



City of Redwood City
Redwood City, CA

Adopted Budget Amendments 2003/2004



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

**ADOPTED
BUDGET AMENDMENTS
2003/04**

CITY COUNCIL

Richard S. Claire, Mayor
Jeff Ira, Vice Mayor
Jim Hartnett, Council Member
Diane Howard, Council Member
Colleen Jordan, Council Member
Barbara Pierce, Council Member
Ira Ruskin, Council Member

CITY MANAGER

Edward P. Everett

DIRECTOR OF FINANCE and FINANCIAL PLANNING

Brian J. Ponty

COMPILED BY

Alison Freeman, Financial Services Manager
Irv Weinstock, Gloria del Rosario, Kyi Khin, Senior Accountants
Jill Greenhorn, Accountant
Sandy Jennings, Administrative Assistant

CITY OF REDWOOD CITY

DEPARTMENT DIRECTORS

City Manager..... Edward Everett

City Attorney Stan Yamamoto

City Clerk..... Patricia Howe

Community Development Services Bruce Liedstrand

Finance and Financial Planning Brian Ponty

Fire..... Gerry Kohlmann

Human Resources Maria Rivera-Peña

Library..... Yvonne Chen

Parks, Recreation and Community Services Corinne Centeno

Police Carlos Bolanos

Public Works Services..... Peter Ingram

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June 30, 2003

Honorable Mayor Claire and Members of the City Council:

*City of
Redwood City's
values*

Introduction

During the 1992 Presidential election campaign the operative phrase was "it's the economy, stupid"! Eleven years later, in Redwood City, California the same refrain rings true. The City is in its worst financial straits since the passage of Proposition 13 in 1978 and arguably the situation today may even be worse than it was at that time. To shed some light on the local economy, consider the following statistics:

- From December 2000 to December 2002, the number of jobs in the bay area has declined by over 5.5% from 3,635,800 to 3,435,400 – a loss of over 200,000 jobs.
- The unemployment rate in San Mateo County has increased from 1.9% in April 2001 to 5.1% in April 2003.
- In Redwood City the amount of vacant commercial office space has increased from 591,941 square feet as of the first quarter of 2001 to over 3.5 million square feet as of the first quarter 2003.

*"Rules will not
override our
values of
flexibility,
accountability
and innovation."*

An ugly confluence of economic events has produced this situation – a recession in the local economy, substantially higher retirement system costs, and the permanent loss of a large portion of our sales tax due to changes in product delivery. The sum total of these factors is that we now have a projected deficit of \$7.8 million in FY03/04, or 13% of anticipated revenues prior to enacting our budget reduction strategy. This deficit is \$1.5 million worse than what we reported just three months ago. To put this projected deficit in some perspective, if the entire Library Department were eliminated we would still have a \$2 million dollar deficit, or almost two-thirds of the Fire Department would need to be eliminated to balance the FY03/04 budget. Obviously, such actions would never occur, but these examples serve to reflect the magnitude of the City's financial problem. After departments reduced their FY03/04 budgets in accordance with the Council direction provided in March, this deficit was reduced to \$3.7 million, or 6% of revenues.

*"Our purpose is
to serve the
people who live,
work in, and visit
Redwood City."*

Unfortunately, the news gets worse. As bad as we project the financial situation for FY03/04, the \$3.7 million deficit increases about 2½ times to over \$9.1 million (15% of revenues) in FY04/05. At this level, the entire Library Department could be eliminated and a \$3.1 million deficit would remain, or three-fourths of the Fire Department would need to be eliminated to erase this projected deficit.

The public policy implication of this size deficit is that difficult times equal difficult decisions. Absent some unforeseen change in the City's financial situation, the City Council's budget decisions in the next several years will go from tough to ugly. Worthwhile ideas, programs, services, and requests will need to be shelved or eliminated. Labor negotiations will have to become a major part of the solution (i.e., employee cost increases are simply outstripping revenue increases). The quantity and quality of service levels will slip. Redwood City will have to become a smaller organization. Citizens, Council, and staff will have to lower our collective expectations about what the City can do.

I am an optimistic person who always believes that through creativity and intelligence we can overcome tough challenges. I want you to know this financial situation has rocked my optimism. The challenge is to ensure there is a unified team effort to solve our financial problem. The Council, management, the employees, and their unions must all be part of the solution. If this team begins to split apart, our ability to resolve the problem will become more difficult. We all have more in common than potential areas of conflict. We all want to minimize service level reduction, maximize the quality of service we do provide, and try to minimize the potential loss of quality employees.

General Fund

The recommended FY03/04 budget cuts lean heavily on non-public safety operations. All departments, except for Police and Fire, will reduce their budgets by 7%; Police and Fire will each reduce their budgets by 4.5%. Service levels will be impacted. Department heads and staff have been very diligent and creative in their approach to developing their budget reductions.

In March the Council adopted a policy that directed staff to split the projected FY03/04 deficit equally between expenditure cuts and the use of reserves. The recommended FY03/04 budget contains \$3.7 million dollars in expenditure cuts and will consume \$3.7 million of reserves. We anticipate general fund reserves of about \$10.6 million (17.8% of FY03/04 revenues) as of June 30, 2004.

A total of 24 full time equivalent positions (regular positions with benefits) from the general fund have been eliminated. The vast majority of these positions are vacant while others are the result of employees electing to work fewer hours (voluntary time off or VTO). Three regular part-time employees will be laid off due to these required reductions. Also, over 29,851 casual labor hours (the equivalent of 14.35 full time positions) are being eliminated. The reductions in personnel amount to \$2.9 million, or about 78% of the total \$3.7 million reduction in expenditures.

Revenues

General fund revenues are expected to increase 1.6% to \$59.5 million in FY03/04 from our estimate of \$58.5 million in FY02/03. This increase is predicated on the assumption that we have hit the bottom of the business cycle trough and will begin to experience very slow growth in FY03/04. These revenue estimates include a negative \$500,000 impact to the general fund because of the State's budget problems. Should the State take action that substantially increases this amount, staff will present the Council with additional options at a later date.

Property tax revenue, the single largest source of general fund revenue, will increase less than 1% overall as the "secured" roll (land and buildings) is expected to increase 1.4% while the "unsecured" roll is forecast to decline by 5%. Sales tax, the second largest single source of general fund revenue, is expected to increase 3.5%. There is, however, still a downside risk for sales tax to decline due to increased electronic delivery of software. Staff will continue to monitor this. We are forecasting a 2% growth in base transient occupancy tax (TOT) revenues and have factored in an assumption that the voters will approve an increase in the TOT tax rate from 8% to 10% in November 2003. On an annual basis, the increase in the TOT tax rate should generate about \$350,000 annually based on current TOT tax revenues. For FY03/04, we have projected an increase of only \$175,000 since the higher tax rate will be implemented around mid-year.

Given the size of the future estimated deficit (i.e., FY04/05), staff recommends that the Council give staff strong direction to analyze all revenues and develop recommendations for appropriate increases for your consideration. Staff plans to bring to you a recommendation to increase our TOT rate from 8% to 10%, which you previously authorized. Staff also believes Council should consider a significant increase in our fire inspection fees. A fire inspection fee program, similar to that employed by the City of San Mateo, might generate between \$500,000 and \$750,000 per year. Unless directed otherwise, staff will bring a detailed analysis back to Council at a later date.

"Redwood City is committed to continuous improvement and constant learning."

"Authority to act is vested in those closest to the service delivered. We are committed to delivering quality service and quality products to customers based on their differing needs."

Given the substantial deficit forecast in FY04/05, the Council may want to have staff analyze the pros and cons of a public safety parcel tax. Several cities have begun looking at this as a way of preventing further reductions in Police and Fire, given future deficits.

Expenditures

Expenditures are projected to increase 3.8%, or \$2.3 million in FY03/04 despite over \$3.7 million in reductions from the original FY03/04 budget, which was presented to you in July 2002. This increase is due primarily to salary increases required under existing labor contracts and increased benefits costs including retirement contributions and health insurance. Employee costs, at 71% of projected general fund expenditures, continue to be the single largest object category of expenditures. Police and Fire continue to be the two single largest functional expenditures representing 50% of the general fund budget.

Descriptions of the recommended general fund expenditure reductions may be found in two sections of this document. Beginning on page 1 are summaries of the reductions for each department. On page 95 you will find copies of the detailed reduction packages each department submitted to the City Manager.

Reserves

We began FY02/03 with \$17.7 million in general fund reserves and expect to end this year with \$14.3 million in reserves. In terms of the Council's policy to maintain no more than 20% of anticipated revenues in reserves, the expected reserve balance as of June 30, 2003 will equal 24.4% of projected FY02/03 revenues.

The recommended FY03/04 budget projects reserves as of June 30, 2004 at \$10.6 million, or 17.8% of FY03/04 revenues.

Special Revenue Funds

Since the gas tax operations fund and traffic safety fund are supported by the general fund, the activities of these funds were included in the budget reduction process. Accordingly the transfer from the general fund to the gas tax operation fund is being reduced by \$19,000 to \$179,000 and the transfer from the general fund to the traffic safety fund is being reduced by \$60,000 to \$986,000.

Capital Projects

Capital Projects Fund

The transfer from the general fund (utility users' tax) to capital projects will be \$4.7 million. This is about \$400,000 less than what was forecast when the FY03/04 budget was presented to the Council in July 2002. The decline is attributable to an expected decrease in utility users' tax revenues.

Due to the reduction in utility users' tax revenues (the primary funding source for general governmental capital improvements), a number of capital projects are being scaled back, eliminated, or being deferred to future years. None of the changes are expected to adversely impact mission critical infrastructure, facilities, or equipment needs. Alternatively, several important projects have been increased or added to the proposed fund budget. The net change from what was presented in July 2002 is a reduction of \$242,000 in recommended capital expenditures.

Water Fund Capital

Almost \$19 million of projects are being reduced or deferred within the water fund capital projects budget in FY03/04. Most of this (\$17 million) is attributable to the potential recycled water project, which due to Council's desire for additional public input to extend public discussions, is being moved to FY04/05 and held in abeyance until the Council makes a decision.

"We are proud of our achievements and acknowledge our mistakes. We celebrate our successes and build on them."

"We depend on each other to achieve excellence. We work as a team."

"We take our work seriously but ourselves lightly."

"We are directly responsible for our individual behaviors and accountable for being fully committed to the success of the teams in which we participate."

"We value diversity. Cultural, economic and environmental diversity strengthens our organization."

"Wander where there is no path."

Grants and Assessment Districts

Appropriations from various funding sources totaling \$18.1 million have been added to provide necessary fund for the Ralston Avenue/U.S. Highway 101 interchange project. This represents the second and final phase of the Redwood Shores Transportation District project. The funding includes \$5.6 million in assessment bonds (community facilities district) which were approved by property owners in July 1999, and which are expected to be issued in August 2003. The remainder of the money comes from the City of Belmont and state grants and property owner contributions.

Redevelopment Agency

The Redevelopment Agency budget will be presented to you under separate cover at a later date.

Enterprise Funds

Water Fund Operations

The water enterprise fund is in sound fiscal condition, with a \$2 million emergency reserve. The continued use of unappropriated fund balance for additional future water supply actions and increased conservation initiatives is proposed in the 2003/04 water fund capital improvement program.

In October 2002 the City Council approved a 3.5% increase in the fixed monthly basic service charge from \$10.44 to \$10.80, driven primarily by increases in salaries and benefit costs. The monthly basic service charge provides the financial support for the operations and maintenance of the City's water system. For FY02/03, there was no change in the San Francisco Public Utilities Commission (SFPUC) wholesale rate charged to Redwood City, and therefore the City's "lifeline" water rate remained at \$0.88 per unit for a second year, continuing the established practice of setting the Redwood City "lifeline" rate (first ten units) at wholesale cost.

Huge Future Increases in Water Rates

Since July 2002, many actions have been taken by the SFPUC and the voters of San Francisco to address the deteriorating condition of the regional water system. In addition, three legislative bills were signed into law by the governor which enabled the formation of two new regional entities for the purpose of ensuring that funds are raised for and work completed on the repair of the regional system. As a result, the cost of water at the wholesale level will increase over the next 13-15 years by 180 to 250%. This will have a dramatic effect on all water customers in Redwood City. In FY03/04, the wholesale rate is set to rise 25%.

Sewer Fund Operations

The sewer enterprise fund is in sound fiscal condition, with a \$1 million emergency reserve. Work continues on a variety of regulations-driven plans as well as annual replacement of the City's collection system.

In October 2002, the City Council approved a 4% increase in the fixed monthly sewer service charge, to \$20.35. This increase to City customers covered a 5% increase in the South Bayside System Authority's (SBSA) charges to Redwood City for waste water treatment services as well as deferred cost recovery for energy cost increases dating back to the state's energy crisis of 2000/2001. For FY03/04, the City's share of SBSA costs will be slightly less than estimated in June 2002. However, state regulatory agencies have begun to adopt fees for compliance monitoring of the National Pollutant Discharge Elimination System (NPDES) storm water program permit, and as such the sewer fund will incur a new \$15,000 cost.

Appropriations Limit

Article XIII B of the California Constitution defines and establishes the City's appropriation limit. No city in California may spend from its "proceeds of taxes" more than the amount of its "appropriation limit." The appropriations limit is determined by a formula contained within Article XIII B. Redwood City's appropriation limit for FY03/04 is estimated to be \$108,416,196. The

FY03/04 appropriations subject to limitations are \$48,698,362. We are well within our legal limit.

"The quality of our organization is directly related to the quality and well-being of individuals in the organization. We respect and care about each other."

Acknowledgements

There is a very wise saying, "It takes an entire village to raise a child." Likewise, it takes an entire City team to deal with such daunting financial challenges. All levels of the organization have been involved in developing the budget cuts. Special thanks for the department heads that have provided the leadership and caring necessary for good public policy.

The entire Finance Department, especially Alison Freeman, Sandy Jennings, and Jill Greenhorn who, along with Kyi Khin and Irv Weinstock, have provided exceptional support throughout the entire process by ensuring that we have all enjoyed the benefit of accurate and timely information, the foundation upon which the budget has been assembled. This is truly a remarkable group of professionals.

Very special thanks to Brian Ponty. It can be said that you don't really know how good and skilled a person is until you see them work during a crisis. I and all of Redwood City are so fortunate to have a person with Brian's skills. He combines skills of seeing the big picture with the necessary accounting details. His thoughtful and detailed analysis and projections have been invaluable to me. I would rather not be in this financial storm, but the Council, staff, and citizens are fortunate to have Brian to help us navigate through this.

"Just do it."



Ed Everett
City Manager

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FIVE-YEAR FINANCIAL PROJECTIONS

SPECIFIC ASSUMPTIONS

- Property taxes increase between 4% and 5% per year for FY04/05 through FY06/07.
- Sales taxes increase 3% in FY04/05 and 4% per year in FY05/06 and FY06/07.
- A slow recovery from the recent recession.
- Development fees for all known future projects.
- No general fund support for capital projects other than transfers of utility users' taxes.
- The electorate approves an increase in the transient occupancy tax rate from 8% to 10% in November 2004.
- Salaries and benefits increases capped at no more than the same annual percentage increase as total revenues increase.
- Vehicle license fees will continue to be remitted from the State without any reductions.

General Fund - Five Year Projection 2002/03 Through 2006/07 (000's)

	1997-98 ACTUAL	1998-99 ACTUAL	1999-2000 ACTUAL	2000-01 ACTUAL	2001-02 ACTUAL
REVENUES					
Property Taxes	11,169	12,423	13,947	15,404	18,674
Sales Tax	13,531	15,333	18,254	20,842	14,938
Other Taxes	4,030	4,502	5,076	5,221	4,272
Licenses and Permits	2,076	1,669	1,659	2,546	1,107
Fines and Forfeitures	191	266	244	320	441
Interest Earnings/Rentals	1,542	1,625	2,231	2,958	2,860
Revenue from Other Agencies	4,215	5,051	6,277	7,625	7,394
Charges for Services	3,099	3,351	3,960	4,466	4,044
Other Revenues	4,058	6,868	4,670	4,696	4,722
Library	769	918	1,048	1,004	1,049
Recreation Revenues	927	791	1,128	1,119	1,185
Total Revenues	45,607	52,797	58,494	66,201	60,686
Transfers-In:					
Others	377	345	545	670	731
Sandpiper Community Center		131	138	148	156
GID 1-64 Maintenance District	150	200	200	70	150
Total revenues and transfers-in	46,134	53,473	59,377	67,089	61,723
EXPENDITURES					
City Council	172	149	160	176	192
City Manager	583	709	790	837	945
City Attorney	400	398	397	400	504
City Clerk	319	313	353	380	428
Human Resources	963	1,027	1,010	1,071	1,289
Finance	1,796	2,170	2,040	2,406	1,841
Police	12,945	14,665	15,206	16,681	17,260
Fire	8,532	9,423	9,420	9,821	10,319
Community Development Services	3,193	3,574	3,994	4,732	4,818
Parks & Recreation	6,722	7,173	8,096	9,094	10,333
Library	4,513	4,685	4,920	5,293	5,681
Public Works Services	508	634	766	1,247	1,206
Budget Adjustments					
Total Expenditures	40,646	44,920	47,152	52,138	54,816
Transfers-Out	2,435	8,288	5,924	6,108	14,678
Total expenditures and transfers-out	43,081	53,208	53,076	58,246	69,494
Net surplus (deficit)	2,875	265	6,301	8,843	-7,771
Net surplus (deficit) as a percentage of general fund revenues and transfers-in:	6.23%	0.50%	10.61%	13.18%	-12.59%
Detail of transfers-out:					
gas tax operations	472	237	40	4	
gas tax construction	686	245	1,133	368	982
traffic safety	1,007	830	770	778	1,045
capital projects	176	3,582	3,415	4,300	10,775
others	94	3,394	566	658	1,876
TOTAL	2,435	8,288	5,924	6,108	14,678

2002-03 ESTIMATE	2003-04 BUDGET	2004-05 ESTIMATE	2005-06 ESTIMATE	2006-07 ESTIMATE
18,477	18,619	19,363	20,235	21,246
13,906	14,404	14,836	15,429	16,046
4,187	4,389	4,543	4,724	4,913
856	1,116	1,416	1,516	1,916
482	622	622	622	622
2,556	2,152	2,147	2,147	2,147
7,112	7,060	7,307	7,563	7,828
3,676	3,866	4,138	4,515	5,015
4,969	5,030	5,206	5,388	5,577
739	621	643	665	688
1,554	1,583	1,639	1,696	1,755
58,514	59,461	61,859	64,500	67,754
685	685	685	685	685
165	174	183	183	183
64	140	150	150	150
59,428	60,460	62,878	65,518	68,772
226	210	218	228	239
1,051	1,010	1,050	1,094	1,148
768	707	735	766	804
499	526	547	570	598
1,365	1,378	1,433	1,493	1,567
3,031	3,107	3,231	3,367	3,534
19,243	20,052	20,854	21,730	22,809
11,178	12,269	12,927	13,624	14,301
4,923	4,830	5,023	5,234	5,494
11,402	11,256	11,706	12,198	12,804
5,806	5,777	6,008	6,260	6,571
1,272	1,212	1,260	1,313	1,379
-741		5,078	5,291	5,554
60,023	62,334	70,072	73,169	76,803
2,724	1,860	1,921	1,991	2,090
62,746	64,194	71,993	75,160	78,893
-3,319	-3,734	-9,115	-9,642	-10,121
-5.58%	-6.18%	-14.50%	-14.72%	-14.72%
143	179	194	213	247
1,033	987	1,028	1,073	1,132
851				
697	694	699	705	711
2,724	1,860	1,921	1,991	2,090

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The City Attorney’s Office will meet their 7% reduction target by:

- Allocating 5% of city attorney and assistant city attorney salaries to capital improvement;
- Allocating 25% of legal administrator’s salary to the Redevelopment budget for services provided for supervising Community Development administration staff; and
- Reducing outside legal services by 19% thereby impacting response time for requests for legal services.

