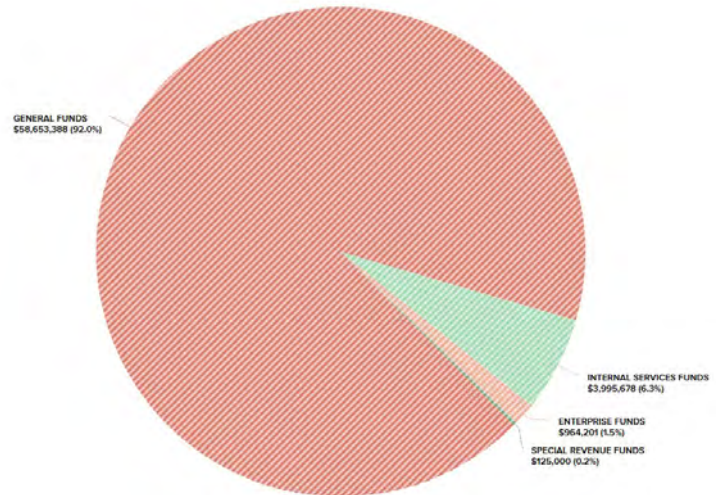
The total Police budget for FY 2024-25 is \$63.74 million, representing 17.10% of the total operational budget and 31.77% of the general fund budget.

ACTUAL EXPS. 2022-23	ADJUSTED BUDGET 2023-24	BUDGET 2024-25
\$ 58,925,955	\$ 58,498,487	\$ 63,738,267

FY 2024-25 BUDGET BY CATEGORY



FY 2024-25 BUDGET BY FUNDING SOURCE



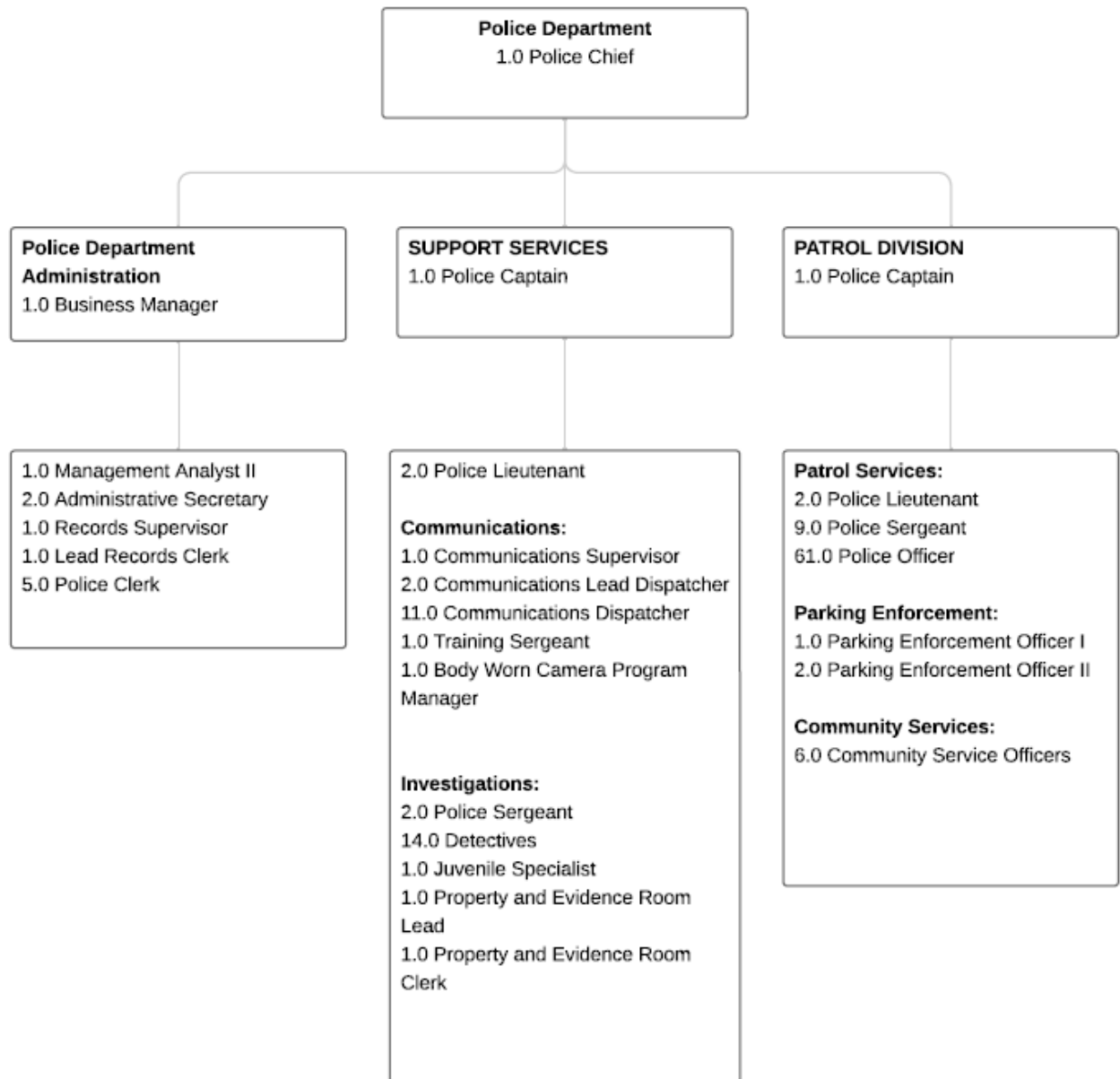
# POLICE

There are 134 FTEs in the budget for FY 2024-25, representing 22.3% of all City employees. The recommended budget includes reduction of two Police Officer positions and one Parking Enforcement Officer to create five new Community Service Officer (CSO) positions, a net increase of two employees.

DEPARTMENT/TITLE	ADOPTED BUDGET 2022-23	ADOPTED BUDGET 2023-24	ADOPTED BUDGET 2024-25
<b>Police</b>			
Administrative Secty	2.00	2.00	2.00
Body Worn Camera Program Manager	-	1.00	1.00
Business Manager		1.00	1.00
Communications Supervisor	1.00	1.00	1.00
Community Service Officer	2.00	1.00	6.00
Deputy Police Chief	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	-
Management Analyst II	-	-	1.00
Parking Enforcement Officer I	2.00	2.00	1.00
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	4.00	5.00	5.00
Police Evidence & Property Clerk	1.00	1.00	1.00
Police Evidence & Property Room Coordinator	2.00	1.00	-
Police Evidence & Property Room Lead	-	-	1.00
Police Lieutenant	4.00	4.00	4.00
Police Officer	73.00	77.00	77.00 *
Police Sergeant	12.00	12.00	12.00
Public Safety Communications Dispatcher	12.00	11.00	11.00
Public Safety Communications Lead Dispatcher	1.00	2.00	2.00
Records Supervisor	1.00	1.00	1.00
Total	126.00	130.00	134.00

\*Position frozen in FY2024-25

# POLICE



# POLICE

Major changes to the department’s budget for FY 2024-25 are listed in the table below.

Summary of Change	General Fund	Special Revenue Funds	Capital Projects Funds	Enterprise Funds	Internal Services Funds	Total
<b>Supplies and Services</b>						
Increase the police patrol consultant budget to reflect the increase to the FY24-25 contract with the Redwood City School District for crossing guard services.	100,000					<b>100,000</b>
<b>Personnel</b>						
Reclassify existing vacant Management Analyst I position to a Management Analyst I/II position to make the position more attractive to applicants and improve recruitment with the opportunity for greater growth in the position. Net increase of \$20,162.	20,162					<b>20,162</b>
Create five (5) new Community Service Officers (CSO) positions by converting three (3) FTE's 1. Freeze two (2) Police Officer positions 2. Convert one (1) Parking Enforcement Officer	(413)					<b>(413)</b>
						-
<b>Total</b>	<b>119,749</b>	-	-	-	-	<b>119,749</b>

# POLICE

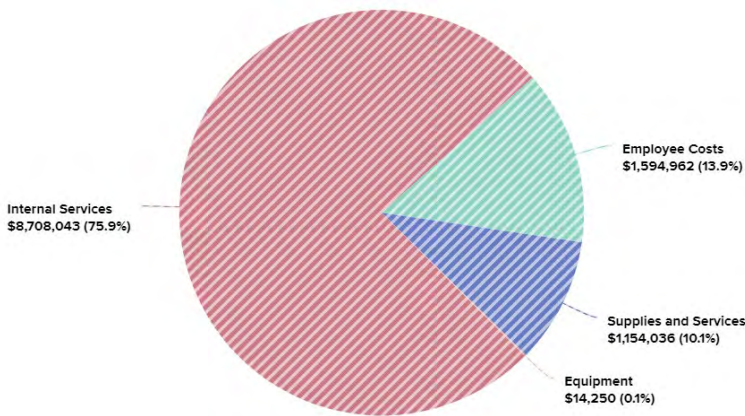
**COST CENTER:** Law Enforcement  
**PROGRAM:** Administrative Services (62111)

**PROGRAM PURPOSE OR BUSINESS:**

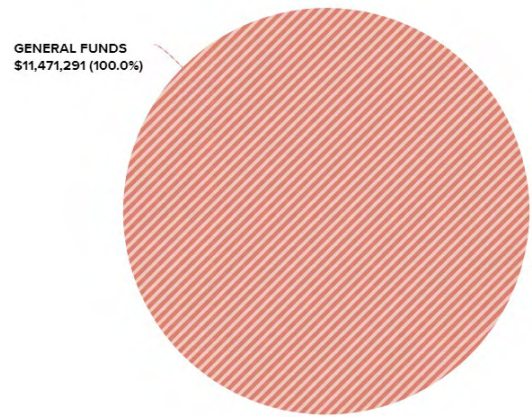
Provide for the overall leadership and administration of the Police Department and ensure effective interaction and engagement within the community, City organization and with regional civilian and law enforcement agencies as functionally required.

<b>ACTUAL EXPS.</b> <b>2022-23</b>	<b>ADJUSTED BUDGET</b> <b>2023-24</b>	<b>BUDGET</b> <b>2024-25</b>
\$ 10,594,994	\$ 11,461,593	\$ 11,471,291

**FY 2024-25 BUDGET BY CATEGORY**



**FY 2024-25 BUDGET BY FUNDING SOURCE**



# POLICE

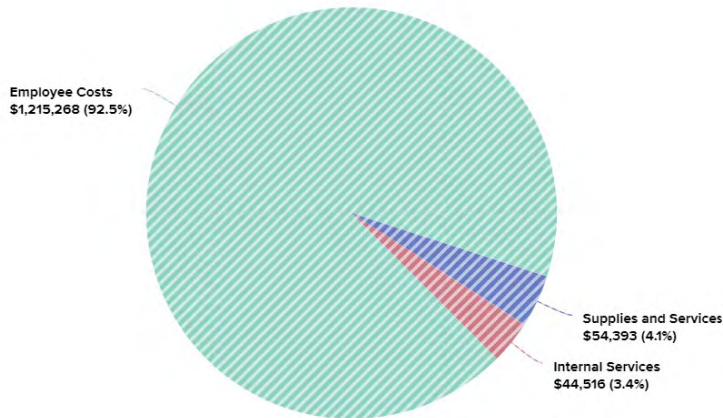
**COST CENTER:** Law Enforcement  
**PROGRAM:** Records (62112)

**PROGRAM PURPOSE OR BUSINESS:**

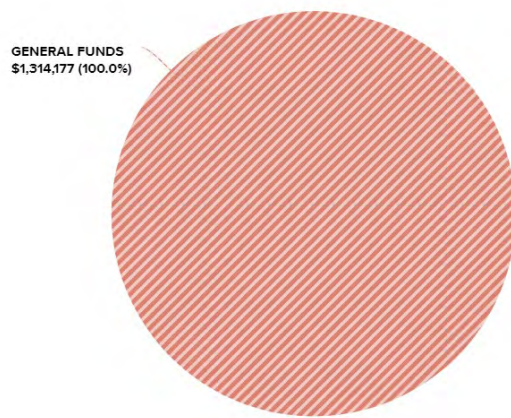
Process crime reports, subpoenas, arrest warrants, restraining orders and all other court related documents according to established norms; report to the State all statistical data within five business days after the end of each month; ensure that all operational needs for police records are met; and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

<b>ACTUAL EXPS.</b>	<b>ADJUSTED BUDGET</b>	<b>BUDGET</b>
<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>
<b>\$ 1,073,063</b>	<b>\$ 1,290,933</b>	<b>\$ 1,314,177</b>

**FY 2023-24 BUDGET BY CATEGORY**



**FY 2023-24 BUDGET BY FUNDING SOURCE**



# POLICE

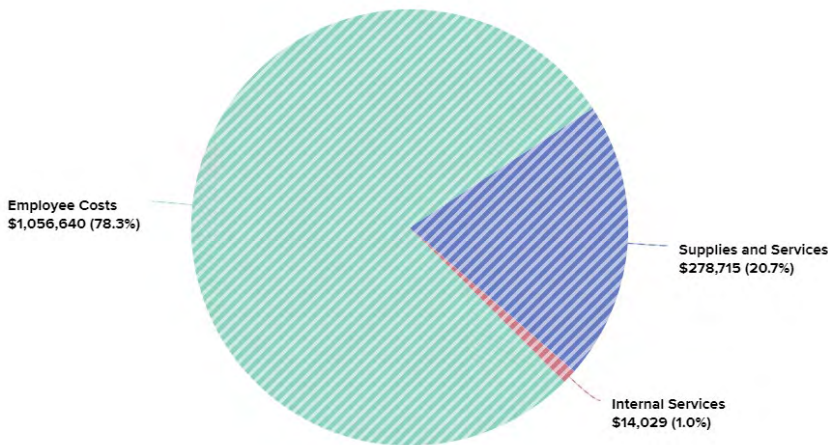
**COST CENTER:** Law Enforcement  
**PROGRAM:** Training (62113)

**PROGRAM PURPOSE OR BUSINESS:**

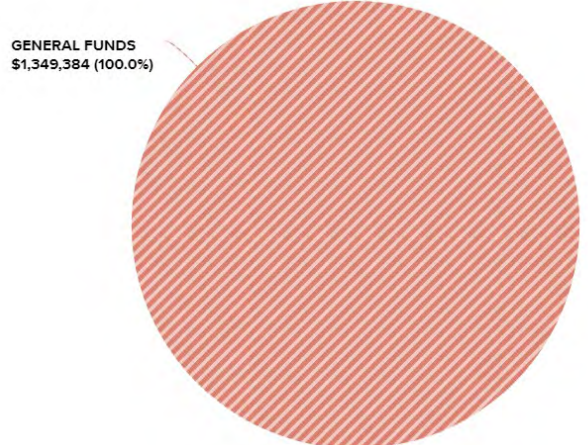
Plan, organize, and implement training for all police personnel; ensure compliance with state-mandated training; and maintain all training records according to State standards.

<b>ACTUAL EXPS.</b> <b>2022-23</b>	<b>ADJUSTED BUDGET</b> <b>2023-24</b>	<b>BUDGET</b> <b>2024-25</b>
\$ 1,603,272	\$ 1,582,734	\$ 1,349,384

**FY 2024-25 BUDGET BY CATEGORY**



**FY 2024-25 BUDGET BY FUNDING SOURCE**



# POLICE

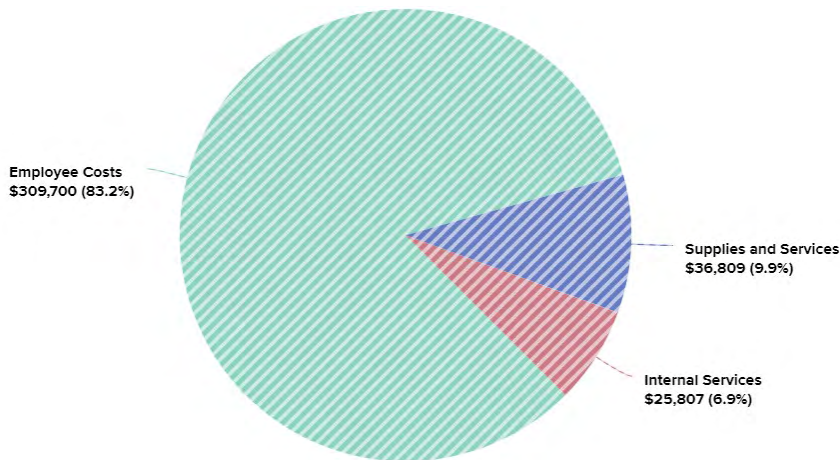
**COST CENTER** Law Enforcement  
**PROGRAM:** Property and Evidence (62114)

**PROGRAM PURPOSE OR BUSINESS:**

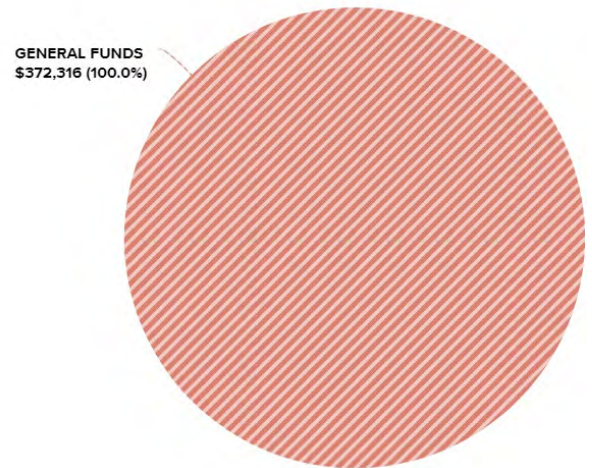
Receive and maintain property and evidence collected by department personnel, and minimize the amount of property and evidence stored to the minimum required by law.

<b>ACTUAL EXPS.</b> <b>2022-23</b>	<b>ADJUSTED BUDGET</b> <b>2023-24</b>	<b>BUDGET</b> <b>2024-25</b>
\$ 512,952	\$ 408,267	\$ 372,316

**FY 2024-25 BUDGET BY CATEGORY**



**FY 2024-25 BUDGET BY FUNDING SOURCE**





# POLICE

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

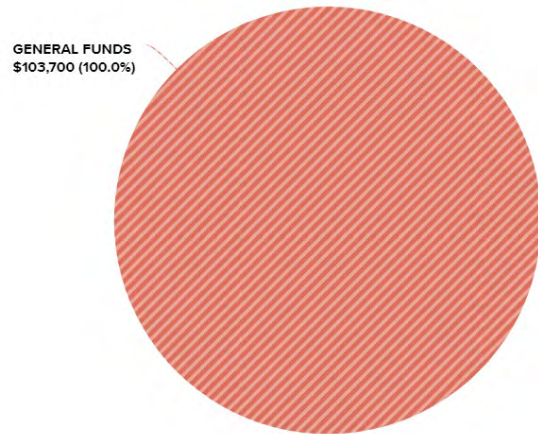
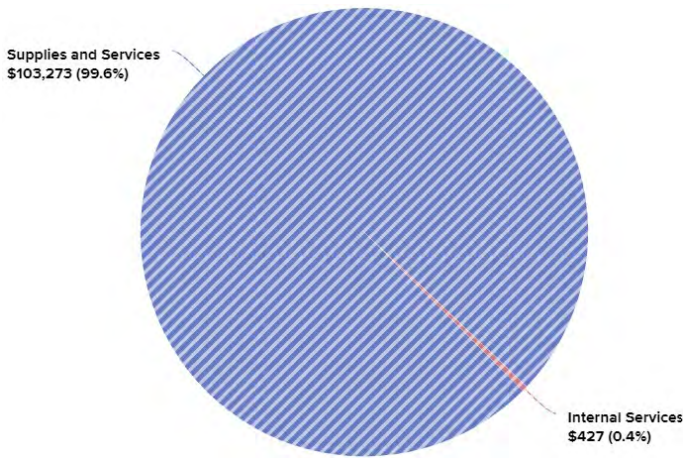
**PROGRAM PURPOSE OR BUSINESS:**

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

ACTUAL EXPS. 2022-23	ADJUSTED BUDGET 2023-24	BUDGET 2024-25
\$ 88,985	\$ 103,700	\$ 103,700

**FY 2024-25 BUDGET BY CATEGORY**

**FY 2024-25 BUDGET BY FUNDING SOURCE**



# POLICE

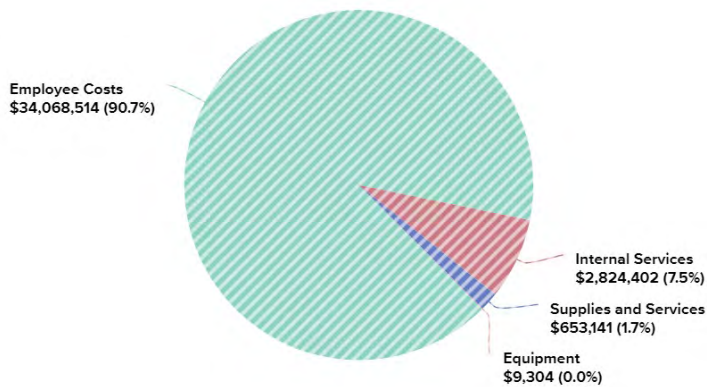
**COST CENTER:** Law Enforcement  
**PROGRAM:** Patrol Services (62131)

**PROGRAM PURPOSE OR BUSINESS:**

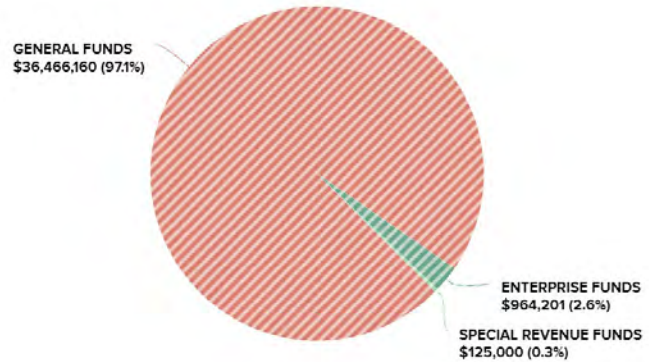
Provide adequate resources to meet the demand for uniformed police services. Under a community policing philosophy, enforce laws, provide emergency response, initiate preliminary investigations and respond to community complaints on quality-of-life issues.

ACTUAL EXPS. 2022-23	ADJUSTED BUDGET 2023-24	BUDGET 2024-25
\$ 33,561,295.98	\$ 37,902,471.34	\$ 37,555,361.00

**FY 2024-25 BUDGET BY CATEGORY**



**FY 2023-24 Budget by Funding Source**



# POLICE

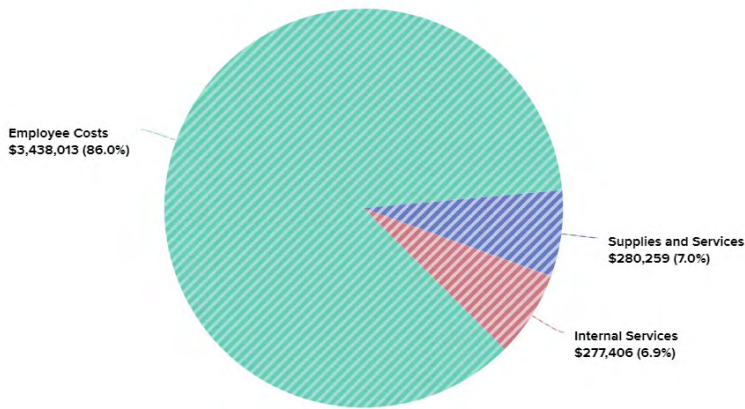
**COST CENTER:** Law Enforcement  
**PROGRAM:** Dispatching Services (67310)

**PROGRAM PURPOSE OR BUSINESS:**

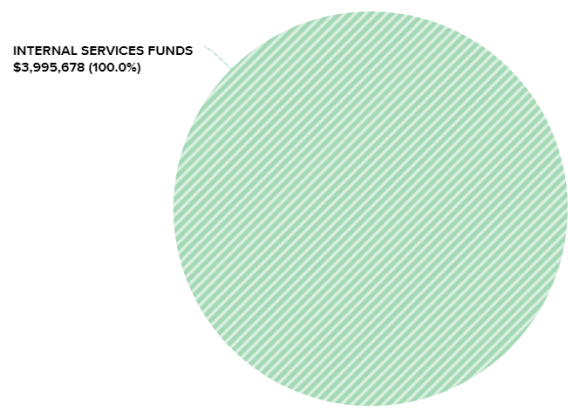
Provide 24-hour emergency contact for police, public works, citizens and allied law enforcement agencies, and dispatch units within prescribed guidelines.

<b>ACTUAL EXPS.</b> <b>2022-23</b>	<b>ADJUSTED BUDGET</b> <b>2023-24</b>	<b>BUDGET</b> <b>2024-25</b>
<b>\$ 3,739,036</b>	<b>\$ 4,048,869</b>	<b>\$ 3,995,678</b>

**FY 2024-25 BUDGET BY CATEGORY**



**FY 2024-25 BUDGET BY FUNDING SOURCE**



# POLICE

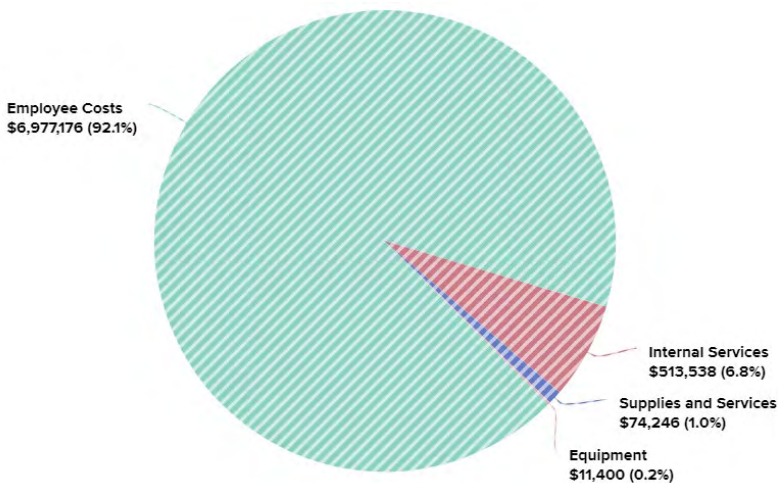
**COST CENTER:** Law Enforcement  
**PROGRAM:** Investigative Services (62134)

**PROGRAM PURPOSE OR BUSINESS:**

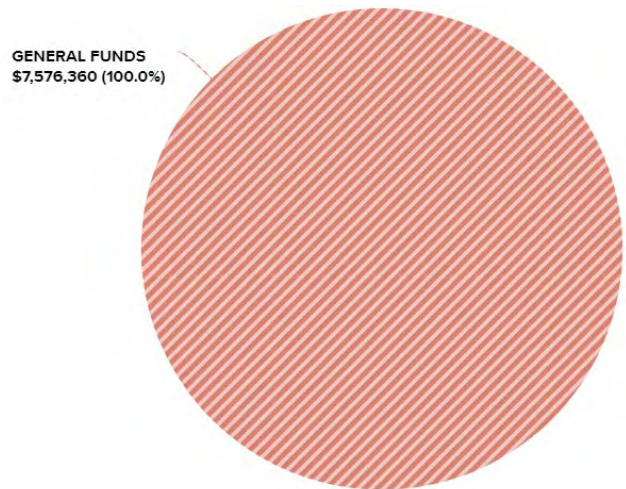
Investigate criminal violations in a manner that will best ensure suspect apprehension and prosecution or resolution; refer juveniles to diversion programs when appropriate; and identify emerging crime patterns and criminal methods of operation through partnerships within the law enforcement community.

ACTUAL EXPS. 2022-23	ADJUSTED BUDGET 2023-24	BUDGET 2024-25
\$ 7,752,397	\$ 7,173,000	\$ 7,576,360

FY 2024-25 BUDGET BY CATEGORY



FY 2024-25 BUDGET BY FUNDING SOURCE



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# 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 management of its assets, 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 \$10.1 million in revenue for FY23 by moving 1.82 million metric tons of cargo across Port docks.
- Funded nearly \$800K in City services – \$563K in subvention, \$122K in City contract services to the Port, and \$125K in matching funds for City projects funded through the PSGP grants.
- Received grant awards of \$500K for the fifth consecutive year in federal funds as part of the PSGP from the Department of Homeland Security for enhanced security infrastructure and waterside facilities for City Fire and Police. Since 2018 the Port has received over \$6M in PSGP grant funding.
- Completed the Port's Interagency Operations Center (IOC) to facilitate incident command center during catastrophic events.
- Commenced CEQA and concept design of the future ferry terminal.
- Ongoing advocacy and partnership with City and other agencies to secure grant funding for the 101/84 project.
- Launched new events including Lunch & Learns, lighted drone show, continuous concert series, and continuation of other events (Chamber mixers).





# PORT OF REDWOOD CITY

## GOALS FY 2024-25

The Port continues to keep a cautiously optimistic approach on revenue and cargo since the global pandemic. An indirect benefit from the pandemic included more robust activation of our recreational waterfront, where a renewed community interest has emerged with concerts and other family fun waterfront events.

The Port's overarching Goals for FY 2024-25 include:

- Advance berth dredging to facilitate improved cargo operations with total project cost of \$2M.
- Identify new master development opportunities at both the municipal marina and the future ferry terminal for more destination type uses and increase Port revenue.
- Complete engineering/construction of the new RWCPD/FD jet dock with total project cost of approximately \$2.5M.
- Sponsor U.S. Army Corps of Engineers channel maintenance dredging project of \$9M appropriated in federal funding.
- Continue efforts to advance the 101/84 interchange and identify funding opportunities through both state and federal sources.
- Implement new Port policies including real estate leasing policy and nature-based solutions for sea level rise policy initiatives.
- Continue public waterfront activation events and launch new community event permitting, tours, gathering spaces, and programs on Port waterfront.
- Maintain and grow existing cargo tonnage as part of post-pandemic economic recovery.
- Host annual public safety emergency drill and exercise with the City of Redwood City and other federal/state/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 14, 2024

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

**Subject: FY2024-25 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, 2024 to June 30, 2025, the Port Commission reviewed the FY2024-25 Port Budget at its regular meeting on May 8, 2024 and thereby introduced a Budget Ordinance. In order to finalize the introduction of Budget Ordinance there will be a public hearing, which is scheduled on May 22, 2024. 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 FY2024-25 Port Budget reflects \$10.3 million in Operating Revenue, of which Maritime Operations will generate \$7.7 million, or 74%, of the total operating revenue. This \$7.7 million includes rentals/leases and 1.9 million metric tons of cargo that will be transported through the Port. The remaining \$2.6 million of the operating revenue will be from Recreational Boating (\$600,000) and Commercial Rentals/Leases, which is slightly over \$2.0 million.

The budget data also includes \$7.5 million in Total Operating Expenses; approximately 69% is attributable to operations and 31% to administration – leaving an Operating Income of \$2.8 million. The Operating Income is further tabulated to \$2.8 million Net Income which includes almost \$1.0 million of non-operating income, such as, grants and interest income and almost \$1.0 million of non-operating expenses, such as, interest expense on the Port's 2012 and 2015 Revenue Bonds, and subvention payment to the City.

The FY2024-25 Port Budget also includes Capital Improvement Program (CIP) of \$2.8 million. The major projects for FY2024-25 will be to upgrade Port's aging infrastructure.

