
“Attachment II”
Service Level Reductions
FY 03-04

City Attorney

Summary of 7.0% Reductions

- Allocate a percentage of staff salaries to services for Capital Improvement Program (CIP) and Redevelopment, resulting in some assignments currently performed by the legal administrator being assigned to the administrative clerk
- Reduce outside legal services by 19%, resulting in extended response times of requests for legal services; it is unlikely that the part-time legal services currently being provided on a shared cost basis with a private law firm can be maintained

City Clerk

Summary of 7.0% Reductions

- Reduction in professional services account, which includes savings anticipated from the installation of permanent cameras in Council chambers, resulting in less video technician hours
- Elimination of half the budget for the printing and distribution of the 2004 Roster document
- Overtime reduction impacts coverage needed during the election, and places the department at risk of not being able to accomplish non-mandated activities
- Reduction in casual labor, office expenses, and training and conferences will result in delays in meeting mandated activities, responding to information requests, and community proclamations

City Council Summary of 7.0% Reductions

- Mayor's annual holiday recognition for the boards, committees, and commissions will be scaled back significantly
- Reduction to Redwood City International (RCI) will significantly impact services and programs that RCI can offer to the community and to our sister cities; will limit the educational, cultural and business exchanges of ideas and information
- Facilitator services reduction will directly impact the City Council's priority setting sessions and other study sessions when an outside facilitator has been used. Limited use of facilitators in setting/ developing priorities will likely mean we cannot use a facilitator in personnel evaluations
- Significantly limit Council's ability to support special unexpected projects and interesting one-time requests by citizen groups

City Manager Summary of 7.0% Reductions

- Allocate a percentage of staff salaries to Capital Improvement Program (CIP)
- Elimination of casual position will impact all of City Hall as there is no facility staff in the building, which means other staff will be pulled away from their responsibilities for building and equipment set up
- Limit the ability of the City Manager to attend certain meetings/functions where there are associated costs, which are often with other government agencies and associations
- Limit the outreach for the neighborhood grants program, possibly not reaching individuals or communities that could benefit from program

City Manager (con't)

Summary of 7.0% Reductions

- Reduction to contracts with several community organizations will have a wide and varied impact on the community, from services to low income children and conflict resolution services for the community to economic development programs and the Fourth of July Celebration

<u>Organization</u>	<u>Reduction Amt.</u>	<u>Original Amt.</u>
Chamber of Commerce	\$11,475	\$ 38,250
Joint Venture Silicon Valley	\$ 7,500	\$ 7,500
Peninsula Celebration Assoc.	\$ 5,000	\$ 10,000
Peninsula Conflict Resolution Ctr.	\$ 6,825	\$ 27,300
Peninsula Policy Partnership (P3)	\$ 4,000	\$ 15,000
Redwood City 2020	\$ 3,750	\$ 25,000
Redwood City Family Centers	\$10,000	\$100,000

Finance

Summary of 7.0% Reductions

- Selling staff time to another City will result in delayed responses to departments for information and less review of transactions, resulting in poorer quality financial information being recorded and published
- Reduction in Payroll workforce will cause delayed responses to payroll questions, reduced quality control, and reduction in completion of special projects
- Elimination of the tax ID program will result in no receipt of information on income tax-paying businesses located in Redwood City that may not be paying business licenses

Finance (con't)

Summary of 7.0% Reductions

- Print budget and annual financial reports in-house, limiting number of copies available and causing a delay in other administrative responsibilities
- IT will limit overtime to emergency situations only, which will cause a delay in projects and response times
- Reduction in training will result in less innovation, and may impair our ability to maintain and troubleshoot system problems
- Staff will use older, slower equipment and in the event of a failure we will be forced to find money elsewhere
- IT is projecting a cost savings with the implementation of the new telephone system

Human Resources Summary of 7.0% Reductions

- Reduction in employee development staff time and program budget, relying on external sources thus reducing flexibility of location and schedule
- Reduction in recruitment expenditures (advertisement, testing, and assessment centers). Recruitments are anticipated to decrease, however, retirements in key positions are expected, thus budget reductions will impact the type and scope of recruitment process
- Elimination of two citywide employee events
- Provide Human Resources services to other public entities totaling at least \$22,000

II.B. General Fund

ii. Operating Departments Expenditure Reductions

Community Development Services Summary of 7.0% Reductions

- Reduction in permanent and casual staffing throughout the department will mean:
 - Structural review of building permit plans will be postponed for two days
 - Minor nuisance complaints (weeds, animals, fences, and signs) not being processed; removal and disposal of abandoned vehicles will be handled by PD and will take longer
 - Most traffic studies and investigations based on complaints will not be done unless there is an obvious dangerous situation; neighborhood traffic calming requests will be limited and may require hiring an outside consultant to prepare the necessary studies and meet with neighborhood groups (if funds are available), otherwise studies will not be done

Fire

Summary of 4.5% Reductions

- Reduction of operational staffing and capping overtime will mean:
 - On days when more than three firefighters are off duty, one engine company will be placed out of service. The truck company will continue to respond to that engine company's medical emergencies (70% of all emergency responses). This could occur approximately 60 days during the entire year
 - Some delays in responding to some areas of the City, and will cause some delays in obtaining the total number of firefighters at a fire scene. Neither of these delays are seen as life threatening at this time
 - Assuming other fire departments might take similar action, Redwood City and other cities will experience a greater usage of automatic aide between cities

Fire (con't.)