	<u>Original 03/04 Budget</u>	<u>With Updated Sal/Ben Chngs</u>	<u>Program Changes</u>	<u>Revised 03/04 Budget</u>	<u>% of Change</u>
CITY ATTORNEY					
Legal Services (61510) - p. City Attorney-4	<u>772,603</u>	<u>775,194</u>	<u>(68,287)</u>	<u>706,907</u>	
Total	772,603	775,194	(68,287)	706,907	-8.81%

The City Clerk target reduction will be met by reducing various accounts. The largest reduction will occur in the professional services account, which may impact the printed version of the 2004 Roster. The balance of the reduction in that account is due to anticipated savings from the installation of permanent cameras and less video technician hours.

The overtime account is the other account with the most significant reduction and impact. This account allows for support necessary for coverage due to staff vacation or illness and any extra department needs or activities beyond the regular work hours.

The remainder of the reduction applies to casual labor, office expenses, and training and conferences, which could result in delays in responding to information requests and community proclamations and less departmental training and exposure in technical and legal areas.

	<u>Original 03/04 Budget</u>	<u>With Updated Sal/Ben Chngs</u>	<u>Program Changes</u>	<u>Revised 03/04 Budget</u>	<u>% of Change</u>
CITY CLERK					
Legisl. Svcs./Records Mgmt. (61310) - p. City Clerk-5	473,750	482,420	(42,646)	439,774	-8.84%
Elections (61320) - p. City Clerk-6	75,036	76,766	(918)	75,848	-1.20%
Council Support (61330) - p. City Clerk-7	10,985	10,985	(1,000)	9,985	-9.10%
Total	559,771	570,171	(44,564)	525,607	-7.82%

The City Council will meet its reduction target by reducing:

- The budget for the Mayor’s annual holiday recognition for the boards, committees, and commissions;
- The allocation to Redwood City International;
- Facilitator services;
- The conferences budget, and
- The budget used to support unexpected projects or requests by citizen groups.

	<u>Original 03/04 Budget</u>	<u>With Updated Sal/Ben Chngs</u>	<u>Program Changes</u>	<u>Revised 03/04 Budget</u>	<u>% of Change</u>
CITY COUNCIL					
City Council (61110) - p. City Council-4	233,775	226,372	(16,247)	210,125	
Total	233,775	226,372	(16,247)	210,125	-7.18%

The City Manager’s Department will meet its target reduction by:

- Allocating 5% of the city manager’s salary to the capital improvement program budget;
- Eliminating the casual facility aide position;
- Reducing the professional services, training, and membership and meetings budgets; and
- Reducing the City contracts with several community organizations.

	<u>Original 03/04 Budget</u>	<u>With Updated Sal/Ben Chngs</u>	<u>Program Changes</u>	<u>Revised 03/04 Budget</u>	<u>% of Change</u>
CITY MANAGER					
Management/Policy Execution (61210) - p. City Manager-6	721,403	729,992	(32,721)	697,271	-4.48%
Community Promotion (61220-222) - p. City Manager-7	360,588	362,305	(49,421)	312,884	-13.64%
Total	1,081,991	1,092,297	(82,142)	1,010,155	-7.52%

Community Development Services

Summary of 7.0% Reduction

One contract building inspector position will be eliminated. Due to the downturn in construction activity, this reduction should not pose problems.

One vacant community services officer position in Code Enforcement is proposed to be eliminated. This will result in minor nuisance complaints (weeds, animals, fences, and signs) not being processed.

One assistant engineer II position will be eliminated, which will delay responses to traffic complaints. This reduction will not delay investigations of and responses to dangerous traffic conditions.

	<u>Original 03/04 Budget</u>	<u>With Updated Sal/Ben Chngs</u>	<u>Program Changes</u>	<u>Revised 03/04 Budget</u>	<u>% of Change</u>
COMMUNITY DEVELOPMENT SERVICES					
Administration (63010) - p. CDS-12	185,449	186,927	(2,277)	184,650	-1.22%
Building Regulations (63110) - p. CDS-15	1,517,006	1,548,567	(143,162)	1,405,405	-9.24%
Planning and Redevelopment (63210) - p. CDS-22	971,079	954,961	(4,097)	950,864	-0.43%
Code Enforcement (63310) - p. CDS-16	868,921	875,406	(74,069)	801,337	-8.46%
General Engineering (65121) - p. CDS-19	1,199,754	1,207,947	(182,238)	1,025,709	-15.09%
Subdivision Engineering (65122) - p. CDS-20	463,717	462,093	(103)	461,990	-0.02%
Total	5,205,926	5,235,901	(405,946)	4,829,955	-7.75%

Financial Services

Financial Services will continue the arrangement with the City of Half Moon Bay in which Redwood City “sells” Half Moon Bay one senior accountant for at least one day per week. Also, the payroll accounting technician will voluntarily reduce her scheduled hours by 20% from 40 hours per week to 32 hours per week. Printing of the budget and annual financial reports will be performed in-house.

Information Technology

Overtime in the Information Technology Division has been reduced from \$55,000 to \$26,000. Due to internal audits of the City’s telephone bills, we expect to be able to reduce the City’s telephone service charges by 22% from \$160,000 to \$124,000 per year.

Administrative Support Services

The elimination of the department head bonus program will save the City \$25,000 per year while \$15,000 will be saved as a result of the engagement of new independent auditors who will charge the City less than the previous auditors. Moreover, the animal control contract will be \$54,000 less than originally forecast for FY03/04.

	<u>Original 03/04 Budget</u>	<u>With Updated Sal/Ben Chngs</u>	<u>Program Changes</u>	<u>Revised 03/04 Budget</u>	<u>% of Change</u>
FINANCE					
Financial Services (61430) - p. Finance-9	1,011,920	1,022,372	(46,413)	975,959	-4.54% ¹
Admin. Supp. Svcs. (61710) - p. Finance-10	2,307,483	2,271,903	(140,931)	2,130,972	-6.20% ²
Public Financing Authority Lease Payments (61710) - p. Finance-19	2,357,742	2,399,042		2,399,042	³
Total	5,677,145	5,693,317	(187,344)	5,505,973	-3.29%

- 1 Finance will also generate \$24,000 in revenue by "selling" 20% of a senior account to Half Moon Bay and will save \$5,000 by converting the City's purchase card program from Wells Fargo to U.S. Bank.
- 2 A portion of the Administrative Support budget includes the salaries and benefits of the C/CAG staff who are on the City's payroll and for whom the City is completely reimbursed. This amount was not subject to the budget reduction process.
- 3 This amount was not subject to the budget reduction process.

The Fire Department has made numerous small cuts to achieve a 2% budget reduction, and focused on overtime staffing to achieve a 4.5% reduction in their budget.

A summary of the major impacts of the many smaller cuts follows:

- There will be no attendance to conferences, i.e., Western Fire Chiefs' Conference or the Uniform Code Conference, resulting in a loss of new information and knowledge obtained at such conferences.
- New software upgrades and associated professional work will be limited to emergencies only resulting in slightly less efficiencies. Replacement of older computers will be extended possibly resulting in more down time.
- The life span of personal protective equipment will be extended but stay within the OSHA standards.
- 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.

Reducing the assigned staffing by one firefighter per shift will have the following service level impacts:

- Staffing on the fire truck will drop from the present five to four.
- 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, which represents 70% of all emergency responses. It is anticipated that this condition could occur approximately 60 days during the entire year.
- An engine company out of service will cause 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.
- This situation will also affect automatic aide agreements with other cities. Assuming other fire departments might take similar action, Redwood City and other cities will experience a greater usage of automatic aide between cities.

	<u>Original 03/04 Budget</u>	<u>With Updated Sal/Ben Chngs</u>	<u>Program Changes</u>	<u>Revised 03/04 Budget</u>	<u>% of Change</u>
FIRE					
Administration (62210) - p. Fire-9	1,012,077	1,019,674	(97,014)	922,660	-9.51%
Operations (62220) - p. Fire-10	10,983,142	10,764,908	(362,365)	10,402,543	-3.37%
Prevention (62230) - p. Fire-11	666,380	665,820	(66,711)	599,109	-10.02%
Training (62240) - p. Fire-12	258,508	260,004	(17,447)	242,557	-6.71%
Emergency Medical Services (62245) - p. Fire-14	127,682	127,242	(29,291)	97,951	-23.02%
Emergency Operations (62260) - p. Fire-16	8,422	8,422	(4,000)	4,422	-47.49%
Total	13,056,211	12,846,070	(576,828)	12,269,242	-4.49%

The Human Resources Department will meet its target reduction with the following measures:

- Reduction in recruitment expenditures including advertisement, testing, and assessment centers;
- Elimination of two citywide employee events; and
- Reductions in employee development staff time and program budget.

The impact of those reductions will mean more selective outreach and selection techniques, and an employee development program that will focus on meeting critical organizational needs, which are leadership development, technology, and succession planning.

	<u>Original 03/04 Budget</u>	<u>With Updated Sal/Ben Chngs</u>	<u>Program Changes</u>	<u>Revised 03/04 Budget</u>	<u>% of Change</u>
HUMAN RESOURCES					
Human Resources (61610) - p. Human Resources-9	1,448,023	1,464,886	(86,504)	1,378,382	-5.91% ⁴
Total	1,448,023	1,464,886	(86,504)	1,378,382	-5.91%

4 Human Resources will also generate \$22,000 in revenue for services provided to other agencies.

Library

Summary of 7.0% Reduction

The Library will meet its reduction by drastically reducing casual staff hours. This will eliminate flexibility in staffing seven service desks at Main, Schaberg, and Fair Oaks libraries seven days and four evenings a week.

The library will also be freezing the senior specialist librarian position.

A one-time savings will occur when the Schaberg Community Library is closed for remodeling from July to October 2003.

The balance of the target reduction will be met by delaying or not replacing computers and furnishings for the public and staff and reductions from the supplies, repair, and maintenance budgets of all units.

	<u>Original 03/04 Budget</u>	<u>With Updated Sal/Ben Chngs</u>	<u>Program Changes</u>	<u>Revised 03/04 Budget</u>	<u>% of Change</u>
LIBRARY					
Administrative Svcs. Unit (66251) - p. Library-12	657,178	667,601	(26,980)	640,621	-4.04%
Resource Development Unit (66252) - p. Library-13	202,370	213,775	(10,423)	203,352	-4.88%
Collection Development Unit (66261) - p. Library-15	1,207,818	1,210,684	(43,288)	1,167,396	-3.58%
Collection Maintenance Unit (66262) - p. Library-16	798,104	809,587	(79,234)	730,353	-9.79%
Electronic Resources Unit (66271) - p. Library-17	626,790	634,855	(51,621)	583,234	-8.13%
Information Services Unit (66272) - p. Library-18	710,383	721,401	(94,373)	627,028	-13.08%
Literacy Services Unit (66281) - p. Library-19	469,172	468,957	(10,179)	458,778	-2.17%
Youth Services Unit (66282) - p. Library-20	645,913	659,383	(30,092)	629,291	-4.56%
Community Libraries Unit (66290) - p. Library-21	817,048	825,545	(88,589)	736,956	-10.73%
Total	6,134,776	6,211,788	(434,779)	5,777,009	-7.00%

The department's reductions include:

- A workforce reduction of two (2) FTE child care leaders in Kids Klub After School Child Care to bring costs in line with program revenues;
- One day per week voluntary time off by administrative support staff at Sandpiper Community Center;
- A shift of contract painter costs to larger capital improvement program projects; and
- The freezing of existing vacancies for three (3) landscape gardeners and one (1) administrative clerk III at Fair Oaks Community Center, as well as freezes in two (2) expected vacancies from retirements in FY03/04 to achieve a savings of \$327,427, or 39% of the reduction needed.

An additional 21% of the needed cuts come from reductions in casual work hours across all subprograms totaling \$185,894. These reductions will reduce the maximum capacity for the after school child care program to 30 from 60. Not filling vacancies in the landscape maintenance area, combined with cuts of casual staff support, will result in a total workforce reduction of approximately 10%. Other impacts of the reduction in casual staff will result in the elimination of some special events programming, higher youth to staff ratios, and minimal evening staffing levels at department facilities.

Other reductions include recommendations to reduce allocations for Human Services Financial Assistance (\$22,820) and the Civic Cultural Commission (\$4,800) at the same 7% level experienced by the department as a whole and reductions in supplies and materials across all subprograms. Lastly, capital expenses have been deferred wherever possible for \$42,000 in cost savings.

Parks, Recreation and Community Services

Summary of 7.0% Reduction

	<u>Original 03/04 Budget</u>	<u>With Updated Sal/Ben Chngs</u>	<u>Program Changes</u>	<u>Revised 03/04 Budget</u>	<u>% of Change</u>
PARKS, RECREATION AND COMMUNITY SERVICES					
Human Services Programs (64211) - p. PRCS-23	703,006	708,670	(72,069)	636,601	-10.17%
Information/Referral (64212) - p. PRCS-23	186,263	186,092	(41)	186,051	-0.02%
Human Svcs. Assistance (64213) - p. PRCS-13	326,000	326,000	(22,820)	303,180	-7.00%
Fair Oaks Senior Services (64218) - p. PRCS-23	74,998	74,998	(3,875)	71,123	-5.17%
Fair Oaks Room Rental (64219) - p. PRCS-23	11,965	12,070	(3)	12,067	-0.02%
Administration (66110) - p. PRCS-11	698,789	718,856	(58,575)	660,281	-8.15%
Civic Cultural Commission (66111) - p. PRCS-12	80,630	80,630	(4,800)	75,830	-5.95%
Landscape Maintenance-City (66121) - p. PRCS-17	2,374,876	2,425,252	(119,941)	2,305,311	-4.95%
Landscape Mtc.-Redwood Shores (66122) - p. PRCS-17	1,243,967	1,274,699	(86,960)	1,187,739	-6.82%
Youth and Teen Services (66131) - p. PRCS-25	291,436	315,217	(5,777)	309,440	-1.83%
Elementary Activities (66133) - p. PRCS-25	333,883	336,796	(47,587)	289,209	-14.13%
Kids Club Program (66134) - p. PRCS-25	411,868	417,373		287,859	
Teen Activities (66135) - p. PRCS-25	188,453	191,366	(45)	191,321	-0.02%
After School Program Grant (66137) - p. PRCS-25	698,903	676,533	(75)	676,458	-0.01%
After School Program Grant-21st Cent. (66138) - p. PRCS-25	501,613	482,957	(63)	482,894	-0.01%
Red Morton Community Center (66142) - p. PRCS-26	844,533	860,350	(22,547)	837,803	-2.62%
Community Activities Building (66143) - p. PRCS-26	217,457	217,996	(15,569)	202,427	-7.14%
Pool Operations (66144) - p. PRCS-26	173,383	173,383	(49,409)	123,974	-28.50%
Aquatics Program (66145) - p. PRCS-26	106,168	106,168	(22)	106,146	-0.02%
Youth Sports (66146) - p. PRCS-26	20,657	20,657	(6,001)	14,656	-29.05%
Adult Sports (66147) - p. PRCS-26	150,245	150,245	(19,585)	130,660	-13.04%
Middle School Sports (66148) - p. PRCS-26	152,884	153,517	(13,544)	139,973	-8.82%
Special Interest Classes (66161) - p. PRCS-27	464,538	465,796	(65)	465,731	-0.01%
Sandpiper Community Center (66162) - p. PRCS-27	401,144	412,337	(43,294)	369,043	-10.50%
Adult Sports (66163) - p. PRCS-27	61,925	61,925	(3,501)	58,424	-5.65%
Senior Services (66171) - p. PRCS-29	737,556	753,544	(12,922)	740,622	-1.71%
Senior Nutrition (66173) - p. PRCS-29	292,809	259,362	(58)	259,304	-0.02%
Special Needs Program (66176) - p. PRCS-29	95,091	93,970	(2,998)	90,972	-3.19%
Special Needs Classes/Trips (66178) - p. PRCS-29	44,190	42,869	(2,006)	40,863	-4.68%
Total	11,889,230	11,999,628	(614,152)	11,255,962	-5.12% ⁵

5 The Parks, Recreation and Community Services department will be generating additional revenue. Also, a portion of the department's general fund budget is funded by grants from outside agencies. This portion of the budget is not subject to the budget reduction process.

A 4.5% reduction in Police will cause the following service level reductions:

- The freezing of three over-hire positions means that it will take significantly longer to replace a vacancy. The result of this will be a reduced level of services in community policing, traffic or non-emergency investigation functions, but this action will not affect our emergency response times.
- The department will not operate at full staffing as it consistently has in the past.
- There will no longer be middle school resource officers thus eliminating the intervention/prevention services. However, Patrol Officers will respond to report of incidents at the Middle Schools.
- The School Gang Education and DARE programs will be eliminated. Although these programs are very popular, national research has suggested they do not have any long term impacts on drug usage.
- The department will no longer staff community events if it requires overtime (i.e., Public Safety Day, 'Tis the Season, Police canine demonstrations).
- 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 Citizen's Academy will be eliminated removing a connection between the department and our citizen's.
- A vacant part-time clerk position will be eliminated causing periods of backlogs in that function.
- A decrease in investigative overtime will mean the Patrol Officers will have to handle some of these activities causing a longer time spent on some of the calls and less availability for Community Policing activities.