Respectfully,

Kristine A. Zortman  
Executive Director

Encl: Executive Summary of FY2024-25 Port Budget  
CC: City Manager, ACM of Administrative Services, City Clerk, Port Commissioners, Port Executive Director

675 Seaport Boulevard, Redwood City, CA 94063 | 650-306-4150 | [info@redwoodcityport.com](mailto:info@redwoodcityport.com)

# ATTACHMENT A

Executive Summary  
**PORT OF REDWOOD CITY**  
**Fy2024-25 BUDGET**  
**COMPARATIVE STATEMENTS OF ACTIVITIES**

	Fy2022 ACTUAL	Fy2023 ACTUAL	Fy2024 BUDGET	Fy2024 FORECAST	Fy2025 BUDGET	Fy2025 Budget vs Fy2024 Forecast Favorable (Unfavorable)	%
<b>OPERATING REVENUES</b>							
Dockage:	\$ 719,390	\$ 826,957	\$ 825,695	\$ 781,907	\$ 858,163	\$ 76,256	10%
Line Handling:	627,052	758,834	775,840	714,800	790,470	75,670	11%
Wharfage:	2,497,397	2,479,567	2,528,400	2,699,127	2,836,700	137,573	5%
Facilities Usage:	382,541	578,805	557,000	560,733	588,600	27,867	5%
Services & Misc (Water usage):	34,551	64,940	44,000	41,908	46,000	4,092	10%
Rental - Maritime:	2,294,341	2,375,513	2,463,653	2,477,215	2,549,303	72,088	3%
<b>Sub-Total Marine Terminal:</b>	<b>6,555,272</b>	<b>7,084,616</b>	<b>7,194,588</b>	<b>7,275,690</b>	<b>7,669,236</b>	<b>393,546</b>	<b>5%</b>
Marina - Berth Rental:	504,211	512,223	548,090	539,406	570,836	31,430	6%
Dry Boat Storage:	54,143	56,530	59,011	58,287	60,559	2,272	4%
<b>Sub-Total Recreational Boating:</b>	<b>558,354</b>	<b>568,753</b>	<b>607,101</b>	<b>597,693</b>	<b>631,395</b>	<b>33,702</b>	<b>6%</b>
Rental - Commercial:	2,430,535	2,287,406	2,322,615	2,260,643	2,028,284	(232,359)	-10%
<b>Sub-Total Commercial:</b>	<b>2,430,535</b>	<b>2,287,406</b>	<b>2,322,615</b>	<b>2,260,643</b>	<b>2,028,284</b>	<b>(232,359)</b>	<b>-10%</b>
<b>TOTAL OPERATING REVENUES:</b>	<b>9,544,161</b>	<b>9,940,775</b>	<b>10,124,304</b>	<b>10,134,026</b>	<b>10,328,915</b>	<b>194,889</b>	<b>2%</b>
<b>OPERATING EXPENSES</b>							
Marine Terminal:	3,352,444	2,061,978	2,347,216	2,278,088	2,365,189	(87,101)	-4%
Recreation Boating:	611,121	662,728	584,017	557,757	593,686	(35,929)	-6%
Commercial:	379,235	399,689	493,599	529,897	575,983	(46,086)	-9%
Infrastructure:	794,526	795,442	971,735	1,003,529	1,053,539	(50,010)	-5%
General Maintenance Dept:	402,876	538,362	606,062	552,506	619,990	(67,484)	-12%
<b>Sub-Total Operating Expenses:</b>	<b>5,540,202</b>	<b>4,458,199</b>	<b>5,002,629</b>	<b>4,921,777</b>	<b>5,208,387</b>	<b>(286,610)</b>	<b>-6%</b>
<b>ADMINISTRATIVE EXPENSES</b>							
Salaries & Benefits:	528,600	958,019	1,165,899	1,271,563	1,368,140	(96,577)	-8%
Office & Admin Expenses:	220,909	217,364	179,599	214,927	217,198	(2,271)	-1%
Professional Services:	248,768	320,623	325,680	320,850	360,880	(40,030)	-12%
Promotion & Marketing:	190,588	246,840	257,000	312,411	355,000	(42,589)	-14%
Depreciation (Office Only):	15,630	15,630	18,036	18,036	18,036	-	0%
<b>Sub-Total Administrative Exp:</b>	<b>1,204,495</b>	<b>1,758,476</b>	<b>1,946,214</b>	<b>2,137,787</b>	<b>2,319,254</b>	<b>(181,467)</b>	<b>-8%</b>
<b>TOTAL OPERATING EXPENSES:</b>	<b>6,744,697</b>	<b>6,216,675</b>	<b>6,948,843</b>	<b>7,059,564</b>	<b>7,527,641</b>	<b>(468,077)</b>	<b>-7%</b>
<b>OPERATING INCOME:</b>	<b>2,799,464</b>	<b>3,724,100</b>	<b>3,175,461</b>	<b>3,074,462</b>	<b>2,801,274</b>	<b>(273,188)</b>	<b>-9%</b>
<b>NON-OPERATING REVENUES (EXPENSES)</b>							
Interest Income:	75,461	507,070	350,000	580,521	590,000	9,479	2%
Interest Expense:	(445,627)	(411,434)	(378,123)	(378,123)	(340,954)	37,169	10%
Other Income (Expense):	(84,502)	643,250	368,466	474,433	370,116	(104,317)	-22%
<b>Total Non-Operating Income (Expenses):</b>	<b>(454,668)</b>	<b>738,886</b>	<b>340,343</b>	<b>676,831</b>	<b>619,162</b>	<b>(57,669)</b>	<b>9%</b>
<b>NET INCOME BEFORE SUBVENTION:</b>	<b>2,344,796</b>	<b>4,462,986</b>	<b>3,515,804</b>	<b>3,751,293</b>	<b>3,420,436</b>	<b>(330,857)</b>	<b>-9%</b>
Subvention to City of Redwood City:	(564,013)	(596,451)	(607,458)	(608,042)	(619,735)	(11,693)	2%
<b>NET INCOME AFTER SUBVENTION:</b>	<b>\$ 1,780,783</b>	<b>\$ 3,866,535</b>	<b>\$ 2,908,346</b>	<b>\$ 3,143,251</b>	<b>\$ 2,800,701</b>	<b>\$ (342,550)</b>	<b>-11%</b>

# ATTACHMENT A

Executive Summary  
PORT OF REDWOOD CITY  
FY2025 BUDGET  
STATEMENTS OF CASH FLOWS

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	<u>Fy2025</u>
<b>Operating Income:</b>	<b>\$ 2,801,274</b>
<b>Plus: Interest Income:</b>	<b>590,000</b>
<b>Plus: Other Non-Operating Income:</b>	<b>370,116</b>
<b>Less: Subvention:</b>	<b>(619,735)</b>
<b>Less: Debt Service:</b>	
2012 Bonds	(742,294)
2015 Bonds	<u>(604,907)</u>
	<b>(1,347,201)</b>
<b>Plus: Depreciation:</b>	<b>1,389,929</b>
<b>Less: Capital Improvement Program (CIP):</b>	<b>(2,800,000)</b>
<b>Net Cash Flow:</b>	<b><u>\$ 384,382</u></b>

## **ATTACHMENT A**

**Executive Summary  
PORT OF REDWOOD CITY  
FY2025 BUDGET  
CAPITAL IMPROVEMENT PROGRAM (CIP)**

<b>PROJECT DESCRIPTION</b>	<b>COST</b>
<b>Street Paving (From Asphalt to Concrete):</b>	<b>\$ 300,000</b>
<b>Rail Spur Improvement:</b>	<b>200,000</b>
<b>Wharf-5 &amp; Boat-Yard Project:</b>	<b>350,000</b>
<b>EOC Room &amp; CyberSecurity:</b>	<b>150,000</b>
<b>Stormwater Drainage Improvement (Match):</b>	<b>300,000</b>
<b>Sewer Lift Improvement Project:</b>	<b>1,000,000</b>
<b>WIP - Ferry Project:</b>	<b>350,000</b>
<b>WIP - Living Shoreline Project:</b>	<b>150,000</b>
	<b><u>\$ 2,800,000</u></b>

# ATTACHMENT A

## Executive Summary PORT OF REDWOOD CITY FY2025 BUDGET COMPARATIVE STATISTICS

	<u>FY2022 ACTUAL</u>	<u>FY2023 ACTUAL</u>	<u>FY2024 BUDGET</u>	<u>FY2024 FORECAST</u>	<u>FY2025 BUDGET</u>
<b><u>MARINE TERMINAL</u></b>					
OPERATING REVENUE:	\$ 6,555,272	\$ 7,084,616	\$ 7,194,588	\$ 7,275,690	\$ 7,669,236
OPERATING EXPENSE:	3,352,444	2,061,978	2,347,216	2,278,088	2,365,189
GROSS PROFIT:	3,202,828	5,022,638	4,847,372	4,997,602	5,304,048
GROSS MARGIN:	48.9%	70.9%	67.4%	68.7%	69.2%
<b><u>RECREATIONAL BOATING</u></b>					
OPERATING REVENUE:	558,354	568,753	607,101	597,693	631,395
OPERATING EXPENSE:	611,121	662,728	584,017	557,757	593,686
GROSS PROFIT:	(52,767)	(93,975)	23,084	39,936	37,709
GROSS MARGIN:	-9.5%	-16.5%	3.8%	6.7%	6.0%
<b><u>COMMERCIAL</u></b>					
OPERATING REVENUE:	2,430,535	2,287,406	2,322,615	2,260,643	2,028,284
OPERATING EXPENSE:	379,235	399,689	493,599	529,897	575,983
GROSS PROFIT:	2,051,300	1,887,717	1,829,016	1,730,746	1,452,300
GROSS MARGIN:	84.4%	82.5%	78.7%	76.6%	71.6%
<b><u>OPERATIONS ONLY (NO ADMIN)</u></b>					
OPERATING REVENUE:	9,544,161	9,940,775	10,124,304	10,134,026	10,328,915
OPERATING EXPENSE:	5,540,202	4,458,199	5,002,629	4,921,777	5,208,387
GROSS PROFIT:	4,003,959	5,482,576	5,121,675	5,212,249	5,120,528
GROSS MARGIN:	42.0%	55.2%	50.6%	51.4%	49.6%
<b><u>OPERATING INCOME TO OPERATING REVENUE</u></b>					
TOTAL OPERATING INCOME:	2,799,464	3,724,100	3,175,461	3,074,462	2,801,274
TOTAL OPERATING REVENUE:	9,544,161	9,940,775	10,124,304	10,134,026	10,328,915
ATIO OF OPS INCOME TO OPS REVENUE:	29.3%	37.5%	31.4%	30.3%	27.1%
<b><u>NET INCOME TO OPERATING INCOME</u></b>					
NET INCOME BEFORE SUBVENTION:	2,344,796	4,462,986	3,515,804	3,751,293	3,420,436
OPERATING REVENUE:	9,544,161	9,940,775	10,124,304	10,134,026	10,328,915
ATIO OF NET INCOME TO OPS REVENUE:	24.6%	44.9%	34.7%	37.0%	33.1%
<b><u>ADMINISTRATIVE EXPENSE TO OPERATING EXPENSE</u></b>					
ADMINISTRATIVE EXPENSE:	1,204,495	1,758,476	1,946,214	2,137,787	2,319,254
TOTAL OPERATING EXPENSES:	6,744,697	6,216,675	6,948,843	7,059,564	7,527,641
RATIO OF ADMIN EXP TO OPS EXP:	17.9%	28.3%	28.0%	30.3%	30.8%

## ATTACHMENT A

Executive Summary  
**PORT OF REDWOOD CITY**  
**FY2025 BUDGET**  
**COMPARATIVE TONNAGE**

	<u>FY2022</u> <u>ACTUAL</u> Metric ton	<u>FY2023</u> <u>ACTUAL</u> Metric ton	<u>FY2024</u> <u>BUDGET</u> Metric ton	<u>FY2024</u> <u>FORECAST</u> Metric ton	<u>FY2025</u> <u>BUDGET</u> Metric ton	
<b>CEMENT:</b>	113,579	206,439	180,000	181,220	180,000	
<b>IMPORTED SAND:</b>	1,082,155	1,176,079	1,260,000	1,278,754	1,280,000	
<b>GYPSUM:</b>	284,022	201,016	220,000	230,065	230,000	
<b>BAUXITE:</b>	-	-	-	-	-	
<b>SCRAP METAL:</b>	310,640	242,352	250,000	225,261	230,000	
	<u>1,790,396</u>	<u>1,825,886</u>	<u>1,910,000</u>	<u>1,915,300</u>	<u>1,920,000</u>	
	<b>Fy2024-25 vs Fy2023-24 (FORECAST):</b>				<b>4,700</b>	<b>0.2%</b>
	<b>Fy2024-25 vs Fy2023-24 (BUDGET):</b>				<b>10,000</b>	<b>0.5%</b>

## ATTACHMENT A

Executive Summary  
**PORT OF REDWOOD CITY**  
**FY2025 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:	1,280,000		<u>1,280,000</u>	36
Cemex	Cement:	180,000		<u>180,000</u>	10
Pabco	Gypsum:	230,000		<u>230,000</u>	12
Simsmetal	Scrap:		230,000	<u>230,000</u>	12
<b>TOTAL TONNAGE (metric):</b>		<u><b>1,690,000</b></u>	<u><b>230,000</b></u>	<u><b>1,920,000</b></u>	<u><b>70</b></u>

	<b>NUMBER OF VESSELS</b>				
	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>	<b>FY2024</b>	<b>FY2025</b>
	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>FORECAST</u>	<u>BUDGET</u>
<b>CARGO VESSELS:</b>	<b>63</b>	<b>65</b>	<b>61</b>	<b>67</b>	<b>69</b>
<b>BARGES:</b>	<b>12</b>	<b>9</b>	<b>12</b>	<b>22</b>	<b>21</b>
<b>PESSINGER VESSELS:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL VESSELS:</b>	<u><b>75</b></u>	<u><b>74</b></u>	<u><b>73</b></u>	<u><b>89</b></u>	<u><b>90</b></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 2023-24 MAJOR ACCOMPLISHMENTS

- Completed a water rate study, sewer rate study, and water and sewer fees study to update and align rates and fees to cost of services; simultaneously expanded the Utility Rate Assistance Program for low-income residents, increasing the benefit amount by \$5 per month for each of the three services: water, sewer, and solid waste.
- Enhanced winter weather preparation outreach to the community via new videos published in English and Spanish on the City's website, development of a creekside property owner's guide mailed to creekside adjacent property owners and made available in English and Spanish on the City's website, and attendance at neighborhood association meetings.
- Completed Public Works Lobby Remodel Project in furtherance of the City's Facility Security Improvement initiative.
- Completed Fair Oaks Community Center Exterior Painting Project through the use of Community Development Block Grant funding.
- Converted last remaining 10% of eligible streetlights throughout the City to more energy-efficient light emitting diode (LED) lights.
- Successfully transitioned street sweeping operations from an outside contractor to being conducted by City staff in order to provide greater flexibility, accountability, and level of service with a lower total cost.
- Completed Sea-Level Rise Vulnerability Study and conducted a community workshop.
- Completed material identification for 17,000 service lines, furthering the City's progress toward meeting the Federal Lead and Copper Rule Revision requirement of identifying material in 21,000 service lines by October 16, 2024.
- Reduced real water losses to 18.7 gallons per connection per day (gpcd), below the State Water Resources Control Board standard of 23.8 gpcd, ahead of the 2028 compliance date.

# PUBLIC WORKS SERVICES

## GOALS FOR FY 2024-25

- Complete a tree inventory audit and begin work on updating the City's tree ordinance by June 30, 2025, extending the originally projected completion date from June 30, 2024, due to unanticipated project delays related to staffing resources, conflicting priorities, and grant funding implications.
- Complete the State-mandated Municipal Fleet Decarbonization Plan by December 31, 2024.
- Update the City's Long Term Trash Load Reduction Plan targeting Municipal Regional Permit (MRP) requirements for stormwater discharges by September 2024.
- **SMARTIE Goal:** Enroll in the City's Cost Share Sidewalk Repair Program at least 10 participants who qualify for a greater than 50% discount based on their level of income by July 2025.

# PUBLIC WORKS SERVICES

Performance Measure	2018 Results	2019 Results	2020 Results	2021 Results	2022 Results	2023 Results	Target
Number of water main breaks responded to and repaired	88	76	120	109	59	60	Less than previous year
Number of sewer overflows	18	9	14	17	9	1	Less than 25
Percent of service requests completed on time	94%	90%	97%	93%	88%	99%	90%
Number of sidewalk repairs completed	1,330	1,919	2,146	4,497	3,309	1,102*	3,000

\* Results for 2023 are significantly lower due to operational trends post-pandemic and staff vacancies. The 2024 Target has been updated to reflect current resource levels.

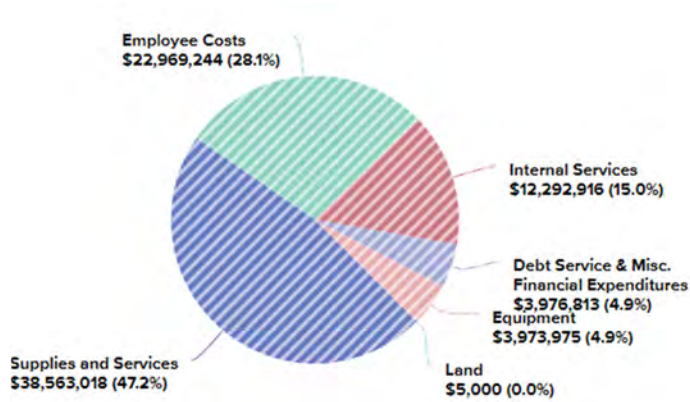
# PUBLIC WORKS SERVICES

## DEPARTMENT BUDGET

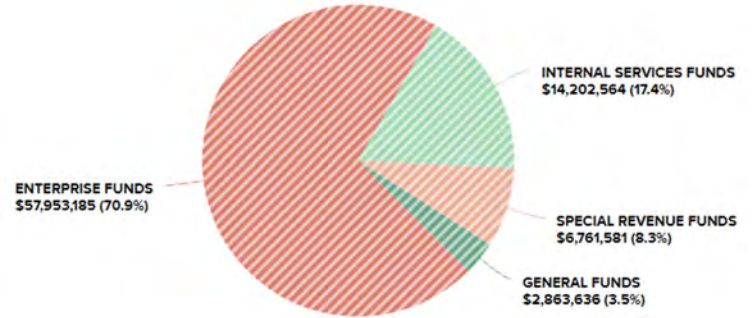
The total Public Works Services budget for FY 2024-25 is \$123,41 million, representing 33.0% of the total operational budget and 1.55% of the general fund budget.

ACTUAL EXPS. 2022-23	ADJUSTED BUDGET 2023-24	BUDGET 2024-25
\$ 94,463,001.00	\$ 114,342,426.00	\$ 123,407,164.00

FY 2024-25 BUDGET BY CATEGORY



FY 2024-25 BUDGET BY FUNDING SOURCE

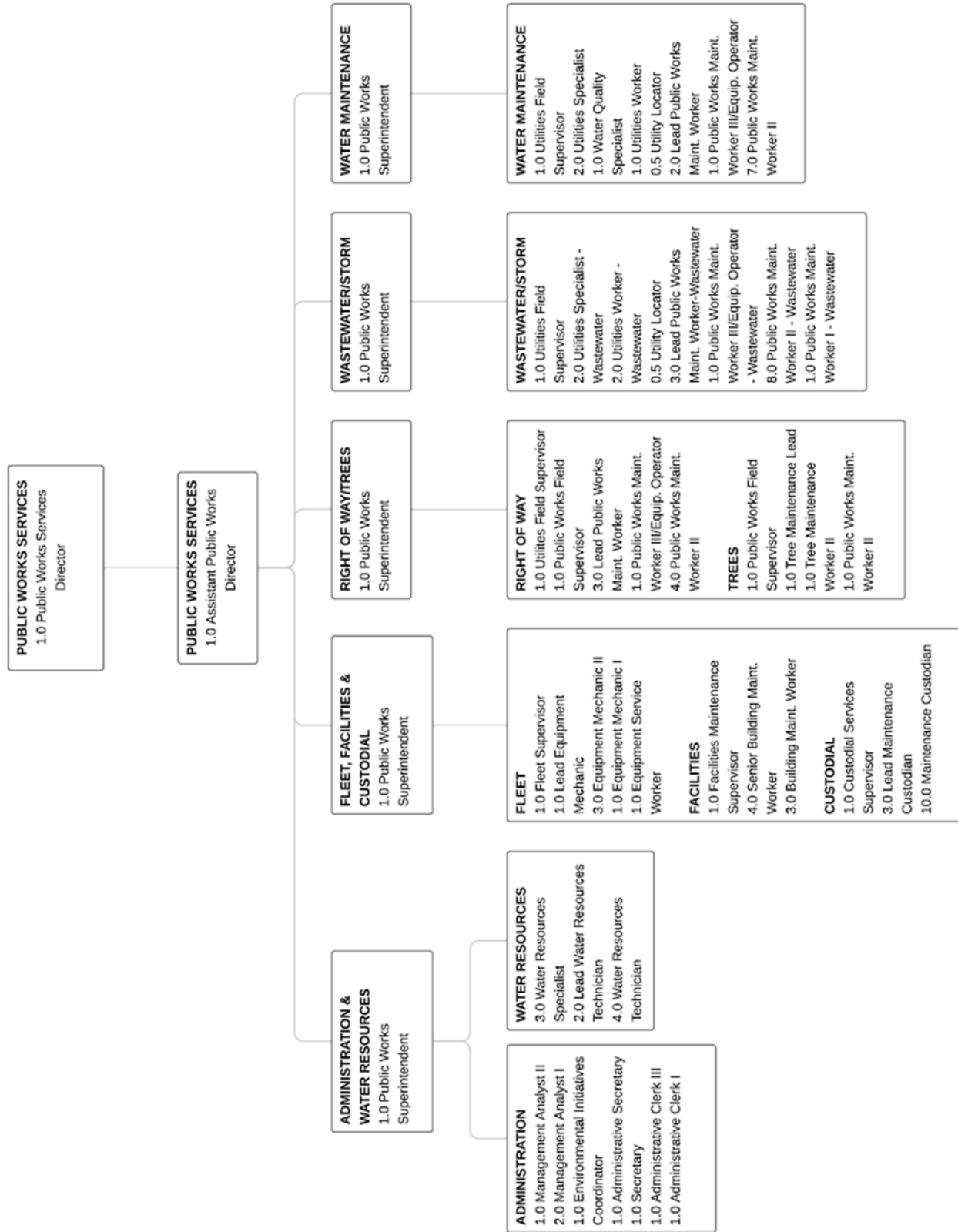


# PUBLIC WORKS SERVICES

There are 116.43 FTEs in the budget for FY 2024-25, representing 19.3% of all City employees. The recommended budget includes the addition of 1.0 Building Maintenance Worker and 1.5 Maintenance Custodians to help support operations at the new Veterans Memorial Building/Senior Center.

DEPARTMENT/TITLE	ADOPTED	ADOPTED	RECOMMENDED
	BUDGET 2022-23	BUDGET 2023-24	BUDGET 2024-25
<b>Public Works</b>			
Accountant	0.25	0.25	0.25
Accounting Technician II	-	-	-
Administrative Clerk I	1.00	-	-
Administrative Clerk II	-	1.00	0.97
Administrative Clerk III	1.00	1.00	1.00
Administrative Secty	1.00	1.00	1.00
Assistant Engineer II	-	-	-
Assistant Public Works Director	1.00	1.00	1.00
Associate Engineer	2.00	2.00	2.00
Building Maintenance Worker	3.22	3.22	4.22
Capital Improvement Program Manager	-	0.20	0.20
Comm. Dev. Manager - Engineering	0.15	0.15	-
Custodial Services Supervisor	1.00	1.00	1.00
Engineering and Transportation Director/City Engineer	-	-	0.15
Environmental Initiatives Coordinator	1.00	1.00	1.00
Equipment Mechanic I	1.00	1.00	1.00
Equipment Mechanic II	3.00	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	11.50
Management Analyst I	2.00	-	-
Management Analyst II	1.00	3.00	2.92
Managerial / Professional Level I	1.00	1.00	1.00
Official / Executive / Professional Level I	0.70	0.70	0.70
Public Works Field Supervisor	1.50	1.00	1.00
Public Works Maint Worker I - Wastewater	1.00	1.00	1.00
Public Works Maint Worker II	10.00	13.00	13.00
Public Works Maint Worker II - Wastewater	8.00	8.00	8.00
Public Works Maint Worker III / Equip Oper	2.45	4.45	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	1.46	1.54
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	4.48	4.48
Utilities Specialist	2.00	2.00	2.00
Utilities Specialist - Wastewater	2.00	2.00	3.00
Utilities Worker	1.00	1.00	1.00
Utilities Worker - Wastewater	2.00	2.00	1.00
Utility Locator	1.00	1.00	1.00
Water Quality Specialist	1.00	1.00	1.00
Water Resources Specialist	3.00	3.00	3.00
Water Resources Technician	4.00	4.00	4.00
Total	108.82	113.96	116.43

# PUBLIC WORKS SERVICES





# PUBLIC WORKS SERVICES

Major changes to the department’s budget for FY 2024-25 are listed in the table below:

Summary of Change	General Fund	Special Revenue Funds	Capital Projects Funds	Enterprise Funds	Internal Services Funds	Total
<b>Supplies and Services</b>						
Increase the operations and maintenance budget for sewer collection operations to keep pace with inflation and approved employee wage increases.				57,931		<b>57,931</b>
Authorize budget adjustment to align operating expenditure budget with planned facility internal service charges.					413,475	<b>413,475</b>
Authorize budget adjustment to align expenditure budget with internal service charges.					132,027	<b>132,027</b>
Provide one-time funding for City equipment and vehicle replacement.					867,000	<b>867,000</b>
Provide ongoing funding to support the operations and maintenance costs associated with the automated bollards along Theater Way.	30,000					<b>30,000</b>
Increase expenditure budget to retain outside legal services related to utility rates and fees.				20,000		<b>20,000</b>
Increase PWS PG&E budgets due to rate increases.		320,000		80,000		<b>400,000</b>
Provide ongoing funding related to Silicon Valley Clean Water (SVCW) wastewater treatment and disposal costs.				1,513,540		<b>1,513,540</b>
Increase expenditure budget for insurance coverage for the Water Maintenance and Distribution System.				29,400		<b>29,400</b>
Increase expenditure budget for water purchases from San Francisco PUC.				3,324,000		<b>3,324,000</b>
Authorize budget adjustment to align the operating expenditure budget with fleet internal service charges.					648,982	<b>648,982</b>
Transfer one-time funding for the replacement of select Parks equipment.	244,317					<b>244,317</b>
<b>Personnel</b>						
Realign current FTEs to accurately reflect the distribution of work among Management Analysts and administrative clerical staff in support of department operations. No net change in budget.	-					<b>-</b>
Provide ongoing funding for a new Building Maintenance Worker to support facilities maintenance operations. (New VMB/SC)					185,000	<b>185,000</b>
Provide ongoing funding for 1.5 Maintenance Custodian to support custodial operations. (New VMB/SC)					222,196	<b>222,196</b>
Provide ongoing funding to convert an existing Utilities Worker - Wastewater FTE to a Utilities Specialist - Wastewater position.	25,000					<b>25,000</b>
<b>Total</b>	<b>299,317</b>	<b>320,000</b>	<b>-</b>	<b>5,024,871</b>	<b>2,468,680</b>	<b>8,112,868</b>

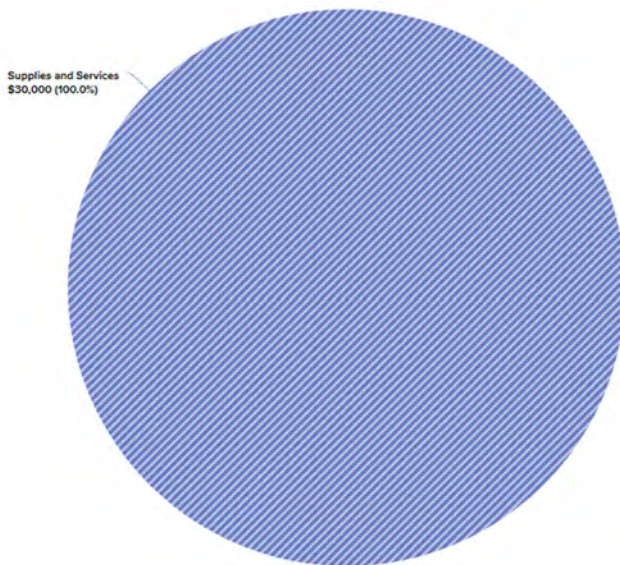
# PUBLIC WORKS SERVICES

**PROGRAM:** Climate Action Plan  
**SUB-PROGRAM:** Climate Action and Adaptation Implementation (65138)

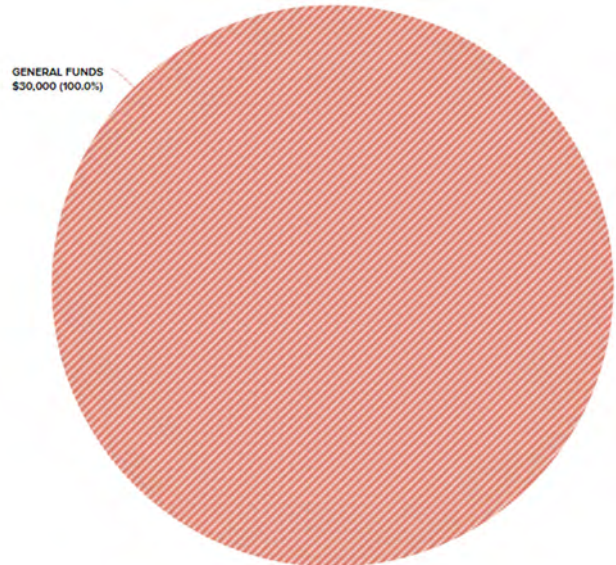
**SUB-PROGRAM PURPOSE OR BUSINESS:**  
 Manage the implementation of the City’s Climate Action Plan strategies and initiatives.

<b>ACTUAL EXPS. 2022-23</b>	<b>ADJUSTED BUDGET 2023-24</b>	<b>BUDGET 2024-25</b>
\$ 95,560	\$ 1,086,219	\$ 30,000

**FY 2024-25 BUDGET BY CATEGORY**



**FY 2024-25 BUDGET BY FUNDING SOURCE**



# PUBLIC WORKS SERVICES

**PROGRAM:** Fleet, Facilities, and Custodial Maintenance Services

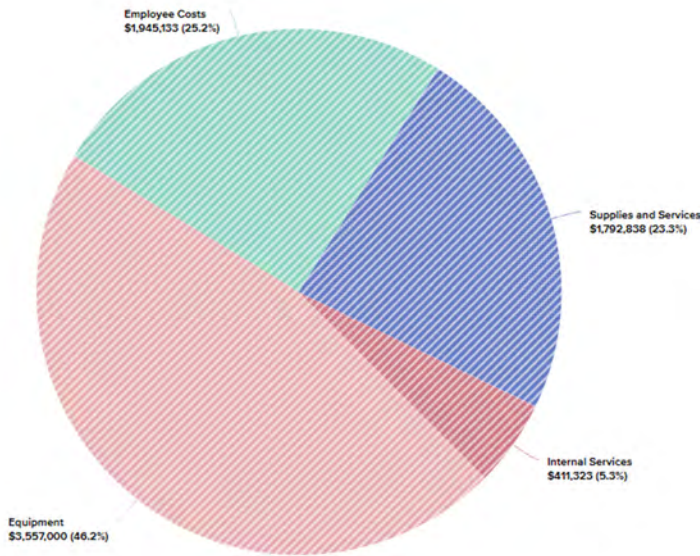
**SUB-PROGRAM:** Equipment Services (67230)

**SUB-PROGRAM PURPOSE OR BUSINESS:**

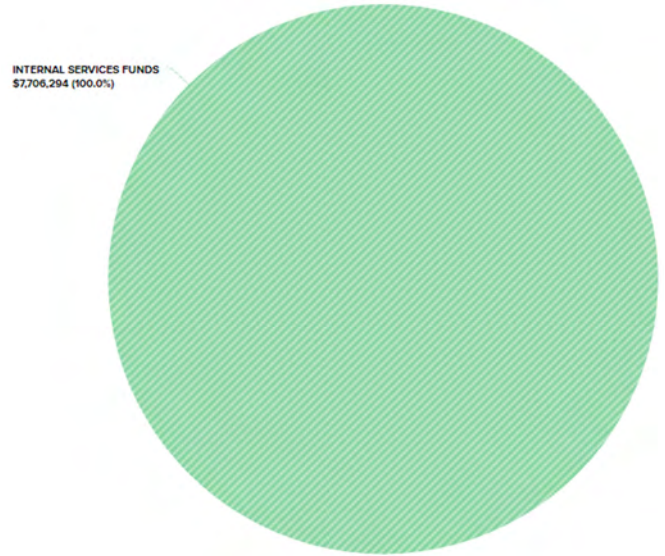
Manage the City’s fleet operations for maximum safety and efficiency.

<b>ACTUAL EXPS.</b>	<b>ADJUSTED BUDGET</b>	<b>BUDGET</b>
<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>
\$ 5,443,657	\$ 8,280,260	\$ 7,706,294

**FY 2024-25 BUDGET BY CATEGORY**



**FY 2024-25 BUDGET BY FUNDING SOURCE**



# PUBLIC WORKS SERVICES

**PROGRAM:** Fleet, Facilities, and Custodial Maintenance Services  
**SUB-PROGRAM:** Custodial Services (780-67241)

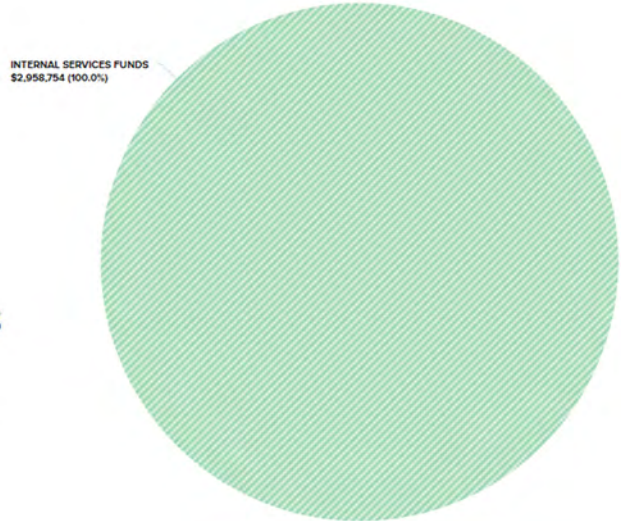
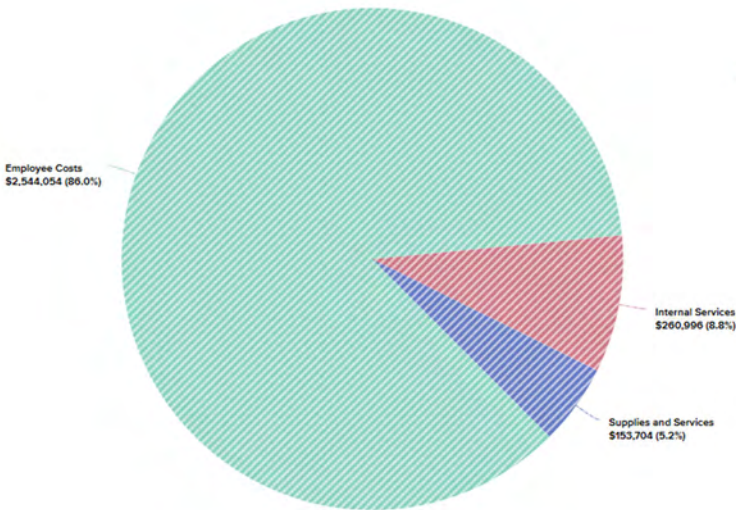
**SUB-PROGRAM PURPOSE OR BUSINESS:**

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

<b>ACTUAL EXPS.</b>	<b>ADJUSTED BUDGET</b>	<b>BUDGET</b>
<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>
<b>\$ 2,490,578</b>	<b>\$ 2,592,325</b>	<b>\$ 2,958,754</b>

**FY 2024-25 BUDGET BY CATEGORY**

**FY 2024-25 BUDGET BY FUNDING SOURCE**



# PUBLIC WORKS SERVICES

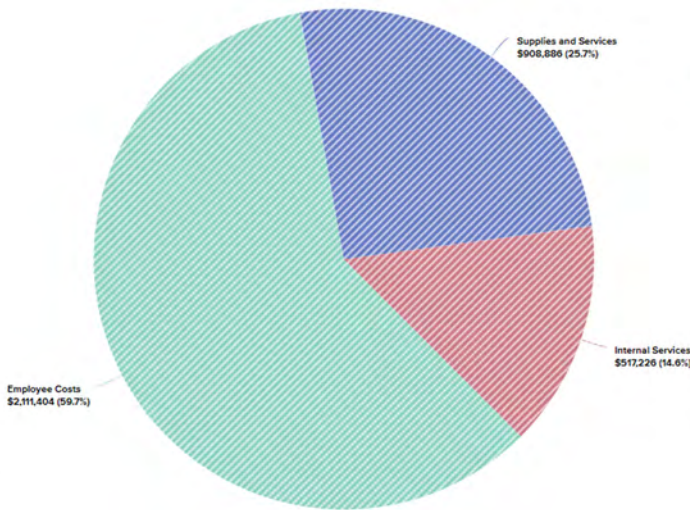
**PROGRAM:** Fleet, Facilities, and Custodial Maintenance Services  
**SUB-PROGRAM:** Building Maintenance Services (780-67242)

**SUB-PROGRAM PURPOSE OR BUSINESS:**

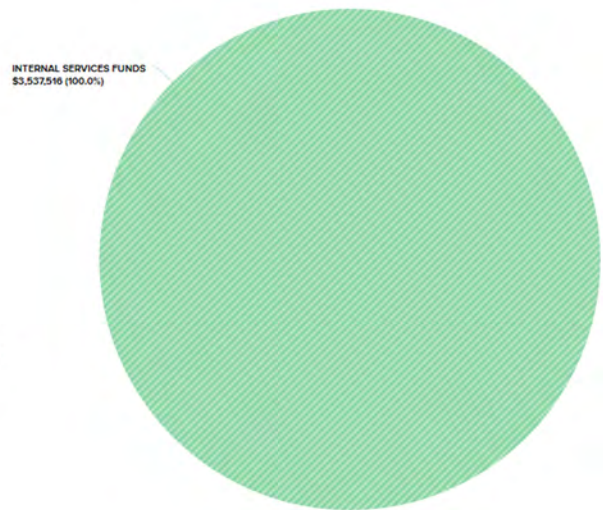
Provide great places for community activities by maintaining or enhancing the physical condition of City facilities, park hardscape, and other City assets so that they are safe, comfortable, and available for use.