Summary of 4.5% Reductions

- The vacant half-time plan checker will be eliminated, resulting in longer turnaround time on plans and reduced time available for actual field inspections
- Twenty-five percent of requests for outside schooling/training will be denied, which will affect company officers' development classes
- The life span of personal protective equipment will be extended but stay within the OSHA standards
- Other reductions will be made in areas of conferences, new software upgrades and associated professional work will be limited to emergencies

Library

Summary of 7.0% Reductions

- Reduction in permanent and casual staffing throughout the department will mean:
 - Impacts at seven service desks at all three libraries
 - Likely reduction of library hours due to illnesses, emergencies, and vacations
 - Longer lines for checking out material
 - Longer time to return materials to shelves
 - Slower processing and cataloging of new material
 - Delay in responding to reference questions
 - Reduction of outreach to schools

Library (con't)

Summary of 7.0% Reductions

- Delaying or not replacing computers and furnishings, and reducing budgets for supplies, repair, and maintenance, will result in:
 - More expensive repairs or replacement
 - Less availability of personal computers for public use and teen homework center
 - Overall aesthetics of the library will suffer as replacements of seating and signage will be postponed or canceled
 - Public may be less informed of library events and services
 - Will publish fewer library documents, scale back on volunteer recognition event and library giveaways

Parks, Recreation and Community Services Summary of 7.0% Reductions

- Reduction in permanent and casual staffing throughout the department will mean:
 - Square footage maintained by each building maintenance worker will increase as will the response time for non-emergency repairs
 - Elimination of Summer Make-a-Circus and several other special events and programs
 - Higher youth to staff ratios and minimal evening staffing levels at department facilities
 - The overall aesthetics of City buildings and landscaped areas will be impacted

Parks, Recreation and Community Services (con't) Summary of 7.0% Reductions

- Both Herkner and Hoover pools will open only during the summer months
- Seven percent less funding available to non-profit agencies and to cultural arts organizations
- Cultural commission will be less able to provide funding in support of local arts groups or their own programs

Police

Summary of 4.5% Reductions

- Reduction in staffing throughout the department will mean:
 - Vacancies will take significantly longer to fill, due to freezing 3 over-hire positions
 - Reduced levels of services in community policing, traffic or non-emergency investigation functions, as there will be reassignments to Patrol
 - The department will not operate at full staffing as it consistently has in the past
 - The department will only operate at minimum required patrol staffing on all holidays except for 4th of July, and no additional personnel will work on holidays
 - The department will no longer staff community events if it requires overtime (i.e., Public Safety Day, 'Tis the Season, Police canine demonstrations)

Police (cont'd)

Summary of 4.5% Reductions

- There will no longer be middle school resource officers thus eliminating intervention/prevention services; Patrol Officers will respond to report of incidents at the Middle Schools
- Investigations will be less free to respond to all requests, resulting in less timely investigations and further decrease in availability for patrol officers and less availability for Community Policing activities
- The School Gang Education (GREAT) and DARE programs will be eliminated
- There will be periods of backlogs in the records section and data entry of the information that is entered into the department's record management system
- The Citizen's Academy and the annual report will be eliminated removing a connection between the department and our citizens

Public Works Services Summary of 7.0% Reductions

- Reduction in staffing throughout the department includes:
 - Elimination of the central warehouse, which means all city departments must purchase and stock their own materials and supplies
 - Reduction in residential street cleaning from twice per month to once per month; and from every week to once every other week for some commercial and industrial districts
 - Decrease in the number of trees pruned and delay in responding to pruning requests, with the result that over time the condition of the urban forest will decline

Public Works Services (con't) Summary of 7.0% Reductions

- 10% reduction in street crack sealing, which will also create delays in temporary sidewalk repairs by two or three days
- Pavement legends and red curb painting reduced by 15%
- Staff will replace missing or illegible street signs only, elimination of preventative maintenance street sign program, and elimination of street light pole painting
- Reduce cleaning of the downtown pavers from four to three cleanings a year, causing the appearance of the pavers to deteriorate

Summary of Personnel Reductions

Citywide

Positions	24.04
Overtime Hours	4,700
Casual Labor Hours	25,151