	<u>Original 03/04 Budget</u>	<u>With Updated Sal/Ben Chngs</u>	<u>Program Changes</u>	<u>Revised 03/04 Budget</u>	<u>% of Change</u>
POLICE					
Administration (62111) - p. Police-11	4,025,497	4,044,634	(27,098)	4,017,536	-0.67%
Records (62112) - p. Police-12	943,629	949,678	(27,064)	922,614	-2.85%
Training (62113) - p. Police-13	444,123	452,155	(62,541)	389,614	-13.83%
Property/Evidence (62114) - p. Police-14	211,631	206,077	(65)	206,012	-0.03%
Patrol Services (62131) - p. Police-16	11,634,346	12,014,322	(654,735)	11,359,587	-5.45%
Criminal Investigation (62134) - p. Police-17	3,285,803	3,326,404	(170,322)	3,156,082	-5.12%
Total	20,545,029	20,993,270	(941,825)	20,051,445	-4.49%

Public Works Services

Summary of 7.0% Reduction

Public Works Services proposed budget contains the following reductions:

- Elimination of the central warehouse;
- Reduction in residential street cleaning from twice per month to once per month;
- Decrease in the number of trees pruned;
- 10% reduction in street crack sealing;
- 15% reduction in street signs and pavement markings;
- Elimination of street light pole painting; and
- Less cleaning in the downtown area.

	<u>Original 03/04 Budget</u>	<u>With Updated Sal/Ben Chngs</u>	<u>Program Changes</u>	<u>Revised 03/04 Budget</u>	<u>% of Change</u>
PUBLIC WORKS SERVICES					
Street System Maintenance (65132) - p. PWS-17	183,182	183,182		183,182	
Street Cleaning (65133) - p. PWS-23	117,759	117,759	(32,749)	85,010	-27.81%
Sidewalk Maintenance/Replacement (65134) - p. PWS-18	5,395	5,395		5,395	
Street Tree Maintenance (65135) - p. PWS-19	806,647	811,180	(58,951)	752,229	-7.27%
Downtown/Entry Feature Maintenance (65136) - p. PWS-20	66,100	66,100	(4,627)	61,473	-7.00%
Storm Water Collection/Disposal (65161) - p. PWS-29	124,781	124,781		124,781	
Total	1,303,864	1,308,397	(96,327)	1,212,070	-7.36%
TRAFFIC SAFETY FUND					
Public Works					
Traffic Control Maint. (65131) - p. PWS-15	1,425,622	1,433,965	(107,389)	1,326,576	
Fund Total	1,425,622	1,433,965	(107,389)	1,326,576	-7.49%
SPECIAL GAS TAX STREET IMPROVEMENT FUND					
Public Works					
Street System Maint. (65132) - p. PWS-17	1,053,273	1,070,467	(92,160)	978,307	-8.61%
Street Cleaning (65133) - p. PWS-23	233,100	235,643	(49,935)	185,708	-21.19%
Sidewalk Maint. & Replacement (65134) - p. PWS-18	180,850	182,026	(7,452)	174,574	-4.09%
Storm Water Coll. & Disposal (65161) - p. PWS-29	336,899	340,815	(4,384)	336,431	-1.29%
Fund Total	1,804,122	1,828,951	(153,931)	1,675,020	-8.42%
GID 1-64 MAINTENANCE & OPERATION					
Public Works					
Storm Water Coll. & Disposal (65161) - p. PWS-29	394,363	395,758	190	395,948	
Fund Total	394,363	395,758	190	395,948	0.05%

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Recommended Changes to 2003/04 Operating Budget

GENERAL FUNDS	Original 03/04 Budget	With Updated Sal/Ben Chngs	Programmatic Changes	Revised 03/04 Budget	% of Change
Refer to 2002-2004 Adopted Budget as noted					
CITY COUNCIL					
City Council (61110) - p. City Council-4	233,775	226,372	(16,247)	210,125	
Total	233,775	226,372	(16,247)	210,125	-7.18%
CITY MANAGER					
Management/Policy Execution (61210) - p. City Manager-6	721,403	729,992	(32,721)	697,271	-4.48%
Community Promotion (61220-222) - p. City Manager-7	360,588	362,305	(49,421)	312,884	-13.64%
Total	1,081,991	1,092,297	(82,142)	1,010,155	-7.52%
CITY ATTORNEY					
Legal Services (61510) - p. City Attorney-4	772,603	775,194	(68,287)	706,907	
Total	772,603	775,194	(68,287)	706,907	-8.81%
CITY CLERK					
Legisl. Svcs./Records Mgmt. (61310) - p. City Clerk-5	473,750	482,420	(42,646)	439,774	-8.84%
Elections (61320) - p. City Clerk-6	75,036	76,766	(918)	75,848	-1.20%
Council Support (61330) - p. City Clerk-7	10,985	10,985	(1,000)	9,985	-9.10%
Total	559,771	570,171	(44,564)	525,607	-7.82%
COMMUNITY DEVELOPMENT SERVICES					
Administration (63010) - p. CDS-12	185,449	186,927	(2,277)	184,650	-1.22%
Building Regulations (63110) - p. CDS-15	1,517,006	1,548,567	(143,162)	1,405,405	-9.24%
Planning and Redevelopment (63210) - p. CDS-22	971,079	954,961	(4,097)	950,864	-0.43%
Code Enforcement (63310) - p. CDS-16	868,921	875,406	(74,069)	801,337	-8.46%
General Engineering (65121) - p. CDS-19	1,199,754	1,207,947	(182,238)	1,025,709	-15.09%
Subdivision Engineering (65122) - p. CDS-20	463,717	462,093	(103)	461,990	-0.02%
Total	5,205,926	5,235,901	(405,946)	4,829,955	-7.75%
FINANCE					
Financial Services (61430) - p. Finance-9	1,011,920	1,022,372	(46,413)	975,959	-4.54%
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Total	1,448,023	1,464,886	(86,504)	1,378,382	-5.91%

As part of the process of preparing the second year of the two year budget, the Finance Department reviews the original salary and benefit assumptions with the appropriate staff and updates these assumptions as necessary. The difference between the "original 2003/04 budget" and the "budget with updated salary and benefit changes" reflects the effect of a variety of factors including staff turnover, labor agreement changes, and the changes in cost of certain benefits.

- Finance will also generate \$24,000 in revenue by "selling" 20% of a senior account to Half Moon Bay and will save \$5,000 by converting the City's purchase card program from Wells Fargo to U.S. Bank.
- A portion of the Administrative Support budget includes the salaries and benefits of the C/CAG staff who are on the City's payroll and for whom the City is completely reimbursed. This amount was not subject to the budget reduction process.
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Recommended Changes to 2003/04 Operating Budget

GENERAL FUNDS (Cont'd)	Original 03/04 Budget	With Updated Sal/Ben Chngs	Programmatic Changes	Revised 03/04 Budget	% of Change
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Youth Sports (66146) - p. PRCS-26	20,657	20,657	(6,001)	14,656	-29.05%
Adult Sports (66147) - p. PRCS-26	150,245	150,245	(19,585)	130,660	-13.04%
Middle School Sports (66148) - p. PRCS-26	152,884	153,517	(13,544)	139,973	-8.82%
Special Interest Classes (66161) - p. PRCS-27	464,538	465,796	(65)	465,731	-0.01%
Sandpiper Community Center (66162) - p. PRCS-27	401,144	412,337	(43,294)	369,043	-10.50%
Sandpiper Youth Club (66163) - p. PRCS-27	61,925	61,925	(3,501)	58,424	-5.65%
Senior Services (66171) - p. PRCS-29	737,556	753,544	(12,922)	740,622	-1.71%
Senior Nutrition (66173) - p. PRCS-29	292,809	259,362	(58)	259,304	-0.02%
Special Needs Program (66176) - p. PRCS-29	95,091	93,970	(2,998)	90,972	-3.19%
Special Needs Classes/Trips (66178) - p. PRCS-29	44,190	42,869	(2,006)	40,863	-4.68%
Total	11,889,230	11,999,628	(743,666)	11,255,962	-6.20%
POLICE					
Administration (62111) - p. Police-11	4,025,497	4,044,634	(27,098)	4,017,536	-0.67%
Records (62112) - p. Police-12	943,629	949,678	(27,064)	922,614	-2.85%
Training (62113) - p. Police-13	444,123	452,155	(62,541)	389,614	-13.83%
Property/Evidence (62114) - p. Police-14	211,631	206,077	(65)	206,012	-0.03%
Patrol Services (62131) - p. Police-16	11,634,346	12,014,322	(654,735)	11,359,587	-5.45%
Criminal Investigation (62134) - p. Police-17	3,285,803	3,326,404	(170,322)	3,156,082	-5.12%
Total	20,545,029	20,993,270	(941,825)	20,051,445	-4.49%

5 The Parks, Recreation and Community Services department will be generating additional revenue. Also, a portion of the department's general fund budget is funded by grants from outside agencies. This portion of the budget is not subject to the budget reduction process.

Recommended Changes to 2003/04 Operating Budget

GENERAL FUNDS (Cont'd)	Original 03/04 Budget	With Updated Sal/Ben Chngs	Programmatic Changes	Revised 03/04 Budget	% of Change
Refer to 2002-2004 Adopted Budget as noted					
PUBLIC WORKS SERVICES					
Street System Maintenance (65132) - p. PWS-17	183,182	183,182		183,182	
Street Cleaning (65133) - p. PWS-23	117,759	117,759	(32,749)	85,010	-27.81%
Sidewalk Maintenance/Replacement (65134) - p. PWS-18	5,395	5,395		5,395	
Street Tree Maintenance (65135) - p. PWS-19	806,647	811,180	(58,951)	752,229	-7.27%
Downtown/Entry Feature Maintenance (65136) - p. PWS-20	66,100	66,100	(4,627)	61,473	-7.00%
Storm Water Collection/Disposal (65161) - p. PWS-29	124,781	124,781		124,781	
Total	1,303,864	1,308,397	(96,327)	1,212,070	-7.36%
TOTAL GENERAL FUNDS	67,908,344	68,417,291	(3,684,459)	64,732,832	-5.39%
SPECIAL REVENUE FUNDS					
TRAFFIC SAFETY FUND					
Public Works					
Traffic Control Maint. (65131) - p. PWS-15	1,425,622	1,433,965	(107,389)	1,326,576	
Fund Total	1,425,622	1,433,965	(107,389)	1,326,576	-7.49%
SPECIAL GAS TAX STREET IMPROVEMENT FUND					
Public Works					
Street System Maint. (65132) - p. PWS-17	1,053,273	1,070,467	(92,160)	978,307	-8.61%
Street Cleaning (65133) - p. PWS-23	233,100	235,643	(49,935)	185,708	-21.19%
Sidewalk Maint. & Replacement (65134) - p. PWS-18	180,850	182,026	(7,452)	174,574	-4.09%
Storm Water Coll. & Disposal (65161) - p. PWS-29	336,899	340,815	(4,384)	336,431	-1.29%
Fund Total	1,804,122	1,828,951	(153,931)	1,675,020	-8.42%
GID 1-64 MAINTENANCE & OPERATION					
Public Works					
Storm Water Coll. & Disposal (65161) - p. PWS-29	394,363	395,758	190	395,948	
Fund Total	394,363	395,758	190	395,948	0.05%
SEAPORT CENTRE MAINTENANCE DISTRICT					
Public Works					
Water Supply & Distr. (65144)	6,906	6,906	(70)	6,836	
Sewer System Maint. (65152)	23,596	23,596	(108)	23,488	
Storm Water Coll. & Disposal (65161)	29,492	29,893	159	30,052	
Fund Total	59,994	60,395	(19)	60,376	
SEAPORT LANDSCAPING MAINTENANCE DISTRICT					
Parks/Recreation					
Seaport Blvd. Landscape Maint. (65184)	118,661	121,496	(289)	121,207	
Public Works					
Seaport Blvd. Landscape Maint. (65161)	13,812	13,812		13,756	
Fund Total	132,473	135,308	(289)	134,963	
REDWOOD SHORES LANDSCAPE MAINTENANCE DISTRICT					
Parks/Recreation					
Lido Landscape Maint. (66123)	208,992	214,161	679	214,840	
Fund Total	208,992	214,161	679	214,840	

Recommended Changes to 2003/04 Operating Budget

SPECIAL REVENUE FUNDS (Cont'd)	Original 03/04 Budget	With Updated Sal/Ben Chngs	Programmatic Changes	Revised 03/04 Budget
CATEGORICAL GRANTS FUND				
Federal Grants Program				
Community Development				
Admin - Housing Employees (66310)	974,907	986,872	(14,864)	972,008
Housing Rehabilitation (66320)	107,697	117,074		117,074
HOME Administration (66354)	443,431	443,912	14,863	458,775
	<u>1,526,035</u>	<u>1,547,858</u>	<u>(1)</u>	<u>1,547,857</u>
Rental Income Program				
Rental Income (66306)				
Rental Rehabilitation Administration (66380)	81,840	87,094		87,094
	<u>81,840</u>	<u>87,094</u>		<u>87,094</u>
Categorical Grants Total	1,607,875	1,634,952	(1)	1,634,951
REDEVELOPMENT AGENCY				
Housing Fund				
Housing Relocation (66321)	50,000	50,000		50,000
Administration (66410)	1,251,035	1,264,889	2,374	1,267,263
First Time Homebuyer Program (66455)	500,000	500,000		500,000
Rehabilitation (66471)	300,000	300,000		300,000
	<u>2,101,035</u>	<u>2,114,889</u>	<u>2,374</u>	<u>2,117,263</u>
General Fund				
Administration (66410)	1,391,649	1,415,158	18,164	1,433,322
Tax Revenue Apportionment (66411)	900,000	900,000		900,000
RWC Sch. Dist. Prop. Exch. Loan (66418)	42,321	42,321		42,321
Economic Development Plan (66429)	286,862	286,698		286,698
Sequoia Station (66454)	300,000	300,000		300,000
Store Front Improvements (66464)	60,000	60,000		60,000
	<u>2,980,832</u>	<u>3,004,177</u>	<u>18,164</u>	<u>3,022,341</u>
Redevelopment Agency Total	5,081,867	5,119,066	20,538	5,139,604
TRANSPORTATION FUND				
Finance				
Admin. Supp. Svcs. (61710)	200,117	200,117		200,117
Engineering (65121)	95,601	96,654		96,654
Fund Total	295,718	296,771		296,771
LAW ENFORCEMENT GRANTS				
Police				
Citizens' Option for Public Safety (COPS) (62131)	153,127	157,209	(8,069)	149,140
Fund Total	153,127	157,209	(8,069)	149,140
TOTAL SPECIAL REVENUE FUNDS	11,164,153	11,276,536	(248,291)	11,028,189

Recommended Changes to 2003/04 Operating Budget

DEBT SERVICE FUNDS	Original 03/04 Budget	With Updated Sal/Ben Chngs	Programmatic Changes	Revised 03/04 Budget
GID 1-64 RECLAMATION & FACILITIES BOND DEBT SERVICES FUND				
Finance				
Reclamation - Debt Service (61422-423)	683,221	683,825	(15,949)	667,876
Facilities - Debt Service (61422-423)	1,393,884	1,394,488	(31,974)	1,362,514
Fund Total	2,077,105	2,078,313	(47,923)	2,030,390
ASSESSMENT DISTRICTS				
Finance				
Seaport Consolidated Assessment District Debt Service Fund (61423)	1,307,620	1,307,620		1,307,620
Redwood Shores Traffic Improvement District Bonds Administrative Expense Fund (61421)	8,111	8,111		8,111
Redwood Shores Traffic Improvement District Bonds Debt Service Fund (61423)	374,502	374,502	19,605	394,107 ⁶
Pacific Shores Bonds Debt Service Fund (61423)	2,050,667	2,050,667	18,355	2,069,022 ⁷
Pacific Shores Bonds Administrative Expense Fund (61423)	9,361	9,361		9,361
Assessment Districts Total	3,750,261	3,750,261	37,960	3,788,221
PUBLIC FINANCING AUTHORITY				
Finance				
PFA Series A Bonds (61423)	1,137,429	1,137,429		1,137,429
1998 PFA Lease Revenue Bonds (61423)	1,220,313	1,220,313		1,220,313
1997 RDA Tax Allocation Bonds (61423)	1,525,800	1,525,800		1,525,800
Fund Total	3,883,542	3,883,542		3,883,542
CITY HALL BONDS DEBT SERVICE FUND				
Debt Service (61423)	920,722	920,722		920,722
Fund Total	920,722	920,722		920,722
TOTAL DEBT SERVICE FUNDS	10,631,630	10,632,838	(9,963)	10,622,875

Explanations for all reductions are contained within the reduction forms that are presented beginning on page 95 of this document. There are, however, several other recommended budget increases in funds not affecting the general fund. The following are the explanations of these recommended changes:

- 6 Redwood Shores Traffic Improvement District Bonds Redemption Fund - Increase the appropriation for administrative costs by \$19,605 as provided by the terms of the district's governing documents to cover all administrative expenses.
- 7 Pacific Shores Bonds Redemption Fund - Increase the appropriation for administrative costs by \$18,355 as provided by the district's governing documents to cover all administrative costs.

Recommended Changes to 2003/04 Operating Budget

ENTERPRISE FUNDS	Original 03/04 Budget	With Updated Sal/Ben Chngs	Programmatic Changes	Revised 03/04 Budget
PARKING DISTRICT FUND				
Finance				
Revenue Services (61410)	34,570	35,719	119	35,838
Debt Service (61423)	74,100	74,100		74,100
Admin. Support Svcs. (61710)	2,514	2,514		2,514
	<u>111,184</u>	<u>112,333</u>	<u>119</u>	<u>112,452</u>
Public Works				
Street System Maint. (65132)	352,544	356,231	(7,229)	349,002
Fund Total	463,728	468,564	(7,110)	461,454
WATER FUND				
Finance				
Revenue Services (61410)	1,041,486	1,058,378	(15,628)	1,042,750
Admin. Support Svcs. (61710)	98,582	98,582		98,582
	<u>1,140,068</u>	<u>1,156,960</u>	<u>(15,628)</u>	<u>1,141,332</u>
Public Works				
Water Customer Services (65142)	1,557,044	1,578,444	(44,456)	1,533,988
Water Supply & Distribution (65144)	4,536,738	4,586,661	(52,779)	4,533,882
SFWD Water Purchases (65145)	5,891,786	5,891,786	888,602	6,780,388 ⁸
	<u>11,985,568</u>	<u>12,056,891</u>	<u>791,367</u>	<u>12,848,258</u>
Fund Total	13,125,636	13,213,851	775,739	13,989,590
SEWER FUND				
Finance				
Admin. Support Svcs. (61710)	51,502	51,502		51,502
Public Works				
Sewer System Maint. (65152)	3,609,302	3,650,362	(87,388)	3,562,974 ⁹
Waste Water Treat. & Disposal (65154)	5,150,000	5,150,000		5,060,549
Storm Water Coll. & Disposal (65161)	590,695	601,197	13,585	614,782 ¹⁰
	<u>9,349,997</u>	<u>9,401,559</u>	<u>(73,803)</u>	<u>9,238,305</u>
Fund Total	9,401,499	9,453,061	(73,803)	9,289,807
TOTAL ENTERPRISE FUNDS	22,990,863	23,135,476	694,826	23,740,851

Explanations for all reductions are contained within the reduction forms that are presented beginning on page 95 of this document. There are, however, several other recommended budget changes in funds not affecting the general fund. The following are the explanations of these recommended changes:

- 8 Water Fund - Increased costs of wholesale water purchases from the San Francisco Public Utilities Commission.
- 9 Sewer Fund - Charges for sewage treatment from the South Bayside Systems Authority will be less than originally expected.
- 10 Sewer Fund - Increased fees for the storm water discharge permit.