<b>ACTUAL EXPS.</b>	<b>ADJUSTED BUDGET</b>	<b>BUDGET</b>
<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>
\$ 2,976,412	\$ 2,854,998	\$ 3,537,516

**FY 2024-25 BUDGET BY CATEGORY**



**FY 2024-25 BUDGET BY FUNDING SOURCE**



# PUBLIC WORKS SERVICES

**PROGRAM:** Fleet, Facilities, and Custodial Maintenance Services

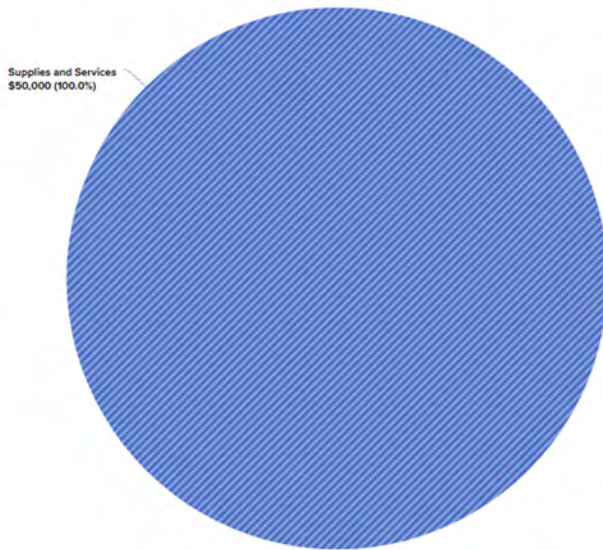
**SUB-PROGRAM:** Highway 101 Pedestrian Underpass (67243)

**SUB-PROGRAM PURPOSE OR BUSINESS:**

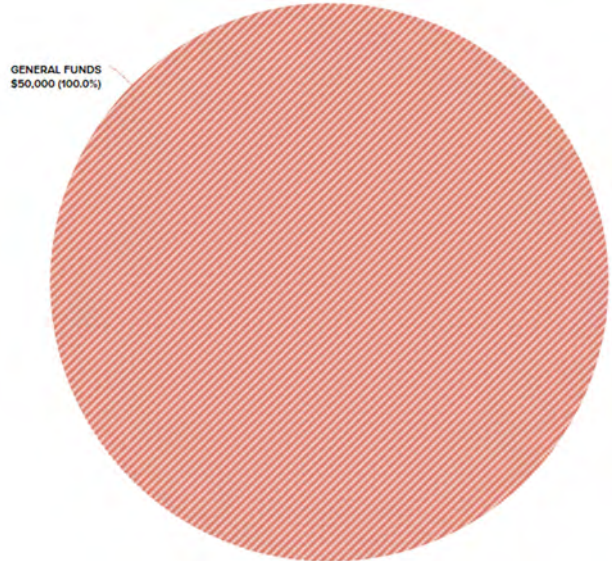
Supports the operations and maintenance costs associated with the new Highway 101 Pedestrian Undercrossing.

ACTUAL EXPS. 2022-23	ADJUSTED BUDGET 2023-24	BUDGET 2024-25
\$ -	\$ 50,000	\$ 50,000

**FY 2024-25 BUDGET BY CATEGORY**



**FY 2024-25 BUDGET BY FUNDING SOURCE**



# PUBLIC WORKS SERVICES

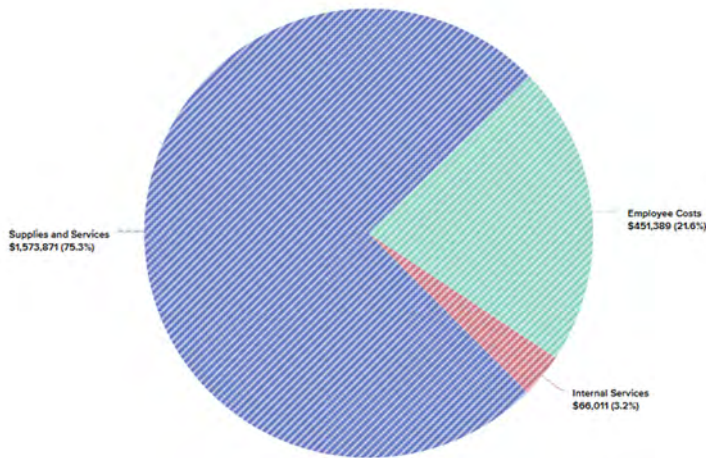
**PROGRAM:** Right-Of-Way Maintenance  
**SUB-PROGRAM:** Electrical Maintenance (65131)

**SUB-PROGRAM PURPOSE OR BUSINESS:**

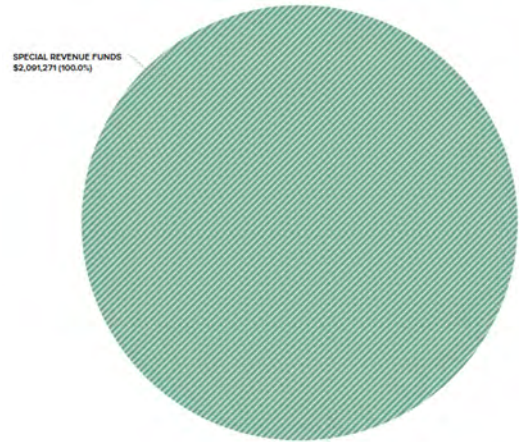
Maintain the safe movement of vehicles, bicycles, and pedestrians within the City's public right-of-ways through the operation of traffic signals and street lighting.

ACTUAL EXPS. 2022-23	ADJUSTED BUDGET 2023-24	BUDGET 2024-25
\$ 2,109,220	\$ 1,928,461	\$ 2,091,271

**FY 2024-25 BUDGET BY CATEGORY**



**FY 2024-25 BUDGET BY FUNDING SOURCE**



# PUBLIC WORKS SERVICES

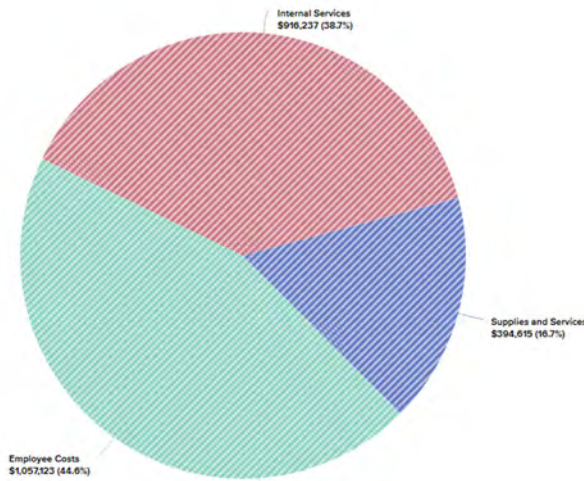
**PROGRAM:** Right-Of-Way Maintenance  
**SUB-PROGRAM:** Street System Maintenance (65132)

**SUB-PROGRAM PURPOSE OR BUSINESS:**

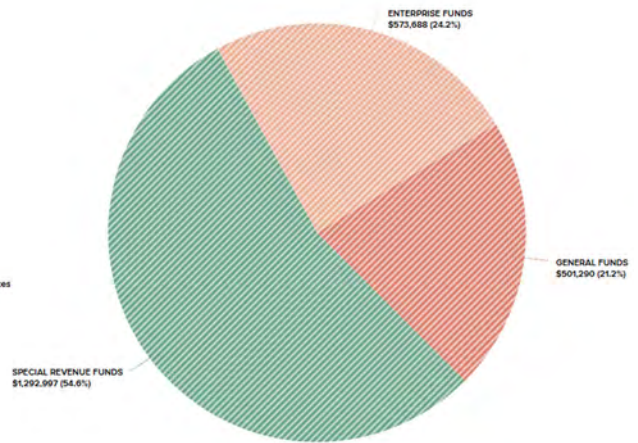
Maintain all streets, sidewalks, City parking lots, and parking meters in a safe condition for the movement of pedestrians and vehicles.

	<b>ACTUAL EXPS.</b>	<b>ADJUSTED BUDGET</b>	<b>BUDGET</b>
	<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>
\$	<b>3,119,297</b>	\$ <b>2,275,205</b>	\$ <b>2,367,975</b>

**FY 2024-25 BUDGET BY CATEGORY**



**FY 2024-25 BUDGET BY FUNDING SOURCE**





# PUBLIC WORKS SERVICES

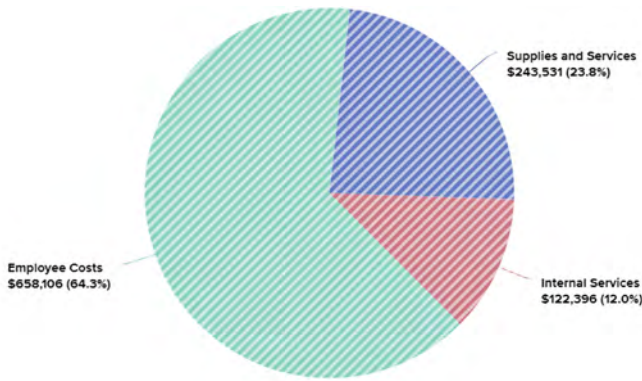
**PROGRAM:** Right-Of-Way Maintenance  
**SUB-PROGRAM:** Street Cleaning (65133)

**SUB-PROGRAM PURPOSE OR BUSINESS:**

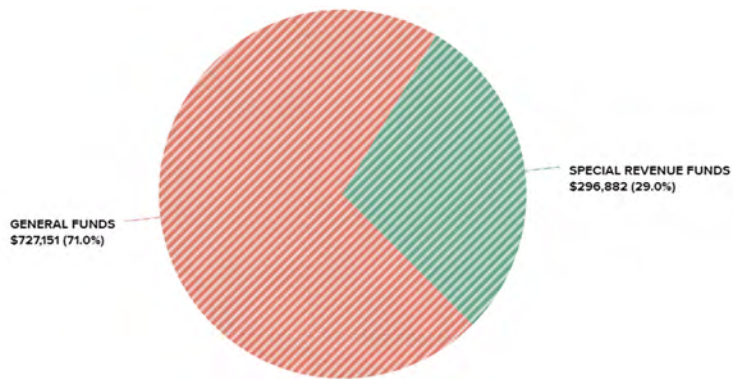
Sustain the City as clean, inviting, and aesthetically pleasing throughout all segments of the community by maintaining all roadway rights-of-way and parking facilities free from dirt, refuse, and litter as a component of street and road repair and maintenance in compliance with local, state, and federal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

ACTUAL EXPS. 2022-23	ADJUSTED BUDGET 2023-24	BUDGET 2024-25
\$ 837,279	\$ 999,919	\$ 1,024,033

**FY 2024-25 BUDGET BY CATEGORY**



**FY 2024-25 BUDGET BY FUNDING SOURCE**



# PUBLIC WORKS SERVICES

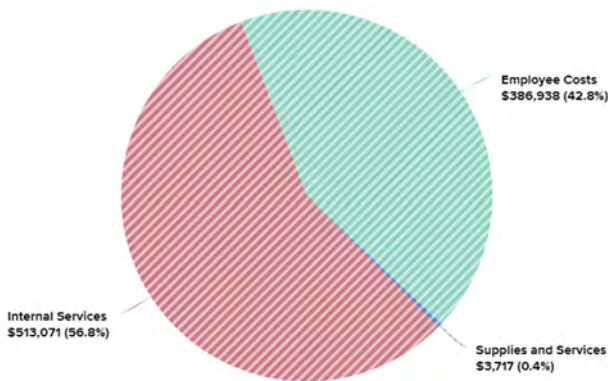
**PROGRAM:** Right-Of-Way Maintenance  
**SUB-PROGRAM:** Sidewalk Maintenance and Replacement (65134)

**SUB-PROGRAM PURPOSE OR BUSINESS:**

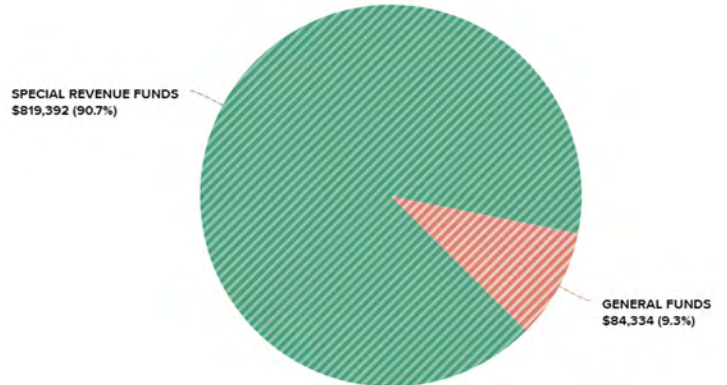
Identify areas needing sidewalk repairs and wheelchair ramps for barrier-free access and schedule appropriate construction or maintenance; and preserve existing street and private trees when practical during sidewalk repairs.

ACTUAL EXPS. 2022-23	ADJUSTED BUDGET 2023-24	BUDGET 2024-25
\$ 1,019,365	\$ 842,772	\$ 903,726

**FY 2024-25 BUDGET BY CATEGORY**



**FY 2024-25 BUDGET BY FUNDING SOURCE**



# PUBLIC WORKS SERVICES

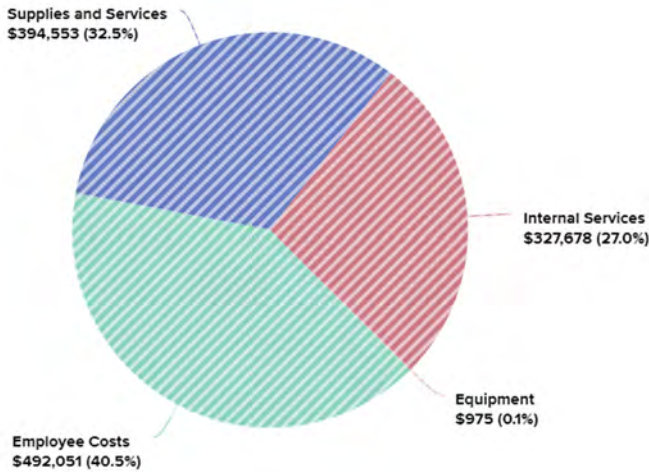
**PROGRAM:** Right-Of-Way Maintenance  
**SUB-PROGRAM:** Street Tree Maintenance (65135)

**SUB-PROGRAM PURPOSE OR BUSINESS:**

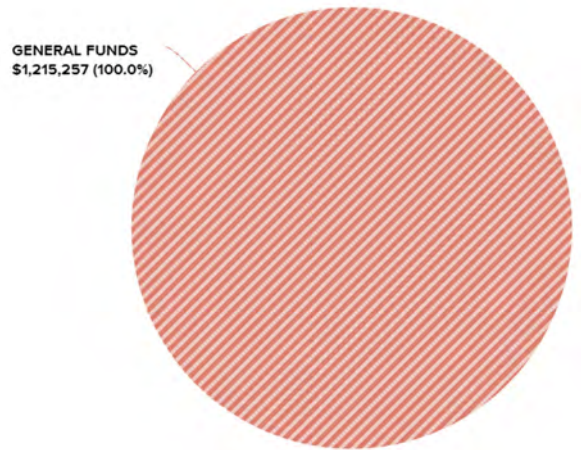
Protect the City's investment in street trees and enhance the overall tree population within the City, resulting in a more livable urban environment.

<b>ACTUAL EXPS.</b>	<b>ADJUSTED BUDGET</b>	<b>BUDGET</b>
<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>
<b>\$ 1,081,308</b>	<b>\$ 1,980,412</b>	<b>\$ 1,215,257</b>

**FY 2024-25 BUDGET BY CATEGORY**



**FY 2024-25 BUDGET BY FUNDING SOURCE**



# PUBLIC WORKS SERVICES

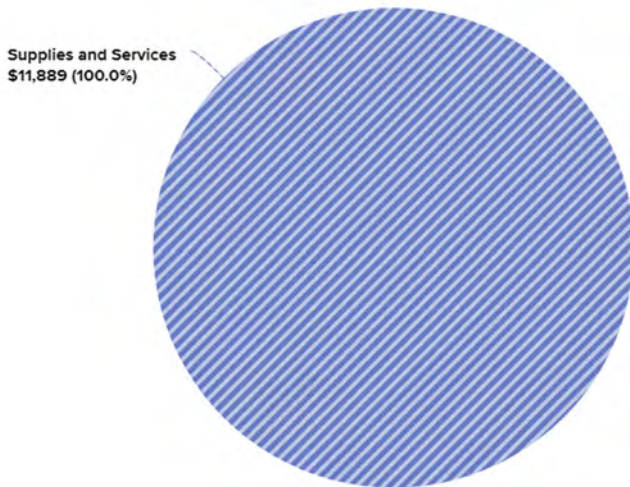
**PROGRAM:** Right-Of-Way Maintenance  
**SUB-PROGRAM:** Downtown Entry Features Maintenance (65136)

**SUB-PROGRAM PURPOSE OR BUSINESS:**

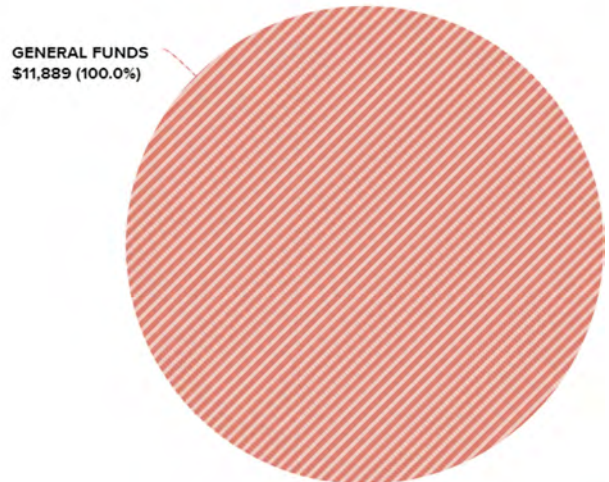
Maintain downtown right-of-way improvements and entry features in a safe and aesthetically pleasing manner.

<b>ACTUAL EXPS.</b>	<b>ADJUSTED BUDGET</b>	<b>BUDGET</b>
<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>
\$ 11,344	\$ 12,518	\$ 11,889

**FY 2024-25 BUDGET BY CATEGORY**



**FY 2024-25 BUDGET BY FUNDING SOURCE**



# PUBLIC WORKS SERVICES

**PROGRAM:** Right-of-Way Maintenance  
**SUB-PROGRAM:** Paint and Sign Maintenance (65137)

**SUB-PROGRAM PURPOSE OR BUSINESS:**

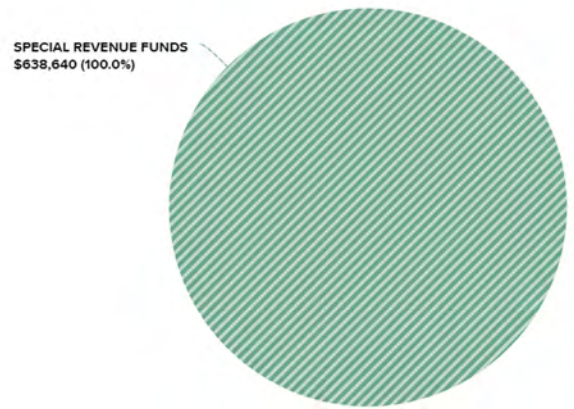
Maintain the safe movement of vehicles, bicycles, and pedestrians within the City’s public right-of-ways through the maintenance of traffic control apparatus – signs, curb painting, and pavement markings.

<b>ACTUAL EXPS.</b>	<b>ADJUSTED BUDGET</b>	<b>BUDGET</b>
<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>
\$ 579,913	\$ 615,934	\$ 638,640

**FY 2024-25 BUDGET BY CATEGORY**



**FY 2024-25 BUDGET BY FUNDING SOURCE**



# PUBLIC WORKS SERVICES

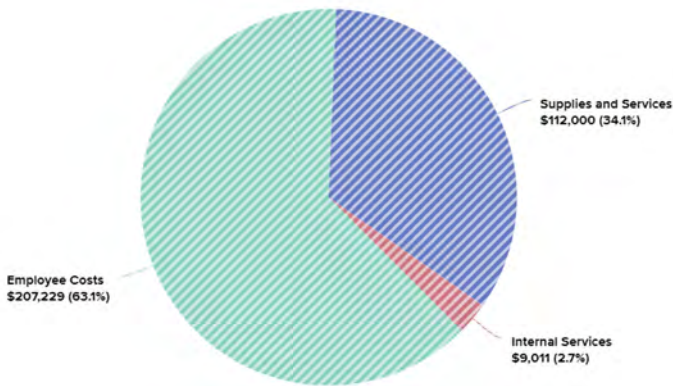
**PROGRAM:** Right-of-Way Maintenance  
**SUB-PROGRAM:** Trash and Recycling Efforts (65186)

**SUB-PROGRAM PURPOSE OR BUSINESS:**

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

<b>ACTUAL EXPS.</b> <b>2022-23</b>	<b>ADJUSTED BUDGET</b> <b>2023-24</b>	<b>BUDGET</b> <b>2024-25</b>
\$ 258,419	\$ 338,111	\$ 328,240

**FY 2024-25 BUDGET BY CATEGORY**



**FY 2024-25 BUDGET BY FUNDING SOURCE**



# PUBLIC WORKS SERVICES

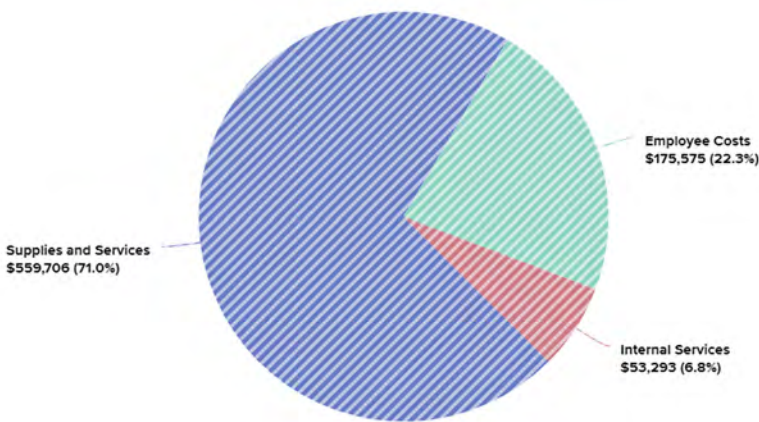
**PROGRAM:** Docktown Marina  
**SUB-PROGRAM:** Administration and Special Projects (66433, 75607)

**SUB-PROGRAM PURPOSE OR BUSINESS:**

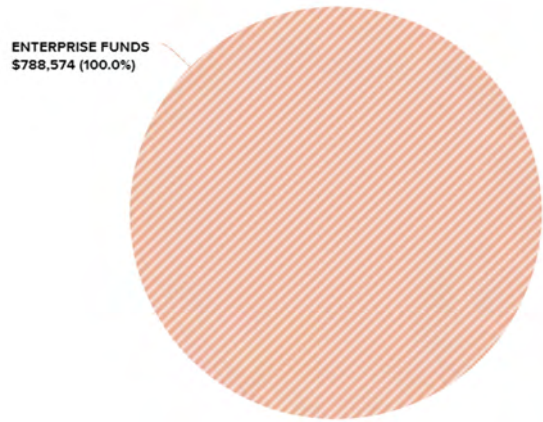
Oversee the management of Docktown Marina. Previously this was under the management of the Community Development and Transportation Department.

<b>ACTUAL EXPS.</b>	<b>ADJUSTED BUDGET</b>	<b>BUDGET</b>
<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>
<b>\$ 659,339</b>	<b>\$ 1,018,541</b>	<b>\$ 788,574</b>

**FY 2024-25 BUDGET BY CATEGORY**



**FY 2024-25 BUDGET BY FUNDING SOURCE**



# PUBLIC WORKS SERVICES

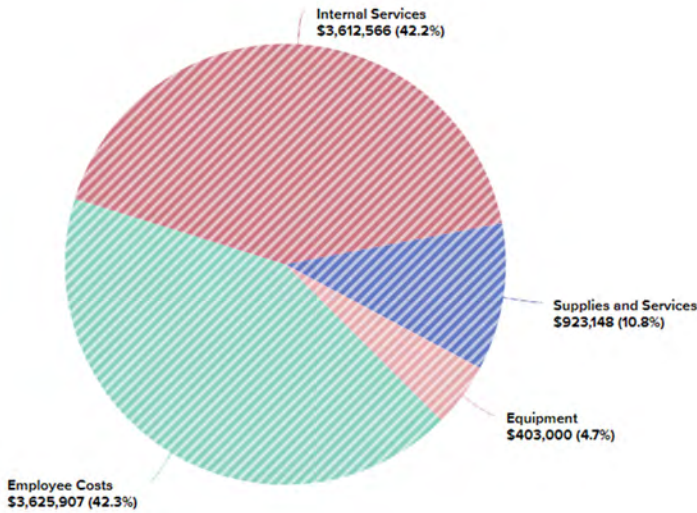
**PROGRAM:** Wastewater Management Services  
**SUB-PROGRAM:** Sanitary Sewer Maintenance (65152)

**SUB-PROGRAM PURPOSE OR BUSINESS:**

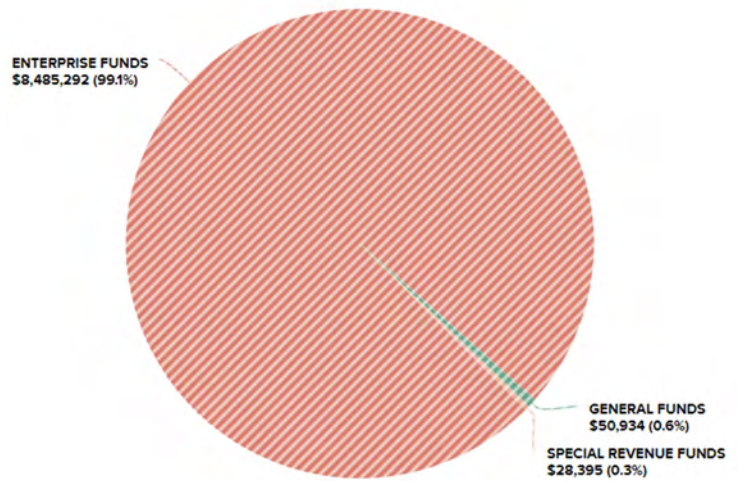
Maintain, repair, and operate the sanitary sewer collection system in a safe and effective manner and in compliance with county, state, and federal regulations.

ACTUAL EXPS. 2022-23	ADJUSTED BUDGET 2023-24	BUDGET 2024-25
\$ 6,768,664	\$ 8,650,325	\$ 8,564,621

**FY 2024-25 BUDGET BY CATEGORY**



**FY 2024-25 BUDGET BY FUNDING SOURCE**





# PUBLIC WORKS SERVICES

**PROGRAM:** Wastewater Management Services  
**SUB-PROGRAM:** Wastewater Treatment and Disposal (65154)

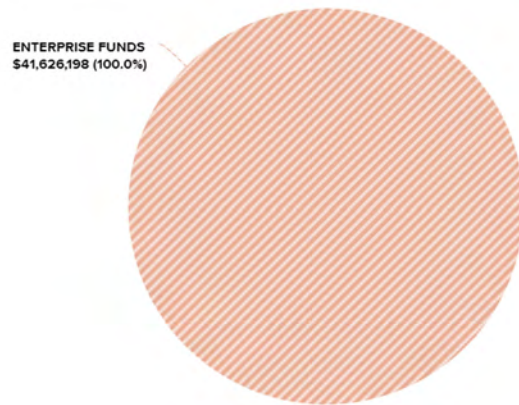
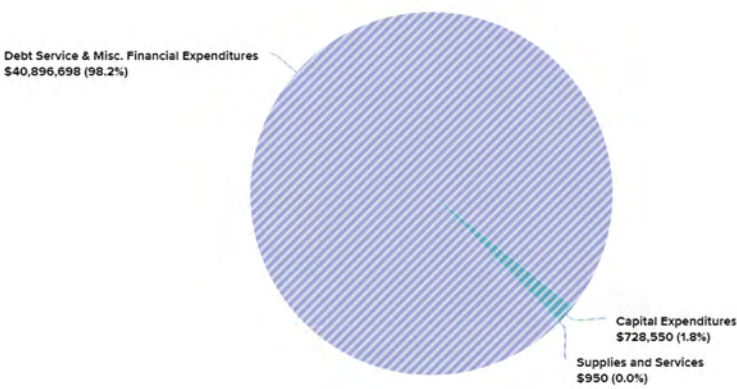
**SUB-PROGRAM PURPOSE OR BUSINESS:**

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

<b>ACTUAL EXPS.</b>	<b>ADJUSTED BUDGET</b>	<b>BUDGET</b>
<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>
\$ 29,813,457	\$ 30,242,324	\$ 41,626,198

**FY 2024-25 BUDGET BY CATEGORY**

**FY 2024-25 BUDGET BY FUNDING SOURCE**



# PUBLIC WORKS SERVICES

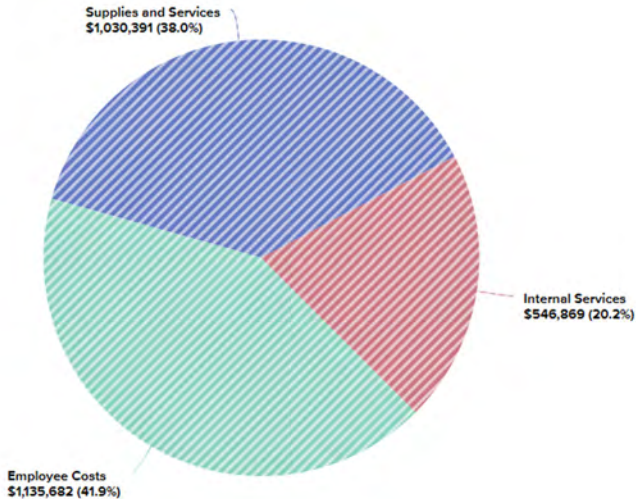
**PROGRAM:** Wastewater Management Services  
**SUB-PROGRAM:** Storm Drains Maintenance (65161)

**SUB-PROGRAM PURPOSE OR BUSINESS:**

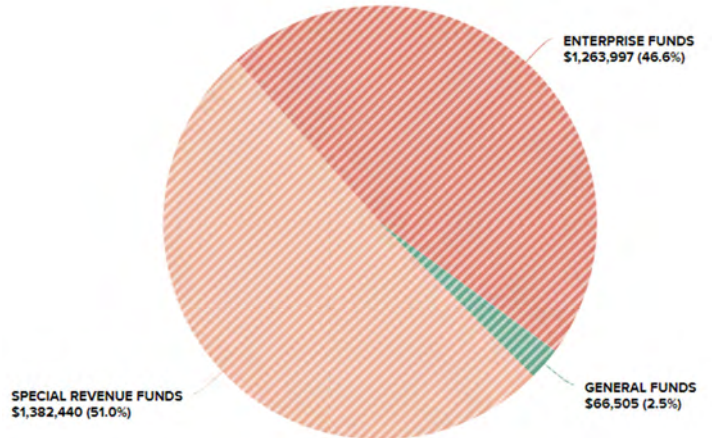
Maintain, repair, and operate the storm drainage system in a safe and effective manner and in compliance with county, state, and federal regulations.

ACTUAL EXPS. 2022-23	ADJUSTED BUDGET 2023-24	BUDGET 2024-25
\$ 2,435,346	\$ 3,068,357	\$ 2,712,942

**FY 2024-25 BUDGET BY CATEGORY**



**FY 2024-25 BUDGET BY FUNDING SOURCE**



# PUBLIC WORKS SERVICES

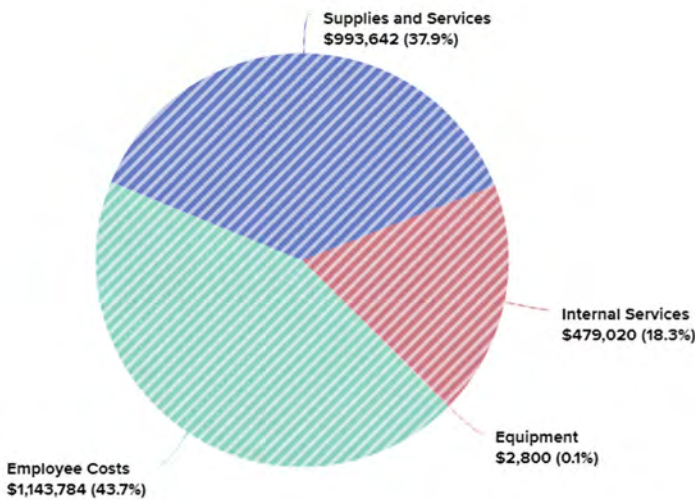
**PROGRAM:** Water Utility Services  
**SUB-PROGRAM:** Customer & Support Services (65142)

**SUB-PROGRAM PURPOSE OR BUSINESS:**

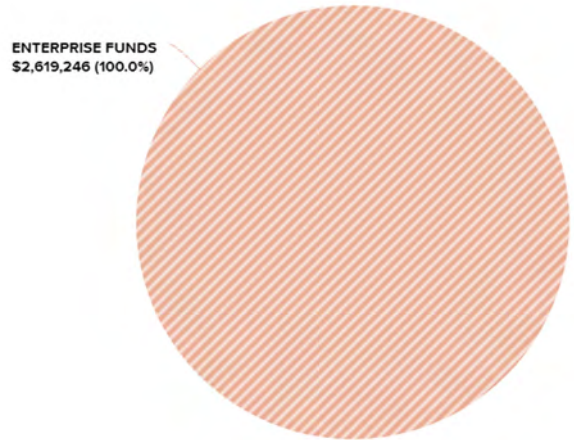
Support and sustain a business environment by providing key services for the City’s Water Enterprise that include the collection of Water Enterprise revenues through meter reading, customer and support services, and protection of the City’s water distribution system through the cross connection control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

<b>ACTUAL EXPS.</b> <b>2022-23</b>	<b>ADJUSTED BUDGET</b> <b>2023-24</b>	<b>BUDGET</b> <b>2024-25</b>
\$ 2,320,186	\$ 3,463,959	\$ 2,619,246

**FY 2024-25 BUDGET BY CATEGORY**



**FY 2024-25 BUDGET BY FUNDING SOURCE**



# PUBLIC WORKS SERVICES

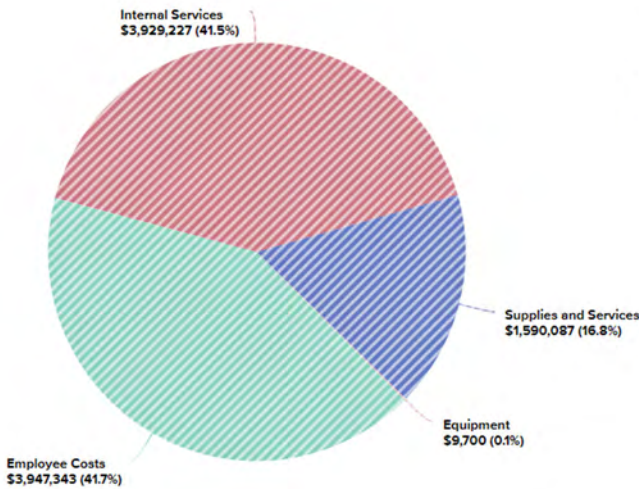
**PROGRAM:** Water Utility Services  
**SUB-PROGRAM:** Water System Maintenance (65144)

**SUB-PROGRAM PURPOSE OR BUSINESS:**

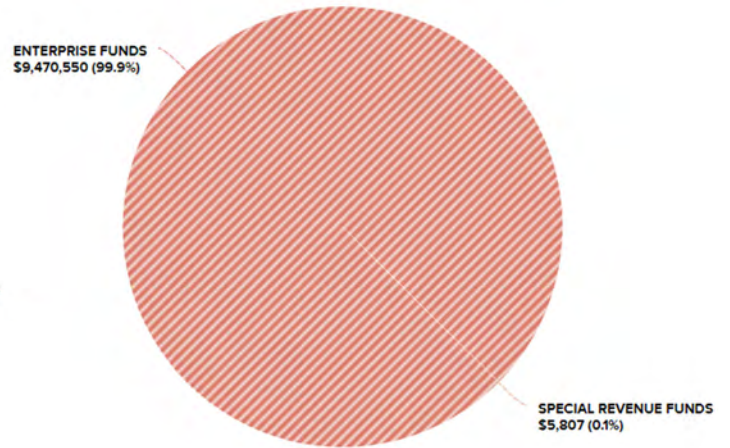
Operate, maintain, and repair the City’s water distribution system consistent with county, state, and federal regulations, protect the City’s water distribution system through water quality monitoring, and maintain a high level of readiness and disaster preparedness 24 hours a day, seven days a week.

