

REDWOOD CITY



ANNUAL REPORT FISCAL YEAR 2010 - 2011



Robert B. Bell
City Manager



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Redwood City's Fiscal Year 2010-2011 Annual Report

It's my pleasure to present Redwood City's Annual Report for Fiscal Year 2010/11.

The Annual Report is part of the City Council's Strategic Plan and planning process. The City Council adopted the Redwood City Strategic Plan in 2010. The Strategic Plan identifies the City's core purpose, and includes the Council's Strategic Initiatives and associated goals and objectives. The Strategic Plan also calls for a reporting process to update the Council and community on department operations - the Annual Report is the update on those operations, including performance indicators and key innovations for each department. The Strategic Plan and these related documents are posted on the City's website.

I want to thank the City Council for providing the vision for the Strategic Plan and the Annual Report, and the departments for implementing that vision and demonstrating that the Redwood City government truly is a high-performing organization.

This Annual Report provides a brief, general look back at each department's activities during the previous fiscal year, as well as a preview of some of the challenges and opportunities we face for the upcoming year.

In this document, each City department's overall scope and mission is described, along with a short selection of accomplishments, an outline of several efficiencies or innovations which were implemented in that department, a few notable performance indicators, a snapshot of some departmental "facts and figures," and a look at some of the significant initiatives that each department will be undertaking in the subsequent fiscal year.

The first section of the Annual Report combines the administrative departments: the offices of the City Manager, City Attorney, and City Clerk, as well as the Finance and Human Resources departments. Following that section, each of the other City department's information is provided.

I hope that this Annual Report will be a useful overview of how the City is working to maintain and improve our community's quality of life, even in the midst of the continuing economic downturn. I'm very proud of the way every department and employee has worked so hard to sustain vital community services, and the dedication which everyone is applying to improving efficiencies throughout the organization.

Thank you,

A handwritten signature in cursive script that reads "Robert B. Bell".

Robert B. Bell
City Manager

City of Redwood City, California

City Council Members

Mayor

Alicia Aguirre

Vice Mayor

Jeff Gee

Ian Bain
Rosanne Foust
Jeff Ira
Barbara Pierce
John D. Seybert

Executive Staff

City Manager

Robert B. Bell

City Attorney

Pamela Thompson

City Clerk

Silvia Vonderlinden

Department Directors

Community Development.....	Bill Ekern
Finance.....	Brian Ponty
Fire Chief.....	James Skinner
Human Resources.....	Rebecca Burnside
Library.....	David Genesy
Parks, Recreation and Community Services.....	Chris Beth
Police Chief.....	JR Gamez
Public Works Services (interim).....	Marilyn Harang





Kiosk at Courthouse Square

City Administration: City Manager, City Attorney, City Clerk, Finance Department, and Human Resources Department

The City Manager Department is responsible for implementing City Council policy decisions and directions, providing leadership and direction to staff, and working with Council and staff to develop and implement programs for the operation of the City's functions. The City Attorney Department provides legal analysis in various areas of the law to support the City's goals and work efforts, as well as to minimize risk to the City. The City Clerk Department is responsible for processes such as conducting elections, supporting the City Council including management and coordination of meetings, maintaining and providing access to official records, and ensuring compliance with federal, state, and local statutes.

The Finance Department includes three divisions providing financial services and maintenance of the electronic infrastructure for the entire City organization. The Human Resources Department provides services including employee and labor relations, health and wellness, organizational development, recruitment and selection, classification and compensation, and workers' compensation and safety.

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Key Accomplishments for Fiscal Year 2010/11

City Manager: led the implementation of a three-pronged approach to long-term financial stability for the City, including gaining necessary cost-saving concessions from the City's bargaining units, accomplishing significant organizational efficiencies and expenditure reductions, and identifying opportunities for enhancing City revenues.

City Attorney: has undergone a restructuring, bringing in a highly experienced land use attorney to serve as Assistant City Attorney who can provide legal expertise early in the planning process.

City Clerk: created and implemented a City-wide email retention policy which sets parameters around retention of certain electronic records, thereby enhancing business operations.

Finance Department: coordinated a \$5.76 million bond issue on behalf of the developer of the One Marina Project to fund various transportation system improvements within the City's right-of-way.

Human Resources Department: worked with all labor groups to develop budget balancing recommendations., resulting in all bargaining units agreeing to various concessions including a two-tiered retirement pension formula, modifications to health and cafeteria plan benefit contributions, and cost sharing of the City's contribution toward retirement pensions.

Innovations Implemented This Fiscal Year

City Manager: with the goal of supporting successful business and enhancing economic activity in Redwood City, the Department hired an economic development consultant to research, develop, and implement an Economic Development Action Plan. A Downtown business development specialist was also hired, to focus on support, retention, and recruitment of Downtown businesses.



City Attorney: while the Department may not provide legal advice to the public, it continues to engage in community partnership, for example its webpage was updated to include information helpful to the public in understanding the City Attorney's role, and offer information on other legal resources available to the community.

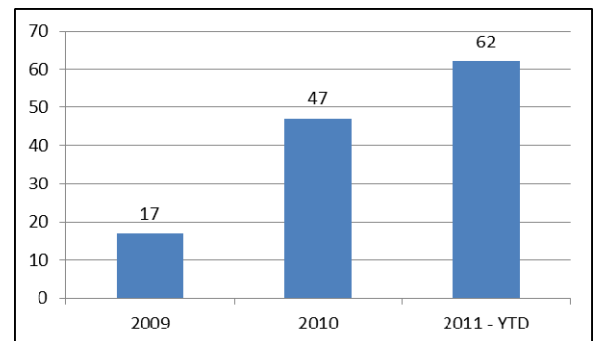
City Clerk: implemented a customized electronic, paperless system related to staff reports approval and agenda creation, increasing efficiency and effectiveness City-wide.

Finance: upon recommendation of the City's auditors, Finance's IT staff developed and implemented a new policy whereby all City computer system log-in passwords will be changed regularly and will meet industry standards for encryption, in order to enhance system security.

Human Resources: continued its collaboration with other San Mateo County agencies in the Regional Training and Development consortium with the establishment of an online Learning Management System, providing for shared training resources and development opportunities.

Selected Performance Indicators

- The City Manager Office increased the number of email recipients of the e-news list to nearly 3,700, and its Twitter followers to 400.
- The City Attorney Department crafted and reviewed 96 agreements and 38 amendments, and drafted 15 ordinances and 122 resolutions for the City Council's consideration.
- The City Clerk Department prepared and disseminated 26 City Council meeting agenda packets, and processed 69 claims, 93 resolutions, 10 redevelopment agency board resolutions; nine ordinances, 229 minute orders, 130 proclamations and certificates of recognition, and 229 agreements, and added over 800 documents to the online public document archives.
- Finance increased employee use of direct deposit to 91.8% (up from 90.7%), and electronic paystub participation to 78.1% (up from 76.4%).
- Human Resources conducted 14 regular and 12 casual/contract recruitments that included processing 4,628 applications, and hired nine new regular employees, processed 17 retirements, and granted one employee promotion.