Recommended Changes to 2003/04 Operating Budget

INTERNAL SERVICE FUNDS	Original 03/04 Budget	With Updated Sal/Ben Chngs	Programmatic Changes	Revised 03/04 Budget
EQUIPMENT SERVICES FUND				
Public Works				
Equipment Services (67230)	3,394,570	3,424,052	(1,004)	3,423,048
Fund Total	3,394,570	3,424,052	(1,004)	3,423,048
INTERNAL SERVICES FUND				
Finance				
Information Technology (67110)	1,631,210	1,676,509	(58,210)	1,618,299
Telephone Services (67211)	455,089	457,476	(47,626)	409,850
Total	2,086,299	2,133,985	(105,836)	2,028,149
Police				
Central Dispatching Svcs. (67310)	1,886,690	1,891,815	1,138	1,892,953
Parks/Recreation				
Custodial Services (67241)	1,246,683	1,257,861	(105,899)	1,151,962
Bldg. Maint. & Repair Svcs. (67242)	1,441,486	1,464,042	(56,002)	1,408,040
Total	2,688,169	2,721,903	(161,901)	2,560,002
Public Works Services				
Warehouse Services (67222)	303,772	312,534	(110,499)	202,035
Fund Total	6,964,930	7,060,237	(377,098)	6,683,139
WORKERS' COMPENSATION FUND				
Human Resources				
Risk Mgmt. - Workers' Comp (67713)	1,119,537	1,125,766	(548)	1,125,218
Fund Total	1,119,537	1,125,766	(548)	1,125,218
GENERAL LIABILITY INSURANCE FUND				
Finance				
Risk Management (67711-715)	1,090,261	1,092,676	40	1,092,716
Fund Total	1,090,261	1,092,676	40	1,092,716
EMPLOYMENT LIABILITY FUND				
Human Resources				
Employment Liability Claims (67716)	147,700	147,700	(7,700)	140,000
Fund Total	147,700	147,700	(7,700)	140,000
TOTAL INTERNAL SERVICE FUNDS	12,716,998	12,850,431	(386,310)	12,464,121
TOTAL ALL FUNDS	125,411,988	126,312,572	(3,634,197)	122,588,868

2003/04 Analysis of Budget By Fund

	BEGINNING BALANCE	ESTIMATED REVENUES	TRANSFER IN/(OUT)	TOTAL AVAILABLE
GENERAL OPERATING FUNDS				
General Fund	14,364,932	57,256,871	(5,869,697)	65,752,106
Library Fund		620,803	5,156,206	5,777,009
Recreation Program Fund		1,583,300	(321,385)	1,261,915
Sandiper Park Reserve				
Subtotal	14,364,932	59,460,974	(1,034,876)	72,791,030
SPECIAL REVENUE FUNDS				
Traffic Safety Fund		340,000	986,576	1,326,576
Special Gas Tax Fund		1,540,920	179,020	1,719,940
GID-64 Maintenance District	529,188	507,911	(140,000)	897,099
Seaport Centre Maintenance	187,359	271,034		458,393
Seaport Blvd.Landscape Maintenance	43,189	157,682		200,871
Lido Maintenance District	377,725	162,480		540,205
Categorical Grants	130,055	1,504,896		1,634,951
Redevelopment Agency	2,361,120	6,979,585	(1,421,450)	7,919,255
S.L.E.S.F. Grant	8,963	150,000		158,963
Subtotal	3,637,599	11,614,508	(395,854)	14,856,253
CAPITAL IMPROVEMENT FUNDS				
Utility Users Tax		7,681,422	(5,282,380)	2,399,042
Gas Tax Construction			621,500	621,500
Transportation Fund	403,064	1,090,900		1,493,964
Capital Projects Fund	5,006,789		4,049,458	9,056,247
GID Facilities Fees Fund	3,008,749	100,000		3,108,749
Water Fund Capital Projects			5,400,000	5,400,000
Sewer Fund Capital Projects			1,000,000	1,000,000
Grants & Bond Proceeds	3,900,000	14,200,000		18,100,000
Traffic Impact Fees	5,238,147	359,000		5,597,147
Traffic Mitigation Funds	2,247,557	134,800		2,382,357
Subtotal	19,804,306	23,566,122	5,788,578	49,159,006
DEBT SERVICE FUNDS				
General Improvement District 1 - 64	1,364,404	2,070,885		3,435,289
Assessment Districts	6,892,150	4,434,064		11,326,214
City Hall Certificates of Participation	316,222	33,500	571,000	920,722
Public Financing Authority	80,000	2,542,902	1,421,450	4,044,352
Subtotal	8,652,776	9,081,351	1,992,450	19,726,577
ENTERPRISE FUNDS				
Parking Fund	692,831	529,378		1,222,209
Water Fund	5,003,037	16,548,296	(4,906,615)	16,644,718
Sewer Fund	894,920	9,818,274	(1,369,681)	9,343,513
Subtotal	6,590,788	26,895,948	(6,276,296)	27,210,440
TOTAL ALL FUNDS				
(excluding Internal Service)	53,050,401	130,618,902	74,002	183,743,306
INTERNAL SERVICE FUNDS				
Equipment Services Fund	5,114,905	2,689,445		7,804,350
Internal Services Fund	1,684,452	6,687,410	(74,002)	8,297,860
Workers' Comp. Emp. Liab. Ins. Fund	1,441,205	1,196,245		2,637,450
General Liability Insurance Fund	719,697	1,053,076		1,772,773
Subtotal	8,960,259	11,626,176	(74,002)	20,512,433
TOTAL ALL FUNDS				
	62,010,661	142,245,078	(0)	204,255,739

2003/04 Analysis of Budget By Fund

OPERATIONS DEBT SERVICE	CAPITAL IMPROVEMENTS	TOTAL EXPENDITURE	ENDING BALANCE
55,294,866		55,294,866	10,457,240
5,777,009		5,777,009	
1,261,915		1,261,915	
			173,760
62,333,790		62,333,790	10,631,000
1,326,576		1,326,576	
1,675,020		1,675,020	44,920
395,948		395,948	501,151
60,376	192,681	253,057	205,336
134,963	15,424	150,387	50,484
214,840		214,840	325,365
1,634,951		1,634,951	
5,139,604		5,139,604	2,779,651
149,140		149,140	9,823
10,731,418	208,105	10,939,523	3,916,730
2,399,042		2,399,042	
	621,500	621,500	
296,771	1,100,000	1,396,771	97,193
	4,293,500	4,293,500	4,762,747
	130,000	130,000	2,978,749
	5,400,000	5,400,000	
	1,000,000	1,000,000	
	18,100,000	18,100,000	
	3,892,500	3,892,500	1,704,647
	2,000,000	2,000,000	382,357
2,695,813	36,537,500	39,233,313	9,925,693
2,030,390		2,030,390	1,404,899
3,788,221		3,788,221	7,537,993
920,722		920,722	
3,883,542		3,883,542	160,810
10,622,875		10,622,875	9,103,702
461,454		461,454	760,755
13,989,590		13,989,590	2,655,128
9,289,807		9,289,807	53,706
23,740,851		23,740,851	3,469,589
110,124,747	36,745,605	146,870,352	37,046,714
3,423,048		3,423,048	4,381,302
6,683,139		6,683,139	1,614,721
1,265,218		1,265,218	1,372,232
1,092,716		1,092,716	680,057
12,464,121		12,464,121	8,048,312
122,588,868	36,745,605	159,334,473	45,095,026

Revenue Estimates 2002/03 and 2003/04

	2000-01 ACTUAL	2001-02 BUDGET	2001-02 ACTUAL	2002-03 BUDGET	2002-03 ESTIMATED	2003-04 BUDGET
GENERAL FUND						
A PROPERTY TAXES						
1 Current Year Secured Tax	13,925,263	15,319,187	16,934,827	16,836,076	16,863,383	17,093,025
2 Current Year Unsecured	1,471,019	1,504,500	1,640,962	1,579,313	1,588,426	1,500,577
3 Prior Year Taxes	7,381	25,000	97,735	25,000	25,000	25,000
Subtotal Property Taxes	15,403,663	16,848,687	18,673,524	18,440,389	18,476,809	18,618,602
B OTHER TAXES						
1 Sales and Use Tax	20,842,721	20,106,369	14,937,621	17,588,864	13,905,989	14,403,636
2 Franchises	1,034,270	1,012,840	1,227,900	1,145,280	1,145,280	1,195,291
3 Transient Occupancy Tax	2,603,350	3,360,000	1,498,249	1,768,000	1,392,000	1,593,840
4 Property Transfer Tax	541,649	500,000	502,735	420,000	600,000	550,000
5 Business Licenses	1,041,410	1,100,000	1,043,245	1,100,000	1,050,000	1,050,000
Subtotal Other Taxes	26,063,400	26,079,209	19,209,750	22,022,144	18,093,269	18,792,767
C LICENSES AND PERMITS						
1 Building Permits	2,476,417	1,485,000	1,044,612	750,000	750,000	1,000,000
2 Other Licenses and Permits	8,299	5,000	8,812	5,000	5,500	5,500
3 Fire Permits	62,071	70,000	53,523	65,000	100,000	110,000
Subtotal Licenses and Permits	2,546,787	1,560,000	1,106,947	820,000	855,500	1,115,500
D FINES AND FORFEITURES						
1 Parking Fines	299,612	278,000	430,926	600,000	460,000	600,000
2 Administrative Citation Fines	19,938	30,000	10,558	22,000	22,000	22,000
Subtotal Fines and Forfeitures	319,550	308,000	441,484	622,000	482,000	622,000
E USE OF MONEY AND PROPERTY						
1 Interest Income	2,753,712	2,071,000	2,616,042	2,704,880	2,313,900	1,883,675
2 Rents and Concessions	204,733	149,000	244,217	263,500	242,400	268,000
Subtotal Uses of Money and Property	2,958,445	2,220,000	2,860,259	2,968,380	2,556,300	2,151,675
F REVENUE FROM OTHER AGENCIES						
1.1 Motor Vehicle In-Lieu Fee	4,040,090	4,192,891	4,212,755	4,407,831	4,407,830	4,584,143
1.2 Enhanced MV Collections	68,350	68,000	68,365	68,000	68,000	68,000
2 Proposition 172 Sales Tax	640,242	607,966	643,344	662,400	607,000	619,140
3 Police Officer Training	50,152	35,000	51,508	50,000		
4 Police Athletic League	362,574		11,231		8,234	
5 Homeowner Property Tax Relief	202,528	198,000	215,640	205,000	205,000	207,000
6 Off Highway License Fee	1,525	1,400	748	1,400	2,000	2,000
7 State-Mandated Program Reimbursement	405,920	32,000	246,986			
8 Recreation Program Grants	269,060	1,123,555	760,638	1,137,466	661,695	660,000
9 State Booking Fee Reimbursements	358,120	210,000	284,417		284,317	
10 State "ERAF" Return	356,352					
11 Contribution for Streets		7,500	23,000	31,900	31,900	31,900
12 Fair Oaks Information and Referral	55,943	54,000	75,690	60,600	60,689	27,917
13 Fair Oaks Center Contribution/Grants	263,210	327,014	296,381	297,000	297,081	270,881
14 Paramedic Program Contribution	191,640	195,000	195,818	220,498	200,000	200,000
15 Port of Redwood City Contribution	359,055	374,000	307,739	320,000	278,000	389,000
Subtotal Revenue from Other Agencies	7,624,761	7,426,326	7,394,260	7,462,095	7,111,746	7,059,981

Revenue Estimates 2002/03 and 2003/04

	2000-01 ACTUAL	2001-02 BUDGET	2001-02 ACTUAL	2002-03 BUDGET	2002-03 ESTIMATED	2003-04 BUDGET
G CHARGES FOR CURRENT SERVICES						
1 Zoning Fees	103,799	100,000	96,179	70,000	65,000	110,000
2 Sale of Maps and Publications	5,720	6,000	2,088	5,000	5,000	5,000
3 Fire Services	224,342	308,532	351,612	333,000	326,325	337,000
4 Fire Inspection Fees		3,000	5,362	5,000	1,500	1,500
5 Police Services	420,507	396,500	313,642	375,000	316,000	316,000
6 Plan Checking Fees	734,040	525,000	342,383	250,000	260,000	300,000
7 Garbage Collection Franchise Fees	1,511,789	1,478,069	1,573,591	1,644,706	1,644,706	1,676,780
8 Engineering and Subdivision Fees	983,916	815,000	449,659	315,000	255,000	360,000
9 SBSA Financial Services	54,474	56,816	57,633	59,361	59,361	61,736
10 Miscellaneous Revenue-Center Copier	8,663	1,000	2,930	1,000	6,200	27,000
11 Senior Advisory Council Reimbursement	127,632	211,067	175,947	295,822	274,874	259,362
12 E.I.R. Fees	138,807	65,000	523,027	180,000	300,000	250,000
13 SBSA Landscape Maintenance Services	62,821	62,821	68,648	70,125	71,880	71,880
14 Shopping Cart Collection Fees	89,869	85,000	81,797	90,000	90,000	90,000
Subtotal Charges for Current Services	4,466,379	4,113,805	4,044,498	3,694,014	3,675,846	3,866,258
H OTHER REVENUE						
1 Sale of Property	2,270					
2 Water Fund	1,154,670	1,209,352	1,209,352	1,265,062	1,265,062	1,264,292
3 Sewer Fund	835,696	852,671	852,671	898,187	898,187	920,833
4 Parking Fund	43,582	44,454	44,454	43,846	43,846	42,703
5 Interdepartmental Operating Transfers	1,620,834	1,680,129	1,680,129	1,925,922	1,925,922	2,011,843
6 Other Revenues	1,039,011	626,616	935,608	666,699	836,287	790,417
Total Other Revenue	4,696,063	4,413,222	4,722,214	4,799,716	4,969,304	5,030,088
I LIBRARY REVENUE						
1 Library Grants	715,432	273,809	740,206	241,796	434,951	302,122
2 Fair Oaks Library Contribution	127,503	127,503	142,456	156,702	167,400	167,400
3 Library Services	161,121	154,100	166,351	135,750	137,000	151,281
Total Library Revenue	1,004,056	555,412	1,049,013	534,248	739,351	620,803
J RECREATION REVENUES						
1 Recreation Program Fees	1,119,015	1,041,261	1,185,303	1,307,400	1,553,745	1,583,300
Total General Fund Revenues	66,202,119	64,565,922	60,687,252	62,670,386	58,513,870	59,460,974

Revenue Estimates 2002/03 and 2003/04

	2000-01 ACTUAL	2001-02 BUDGET	2001-02 ACTUAL	2002-03 BUDGET	2002-03 ESTIMATED	2003-04 BUDGET
<u>SPECIAL REVENUE FUNDS</u>						
A TRAFFIC SAFETY FUND						
1 Total Traffic Fines	387,303	338,500	369,275	340,000	340,000	340,000
B GAS TAX OPERATING FUNDS						
1 Gas Tax Section 2107 and 2017.5	637,476	636,797	640,393	587,622	646,000	658,920
2 Gas Tax Section 2105	476,925	497,709	481,181	485,520	481,000	490,620
3 Gas Tax Section 2106	407,354	426,216	379,698	440,130	369,000	376,380
4 Gas Tax Interest Income	3,524		6,211			
5 Hauling Fees and Miscellaneous	11,745	25,000	40,035	16,000		15,000
6 Capital Contributions	482,346					
Total Gas Tax Funds	2,019,370	1,585,722	1,547,518	1,529,272	1,496,000	1,540,920
C MAINTENANCE DISTRICTS						
1 GID 1-64	484,053	489,316	542,057	517,700	507,090	507,911
2 Seaport Centre	66,797	268,228	275,562	302,899	302,899	271,034
3 Seaport Boulevard	80,154	139,984	140,965	151,184	151,184	157,682
4 Lido Area	172,411	172,355	170,610	156,986	156,986	162,480
Total Maintenance District Funds	803,415	1,069,883	1,129,194	1,128,769	1,118,159	1,099,107
D FEDERAL LAW ENFORCEMENT GRANTS						
1 Federal Law Enforcement Grants	86,696				149,268	
2 Interest Income	5,507		8,954		4,122	
Total Federal Law Enforcement Grants	92,203		8,954		153,390	
E CATEGORICAL GRANTS						
1 Community Development Block Grant	1,345,000	1,422,000	1,422,000	1,399,000	1,399,000	1,372,873
2 Program Income	62,670	78,709	78,709	77,044	77,044	132,023
3 Other Grants	581,976		209,007		30,781	
Total Grants	1,989,646	1,500,709	1,709,716	1,476,044	1,506,825	1,504,896
F REDEVELOPMENT HOUSING FUND						
1 Property Tax Increment	1,720,737	1,831,599	2,615,900	2,172,709	2,479,383	2,422,285
2 Interest Income	201,898	79,084	128,955	117,763	118,354	71,588
3 Miscellaneous Revenue	43,124		62,829			
Total Redevelopment Housing Fund	1,965,759	1,910,683	2,807,684	2,290,472	2,597,737	2,493,873
G REDEVELOPMENT GENERAL FUND						
1 Property Tax Increment	3,781,485	4,064,563	5,315,058	4,756,259	5,070,121	4,185,712
2 Interest Income	180,483	51,213	204,620	154,182	403,764	300,000
Total Redevelopment General Fund	3,961,968	4,115,776	5,519,678	4,910,441	5,473,885	4,485,712
Subtotal Redevelopment Agency Funds	5,927,727	6,026,459	8,327,362	7,200,913	8,071,622	6,979,585
H S.L.E.S.F. GRANT						
1 S.L.E.S.F. Grant	169,234	168,500	153,398	153,000	151,555	150,000
2 Interest Income	37,001	10,000	14,971			
Total S.L.E.S.F. Grant	206,235	178,500	168,369	153,000	151,555	150,000
Total Special Revenue Funds	11,425,899	10,699,773	13,260,388	11,827,998	12,837,551	11,614,508