ACTUAL EXPS. 2022-23	ADJUSTED BUDGET 2023-24	BUDGET 2024-25
\$ 9,009,762	\$ 9,458,244	\$ 9,476,357

**FY 2024-25 BUDGET BY CATEGORY**



**FY 2024-25 BUDGET BY FUNDING SOURCE**



# PUBLIC WORKS SERVICES

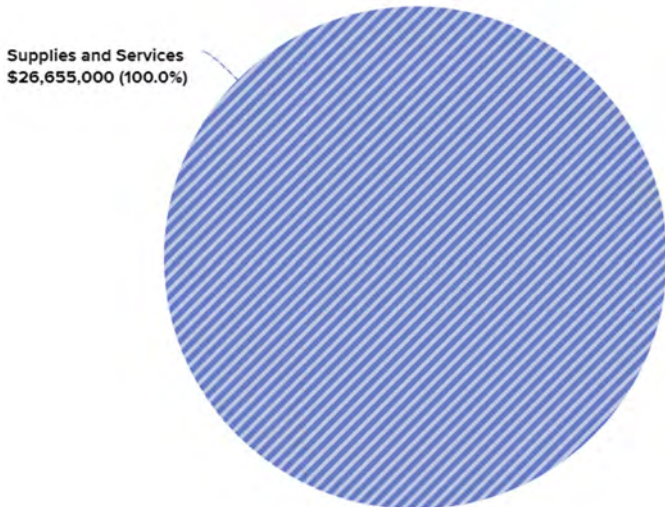
**PROGRAM:** Water Utility Services  
**SUB-PROGRAM:** SFWD Water Purchases (65145)

**SUB-PROGRAM PURPOSE OR BUSINESS:**

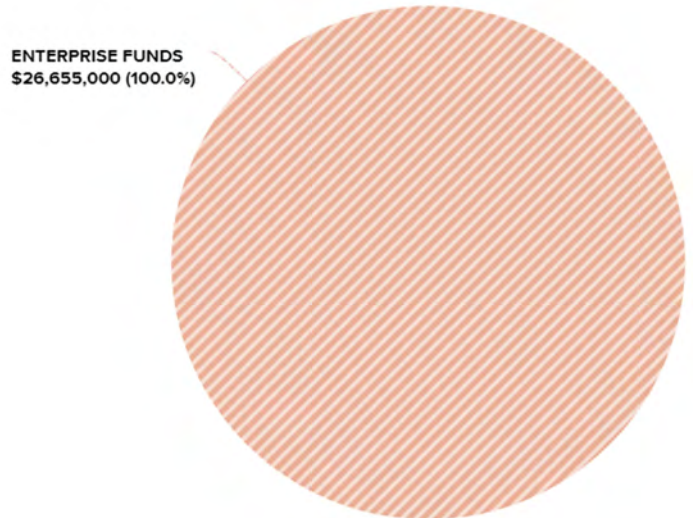
Procure 100% of Redwood City’s drinking water supply from the San Francisco Public Utilities Commission (SFPUC) regional water system.

ACTUAL EXPS. 2022-23	ADJUSTED BUDGET 2023-24	BUDGET 2024-25
\$ 18,837,365	\$ 25,949,295	\$ 26,655,000

**FY 2024-25 BUDGET BY CATEGORY**



**FY 2024-25 BUDGET BY FUNDING SOURCE**



# PUBLIC WORKS SERVICES

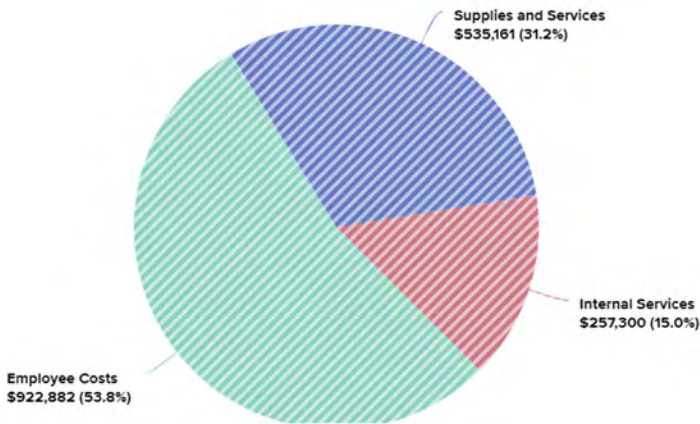
**PROGRAM:** Water Utility Services  
**SUB-PROGRAM:** Water Resources Management (65146)

**SUB-PROGRAM PURPOSE OR BUSINESS:**

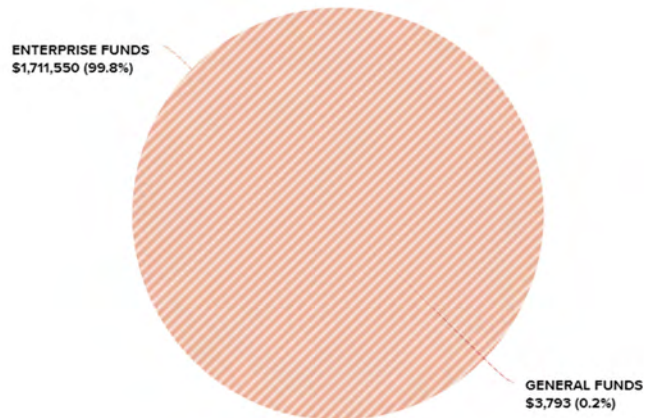
Plan and ensure the continued responsible use of water resources in Redwood City by implementing water conservation programs and maintaining compliance with State water efficiency standards.

ACTUAL EXPS. 2022-23	ADJUSTED BUDGET 2023-24	BUDGET 2024-25
\$ 1,715,643	\$ 1,815,768	\$ 1,715,343

**FY 2024-25 BUDGET BY CATEGORY**



**FY 2024-25 BUDGET BY FUNDING SOURCE**



# PUBLIC WORKS SERVICES

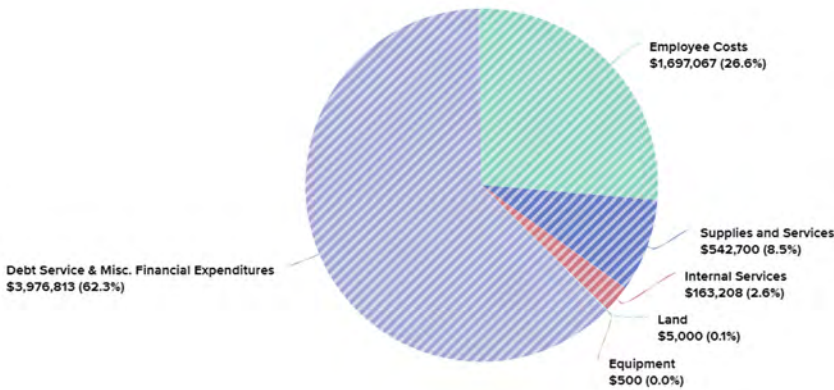
**PROGRAM:** Water Utility Services  
**SUB-PROGRAM:** Recycled Water (696-65147)

**SUB-PROGRAM PURPOSE OR BUSINESS:**

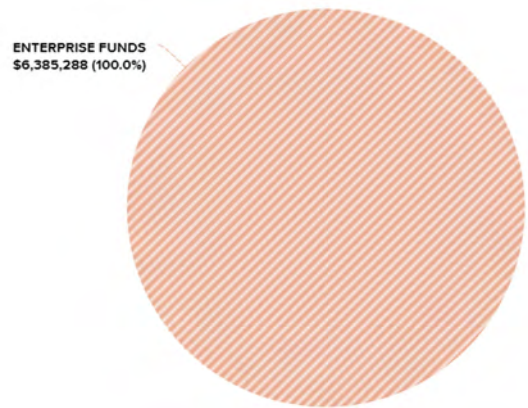
Manage, operate, and maintain the City’s recycled water system in accordance with state and federal regulations. Continue to be a leader in the development and utilization of recycled water in the County, which compliments the Council’s strategic initiatives and support of sustainability programs.

<b>ACTUAL EXPS.</b>	<b>ADJUSTED BUDGET</b>	<b>BUDGET</b>
<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>
<b>\$ 2,880,887</b>	<b>\$ 6,818,479</b>	<b>\$ 6,385,288</b>

**FY 2024-25 BUDGET BY CATEGORY**



**FY 2023-24 BUDGET BY FUNDING SOURCE**



# NON-DEPARTMENTAL

Animal Control

CalPERS Replacement  
Benefits

Citywide Memberships

COVID-19

Postage

Section 115 Trust  
Contributions

Special One-Time Funds

Debt Service



# 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; and postage costs. Expenses related to Debt Service of Veterans Memorial Building/Senior Center are categorized as non-departmental starting as of FY 23-24.

## NON-DEPARTMENTAL BUDGET

The total budget for FY 2024-25 is \$4.6 Million, representing 1.2% of the total operational budget and 2.35% of the general fund budget.

<b>ACTUAL EXPS. 2022-23</b>	<b>ADJUSTED BUDGET 2023-24</b>	<b>BUDGET 2024-25</b>
<b>\$ 1,890,421.00</b>	<b>\$ 4,028,267.00</b>	<b>\$ 4,565,831.00</b>

# FIDUCIARY FUNDS

# FIDUCIARY FUNDS

## FIDUCIARY FUNDS

These funds are used to account for assets held by the City in a trustee capacity or as an agent for individuals, private organizations, other governmental units, and/or other funds. Those include debt without City Commitment from two Community Facilities Districts (Mello-Roos) Bonds, and one private purpose trust fund to account for activities of the Successor Agency to the former Redevelopment Agency.

## ASSESSMENT DISTRICTS

### DEBT WITHOUT CITY COMMITMENT

There are two Community Facilities Districts (CFD) that have outstanding debt for improvements, which are not obligations of the City. The following districts are responsible for the repayment of the debt: Redwood Shores, and One Marina.

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

<b>ACTUAL EXPS.</b>	<b>ADJUSTED BUDGET</b>	<b>BUDGET</b>
<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>
<b>\$ 1,046,526</b>	<b>\$ 1,534,194</b>	<b>\$ 1,051,309</b>

Please refer to City Debt in the General Budget Information section of this document for details on the City's (and the related entities) debt service payments.

# FIDUCIARY FUNDS

## SUCCESSOR AGENCY FUNDS

### SUCCESSOR AGENCY

As part of the FY 2011-12 State budget package, the California Legislature enacted and the Governor signed two companion bills addressing redevelopment, AB x 126 (“Dissolution Act”) and AB x 127 (“Voluntary Program Act”), which took effect on June 29, 2011. On July 18, 2011, the California Redevelopment Association, the League of California Cities, and others filed a Petition for Writ of Mandate in the Supreme Court of the State of California (*California Redevelopment Association, et al. v. Ana Matosantos, et al.*), challenging the constitutionality of the companion bills, the Dissolution Act and the Voluntary Program Act, on behalf of cities, counties and redevelopment agencies, and requesting a stay of their enforcement. A partial stay of enforcement of the companion bills was granted by the California Supreme Court, which prohibited Redevelopment Agencies from taking on any new obligations or engaging in any redevelopment activities (other than meeting prior enforceable obligations) on or after the effective date of the companion bills.

On December 29, 2011, the California Supreme Court issued its decision in *California Redevelopment Association, et al. v. Ana Matosantos, et al.* in which AB x 126 was upheld, and AB x 127 was struck down. This action resulted in the dissolution of redevelopment agencies effective February 1, 2012.

On January 23, 2012, the City Council adopted Resolution No. 15141, which determined the City would serve as the Successor Agency to the Redevelopment Agency of Redwood City and elect to retain the housing assets and functions previously held and performed by the Redevelopment Agency of Redwood City. The following pages contain the budget for the Successor Agency.

The Dissolution Act requires the Successor Agency to submit its annual budget to the Countywide Oversight Board for approval prior to submission to the State. The Countywide Oversight Board approved the FY 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 \$7,827,059.

Payments are made from property tax increment generated by the former Redevelopment Agency Fund. Bonds are special obligation of the Successor Agency and are secured by a Pledge of Tax revenues derived from the Project Area, as defined within the Official Statement. The Bonds are not a debt of the City, the

# FIDUCIARY FUNDS

State, or any of its political subdivisions other than the Successor Agency. The bonds do not constitute indebtedness within the meaning of any constitutional or statutory debt limit or restriction.

## **BUDGET FOR THE SUCCESSOR AGENCY**

The budget for activities of the Successor Agency governs the winding down of the former Redevelopment Agency.

<b>ACTUAL EXPS.</b>	<b>ADJUSTED BUDGET</b>	<b>BUDGET</b>
<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>
<b>\$ 1,991,788</b>	<b>\$ 3,626,880</b>	<b>\$ 3,641,520</b>

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# FY 2024-25 CAPITAL IMPROVEMENT PROGRAM



# CAPITAL IMPROVEMENT PROGRAM

## FY 2024-25 CAPITAL IMPROVEMENT PROGRAM (CIP) BUDGET

### SUMMARY

The total Fiscal Year (FY) 2024-25 Capital Improvement Program budget is \$75.1 million. This budget includes 56 projects and contains \$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 2024-25 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. The online portal also contains 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://www.redwoodcity.org/CIPMap>

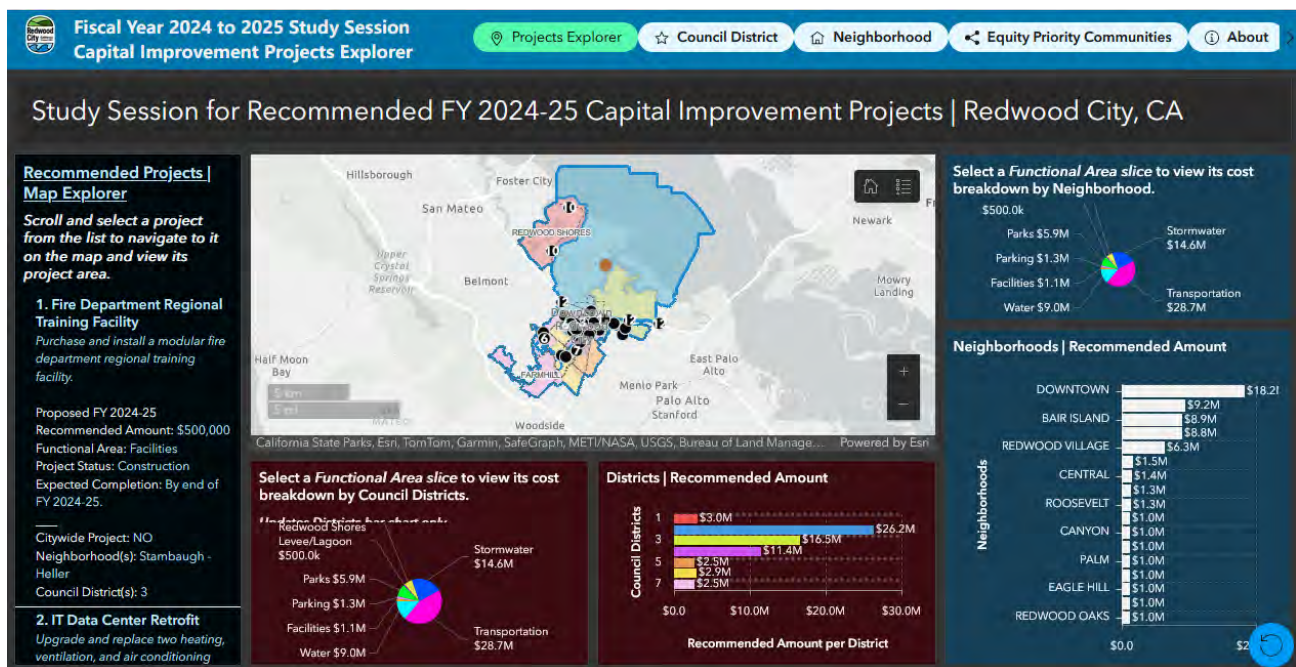


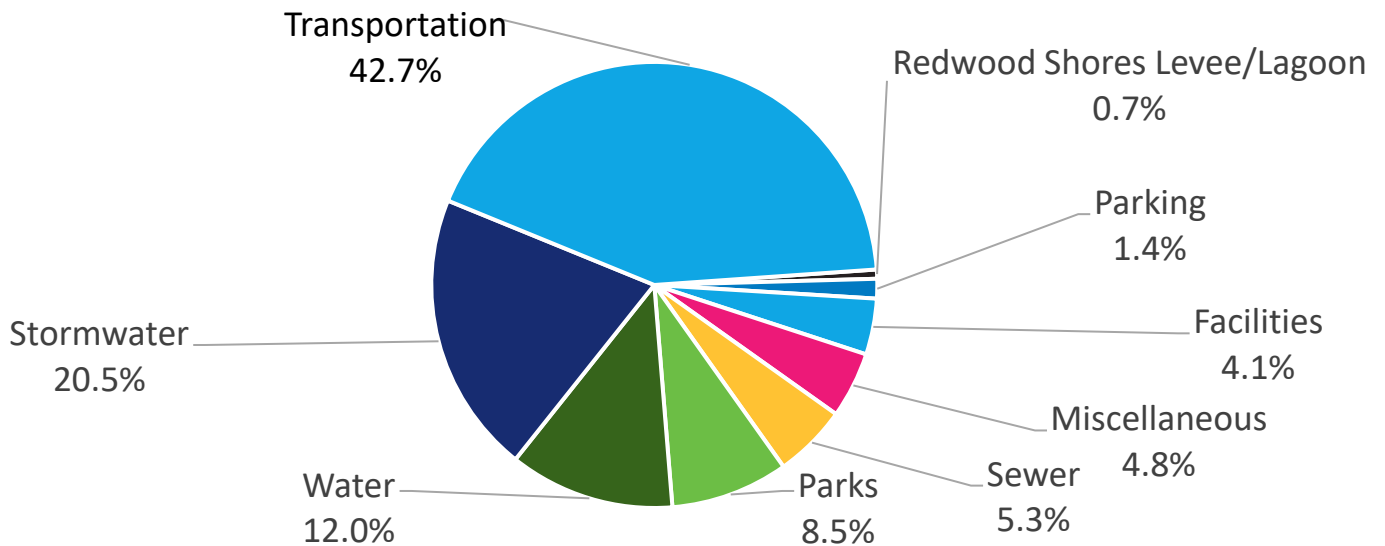
Image from the FY 2024-25 Recommended Capital Improvement Projects online portal.

# CAPITAL IMPROVEMENT PROGRAM

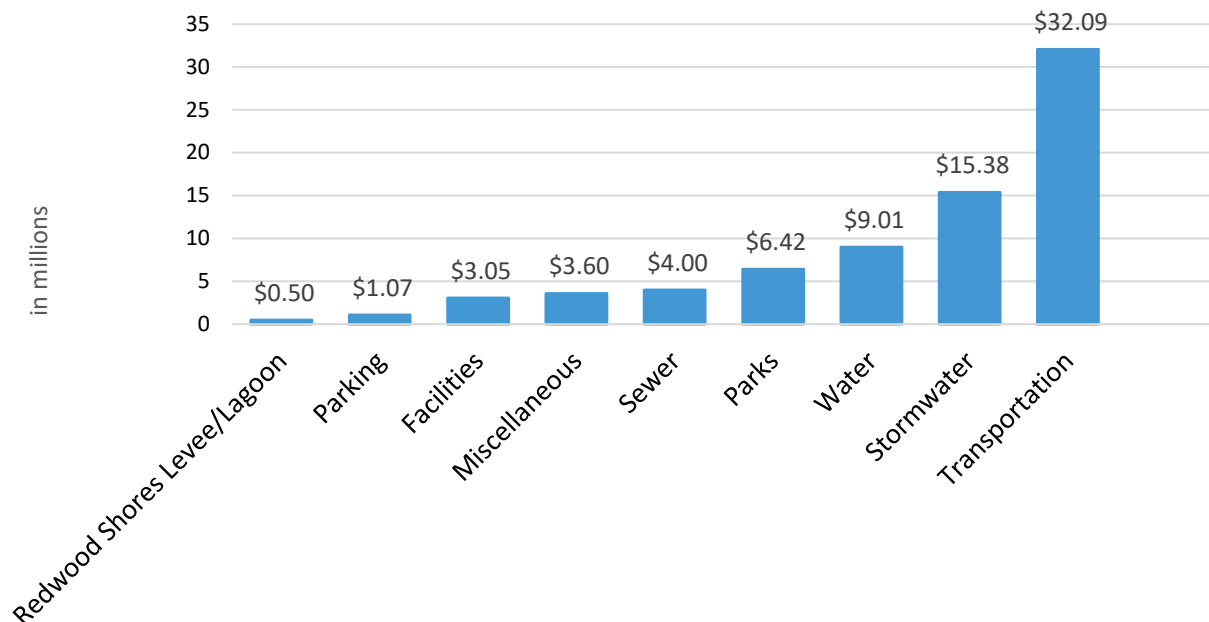
## FUNCTIONAL AREA FUNDING

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 \$75.1 million in FY 2024-25 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 2024-25 project budget of \$75.1 million.

Functional Area	Description	FY 2024-25 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.	\$3,050,000
Miscellaneous	Project management and administrative services.	\$3,600,000
Parking	Citywide vehicle parking management.	\$1,070,000
Parks	Investments in more than 30 parks throughout the City as well as park amenities such as playgrounds, tennis courts, and play fields.	\$6,416,986
Redwood Shores Levee/Lagoon	Infrastructure improvements in Redwood Shores.	\$500,000
Sewer	Upkeep of the City’s sanitary sewer collection system, including over 200 miles of pipe and 31 pump stations.	\$4,002,675
Stormwater	Management of the City’s stormwater infrastructure including 14 miles of creeks, over 100 miles of storm drainpipes, and 22 pump stations.	\$15,378,770
Transportation	Investments to the City’s transportation infrastructure including roads, sidewalks, traffic safety, traffic signals, and more.	\$32,085,000
Water	Support for our City’s potable and recycled water infrastructure. Our potable water distribution system is comprised of 262 miles of distribution mains, 10 pumps stations, 2,385 fire hydrants, and 26 pressure reducing valve stations within 13 square mile service area.	\$9,013,352
<b>Total</b>		<b>\$75,116,783</b>

# CAPITAL IMPROVEMENT PROGRAM

## PROJECTS BY FUNCTIONAL AREA

### Projects by Functional Area - Facilities

Facilities	Fund	Previously Approved Funding	Estimated Expenditures thru 6-30-24	FY 2023-24 Carryover	Recommended FY 24-25 Funding
Facility Security Improvements	One-Time Funds	Ongoing	Ongoing	Ongoing	\$800,000
Fire Department Regional Training Facility	357 Capital Outlay Fund	\$330,000	\$0	\$330,000	\$500,000
IT Data Center Retrofit	357 Capital Outlay Fund	\$0	\$0	\$0	\$100,000
Tenant Improvement Program	357 Capital Outlay Fund	Ongoing	Ongoing	Ongoing	\$500,000
Tenant Improvement Program	One-Time Funds	Ongoing	Ongoing	Ongoing	\$1,150,000
<b>Total</b>					<b>\$3,050,000</b>

### Projects by Functional Area - Miscellaneous

Facilities	Fund	Previously Approved Funding	Estimated Expenditures thru 6-30-24	FY 2023-24 Carryover	Recommended FY 24-25 Funding
Fund 357 Admin	357 Capital Outlay Fund	\$0	\$0	\$0	\$3,200,000
Contingency – One-Time Funds	357 Capital Outlay Fund	\$0	\$0	\$0	\$400,000
<b>Total</b>					<b>\$3,400,000</b>

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

# CAPITAL IMPROVEMENT PROGRAM

## Projects by Functional Area - Parking

Facilities	Fund	Previously Approved Funding	Estimated Expenditures thru 6-30-24	FY 2023-24 Carryover	Recommended FY 24-25 Funding
Garage Parking System	683 Downtown Parking In-Lieu Fees	\$0	\$0	\$0	\$600,000
Parking Garage Structural Repair	681 Parking District Fund	\$0	\$0	\$0	\$250,000
Parking Meter Modem Upgrade	681 Parking District Fund	\$0	\$127,039	(\$127,039)	\$200,000
Residential Permit Parking Platform	681 Parking District Fund	\$0	\$0	\$0	\$20,000
<b>Total</b>					<b>\$1,070,000</b>

# CAPITAL IMPROVEMENT PROGRAM

## Projects by Functional Area - Parks

Facilities	Fund	Previously Approved Funding	Estimated Expenditures thru 6-30-24	FY 2023-24 Carryover	Recommended FY 24-25 Funding
Hoover Pool Conversion Project	256 Community Development Block Grant	\$8,439,972	\$470,000	\$7,969,972	\$4,219,986
Hoover Pool Conversion Project	357 Capital Outlay Fund	\$0	\$0	\$0	\$1,000,000
Hoover Pool Conversion Project	One-Time Funds	\$0	\$0	\$0	\$500,000
Irrigation Controllers	357 Capital Outlay Fund	\$58,646	\$0	\$58,646	\$100,000
Irrigation Controllers	One-Time Funds	\$0	\$0	\$0	\$50,000
Jardin de Ninos Renovation	357 Capital Outlay Fund	\$0	\$29,915	(\$29,915)	\$200,000
Play Equipment and Amenity Program	357 Capital Outlay Fund	Ongoing	Ongoing	Ongoing	\$150,000
Public Art	360 Art in Public Places	Ongoing	Ongoing	Ongoing	\$47,000
Synthetic Turf Replacement Program	357 Capital Outlay Fund	Ongoing	Ongoing	Ongoing	\$150,000
<b>Total</b>					<b>\$6,416,986</b>

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

## Projects by Functional Area - Redwood Shores Levee/Lagoon

Facilities	Fund	Previously Approved Funding	Estimated Expenditures thru 6-30-24	FY 2023-24 Carryover	Recommended FY 24-25 Funding
Redwood Shores Levee FEMA Compliance Startup	357 Capital Outlay Fund	\$1,087,276	\$6,046	\$1,081,230	\$500,000
<b>Total</b>					<b>\$500,000</b>

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

# CAPITAL IMPROVEMENT PROGRAM

## Projects by Functional Area - Sewer

Facilities	Fund	Previously Approved Funding	Estimated Expenditures thru 6-30-24	FY 2023-24 Carryover	Recommended FY 24-25 Funding
60" Sewer Discharge Line to Maple Street Pump Station	692 Sewer Capacity Fee Fund	\$0	\$0	\$0	\$1,002,675
Closed Circuit Television (CCTV) Program	689 Sewer Capital Projects	Ongoing	Ongoing	Ongoing	\$200,000
Collection System Replacement Program	689 Sewer Capital Projects	Ongoing	Ongoing	Ongoing	\$1,000,000
Pump and Controls Replacement Program	689 Sewer Capital Projects	Ongoing	Ongoing	Ongoing	\$75,000
Sewer Pump Station Rehabilitation Program	689 Sewer Capital Projects	Ongoing	Ongoing	Ongoing	\$1,700,000
Supervisory Control and Data Acquisition (SCADA) Rehabilitation	689 Sewer Capital Projects	163,934	22,901	141,032	\$25,000
<b>Total</b>					<b>\$4,002,675</b>

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

# CAPITAL IMPROVEMENT PROGRAM

## Projects by Functional Area - Stormwater

Facilities	Fund	Previously Approved Funding	Estimated Expenditures thru 6-30-24	FY 2023-24 Carryover	Recommended FY 24-25 Funding
Bayfront Canal and Cordilleras Creek Annual Maintenance	357 Capital Outlay Fund	Ongoing	Ongoing	Ongoing	\$150,000
Bradford Stormwater Pump Station Rehabilitation	219 Other Restricted Donations/Grants Fund	\$10,127,330	\$221,861	\$9,905,469	\$11,998,000
Douglas Stormwater Pump Station Rehabilitation	219 Other Restricted Donations/Grants Fund	\$0	\$0	\$0	\$1,200,000
Douglas Stormwater Pump Station Rehabilitation	One-Time Funds	\$0	\$0	\$0	\$300,000
Municipal Regional Stormwater Permit (MRP) Compliance	357 Capital Outlay Fund	\$0	\$0	\$0	\$250,000
Storm Drain - Redwood Creek and Channels	357 Capital Outlay Fund	Ongoing	Ongoing	Ongoing	\$980,770
Storm Drain - Redwood Creek and Channels	One-Time Funds	Ongoing	Ongoing	Ongoing	\$500,000
<b>Total</b>					<b>\$15,378,770</b>

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



# CAPITAL IMPROVEMENT PROGRAM

## Projects by Functional Area - Transportation

Facilities	Fund	Previously Approved Funding	Estimated Expenditures thru 6-30-24	FY 2023-24 Carryover	Recommended FY 24-25 Funding
101/84 Interchange	262 Transportation Fund Measure A	\$0	\$5,590	(\$5,590)	\$17,500,000
101/84 Interchange	264 Various Transportation Grants	\$0	\$4,526,483	(\$4,526,483)	\$3,000,000
Access to Downtown Bikeway Corridors	264 Various Transportation Grants	\$0	\$0	\$0	\$315,000
Active Transportation Corridor Program	262 Transportation Fund Measure A	Ongoing	Ongoing	Ongoing	\$250,000
American with Disabilities Act (ADA) Curb Ramp Program	264 Various Transportation Grants	\$0	\$0	\$0	\$180,000
Americans with Disabilities Act (ADA) Transition Plan	357 Capital Outlay Fund	Ongoing	Ongoing	Ongoing	\$200,000
Americans with Disabilities Act (ADA) Transition Plan	One-Time Funds	Ongoing	Ongoing	Ongoing	\$800,000
Broadway Pedestrian Mall	681 Parking District Fund	\$0	\$0	\$0	\$250,000
Broadway Pedestrian Mall	One-Time Funds	\$0	\$0	\$0	\$200,000
Caltrain Grade Separation Project- Environmental phase	285 Traffic Mitigation Fees	\$0	\$0	\$0	\$500,000
El Camino Real Bike Lane Project	264 Various Transportation Grants	\$0	\$0	\$0	\$360,000
El Camino Real/James Ave Intersection Pedetrian Safety and Signal Operation Improvements	262 Transportation Fund Measure A	\$0	\$0	\$0	\$150,000
Emergency Vehicle Traffic Signal Pre-emption	262 Transportation Fund Measure A	Ongoing	Ongoing	Ongoing	\$100,000
Intersection Traffic Operation Improvements	285 Traffic Mitigation Fees	\$0	\$0	\$0	\$150,000
Pedestrian Crossing Enhancements	262 Transportation Fund Measure A	\$0	\$0	\$0	\$200,000
Roadway Pavement Management Program	262 Transportation Fund Measure A	Ongoing	Ongoing	Ongoing	\$500,000

# CAPITAL IMPROVEMENT PROGRAM

## Projects by Functional Area – Transportation (continued)

Roadway Pavement Management Program	277 Road Maintenance & Rehab (Senate Bill 1)	Ongoing	Ongoing	Ongoing	\$2,000,000
Roadway Pavement Management Program	278 Transportation Fund Measure W	Ongoing	Ongoing	Ongoing	\$500,000
Roadway Pavement Management Program	One-Time Funds	Ongoing	Ongoing	Ongoing	\$2,000,000
Roosevelt Avenue Traffic Calming Permanent Project	264 Various Transportation Grants	\$4,154,708	\$1,114,697	\$3,040,011	\$280,000
Sidewalk Curb and Gutter Program	262 Transportation Fund Measure A	\$200,000	\$0	\$200,000	\$200,000
Sidewalk Inspection and Repair Program	357 Capital Outlay Fund	\$698,957	\$97,007	\$601,950	\$300,000
Sidewalk Inspection and Repair Program	One-Time Funds	\$0	\$0	\$0	\$100,000
Traffic Calming	262 Transportation Fund Measure A	Ongoing	Ongoing	Ongoing	\$300,000
Traffic Safety Program	262 Transportation Fund Measure A	Ongoing	Ongoing	Ongoing	\$500,000
Traffic Signal Replacement Program	262 Transportation Fund Measure A	Ongoing	Ongoing	Ongoing	\$200,000
Traffic Signal Replacement Program	One-Time Funds	Ongoing	Ongoing	Ongoing	\$300,000
Transportation Demand Management - TMA Initiation	683 Downtown Parking In-Lieu Fees	\$0	\$0	\$0	\$250,000
Transportation Planning	262 Transportation Fund Measure A	Ongoing	Ongoing	Ongoing	\$500,000
<b>Total</b>					<b>\$32,085,000</b>