Public Records Act Requests to the Clerk office, by calendar year

Department Facts and Figures

Budgets and staffing:



- City Manager: \$1.3 million; 7.5 full-time-equivalent employees.
- City Attorney: \$904,440; 4.5 full-time-equivalent employees.
- City Clerk: \$1.1 million; 4.5 full-time-equivalent employees.
- Finance: \$7.1 million; 34 full-time-equivalent employees.
- Human Resources: \$1.3 million (excluding Risk Management/Workers' Compensation); 6 full-time-equivalent employees.

Other facts and figures:

- An estimated 80% of the legal work handled by the City Attorney Department is generated from the City's Planning, Redevelopment, and Engineering divisions.
- The Human Resources Department provides services to approximately 500 permanent employees and 150-250 casual and contract employees.
- The City Manager Department's public communications function distributed 106 news releases and nearly 300 informational email blasts, also posted to the City's 400 Twitter followers.
- The City's total investment portfolio, managed by the Finance Department, was approximately \$129 million as of June 30, 2011. Finance's IT division manages 18 external clients generating annual revenue of approximately \$932,000.

Looking to the Future

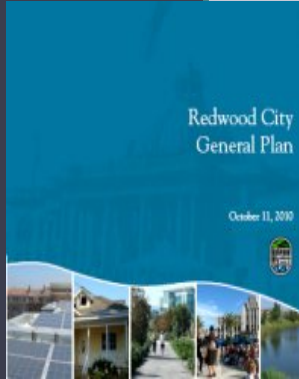
Efficiency and enhanced productivity will continue to be the focus of the operations of these departments. Under the guidance of the City Council, the City Manager Department will continue working with department heads and staff to identify, develop, and implement various options for increased efficiencies and improvements in the City's use of technology, organizational structure, and service delivery.

In the near future, the City Attorney Department will work with IT and the City Clerk to create on-line legal department trainings that could be made available throughout the organization. Increasing efficiency in reviewing and approving contracts is a longer-term, ongoing goal, and includes improving the document templates used by departments, developing instructions for when to use which form, and creating a more efficient system for electronic review of contracts. The City Clerk Department will develop a new electronic application which will streamline the retrieval and storage of over 2,500 boxes of records, making this process more efficient and saving time and staff resources.

To provide more payment options for the City's utility customers, while protecting them from having their credit card information compromised, the Finance Department will engage a private firm that is PCI-compliant to handle these transactions, thus transferring the responsibility of storing credit card data from the City's servers to servers operated by the private firm. A key objective of the Human Resources Department is to continue providing service excellence while exploring and implementing strategies for increasing efficiencies, including the use of more automated services and evaluating department structural change.

Community Development

The Community Development Department brings together the critical functions of the government related to building and improving the physical and economic elements of the City. The Department combines and manages the basic functions of building the City, from Planning and Engineering through to private and public construction projects. The vision of the Department is to continuously improve customer service, enabling approved development to enhance the quality of life for the entire community.



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Key Accomplishments for Fiscal Year 2010/11

Key accomplishments from the Planning work group include adoption of the new General Plan in October, 2010, adoption of the Downtown Precise Plan in January, 2011, and adoption of the Mixed Use Corridor Zoning in June, 2011, which begins implementation of the General Plan.

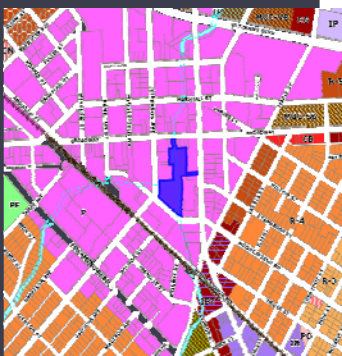
A major accomplishment of the Engineering work group was the completion of the levee improvement project in Redwood Shores. This project will provide long term benefits to the community as rising sea level becomes a more local issue.

The One-Stop Development Counter ranks #1 out of 17 Peninsula cities in terms of hours of operation and number of permits delivered. The counter is open 52.5 hours per week. The Building Division continues to provide same-day inspection services and issues 87% of all its permits as part of its over-the-counter procedures.

Innovations Implemented This Year

The most significant innovation of the Department was the coalescing of the Engineering, Building, and Planning groups into a unified division. This Council-supported action enables better coordination between the departments that are often the first point of contact between community members and government. This improved coordination has led to more efficient delivery of services for private projects. The focus of these service improvements is to generate jobs in Redwood City, and to help businesses to start operation sooner so the tax benefits accrue to the City earlier.

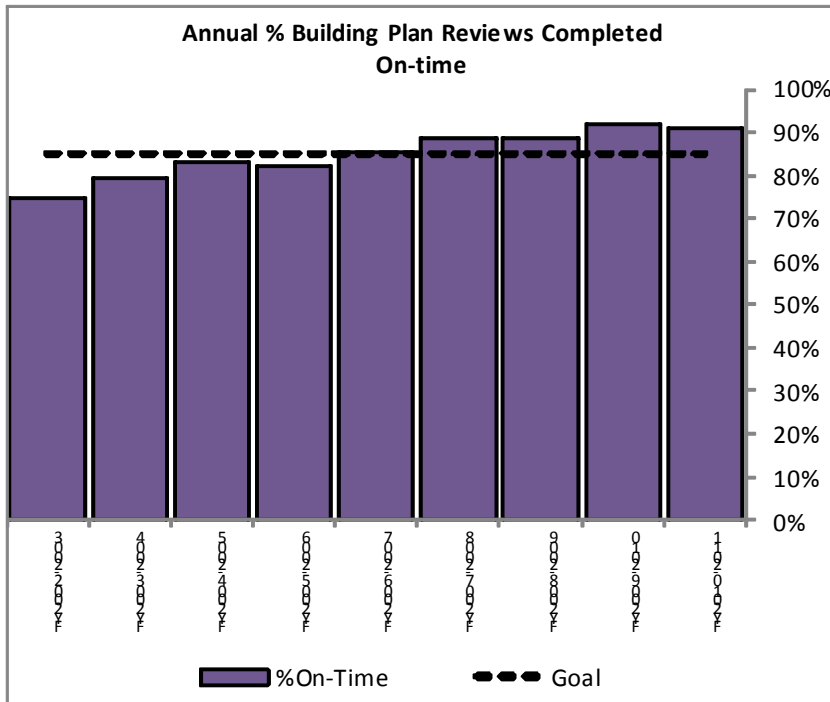
Another innovative milestone of the Department involves enhancements to the Geographic Information Systems (GIS). The latest innovations include the integration of business license data and various mapping layers for the City's sewer, potable water, storm drains, and recycled water, as well as mapping layers for emergency service and fire. To date, staff has prepared over 10,000 GIS maps.