Revenue Estimates 2002/03 and 2003/04

	2000-01 ACTUAL	2001-02 BUDGET	2001-02 ACTUAL	2002-03 BUDGET	2002-03 ESTIMATED	2003-04 BUDGET
<u>CAPITAL PROJECT FUNDS</u>						
A CAPITAL PROJECTS FUND						
1 Utility Users Tax	7,368,062	6,600,000	6,924,217	7,725,000	7,000,000	7,070,000
2 Other Revenues		800,000	62,375		1,690,171	
3 Interest Income			606,374		500,000	611,422
Total Capital Projects Fund	7,368,062	7,400,000	7,592,966	7,725,000	9,190,171	7,681,422
B TRANSPORTATION FUND						
1 Measure 'A' Funds	1,348,191	1,309,718	1,118,635	1,144,000	1,045,000	1,065,900
2 Interest Income	144,799	20,000	96,595	100,000	60,000	25,000
Total Measure 'A' Funds	1,492,990	1,329,718	1,215,230	1,244,000	1,105,000	1,090,900
C PUBLIC FINANCE AUTHORITY CONSTRUCTION FUND						
1 Series -B- Interest Income	8,234		3,570		1,000	
Total Public Finance Auth. Const. Fund	8,234		3,570		1,000	
D GID 1-64 FACILITIES FEES FUND						
1 Facility Fees	3,122,415		2,566,195			
2 Interest Income	677,146	300,000	522,365	200,000	372,000	100,000
Total GID 1-64 Facilities Fees Fund	3,799,561	300,000	3,088,560	200,000	372,000	100,000
E CONSTRUCTION GRANTS FUND						
1 Transportation Grants	696,972		416,157			7,600,000
2 Other Grants	726,969	345,800	551,465	640,000	537,620	1,000,000
Total Construction Grants Fund	1,423,941	345,800	967,622	640,000	537,620	8,600,000
F TRAFFIC MITIGATION FEES FUND						
1 Developer Contributions			411,633			
2 Interest Income	220,729	160,000	166,812	160,000	160,757	134,800
Total Traffic Mitigation Fees Fund	220,729	160,000	578,445	160,000	160,757	134,800
G TRAFFIC IMPACT FEES FUND						
1 Traffic Impact Fees	5,970,056	3,117,667	208,551	645,000	55,000	55,000
2 Interest Income	275,663	200,000	294,707	288,000	325,000	304,000
Total Traffic Impact Fees Fund	6,245,719	3,317,667	503,258	933,000	380,000	359,000
H ASSESSMENT DISTRICT BOND PROCEEDS AND INTEREST INCOME						
1 Redwood Shores Traffic Improvement	8,592,127		212,095		90,000	5,600,000
2 Pacific Shores Traffic Improvement	21,000,000		350,762		20,000	
Total Assessment District Fund	29,592,127		562,857		110,000	5,600,000
Total Capital Project Funds	50,151,363	12,853,185	14,512,508	10,902,000	11,856,548	23,566,122

Revenue Estimates 2002/03 and 2003/04

	2000-01 ACTUAL	2001-02 BUDGET	2001-02 ACTUAL	2002-03 BUDGET	2002-03 ESTIMATED	2003-04 BUDGET
<u>DEBT SERVICE FUNDS</u>						
A GID 1-64 FACILITIES BONDS						
1	Assessments	1,367,210	1,395,641	1,362,692	1,397,834	1,397,834
2	Interest Income	16,983	7,500	6,991		
	Total GID 1-64 Facilities Fund	1,384,193	1,403,141	1,369,683	1,397,834	1,397,834
B GID 1-64 RECLAMATION BONDS						
1	Assessments	660,802	688,498	677,546	676,210	676,210
2	Interest Income	22,757	12,000	13,806	10,000	10,000
	Total GID 1-64 Reclamation Fund	683,559	700,498	691,352	686,210	686,210
C PUBLIC FINANCE AUTHORITY						
1	Rental Income	2,311,299	2,283,885	1,733,801	2,367,567	2,367,567
2	Interest Income	204,379	80,000	151,119	80,000	80,000
	Total Public Finance Authority	2,515,678	2,363,885	1,884,920	2,447,567	2,447,567
D 1997 TAX ALLOCATION BONDS						
1	Interest Income	96,183	100,000	95,297	100,000	100,000
E CITY HALL C.O.P.S.						
1	Interest Income	63,303	33,500	52,565	33,500	33,500
F SEAPORT CONSOLIDATED ASSESMENT DISTRICT						
1	Assessments	1,334,073	1,328,543	1,324,919	1,333,800	1,333,800
2	Interest Income	112,309		56,625	20,000	
	Total Seaport Cons. Assess. Dist. Fund	1,446,382	1,328,543	1,381,544	1,353,800	1,333,800
G PACIFIC SHORES ASSESSMENT DISTRICT						
1	Assessments				2,082,521	2,082,521
2	Interest Income	2,244		121,871		
	Total Pacific Shores Assess. Dist. Fund	2,244		121,871	2,082,521	2,082,521
H REDWOOD SHORES TRANSPORTATION ASSESSMENT DISTRICT						
1	Assessments				250,441	250,441
2	Interest Income			17,407		
	Total Pacific Shores Assess. Dist. Fund			17,407	250,441	250,441
	Total Debt Service Funds	6,191,542	5,929,567	5,614,639	8,351,873	8,331,873

Revenue Estimates 2002/03 and 2003/04

	2000-01 ACTUAL	2001-02 BUDGET	2001-02 ACTUAL	2002-03 BUDGET	2002-03 ESTIMATED	2003-04 BUDGET
<u>ENTERPRISE FUNDS</u>						
A PARKING						
1 Property Tax	25,818	25,064	32,332	25,087	25,087	22,700
2 Parking Fees	507,082	493,930	470,197	487,182	474,474	483,964
3 Interest Income	25,686	21,617	25,588	28,179	24,508	22,714
Total Parking Fund	558,586	540,611	528,117	540,448	524,069	529,378
B WATER UTILITY						
1 Interest Income	913,683	772,654	747,242	602,851	399,985	129,430
2 Facility Fees	475,699	317,840	267,446	300,000	250,000	260,000
3 Connection Fees	206,528	200,000	110,130	120,000	60,000	60,000
4 Basic Service Charges	4,478,267	4,450,467	4,623,136	4,823,054	4,804,380	5,350,946
5 Water Sales	8,940,994	8,768,188	8,891,209	8,768,188	8,300,000	10,685,812
6 Miscellaneous Revenues	85,656	35,000	92,035	45,000	65,000	62,108
7 Capital Grants/Loans				5,000,000		
Total Water Utility Fund	15,100,827	14,544,149	14,731,198	19,659,093	13,879,365	16,548,296
C SEWER UTILITY						
1 Interest Income	217,527	176,933	194,754	154,341	114,230	26,394
2 Facility Fees	155,301	245,091	48,049	50,000	40,000	25,000
3 Sewer Connection Fees	23,800	24,000	17,800	45,000	22,500	11,500
4 Sewer Service Charges	8,727,331	7,917,369	8,850,588	8,255,825	8,255,825	7,924,000
5 Fair Oaks District	450,059	1,236,361	31,367	1,335,270	1,335,270	1,430,000
6 Emerald Lakes Area	3,050	202,000	313,847	218,160	218,160	320,000
7 Oak Knoll Area	62,797	36,000	21,171	38,880	38,880	44,000
8 Woodside Sewer Service	23,500	19,000	19,029	20,520	20,520	20,613
9 Miscellaneous Revenues	34,538	15,000	53,488	16,200	(149,800)	16,767
Total Sewer Utility Fund	9,697,903	9,871,754	9,550,093	10,134,196	9,895,585	9,818,274
Total Enterprise Funds	25,357,316	24,956,514	24,809,408	30,333,737	24,299,019	26,895,948

Revenue Estimates 2002/03 and 2003/04

	2000-01 ACTUAL	2001-02 BUDGET	2001-02 ACTUAL	2002-03 BUDGET	2002-03 ESTIMATED	2003-04 BUDGET
<u>INTERNAL SERVICE FUNDS</u>						
A EQUIPMENT SERVICES FUND						
1 Internal Service Charges	2,358,654	2,297,533	2,342,158	2,491,978	2,491,978	2,491,414
2 Interest Income	343,199	225,000	268,769	245,017	205,939	159,071
3 Miscellaneous	98,710	50,000	64,932	64,279	38,960	38,960
Total Equipment Services Fund	2,800,563	2,572,533	2,675,859	2,801,274	2,736,877	2,689,445
B INTERNAL SERVICES FUND						
1 Facility Maintenance Services	1,119,945	1,143,451	1,146,211	1,411,841	1,411,841	1,400,266
2 Facility Custodial Services	1,050,745	1,089,800	1,093,853	1,179,959	1,179,959	1,153,564
3 Central Services	240,171	249,770	249,770	260,048	260,048	179,984
4 Information Technology (IT) Services	950,951	947,946	949,596	1,076,260	1,076,260	1,088,271
5 IT Services - Other Agencies	451,221	453,223	434,331	414,630	414,630	447,184
6 Telephone Services	390,169	401,873	401,873	428,380	428,380	396,775
7 Communication Services	1,450,185	1,530,121	1,530,121	1,760,260	1,760,260	1,858,593
8 Fire Equipment Replacement	73,883	88,771	88,771	88,771	88,771	88,771
9 Gain (loss) on sale of equipment	(28,346)		(3,937)			
10 Interest Income	150,866		120,599	125,000	75,000	74,002
Total Internal Services Fund	5,849,790	5,904,955	6,011,188	6,745,149	6,695,149	6,687,410
C WORKERS' COMPENSATION INSURANCE FUND						
1 Workers' Comp. Insurance Charges	785,256	793,407	794,166	972,669	972,669	977,995
2 Charges to Port	14,249	10,000	16,241	15,000	15,000	15,000
3 Interest Income	225,231	207,160	163,656	191,250	191,250	203,250
Total Worker's Compensation Ins. Fund	1,024,736	1,010,567	974,063	1,178,919	1,178,919	1,196,245
D GENERAL LIABILITY INSURANCE FUND						
1 General Liability Insurance Charges	1,002,147	1,003,673	1,004,578	957,790	957,790	915,296
2 Insurance Pool Dividends	199,335		214,099			
3 Interest Income	182,084	142,052	156,615	129,169	129,169	137,780
Total General Liability Insurance Fund	1,383,566	1,145,725	1,375,292	1,086,959	1,086,959	1,053,076
Total Internal Service Funds	11,058,655	10,633,780	11,036,402	11,812,301	11,697,904	11,626,176
TOTAL REVENUES ALL FUNDS	170,386,894	129,638,741	129,920,597	135,898,295	127,536,765	142,245,078

BUDGET REDUCTION

Proposal Form for 2003/04

7.0 % Scenario

Date: May 15, 2003

Department: City Attorney
Program: Legal Services

Reductions will occur in **Account Number**

<u>150 61510 01 (1)</u>
<u>150 61510 01 (2)</u>
<u>150 61510 61 (3)</u>

Amount

<u>\$ 18,450</u>	<u>4.5%</u>
<u>\$ 21,663</u>	<u>2%</u>
<u>\$ 24,561</u>	

Amount of Reduction: \$64,674

by June 30, 2004

Description of Proposal

1. 5% of city attorney and assistant city attorney time charged to capital improvement program (CIP) budget.

During the next fiscal year, it is anticipated that the City Attorney's Office will be engaged in providing legal services to identified capital improvement projects. To date, costs of legal services provided to capital improvement projects have been charged to the City's general fund. Consistent with other departments, services of a specialized nature provided to capital projects are charged to the CIP and not the general fund. This proposal will conform with the practices of the City Attorney's Office to other departments of the City.

2. 25% of legal administrator time allocated to Redevelopment Division, Community Development Department budget.

During the current fiscal year, the City Attorney's Office has been providing administrative support services to the Community Development Department, and Redevelopment in particular. Costs of said services have not been charged to the Community Development Department budget. For the ensuing fiscal year, 25% of the legal administrator's time will be devoted to administrative support services for the Community Development Department.

3. Approximately 18.9% of outside legal services allocation to be reduced.

In 2001, the City Council determined to establish an internal City Attorney's Office initially comprised of three attorneys, a paralegal, and a legal secretary. It was anticipated that some basic legal services would be contracted to outside counsel. For FY02/03, funds were allocated to create a baseline allocation. To date, the City Attorney's Office has not fully expended those allocated dollars and elects to reduce said amount by 18.9%.

Service Level Impact – What specifically will happen or not happen if this reduction is made?

1. 5% allocation to CIP - Legal costs will be appropriately charged to CIP projects.
2. 25% of legal administrator's time - In order to accommodate this proposal, some assignments necessarily performed by the legal administrator will be assigned to the administrative clerk of the City Attorney's Department. Duties of the administrative clerk shall be re-prioritized to reasonably extend completion time of non-priority tasks.

3. Approximately 18.9% of outside legal services allocation to be reduced – The dollar value of said reduction equates to approximately 20% of an assistant city attorney. A reduction of this magnitude will result in extending response times of requests for legal services. In addition, 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.

How does this reduction affect the City Council's goals and priorities?

1. 5% allocation to CIP - Reduces general fund liability for CIP projects.
2. 25% of legal administrator's time - By shifting a percentage of administrative support services to Community Development, greater emphasis is being placed on timely completion of administrative tasks that further Council's Community Development goals and priorities.
3. Approximately 18.9% of outside legal services allocation – This reduction will not affect specific and identifiable council goals and priorities. However, response time for requests for other legal services will necessarily be extended.

Will this proposed reduction impact mandated activities? If so, please describe consequences of not complying with mandate.

N/A

BUDGET REDUCTION

Proposal Form for 2003/04

7.0% Scenario

Date: April 25, 2003

Department: City Clerk
Programs: Legislative Services/
Records Management
Elections
City Council

Reductions will occur in Account Number	Amount		
150.61310.12 Casual Labor	\$ 1,937.00		
150.61310.15 Overtime	\$ 10,000.00	4.5%	(\$5,000)
150.61310.34 Office Expense	\$ 1,000.00		
150.61310.40 Operational Supplies/Expense	\$ 4,000.00	4.5%	
150.61310.50 Professional Services	\$ 13,000.00	2%	(\$11,012)
		4.5%	(\$10,777)
150.61310.55 Training Expense	\$ 500.00		
150.61310.57 Conferences	\$ 1,200.00		
150.61310.95 Furniture and Equipment	\$ 5,000.00	4.5%	
150.61320.15 Overtime	\$ 905.00		
150.61330.40 Operational Supplies/Expense	\$ 1,000.00		

Amount of Reduction: \$38,542.00

by June 30, 2004

Description of Proposal:

Reductions are from various accounts with the bulk coming out of overtime and professional services. Because the Clerk Department has no programs that can be eliminated, it is only possible to reduce in several areas in order to meet this goal.

Service Level Impact – What specifically will happen or not happen if this reduction is made?

The overtime reduction places the department at risk for accomplishing any activities that are not mandated. Overtime reduction will also come out of the elections account that covers extra time necessary during the election. No overtime budget equates to flexing staff work hours to accommodate after hours support and lowers the regular day staffing levels. In this very small department, overtime hours are needed to cover impacts of staff vacations, illnesses, and any extra needs or activities that demand time beyond regular work hours. Casual hours are used to support these same mandated activities.

The reduction to furniture and equipment nearly depletes the account and could eliminate the upgrade of office equipment such as the copier and computer upgrades with negative impacts such as delays, downtime or error.

The professional services account is being decreased in anticipation that the video technician costs will be lower due to the permanent equipment in the council chamber, but the exact costs are not certain. Professional services account reduction also includes elimination of approximately half the cost of the

printing and distribution of the 2004 Roster document. This is a service that the community, staff, and council are accustomed to receiving on an annual basis.

The council account is being reduced with the potential of impacting closed session meal service.

Much of our actual work is accomplished with the use of volunteer assistance and if our staffing level and other accounts are affected to this degree there is a high potential for error or delay in accomplishing mandated activities.

How does this reduction affect the City Council's goals and priorities?

This budget reduction could affect the priority of "Doing Business Effectively/Efficiently". As most activities are legally mandated, reduction in staff support hours, equipment, supplies and updates on new law could have serious legal impacts.

Will this proposed reduction impact mandated activities? If so, please describe consequences of not complying with mandate.

The Clerk Department work is mostly composed of mandated activities. Casual hours are used to support those activities so that permanent staff can accurately and timely attend to the preparation for and records of the City Council action. Processing and recordation of documents, filing of FPPC forms, election and records management are not optional.

BUDGET REDUCTION

Proposal Form for 2003/04

7.0% Scenario

Date: April 23, 2003

Department: City Council
Program: Legislative/ Policy Determination

Reductions will occur in **Account Number**

Amount

150-61110-40 _____

\$ 4,015 _____

Amount of Reduction: \$4,015

by June 30, 2004

Description of Proposal

Reduction in budget for the Mayor's annual holiday recognition celebration for the boards, committees and commissions. Currently budgeted at \$10,000.

Service Level Impact – What specifically will happen or not happen if this reduction is made?

The type of celebration will be scaled back significantly. Will not serve dinner at the celebration.

How does this reduction affect the City Council's goals and priorities?

Reduction does not affect council's goals and priorities.

Will this proposed reduction impact mandated activities? If so, please describe consequences of not complying with mandate.

No.

BUDGET REDUCTION

Proposal Form for 2003/04

7.0% Scenario

Date: April 23, 2003

Department: City Council
Program: Legislative/ Policy Determination

Reductions will occur in **Account Number**

Amount

150-61110-40 _____

\$ 2,000 _____

Amount of Reduction: \$2,000

by June 30, 2004

Description of Proposal

Reduction in budget allocated to Redwood City International, which is our sister city organization. Currently budgeted at \$6,000.

Service Level Impact – What specifically will happen or not happen if this reduction is made?

The reduction will significantly impact services and programs that Redwood City International can offer to the community and to our sister cities. Reduction will limit the educational, cultural and business exchanges of ideas and information that this program offers.

How does this reduction affect the City Council's goals and priorities?

Reduction does not affect council's goals and priorities.

Will this proposed reduction impact mandated activities? If so, please describe consequences of not complying with mandate.

No.

BUDGET REDUCTION

Proposal Form for 2003/04

7.0% Scenario

Date: April 23, 2003

Department: City Council
Program: Legislative/ Policy Determination

Reductions will occur in **Account Number**

Amount

150-61110-50 _____

\$ 2,500 _____

Amount of Reduction: \$2,500

by June 30, 2004

Description of Proposal

Reduction in budget for facilitation services for the City Council's priority setting sessions, council appointees, and other council study sessions. Currently budgeted at \$6,000.

Service Level Impact – What specifically will happen or not happen if this reduction is made?

The reduction will directly impact the City Council's priority setting sessions and other study sessions when an outside facilitator has been used, which has proven to improve the quality and effectiveness of these important study sessions.

How does this reduction affect the City Council's goals and priorities?

This reduction will impact council's priority of "Doing Business Effectively and Efficiently". It will also impact the setting and carrying out of all of the priorities in general.

Will this proposed reduction impact mandated activities? If so, please describe consequences of not complying with mandate.

No.