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

# CAPITAL IMPROVEMENT PROGRAM

## Projects by Functional Area - Water

Facilities	Fund	Previously Approved Funding	Estimated Expenditures thru 6-30-24	FY 2023-24 Carryover	Recommended FY 24-25 Funding
Cathodic Protection Program	686 Water Capital Projects	Ongoing	Ongoing	Ongoing	\$100,000
Distribution System Replacement Program	686 Water Capital Projects	Ongoing	Ongoing	Ongoing	\$1,000,000
Main City Potable Water Tank and Pump Station	686 Water Capital Projects	\$20,000	\$0	\$20,000	\$2,000,000
Main City Recycled Water Tank and Pump Station	686 Water Capital Projects	\$5,500,000	\$0	\$5,500,000	\$1,000,000
Pump Station and Tank Rehabilitation / Replacement	686 Water Capital Projects	Ongoing	Ongoing	Ongoing	\$1,500,000
Recycled Water Distribution System Phase 2 Extension	686 Water Capital Projects	\$4,500,000	\$343	\$4,499,657	\$400,000
Recycled Water Distribution System Phase 2 Extension	691 Water Capacity Fee Fund	\$0	\$0	\$0	\$2,388,352
Supervisory Control and Data Acquisition (SCADA) System Rehabilitation	686 Water Capital Projects	\$163,934	\$22,901	\$141,032	\$25,000
Water System Seismic Improvement Program	686 Water Capital Projects	Ongoing	Ongoing	Ongoing	\$500,000
Water Tank Cathodic Protection System Replacement	686 Water Capital Projects	\$0	\$0	\$0	\$100,000
<b>Total</b>					<b>\$9,013,352</b>

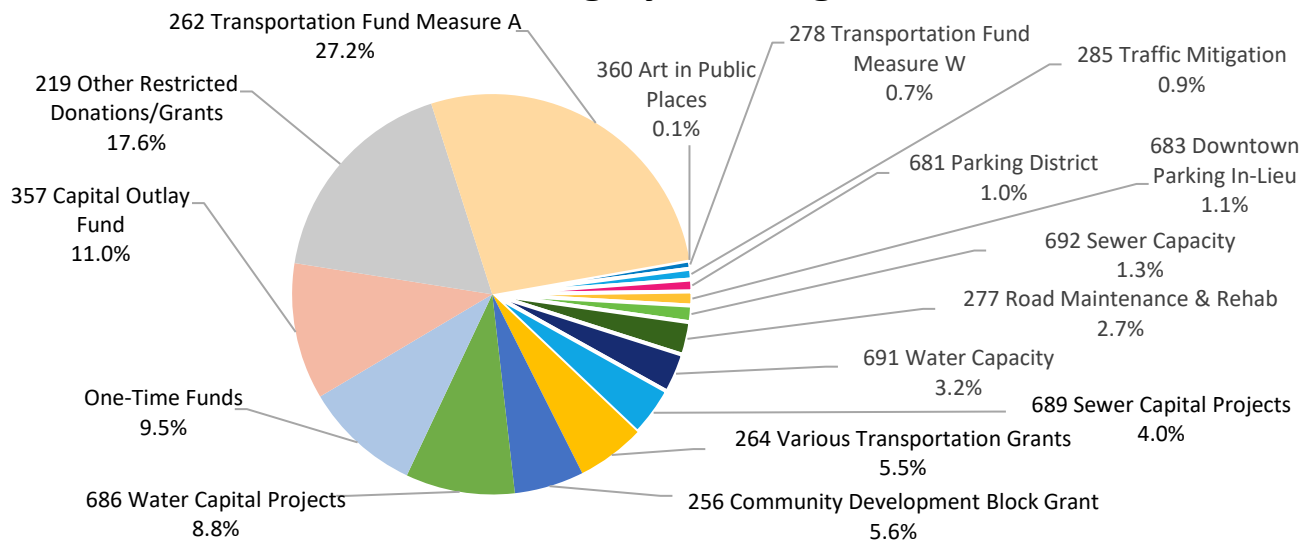
*\*Ongoing –funding over different projects and multiple years.*

# CAPITAL IMPROVEMENT PROGRAM

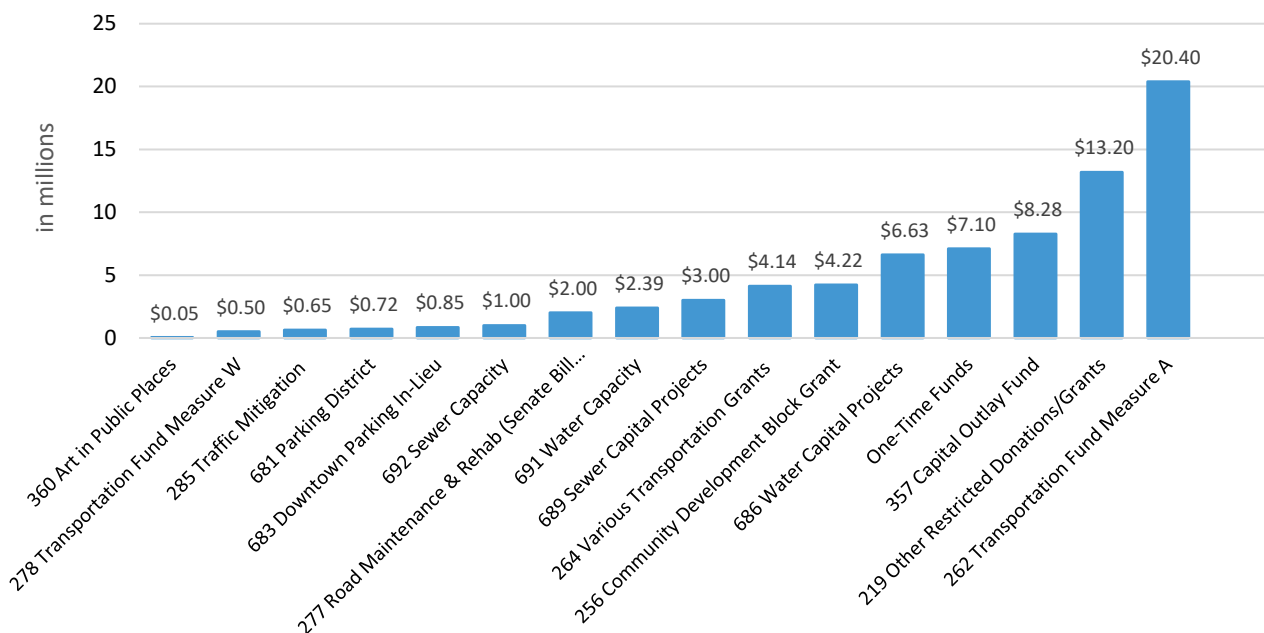
## PROJECT FUNDING RECOMMENDATION BY FUNDING SOURCE

The following provides a summary of the recommended Fiscal Year 2024-25 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 in the table below. Refer to the City’s Fiscal Year 2024-25 Budget for a full fund description.

### CIP Funding by Funding Source



### CIP Funding by Funding Source



# CAPITAL IMPROVEMENT PROGRAM

Funding Source	Fund Description	FY 2024-25 Allocations
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.	\$7,100,000
219 Other Restricted Donations/Grants Fund	Grant and restricted donations fund that can only be used for specific types of capital projects.	\$13,198,000
256 Community Development Block Grant	State of California Community Development Block Grant funds to benefit low- and moderate-income persons.	\$4,219,986
262 Transportation Fund Measure A	City's share of Countywide Measure A half-cent sales tax for transportation expenditures.	\$20,400,000
264 Various Transportation Grants	This fund accounts for grants received for specific transportation projects.	\$4,135,000
277 Road Maintenance & Rehab (Senate Bill 1)	State of California gasoline tax funds for street-related capital improvement projects.	\$2,000,000
278 Transportation Fund Measure W	Fees collected from collected by SamTrans and remitted to local agencies for highway projects, local street repair, grade separations for Caltrain tracks, expanded bicycle and pedestrian facilities, and improved transit connections.	\$500,000
285 Traffic Mitigation Fees	Fees collected from property taxes to mitigate traffic associated with new development.	\$650,000
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.	\$8,280,770
360 Art in Public Places	Contributions from the city and developers to be used in accordance with the Public Art Master Plan.	\$47,000
681 Parking District Fund	Enterprise funds for on-street and off-street parking operations.	\$720,000
683 Downtown Parking In-Lieu Fees	Contributions from developers to provide adequate parking infrastructure within the Downtown Parking Zone.	\$850,000
686 Water Capital Projects	Enterprise funds for the administration, operations, maintenance, capital improvements, financing, and billing/collections of the water pumping and distribution system.	\$6,625,000
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.	\$3,000,000
691 Water Capacity Fee Fund	Contributions from developers to help recover costs associated with providing additional water capacity.	\$2,388,352
692 Sewer Capacity Fee Fund	Contributions from developers to help recover costs associated with providing additional wastewater capacity.	\$1,002,675
<b>Total</b>		<b>\$75,116,783</b>

# CAPITAL IMPROVEMENT PROGRAM

The Capital Improvement Program uses a variety of funding sources to support projects. Fiscal Year 2024-25 projects draw upon sixteen funding sources to appropriate \$75.1 million over 56 projects. Names of projects from each funding source and the FY 2024-25 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. Last year, the budget recommended for staffing resources was increased to \$3.2 million. This amount is reflected in 357 Capital Outlay Fund as Fund 357 Admin in the tables below.

## Projects by Fund – One-Time Funds

Project Name	Functional Area	Previously Approved Funding	Estimated Expenditures thru 6-30-24	FY 2023-24 Carryover	Recommended FY 24-25 Funding
Americans with Disabilities Act (ADA) Transition Plan	Transportation	Ongoing	Ongoing	Ongoing	\$800,000
Broadway Pedestrian Mall	Transportation	\$0	\$0	\$0	\$200,000
Contingency – One-Time Funds	Miscellaneous	\$0	\$0	\$0	\$400,000
Douglas Stormwater Pump Station Rehabilitation	Stormwater	\$0	\$0	\$0	\$300,000
Facility Security Improvements	Facilities	Ongoing	Ongoing	Ongoing	\$800,000
Hoover Pool Conversion Project	Parks	\$0	\$0	\$0	\$500,000
Irrigation Controllers	Parks	\$0	\$0	\$0	\$50,000
Roadway Pavement Management Program	Transportation	Ongoing	Ongoing	Ongoing	\$2,000,000
Sidewalk Inspection and Repair Program	Transportation	\$0	\$0	\$0	\$100,000
Storm Drain - Redwood Creek and Channels	Stormwater	Ongoing	Ongoing	Ongoing	\$500,000
Tenant Improvement Program	Facilities	Ongoing	Ongoing	Ongoing	\$1,150,000
Traffic Signal Replacement Program	Transportation	Ongoing	Ongoing	Ongoing	\$300,000
<b>TOTAL</b>					<b>\$7,100,000</b>

# CAPITAL IMPROVEMENT PROGRAM

## Projects by Fund – 219 Other Restricted Donations/Grants Fund

Project Name	Functional Area	Previously Approved Funding	Estimated Expenditures thru 6-30-24	FY 2023-24 Carryover	Recommended FY 24-25 Funding
Bradford Stormwater Pump Station Rehabilitation	Stormwater	\$10,127,330	\$221,861	\$9,905,469	\$11,998,000
Douglas Stormwater Pump Station Rehabilitation	Stormwater	\$0	\$0	\$0	\$1,200,000
<b>TOTAL</b>					<b>\$13,198,000</b>

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

## Projects by Fund – 256 Community Development Block Grant

Project Name	Functional Area	Previously Approved Funding	Estimated Expenditures thru 6-30-24	FY 2023-24 Carryover	Recommended FY 24-25 Funding
Hoover Pool Conversion Project	Parks	\$8,439,972	\$470,000	\$7,969,972	\$4,219,986
<b>TOTAL</b>					<b>\$4,219,986</b>

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

# CAPITAL IMPROVEMENT PROGRAM

## Projects by Fund – 262 Transportation Fund Measure A

Project Name	Functional Area	Previously Approved Funding	Estimated Expenditures thru 6-30-24	FY 2023-24 Carryover	Recommended FY 24-25 Funding
101/84 Interchange	Transportation	\$0	\$5,590	(\$5,590)	\$17,500,000
Active Transportation Corridor Program	Transportation	Ongoing	Ongoing	Ongoing	\$250,000
El Camino Real/James Ave Intersection Pedetrian Safety and Signal Operation Improvements	Transportation	\$0	\$0	\$0	\$150,000
Emergency Vehicle Traffic Signal Pre-emption	Transportation	Ongoing	Ongoing	Ongoing	\$100,000
Pedestrian Crossing Enhancements	Transportation	\$0	\$0	\$0	\$200,000
Roadway Pavement Management Program	Transportation	Ongoing	Ongoing	Ongoing	\$500,000
Sidewalk Curb and Gutter Program	Transportation	\$200,000	\$0	\$200,000	\$200,000
Traffic Calming	Transportation	Ongoing	Ongoing	Ongoing	\$300,000
Traffic Safety Program	Transportation	Ongoing	Ongoing	Ongoing	\$500,000
Traffic Signal Replacement Program	Transportation	Ongoing	Ongoing	Ongoing	\$200,000
Transportation Planning	Transportation	Ongoing	Ongoing	Ongoing	\$500,000
<b>TOTAL</b>					<b>\$20,400,000</b>

*\*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 6-30-24	FY 2023-24 Carryover	Recommended FY 24-25 Funding
101/84 Interchange	Transportation	\$0	\$4,526,483	(\$4,526,483)	\$3,000,000
Access to Downtown Bikeway Corridors	Transportation	\$0	\$0	\$0	\$315,000
American with Disabilities Act (ADA) Curb Ramp Program	Transportation	\$0	\$0	\$0	\$180,000
El Camino Real Bike Lane Project	Transportation	\$0	\$0	\$0	\$360,000
Roosevelt Avenue Traffic Calming Permanent Project	Transportation	\$4,154,708	\$1,114,697	\$3,040,011	\$280,000
<b>TOTAL</b>					<b>\$4,135,000</b>

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

## Projects by Fund – 277 Road Maintenance & Rehab (Senate Bill 1)

Project Name	Functional Area	Previously Approved Funding	Estimated Expenditures thru 6-30-24	FY 2023-24 Carryover	Recommended FY 24-25 Funding
Roadway Pavement Management Program	Transportation	Ongoing	Ongoing	Ongoing	\$2,000,000
<b>TOTAL</b>					<b>\$2,000,000</b>

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

# CAPITAL IMPROVEMENT PROGRAM

## Projects by Fund – 278 Transportation Fund Measure W

Project Name	Functional Area	Previously Approved Funding	Estimated Expenditures thru 6-30-24	FY 2023-24 Carryover	Recommended FY 24-25 Funding
Roadway Pavement Management Program	Transportation	Ongoing	Ongoing	Ongoing	\$500,000
<b>TOTAL</b>					<b>\$500,000</b>

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

## Projects by Fund – 285 Traffic Mitigation Fees

Project Name	Functional Area	Previously Approved Funding	Estimated Expenditures thru 6-30-24	FY 2023-24 Carryover	Recommended FY 24-25 Funding
Caltrain Grade Separation Project- Environmental phase	Transportation	\$0	\$0	\$0	\$500,000
Intersection Traffic Operation Improvements	Transportation	\$0	\$0	\$0	\$150,000
<b>TOTAL</b>					<b>\$650,000</b>

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

# CAPITAL IMPROVEMENT PROGRAM

## Projects by Fund – 357 Capital Outlay Fund

Project Name	Functional Area	Previously Approved Funding	Estimated Expenditures thru 6-30-24	FY 2023-24 Carryover	Recommended FY 24-25 Funding
Americans with Disabilities Act (ADA) Transition Plan	Transportation	Ongoing	Ongoing	Ongoing	\$200,000
Bayfront Canal and Cordilleras Creek Annual Maintenance	Stormwater	Ongoing	Ongoing	Ongoing	\$150,000
Fire Department Regional Training Facility	Facilities	\$330,000	\$0	\$330,000	\$500,000
Fund 357 Admin	Miscellaneous	\$0	\$0	\$0	\$3,200,000
Hoover Pool Conversion Project	Parks	\$0	\$0	\$0	\$1,000,000
Irrigation Controllers	Parks	\$58,646	\$0	\$58,646	\$100,000
IT Data Center Retrofit	Facilities	\$0	\$0	\$0	\$100,000
Jardin de Ninos Renovation	Parks	\$0	\$29,915	(\$29,915)	\$200,000
Municipal Regional Stormwater Permit (MRP) Compliance	Stormwater	\$0	\$0	\$0	\$250,000
Play Equipment and Amenity Program	Parks	Ongoing	Ongoing	Ongoing	\$150,000
Redwood Shores Levee FEMA Compliance Startup	Redwood Shores Levee/Lagoon	\$1,087,276	\$6,046	\$1,081,230	\$500,000
Sidewalk Inspection and Repair Program	Transportation	\$698,957	\$97,007	\$601,950	\$300,000
Storm Drain - Redwood Creek and Channels	Stormwater	Ongoing	Ongoing	Ongoing	\$980,770
Synthetic Turf Replacement Program	Parks	Ongoing	Ongoing	Ongoing	\$150,000
Tenant Improvement Program	Facilities	Ongoing	Ongoing	Ongoing	\$500,000

# CAPITAL IMPROVEMENT PROGRAM

<b>TOTAL</b>					<b>\$8,280,770</b>
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*\*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 6-30-24	FY 2023-24 Carryover	Recommended FY 24-25 Funding
Public Art	Parks	Ongoing	Ongoing	Ongoing	\$47,000
<b>TOTAL</b>					<b>\$47,000</b>

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

## Projects by Fund – 681 Parking District Fund

Project Name	Functional Area	Previously Approved Funding	Estimated Expenditures thru 6-30-24	FY 2023-24 Carryover	Recommended FY 24-25 Funding
Broadway Pedestrian Mall	Transportation	\$0	\$0	\$0	\$250,000
Parking Garage Structural Repair	Parking	\$0	\$0	\$0	\$250,000
Parking Meter Modem Upgrade	Parking	\$0	\$127,039	(\$127,039)	\$200,000
Residential Permit Parking Platform	Parking	\$0	\$0	\$0	\$20,000
<b>TOTAL</b>					<b>\$720,000</b>

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

## Projects by Fund – 683 Downtown Parking In-Lieu Fees

Project Name	Functional Area	Previously Approved Funding	Estimated Expenditures thru 6-30-24	FY 2023-24 Carryover	Recommended FY 24-25 Funding
Garage Parking System	Parking	\$0	\$0	\$0	\$600,000

# CAPITAL IMPROVEMENT PROGRAM

Transportation Demand Management - TMA Initiation	Transportation	\$0	\$0	\$0	\$250,000
<b>TOTAL</b>					<b>\$850,000</b>

## Projects by Fund – 686 Water Capital Projects

Project Name	Functional Area	Previously Approved Funding	Estimated Expenditures thru 6-30-24	FY 2023-24 Carryover	Recommended FY 24-25 Funding
Cathodic Protection Program	Water	Ongoing	Ongoing	Ongoing	\$100,000
Distribution System Replacement Program	Water	Ongoing	Ongoing	Ongoing	\$1,000,000
Main City Potable Water Tank and Pump Station	Water	\$20,000	\$0	\$20,000	\$2,000,000
Main City Recycled Water Tank and Pump Station	Water	\$5,500,000	\$0	\$5,500,000	\$1,000,000
Pump Station and Tank Rehabilitation / Replacement	Water	Ongoing	Ongoing	Ongoing	\$1,500,000
Recycled Water Distribution System Phase 2 Extension	Water	\$4,500,000	\$343	\$4,499,657	\$400,000
Supervisory Control and Data Acquisition (SCADA) System Rehabilitation	Water	\$0	\$26,456	(\$26,456)	\$25,000
Water System Seismic Improvement Program	Water	Ongoing	Ongoing	Ongoing	\$500,000
Water Tank Cathodic Protection System Replacement	Water	\$0	\$0	\$0	\$100,000
<b>TOTAL</b>					<b>\$6,625,000</b>

*\*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 6-30-24	FY 2023-24 Carryover	Recommended FY 24-25 Funding
Closed Circuit Television (CCTV) Program	Sewer	Ongoing	Ongoing	Ongoing	\$200,000
Collection System Replacement Program	Sewer	Ongoing	Ongoing	Ongoing	\$1,000,000
Pump and Controls Replacement Program	Sewer	Ongoing	Ongoing	Ongoing	\$75,000
Sewer Pump Station Rehabilitation Program	Sewer	Ongoing	Ongoing	Ongoing	\$1,700,000
Supervisory Control and Data Acquisition (SCADA) Rehabilitation	Sewer	\$0	\$22,902	(\$22,902)	\$25,000
<b>TOTAL</b>					<b>\$3,000,000</b>

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

## Projects by Fund – 691 Water Capacity Fee Fund

Project Name	Functional Area	Previously Approved Funding	Estimated Expenditures thru 6-30-24	FY 2023-24 Carryover	Recommended FY 24-25 Funding
Recycled Water Distribution System Phase 2 Extension	Water	\$0	\$0	\$0	\$2,388,352
<b>TOTAL</b>					<b>\$2,388,352</b>

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

# CAPITAL IMPROVEMENT PROGRAM

## Projects by Fund – 692 Sewer Capacity Fee Fund

Project Name	Functional Area	Previously Approved Funding	Estimated Expenditures thru 6-30-24	FY 2023-24 Carryover	Recommended FY 24-25 Funding
60" Sewer Discharge Line to Maple Street Pump Station	Sewer	\$0	\$0	\$0	\$1,002,675
<b>TOTAL</b>					<b>\$1,002,675</b>

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

# 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 descriptions of the CIP projects for which funding is recommended can be found in the Fiscal Year 2024-25 Capital Improvement Program Projects Descriptions by Functional Area section.

### Facilities

#### **Fire Department Regional Training Facility**

A dedicated regional training facility in partnership with other agencies. Firefighter training is currently conducted in makeshift settings, utilizing randomly acquired structures or parking lots. The proposed training facility will address a critical need, providing a safe and controlled environment for essential fire response training. Estimated project costs total \$1.5 million, with the City's anticipated contribution being \$900,000 under a proposed shared-cost agreement. The City's contribution comes from FY 2023-24 appropriations of \$333,000 and FY 2024-25 \$500,000, both from the Capital Outlay Fund. The remaining funds will come from training funds from with the Fire Department's budget.

#### **IT Data Center Retrofit**

This project will upgrade and replace two heating, ventilation, and air conditioning (HVAC) systems for the Information Technology (IT) Data Center. The current HVAC system is at the mercy of old equipment that could potentially fail. The FY 2024-25 appropriation of \$100,000 will mitigate the risk of complete heating or cooling failure.

### Parking

#### **Garage Parking System**

This new 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 2024-25 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.

#### **Parking Meter Modem Upgrade**

The FY 2024-25 appropriation of \$200,000 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.



# CAPITAL IMPROVEMENT PROGRAM

## **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 \$20,000 FY 2024-25 appropriation will upgrade the software to enable residents to use the new online parking permit platform before the 2024 permit renewal period.

## **Parks/Recreation**

### **Hoover Pool Conversion Project**

A FY 2024-25 appropriation of \$5,719,986 will be used to develop the project for Hoover park and pool, with a portion allocated for initial construction. The Master Plan was finalized in Fall 2023. Construction documents are currently under development and anticipated to be completed by late Winter 2025, alongside the necessary permitting processes including CEQA, NEPA, and DSA review. Construction is then expected to commence.

### **Jardin de Ninos Park**

The property adjacent to the existing Jardin de Ninos Park was acquired in alignment with expansion plans for the park. A FY 2024-25 appropriation of \$200,000 will be used to offset the unforeseen cost increase from the original estimate. Project completion of construction drawings is anticipated within the current fiscal year, with construction commencement targeted for Summer 2024.

### **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 \$47,000 in Fiscal Year 2024-25 for ongoing public art programs. This program will also fund the City's mural and sculpture project which is managed by the Arts Commission.

### **Synthetic Turf Program**

This ongoing program replaces the City's synthetic turf fields to ensure optimal playing surface safety. A FY 2024-25 appropriation of \$150,000 will focus on the synthetic turf field located at Hawes Park.

## **Redwood Shores Levee/Lagoon**

### **Redwood Shores Levee FEMA Compliance Startup**

A FY 2024-25 appropriation of \$500,000 will kickoff the planning phase in response to the most recent FEMA flood studies and maps in the Redwood Shores levee system. Improvements will be made to enhance flood protection from coastal hazards and maintain FEMA accreditation for the levee system, ensuring continued eligibility for the National Flood Insurance Program.

# CAPITAL IMPROVEMENT PROGRAM

## Sewer

### **60" Sewer Discharge Line to Maple Street Pump Station**

The Silicon Valley Clean Water (SVCW) pump station located on Maple Street is fed by the City's existing 48" sewage line. A new larger 60" diameter sewer line to the SVCW pump station was recommended by the 2008 Sanitary Sewer Master Plan after an emergency fix in 2023. Since then, the City's Walnut-Maple Street Interceptor Project in 2017 was constructed with a 60" opening at the new junction structure on Maple Street to allow for a future discharge sewer line to operate in parallel to the existing 48" and SVCW is currently expanding the Maple Street pump station to accept the flows from a 60" sewer line. The FY 2024-25 appropriation of \$1,002,675 will allow for a new 60" line to parallel the existing sewer line.

### **Closed-Circuit Television (CCTV) Program**

The FY 2024-25 appropriation of \$200,000 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.

### **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 2024-25 appropriation of 1,000,000 will fund continued design and construction work on sewer pipeline improvements.

### **Sewer Pump Station Rehabilitation Program**

This ongoing program provides for rehabilitation of existing sanitary sewer pump stations. 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. The FY 2024-25 appropriation recommendation of \$1,700,000 will focus on rehabilitation of Pump Station 22.

## 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 \$150,000 is recommended for FY 2024-25.

### **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 2024-25 appropriation recommended is for the federal-funded CPF in the amount of \$1,200,000 and a city match of \$300,000.

# CAPITAL IMPROVEMENT PROGRAM

## **Municipal Regional Stormwater Permit (MRP) Compliance**

The FY 2024-25 appropriation recommendation of \$250,000 would allow the City to meet the regulatory requirements of the reissued Regional Water Quality Control Board's (Water Board) updated 2022 Municipal Regional Stormwater NPDES Permit which establishes strict timelines and requirements for stormwater discharge compliance. A key requirement is achieving 100% trash load reduction by June 2025.

## **Storm Drain - Redwood Creek and Channels**

This ongoing and routine program involves repair, rehabilitation, and replacement of concrete lined sections of Redwood Creek and its tributary branches. A FY 2024-25 appropriation recommendation in the amount of \$1,480,770 is for ongoing projects, with this year's work to focus on two locations to replace failed channel walls scheduled for construction commencement in 2024. Typical 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.

## **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 2024-25 appropriation recommendation of \$20,500,000 is from grant sources and the transportation fund sourced from Countywide Measure A half-cent sales tax.

### **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 2024-25 appropriation of \$250,000 is recommended.

### **Americans with Disabilities Act (ADA) Curb Ramp Program**

This ongoing and routine program prioritizes upgrades to existing curb ramps, bringing them into compliance with the Americans with Disabilities Act (ADA) standards. A FY 2024-25 appropriation of \$180,000 is recommended in the coming fiscal year to upgrade approximately 150 high-priority ramps, marking a significant step towards the overall goal of addressing all 600 curb ramps across the city.

### **Americans with Disabilities Act (ADA) Transition Plan**

This is an ongoing program for projects identified on the Americans with Disabilities Act (ADA) Transition Plan, a City Council approved comprehensive plan that outlines a multi-year strategy to remove physical barriers and ensure accessible facilities for all residents. An appropriation of \$800,000 is recommended in FY 2024-25 toward this goal to systematically address accessibility concerns within city facilities.

### **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 2024-25 appropriation recommendation of \$450,000 comes from one-time funds for the permanent street closure of Broadway between Jefferson Avenue and Main Street. The design work

# CAPITAL IMPROVEMENT PROGRAM

is estimated to be completed in FY 2024-25 with necessary improvements estimated for construction in FY 2025-26.

## **El Camino Real Bike Lane Project**

El Camino Real buffered bike lane project was initiated during the 2022 People's Budget pilot program. The People's Budget (PB) is a democratic process in which community members directly decide how to spend part of a public budget. The FY 2024-25 appropriation recommendation of \$360,000 on this El Camino Real Bike Lane Project removes on-street parking along El Camino Real between Maple St and Wilson St (northbound) and between Brewster Ave and Madison Ave (southbound) for installation of buffered bike lanes.

## **El Camino Real (ECR)/James Ave Intersection Pedestrian Safety and Signal Operation Improvements**

The ECR/James Ave intersection is a high-priority location for traffic safety improvements due to its proximity to Sequoia High School, the SamTrans transit center, the Caltrain station, and other heavily trafficked downtown destinations. The FY 2024-25 appropriation recommendation of \$150,000 would allow for a series of improvements specifically designed to enhance pedestrian safety. These upgrades include enhanced Pedestrian Crossings, modernized Traffic Signal System, intersection Geometry Improvements, ADA Accessibility Upgrades, and Signal Operation Enhancements including modifications to the signal timing, split phasing, and Lead pedestrian Interval (LPI).

## **Intersection Traffic Operation Improvements**

The FY 2024-25 appropriation recommendation of \$150,000 would provide for traffic operation improvements at crossings identified in the updated Transportation Impact Fee (TIF) Technical Analysis report. Locations for improvements include Middlefield Road & Jefferson Avenue, Middlefield Road & Main Street, Veterans Boulevard & Whipple Avenue, Bay Road & Douglas Avenue, Broadway & Second Avenue, and Veterans Boulevard & Hansen Way.

## **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 2024-25 of \$5,000,000 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 \$200,000 is recommended for FY 2024-25.

## **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 2024-25 of \$300,000 will also fund pedestrian and bicycle related improvements including marked crosswalks, median refuge islands, and bicycle warning signage.

# CAPITAL IMPROVEMENT PROGRAM

## **Transportation Demand Management - TMA Initiation**

The FY 2024-25 appropriation recommendation of \$250,000 will implement the City's Transportation Demand Management (TDM) strategy and fund initial Transportation Management Association (TMA) activities. The Redwood City Transportation Demand Management (TDM) program was incorporated into the City's comprehensive transportation plan in 2018 with a focus on facilitating access to alternative transportation options for low-income employees within Redwood City.

## **Water**

### **Cathodic Protection Program**

This ongoing and routine program prioritizes rehabilitation of existing pipeline cathodic protection systems to extend the useful life of the City's water distribution infrastructure. The FY 2024-25 appropriation recommendation of \$100,000 enhances the longevity of crucial metallic water transmission pipelines by augmenting their current corrosion mitigation infrastructure.

### **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 2024-25 appropriation recommendation of \$1,000,000 provides for feasibility in this planning phase.

### **Pump Station and Tank Rehabilitation / Replacement**

The FY 2024-25 appropriation of \$1,500,000 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 2024-25 appropriation recommendation of \$2,788,352 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.

### **Water System Seismic Improvement Program**

The FY 2024-25 appropriation of \$500,000 will fund ongoing seismic improvements to the City's water system. With the majority of seismic upgrades outlined in the 2011 Water System Master Plan already accomplished, the focus is now on addressing seismic concerns with remaining water tanks, notably the Easter Cross, Glenloch, and Peninsula No. 1 tanks.



Project #84074

Facility Security Improvements

Functional Area - Facilities



<b>New FY 24-25 funding</b>	\$800,000	<b>Project status:</b>	Ongoing & routine
<b>Previously approved project</b>	Ongoing & routine	<b>Estimated completion date:</b>	Ongoing & routine
<b>Remainder to be funded:</b>	Ongoing & routine	<b>Estimated useful project life:</b>	Ongoing & routine
<b>Estimated total cost:</b>	Ongoing & routine	<b>Department lead:</b>	Public Works

**Summary**

Security improvement projects at city facilities.

**Background**

Seventeen City-owned facilities provide many services to the Redwood City community and the public. These include five fire stations, five community centers, four libraries, City Hall, and the Public Works Services and Police Department buildings. This ongoing program will address security improvements, such as installing cameras or upgrades needed to existing systems at City facilities. These projects play a crucial role in enhancing the safety, security, and efficiency of city facilities, contributing to the well-being and quality of life of residents, visitors, and employees.

**Timeline**

This is an ongoing program.

**Operational Impacts**

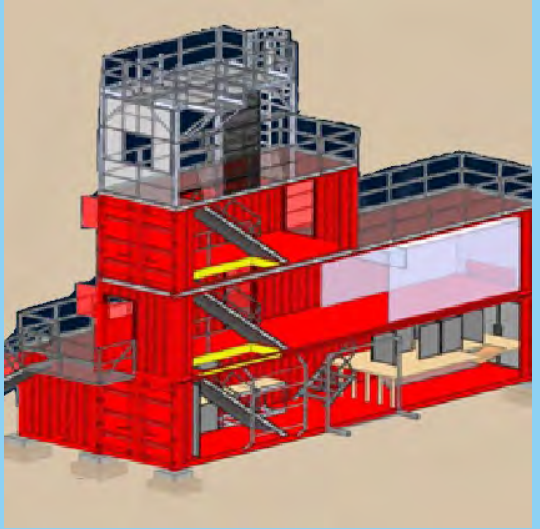
Coordination with the Public Works Services Department, Information Technology Division, and department requesting a project will be required.

Project Budget									
Fund	Previously Approved	Estimated Expenditures thru 6-30-24	FY 2023-24 Carryover	Rcmd FY 24-25	Estimated FY 25-26	Estimated FY 26-27	Estimated FY 27-28	Estimated FY 28-29	Estimated 5-Yr Cost
One-Time Funding	Ongoing	Ongoing	Ongoing	800,000	TBD	TBD	TBD	TBD	TBD
<b>Total</b>	Ongoing	Ongoing	Ongoing	800,000	TBD	TBD	TBD	TBD	TBD



Project #85123  
**Fire Department Regional Training Facility**

Functional Area - Facilities



<b>New FY 24-25 funding</b>	\$500,000	<b>Project status:</b>	Construction
<b>Previously approved project</b>	\$330,000	<b>Estimated completion date:</b>	By End of FY 24-25
<b>Remainder to be funded:</b>	\$0	<b>Estimated useful project life:</b>	10 year(s)
<b>Estimated total cost:</b>	\$900,000	<b>Department lead:</b>	Fire

**Summary**

Purchase and install a modular fire department regional training facility.

**Background**

The need for a dedicated training facility was identified in the Department's FY 2021-2022 strategic plan. Partnering with the Woodside Fire Protection District and the College of San Mateo, the City is pursuing the development of a regional training facility. These partner agencies have expressed a combined funding commitment of approximately \$600,000 towards the project.

Currently, firefighter training is conducted in makeshift settings, utilizing randomly acquired structures or parking lots. The proposed training facility will address this critical need, providing a safe and controlled environment for essential fire response training. Estimated project costs total \$1.5 million, with the City's anticipated contribution being \$900,000 under a proposed shared-cost agreement. The City's contribution comes from FY 2023-24 appropriations of \$333,000 and FY 2024-25 \$500,000, both from the Capital Outlay Fund. The remaining funds will come from training funds from with the Fire Department's budget.