Downtown shown in the City's GIS application

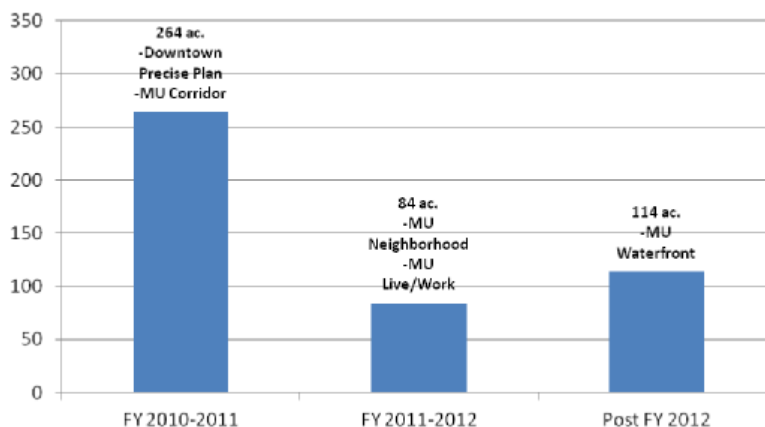
Selected Performance Indicators

- 85% of Code Enforcement cases were closed within 30 days.
- 4.5 miles of bikeways were added to City streets during the 2010/11 Street Resurfacing Project, which represents 15% of total bikeways installed to date.
- A total of 546 multi-family residential units are currently under review, 132 units have been approved, and 402 units are currently under construction for Fiscal Year 2010/11.
- Completed Zoning Code amendments for Mixed Use Development, as identified in the updated General Plan.



201 Marshall Street Housing Project

Implementation of Mixed-Use Zoning



- The Department has created a schedule for creating more diverse residential lifestyles in Redwood City.

Department Facts and Figures



- Operating Budget: \$23.4 million.
- The Capital Improvement Program Budget, which includes funds from Water, Sewer, Redevelopment, and a multitude of grants, was \$12.4 million.
- The Department has 53 full time equivalent employees, in the areas of Engineering, Building, Planning, Redevelopment, and Housing.
- The Building Division issued 2,118 permits for a total construction valuation of \$86.73 million.
- Permits issued were up 9% over the year prior and project valuation was up 27%.
- Over 2,000 plan reviews were performed and 13,360 inspections were provided.
- Code Enforcement opened 2,183 new cases and closed 2,044.

Looking to the Future

The Building Division will continue to expand the on-line permit services by providing specific inspection appointment times and initiating a program for routine permits to be requested, paid for, and issued online. A web-based customer service survey is also planned.

Planning and Redevelopment Agency staff anticipate the selection of a developer and the start of negotiation of an agreement for development of the City-owned property adjacent to the Caltrain Station, for the Depot Circle project.

The Department is coordinating with the City's Economic Development staff to create and publicize a concept of "10 Things" that will continue to draw residents and visitors to Downtown.

The threatened elimination of redevelopment agencies and their funding throughout the state is an immediate challenge to the Department. The loss of the Redevelopment Agency would not only be an impact to the physical improvement of the City, but would affect many City departments whose efforts support the development and revitalization of the City. Positions and projects now funded by the Redevelopment Agency would either find new funding or cease to be offered. The Department is poised to respond to this issue as it continues to evolve.



Artist's rendering of proposed Depot Circle

Fire Department

Proudly serving the community since 1861, the Redwood City Fire Department began as a volunteer organization and has grown to become a Department of five fire stations and over 70 staff members. It is a dynamic and diverse organization of dedicated professionals, with a clear focus on providing the highest quality service to the ever-changing community. The Department's mission is to protect life, property, and the environment from fire, medical, disaster, and hazardous materials related incidents through emergency mitigation, public education, and code enforcement.



Junior Fire Academy

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Key Accomplishments for Fiscal Year 2010/11

The Redwood City Fire Department places a high value on educating the public to avoid emergency situations by preventing them before they occur. As a result, Department staff members are regularly involved with activities and programs that raise fire safety and disaster awareness.

The Fire Department received a substantial community partnership grant from Oracle, a local corporation, that helped to underwrite activities in the community such as the Junior Fire Academy. Forty Redwood City youth participated in the 2011 Junior Fire Academy. The Academy was hosted by Redwood City Firefighters with the help of twelve volunteers, nine of whom were past graduates.

The Department also received a federal grant to fund the purchase of six thermal imaging cameras to outfit the Department's engines and truck. The thermal imaging cameras are used to detect body heat to help locate people who are trapped where rescuers cannot find them. In addition, a port security grant was also awarded to underwrite the cost of providing a fire boat.

Innovations Implemented This Year

In Fiscal Year 2010/11, with a focus on seeking innovative ways to serve the public in a time of continuing budget constraints, the Department continued its emphasis on core services, expansion of its shared-services model, and other cost reduction strategies.

In addition to existing contracts with the Woodside Fire Protection District (WFPD) and the Belmont-San Carlos Fire Department (BSCFD) to share a Joint Training Officer, new agreements provided for Redwood City to share the use of WFPD's Emergency Medical Services Chief, and to share a Fire Marshal with BSCFD. This allowed the Department to reduce expenses by approximately \$160,000 while maintaining a high level of service.

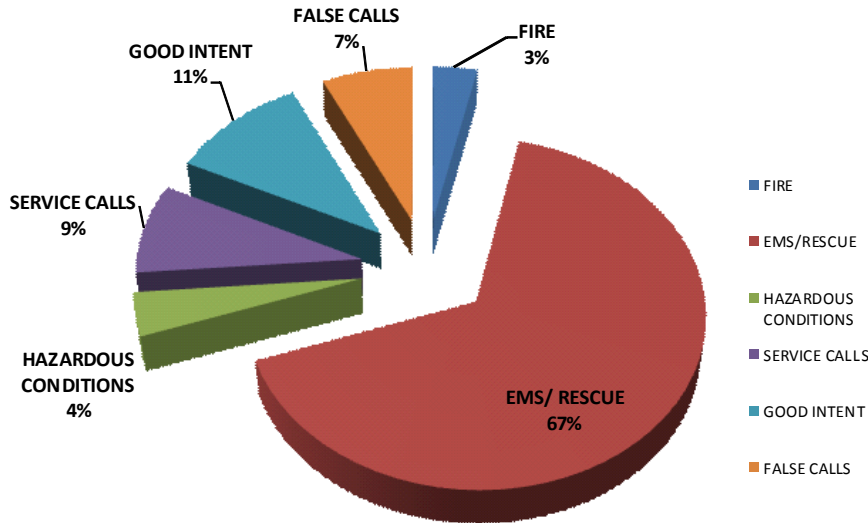
In another example of innovative shared services, in early 2011 the Department agreed to provide management services for the new San Carlos Fire Department, and began developing a framework for an efficient transition and management program. This innovative approach to shared services is expected to not only maximize efficiencies, but to save over \$1 million annually for both Redwood City and San Carlos.