BUDGET REDUCTION

Proposal Form for 2003/04

7.0% Scenario

Date: April 23, 2003

Department: City Council
Program: Legislative/ Policy Determination

Reductions will occur in **Account Number**

Amount

150-61110-57 _____

\$ 3,000 _____

Amount of Reduction: \$3,000

by June 30, 2004

Description of Proposal

Reduction in budget for conferences that the City Council can attend. Currently budgeted at \$10,500.

Service Level Impact – What specifically will happen or not happen if this reduction is made?

The reduction will significantly limit the number of conferences the City Council is able to attend throughout the year.

How does this reduction affect the City Council's goals and priorities?

The reduction does not affect council's goals or priorities.

Will this proposed reduction impact mandated activities? If so, please describe consequences of not complying with mandate.

No.

BUDGET REDUCTION

Proposal Form for 2003/04

7.0% Scenario

Date: April 23, 2003

Department: City Council
Program: Legislative/ Policy Determination

Reductions will occur in **Account Number**

Amount

150-61110-59 _____

\$ 1,300 _____

Amount of Reduction: \$1,300

by June 30, 2004

Description of Proposal

Reduction of miscellaneous services budget. Currently budgeted at \$3,800.

Service Level Impact – What specifically will happen or not happen if this reduction is made?

The reduction will significantly limit council's ability to support unique and unexpected projects. There will be no one time funding available to support special and interesting one-time requests that council can support.

How does this reduction affect the City Council's goals and priorities?

The reduction does not affect council's goals or priorities.

Will this proposed reduction impact mandated activities? If so, please describe consequences of not complying with mandate.

No.

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BUDGET REDUCTION

Proposal Form for 2003/04

7.0% Scenario

Date: April 24, 2003

Department: City Manager
Program: Management/Policy Execution

Reductions will occur in Account Number	Amount
1. 150-61210-01 City Manager's Salary	\$ 10,715 (2.0% scenario)
2. 150-61210-12 Facility Aide	\$ 9,094
3. 150-61210-50 Professional Services	\$ 2,200
4. 150-61210-55 Training	\$ 1,500
5. 150-61210-56 Membership/Meetings	\$ 1,000
6. 150-61220-59 Neighborhood Grants Program Outreach	\$ 844

Amount of Reduction: \$25,353

by June 30, 2004

Description of Proposal:

1. Shift 5% of City Manager's salary to the capital improvement program (CIP) budget.
2. Reduce casual facility aide position.
3. Reduce the amount allocated for professional services, specifically for the use of consultants for department head related projects.
4. Reduce training budget.
5. Reduce budget for membership and meetings.
6. Reduce neighborhood grants program outreach budget.

Service Level Impact – What specifically will happen or not happen if this reduction is made?

1. Service level will not be impacted as the city manager has been allocating his time to the CIP as part of his responsibilities. The shift more accurately reflects the accurate time allocation.
2. Casual facility aide position was budgeted to assist all of City Hall. Unlike other City facilities, there is no facility staff at City Hall. Without the facility aide position, other staff will be pulled away from their other responsibilities to set up a room for a meeting, load and unload equipment, and transport equipment and materials to and from City Hall and other buildings. This will impact the work load of other positions in City Hall.
3. Reduction will limit the ability to use consultants to carry out citywide projects that are spearheaded by the department head team.
4. Reduction will limit the ability of the city manager to attend certain meetings/functions where there is an associated cost. These meetings are often with other governmental agencies and associations.
5. Reduction will limit the ability of the city manager to attend certain meetings/functions where there is an associated cost. These meetings are often with other governmental agencies and associations.
6. Reduction will limit the amount of outreach for the neighborhood grants program, possibly not reaching all individuals or communities who could benefit from the program.

How does this reduction affect the City Council's goals and priorities?

This reduction will have an impact on council's priority of "Doing Business Effectively and Efficiently." The responsibilities of the facility aide will be performed by several in the organization taking them away from their "regular" responsibilities. This priority will also be impacted as the use of consultants for

department head projects will be limited. In the past, the consultants have been used to implant citywide projects that allow the organization to conduct business more effectively and efficiently.

Will this proposed reduction impact mandated activities? If so, please describe consequences of not complying with mandate.

No.

BUDGET REDUCTION

Proposal Form for 2003/04

7.0 % Scenario

Date: April 24, 2003

Department: City Manager
Program: Community Promotions

Reductions will occur in **Account Number**

The following will occur in 150-61220-50:

Chamber of Commerce
Joint Ventures Silicon Valley
Peninsula Celebration Association
Peninsula Conflict Resolution Center
Peninsula Policy Partnership (P3)
Redwood City 2020
Redwood City Family Centers
Total

Amount

\$ 11,475	(currently @\$38,250)
\$ 7,500	(currently @ \$7,500) (4.5% scenario)
\$ 5,000	(currently @ \$10,000)
\$ 6,825	(currently @ \$27,300)
\$ 4,000	(currently @ \$15,000)
\$ 3,750	(currently @ \$25,000) (4.5% scenario)
\$ 10,000	(currently @ \$100,000) (4.5% scenario)
\$ 48,550	

Amount of Reduction: \$48,550

by June 30, 2004

Description of Proposal

Reduce the amount of several contracts the City has with several community groups providing services and programs to the Redwood City community. Currently budgeted at \$246,308.

Service Level Impact – What specifically will happen or not happen if this reduction is made?

Reduction 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 4th of July celebration.

How does this reduction affect the City Council's goals and priorities?

Yes, overarching guideline of "Quality of Life." Also impacts "Youth and Education," "Transportation and Traffic," "Housing," "Doing Business Effectively and Efficiently," and "Cultural Activities" all to a varied degree depending on the various contracts.

Will this proposed reduction impact mandated activities? If so, please describe consequences of not complying with mandate.

No.

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BUDGET REDUCTION

Proposal Form for 2003/04

7.0% Scenario

Date: 4/18/03

Department: Community Development
Program: Building Inspection
Code Enforcement
Engineering

Reductions will occur in Account Number	Amount
<u>150-63110-13</u>	<u>\$ 92,225 (2% scenario)</u>
<u>150-63110-40</u>	<u>\$ 4,000 (2% scenario)</u>
<u>150-63110-13</u>	<u>\$ 40,742 (4.5% scenario)</u>
<u>150-63310-01</u>	<u>\$ 69,772 (4.5% scenario)</u>
<u>150-65121-13</u>	<u>\$ 73,130 (4.5% scenario)</u>
<u>150-65121-01</u>	<u>\$ 96,317 (7% scenario)</u>

Amount of Reduction: \$376,186

by June 30, 2004

Description of Proposal:

2% Scenario:

Eliminate contract building inspector - \$92,225
Reduce microfilm expenses - \$4,000

4.5% Scenario (includes 2% reduction items):

Reduce contract plan checker by 0.40 FTE - \$40,742
Eliminate 1.0 FTE community service officer (Code Enforcement) - \$69,772
Eliminate 0.40 FTE contract traffic engineer - \$73,130

7% Scenario (includes 2% and 4.5% reduction items):

Eliminate 1.0 FTE assistant engineer II.

Service Level Impact – What specifically will happen or not happen if this reduction is made?

2% Scenario:

Building Inspection: No impact due to the downturn in construction activity; significant impact if the construction economy were to rebound. Project specifications will no longer be microfilmed (provided as a service for our customers, not as a mandate).

4.5% Scenario:

Building Inspection: Structural review of building permit plans will be postponed for two days.
Code Enforcement: Minor nuisance complaints (weeds, animals, fences, signs) will not be processed, removal and disposal of abandoned vehicles will be handled by the Police Department and will take longer.

Engineering: Investigation and response to traffic complaints will be delayed and handled as time permits. Dangerous traffic conditions (verified by traffic accident or other objective data) will still be handled quick!

7% Scenario:

Most of the traffic studies and investigations based on complaints will not be done unless there is an obvious dangerous situation. Neighborhood traffic calming requests may require hiring an outside consultant to prepare the necessary studies and meet with neighborhood groups.

How does this reduction affect the City Council's goals and priorities?

Minor effect on aesthetics (code enforcement), transportation and traffic, and doing business effectively and efficiently (increase plan review permit processing time).

Will this proposed reduction impact mandated activities? If so, please describe consequences of not complying with mandate.

No.

DEPARTMENT:	Community Development Services
PROGRAM:	Planning and Redevelopment
SUBPROGRAM:	Community Development Block Grant (CDBG) and HOME Investment Partnership Program

SOURCES OF FUNDS	2000/01	2001/02	2002/03	2003/04
	(\$)	(\$)	(\$)	(\$)
Entitlement Grant	946,000	979,000	957,000	910,000
Estimated Housing Rehabilitation (Single Family) Income	200,000	200,000	265,000	300,000
Estimated RRP Program Income	35,000	60,000	35,000	50,000
HOME Investment Partnership Grant	399,000	443,000	442,000	462,873
Total Estimated Funds	1,580,000	1,682,000	1,699,000	1,722,873

USES OF FUNDS	(\$)	(\$)	(\$)	(\$)
General Administration	150,885	154,800	157,050	129,500
Home Improvement Program Support	100,000	100,000	100,000	50,000
Funding to Subrecipients	352,515	724,200	699,950	630,500
HOME Investment Partnership Program Expenditures	399,000	443,000	442,000	462,873
Capital Projects	342,600			100,000
Total	1,345,000	1,422,000	1,399,000	1,372,873
Home Improvement Program Support	62,670	66,209	77,044	132,023
Amount available for loans	172,330	193,791	222,956	217,977
Total Use Of Funds	1,580,000	1,682,000	1,699,000	1,722,873

Community Development Block Grant (CDBG)

FY 2003/2004 Annual Action Plan

<u>258-66310 Administration and Program Support</u>	<u>Amount (\$)</u>
Housing and Redevelopment - General Administration	129,500
Fair Housing Counseling - Mid-Peninsula Citizens for Fair Housing	<u>35,000</u>
Total Administration Program Support	<u>164,500</u>

Miscellaneous Funding for Non-Profit Organizations – Object 59

Adult and Family Wing - Clara Mateo Emergency Shelter	15,000
AIDS Case Management Program - Ellipse Peninsula AIDS Services	7,500
Caminor Kitchen Renovation - Caminor, Inc.	55,457
Casa de Redwood Air Conditioning Project - Casa de Redwood Foundation, Inc.	35,296
Children's Center Affordable Childcare Program - Kidango Children's Center	5,000
Computer Learning Center Installation - Heron Court Cooperative	30,000
Elsa Segovia Center - Clara Mateo Emergency Shelter	7,000
Family Service Agency Senior Case Management/Outreach Family Service Agency of San Mateo County	12,000
First Stop Program - Legal Aid Society of San Mateo County	25,000
Greer Gardens Job Creation Program - Greer Gardens	45,168
Home Improvement Program Support - City of Redwood City	50,000
Home Sharing Help and Information Program - Human Investment Project, Inc.	18,000
Homeless Prevention and Eviction Defense Project - La Raza Centro Legal, Inc.	25,000
Hope House I Fire Safety Project - Service League of San Mateo County	50,000
Hope House III Fire Safety Project - Service League of San Mateo County	20,000
Housing Accessibility Modification Program - Center for the Independence of the Disabled	30,000
Maple Street Shelter - Shelter Network of San Mateo County	15,000
Micro business Enterprise Technical Assistance - Canada College Small Business Center	103,079

Community Development Block Grant (CDBG)

Neighborhood Network Center - Heron Court Cooperative, Inc.	6,000
Ombudsman Program of San Mateo County - Ombudsman Program	7,000
Operation Brown Bag - Second Harvest Food Bank	5,000
Playground Safety Project - Redwood Parents Nursery School	20,000
Redwood Family House - Shelter Network of San Mateo County	10,000
Rosenor House Adult Day Support Services – Peninsula Volunteers Adult Day Care Support	10,000
Samaritan House Safe Harbor Shelter - Samaritan House	7,000
San Carlos Adult Day Program for Elderly and Disabled Catholic Charities of the Archdiocese of San Francisco	5,000
Spring Street Shelter - Mental Health Association of San Mateo County	12,000
Youth and Family Assistance - Daybreak Shelter for Homeless Youth	<u>15,000</u>
Total Miscellaneous Funding for Non-Profit Organizations Object 59	<u>645,500</u>

Capital Improvements Object 93

PAL Youth Activities League - Redwood City Police Activities League	100,000
Total Capital Improvements Object 93	<u>100,000</u>
Total Community Development Block Grant	<u>910,000</u>

**HOME Investment Partnership Funds
FY 2003/2004
Annual Action Plan**

<u>HOME Funds</u>	<u>Amount (\$)</u>
HOME Administration	46,287
CHDO Setaside	69,431
Landbanking Program - City of Redwood City	200,155
Kainos Triplex Renovation - Kainos Home & Training Center	147,000
Total HOME Investment Partnership Fund	<u>462,873</u>
GRAND TOTAL	<u>1,372,873</u>

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BUDGET REDUCTION

Proposal Form for 2003/04

7.0% Scenario

Date: April 24, 2003

Department: Finance
Program: Administrative Support Services

Reductions will occur in **Account Number**

Amount

<u>150-61750-50 (Reduction in Audit Fee)</u>	<u>\$ 15,481</u>	<u>(2% scenario)</u>
<u>150-61750-19 (Exec. Bonus Program)</u>	<u>\$ 25,000</u>	<u>(4.5% scenario)</u>
<u>150-61750-59 (Animal Control)</u>	<u>\$ 54,000</u>	<u>(4.5% scenario)</u>
<u>150-61710-50 (Peninsula TV)</u>	<u>\$ 2,900</u>	
<u>150-61710-58 (LAFCO)</u>	<u>\$ 1,200</u>	
<u>150-61710-58 (Property Tax Admin)</u>	<u>\$ 14,000</u>	
<u>150-61710-50 (Sales Tax Audit Fee)</u>	<u>\$ 28,000</u>	

Amount of Reduction: \$140,581

by June 30, 2004

Description of Proposal

New audit contract derived from request for proposal process has resulted in lower audit fees.

Freeze executive bonus program.

Current estimate for FY03/04 animal control received from the County is less than what was anticipated when the budget was prepared in March 2002.

Estimates have been revised for LAFCO, animal control, and Peninsula TV along with anticipated decrease in County property tax administration fee.

Reduction in sales tax audit program, with corresponding decrease in revenues.

Service Level Impact – What specifically will happen or not happen if this reduction is made?

Reduction in sales tax audit may impact ability to capture non-reported or misreported sales tax generators.

How does this reduction affect the City Council's goals and priorities?

No Impact.

Will this proposed reduction impact mandated activities? If so, please describe consequences of not complying with mandate.

No.

BUDGET REDUCTION

Proposal Form for 2003/04

7.0% Scenario

Date: April 24, 2003

Department: Finance
Program: Financial Services

Reductions will occur in **Account Number**

Amount

<u>150-34825-00-1301 (Increased Revenues)</u>	<u>\$ 24,960</u>	<u>(2% scenario)</u>
<u>150-33601 (Reduce Debit Card Fees)</u>	<u>\$ 5,653</u>	<u>(4.5% scenario)</u>
<u>150-61430-01 (19) (Acct. Tech VTO)</u>	<u>\$ 11,766</u>	<u>(4.5% scenario)</u>
<u>150-61430-50 (Delete Cal Svcs. Tax ID Program)</u>	<u>\$ 2,000</u>	<u>(4.5% scenario)</u>
<u>150-61430-12 (Sr. Accountant Casual Hours)</u>	<u>\$ 7,183</u>	<u>(7% scenario)</u>
<u>150-61430-34 (Budget and CAFR printing)</u>	<u>\$ 6,000</u>	<u>(7% scenario)</u>
<u>150-61430-57 (Reduce Conference Budget)</u>	<u>\$ 1,000</u>	<u>(7% scenario)</u>
<u>150-61430-50 (Preparation of Controller & Str. Rep)</u>	<u>\$ 7,351</u>	<u>(7% scenario)</u>

Amount of Reduction: \$65,913

by June 30, 2004

Description of Proposal

Sell eight hours per week of senior accountant time to City of Half Moon Bay. Implementation of new debit card system, payroll accounting technician voluntary time off (VTO) of 20%. Delete Cal Services Tax ID program. Delete 63% senior accountant casual hours. Print budget and Comprehensive Annual Financial Report (CAFR) in-house. Reduce conference budget. Prepare state controller's and gas tax street report in-house (previously prepared by City's auditors).

Service Level Impact – What specifically will happen or not happen if this reduction is made?

Sale of senior accountant hours to City of Half Moon Bay will result in delayed responses to departments requesting information and less review of transactions before they are processed, resulting in poorer quality financial information being recorded and published. (Included in 2% and 4.5% scenarios)

Implementation of new debit card system to be administered by Financial Services staff requiring additional hours to coordinate, thereby impacting response time by administrative assistant. (Included in 4.5% scenario)

In addition to delayed responses to payroll questions and reduced quality control, VTO for the payroll accounting technician will result in a reduction in completion of special projects, possible delay in dismissal checks (if after 3:00), delay in Parks, Recreation and Community Services' deposit account reconciliation, delay in cross-training, delay in personnel action forms, salary changes, and retro pay processing. (Included in 4.5% scenario)

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. (Included in 4.5% scenario)

Deletion of senior accountant casual hours will result in us not being able to backfill the accounts payable clerk position while she is on extended leave due to her medical condition. This will result in the division being 1.4 FTE's understaffed (16% of staff) and will create significant problems.

Printing of budget and CAFR in-house may delay response by administrative assistant to other duties along with a reduction in the number of copies available to interested parties.

The proposed reduction in one-half of the conference budget will reduce the training opportunities provided by organizations such as California Society of Municipal Finance Officers and League of California Cities.

In-house preparation of the mandated state controller's and gas tax street reports will cause a delay in responding to City departments, completing special projects and other non-mandated activities.

How does this reduction affect the City Council's goals and priorities?

No effect.

Will this proposed reduction impact mandated activities? If so, please describe consequences of not complying with mandate.

As most of the Finance Department's responsibilities are mandated, these reductions may result in these responsibilities being performed less accurately.