This cost encompasses delivery and on-site assembly of a modular structure designed to comply with National Fire Protection Association (NFPA) 1402 standards for fire training facilities and associated props. A suitable site has been identified, and a lease agreement is under development.

**Timeline**

Once funding is approved, the project is estimated to be completed in FY 2024-25.

**Operational Impacts**

This project will have a positive impact on operations in addition to filling a critical void for operational training, in addition, this project will provide an opportunity for realistic training in a safe environment.

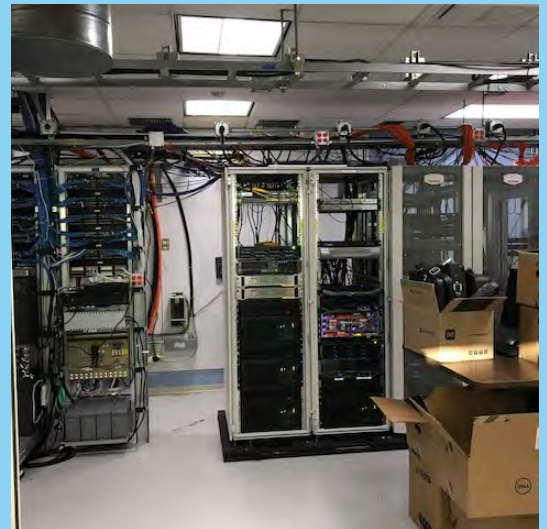
<b>Project Budget</b>									
Fund	Previously Approved	Estimated Expenditures thru 6-30-24	FY 2023-24 Carryover	Rcmd FY 24-25	Estimated FY 25-26	Estimated FY 26-27	Estimated FY 27-28	Estimated FY 28-29	Estimated 5-Yr Cost
357 Capital Outlay Fund	330,000	0	330,000	500,000	0	0	0	0	500,000
<b>Total</b>	<b>330,000</b>	<b>0</b>	<b>330,000</b>	<b>500,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>500,000</b>



IT Data Center Retrofit

Project #0

Functional Area - Facilities



New FY 24-25 funding	\$100,000	Project status:	New Project
Previously approved project	\$0	Estimated completion date:	By end of FY 25-26
Remainder to be funded:	\$0	Estimated useful project life:	20 year(s)
Estimated total cost:	\$100,000	Department lead:	Public Works

**Summary**

Upgrade and replace two heating, ventilation, and air conditioning (HVAC) systems for the Information Technology (IT) Data Center.

**Background**

The City’s IT Data Center's HVAC systems are nearing the end of their serviceable life. Crucially, the availability of replacement parts for these systems is increasingly limited. This poses a significant challenge to maintaining optimal system functionality and ensuring consistent temperature control within the Data Center. Furthermore, the potential inability to communicate with rooftop units raises concerns about the risk of complete heating or cooling failure, which could jeopardize both system operations and data security.

**Timeline**

Replacement is expected to be completed by the end of FY 2025-26.

**Operational Impacts**

Replacement of the HVAC system will initially decrease staff time and repair and maintenance costs due to increased efficiency.

Project Budget									
Fund	Previously Approved	Estimated Expenditures thru 6-30-24	FY 2023-24 Carryover	Rcmd FY 24-25	Estimated FY 25-26	Estimated FY 26-27	Estimated FY 27-28	Estimated FY 28-29	Estimated 5-Yr Cost
357 Capital Outlay Fund	0	0	0	100,000	0	0	0	0	100,000
<b>Total</b>	0	0	0	100,000	0	0	0	0	100,000





## Tenant Improvement Program

Project #71113

Functional Area - Facilities



<b>New FY 24-25 funding</b>	\$1,650,000	<b>Project status:</b>	Ongoing & routine
<b>Previously approved project</b>	Ongoing & routine	<b>Estimated completion date:</b>	Ongoing & routine
<b>Remainder to be funded:</b>	Ongoing & routine	<b>Estimated useful project life:</b>	Ongoing & routine
<b>Estimated total cost:</b>	Ongoing & routine	<b>Department lead:</b>	Public Works

### Summary

Maintenance and preventative maintenance projects for the City's facilities.

### Background

The City of Redwood City manages a diverse portfolio of seventeen facilities that serve the community and general public. These facilities include five fire stations, five community centers, four libraries, City Hall, and buildings housing Public Works Services and the Police Department. All facilities see significant use and require routine maintenance, including the replacement of aging equipment, repairs, and upgrades. In Fiscal Year 2024-25, dedicated project fund of \$500,000 is recommended to address critical repairs, general facility enhancements, and essential office renovations, \$250,000 is recommended for carpet replacement, \$500,000 is recommended for heating, ventilation and air conditioning (HVAC), and \$400,000 for roof replacement.

The City's Tenant Improvement Program offers a strategic approach to facility maintenance. By replacing outdated equipment that has surpassed its functional lifespan, the program promotes several key benefits. These benefits include upgrading systems which can significantly improve energy efficiency and water conservation efforts, ensuring facilities meet all legally mandated accessibility requirements, upgrading building features and addressing potential hazards enhances occupant safety, and prioritizing the maintenance of a healthy and safe work environment for City employees.

### Timeline

These are continuous and ongoing tenant improvement projects.

### Operational Impacts

This program decreases staff time required to respond to deferred maintenance issues and emergency repairs and replacements.

Project Budget									
Fund	Previously Approved	Estimated Expenditures thru 6-30-24	FY 2023-24 Carryover	Rcmd FY 24-25	Estimated FY 25-26	Estimated FY 26-27	Estimated FY 27-28	Estimated FY 28-29	Estimated 5-Yr Cost
357 Capital Outlay Fund	Ongoing	Ongoing	Ongoing	500,000	600,000	650,000	700,000	750,000	3,200,000
One-Time Funds	Ongoing	Ongoing	Ongoing	1,150,000	0	0	0	0	1,150,000
<b>Total</b>	Ongoing	Ongoing	Ongoing	1,650,000	600,000	650,000	700,000	750,000	3,200,000



## Garage Parking System

Project #0

Functional Area - Parking



New FY 24-25 funding	\$600,000	Project status:	Planning
Previously approved project	\$0	Estimated completion date:	By End of FY 25-26
Remainder to be funded:	\$0	Estimated useful project life:	10 year(s)
Estimated total cost:	\$600,000	Department lead:	Community Development

### Summary

Upgrade parking garage system.

### Background

The City of Redwood City oversees two downtown parking structures with a combined capacity of approximately 1,000 spaces. As the existing access control system approaches its end-of-life, the City is investigating the adoption of innovative technologies to optimize operational efficiency and elevate the customer experience. These advancements seek to expedite vehicle entry and exit within the garages, integrate remote and contactless payment solutions, and empower patrons to pre-pay for parking. Ultimately, the City aims to equip these facilities with features that contribute to a more streamlined and user-friendly parking experience.

### Timeline

The City will conduct and RFP in the second half of 2024 and construction will occur in 2025.

### Operational Impacts

Staff time will be required to coordinate and manage the project.

Project Budget									
Fund	Previously Approved	Estimated Expenditures thru 6-30-24	FY 2023-24 Carryover	Rcmd FY 24-25	Estimated FY 25-26	Estimated FY 26-27	Estimated FY 27-28	Estimated FY 28-29	Estimated 5-Yr Cost
683 Downtown Parking In-Lieu Fees	0	0	0	600,000	0	0	0	0	600,000
<b>Total</b>	0	0	0	600,000	0	0	0	0	600,000



## Parking Garage Structural Repair

Project #0

Functional Area - Parking



New FY 24-25 funding	\$250,000	Project status:	Design
Previously approved project	\$0	Estimated completion date:	By End of FY 26-27
Remainder to be funded:	\$300,000	Estimated useful project life:	5 year(s)
Estimated total cost:	\$550,000	Department lead:	Community Development

### Summary

Repair and mitigate water damage at the Marshall Street Parking Garage and Jefferson Avenue Parking Garage.

### Background

The City has identified water damage on the facade of the Marshall Street Parking Garage. To assess the full extent of the damage and determine appropriate mitigation strategies, a comprehensive structural analysis was conducted for both the Marshall Street and Jefferson Avenue Parking Garages. This analysis, prepared by a qualified consultant, included the development of a five-year repair and maintenance work plan for both structures.

Building upon these recommendations, this project will focus on the development of detailed plans, specifications, and cost estimates for the necessary repairs.

### Timeline

Initial repairs to be put out for bid mid-year 2024. Additional facade repairs to be completed first quarter 2025.

### Operational Impacts

Project will require staff time to manage, review and monitor consultant work.

Project Budget									
Fund	Previously Approved	Estimated Expenditures thru 6-30-24	FY 2023-24 Carryover	Rcmd FY 24-25	Estimated FY 25-26	Estimated FY 26-27	Estimated FY 27-28	Estimated FY 28-29	Estimated 5-Yr Cost
681 Parking District Fund	0	0	0	250,000	150,000	150,000	0	0	550,000
<b>Total</b>	0	0	0	250,000	150,000	150,000	0	0	550,000



Project #85119

Parking Meter Modem Upgrade

Functional Area - Parking



New FY 24-25 funding	\$200,000	Project status:	New Phase
Previously approved project	\$200,000	Estimated completion date:	By End of FY 24-25
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**

Redwood City's downtown parking system relies on approximately 750 parking meters and 75 pay stations. The providers of the modems for both these systems have recently announced the discontinuation of support for their outdated technology. Specifically, T-Mobile stopped supporting 2G pay station modems at the end of 2023, and Verizon followed suit with parking meter modems at the end of 2023.

To ensure continued operation of the parking system, the City must replace the existing 2G modems within the parking meter equipment with new 4G models. This upgrade presents a valuable opportunity to modernize the system further by incorporating contactless payment options.

**Timeline**

Phase 1 started in FY 2021-22, and this is the last phase of the project which will begin in the fourth quarter of 2024 and anticipated to be completed in 2025.

**Operational Impacts**

This project will require staff time to plan, implement, and monitor installation.

Project Budget									
Fund	Previously Approved	Estimated Expenditures thru 6-30-24	FY 2023-24 Carryover	Rcmd FY 24-25	Estimated FY 25-26	Estimated FY 26-27	Estimated FY 27-28	Estimated FY 28-29	Estimated 5-Yr Cost
681 Parking District Fund	200,000	130,000	70,000	200,000	0	0	0	0	200,000
<b>Total</b>	200,000	130,000	70,000	200,000	0	0	0	0	200,000



## Residential Permit Parking Platform

Project #0

Functional Area - Parking

<b>New FY 24-25 funding</b>	\$20,000	<b>Project status:</b>	Ongoing & routine
<b>Previously approved project</b>	Ongoing & routine	<b>Estimated completion date:</b>	Ongoing & routine
<b>Remainder to be funded:</b>	Ongoing & routine	<b>Estimated useful project life:</b>	Ongoing & routine )
<b>Estimated total cost:</b>	Ongoing & routine	<b>Department lead:</b>	Community Development



### Summary

Upgrade online application and issuance process platform for residential parking permits.

### Background

Redwood City has a longstanding residential permit parking program, established in the mid-1980s. The program currently manages four designated permit zones, issuing and monitoring roughly 1,000 parking permits annually.

In 2019, a web-based application system was implemented to streamline the residential permit application process. While functional, the current platform has presented usability challenges for both residents and City staff. This project aims to modernize the online permit platform, improving user-friendliness and resident experience. The upgraded system will provide residents with greater control over managing permits associated with their addresses.

The current funding request focuses on procurement of parking permits to meet program needs and expansion of enforcement hardware to ensure program effectiveness.

### Timeline

This project will require staff time to manage, review and monitor system implementation. Overall, implementation of this new parking permit platform will result in saving time to review, issue, and enforcement of parking permits.

### 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 6-30-24	FY 2023-24 Carryover	Rcmd FY 24-25	Estimated FY 25-26	Estimated FY 26-27	Estimated FY 27-28	Estimated FY 28-29	Estimated 5-Yr Cost
681 Parking District Fund	Ongoing	Ongoing	Ongoing	20,000	20,000	20,000	20,000	20,000	100,000
<b>Total</b>	Ongoing	Ongoing	Ongoing	20,000	20,000	20,000	20,000	20,000	100,000



## Hoover Pool Conversion Project

Project #73773

Functional Area - Parks



<b>New FY 24-25 funding</b>	\$5,719,986	<b>Project status:</b>	Design
<b>Previously approved project</b>	\$8,439,972	<b>Estimated completion date:</b>	TBD
<b>Remainder to be funded:</b>	TBD	<b>Estimated useful project life:</b>	25 year(s)
<b>Estimated total cost:</b>	TBD	<b>Department lead:</b>	Parks

### Summary

Master Plan and Implementation of re-imagined Hoover Park and Pool.

### Background

The Hoover Pool, a maturing facility with seasonal operation, has faced closure in recent years due to budgetary constraints and limited public usage. Recognizing this, an initial allocation from the Park Impact Fees in fiscal year 2021-22 was secured to convert the pool into a sprayground and teaching pool. In response to public feedback regarding park safety, additional funding has been identified from Community Development Block Grant funds to develop a comprehensive master plan for the park and pool, with a portion allocated for initial construction. This additional funding paves the way for the project to transition from design to construction phase.

### Timeline

The Master Plan was finalized in Fall 2023. Construction documents are currently under development and anticipated to be completed by late Winter 2025, alongside the necessary permitting processes including CEQA, NEPA, and DSA review. Construction is then expected to commence.

### Operational Impacts

This project will necessitate the allocation of staff resources for planning, design, and implementation. The ongoing operation of this facility will require staffing, maintenance, and other operational considerations. However, these ongoing costs have been factored into the project budget.

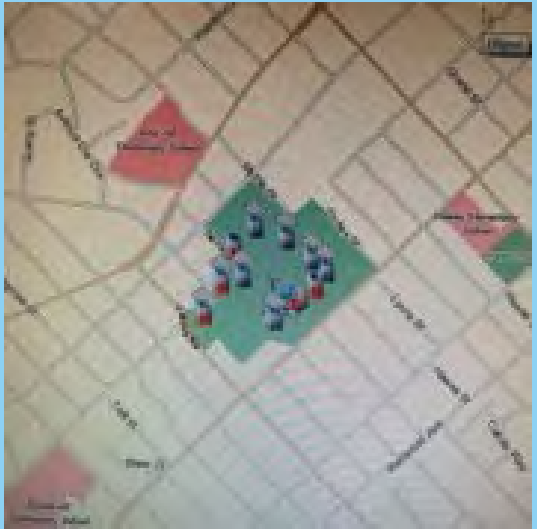
Project Budget									
Fund	Previously Approved	Estimated Expenditures thru 6-30-24	FY 2023-24 Carryover	Rcmd FY 24-25	Estimated FY 25-26	Estimated FY 26-27	Estimated FY 27-28	Estimated FY 28-29	Estimated 5-Yr Cost
256 Community Development Block Grant	8,439,972	470,000	7,969,972	4,219,986	0	TBD	TBD	TBD	TBD
357 Capital Outlay Fund	0	0	0	1,000,000	1,000,000	TBD	TBD	TBD	TBD
One-Time Funds	0	0	0	500,000	0	TBD	TBD	TBD	TBD
<b>Total</b>	8,439,972	545,006	7,984,966	5,719,986	1,000,000	TBD	TBD	TBD	TBD



## Irrigation Controllers

Project #75642

Functional Area - Parks



New FY 24-25 funding	\$150,000	Project status:	New Project
Previously approved project	\$58,646	Estimated completion date:	By End of FY 27-28
Remainder to be funded:	\$391,354	Estimated useful project life:	25 year(s)
Estimated total cost:	\$550,000	Department lead:	Parks

### Summary

Replace old irrigation controllers.

### Background

The City's irrigation system currently relies heavily on the DX2 model irrigation controller, manufactured by Toro. However, Toro has discontinued production of this model. While repair services are still available, support is scheduled to cease in 2024.

The continued use of these aging controllers presents a significant risk. Many are outdated, exceeding 15 to 30 years in service, and lack the capability for real-time monitoring or radio signal communication. This could lead to a complete loss of irrigation control and hinder efficient water management.

The appropriation request will replace the old irrigation control system and update them to provide valuable real-time data, enabling the City to optimize water usage and minimize waste.

### Timeline

The replacement of all outdated DX2 irrigation controllers is anticipated to require a timeframe of approximately two years.

### Operational Impacts

This project offers the potential for immediate cost savings through reduced repair and maintenance needs.

Project Budget									
Fund	Previously Approved	Estimated Expenditures thru 6-30-24	FY 2023-24 Carryover	Rcmd FY 24-25	Estimated FY 25-26	Estimated FY 26-27	Estimated FY 27-28	Estimated FY 28-29	Estimated 5-Yr Cost
357 Capital Outlay Fund	58,646	0	58,646	100,000	200,000	200,000	0	0	500,000
One-Time Funds	0	0	0	50,000	0	0	0	0	50,000
<b>Total</b>	58,646	0	58,646	150,000	200,000	200,000	0	0	550,000



Project #83139

Jardin de Ninos Park

Functional Area - Parks



New FY 24-25 funding	\$200,000	Project status:	Design
Previously approved project	\$278,849	Estimated completion date:	By End of FY 26-27
Remainder to be funded:	TBD	Estimated useful project life:	25 year(s)
Estimated total cost:	TBD	Department lead:	Parks

**Summary**

Jardin de Ninos Park Renovation.

**Background**

In alignment with the expansion plans for Jardin de Ninos Park, the City strategically acquired the property located at 1606 Middlefield Road. While the park design and community outreach initiatives progressed, this property served a valuable function as a temporary staging area for the Middlefield Road utilities undergrounding project.

The City is currently finalizing detailed construction drawings for the Jardin de Ninos Park expansion. However, unforeseen cost increases over the past five years have unfortunately pushed the estimated construction costs beyond the initial project budget.

**Timeline**

Project completion of construction drawings is anticipated within the current fiscal year, with construction commencement targeted for Summer 2024.

**Operational Impacts**

The park expansion will necessitate a proportional increase in maintenance activities due to the larger area to be managed.

Project Budget									
Fund	Previously Approved	Estimated Expenditures thru 6-30-24	FY 2023-24 Carryover	Rcmd FY 24-25	Estimated FY 25-26	Estimated FY 26-27	Estimated FY 27-28	Estimated FY 28-29	Estimated 5-Yr Cost
357 Capital Outlay Fund	278,849	29,915	248,934	200,000	0	0	0	0	200,000
<b>Total</b>	278,849	29,915	248,934	200,000	0	0	0	0	200,000





Project #73853

Play Equipment and Amenity Program

Functional Area - Parks



<b>New FY 24-25 funding</b>	\$150,000	<b>Project status:</b>	Ongoing & routine
<b>Previously approved project</b>	Ongoing & routine	<b>Estimated completion date:</b>	Ongoing & routine
<b>Remainder to be funded:</b>	Ongoing & routine	<b>Estimated useful project life:</b>	Ongoing & routine
<b>Estimated total cost:</b>	Ongoing & routine	<b>Department lead:</b>	Parks

**Summary**

Ongoing and routine program for replacement of the City's play equipment.

**Background**

Redwood City's Parks, Recreation, and Community Services Department is dedicated to a proactive preventative maintenance program for the City's play equipment. Annual audits provide assessments of the City's parks' condition. Maintaining the play equipment ensures extending the useful life of the play facilities and keeps the equipment in good condition for residents and visitors. This ongoing and routine program will replace and upgrade park and playground equipment for safety and maintain play value. The City is focusing on refreshing play equipment rather than full renovations based on neighborhood association and public feedback.

**Timeline**

This is an ongoing and routine program for replacement and maintenance of the City's play equipment throughout the year, on an as-needed basis. with a focus on working directly with neighborhood associations.

**Operational Impacts**

Maintenance would reduce operational costs that would otherwise be needed to maintain aging infrastructure.

Project Budget									
Fund	Previously Approved	Estimated Expenditures thru 6-30-24	FY 2023-24 Carryover	Rcmd FY 24-25	Estimated FY 25-26	Estimated FY 26-27	Estimated FY 27-28	Estimated FY 28-29	Estimated 5-Yr Cost
357 Capital Outlay Fund	Ongoing	Ongoing	Ongoing	150,000	250,000	250,000	250,000	250,000	1,150,000
<b>Total</b>	Ongoing	Ongoing	Ongoing	150,000	250,000	250,000	250,000	250,000	1,150,000



<b>New FY 24-25 funding</b>	\$47,000	<b>Project status:</b>	Ongoing & routine
<b>Previously approved project</b>	Ongoing & routine	<b>Estimated completion date:</b>	Ongoing & routine
<b>Remainder to be funded:</b>	Ongoing & routine	<b>Estimated useful project life:</b>	Ongoing & routine
<b>Estimated total cost:</b>	Ongoing & routine	<b>Department lead:</b>	Parks

**Summary**

Ongoing public arts programs and initiatives around Redwood City.

**Background**

The City Council has committed to public art as a means for promoting vibrancy, defining cultural uniqueness, building community, improving the quality of life, and making Redwood City the arts, culture, and entertainment destination on the Peninsula. To that end, the Arts Commission Strategic Plan outlines the significance of art in the City and has a goal of investment in public art. This is funded by the Art 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 6-30-24	FY 2023-24 Carryover	Rcmd FY 24-25	Estimated FY 25-26	Estimated FY 26-27	Estimated FY 27-28	Estimated FY 28-29	Estimated 5-Yr Cost
360 Art in Public Places	Ongoing	Ongoing	Ongoing	47,000	50,000	50,000	50,000	50,000	247,000
<b>Total</b>	Ongoing	Ongoing	Ongoing	47,000	50,000	50,000	50,000	50,000	247,000



Project #73943

## Synthetic Turf Replacement Program

Functional Area - Parks



<b>New FY 24-25 funding</b>	\$150,000	<b>Project status:</b>	Ongoing & routine
<b>Previously approved project</b>	Ongoing & routine	<b>Estimated completion date:</b>	Ongoing & routine
<b>Remainder to be funded:</b>	Ongoing & routine	<b>Estimated useful project life:</b>	Ongoing & routine
<b>Estimated total cost:</b>	Ongoing & routine	<b>Department lead:</b>	Parks

### Summary

Ongoing program to replace the synthetic turf fields as they come to the end of their useful lives.

### Background

Redwood City boasts ten synthetic turf athletic fields, each offering significant environmental and operational advantages. These fields contribute to water conservation by saving an estimated 1.2 million gallons annually, and eliminate the need for mowing, fertilizing, and irrigation repairs. Additionally, synthetic turf facilitates year-round play regardless of weather conditions.

However, to ensure optimal playing surface safety, these fields require replacement every eight to ten years on average. This year's replacement project focuses on the synthetic turf field located at Hawes Park.

### Timeline

To maintain a sustainable maintenance cycle, the City historically replaces approximately one field's worth of irrigation controllers annually. Continued funding of \$1 million per year is necessary to support this ongoing program.

### Operational Impacts

In the initial stages, the implementation of this solution is expected to have minimal disruption to daily operations. However, as the infrastructure ages, a corresponding increase in maintenance requirements can be anticipated. This proactive maintenance plan will be crucial to ensure continued optimal performance throughout the expected lifespan of the system.

Project Budget									
Fund	Previously Approved	Estimated Expenditures thru 6-30-24	FY 2023-24 Carryover	Rcmd FY 24-25	Estimated FY 25-26	Estimated FY 26-27	Estimated FY 27-28	Estimated FY 28-29	Estimated 5-Yr Cost
357 Capital Outlay Fund	Ongoing	Ongoing	Ongoing	150,000	1,000,000	1,000,000	1,000,000	0	3,150,000
<b>Total</b>	Ongoing	Ongoing	Ongoing	150,000	1,000,000	1,000,000	1,000,000	0	3,150,000



Project #72764

**Redwood Shores Levee FEMA Compliance Startup**

Functional Area - Redwood Shores Levee/Lagoon



<b>New FY 24-25 funding</b>	\$500,000	<b>Project status:</b>	Planning
<b>Previously approved project</b>	\$1,087,276	<b>Estimated completion date:</b>	TBD
<b>Remainder to be funded:</b>	\$23,412,724	<b>Estimated useful project life:</b>	30 year(s)
<b>Estimated total cost:</b>	\$25,000,000	<b>Department lead:</b>	Community Development

**Summary**

Raise and improve existing levees within and near Redwood Shores in response to Federal Emergency Management Agency (FEMA) flood maps and studies.

**Background**

In response to recent FEMA flood studies and maps, the Redwood Shores levee system will undergo improvements to enhance flood protection from coastal hazards. The specific elevation adjustments and project scope are currently under evaluation. This initiative aims to achieve and maintain FEMA accreditation for the levee system, ensuring continued eligibility for the National Flood Insurance Program.

This project will safeguard Redwood Shores from coastal flooding, wave action, and the increasing risks associated with sea level rise.

**Timeline**

Currently, this project is in its planning stages. To maximize efficiency and leverage best practices, the City has established a collaborative partnership with several jurisdictions, including One Shoreline. The project's multi-jurisdictional nature necessitates a multi-year timeframe for completion.

**Operational Impacts**

The specific maintenance requirements associated with these improvements will be directly linked to the type and scope of the chosen upgrades. A more comprehensive project will naturally necessitate a more robust maintenance plan compared to a minor intervention.

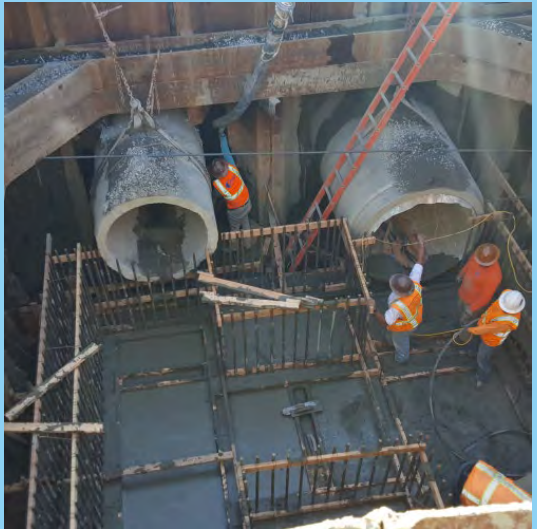
Project Budget									
Fund	Previously Approved	Estimated Expenditures thru 6-30-24	FY 2023-24 Carryover	Rcmd FY 24-25	Estimated FY 25-26	Estimated FY 26-27	Estimated FY 27-28	Estimated FY 28-29	Estimated 5-Yr Cost
357 Capital Outlay Fund	1,087,276	6,046	1,081,230	500,000	1,000,000	TBD	TBD	TBD	TBD
<b>Total</b>	1,087,276	6,046	1,081,230	500,000	1,000,000	TBD	TBD	TBD	TBD



Project #0

60" Sewer Discharge Line to Maple Street Pump Station

Functional Area - Sewer



New FY 24-25 funding	\$1,002,675	Project status:	New Project
Previously approved project	\$0	Estimated completion date:	By End of FY 25-26
Remainder to be funded:	\$1,997,325	Estimated useful project life:	50 year(s)
Estimated total cost:	\$3,000,000	Department lead:	Community Development

**Summary**

New 60-inch diameter sanitary sewer to Silicon Valley Clean Water (SVCW) Maple Street Pump Station.

**Background**

The City of Redwood City's wastewater system collects wastewater from the main area and conveys it to the Silicon Valley Clean Water (SVCW) pump station located on Maple Street. The existing 48" sewage line to the pump station exhibited defects that required emergency lining in 2023. To allow for bypassing of the existing line for maintenance and to allow for increased capacity for future sewage flows, a new larger diameter sewer to pump station was recommended by the 2008 Sanitary Sewer Master Plan.

As part of the City's Walnut-Maple Street Interceptor Project in 2017 a 60" opening was constructed with the new junction structure on Maple Street to allow for a potential discharge sewer line to operate in parallel to the existing 48". SVCW is currently expanding the Maple Street pump station to accept the flows from the new larger sewer line from the City's junction structure.

**Timeline**

The commencement of construction is strategically timed to follow the anticipated completion of the Redwood City Pump Station expansion on Maple Street by SVCW in late 2024.

**Operational Impacts**

The project proposes the construction of a new, larger sewer discharge line running parallel to the existing line. This strategic addition will significantly improve the overall wastewater system's operational performance.

Project Budget									
Fund	Previously Approved	Estimated Expenditures thru 6-30-24	FY 2023-24 Carryover	Rcmd FY 24-25	Estimated FY 25-26	Estimated FY 26-27	Estimated FY 27-28	Estimated FY 28-29	Estimated 5-Yr Cost
692 Sewer Capacity Fee	0	0	0	1,002,675	TBD	TBD	TBD	TBD	TBD
<b>Total</b>	0	0	0	1,002,675	TBD	TBD	TBD	TBD	TBD



Project #75583

Closed Circuit Television (CCTV) Program

Functional Area - Sewer



New FY 24-25 funding	\$200,000	Project status:	Ongoing & routine
Previously approved project	Ongoing & routine	Estimated completion date:	Ongoing & routine
Remainder to be funded:	Ongoing & routine	Estimated useful project life:	Ongoing & routine
Estimated total cost:	Ongoing & routine	Department lead:	Public Works

**Summary**

Provide cleaning and condition assessment of several sanitary drain lines in the City by closed-circuit television (CCTV) cameras.

**Background**

Redwood City's sanitary sewer system, comprised of roughly twenty basins and forty sub-basins, will benefit significantly from the ongoing Closed Circuit Television (CCTV) program. This program employs CCTV inspections to gather detailed data on the condition of individual sewer segments. This granular information allows for targeted repair and replacement decisions, optimizing resource allocation and ensuring the longevity of the infrastructure. The findings from these inspections are then incorporated into the annual sanitary sewer capital improvement project, fostering a data-driven approach to maintaining the city's sewer system. By employing regular CCTV inspections, this program facilitates the continuous assessment of the sewer system's health, promoting proactive maintenance and preventing costly emergencies.

**Timeline**

This is an ongoing program with sewer basins assessed on a rotating basis.

**Operational Impacts**

This ongoing program ensures that staff have information to inform replacement and upgrade decisions impacting the City's sanitary sewer collection system. 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 6-30-24	FY 2023-24 Carryover	Rcmd FY 24-25	Estimated FY 25-26	Estimated FY 26-27	Estimated FY 27-28	Estimated FY 28-29	Estimated 5-Yr Cost
689 Sewer Capital Projects	Ongoing	Ongoing	Ongoing	200,000	250,000	450,000	500,000	500,000	1,950,000
<b>Total</b>	Ongoing	Ongoing	Ongoing	200,000	250,000	450,000	500,000	500,000	1,950,000



Project #75133

## Collection System Replacement Program

Functional Area - Sewer



<b>New FY 24-25 funding</b>	\$1,000,000	<b>Project status:</b>	Ongoing & routine
<b>Previously approved project</b>	Ongoing & routine	<b>Estimated completion date:</b>	Ongoing & routine
<b>Remainder to be funded:</b>	Ongoing & routine	<b>Estimated useful project life:</b>	Ongoing & routine
<b>Estimated total cost:</b>	Ongoing & routine	<b>Department lead:</b>	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, lessens 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

A proactive approach of ongoing rehabilitation and replacement for the City's sanitary sewer pipelines minimizes operational disruptions compared to neglecting maintenance. This strategy ensures the system's continued functionality and reduces the likelihood of unexpected failures that can significantly impact operations.

Project Budget									
Fund	Previously Approved	Estimated Expenditures thru 6-30-24	FY 2023-24 Carryover	Rcmd FY 24-25	Estimated FY 25-26	Estimated FY 26-27	Estimated FY 27-28	Estimated FY 28-29	Estimated 5-Yr Cost
689 Sewer Capital Projects	Ongoing	Ongoing	Ongoing	1,000,000	5,000,000	5,000,000	5,000,000	5,000,000	21,000,000
<b>Total</b>	Ongoing	Ongoing	Ongoing	1,000,000	5,000,000	5,000,000	5,000,000	5,000,000	21,000,000



Project #74091

Pump and Controls Replacement Program

Functional Area - Sewer



<b>New FY 24-25 funding</b>	\$75,000	<b>Project status:</b>	Ongoing & routine
<b>Previously approved project</b>	Ongoing & routine	<b>Estimated completion date:</b>	Ongoing & routine
<b>Remainder to be funded:</b>	Ongoing & routine	<b>Estimated useful project life:</b>	Ongoing & routine
<b>Estimated total cost:</b>	Ongoing & routine	<b>Department lead:</b>	Public Works

**Summary**

As-needed maintenance of pumps and control systems at the City’s thirty-one sewer pump stations.

**Background**

The City of Redwood City manages a network of thirty-one sewer pump stations. Through proactive preventative maintenance checks, our dedicated staff identifies necessary repairs and replacements to ensure optimal pump functionality. This ongoing project allocates resources for addressing pump and control system needs throughout the year, as identified during inspections. By prioritizing preventative maintenance, we significantly reduce the risk of sanitary sewer backups and ensure the continued smooth operation of this vital infrastructure.

**Timeline**

The City's sewer pump stations undergo a program of continuous preventative maintenance, including the regular repair and replacement of pumps and control components.

**Operational Impacts**

This program ensures that motor control components and sewer pumps are up-to-date and operating efficiently, reducing the risk of sanitary sewer spills caused by failed systems. Sanitary sewer spills are monitored by the Regional Water Quality Control Board and inadequate control and response of spills may result in regulatory penalties such as fines.

Project Budget									
Fund	Previously Approved	Estimated Expenditures thru 6-30-24	FY 2023-24 Carryover	Rcmd FY 24-25	Estimated FY 25-26	Estimated FY 26-27	Estimated FY 27-28	Estimated FY 28-29	Estimated 5-Yr Cost
689 Sewer Capital Projects	Ongoing	Ongoing	Ongoing	75,000	100,000	100,000	100,000	100,000	500,000
<b>Total</b>	Ongoing	Ongoing	Ongoing	75,000	100,000	100,000	100,000	100,000	500,000





Project #83204

Sewer Pump Station Rehabilitation Program

Functional Area - Sewer



New FY 24-25 funding	\$1,700,000	Project status:	Ongoing & routine
Previously approved project	Ongoing & routine	Estimated completion date:	Ongoing & routine
Remainder to be funded:	Ongoing & routine	Estimated useful project life:	Ongoing & routine
Estimated total cost:	Ongoing & routine	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 is an ongoing program for pump station rehabilitation. Pump Station 22 will be prioritized for rehabilitation this year. Additional, Pump Station 23 may be included in the rehabilitation project, depending on addition condition assessments or immediate need and availability of resources and materials.