Training exercise

Selected Performance Indicators

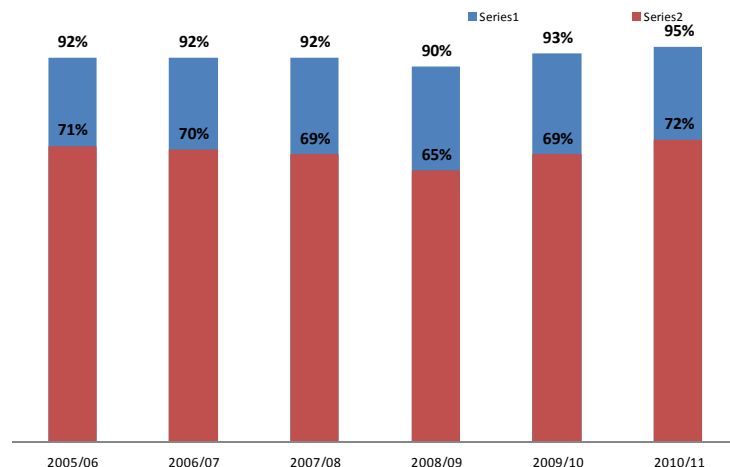
- The Redwood City Fire Department responded to 6,733 total calls for service in Fiscal Year 2010/11 including:
 - All Fire Incidents: 232 (of this, 53 were Structure Fires)
 - Emergency Medical Incidents: 4,453
 - False Alarms: 476
 - Hazardous Conditions: 275
 - Other: 1,297
- Average Response time: 4 minutes, 23 seconds.
- Processed over 500 requests for Fire Department plan reviews.
- Completed 1,087 Maintenance Inspections and 832 New Construction Inspections. Fire Prevention Bureau Staff completed 268 of those inspections.



As shown on the chart to the left, firefighters respond to a wide variety of calls each day, including: fire, medical, hazardous materials, and environmental issues.

- From dispatch to arrival at incident, 72% of the time the Fire Department arrived in less than 5 minutes, and 95% of the time they arrived in less than 7 minutes. Fire Department response times have remained consistent over the past five years. The Department will be charting potential response time changes that may result from budget-driven staffing reductions and response reconfigurations.

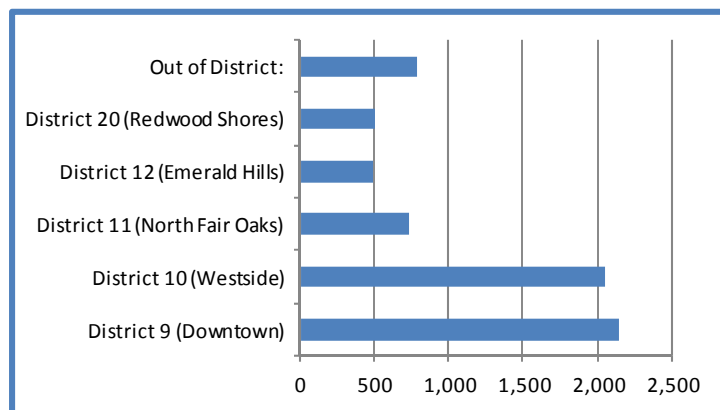
Percent of Priority Response Calls Responded to in Fewer than 7 Minutes and Fewer than 5 Minutes



Department Facts and Figures



- Budget: \$15,596,471.
- The Fire Department has 64.5 full-time (career) uniform personnel.
- The Department has five engines and one ladder truck.
- 98% of the Fire Department's response area is protected by hydrants.
- There are 80 occupied structures in Redwood City's jurisdiction that are more than three stories tall.
- The Fire Department responded to approximately 1,795 public education requests, with the average age being between 4 and 10.
- Districts 9 and 10 have the highest call volume:



Looking to the Future

Implementation of the new San Carlos Fire Department will be an overarching activity, and with the new department operational, the work of maintaining both departments is a key priority. Redwood City Fire Command staff San Carlos staff are enthusiastic about forging this new, innovative shared services structure, and will focus on ensuring the delivery of excellent fire and emergency services to the community of San Carlos. Both cities are in the learning stages and will work to identify opportunities to implement new ideas to streamline operations for maximum efficiency.

The Department is in the process of developing a Strategic Plan, describing its goals and objectives for the next five fiscal years. This will assist Fire staff in preparing to provide services in light of future growth and development, both within the department and in the community.

It's anticipated that up to one-third of the department's staff will be retiring within the next few years. The Fire Department and the Human Resource Department are working together to implement a succession plan to ensure the department will be appropriately staffed.

Succession planning will be an integral part of the strategic planning process and will enable the Department to prepare for projected retirements while diminishing the impact felt by the departure of senior staff members.



Library Department

The Redwood City Public Library inspires learning through 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 members of the community with a love of reading and learning. Libraries should be considered “indoor parks” with many learning, cultural, and recreational activities for all ages, incomes, and cultures, and a primary way of helping to build community by promoting community participation and volunteerism.



Downtown Redwood City Library

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Key Accomplishments for Fiscal Year 2010/11

The Library has continued to thrive during Fiscal Year 2010/11, instead of merely surviving as others are. This has been accomplished by maintaining a focus on being an innovative, flexible, creative, and strategic organization.

Even as resources have been reduced, service levels and positive outcomes continue to increase. In Fiscal Year 2010/11 the Redwood City Library was once again recognized as one of the top-ranked libraries in the country, and the City’s 2010 neighborhood survey revealed that community satisfaction with the Library remains very high.

Library staff continues to consistently seek efficiencies, utilize volunteers, focus on core services, and identify new ways to improve and meet the changing demand for library services. The management team and key staff have accomplished a new level of integration with other City departments through collaboration and shared resources, and efficiency has improved as a result of changes to the City Charter. Library staff are also leaders in the San Mateo County consortium of libraries.

Innovations Implemented This Year

A new materials-handling and processing system is being implemented at all libraries that will save staff time, increase the security of the collection, and enhance customer empowerment. This major project consists of upgraded self-checkout and self-check in stations, self-serve fine and fee payment, and automated materials sorters.

In collaboration with IT, the Library is piloting a “virtual desktop” system that will allow staff to manage all 155 public computers via a single desktop/server. This will save hundreds of hours of staff time and lower replacement costs, since updates and changes made to the server will automatically be distributed across all the desktops.

The Library has created a new model for its teen space that has garnered much attention in the profession, with its unique staffing model, range of services, workshops that directly address teens’ concerns and needs, and intervention focus.



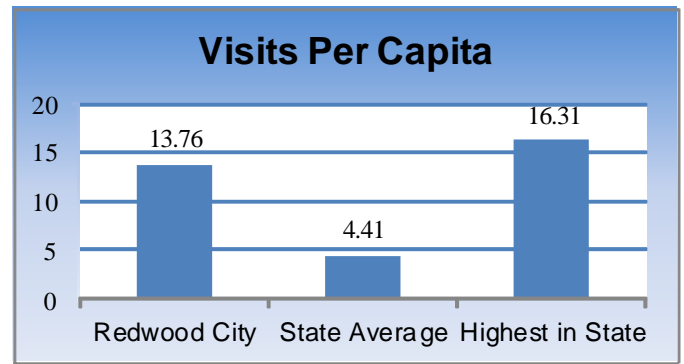
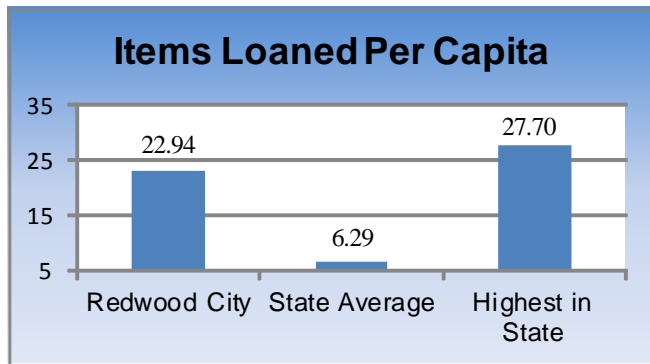
Children's Room at the Downtown Library