BUDGET REDUCTION

Proposal Form for 2003/04

7.0% Scenario

Date: April 24, 2003

Department: Finance
Program: Information Technology (IT)

Reductions will occur in **Account Number**

Amount

<u>780-67110-15 (19) Data Budget</u>	<u>\$ 29,000</u>	<u>Included in 4.5% reduction</u>
<u>780-67110-40 Data Budget</u>	<u>\$ 7,000</u>	<u>Included in 4.5% reduction</u>
<u>780-67110-41 Data Budget</u>	<u>\$ 2,500</u>	<u>Included in 2% & 4.5% reduction</u>
<u>780-67110-50 Data Budget</u>	<u>\$ 8,000</u>	<u>Included in 2% & 4.5% reduction</u>
<u>780-67110-55 Data Budget</u>	<u>\$ 8,500</u>	<u>Included in 4.5% reduction</u>
<u>780-67110-57 Data Budget</u>	<u>\$ 1,500</u>	
<u>780-67110-95 Data Budget</u>	<u>\$ 1,348</u>	<u>Included in 4.5% reduction</u>
<u>780-67211-15 (19) Voice Budget</u>	<u>\$ 1,000</u>	
<u>780-67211-35 Voice Budget</u>	<u>\$ 36,459</u>	<u>Included in 2% & 4.5% reduction</u>
<u>780-67211-41 Voice Budget</u>	<u>\$ 2,000</u>	<u>Included in 4.5% reduction</u>
<u>780-67211-50 Voice Budget</u>	<u>\$ 2,000</u>	<u>Included in 2% & 4.5% reduction</u>
<u>780-67211-95 Voice Budget</u>	<u>\$ 3,000</u>	<u>Included in 4.5% reduction</u>

Amount of Reduction: \$102,307

by June 30, 2004

Description of Proposal

The following decreases will need to occur in the **data** budget to achieve the 7% reduction: 1) overtime 53% (\$29,000), 2) operating supplies and expenses 19% (\$7,000), 3) repair and maintenance supplies and expenses 9% (\$2,500), 4) professional services 32% (\$8,000), 5) training expenses 71% (\$8,500), 6) conferences 60% (\$1,500), and 7) furniture and equipment 100% (\$1,348).

The following cuts will need to occur in the **voice** budget to achieve the 7% reduction: 1) overtime 47% (\$1,000), 2) communication and supplies and service 23% (\$36,459), 3) repair and maintenance supplies and expenses 5% (\$2,000), 4) professional services 40% (\$2,000), and 5) furniture and equipment 100% (\$3,000).

Service Level Impact – What specifically will happen or not happen if this reduction is made?

Data Budget (67110):

- 1) A new IT overtime policy will be developed limiting overtime to mission critical applications only. Computer maintenance may occur during normal working hours or during lunch break instead of off-peak time; or, staff hours may need to be adjusted to accommodate the off-peak computer maintenance. More downtime for the users, less innovation, slower response time or no response to system problems (such as W-2 errors discovered this year), longer time required to implement memorandum of understanding changes. We may need to live with system and programming errors for longer period of time. Included in the 4.5% budget reduction proposal plus an additional reduction of approximately \$24,000.

- 2) The operating supplies and expenses will be reduced by limiting the purchasing of IT-related software, which will cause IT to use our labor less efficiently. Included in the 4.5% budget reduction proposal.
- 3) The repair and maintenance supplies and expenses object costs savings will occur by moving the financial system from the HP UNIX operating system to Microsoft Window 2000 operating system, which is the City's de facto standard. The result of the migration will eliminate the annual UNIX hardware maintenance support contract. Included in both the 2% and 4.5% budget reduction proposal.
- 4) IT division will be replacing the technical research firm of the Gartner Group with Public Technology, Incorporated (PTI). PTI is the research arm of International City Managers' Association (ICMA). The City participates in the ICMA annual performance measures. Included in both the 2% and 4.5% budget reduction proposal.
- 5) The division will reduce training by investing in a library of technical manuals that can be shared among the staff. Training will only be offered for mission critical applications. Reduction in the training will result in less innovation, and may impair our ability to maintain and troubleshoot system problems. Included in the 4.5% budget reduction proposal plus an additional reduction of approximately \$4,000.
- 6) The IT division will only attend bay area conferences; no overnight stays. The reduction in the conferences will result in less innovation.
- 7) Postpone the purchase of a new PC until funding can be restored. The staff will use older, slower equipment and in the event of a failure we will be forced to find money elsewhere (included in the 4.5% budget reduction proposal).

Voice Budget (67211):

- 1) A new IT overtime policy will be developed limiting overtime to mission critical applications only. Computer maintenance may occur during normal working hours or during lunch break instead of off peak time; or, staff hours may need to be adjusted to accommodate the off-peak computer maintenance. The reduction will cause more downtime for the users, less innovation and slower response time.
- 2) IT division has achieved the reduction in phone charges through many initiatives (removing modem lines, standardizing long-distance carriers, etc.). Also, IT is projecting additional savings from the new phone system. The new phone system will combine the voice and data communications over the RCN and/or City-owned fiber infrastructure, thus reducing the costs of data and voice communications. The new phone system will also introduce new features which will vastly improve the City's telecommunication. Included in both the 2% and 4.5% budget reduction proposal.
- 3) IT is projecting a cost savings with the implementation of the new phone system for the repair and maintenance supplies and expenses object. Included in the 4.5% budget reduction proposal.
- 4) IT division will be replacing the technical research firm of the Gartner Group with Public Technology, Incorporated (PTI). PTI is the research arm of International City Managers' Association (ICMA). The City participates in the ICMA annual performance measures. Included in the 4.5% budget reduction proposal.
- 5) The capital improvement program will supply the equipment needed for the new phone system for the FY03/04. The funding will need to be restored in the FY04/05 budget. Included in the 4.5% budget reduction proposal.

How does this reduction affect the City Council's goals and priorities?

We will operate less efficiently and very likely with system and programming errors remaining for longer durations of time.

Will this proposed reduction impact mandated activities? If so, please describe consequences of not complying with mandate.

If the overtime budget is reduced errors in mandated activities such as payroll and general accounting will take longer to be corrected if overtime is reduced. The City organization may need to live with

system and programming errors for longer duration of time. Implementing changes such as memorandum of understanding, user requests, projects, upgrade, equipment installation, etc. will take longer and IT will have less time to review our work product before it is delivered to the end-user. City department have not requested any reduction in service level.

BUDGET REDUCTION

Proposal Form for 2003/04

7.0% Scenario

Date: April 24, 2003

Department: Finance

Program: General Liability Risk Management

Reductions will occur in **Account Number**

Amount

741-39001 _____

\$ 43,365 _____

Amount of Reduction: \$43,365

by June 30, 2004

Description of Proposal

Reduce charges (Object 76) to general fund and general fund-supported departments by 7% in FY03/04.

Service Level Impact – What specifically will happen or not happen if this reduction is made?

None immediately. Eventually, if expenditures exceed self-insurance fund revenues, the reserve funding confidence level will decrease. The overwhelming majority of the expenditures in this program are driven by the City loss experience and costs of insurance premiums. Reducing the appropriations will not result in decreased expenditures. Expenditures are a function of the number and types of claims and lawsuits filed against the City. Presently, reserves are set at the 95% confidence level, which is fairly conservative. We are in the process of having a new actuarial study performed which may result in a change in the recommended level of our reserves.

How does this reduction affect the City Council's goals and priorities?

No effect.

Will this proposed reduction impact mandated activities? If so, please describe consequences of not complying with mandate.

No.

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BUDGET REDUCTION

Proposal Form for 2003/04

4.5% Scenario

Date: April 18, 2003

Department: Fire
Program: Operations

Reductions will occur in **Account Number**

Amount

1. 2% Reduction
2. 150-62220-01 & 15 Productive Work Time

\$ 246,766
\$ 302,260

Amount of Reduction: \$549,026

by June 30, 2004

Description of Proposal

1. Refer to the 2% reduction document.
2. Freeze three firefighter positions and implement a cap on daily overtime expenditures.

Service Level Impact – What specifically will happen or not happen if this reduction is made?

See attached budget reduction 2.0 and 4.5% proposals.

How does this reduction affect the City Council's goals and priorities?

During closure of an engine company, activities such as residential fire inspections, public education, and day-to-day dealing with the public will be compromised.

Will this proposed reduction impact mandated activities? If so, please describe consequences of not complying with mandate.

Response times to emergencies will increase, potentially not meeting the San Mateo County's mandate of "on scene" time of six minutes, 59 seconds causing greater fire losses and increasing the risk of injury and fatality. We may also incur fines for not meeting the County's response time mandate.

**Redwood City Fire Department
Budget Reduction Proposal
FY 2003/04
4.5% Scenario**

Service Level Impact

1. Refer to the budget reduction 2.0% proposal.
2. Reduce available staffing by one firefighter per shift. Maximum staffing on fire truck 9 will drop from five personnel to four. Vacancy relief without utilizing overtime will be eliminated. Overtime spending will accelerate because of the three frozen firefighter positions.

Capping overtime at three positions per day insures the Fire Department will remain within the overtime budget for the fiscal year. 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 medical emergencies which represent approximately 70% of all emergency responses.

The Fire Department Staff will closely monitor the Overtime Budget in an effort to minimize the number of times an Engine Company will need to be placed out-of-service. We anticipate that an engine company will be out of service approximately 60 days during the fiscal year.

One engine company out-of-service will cause unknown delays in responses to some areas of the city depending on the location of the responding unit. An out-of-service engine company could also cause a delay in getting the appropriate number of firefighters to the scene of a structure fire. An out-of-service company may affect automatic aid agreements, and may cause neighboring fire jurisdictions to respond into Redwood City leaving their jurisdictions uncovered. This situation will be compounded if other jurisdictions place engine companies out-of-service due to fiscal constraints and Redwood City must respond to other jurisdictions on a more frequent basis.

**Redwood City Fire Department
Budget Reduction Proposal
FY 2003/04
2.0% Scenario**

Service Level Impact

1. Administration-Overtime: There will be no work performed outside normal working hours. Incomplete urgent administrative support work will be postponed to the following work day.
2. Administration-Transportation: Out-of-town travel and associated expenses for meetings, conferences, and training for administrative staff will be reduced by half, resulting in less attendance to out-of-town conferences and seminars.
3. Administration-Operating Supplies and Expenses: Petty cash expenses, supplies for subscriptions, employee recognition, promotions, kitchen and conference room supplies, and various day-to-day expenses for the department will be reduced or eliminated.
4. Administration-Professional Services: New software upgrades and associated professional work will be limited to emergency needs only. Outside consultant assistance for the SunPro program will be limited to problems outside the capabilities of Fire and Information Technology (IT) personnel. Funds budgeted for recruitment will be reduced.
5. Administration-Training: All outside training for the administrative support staff, administrative chief and fire chief will be eliminated. Professional job skill enhancement will have to be done "in-house" or not done at all, for this fiscal year.
6. Administration-Conferences: There will be no attendance to conferences, such as The Western Fire Chiefs' Conference, International Fire Chief's Conference, League of California Cities, or the Uniform Code conferences. The benefits of information and knowledge obtained from such conferences will be postponed.
7. Administration-Non Capital Assets: Replacement of older department computers in all fire stations will be extended. There will be approximately one-third less computers replaced in FY03/04. Older computers will require more IT support and potentially more downtime.
8. Operations-Operating Supplies and Expenses: Life span of personal protective equipment will need to be extended. This includes structure fire protective clothing, wild land fire protective clothing, and safety boots. In addition, there will be a reduction in hazardous material absorbent and firefighting foam. On hand supply of foam and absorbent will be reduced.
9. Operations-Repairs and Maintenance: Maintenance of Hurst tools (jaws of life), nozzles and fittings, ladders, water rescue, and headsets will be impacted. If equipment does not sustain damage beyond normal wear and tear, the proposed reduction impact should be minor.

10. Operations-Small Tools: Chain saws maintenance will be delayed. Replacement of small rescue tools may not occur.
11. Operations-Professional Services: Various accounts within the professional services budget will be reduced, specifically "net 6" radio maintenance, radio repair and maintenance, and mapping service.
12. Operations-Fitness Equipment Replacement: Existing fitness equipment due for replacement will continue to remain in service.
13. Operations-Apparatus Mobile Laptops: Upgrades and new installation will be postponed. Reserve apparatus will not be equipped with mobile laptops.
14. Prevention-Contract Fire Plan Checker: The position of half-time fire plan checker will be eliminated. Turnaround time for fire safety plans review will increase significantly, at a time when quicker turnaround time is demanded by our customers. In-house plans review will reduce time available for field inspection.
15. Prevention-Operating Supplies and Expenses: A 15% cut in this account would mean that the supply of fire prevention materials and literature available for public education will be reduced.
16. Prevention-Professional Services: The reduction of \$10,000 from professional services coupled with the elimination of the contract fire plan checker position will compound the potential delays in the fire and life safety plan review process. We anticipate the time to complete this process will double. Customers may be required to pay for professional services if they want to expedite the plan check process. In particular, the impact will be felt in large projects such as the Marina Shores Village, cinema project, and Abbott Labs to mention a few. These and similar projects require lengthy and thorough review. Smaller projects that require quick turnaround will also be affected. Field inspections time will also be a casualty to more office plan review time and more office customer contact time.
17. Prevention-Training: Some training could be done in-house, but technical and professional enhancement in areas such as plan review, investigation, code interpretation, and inspection techniques will have to be postponed for this fiscal year.
18. Prevention-Membership and Meetings: Membership to local and national organizations will be limited to a select few. Benefits of knowledge and information through membership will have to be placed on hold.
19. Prevention-Conferences: Eliminating all funds for periodic and annual conferences will have an effect on professional growth and enrichment of fire prevention staff.
20. Training-Overtime: No training will be delivered outside normal working hours.
21. Training-Professional Services: The training division will use other sources for the live fire training program for which this account was set up.

22. Training-Training Expenses: The training division will deny 25% of the requests for outside schooling received during the fiscal year. The reduction will impact officer development classes.
23. Training-Conferences: The training officer will not attend the State Fire Conference this fiscal year.
24. Emergency Medical Services-Overtime: An on-duty paramedic training program will need to be developed. This will impact existing fire department training programs already in place. Fire companies will increase their out-of-service time for medical training.
25. Emergency Medical Services-Operating Supplies and Expenses: Supplies of basic and advance life support equipment will be reduced. A large scale medical emergency would deplete available medical supplies.
26. Emergency Operations Center-Professional Services: Service of independent contract will be reduced and may not be available during emergency. Some of the updated and administrative support for Emergency Operations Center may be eliminated.
27. Emergency Operations Center-Training: Required training will need to be provided by Fire Department personnel while on duty. This may impact the scope and complexity of training. Outside specialized training in the areas of disaster preparedness will be eliminated.

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BUDGET REDUCTION

Proposal Form for 2003/04

7.0% Scenario

Date: 4-25-03

Department: Human Resources
Program: Human Resources

Reductions will occur in **Account Number**

Amount

a) 150-61610-01 (19)	\$ 24,000	(2% scenario)
b) 150-61610-33	\$ 5,000	(2% scenario)
c) 150-61610-35	\$ 240	
d) 150-61610-40	\$ 9,690	
e) 150-61610-42	\$ 1,000	
f) 150-61610-46	\$ 1,000	
g) 150-61610-50	\$ 19,500	
h) 150-61610-55	\$ 9,980	
i) 150-61610-56	\$ 200	
j) 150-61610-57	\$ 1,800	
k) 150-61610-59	\$ 5,500	

Amount of Reduction: \$77,910.00

by June 30, 2004

Description of Proposal

- a) Reduction of employee development manager position to 75% of a full-time equivalent (FTE).
- b) Reduction in advertisement budget due to anticipated reduction in number of recruitments.
- c) Reduction in service contract for human resources director communication devices.
- d) Reduction in operating budget in recruitment related supplies.
- e) Reduction in minor equipment budget.
- f) Reduction in professional publications.
- g) Reduction in professional services in recruitment-related services
- h) Reduction in employee development budget.
- i) Reduction in membership in San Mateo County Human Resources Association.
- j) Reduction in participation in diversity conference and League of California Cities conference.
- k) Reduction in miscellaneous services budget by eliminating two new employee events.

Service Level Impact – What specifically will happen or not happen if this reduction is made?

- a) The employee development manager is currently involved in a variety of clerical support tasks for programs. Lower level clerical staff will now be utilized for this purpose ensuring there is same level of professional work.
- b) While recruitments are still anticipated the overall number is expected to decrease. The proposed dollar reduction will not adversely impact our ability to effectively advertise.
- c) No service level impact.

- D While the numbers of recruitments are anticipated to decrease overall we are anticipating an increase in retirements in some key positions. Decreasing our operating budget will have an adverse impact on the type of recruitment process we offer.
- e) A reduction in our minor equipment budget will have an impact in our ability to replace minor equipment such as a fax machine or small printer thereby reducing the quality of service we provide should malfunctions occur with these machines.
- f) A reduction in professional publications will impact the resources available to Human Resources staff. On-line resources may be an alternative.
- g) While the numbers of recruitments are anticipated to decrease overall, we are anticipating an increase in retirements in some key positions. Decreasing our professional services budget will have an adverse impact on the type of recruitment process we offer.
- h) A reduction in employee development budget will impact the programs that Human Resources offers employees. With anticipated retirements in the next year, preparing our workforce to move into those key positions will be critical. The department will prioritize training, but our overall number and types of training will decrease.
- i) This reduction in membership budget will eliminate the participation of Human Resources staff in the San Mateo County Human Resources Association. The ability to network among our peers and share valuable information will be impacted
- j) Participation in Diversity Conference and League of California Cities Conference will be eliminated. Valuable resources and information will be lost.
- k) The reduction in our miscellaneous services budget will mean the elimination of two new employee events. With the possibility of layoffs and the impact on remaining employees, it will be critical to keep morale up and exhibit appreciation for our employees. The current level of events will not change.

How does this reduction affect the City Council's goals and priorities?

N/A

Will this proposed reduction impact mandated activities? If so, please describe consequences of not complying with mandate.

At this time, we do not foresee any impact on mandated activities. Should legislation change for any of our programs (such as requirements for drug/alcohol testing), we may need to review the budget implications.

BUDGET REDUCTION

Proposal Form for 2003/04

7.0% Scenario

Date: April 25, 2003

Department: Library (154)

Reductions will occur in Account Number	Amount
<u>66251 – Administrative Services</u>	<u>\$ 21,817 (3.95% of budget)</u>
<u>66252 – Resource Development Services</u>	<u>\$ 8,670 (4.63% of budget)</u>
<u>66261 – Circulation and Collection Development</u>	<u>\$ 41,492 (3.68% of budget)</u>
<u>66262 – Collection Access & Processing Services</u>	<u>\$ 67,965 (10.42% of budget)t</u>
<u>66271 – Electronic Services</u>	<u>\$ 49,094 (8.28% of budget)</u>
<u>66272 – Information Services</u>	<u>\$ 88,175 (8.28% of budget)</u>
<u>66281 – Literacy Services (Project READ)</u>	<u>\$ 7,895 (1.82% of budget)</u>
<u>66282 – Youth Services</u>	<u>\$ 20,059 (3.91% of budget)</u>
<u>66290 – Community Libraries</u>	<u>\$ 84,760 (11.03% of budget)t</u>

Amount of Reduction: \$ 394,927

by June 30, 2004

Description of Proposal

All units will take reductions in staff costs, operating supplies, and equipment and maintenance.

Service Level Impact – What specifically will happen or not happen if this reduction is made?