**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 6-30-24	FY 2023-24 Carryover	Rcmd FY 24-25	Estimated FY 25-26	Estimated FY 26-27	Estimated FY 27-28	Estimated FY 28-29	Estimated 5-Yr Cost
689 Sewer Capital Projects	Ongoing	Ongoing	Ongoing	1,700,000	2,000,000	2,000,000	2,000,000	2,000,000	9,700,000
<b>Total</b>	Ongoing	Ongoing	Ongoing	1,700,000	2,000,000	2,000,000	2,000,000	2,000,000	9,700,000

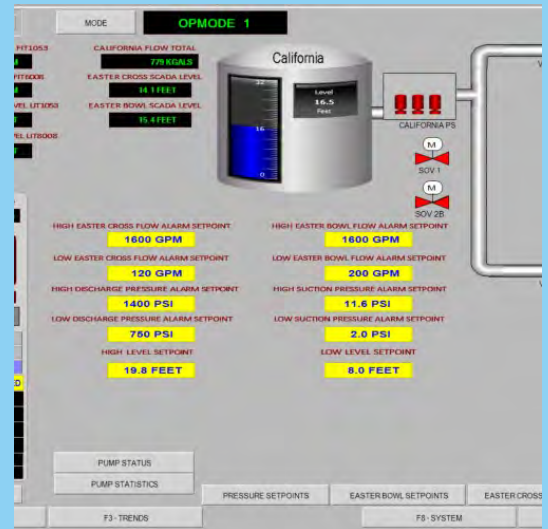


Project #85038

Supervisory Control and Data Acquisition (SCADA) Rehabilitation

Functional Area - Sewer

New FY 24-25 funding	\$25,000	Project status:	Construction
Previously approved project	\$163,934	Estimated completion date:	Ongoing & routine
Remainder to be funded:	\$0	Estimated useful project life:	10 year(s)
Estimated total cost:	\$188,934	Department lead:	Public Works



**Summary**

Install redundant server hardware for added reliability to the SCADA system.

**Background**

The Supervisory Control and Data Acquisition (SCADA) system is a comprehensive software and hardware suite that empowers the City to:

- Manage industrial processes locally or remotely.
- Perform real-time monitoring, data collection, and analysis.
- Directly interact with field devices such as sensors, valves, pumps, and motors through a user-friendly Human-Machine Interface (HMI).

**Timeline**

The project is expected to be completed by June 2025.

**Operational Impacts**

The installation will allow the City to maintain system efficiency and communicate system issues to mitigate downtime.

Project Budget									
Fund	Previously Approved	Estimated Expenditures thru 6-30-24	FY 2023-24 Carryover	Rcmd FY 24-25	Estimated FY 25-26	Estimated FY 26-27	Estimated FY 27-28	Estimated FY 28-29	Estimated 5-Yr Cost
689 Sewer Capital Projects	163,934	22,901	141,032	25,000	0	0	0	0	25,000
<b>Total</b>	163,934	22,901	141,032	25,000	0	0	0	0	25,000



Project #75598

Bayfront Canal and Cordilleras Creek Annual Maintenance

Functional Area - Stormwater



<b>New FY 24-25 funding</b>	\$150,000	<b>Project status:</b>	Ongoing & routine
<b>Previously approved project</b>	Ongoing & routine	<b>Estimated completion date:</b>	Ongoing & routine
<b>Remainder to be funded:</b>	Ongoing & routine	<b>Estimated useful project life:</b>	Ongoing & routine
<b>Estimated total cost:</b>	Ongoing & routine	<b>Department lead:</b>	Public Works

**Summary**

Seasonal maintenance of the Bayfront Canal and culverts along Cordilleras Creek.

**Background**

To ensure the unimpeded flow of stormwater into the San Francisco Bay, regular maintenance is required for the Bayfront Canal and the three bridge crossings along Cordilleras Creek. Sedimentation, vegetation growth, and debris accumulation within these channels can significantly increase the risk of localized flooding in nearby areas during periods of heavy rainfall. Therefore, we request the allocation of funds to conduct essential maintenance activities.

Given that Cordilleras Creek serves as the border between Redwood City and San Carlos, the City of San Carlos has agreed to reimburse Redwood City for half of the associated maintenance costs. This project is critical for maintaining the stormwater flow capacity of these channels and minimizing the risk of flooding within the surrounding communities.

**Timeline**

This project maintains stormwater flow capacity and minimizes local flooding risk. The maintenance for 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 6-30-24	FY 2023-24 Carryover	Rcmd FY 24-25	Estimated FY 25-26	Estimated FY 26-27	Estimated FY 27-28	Estimated FY 28-29	Estimated 5-Yr Cost
357 Capital Outlay Fund	Ongoing	Ongoing	Ongoing	150,000	150,000	150,000	150,000	150,000	750,000
<b>Total</b>	Ongoing	Ongoing	Ongoing	150,000	150,000	150,000	150,000	150,000	750,000



Project #83171

**Bradford Stormwater Pump Station Rehabilitation**

Functional Area - Stormwater



<b>New FY 24-25 funding</b>	\$11,998,000	<b>Project status:</b>	Planning
<b>Previously approved project</b>	\$12,427,330	<b>Estimated completion date:</b>	By End of FY 26-27
<b>Remainder to be funded:</b>	\$24,425,330	<b>Estimated useful project life:</b>	30 year(s)
<b>Estimated total cost:</b>	\$24,425,330	<b>Department lead:</b>	Community Development

**Summary**

Grant match to rehabilitate the Bradford Stormwater Drainage Pump Station.

**Background**

To ensure the continued reliability of the City's storm drain system, a comprehensive rehabilitation project is planned for the Bradford Street stormwater pump station. This project will address multiple areas, ultimately increasing efficiency, safety, and lifespan of the station while reducing the risk of flooding. Improvements will include the installation of new submersible pumps with higher horsepower for increased capacity. Additionally, variable speed drive controls will be implemented to optimize pump efficiency. To ensure uninterrupted operation during power outages, a new standby generator will be incorporated.

Financial support for this project comes through a FEMA Hazard Mitigation Grant Program (HMGP) awarded to the City in August 2021 in a grant for 75% of the project cost. The remaining 25% will be covered by the City as our local match. The total project cost is estimated in the range of \$16 million to \$18 million.

**Timeline**

Phase 1 Planning and design was completed in FY 2022-23. Grant Deliverables are being reviewed and pending FEMA award of Phase 2 Construction grant funding, which is estimated to occur early FY2024-25. The City's share of project funding will be a transfer of CIP funds from the 5th Avenue Pump Station Project.

**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.

<b>Project Budget</b>									
Fund	Previously Approved	Estimated Expenditures thru 6-30-24	FY 2023-24 Carryover	Rcmd FY 24-25	Estimated FY 25-26	Estimated FY 26-27	Estimated FY 27-28	Estimated FY 28-29	Estimated 5-Yr Cost
219 Other Restricted	10,127,330	221,861	9,905,469	11,998,000	TBD	TBD	TBD	TBD	TBD
357 Capital Outlay Fund	2,300,000	8,746	2,291,254	0	TBD	TBD	TBD	TBD	TBD
689 Sewer Capital Projects	0	931	-931	0	TBD	TBD	TBD	TBD	TBD
<b>Total</b>	12,427,330	231,538	12,195,792	11,998,000	TBD	TBD	TBD	TBD	TBD



Project #85134

Douglas Stormwater Pump Station Rehabilitation

Functional Area - Stormwater



New FY 24-25 funding	\$1,500,000	Project status:	Planning
Previously approved project	\$0	Estimated completion date:	By End of FY 27-28
Remainder to be funded:	\$8,800,000	Estimated useful project life:	30 year(s)
Estimated total cost:	\$10,000,000	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.

Design expected to cost \$1.6 million, of which \$1.2 million will come from CPF. The remaining \$400,000 will be funded by the City. Construction to cost \$8 - \$10 million, for which a funding source has not been identified. The City will be pursuing Phase 2 funding from FEMA but will need city matching funds.

**Timeline**

Federal funding was appropriated with the FY2023 budget passed by US Congress. Design will follow once local match 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 6-30-24	FY 2023-24 Carryover	Rcmd FY 24-25	Estimated FY 25-26	Estimated FY 26-27	Estimated FY 27-28	Estimated FY 28-29	Estimated 5-Yr Cost
219 Other Restricted	0	0	0	1,200,000	0	0	0	0	1,200,000
357 Capital Outlay Fund	0	0	0	0	2,000,000	0	0	0	2,000,000
One-Time Funds	0	0	0	300,000	0	0	0	0	300,000
<b>Total</b>	0	0	0	1,500,000	2,000,000	0	0	0	3,500,000



New FY 24-25 funding	\$250,000	Project status:	New Project
Previously approved project	\$0	Estimated completion date:	By End of FY 24-25
Remainder to be funded:	TBD	Estimated useful project life:	30 year(s)
Estimated total cost:	TBD	Department lead:	Public Works

**Summary**

Meet the City's regulatory obligations under the updated Municipal Regional Stormwater permit (MRP).

**Background**

The Regional Water Quality Control Board's (Water Board) updated 2022 Municipal Regional Stormwater NPDES Permit establishes stricter timelines and requirements for stormwater discharge compliance. A key requirement is achieving 100% trash load reduction by June 2025. To address this, the City has implemented a multi-phased plan incorporating inlet trash capture devices, clean-up activities, and other measures. However, additional purchases and installations will be necessary to fully comply with the Water Board's requirements.

**Timeline**

The revised order is in effect for five years, until June 2027.

**Operational Impacts**

This program would allow the City to meet the regulatory requirements of the reissued MRP permit.

Project Budget									
Fund	Previously Approved	Estimated Expenditures thru 6-30-24	FY 2023-24 Carryover	Rcmd FY 24-25	Estimated FY 25-26	Estimated FY 26-27	Estimated FY 27-28	Estimated FY 28-29	Estimated 5-Yr Cost
357 Capital Outlay Fund	0	0	0	250,000	150,000	0	0	0	400,000
<b>Total</b>	0	0	0	250,000	150,000	0	0	0	400,000



Project #70523

Storm Drain – Redwood Creek and Channels

Functional Area - Stormwater



<b>New FY 24-25 funding</b>	\$1,480,770	<b>Project status:</b>	Ongoing & routine
<b>Previously approved project</b>	Ongoing & routine	<b>Estimated completion date:</b>	Ongoing & routine
<b>Remainder to be funded:</b>	Ongoing & routine	<b>Estimated useful project life:</b>	Ongoing & routine
<b>Estimated total cost:</b>	Ongoing & routine	<b>Department lead:</b>	Community Development

**Summary**

Repair and rehabilitation of the concrete lined portion of Redwood Creek and its tributaries.

**Background**

The majority of the concrete lined storm drain channels in Redwood City were constructed in the 1960's, are reaching the end of their useful life, and are beginning to fail. The Redwood Creek Improvements Project includes repairing, rehabilitating, and replacing the concrete lined portions of Redwood Creek and its tributary branches. Funding previously granted for deficiency projects was shifted to pay for the replacement of two failed sections of creek wall. Current funding request would backfill the funding for the rehabilitation projects as well as funding the replacement of any future wall failures.

**Timeline**

There are multiple project locations for this project. Two locations include replacement of failed channel walls and are scheduled for construction in 2024. The construction work for this project is limited to June through October due to regulatory requirements. Design has been completed for other locations where concrete creek wall and base deficiencies have been identified, and regulatory permits have been obtained. Construction timeline would be dependent on available funding.

**Operational Impacts**

This project will require staff time to plan, design and implement. Over time, the project will decrease the cost of maintenance on failing infrastructure. There will be ongoing maintenance and operating costs.

Project Budget									
Fund	Previously Approved	Estimated Expenditures thru 6-30-24	FY 2023-24 Carryover	Rcmd FY 24-25	Estimated FY 25-26	Estimated FY 26-27	Estimated FY 27-28	Estimated FY 28-29	Estimated 5-Yr Cost
357 Capital Outlay Fund	Ongoing	Ongoing	Ongoing	980,770	2,500,000	2,500,000	2,500,000	2,500,000	10,980,770
One-Time Funds	Ongoing	Ongoing	Ongoing	500,000	0	0	0	0	500,000
<b>Total</b>	Ongoing	Ongoing	Ongoing	1,480,770	2,500,000	2,500,000	2,500,000	2,500,000	10,980,770



Project #83172

101/84 Interchange

Functional Area - Transportation



New FY 24-25 funding	\$20,500,000	Project status:	Design
Previously approved project	\$20,118,832	Estimated completion date:	By End of FY 30-31
Remainder to be funded:	\$267,381,168	Estimated useful project life:	75 year(s)
Estimated total cost:	\$308,000,000	Department lead:	Community Development

**Summary**

Plan, design, and reconstruct the U.S. Highway 101 and State Route 84 (Woodside Road) interchange.

**Background**

Reconstruction of the existing U.S. Highway 101/SR 84 (Woodside Rd.) interchange will reduce congestion, increase safety, improve freight access, and provide facilities for pedestrians and cyclists. This project will facilitate transit movement and enable people to walk and bike safely to the jobs, housing, schools, and the CalTrain station in and around downtown RWC. It will connect disadvantaged communities to regional recreational facilities, including the Bay Trail.

**Timeline**

The Environmental phase was completed in December 2016. A Funding Plan was approved by the City Council in June 2022, and the Council Ad Hoc Committee meets regularly to review it.

Project Design is 95% complete, with final design underway in 2024. The right-of-way (ROW) phase started in mid-2023 and is expected to take approximately 18-24 months. Once full project funding is secured, construction is expected to take up to four years.

**Operational Impacts**

The City may incur additional operating costs for the maintenance of any new facilities outside of Caltrans' new right-of-way. Such facilities include the new off-street (Class I) path north of the interchange between the Broadway/Woodside intersection and the Blomquist/Seaport intersection.

Project Budget									
Fund	Previously Approved	Estimated Expenditures thru 6-30-24	FY 2023-24 Carryover	Rcmd FY 24-25	Estimated FY 25-26	Estimated FY 26-27	Estimated FY 27-28	Estimated FY 28-29	Estimated 5-Yr Cost
264 Various Transportation	17,415,352	701,795	16,713,557	3,000,000	4,900,000	2,000,000	1,500,000	590,000	11,990,000
262 Transportation Fund	1,330,986	0	1,330,986	17,500,000	8,400,000	50,000,000	50,000,000	23,461,000	149,361,000
357 Capital Outlay Fund	1,372,494	103,487.83	1,269,006	0	0	0	0	0	0
<b>Total</b>	<b>20,118,832</b>	<b>805,283</b>	<b>19,313,549</b>	<b>20,500,000</b>	<b>13,300,000</b>	<b>52,000,000</b>	<b>51,500,000</b>	<b>24,051,000</b>	<b>161,351,000</b>





Project #0

Access to Downtown Bikeway Corridors

Functional Area - Transportation



New FY 24-25 funding	\$315,000	Project status:	Design
Previously approved project	\$0	Estimated completion date:	By End of FY 25-26
Remainder to be funded:	\$349,980	Estimated useful project life:	15 year(s)
Estimated total cost:	\$664,980	Department lead:	Community Development

**Summary**

Broadway and Vera Avenue Bikeway Corridor.

**Background**

The Access to Downtown Bikeway Corridor project includes completing the Plans, Specifications, and Estimates (PS&E) phase for the Vera Avenue Bicycle Boulevard Project (permanent improvements) and the Broadway Complete Streets Project. These two corridors are identified in RWCMoves, the citywide transportation plan, as part of the bicycle 'backbone network' that connect neighborhoods from the west and south to the downtown area and the transit center.

The Access to Downtown Bikeway corridors project closes gaps in the bicycle closes gap in the citywide bicycle backbone network and connects residential neighborhoods to the downtown area. A bicycle backbone network is a system of low-stress bicycle routes that provide safe, convenient, and connected route throughout the city for all cyclists regardless of their age or abilities. Low-stress bicycle routes include a network of bicycle boulevards, buffered bike lanes, and cycle tracks that provided designated spaces for cyclists away from streets with high vehicle volumes (3,000 vehicles per day maximum) and high vehicle speeds (above 25 mph).

**Timeline**

Design is anticipated to occur between FY 2023-24 to FY 2024-25. Construction is pending available funding.

**Operational Impacts**

The project will improve traffic safety for bicyclists on Broadway and Vera Avenue.

Project Budget									
Fund	Previously Approved	Estimated Expenditures thru 6-30-24	FY 2023-24 Carryover	Rcmd FY 24-25	Estimated FY 25-26	Estimated FY 26-27	Estimated FY 27-28	Estimated FY 28-29	Estimated 5-Yr Cost
264 Various Transportation	0	0	0	315,000	300,000	0	0	0	615,000
262 Transportation Fund	0	0	0	0	49,980	0	0	0	49,980
<b>Total</b>	0	0	0	315,000	349,980	0	0	0	664,980



Project #75625

Active Transportation Corridor Program

Functional Area - Transportation



New FY 24-25 funding	\$250,000	Project status:	Ongoing & routine
Previously approved project	Ongoing & routine	Estimated completion date:	Ongoing & routine
Remainder to be funded:	Ongoing & routine	Estimated useful project life:	Ongoing & routine
Estimated total cost:	Ongoing & routine	Department lead:	Community Development

**Summary**

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**

The Active Transportation Corridor program encompasses planning, design, and construction of infrastructure for pedestrians and cyclists. This includes enhancements like bike lane signage, improved crossings, better path connections, and development of public transportation corridors. Funding can support projects aligned with initiatives like the Managers Mobility Partnership, El Camino Real Corridor Plan, Transit Center Study, RWCmoves, and RWC Walk, Bike, Thrive. Additionally, these funds can leverage grants and partially funded transportation impact fee projects. Overall, the program aims to reduce traffic congestion, greenhouse gas emissions, and enhance safety for cyclists 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.

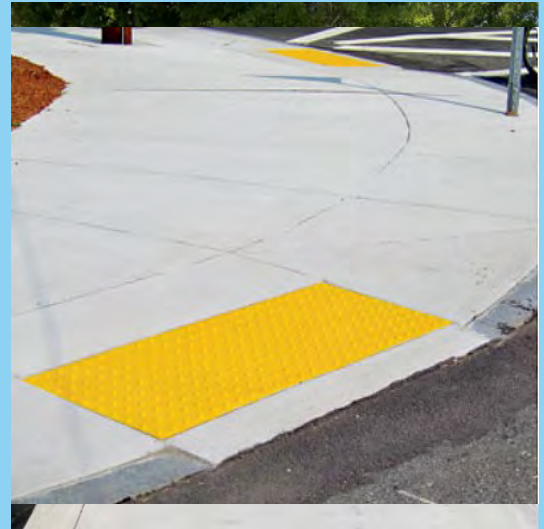
Project Budget									
Fund	Previously Approved	Estimated Expenditures thru 6-30-24	FY 2023-24 Carryover	Rcmd FY 24-25	Estimated FY 25-26	Estimated FY 26-27	Estimated FY 27-28	Estimated FY 28-29	Estimated 5-Yr Cost
262 Transportation Fund	Ongoing	Ongoing	Ongoing	250,000	100,000	100,000	100,000	100,000	650,000
<b>Total</b>	Ongoing	Ongoing	Ongoing	250,000	100,000	100,000	100,000	100,000	650,000



Project #72583

Americans with Disabilities Act (ADA)  
Curb Ramp Program

Functional Area - Transportation



New FY 24-25 funding	\$180,000	Project status:	Ongoing & routine
Previously approved project	Ongoing & routine	Estimated completion date:	Ongoing & routine
Remainder to be funded:	Ongoing & routine	Estimated useful project life:	Ongoing & routine
Estimated total cost:	Ongoing & routine	Department lead:	Library

**Summary**

Upgrade existing curb ramps to comply with Americans with Disability Act (ADA) standards.

**Background**

Redwood City's ADA Curb Ramp Program plays a vital role in ensuring our city's infrastructure is accessible and inclusive for all residents. The program prioritizes upgrades to existing curb ramps, bringing them into compliance with the Americans with Disabilities Act (ADA) standards. This commitment to accessibility fosters a more equitable environment for people with disabilities, allowing for greater independence and participation in community life. In the coming fiscal year, the program aims to upgrade approximately 150 high-priority ramps, marking a significant step towards the overall goal of addressing all 600 curb ramps across the city.

**Timeline**

The project timeline anticipates design completion within Fiscal Year 2023-24, followed by construction completion in Fiscal Year 2024-25.

**Operational Impacts**

The project will improve ADA curb ramps and overall traffic safety for pedestrians.

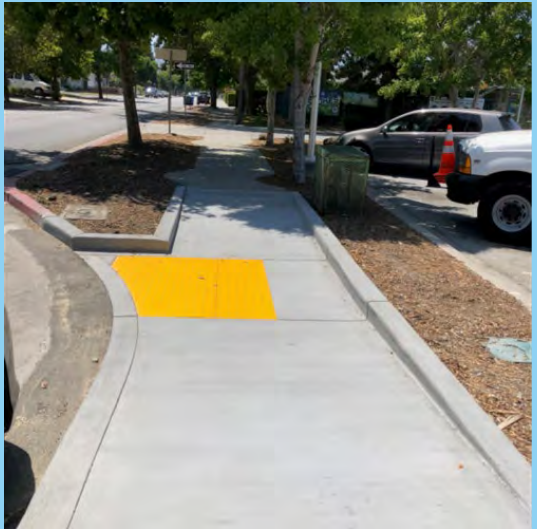
Project Budget									
Fund	Previously Approved	Estimated Expenditures thru 6-30-24	FY 2023-24 Carryover	Rcmd FY 24-25	Estimated FY 25-26	Estimated FY 26-27	Estimated FY 27-28	Estimated FY 28-29	Estimated 5-Yr Cost
264 Various Transportation Grants	Ongoing	Ongoing	Ongoing	180,000	2,200,000	2,200,000	2,200,000	2,200,000	9,000,000
<b>Total</b>	Ongoing	Ongoing	Ongoing	180,000	2,200,000	2,200,000	2,200,000	2,200,000	9,000,000



Project #75629

**Americans with Disabilities Act (ADA)  
Transition Plan**

Functional Area - Transportation



<b>New FY 24-25 funding</b>	\$1,000,000	<b>Project status:</b>	Ongoing & routine
<b>Previously approved project</b>	Ongoing & routine	<b>Estimated completion date:</b>	Ongoing & routine
<b>Remainder to be funded:</b>	Ongoing & routine	<b>Estimated useful project life:</b>	30 year(s)
<b>Estimated total cost:</b>	Ongoing & routine	<b>Department lead:</b>	Library

**Summary**

Projects identified on the Americans with Disabilities Act (ADA) Transition Plan.

**Background**

The City Council approved a comprehensive Americans with Disabilities Act (ADA) Transition Plan. This plan outlines a multi-year strategy to remove physical barriers and ensure accessible facilities for all residents. The plan is projected to require a total investment of \$66 million over the next thirty years. To achieve this goal, annual allocations of \$2.2 million will be dedicated to systematically address accessibility concerns within city facilities.

**Timeline**

This is an ongoing citywide program.

**Operational Impacts**

This project will require staff time to plan, design, and administer the approved projects.

<b>Project Budget</b>									
Fund	Previously Approved	Estimated Expenditures thru 6-30-24	FY 2023-24 Carryover	Rcmd FY 24-25	Estimated FY 25-26	Estimated FY 26-27	Estimated FY 27-28	Estimated FY 28-29	Estimated 5-Yr Cost
357 Capital Outlay Fund	Ongoing	Ongoing	Ongoing	200,000	2,200,000	2,200,000	2,200,000	2,200,000	9,000,000
One-Time Funds	Ongoing	Ongoing	Ongoing	800,000	0	0	0	0	1,000,000
<b>Total</b>	Ongoing	Ongoing	Ongoing	1,000,000	2,200,000	2,200,000	2,200,000	2,200,000	10,000,000



Project #85132

## Broadway Pedestrian Mall

Functional Area - Transportation



New FY 24-25 funding	\$450,000	Project status:	Design
Previously approved project	\$4,122,844	Estimated completion date:	By End of FY 25-26
Remainder to be funded:	TBD	Estimated useful project life:	20 year(s)
Estimated total cost:	TBD	Department lead:	Community Development

### Summary

Enable the temporary street closure of Broadway between Jefferson Avenue and Main Street to become permanent, and make upgrades as needed.

### Background

Since March 2020, the section of Broadway between Jefferson Avenue and Main Street has been closed to facilitate outdoor dining options in response to the pandemic. This initiative has proven popular with both businesses and the public, prompting the City to explore the possibility of making the closure permanent.

Transitioning to a permanent closure requires design and construction considerations. Once a finalized design is in place, the City will proceed with the installation of bollards or other suitable perimeter measures. Construction costs will be determined upon completion of the final design.

### Timeline

Design work is estimated to be completed in FY 2024-25 with necessary improvements estimated for construction in FY 2025-26.

### Operational Impacts

Staff time is needed to manage and administer the project.

Project Budget									
Fund	Previously Approved	Estimated Expenditures thru 6-30-24	FY 2023-24 Carryover	Rcmd FY 24-25	Estimated FY 25-26	Estimated FY 26-27	Estimated FY 27-28	Estimated FY 28-29	Estimated 5-Yr Cost
One-Time Funds	4,122,844	1,303,420	2,819,434	200,000	0	0	0	0	200,000
681 Parking District Fund	0	0	0	250,000	0	0	0	0	250,000
<b>Total</b>	4,122,844	1,303,420	2,819,434	450,000	0	0	0	0	450,000



Project #0  
**Caltrain Grade Separation Project-  
 Environmental phase**

Functional Area - Transportation



<b>New FY 24-25 funding</b>	\$500,000	<b>Project status:</b>	New Project
<b>Previously approved project</b>	\$0	<b>Estimated completion date:</b>	TBD
<b>Remainder to be funded:</b>	\$3,500,000	<b>Estimated useful project life:</b>	30 year(s)
<b>Estimated total cost:</b>	\$4,000,000	<b>Department lead:</b>	Community Development

**Summary**

Environmental phase of the Caltrain Grade Separation project.

**Background**

In collaboration with Caltrain, SamTrans, and the San Mateo County Transportation Authority, the City of Redwood City has completed a comprehensive feasibility study for the separation of all existing at-grade railroad crossings within city limits.

This collaborative effort aimed to identify solutions to address the ongoing challenges posed by at-grade crossings. Specifically, the study explored alternatives that would physically separate the railroad from roadways, thereby improving traffic flow, enhancing safety for pedestrians and cyclists, and promoting greater connectivity. The feasibility study encompassed a thorough evaluation of various alternatives, considering factors such as construction feasibility, cost estimates, potential impacts on nearby properties, visual aesthetics, access and circulation disruptions, and environmental considerations.

On November 13, 2023, the City Council endorsed the staff-recommended alternative and directed staff to proceed with the next phase, which entails Plans and Estimate (PE) and environmental review.

**Timeline**

The environmental phase is estimated to occur between FY 2024-25 to FY 2027-28.

**Operational Impacts**

The project will improve traffic operation and safety around Caltrain crossings.

<b>Project Budget</b>									
Fund	Previously Approved	Estimated Expenditures thru 6-30-24	FY 2023-24 Carryover	Rcmd FY 24-25	Estimated FY 25-26	Estimated FY 26-27	Estimated FY 27-28	Estimated FY 28-29	Estimated 5-Yr Cost
285 Traffic Mitigation Fees	0	0	0	500,000	0	250,000	250,000	0	1,000,000
264 Various Transportation	0	0	0	0	2,000,000	1,000,000	0	0	3,000,000
<b>Total</b>	0	0	0	500,000	2,000,000	1,250,000	250,000	0	4,000,000



Project #0

**El Camino Real Bike Lane Project**

Functional Area - Transportation



<b>New FY 24-25 funding</b>	\$360,000	<b>Project status:</b>	Design
<b>Previously approved project</b>	\$0	<b>Estimated completion date:</b>	By End of FY 24-25
<b>Remainder to be funded:</b>	\$0	<b>Estimated useful project life:</b>	15 year(s)
<b>Estimated total cost:</b>	\$650,000	<b>Department lead:</b>	Community Development

**Summary**

The project includes installation of buffered bike lanes on El Camino Real.

**Background**

El Camino Real buffered bike lane project was initiated during the People’s Budget process. City also received a Measure A/W grant for the project development phase. The bike lanes project will remove on-street parking along El Camino Real between Maple St and Wilson St (northbound) and between Brewster Ave and Madison Ave (southbound) and will install buffered bike lanes.

**Timeline**

The design and permit is estimated to start in FY 2024-25 with construction in FY 2024-25.

**Operational Impacts**

The project will remove on-street parking on a few blocks along El Camino Real and will replace it with buffered bike lane.

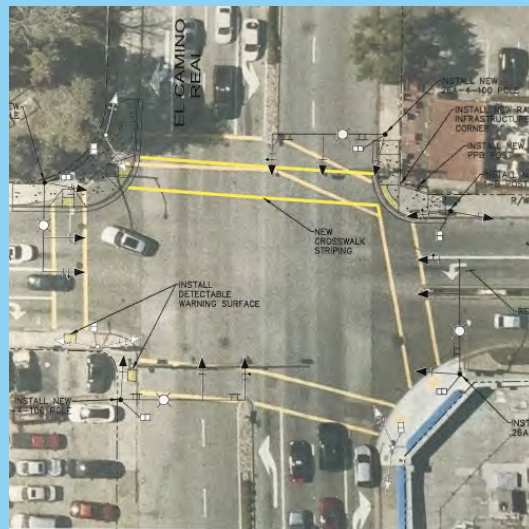
Project Budget									
Fund	Previously Approved	Estimated Expenditures thru 6-30-24	FY 2023-24 Carryover	Rcmd FY 24-25	Estimated FY 25-26	Estimated FY 26-27	Estimated FY 27-28	Estimated FY 28-29	Estimated 5-Yr Cost
264 Various Transportation	0	0	0	360,000	TBD	0	0	0	TBD
<b>Total</b>	0	0	0	360,000	TBD	0	0	0	650,000



Project #0

El Camino Real/James Ave Intersection  
Pedestrian Safety and Signal Operation  
Improvements

Functional Area - Transportation



New FY 24-25 funding	\$150,000	Project status:	Design
Previously approved project	\$0	Estimated completion date:	TBD
Remainder to be funded:	\$1,350,000	Estimated useful project life:	15 year(s)
Estimated total cost:	\$1,500,000	Department lead:	Community Development

**Summary**

The project provides for pedestrian safety improvements at El Camino Real (ECR)/James Ave intersection.

**Background**

The ECR/James Ave intersection is a high-priority location for traffic safety improvements due to its proximity to Sequoia High School, the SamTrans transit center, the Caltrain station, and other heavily trafficked downtown destinations.

The City proposes a series of improvements specifically designed to enhance pedestrian safety. These upgrades include enhanced Pedestrian Crossings, modernized Traffic Signal System, intersection Geometry Improvements, ADA Accessibility Upgrades, and Signal Operation Enhancements including modifications to the signal timing, split phasing, and Lead pedestrian Interval (LPI).

**Timeline**

The design phase is expected to be in FY 2024-25 while the construction phase is estimated to start in FY 2025-26.

**Operational Impacts**

The project will improve the traffic operation at the whole intersection by changing the controllers and signal timing for various phases.

Project Budget									
Fund	Previously Approved	Estimated Expenditures thru 6-30-24	FY 2023-24 Carryover	Rcmd FY 24-25	Estimated FY 25-26	Estimated FY 26-27	Estimated FY 27-28	Estimated FY 28-29	Estimated 5-Yr Cost
262 Transportation Fund	0	0	0	150,000	0	0	0	0	150,000
264 Various Transportation	0	0	0	0	1,350,000	0	0	0	1,350,000
<b>Total</b>	0	0	0	150,000	1,350,000	0	0	0	1,500,000





Project #70294

Emergency Vehicle Traffic Signal Pre-emption

Functional Area - Transportation



<b>New FY 24-25 funding</b>	\$100,000	<b>Project status:</b>	Ongoing & routine
<b>Previously approved project</b>	Ongoing & routine	<b>Estimated completion date:</b>	Ongoing & routine
<b>Remainder to be funded:</b>	Ongoing & routine	<b>Estimated useful project life:</b>	Ongoing & routine
<b>Estimated total cost:</b>	Ongoing & routine	<b>Department lead:</b>	Community Development

**Summary**

Planning and implementation for traffic signal pre-emption devices in emergency vehicles and on traffic signals.

**Background**

With a rich history dating back to the late 1960s, emergency vehicle signal pre-emption has proven its effectiveness in reducing response times at intersections. This proposed initiative leverages funding from the transportation impact fee program, which strategically allocates resources for intersection improvements along key downtown corridors. By integrating pre-emption technology within these upgrades, the project aims to achieve a two-fold benefit: reduced response times for emergency vehicles attending critical incidents, and a corresponding increase in overall community safety.

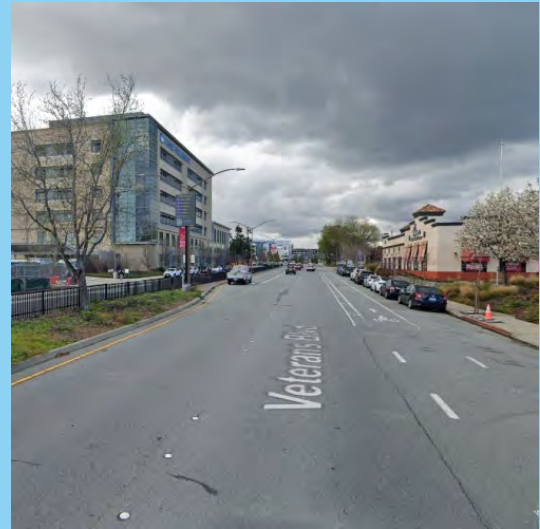
**Timeline**

This is an ongoing program.

**Operational Impacts**

This project will require staff time to assess, plan, design, and implement.

Project Budget									
Fund	Previously Approved	Estimated Expenditures thru 6-30-24	FY 2023-24 Carryover	Rcmd FY 24-25	Estimated FY 25-26	Estimated FY 26-27	Estimated FY 27-28	Estimated FY 28-29	Estimated 5-Yr Cost
262 Transportation Fund	Ongoing	Ongoing	Ongoing	100,000	100,000	100,000	0	0	300,000
215 Seaport Landscaping	Ongoing	Ongoing	Ongoing	0	55,500	0	0	0	55,500
<b>Total</b>	Ongoing	Ongoing	Ongoing	100,000	155,500	100,000	0	0	355,500



<b>New FY 24-25 funding</b>	\$150,000	<b>Project status:</b>	New Project
<b>Previously approved project</b>	\$0	<b>Estimated completion date:</b>	By End of FY 28-29
<b>Remainder to be funded:</b>	\$3,150,000	<b>Estimated useful project life:</b>	20 year(s)
<b>Estimated total cost:</b>	\$3,300,000	<b>Department lead:</b>	Community Development

**Summary**

Traffic operation improvements at crossings identified in the updated Transportation Impact Fee (TIF) Technical Analysis report.

**Background**

The 2024 updated Transportation Impact Fee report identified a new sets of transportation improvements projects. Among those are a few operational improvements at a few intersections planned for the next 5 years. The improvements include striping changes adding, traffic signal, adding traffic circle, etc. The locations include:

- Middlefield Road & Jefferson Avenue operational improvement
- Middlefield Road & Main Street operational improvement
- Veterans Boulevard & Whipple Avenue operational improvement
- Bay Road & Douglas Avenue operational improvement
- Broadway & Second Avenue operational improvement
- Veterans Boulevard & Hansen Way operational improvement

**Timeline**

Improvements are anticipated to be completed in FY 2028-29.