Selected Performance Indicators

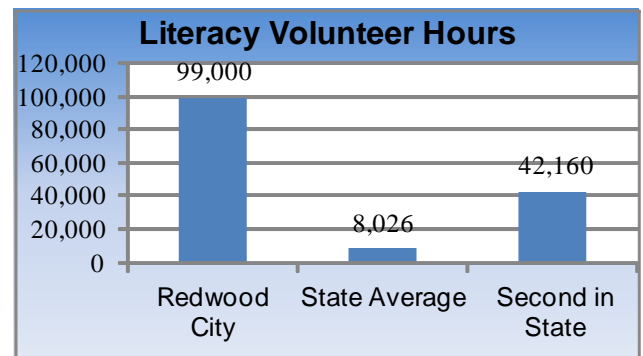
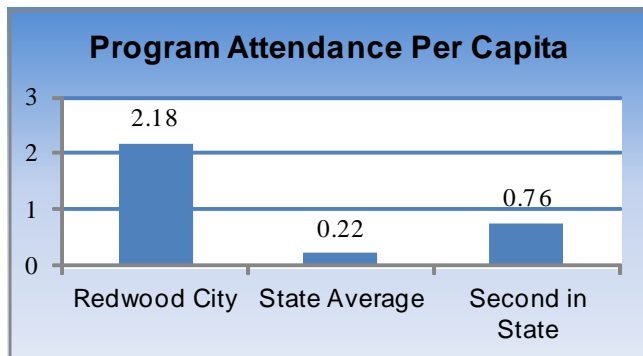
- 9,256 open hours annually compared to an average of 6,451 open hours of comparable regional communities with populations up to 150,000.
- Traveling Storytime program volunteers, through weekly visits, interacted over 100,000 times with young emergent readers.
- 154,507 children and family contacts at 6,638 Library programs, including homework help.
- 1,820 uses of meeting rooms by community members at the Downtown and Shores Libraries.
- 2,349 adult and youth learners were served through 99,000 volunteer hours with an annual reading level growth of 3.5 levels.
- Public computers were used 756,000 times. Families that do not have computer access at home, those without high speed connections, and those who need instruction are the most in need of access to these computers. With most job applications being online, and basic computer skills being a minimum qualification in most work, this usage illustrates the value of having the Library's computers available, with staff ready to help.



Kids showing off their books at a Library reading program



- Redwood City ranked 3rd in the State for large and mid-sized libraries. Over 1.7 million books and movies were borrowed last year by Redwood City card holders. 52% of these were children's materials.
- Redwood City ranked 3rd in the State for large and mid-sized libraries.



- Redwood City ranked 1st in the State for all sized libraries. 94% of these programs were for youth and families.
- Redwood City ranked 1st in the State for all sized libraries, higher than all libraries - even those with populations of over one million.

Department Facts and Figures



Teen Center at the Downtown Library



Reading Program at the Downtown Library

- Budget: \$7,017,545.
- 38 Full Time Equivalent employees.
- 1,400 volunteers of all ages gave 110,000 hours helping deliver meaningful educational services.
- 78,740 card holders, including 19,613 children.
- 155 public computers with 756,000 uses.
- 492,372 Library web page hits.
- Free Wi-Fi with over 100,000 uses.
- 1,069,285 total visits.
- 1,782,620 items loaned.
- The Library has four core services:
 - Welcoming, safe, and accessible public spaces, with a high number of open hours, a customer-centered staff, a large number of books and other materials, and many weekly programs.
 - Access to computers, both wireless and on 155 public computers.
 - Services to families and youth, helping new readers and families prepare for school, and helping those in school to succeed.
 - The five Project READ literacy programs, meeting the diverse literacy needs and increasing reading levels for over 1,000 adults, adolescents, and families.

Looking to the Future

The Library's three major challenges will continue to be met with innovative strategies.

How to thrive as an organization and move beyond sustaining success. Staff will seek out and increase the use of technology, customer self-service, and eServices as resources allow, while continuing to re-examine the organization for better efficiencies and collaborative opportunities. Staff will continue to reprioritize services and experiment with staffing models to provide better customer service.

Managing a growing diversity of volunteers. The Library values the community as a partner, and believes an engaged community is a healthy community. In addition to volunteers delivering services, such as Traveling Storytime and Local History Room, they also comprise three fundraising groups dedicated to Library improvement. Managing volunteers who want to have a voice in decision making demands a new organizational mindset, and staff needs to be flexible and willing to share decision making, when appropriate, with these individuals who are doing meaningful and engaging work.

Making a difference in the literacy and learning success of youth. Through new models of intervention, such as the Teen Center, continuing collaboration with PRCS, and working with shared community goals and outcomes through the City's Youth Agenda and Redwood City 2020, the Library will strive to be more effective in increasing the reading levels and learning success of the community's families and youth.



Redwood Shores Branch Library

Parks, Recreation and Community Services Department



Red Morton Park - 31 acres of sport fields, community centers and play areas.

The Parks, Recreation and Community Services (PRCS) Department operates and maintains the community's public spaces in more than thirty parks and plazas, five community centers, and two swimming pools. PRCS provides healthy living and learning opportunities to all ages and abilities, recreational and educational services through after school programs and classes, support for economic development by attracting thousands of people to Downtown, leadership opportunities for teens, and senior and human services through meal programs, transportation, and information and referral assistance.

Key Accomplishments for Fiscal Year 2010/11

Significant park and playground improvements were completed at Hawes, Westwood, Dove Beeger, and Preserve parks, and at the Fair Oaks Community Center's Day Care Play Area. Additionally, the Marlin Park Playground Renovation Project planning was initiated.

Fair Oaks Community Center staff raised \$110,000 in additional operational support from private and public sources for the Information and Referral program and partnered to secure an additional \$300,000 in direct client assistance dollars for the urgent food, housing, and transportation needs of Redwood City and North Fair Oaks residents.

The Parks, Recreation and Community Services Department was recognized with a California Park and Recreation Society (CPRS) *Excellence Award* in the categories of Marketing and Economic Development, as well as with a Peninsula Arts Council *Diamond Award* for support of the arts, and a "Playful City USA" designation for the Department's significant contributions to supporting great play spaces and activities.

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Innovations Implemented This Year

In the City's 2010 Neighborhood Survey, "Attracting People to Downtown" was rated as the 2nd highest service, illustrating the importance of finding new ways to bring the community together. Sustaining the successful Downtown events programming is a priority, and in response PRCS implemented innovative funding models including new business sponsorships, seat sales, concessions, revenue sharing, and other efforts. The result was that PRCS was able to raise over \$100,000 in Fiscal Year 2010/11 toward Downtown events.

With over 3,000 Facebook followers for the City's Downtown Events, over 1,000 for the Department, over 500 Twitter followers, and over 12,000 who have signed up for the "Recreation eNews" communication, the use of social media and the delivery of electronic messages has helped improve communication and provide information quickly to residents and users.

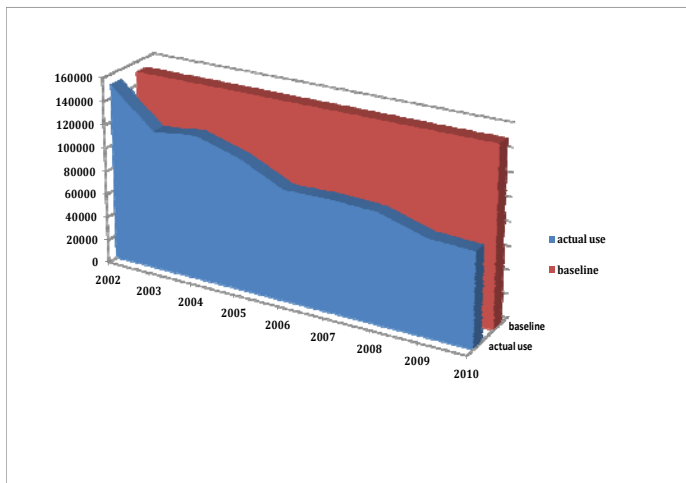
The implementation of new energy monitoring systems and upgraded irrigation control systems have identified areas for efficiency improvement, and staff has been able to more readily make those corrections. These and similar programs have resulted in continually increasing water and energy savings, thereby preserving general fund dollars for other uses.



70% of Redwood City households indicate that they have attended a Downtown Event like this

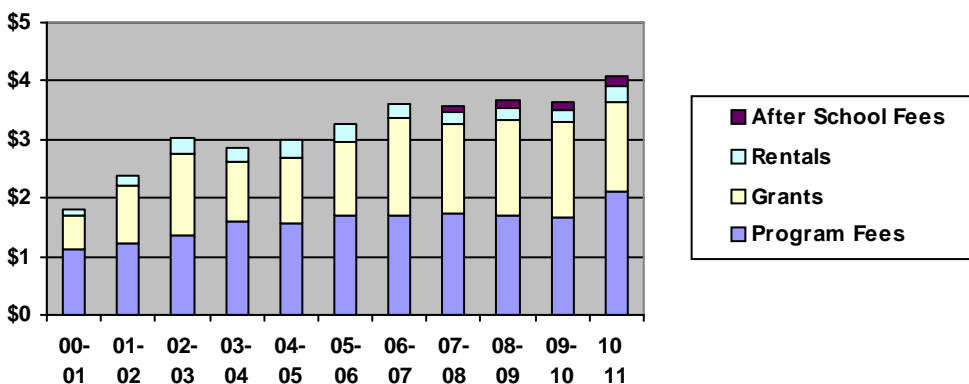
Selected Performance Indicators

- The Human Services Unit at the Fair Oaks Community Center served over 3,000 households through its Information and Referral Program, including 769 households needing emergency shelter services, 761 households needing some form of housing assistance, and 1,152 households needing food assistance.
- PRCS processed over 25,000 class and camp enrollments (nearly 40% of which use online enrollment), issued 804 picnic reservations, and received nearly 500,000 visits to the City's five community centers.
- In Fiscal Year 2010/11, \$2.1million was generated from recreation class and program fees, plus over \$200,000 in community center rental fees, and in addition to approximately \$1.6 million in grants supporting youth, seniors and those most in need.
- Youth enrollment was at an all time high including 2,583 after-school sports participants, 2,045 summer campers, 1,183 students in seven after school programs, and 102 participants in the Department's Leaders-in-Training program.
- PRCS was able to maintain its water savings of approximately 11 million gallons annually (based on 2002 base year) due to synthetic turf conversion, conversion to drought tolerant plants, and the implementation of advanced irrigation control systems; additionally, over 20% of the water used for landscaping is recycled water, and over 200 tons of green waste was recycled.
- In Fiscal Year 2010/11, PRCS maintained its savings in the use of fertilizer, which has been reduced by seven tons annually (based on 2008 base year).



- In Fiscal Year 2010/11, PRCS' trend in reducing water use has continued; since 2002, its rate of water consumption (shown in this chart in units of water, each equal to 748 gallons) has been reduced by 60% .

PRCS Revenues



- Fees for classes and operating programs generated over \$2.1 million in Fiscal Year 2010/11. Grants to support after-school programs and human services generated over \$1.5 million.

Department Facts and Figures



- Budget: \$16,085,000.
- 91.47 Full Time Equivalent positions.
- 238 acres of parks, medians, and landscape areas including: 13 mini parks (under one acre) totaling 8.48 acres; 11 neighborhood parks (1-10 acres) totaling 26.74 acres; four community parks (over 10 acres) totaling 94.68 acres; and nine special use parks totaling 52.50 acres.
- Facilities: five community centers, two swimming pools, nine multi-use sports fields, 16 tennis courts, one gymnasium, three outdoor basketball courts, one theater (300 seats), and 817,383 square feet of facilities maintained by the Facilities Maintenance Team.
- In the City's 2010 Neighborhood Survey, 70% of residents indicated that their household had attended a Downtown event in the past year, and those that have attended also showed a higher "sense of community" than those who had not attended an event.
- Four out of the top five City services mentioned in the 2010 Neighborhood Survey (attracting people to downtown; graffiti removal; providing youth/teen programs; keeping the city clean") are directly provided by the PRCS Department.

Looking to the Future

Preserving enough recreational spaces for a growing community is one of the top priorities for the Parks, Recreation and Community Services Department. The Department will ensure that Redwood City remains a great place to live, work, and play by carrying out these tasks in the coming fiscal year:

- Finalizing a significant Joint Use Agreement with the Department's key partner, the Redwood City School District
- Renovating Mezes and Jardin de Ninos parks
- Completing Marlin Park Playground renovation
- Converting underutilized spaces into play opportunities (i.e. Main Street Park into a Dog Park)

Further, PRCS will be partnering with Redwood City 2020, the Library, the Police Department, and community organizations to focus resources on helping youth to be successful through health, safety, and literacy programs. The "Collective Impact" of multiple agency stakeholders having the same goals, providing quality programs, using the same measurement tools, and sharing data will help achieve better results. Together, the Department's after-school programs, homework centers, youth and teen leadership development opportunities, health and wellness policies and initiatives, literacy education and mentoring, gang prevention and diversion programs, and life skills development will help ensure that this Vision is met.



Police Department

The mission of the Redwood City Police Department is to provide excellent service with integrity and respect. This is accomplished by the enforcement of state laws and local ordinances, deterring criminal behavior, and working in partnership with the community to find long-term, proactive solutions to neighborhood quality of life issues. Creating opportunities for positive youth development is a high priority and is achieved through a variety of programs, such as D.A.R.E. and the Police Activities League. The Department's Investigations Division works closely with the Patrol Division to remove the most dangerous offenders from City streets, while the Traffic and Marine Units proactively patrol the streets and waterways of Redwood City to ensure public safety.