**Operational Impacts**

Implementation of these improvements will enhance the traffic safety and addresses the current operational challenges at these locations.

<b>Project Budget</b>									
Fund	Previously Approved	Estimated Expenditures thru 6-30-24	FY 2023-24 Carryover	Rcmd FY 24-25	Estimated FY 25-26	Estimated FY 26-27	Estimated FY 27-28	Estimated FY 28-29	Estimated 5-Yr Cost
262 Transportation Fund	0	0	0	0	0	0	100,000	100,000	200,000
285 Traffic Mitigation Fees	0	0	0	150,000	150,000	0	1,400,000	1,400,000	3,100,000
<b>Total</b>	0	0	0	150,000	150,000	0	1,500,000	1,500,000	3,300,000



Project #0  
**Pedestrian Crossing Enhancements**

Functional Area - Transportation

<b>New FY 24-25 funding</b>	\$200,000	<b>Project status:</b>	New Project
<b>Previously approved project</b>	\$0	<b>Estimated completion date:</b>	By End of FY 28-29
<b>Remainder to be funded:</b>	\$3,100,000	<b>Estimated useful project life:</b>	20 year(s)
<b>Estimated total cost:</b>	\$3,300,000	<b>Department lead:</b>	Community Development



**Summary**

Installation of 10 to 15 Rectangular Rapid Flashing Beacons (RRFB) at high priority crossing throughout the City.

**Background**

Pedestrian crossing enhancements make streets safer and more convenient for everyone. They improve visibility for both drivers and pedestrians, reducing the risk of accidents. Overall, enhancements encourage people to walk more, creating a healthier and more vibrant community.

In response to ongoing community feedback and informed by technical studies conducted over the past several years, City staff has established a prioritized list of high-need pedestrian crossing locations. These locations have been strategically identified based on factors such as proximity to schools and areas experiencing high volumes of pedestrian traffic, ultimately aiming to enhance overall safety for pedestrians throughout Redwood City.

**Timeline**

Improvements are anticipated to be completed between FY 2024-25 to FY 2025-26.

**Operational Impacts**

This project will create ongoing maintenance impacts.

Project Budget									
Fund	Previously Approved	Estimated Expenditures thru 6-30-24	FY 2023-24 Carryover	Rcmd FY 24-25	Estimated FY 25-26	Estimated FY 26-27	Estimated FY 27-28	Estimated FY 28-29	Estimated 5-Yr Cost
262 Transportation Fund	0	0	0	200,000	0	TBD	TBD	TBD	TBD
357 Capital Outlay Fund	0	0	0	0	200,000	TBD	TBD	TBD	TBD
<b>Total</b>	0	0	0	200,000	200,000	TBD	TBD	TBD	TBD



Project #75586

## Roadway Pavement Management Program

Functional Area - Transportation



<b>New FY 24-25 funding</b>	\$5,000,000	<b>Project status:</b>	Ongoing & routine
<b>Previously approved project</b>	Ongoing & routine	<b>Estimated completion date:</b>	Ongoing & routine
<b>Remainder to be funded:</b>	Ongoing & routine	<b>Estimated useful project life:</b>	Ongoing & routine
<b>Estimated total cost:</b>	Ongoing & routine	<b>Department lead:</b>	Community Development

### Summary

Maintenance of roadway pavement infrastructure.

### Background

Redwood City prioritizes maintaining its roadways through a proactive Roadway Management Program. This data-driven approach involves a continuous cycle of inventory, assessment, and condition tracking. Annual evaluations pinpoint streets requiring resurfacing, allowing for targeted repairs and crack sealing before applying a new surface layer (overlay, cape seal, or slurry seal). This strategic method not only extends the lifespan of the roadways but demonstrably reduces long-term maintenance costs. By utilizing a Pavement Management Index (PMI) rating system, the program prioritizes interventions based on objective data, ensuring cost-effectiveness and maximizing the lifespan of our roads. To maintain this standard of safety and functionality, staff estimate a minimum annual budget allocation of approximately \$5 million is necessary.

### Timeline

This program operates on a continuous cycle. Planning for the next project will commence in spring 2024, ensuring a seamless transition to construction during the summer months of the same year.

### Operational Impacts

Reduced operational costs by avoiding increased costs due to deferred maintenance.

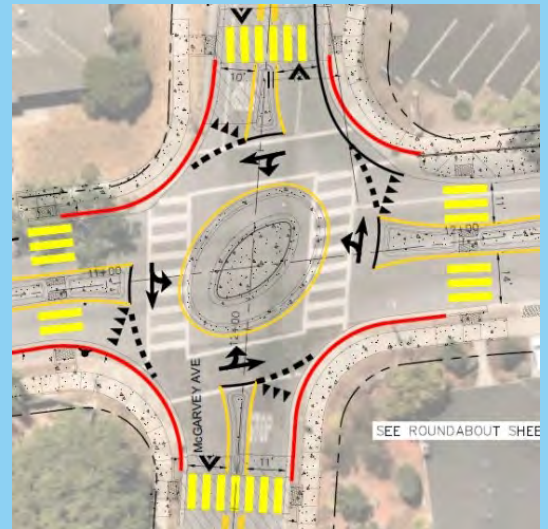
Project Budget									
Fund	Previously Approved	Estimated Expenditures thru 6-30-24	FY 2023-24 Carryover	Rcmd FY 24-25	Estimated FY 25-26	Estimated FY 26-27	Estimated FY 27-28	Estimated FY 28-29	Estimated 5-Yr Cost
262 Transportation Fund	Ongoing	Ongoing	Ongoing	500,000	500,000	500,000	500,000	500,000	2,500,000
277 Road Maintenance & Rehab (Senate Bill 1)	Ongoing	Ongoing	Ongoing	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	8,000,000
278 Measure W	Ongoing	Ongoing	Ongoing	500,000	500,000	500,000	500,000	500,000	2,500,000
357 Capital Outlay Fund	Ongoing	Ongoing	Ongoing	0	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
One-Time Funds	Ongoing	Ongoing	Ongoing	2,000,000	0	0	0	0	2,000,000
<b>Total</b>	Ongoing	Ongoing	Ongoing	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	25,000,000



Project #85133

Roosevelt Avenue Traffic Calming Permanent Project

Functional Area - Transportation



New FY 24-25 funding	\$280,000	Project status:	Design
Previously approved project	\$4,465,997	Estimated completion date:	By End of FY 26-27
Remainder to be funded:	TBD	Estimated useful project life:	30 year(s)
Estimated total cost:	TBD	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.

**Background**

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.

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 occurs.

**Timeline**

This 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 occur FY 2024-25.

**Operational Impacts**

There may be costs to maintain the new infrastructure, particularly any green infrastructure.

Project Budget									
Fund	Previously Approved	Estimated Expenditures thru 6-30-24	FY 2023-24 Carryover	Rcmd FY 24-25	Estimated FY 25-26	Estimated FY 26-27	Estimated FY 27-28	Estimated FY 28-29	Estimated 5-Yr Cost
262 Transportation Fund	311,289	311,289	0	0	500,000	0	0	0	TBD
357 Capital Outlay Fund	0	0	0	0	0	0	0	0	TBD
264 Various Transportation	4,154,708	1,114,697	3,040,011	280,000	3,120,000	0	0	0	TBD
<b>Total</b>	<b>4,465,997</b>	<b>1,425,986</b>	<b>3,040,011</b>	<b>280,000</b>	<b>3,620,000</b>	<b>TBD</b>	<b>TBD</b>	<b>TBD</b>	<b>TBD</b>



Project #70450

Sidewalk Curb and Gutter Program

Functional Area - Transportation



New FY 24-25 funding	\$200,000	Project status:	Ongoing & routine
Previously approved project	Ongoing & routine	Estimated completion date:	Ongoing & routine
Remainder to be funded:	Ongoing & routine	Estimated useful project life:	Ongoing & routine
Estimated total cost:	Ongoing & routine	Department lead:	Community Development

**Summary**

Annual program to replace damaged curbs and gutters.

**Background**

Redwood City implements an annual program for curb and gutter repairs on city streets. To optimize efficiency, these repairs are often coordinated with scheduled street resurfacing projects. Depending on the specific location and existing conditions, the project scope may also include the careful removal and replanting of trees to ensure a comprehensive and long-lasting improvement to the streetscape.

**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 6-30-24	FY 2023-24 Carryover	Rcmd FY 24-25	Estimated FY 25-26	Estimated FY 26-27	Estimated FY 27-28	Estimated FY 28-29	Estimated 5-Yr Cost
262 Transportation Fund	Ongoing	Ongoing	Ongoing	200,000	200,000	100,000	100,000	100,000	700,000
<b>Total</b>	Ongoing	Ongoing	Ongoing	200,000	200,000	100,000	100,000	100,000	700,000



Project #75644

Sidewalk Inspection and Repair Program

Functional Area - Transportation

<b>New FY 24-25 funding</b>	\$400,000	<b>Project status:</b>	Ongoing & routine
<b>Previously approved project</b>	Ongoing & routine	<b>Estimated completion date:</b>	Ongoing & routine
<b>Remainder to be funded:</b>	Ongoing & routine	<b>Estimated useful project life:</b>	Ongoing & routine
<b>Estimated total cost:</b>	Ongoing & routine	<b>Department lead:</b>	Public Works



**Summary**

Perform sidewalk inspection and repairs along public roadways throughout the City.

**Background**

Redwood City prioritizes the safety and accessibility of its pedestrian infrastructure. This budget allocates funding for a comprehensive sidewalk program, encompassing proactive inspections, necessary repairs to City-maintained sidewalks, and continued support for the popular Cost-Shared Sidewalk Repair Program. This program empowers property owners to collaborate with the City on repairs, promoting a network of safe and well-maintained sidewalks throughout Redwood City. By encouraging pedestrian activity, these investments not only enhance public safety but also contribute to a more environmentally friendly community by reducing reliance on vehicle travel.

**Timeline**

This will be an ongoing program for sidewalk inspection and repair.

**Operational Impacts**

If not performed, sidewalks will continue to wear and result in increased maintenance costs, as well as the creation of potentially unsafe walking conditions and associated liability.

Project Budget									
Fund	Previously Approved	Estimated Expenditures thru 6-30-24	FY 2023-24 Carryover	Rcmd FY 24-25	Estimated FY 25-26	Estimated FY 26-27	Estimated FY 27-28	Estimated FY 28-29	Estimated 5-Yr Cost
357 Capital Outlay Fund	Ongoing	Ongoing	Ongoing	300,000	500,000	500,000	500,000	500,000	2,300,000
One-Time Funding	Ongoing	Ongoing	Ongoing	100,000	0	0	0	0	100,000
<b>Total</b>	Ongoing	Ongoing	Ongoing	400,000	500,000	500,000	500,000	500,000	2,400,000



Project #70553

Traffic Calming

Functional Area - Transportation

New FY 24-25 funding	\$300,000	Project status:	Ongoing & routine
Previously approved project	Ongoing & routine	Estimated completion date:	Ongoing & routine
Remainder to be funded:	Ongoing & routine	Estimated useful project life:	Ongoing & routine
Estimated total cost:	Ongoing & routine	Department lead:	Community Development



**Summary**

Review traffic calming applications and plan, design, and implement traffic-calming strategies on qualifying streets.

**Background**

Redwood City has a traffic calming program that aims to make neighborhoods safer and more livable. They achieve this by reviewing resident requests and implementing measures to reduce speeding on various streets. This may involve speed humps, traffic circles, or radar feedback signs. The program also benefits pedestrians and cyclists with improved crosswalks, designated refuges, and warning signs. Currently, Hopkins and Roosevelt Avenues are undergoing traffic calming initiatives. Overall, these projects aim to create a safer environment for everyone on the road by reducing speeding and unsafe driving behavior, improve livability in residential neighborhoods, and encourage more interaction among neighbors, fostering a stronger sense of community.

**Timeline**

This is an ongoing program.

**Operational Impacts**

These projects require staff time to plan, design and build. Completed projects may increase ongoing maintenance costs.

Project Budget									
Fund	Previously Approved	Estimated Expenditures thru 6-30-24	FY 2023-24 Carryover	Rcmd FY 24-25	Estimated FY 25-26	Estimated FY 26-27	Estimated FY 27-28	Estimated FY 28-29	Estimated 5-Yr Cost
262 Transportation Fund	Ongoing	Ongoing	Ongoing	300,000	300,000	250,000	250,000	0	1,100,000
<b>Total</b>	Ongoing	Ongoing	Ongoing	300,000	300,000	250,000	250,000	0	1,100,000





Project #85093

Traffic Safety Program

Functional Area - Transportation



<b>New FY 24-25 funding</b>	\$500,000	<b>Project status:</b>	Ongoing & routine
<b>Previously approved project</b>	Ongoing & routine	<b>Estimated completion date:</b>	Ongoing & routine
<b>Remainder to be funded:</b>	Ongoing & routine	<b>Estimated useful project life:</b>	30 year(s)
<b>Estimated total cost:</b>	Ongoing & routine	<b>Department lead:</b>	Community Development

**Summary**

Ongoing program to implement traffic safety improvements.

**Background**

The Traffic Safety Program implements traffic safety improvements identified through the Citywide Transportation Plan, RWCmoves, RWC Walk, Bike, Thrive, and other plans and projects. The improvements include traffic calming, crossing improvements, and new or modified traffic controls, among others. This project could also provide local contributions for 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 6-30-24	FY 2023-24 Carryover	Rcmd FY 24-25	Estimated FY 25-26	Estimated FY 26-27	Estimated FY 27-28	Estimated FY 28-29	Estimated 5-Yr Cost
262 Transportation Fund	Ongoing	Ongoing	Ongoing	500,000	500,000	250,000	500,000	250,000	2,000,000
<b>Total</b>	Ongoing	Ongoing	Ongoing	500,000	500,000	250,000	500,000	250,000	2,000,000



Project #70275

## Traffic Signal Replacement Program

Functional Area - Transportation



<b>New FY 24-25 funding</b>	\$500,000	<b>Project status:</b>	Ongoing & routine
<b>Previously approved project</b>	Ongoing & routine	<b>Estimated completion date:</b>	Ongoing & routine
<b>Remainder to be funded:</b>	Ongoing & routine	<b>Estimated useful project life:</b>	Ongoing & routine
<b>Estimated total cost:</b>	Ongoing & routine	<b>Department lead:</b>	Community Development

### Summary

Upgrade and/or install traffic signal and lighting systems at various intersections within Redwood City.

### Background

Redwood City's traffic calming program aims to make neighborhoods safer and more livable. We achieve this by reviewing resident requests and implementing measures to reduce speeding on various streets. This may involve speed humps, traffic circles, or radar feedback signs. The program also benefits pedestrians and cyclists with improved crosswalks, designated refuges, and warning signs.

Currently, Hopkins and Roosevelt Avenues are undergoing traffic calming initiatives. Overall, these projects aim to create a safer environment for everyone on the road, promote a more pleasant residential atmosphere, and foster a stronger sense of community.

### Timeline

This is an ongoing program.

### Operational Impacts

Projects require staff time to plan, design and build.

Project Budget									
Fund	Previously Approved	Estimated Expenditures thru 6-30-24	FY 2023-24 Carryover	Rcmd FY 24-25	Estimated FY 25-26	Estimated FY 26-27	Estimated FY 27-28	Estimated FY 28-29	Estimated 5-Yr Cost
357 Capital Outlay Fund	Ongoing	Ongoing	Ongoing	0	300,000	150,000	150,000	300,000	900,000
262 Transportation Fund	Ongoing	Ongoing	Ongoing	200,000	200,000	100,000	100,000	200,000	800,000
One-Time Funds	Ongoing	Ongoing	Ongoing	300,000	0	0	0	0	300,000
<b>Total</b>	Ongoing	Ongoing	Ongoing	<b>500,000</b>	500,000	250,000	250,000	500,000	2,000,000



New FY 24-25 funding	\$250,000	Project status:	Planning
Previously approved project	\$0	Estimated completion date:	By End of FY 25-26
Remainder to be funded:	\$150,000	Estimated useful project life:	10 year(s)
Estimated total cost:	\$400,000	Department lead:	Community Development

**Summary**

Implement the City's Transportation Demand Management (TDM) strategy and fund initial Transportation Management Association (TMA) activities.

**Background**

The Redwood City Transportation Demand Management (TDM) program was incorporated into the City's comprehensive transportation plan in 2018. This commitment was further solidified in 2022 with the adoption of Chapter 48 in the municipal code, specifically addressing TDM. Recognizing the potential benefits, the City initiated a study in winter 2023 to explore the development and implementation of a Transportation Management Association (TMA). The requested appropriation would serve a critical role in launching the TMA and supporting its initial efforts, with a particular focus on facilitating access to alternative transportation options for low-income employees within Redwood City.

**Timeline**

The City's investment into a TMA is expected to conclude by mid-2024. Program implementation is anticipated to commence in the latter half of 2024.

**Operational Impacts**

The project will require staff time to coordinate and administer.

Project Budget									
Fund	Previously Approved	Estimated Expenditures thru 6-30-24	FY 2023-24 Carryover	Rcmd FY 24-25	Estimated FY 25-26	Estimated FY 26-27	Estimated FY 27-28	Estimated FY 28-29	Estimated 5-Yr Cost
683 Downtown Parking In-	0	0	0	250,000	150,000	0	0	0	400,000
<b>Total</b>	0	0	0	250,000	150,000	0	0	0	400,000



Project #72634

Transportation Planning

Functional Area - Transportation



New FY 24-25 funding	\$500,000	Project status:	Ongoing & routine
Previously approved project	Ongoing & routine	Estimated completion date:	Ongoing & routine
Remainder to be funded:	Ongoing & routine	Estimated useful project life:	Ongoing & routine
Estimated total cost:	Ongoing & routine	Department lead:	Community Development

**Summary**

Develop and implement transportation plans for all modes and users.

**Background**

The transportation planning program facilitates the formulation and execution of comprehensive strategies for the enhancement of Redwood City’s transportation infrastructure encompassing roads, bridges, and highway overpasses. Objectives include the establishment of a resilient transportation framework catering to diverse modes of transit, mitigation of traffic congestion, minimization of neighborhood intrusion by vehicular traffic where feasible, and augmentation of safety and accessibility within the transportation network.

Funding allocated towards this endeavor serves to advance projects outlined in established plans such as RWCmoves and RWC Walk, Bike, Thrive, thereby fostering sustainable transportation development.

**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 6-30-24	FY 2023-24 Carryover	Rcmd FY 24-25	Estimated FY 25-26	Estimated FY 26-27	Estimated FY 27-28	Estimated FY 28-29	Estimated 5-Yr Cost
262 Transportation Fund	Ongoing	Ongoing	Ongoing	500,000	350,000	500,000	350,000	500,000	2,200,000
<b>Total</b>	Ongoing	Ongoing	Ongoing	500,000	350,000	500,000	350,000	500,000	2,200,000



Project #74163

Cathodic Protection Program

Functional Area - Water



New FY 24-25 funding	\$100,000	Project status:	Ongoing & routine
Previously approved project	Ongoing & routine	Estimated completion date:	Ongoing & routine
Remainder to be funded:	Ongoing & routine	Estimated useful project life:	Ongoing & routine
Estimated total cost:	Ongoing & routine	Department lead:	Community Development

**Summary**

Rehabilitation of existing pipeline cathodic protection systems to extend the useful life of the City's water distribution infrastructure.

**Background**

The implementation of cathodic protection serves to enhance the longevity of crucial metallic water transmission pipelines by augmenting their current corrosion mitigation infrastructure. This program extends the life of metallic water transmission pipelines by assessing, rehabilitating, and upgrading existing corrosion protection systems. Projects include electrical bonding, anode replacement, and rectifier refurbishment to meet standards for corrosion protection. Cathodic protection ensures the continued reliability of the water distribution system and reduces system maintenance costs.

**Timeline**

This is an ongoing program for cathodic protection. Sections of the City's water pipeline distribution system is 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 modifications depending on staff workload and funding.

**Operational Impacts**

The program reduces corrosion damage to metal water pipes and fittings and therefore reduces operational and maintenance (O&M) costs.

Project Budget									
Fund	Previously Approved	Estimated Expenditures thru 6-30-24	FY 2023-24 Carryover	Rcmd FY 24-25	Estimated FY 25-26	Estimated FY 26-27	Estimated FY 27-28	Estimated FY 28-29	Estimated 5-Yr Cost
686 Water Capital Projects	Ongoing	Ongoing	Ongoing	100,000	100,000	100,000	100,000	100,000	500,000
691 Water Capacity Fee	Ongoing	Ongoing	Ongoing	0	0	0	0	0	0
<b>Total</b>	Ongoing	Ongoing	Ongoing	100,000	100,000	100,000	100,000	100,000	500,000



Project #74073

## Distribution System Replacement Program

Functional Area - Water



<b>New FY 24-25 funding</b>	\$1,000,000	<b>Project status:</b>	Ongoing & routine
<b>Previously approved project</b>	Ongoing & routine	<b>Estimated completion date:</b>	Ongoing & routine
<b>Remainder to be funded:</b>	Ongoing & routine	<b>Estimated useful project life:</b>	Ongoing & routine
<b>Estimated total cost:</b>	Ongoing & routine	<b>Department lead:</b>	Community Development

### Summary

Systematic replacement of existing aging and under-capacity water distribution mains.

### Background

This program systematically replaces miles of aging and under-capacity water mains annually. The City replaces on average one mile of pipes per year. Additional funding would be needed to increase replacement to an optimal two 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 6-30-24	FY 2023-24 Carryover	Rcmd FY 24-25	Estimated FY 25-26	Estimated FY 26-27	Estimated FY 27-28	Estimated FY 28-29	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
691 Water Capacity Fee	Ongoing	Ongoing	Ongoing	0	0	0	0	0	0
<b>Total</b>	Ongoing	Ongoing	Ongoing	1,000,000	6,500,000	6,500,000	6,500,000	6,500,000	27,000,000



Project #84077

Main City Potable Water Tank and Pump Station

Functional Area - Water



New FY 24-25 funding	\$2,000,000	Project status:	Planning
Previously approved project	\$20,000	Estimated completion date:	By End of FY 31-32
Remainder to be funded:	\$31,480,000	Estimated useful project life:	80 year(s)
Estimated total cost:	\$33,500,000	Department lead:	Community Development

**Summary**

Plan, design, and construct a new potable water tank for the Main City Pressure Zone.

**Background**

The Main City Water Tank Project will provide emergency water storage for the Main City Zone Service Area. This Main City Zone Service Area includes residential areas east of Alameda de Las Pulgas to commercial areas in the downtown, and industrial areas along Seaport Boulevard.

This project provides additional emergency water storage to reduce the current water storage deficit in this area. It would improve system service reliability, firefighting capabilities, and emergency preparedness.

**Timeline**

This project is in the planning phase. Potential tank sites are being evaluated.

**Operational Impacts**

The project will improve the reliability and resiliency of the drinking water distribution system. The new infrastructure will require funding for ongoing operations and maintenance. Cost will be distributed over the lifetime of the facility, with early years requiring less maintenance than later years.

Project Budget									
Fund	Previously Approved	Estimated Expenditures thru 6-30-24	FY 2023-24 Carryover	Rcmd FY 24-25	Estimated FY 25-26	Estimated FY 26-27	Estimated FY 27-28	Estimated FY 28-29	Estimated 5-Yr Cost
686 Water Capital Projects	20,000	0	20,000	2,000,000	6,700,000	6,700,000	6,700,000	6,700,000	28,800,000
<b>Total</b>	20,000	0	20,000	2,000,000	6,700,000	6,700,000	6,700,000	6,700,000	28,800,000



Project #85122

Main City Recycled Water Tank and Pump Station

Functional Area - Water

New FY 24-25 funding	\$1,000,000	Project status:	Planning
Previously approved project	\$5,500,000	Estimated completion date:	By End of FY 28-29
Remainder to be funded:	\$3,500,000	Estimated useful project life:	80 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. Approximately 279 million gallons (MG) of recycled water was used in Redwood City in 2020. A majority of the recycled water use (271 MG) was for landscape irrigation purposes; the remaining 8 MG was used for toilet and urinal flushing, as well as for construction. 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 of the recycled water distribution system. As recycled water pipelines are expanded for indoor uses, the need for a storage and pumping facility to reliably serve the greater Redwood City area including the Downtown area becomes essential.

**Timeline**

A feasibility study to analyze tank location, facility size, cost, system risk, interim and final build options is underway.

**Operational Impacts**

Once built, the new recycled water tank, pump station, and distribution piping system will require staffing for regular maintenance and funds for operation.

Project Budget									
Fund	Previously Approved	Estimated Expenditures thru 6-30-24	FY 2023-24 Carryover	Rcmd FY 24-25	Estimated FY 25-26	Estimated FY 26-27	Estimated FY 27-28	Estimated FY 28-29	Estimated 5-Yr Cost
686 Water Capital Projects	5,500,000	0	5,500,000	1,000,000	2,000,000	2,000,000	2,000,000	2,000,000	9,000,000
<b>Total</b>	5,500,000	0	5,500,000	1,000,000	2,000,000	2,000,000	2,000,000	2,000,000	9,000,000





Project #84079

**Pump Station and Tank Rehabilitation / Replacement**

Functional Area - Water



<b>New FY 24-25 funding</b>	\$1,500,000	<b>Project status:</b>	Ongoing & routine
<b>Previously approved project</b>	Ongoing & routine	<b>Estimated completion date:</b>	Ongoing & routine
<b>Remainder to be funded:</b>	Ongoing & routine	<b>Estimated useful project life:</b>	Ongoing & routine
<b>Estimated total cost:</b>	Ongoing & routine	<b>Department lead:</b>	Community Development

**Summary**

Evaluate, design, and reconstruct or rehabilitate water pump stations and tanks.

**Background**

The Pump Station and Tank Rehabilitation/Replacement program conducts ongoing assessments of the condition and operational efficacy of the City's twelve water tanks and ten pump stations, identifying requirements for rehabilitation, enhancement, or replacement as needed. Projects are scheduled for design and execution on an annual basis or across multiple years, contingent upon factors such as project complexity, scheduling constraints, and funding availability. Significant rehabilitation efforts or complete replacements will be strategically phased and executed as independent projects, each allocated with its own dedicated 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. The program will complete an 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 pump stations and water tanks and extends the service life of facilities.

<b>Project Budget</b>									
Fund	Previously Approved	Estimated Expenditures thru 6-30-24	FY 2023-24 Carryover	Rcmd FY 24-25	Estimated FY 25-26	Estimated FY 26-27	Estimated FY 27-28	Estimated FY 28-29	Estimated 5-Yr Cost
686 Water Capital Projects	Ongoing	Ongoing	Ongoing	1,500,000	3,000,000	3,000,000	4,000,000	1,500,000	13,000,000
691 Water Capacity Fee	Ongoing	Ongoing	Ongoing	0	0	0	0	0	0
<b>Total</b>	Ongoing	Ongoing	Ongoing	1,500,000	3,000,000	3,000,000	4,000,000	1,500,000	13,000,000



Project #85116

**Recycled Water Distribution System Phase 2 Extension**

Functional Area - Water



<b>New FY 24-25 funding</b>	\$2,788,352	<b>Project status:</b>	Planning
<b>Previously approved project</b>	\$4,500,000	<b>Estimated completion date:</b>	By End of 30-31
<b>Remainder to be funded:</b>	\$6,711,648	<b>Estimated useful project life:</b>	100 year(s)
<b>Estimated total cost:</b>	TBD	<b>Department lead:</b>	Community Development

**Summary**

Build out 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 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. A Recycled Water Master Plan is currently in progress. In following years, the goal will be to implement Recycled Water Master Plan projects to support growth and improve water supply.

**Operational Impacts**

The new segments are primarily constructed with high-density polyethylene (HDPE) pipes which are durable and more resilient under seismic events. Annual maintenance activities include pipe flushing and valve inspections. This project adds more pipeline to the overall system and will require additional staff time to maintain.

<b>Project Budget</b>									
Fund	Previously Approved	Estimated Expenditures thru 6-30-24	FY 2023-24 Carryover	Rcmd FY 24-25	Estimated FY 25-26	Estimated FY 26-27	Estimated FY 27-28	Estimated FY 28-29	Estimated 5-Yr Cost
686 Water Capital Projects	4,500,000	343	4,499,657	400,000	3,000,000	3,000,000	3,000,000	2,000,000	11,400,000
691 Water Capacity Fee	0	0	0	2,388,352	0	0	0	0	2,388,352
<b>Total</b>	4,500,000	343	4,499,657	2,788,352	3,000,000	3,000,000	3,000,000	2,000,000	13,788,352

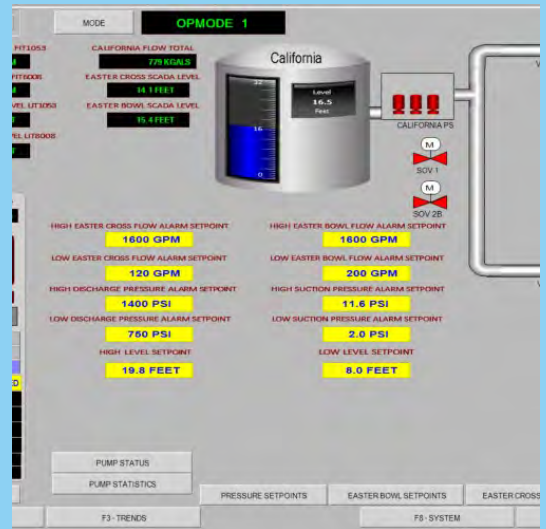


Project #85034

Supervisory Control and Data Acquisition (SCADA) System Rehabilitation

Functional Area - Water

<b>New FY 24-25 funding</b>	\$25,000	<b>Project status:</b>	Ongoing & routine
<b>Previously approved project</b>	Ongoing & routine	<b>Estimated completion date:</b>	Ongoing & routine
<b>Remainder to be funded:</b>	Ongoing & routine	<b>Estimated useful project life:</b>	Ongoing & routine
<b>Estimated total cost:</b>	Ongoing & routine	<b>Department lead:</b>	Public Works



**Summary**

Install redundant server hardware for added reliability to the Supervisory Control and Data Acquisition (SCADA) system.

**Background**

SCADA empowers the City to manage industrial processes remotely or on-site. This integrated software and hardware suite enables real-time data monitoring, collection, and analysis. Additionally, SCADA facilitates direct interaction with field devices like sensors, valves, pumps, and motors through a user-friendly Human-Machine Interface (HMI).

**Timeline**

The project is expected to be completed by June 2025.

**Operational Impacts**

The installation would allow the City to maintain system efficiency and communicate system issues to help mitigate downtime.

Project Budget									
Fund	Previously Approved	Estimated Expenditures thru 6-30-24	FY 2023-24 Carryover	Rcmd FY 24-25	Estimated FY 25-26	Estimated FY 26-27	Estimated FY 27-28	Estimated FY 28-29	Estimated 5-Yr Cost
686 Water Capital Projects	Ongoing	Ongoing	Ongoing	25,000	0	0	0	0	25,000
<b>Total</b>	Ongoing	Ongoing	Ongoing	25,000	0	0	0	0	25,000



Project #74693

Water System Seismic Improvement Program

Functional Area - Water



<b>New FY 24-25 funding</b>	\$500,000	<b>Project status:</b>	Ongoing & routine
<b>Previously approved project</b>	Ongoing & routine	<b>Estimated completion date:</b>	Ongoing & routine
<b>Remainder to be funded:</b>	Ongoing & routine	<b>Estimated useful project life:</b>	Ongoing & routine
<b>Estimated total cost:</b>	Ongoing & routine	<b>Department lead:</b>	Public Works

**Summary**

Ongoing seismic improvements to water system infrastructure.

**Background**

The Water System Seismic Improvement Program executes seismic enhancements prioritized according to the assessments of tanks, pump stations, and pipelines outlined in Redwood City’s 2011 Water System Master Plan. By addressing identified vulnerabilities, this program enhances the structural resilience and operational reliability of the system during seismic events, contributing to overall community safety and water service continuity.

**Timeline**

This program spans multiple years, with the majority of seismic upgrades outlined in the 2011 Water System Master Plan already accomplished. The focus is now on addressing seismic concerns with remaining water tanks, notably the Easter Cross, Glenloch, and Peninsula No. 1 tanks. Additionally, plans are underway to revise and update the 2011 Seismic Vulnerability Assessment report.

**Operational Impacts**

The improvements are expected to reduce time and cost to repair infrastructure in case of an earthquake. Once installed, 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 6-30-24	FY 2023-24 Carryover	Rcmd FY 24-25	Estimated FY 25-26	Estimated FY 26-27	Estimated FY 27-28	Estimated FY 28-29	Estimated 5-Yr Cost
686 Water Capital Projects	Ongoing	Ongoing	Ongoing	500,000	500,000	500,000	500,000	500,000	2,500,000
691 Water Capacity Fee	Ongoing	Ongoing	Ongoing	0	0	0	0	0	0
<b>Total</b>	Ongoing	Ongoing	Ongoing	500,000	500,000	500,000	500,000	500,000	2,500,000



Project #0

**Water Tank Cathodic Protection System Replacement**

Functional Area - Water



<b>New FY 24-25 funding</b>	\$100,000	<b>Project status:</b>	Ongoing & routine
<b>Previously approved project</b>	Ongoing & routine	<b>Estimated completion date:</b>	Ongoing & routine
<b>Remainder to be funded:</b>	Ongoing & routine	<b>Estimated useful project life:</b>	Ongoing & routine
<b>Estimated total cost:</b>	Ongoing & routine	<b>Department lead:</b>	Public Works

**Summary**

Replace aging cathodic protection systems in steel water tanks.

**Background**

The Water tank cathodic protection system replacement program is designed to enhance the longevity of vital steel water tanks by upgrading their current corrosion protection infrastructure. Cathodic protection, a cornerstone of this initiative, is implemented to extend the operational lifespan of the steel water tanks. In addition to fortifying corrosion resistance, cathodic protection safeguards the reliability of the water distribution system, enhances water quality, bolsters fire protection measures, and leads to a reduction in overall system maintenance expenses.

**Timeline**

This is an ongoing program for water tank cathodic protection.

**Operational Impacts**

This program reduces routine maintenance requirements.

<b>Project Budget</b>									
Fund	Previously Approved	Estimated Expenditures thru 6-30-24	FY 2023-24 Carryover	Rcmd FY 24-25	Estimated FY 25-26	Estimated FY 26-27	Estimated FY 27-28	Estimated FY 28-29	Estimated 5-Yr Cost
686 Water Capital Projects	Ongoing	Ongoing	Ongoing	100,000	50,000	50,000	0	0	200,000
<b>Total</b>	Ongoing	Ongoing	Ongoing	100,000	50,000	50,000	0	0	200,000

# 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