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Key Accomplishments for Fiscal Year 2010/11

The Department continued its partnership with the schools to target the worst cases of chronic truancy. New procedures were put into place to better identify and track truants, and the Department's School Resource Officers (SROs) and patrol officers increased their efforts to get the students back in the classroom. Officers made over 300 truancy contacts, issued 64 truancy citations, and conducted 81 home visits. Additionally, the SROs provided intervention and mentoring for "at risk" students, raised drug and gang awareness, and worked with students, parents, and staff to foster a better learning environment.

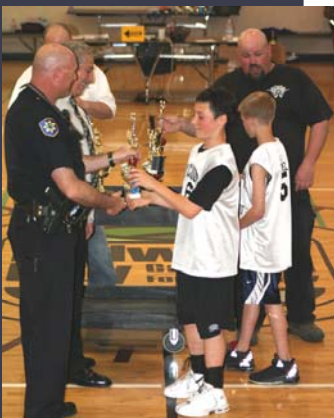
A total of thirteen Drug Abuse Resistance Education (D.A.R.E.) classes were conducted at five different schools, reaching 525 kids. Students were taught the dangers of illegal drugs, how to resist peer pressure, and how to keep drugs out of their lives. Two additional officers have been trained as D.A.R.E. instructors and the number of students receiving instruction is expected to double in the coming year.

A new Gang Suppression Team, consisting of three detectives, was created to supplement the existing Street Crime Suppression Team. The teams worked together, along with the patrol division, to ensure the continued safety of the public and quality of life in Redwood City.

Innovations Implemented This Year

The Department utilizes social media tools such as Twitter and Facebook to provide real-time exchange of information and open alternative lines of communication with the public. Twitter has been used to post urgent public safety messages, answer basic questions, and provide information on community events. The Department's Facebook page also provides the public the opportunity to share information. The Department has started a blog to address citizen questions, discuss community outreach programs, and to list City information that might impact Redwood City residents.

To improve efficiency, the department implemented Community Options for Police Reporting (COPR), providing online services including crime reporting, report retrieval, and crime trend mapping. The public can now report non-emergency crimes such as theft and vandalism through the department's website, saving staff time and offering greater convenience.

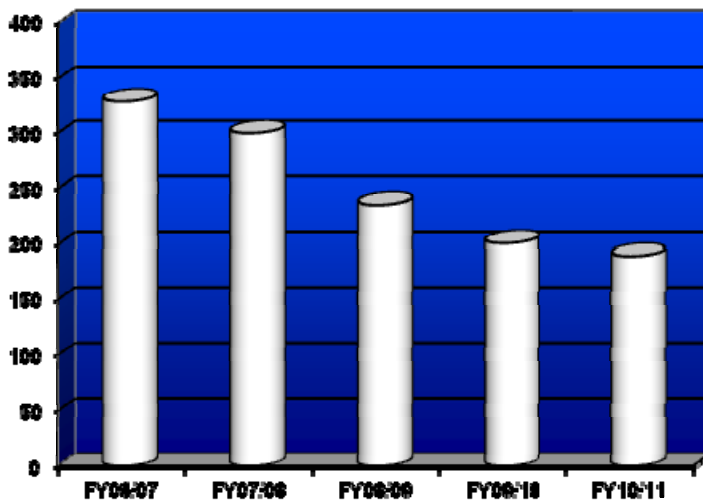


Selected Performance Indicators

- Violent crime dropped 10% from the previous fiscal year, continuing a trend representing a 42% decrease over the past five years.
- Gang-related violent felonies dropped to twelve documented incidents, a four-year low.
- Reported Total Part I Crime (FBI-defined violent felonies and serious property crimes) dropped to 1,661 incidents, down from 2,013 reported incidents last year and continuing a four-year drop totaling 26%.
- Officers, detectives, and the Juvenile Specialist conducted 26 gang prevention and awareness classes for students, parents, school staff, and community leaders .
- Officers made 374 arrests for driving under the influence, an increase of 16% over the previous year and a 45% increase over the past four years.
- The Traffic Unit participated in a statewide Distracted Driver Awareness Campaign during the month of April, and wrote over 900 citations for cell phone use during that period.
- Reported injury traffic collisions held steady at 239, a slight increase from last year's 234 reported injury collisions.



VIOLENT CRIME



Violent crime, as defined by the FBI, is composed of four offenses: murder and non-negligent manslaughter, forcible rape, robbery, and aggravated assault.



CALLS FOR SERVICE

	FY06/07	FY07/08	FY08/09	FY09/10	FY10/11
Calls for Service	67,799	73,038	41,363	40,341	41,257
Self Initiated Calls	No Data	No Data	36,583	36,137	39,880
Total Calls	67,799	73,038	77,946	76,478	81,137

Calls for service are typically any incident when an officer is dispatched. Several officers could be dispatched to the same event, and it would be counted as one incident. Officer-initiated incidents include traffic stops, business/building patrol checks, vehicle/pedestrian checks, among others.

Department Facts and Figures



SPARK program participants with their mentor officers



- Budget: \$28,719,648.
- 76% of the budget is allocated to front-line police services such as patrol and criminal investigation.
- The department consists of 90 sworn officers, ten reserve officers, and 27 support staff that includes three community service officers, and two full-time parking enforcement officers.
- Calls for service have increased to 81,137, a 19% increase over the last four fiscal years.
- The Juvenile Services Unit signed up 35 new tattoo removal participants, including 19 juveniles.
- Family counseling was offered to 72 families through the Juvenile Services Unit and addressed such diverse issues as criminal diversion, drug abuse, chronic runaways, and gang involvement.
- Patrol officers continue to mentor community youth through the SPARK program, which connects volunteer professionals with underserved youth in workplace apprenticeships. Students identify a “dream job,” and SPARK matches that student with a mentor doing that job. The program is eight weeks long, with each student spending three hours one day per week with an officer, learning what police work is all about. Officers not only get to know and mentor the youth, but many times develop a positive relationship with the family.

Looking to the Future

The department will continue its efforts to better serve the residents of Redwood City, operate more efficiently, and above all maintain and ensure the public safety. This will be accomplished through increased interaction with youth through programs such as the Lunchtime PAL program.

This program provides for on-duty patrol officers to visit and interact with fourth and fifth grade students in a friendly, open environment. Officers periodically join the students at lunchtime and sit down to talk with them about whatever is on their minds. After lunch, the officers can join the students in athletic games. Over 180 students are participating in the program.

The department has also begun a program to train more officers in the basic language skills they need to better serve Redwood City’s diverse population. Eighteen officers have volunteered to complete an eight week “Spanish for Law Enforcement” class designed to give them a working knowledge of the Spanish language they would most likely need as they work to keep the peace and ensure public safety.

Finally, the department will continue to build upon the great strides made in efficiency over the past year and make greater use of technology to continue to provide the excellent service Redwood City citizens have come to expect.



Public Works Services



Tree crew trimming a redwood tree

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The Public Works Services (PWS) Department is responsible for many core services that help build a great community. Its goal is to serve the residents of Redwood City by maintaining the public streets, storm drainage and sanitary sewer collection systems, and water distribution systems, and provide city-wide fleet services. Managing these tasks requires a wide variety of backgrounds and experiences, an understanding of Redwood City's uniqueness, and the extensive range of technical expertise required to address tasks ranging from digging up a street, to repairing a police car, to managing a sidewalk replacement program.

Key Accomplishments for Fiscal Year 2010/11

In Fiscal Year 2010/11, the PWS' Water Division completed the Urban Water Management Plan - a business plan that helps ensure adequate water supplies are available to meet existing and future water demands.

The Fleet Division used grant funding to install Electric Vehicle (EV) charging stations, laying the groundwork for the City's EV charging station infrastructure.

To better manage the City's urban forest, the Right of Way Division secured grant funding from CAL FIRE to create an inventory of the City's trees. Data on the City's urban forest (consisting of approximately 34,000 trees in the public right-of-way), such as tree type, height, condition, and other attributes, is being collected. The Right of Way Division has also created a new master tree list, used to inform residents of the size and species of trees that are known to grow best in the City.

To ease the transition to the new garbage/recycling service provider, the Wastewater Division revised the street cleaning schedule to eliminate conflicts between garbage collection and street cleaning services in residential neighborhoods.

Innovations Implemented This Year

PWS is continuously looking at ways to better serve the community through improved processes and more efficient and effective service delivery. A current effort is to more fully embrace technology for recording work reports and other documentation, to assist supervisors in more efficiently assigning and tracking daily tasks.

Also in the area of technology, the Water Division is using software to track the replacement of over 20,000 residential water meters throughout the City. The new water meters will integrate with the City's automated water meter reading infrastructure, which allows staff to remotely collect water consumption data. PWS has also started emailing "My Water Use Reports" to customers every two weeks, providing their actual water consumption versus their water "budget" (the amount of water each customer needs under normal conditions to maintain their household). This helps customers to understand the cost of using too much water, and the savings to be gained by staying under their water budget.

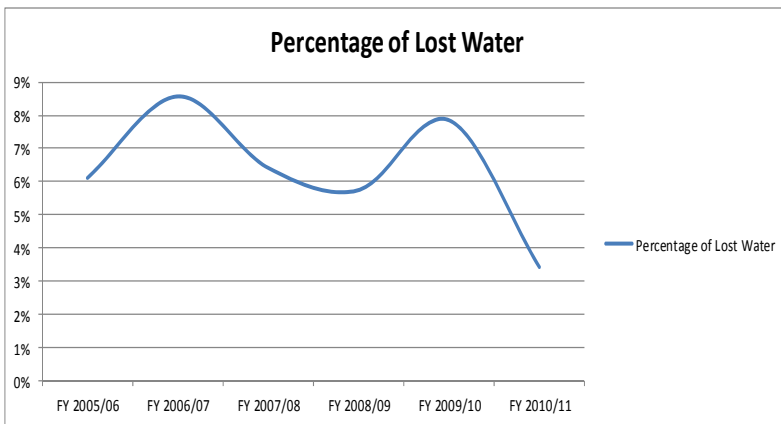


Water crew installing a new water meter

By utilizing advances in technology, PWS will be able to use dynamic data to work more efficiently and effectively, more easily track problem areas with historic data, ensure that maintenance activities are well planned, and provide customers with up-to-date information.

Selected Performance Indicators

- The Fleet Division opened contracts to provide fleet maintenance services to two additional agencies. In total, the Fleet Division now contracts with 10 outside agencies and generates approximately \$335,548 in revenue.
- The Water Division operates and maintains the City’s Recycled Water System. In Fiscal Year 2010/11, a total of 530 acre-feet of recycled water was sold (over 170 million gallons), which is an increase of about 40% over last fiscal year; in its first year of service, Fiscal Year 2001/02, a total of three acre-feet of recycled water was sold.
- The Right of Way Division is responsible for managing the City’s sidewalk replacement program. The program targets high risk, damaged sidewalks and replaced approximately 33,833 square feet during Fiscal Year 2010/11.
- The Wastewater Division has increased the number of miles of sewer pipeline cleaned each year by targeting “hot spots” (areas prone to high flows). Using high pressure water, staff hydro-jetted approximately 45% of the sewer system’s 192 miles of main lines in the past year to ensure the health of the sewer system.



- Each year, water agencies typically lose 10% of their water from undetected leaks in the system, inefficient meters, and other causes. In Fiscal Year 2009/10, Redwood City’s water losses amounted to about 8%. In Fiscal Year 2010/11, that loss was reduced to about 3%. This represents a cost savings of approximately \$600,000. Staff was able to reduce water losses by replacing old, inefficient meters, by improving the tracking of customer accounts, and by identifying and repairing leaks using updated technology.

- To reduce greenhouse gas emissions, the Fleet Division installs diesel particulate filters on City trucks, uses hybrid vehicles, and maintains the City’s electric vehicle charging stations. Since their installation in April, 2011, the use of the electric charging stations has continually increased resulting in noticeable reductions in the output of greenhouse gases.



Department Facts and Figures



- Budget: \$55,641,205 (83% Enterprise Fund, 16% General Fund, 1% Other Sources).
- Budget breakdown: Employee Costs (18%), Supplies and Services (65%), Internal Services (14%), Capital Allocation (2%).
- 75.05 Full Time Equivalent positions.
- Operates and maintains drinking water and recycled water system with 23,000 water service accounts, 260 miles of water mains, 17 pressure zones, 12 water storage reservoirs, and 10 pump stations.
- Provides for toilet and washing machine rebates, performs commercial and residential water audits, and obtained \$400,000 in grant funding in Fiscal Year 2010/11.
- Operates and maintains the sanitary sewer system (192 miles of pipeline, 31 lift stations, 14,000 lateral connections) and storm water system (100 miles of pipeline, 7 miles of creeks/channels, 179-acre Redwood Shores Lagoon retention basin), and provides street cleaning services (350 curb miles of public roadway).
- Maintains curb paintings, traffic signs, City trees, 150 miles of streets, City parking lots, 57 traffic signals, parking meters, and 6,000 street lights; installed 46 ADA sidewalk ramps; supports special events and performs banner installations.
- Five mechanics maintain 513 pieces of City equipment, and 125 pieces of other agency's equipment via contract; total asset value of the City fleet is \$14.6 million; provides contract fleet maintenance to 10 outside agencies.

Looking to the Future

A major milestone in the City's ongoing efforts to conserve water and provide a long-term, reliable water source for the future was achieved with the completion of Phase 1 of the Recycled Water Project. Moving forward, Phase 2 of the Project will include ten miles of new pipeline serving existing water customers, new development, and redevelopment areas west of Highway 101. It's expected that Phase 2's commercial, residential, and municipal customers will result in approximately 507 acre-feet of recycled water use per year. Phase 2 will provide the "backbone" infrastructure necessary for Redwood City to become a regional recycled water supplier to neighboring cities and other agencies.

The use of Computerized Maintenance Management Software (CMMS) will be expanded to the entire PWS Department. CMMS will track all work functions using field computers and allow PWS to more rapidly and accurately locate problem areas in the City, partly based on historic trends, and more quickly ramp up maintenance activities. Staff will be able to take pictures, geocode, and make notes about streets, sidewalks, potholes, water mains, fire hydrants, storm drains, sewer laterals, pump stations, and other infrastructure on which the community depends.





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