We tried to minimize direct impact on Literacy and Youth Services and the materials (books) budget. However, the 7% (73.35% in employees costs) will eliminate all our flexibility in staffing Main, Schaberg, and Fair Oaks Library, a total of 162 hours. There are five service desks at the Main Library that need to be staffed for customer service and safety reasons seven days a week, including evenings. Implementing the 7% reduction is likely to lead to reduced library hours due to illnesses, emergencies, and vacations. Outreach and special programs will be decreased because our first priority will be to keep all our facilities open and staffed in a safe and responsive manner.

How does this reduction affect the City Council's goals and priorities?

Council's priorities in youth and education will be directly affected because we will not be able to carry out the same programs in Project READ and Youth Services will not be able to make the same number of school visits.

Will this proposed reduction impact mandated activities? If so, please describe consequences of not complying with mandate.

No.

BUDGET REDUCTION

Proposal Form for 2003/04

7.0% Scenario

Date: April 25, 2003

Department: Library (154)
Program: Administrative Services

Reductions will occur in **Account Number**

Amount

154-66251-01 (19)	\$ 12,457
154-66251-40	\$ 6,160
154-66251-41	\$ 1,000
154-66251-42	\$ 500
154-66251-56	\$ 500
154-66251-96	\$ 1,200

Amount of Reduction: \$ 21,817

by June 30, 2004

Description of Proposal

The library director will retire as of July 30, 2003. Having an interim director for five months will decrease the regular salaries by \$12,457. A reduction of \$6,160 from the operating supplies budget will be achieved by canceling all nonessential service contracts (such as bottled water service and maintenance on the fax machine), reducing the quantity and quality all office supplies, and reducing the level and frequency of staff recognition and development events. The unit will also delay or postpone its frequency in recovering chairs for the public use and in sending mailings out to the public, and the library will reduce the number of professional organizations that we belong to. Not replacing the director's personal computer will result in one-time savings of \$1,200.

Service Level Impact – What specifically will happen or not happen if this reduction is made?

We may not be able to respond as well for requested services. Staff morale may suffer from lack of tangible recognition and development opportunities. Essential equipment, such as printers and phones, may not function as efficiently and/or breakdown and require potentially expensive repairs or replacements. Overall aesthetics of the library will suffer as replacements of such things as seating and signage will be postponed or canceled. The public may be less informed of library events and services with the reduction in mailings.

How does this reduction affect the City Council's goals and priorities?

There will be an indirect effect as coordination of programs that directly affect the priorities of Youth and Education will be impacted.

Will this proposed reduction impact mandated activities? If so, please describe consequences of not complying with mandate.

No.

BUDGET REDUCTION

Proposal Form for 2003/04

7.0% Scenario

Date: April 25, 2003

Department: Library (154)
Program: Resource Development Services

Reductions will occur in **Account Number**

Amount

154-66252-12 (19)
154-66252-40
154-66252-42

\$ 7,361
\$ 1,009
\$ 300

Amount of Reduction: \$ 8,670

by June 30, 2004

Description of Proposal

Casual labor will be reduced from \$9,404 to \$2,043. Supplies will be reduced from \$3,605 to \$2,596, and small equipment will be reduced by \$300.

Service Level Impact – What specifically will happen or not happen if this reduction is made?

Eliminate all library tapes for the visually impaired, including ones produced by the library. Stop telenews service (tape recording of local news for the visually disabled), which currently averages use by only three customers per week. Publish fewer library documents (calendars, annual report, etc.); scale back on volunteer recognition event and library giveaways.

How does this reduction affect the City Council's goals and priorities?

No.

Will this proposed reduction impact mandated activities? If so, please describe consequences of not complying with mandate.

No.

BUDGET REDUCTION

Proposal Form for 2003/04

7.0% Scenario

Date: April 25, 2003

Department: Library (154)
Program: Circulation and Collection
Development Services

Reductions will occur in **Account Number**

Amount

154-66261-12 (19)
154-66261-40
154-66261-41
154-66261-56

\$ 38,500
\$ 1,792
\$ 1,000
\$ 200

Amount of Reduction: \$ 41,492

by June 30, 2004

Description of Proposal

Circulation and Collection Development Services will reduce the amount of the budget for casual labor from \$267,542 to \$229,042. Supplies will be reduced from \$6,400 to \$4,608, repair and maintenance by \$1,000, and the budget for memberships and meetings by \$200.

Service Level Impact – What specifically will happen or not happen if this reduction is made?

There will be longer lines for checking out material at the circulation desk. Telephones may go unanswered or people will have to be transferred to voicemail for call back later. It will take longer for returned materials to get back on the shelves, making it harder for people to find the books they are looking for. It will take longer for returned items to be checked in and cleared from a customer's account. There will be delays or cancellations of new initiatives, e.g. a library card registration drive; creating a new self-service system where customers may pickup and check out their own holds and other library materials. Cuts in the supply, repair, and maintenance budget will result in fewer copies of flyers being available for patrons to take home, as well as delays in getting broken-down equipment repaired or replaced. Cuts in the training budget will impact the efficiency and customer service skills of staff.

How does this reduction affect the City Council's goals and priorities?

Students looking for material for school assignments will find it harder to find what they are looking for.

Will this proposed reduction impact mandated activities? If so, please describe consequences of not complying with mandate.

No.

BUDGET REDUCTION

Proposal Form for 2003/04

7.0% Scenario

Date: April 25, 2003

Department: Library (154)
Program: Collection Access and Processing Services

Reductions will occur in Account Number
<u>154-66262-12 (19)</u>
<u>154-66262-40</u>
<u>154-66262-41</u>
<u>154-66262-56</u>
<u>154-66262-42</u>

Amount
<u>\$ 55,301</u>
<u>\$ 8,564</u>
<u>\$ 2,000</u>
<u>\$ 100</u>
<u>\$ 2,000</u>

Amount of Reduction: \$ 67,965

by June 30, 2004

Description of Proposal

Collection Access and Processing Services will reduce the amount of the budget for casual labor from \$65,355 to \$10,054. Small tools and small equipment will be reduced by \$2,000.

Service Level Impact – What specifically will happen or not happen if this reduction is made?

There will be slower processing of new books, CDs, DVDs, and other materials for library customers. There will also be delays in cataloging of these new materials, which will mean that some materials will not be able to be found in our database in a timely manner. Cuts in the supply, repair and maintenance and small tools budgets will mean using lesser quality materials in preparing our books for checkout, resulting in shabbier looking books and reducing the overall "life" of the materials before they need to be replaced. There will also be delays in getting broken-down equipment repaired or replaced. Cuts in the training budget will impact the efficiency and skills of staff.

How does this reduction affect the City Council's goals and priorities?

Processing of materials will be re-prioritized so that materials for youths will be given first priority. Other materials will be processed at a slower rate.

Will this proposed reduction impact mandated activities? If so, please describe consequences of not complying with mandate.

No.

BUDGET REDUCTION

Proposal Form for 2003/04

7.0% Scenario

Date: April 25, 2003

Department: Library (154)
Program: Electronic Services

Reductions will occur in **Account Number**

Amount

154-66271-12 (19)	\$ 19,577
154-66271-40	\$ 10,697
154-66271-42	\$ 3,000
154-66271-56	\$ 125
154-66271-57	\$ 1,295
154-66271-96	\$ 14,400

Amount of Reduction: \$ 49,094

by June 30, 2004

Description of Proposal

Electronic Services will reduce the amount of the budget for casual labor from \$32,508 to \$12,931. The supplies and services budget will be reduced from \$182,508 to \$172,053. Small tools and equipment will be reduced by \$3,000, and the budget for memberships and conference attendance will be zero-ed out.

Service Level Impact – What specifically will happen or not happen if this reduction is made?

Filling requests of Redwood City customers for materials from other libraries will take longer. Delays in repairing/replacing library personal computers will mean less availability of personal computers for public use, including in the teen homework center. Further delays in repair and maintenance of personal computers will occur as a result of cuts in the small tools and equipment budget. Cuts in memberships and meetings will impact the ability of the library to stay on top of technology trends and best practices.

How does this reduction affect the City Council's goals and priorities?

Delays in repair or replacement of personal computers will affect ability of students to do research and type up their homework assignments.

Will this proposed reduction impact mandated activities? If so, please describe consequences of not complying with mandate.

No.

BUDGET REDUCTION

Proposal Form for 2003/04

7.0% Scenario

Date: April 25, 2003

Department: Library (154)
Program: Electronic Services

Reductions will occur in **Account Number**

Amount

154-66272-01
154-66272-40
154-66272-42
154-66272-96

\$ 79,780
\$ 2,695
\$ 1,000
\$ 4,700

Amount of Reduction: \$ 88,175

by June 30, 2004

Description of Proposal

Freeze the vacant position of specialist librarian, reducing the overall regular employee costs by \$79,780. Reduce the supplies budget \$9,625 to \$6,930 and reduce the budget for small tools and equipment by \$1,000. Reduce noncapitalizable budget \$4,700 by not replacing barcode scanners or old notebook PC.

Service Level Impact – What specifically will happen or not happen if this reduction is made?

There will be delays in responding to reference questions. Telephones may go unanswered or people will have to be transferred to voicemail for call back later. We will need to cancel two out of three Internet classes for the public. The library will be unable to participate in region-wide initiatives such as the online, 24/7 reference help program, QandA Café. Cuts in supplies budget will mean less flyers and publicizing of library services and programs. Efficiency will be reduced if barcode scanners fail and are not replaced. Outreach efforts will be compromised if notebook personal computer should fail. Cuts in small tools and equipment will affect speed of replacement of printers, monitors, etc. when they break down.

How does this reduction affect the City Council's goals and priorities?

Cutbacks in Internet training classes will adversely affect council's education priority.

Will this proposed reduction impact mandated activities? If so, please describe consequences of not complying with mandate.

No.

BUDGET REDUCTION

Proposal Form for 2003/04

7.0% Scenario

Date: April 25, 2003

Department: Library (154)
Program: Literacy Services/
Project Read

Reductions will occur in **Account Number**

Amount

154-66281-15 (19) _____
154-66281-40 _____
154-66281-42 _____
154-66281-57 _____

\$ 5,535 _____
\$ 1,260 _____
\$ 200 _____
\$ 900 _____

Amount of Reduction: \$ 7,895

by June 30, 2004

Description of Proposal

Reduction of non-management overtime costs from \$10,528 to \$4,993; supplies by \$1,260; computer repair parts by \$200; and conference attendance by \$900.

Service Level Impact – What specifically will happen or not happen if this reduction is made?

\$5,535 reduction in overtime would eliminate new initiatives on our strategic plans such as ESL for both conversation and parent small groups. It will also reduce the number of volunteers, and result in holding storyhours at less convenient hours for learners. \$200 from repair and maintenance may delay the repair of "down" Macintosh computers; \$900 from conferences would reduce ability to track "best practices" and hamper grant "networking." Moreover, this overall reduction may affect our ability to compete for grant dollars because they are awarded on a matching basis.

How does this reduction affect the City Council's goals and priorities?

It will have a direct adverse affect on council's priority on youth and education.

Will this proposed reduction impact mandated activities? If so, please describe consequences of not complying with mandate.

No.

BUDGET REDUCTION

Proposal Form for 2003/04

7.0% Scenario

Date: April 25, 2003

Department: Library (154)
Program: Youth Services

Reductions will occur in **Account Number**

Amount

154-66282-01 (19)	\$ 2,310
154-66282-12 (19)	\$ 13,448
154-66282-40	\$ 2,660
154-66282-42	\$ 250
154-66282-56	\$ 191
154-66282-95	\$ 5,000
154-66282-96	\$ 1,200

Amount of Reduction: \$ 25,059

by June 30, 2004

Description of Proposal

Reduction of casual labor budget from \$48,532 to \$35,084. Reduction in capital expenditures by not replacing table public personal computers are on and not replacing young adult librarians' personal computers. Reduction of the supplies budget from \$9,500 to \$6,840. Small tools and equipment budget will be reduced by \$250, and the budget for memberships and meetings will be reduced by \$191.

Service Level Impact – What specifically will happen or not happen if this reduction is made?

There will be a reduction of outreach to schools, as regular staff will be spending additional time covering the desk at the library. Four additional hours each week now used for outreach to teens may be cut. Aesthetics of library will suffer from table not being replaced with one designed to hold personal computers. Cutting the supplies budget will result in fewer publicity flyers promoting children's programs at the library.

How does this reduction affect the City Council's goals and priorities?

It would have a direct adverse affect on Council's priority on youth and education, as a decrease in classroom visits leads to a decrease of visits by students to the library, and a corresponding decrease in the student's ability to effectively perform research in support of their assignments.

Will this proposed reduction impact mandated activities? If so, please describe consequences of not complying with mandate.

No.

BUDGET REDUCTION

Proposal Form for 2003/04

7.0% Scenario

Date: April 25, 2003

Department: Library (154)
Program: Community Libraries

Reductions will occur in **Account Number**

Amount

154-66290-12 (19)	\$ 57,150
154-66290-40	\$ 3,360
154-66290-42	\$ 750
154-66290-95	\$ 5,000
154-66290-96	\$ 18,500

Amount of Reduction: \$ 84,760

by June 30, 2004

Description of Proposal

The Schaberg Community Library will be closed for remodeling for at least four months starting in July. During that time no casual labor will be used at the Schaberg Library, and regular staff from Schaberg will be working at the Fair Oaks Community Library, resulting in a savings of casual labor there as well. The savings will allow a reduction in the casual budget from \$133,944 to \$76,794 (a 37% reduction in that budget). This is one-time reduction, the savings from which the Library will need to find from other sources in future budget reductions. There will also be a zeroing out of the capital, resulting in a savings of \$23,500 during this fiscal year. A further reduction of \$1,572 will be taken from the casual budget on an ongoing basis. The supplies budget will be reduced from \$12,000 to \$8,640, and the budget for small tools and equipment will be reduced by \$750.

Service Level Impact – What specifically will happen or not happen if this reduction is made?

The people using the Schaberg Community Library will be inconvenienced by the closure of the library during the remodeling, but according to Engineering staff, it will be impossible to keep the library open during the remodeling. The additional reduction in casual labor will mean a decrease in outreach efforts to the community, as library staff will be spending more time working on the desk in the library. The decrease in the supply budget will mean the printing and distribution of fewer flyers, again decreasing the effectiveness of our outreach efforts to the community.

How does this reduction affect the City Council's goals and priorities?

A decrease in outreach efforts may result in less children visiting the library.

Will this proposed reduction impact mandated activities? If so, please describe consequences of not complying with mandate.

No.

BUDGET REDUCTION

Proposal Form for 2003/04

7.0% Scenario

Date: 4/27/03

Department: Parks, Recreation and Community Services
Program: Various

Reductions will occur in **Account Number**

Administration

Parks and Facilities

Recreation and Community Services

See Attached Account Detail

Amount

\$ 59,500

\$ 367,450

\$ 424,050

Amount of Reduction: \$851,000

by June 30, 2004

Description of Proposal

A 2% reduction eliminates two child care leader positions to align current and expected income with expenditures in the program (-94,276), defers the hiring of a landscape gardener vacancy caused by retirement (-52,721); reduces casual labor costs throughout the department (-47,988), and takes advantage of energy savings at Sandpiper and Veterans Memorial Senior Center (-34,500); while accounting for a .30 FTE increase in facility leader time at the Veterans Memorial Senior Center and increases in supply expenses in Building Maintenance. Considers unanticipated revenue from Garfield school field, Fair Oaks interest and redemption from the Community Development Block Grant, and a private donation to Fair Oaks Community Center (+54,175).

At 4%, in addition to the above, the department will defer the hiring of a landscape gardener, hold open a building maintenance worker vacancy created by a retirement, shift a portion of the costs for the contract employee painter to the capital improvement program (-37,762) and reduce one day/week of clerical support at Sandpiper Community Center through voluntary time off. Eliminates non-summer pool programs (-40,000), the carpet steam cleaning contract (-20,659) for custodial services, and makes other reductions in supplies and capital expenditures.

At 7%, the Human Services Financial Assistance program and the Civic Cultural Commission grant programs are each reduced by 7% from FY02/03 levels. The administrative clerk III position at Fair Oaks Community Center is frozen (-56,808), casual support hours for administration is reduced to 12 hours/week; and significant reductions are made in all supplies, professional services, and capital expenses.

Service Level Impact – What specifically will happen or not happen if this reduction is made?

At 2%, the maximum capacity for the Kids Klub After School licensed child care program will be reduced from 60 to 30 children and the Summer Make a Circus event is eliminated along with corresponding casual employee and operating costs. The deferred hiring of a landscape gardener and casual hours equates to approximately a 4% reduction in total staffing for landscape maintenance.

At 4.5%, there will be a shift of work from touch up painting where needed citywide to larger projects only. The overall square footage maintained by each building maintenance worker will increase as will the response time for non-emergency repairs. Both Herkner and Hoover Pools will open only during the summer months. In-house custodial crew rather than an outside contractor will handle the steam

cleaning of carpets in facilities. At 7%, less will be available to non-profit agencies and to cultural arts organizations, reducing by 50% the total administrative support in the human services unit.

How does this reduction affect the City Council’s goals and priorities?

This reduction will reduce the total amount of after school child care available to City residents and have an impact on our ability to maintain the current aesthetics level of landscaped areas and facilities. The Civic Cultural Commission will be less able to provide funding in support of local arts groups or their own programs and local non-profit organizations will be impacted.

Will this proposed reduction impact mandated activities? If so, please describe consequences of not complying with mandate.

No.

PRCS 7% REDUCTIONS

Fund	Program	Obj	Description	Admin	P&F	R&C	Amount
150	64211	1	Freeze Admin. Clerk III at FOCC			-63,795	-63,795
150	64211	19				6,987	6,987
150	64213	50	HSFA Cuts			-22,820	-22,820
150	66110	12	Reduces casual labor support	-32,400			-32,400
150	66110	55	Reduces training expenses	-2,200			-2,200
150	66110	56	Reduces Meeting cost	-3,600			-3,600
150	66110	57	Reduces conference expenses	-6,500			-6,500
150	66110	95	Reduces capital expenditures	-4,000			-4,000
150	66110	96	Reduces capital expenses	-6,000			-6,000
150	66111	50	Reduces CCC budget by 6%	-4,800			-4,800
150	66121	12	Reduces casual support		-56,994		-56,994
150	66121	40	Reduces operating expenses		-15,505		-15,505
150	66121	41	Reduces repair expenses		-2,600		-2,600
150	66121	42	Increases small tools		3,117		3,117
150	66121	55	Reduces training expenses		-1,500		-1,500
150	66121	72	Eliminates services to small machines		-9,352		-9,352
150	66121	95	Defers purchase of new pickup		-24,000		-24,000
150	66122	1 & (19)	Defers hire of (3) Landscape Gardener Vacancies caused by retirements		-95,947		-95,947
150	66122	15	Reduces overtime		-2,057		-2,057
150	66122	31	Increase water costs to actual		23,206		23,206
150	66122	42	Increase for small tools		4,739		4,739
150	66122	55	Reduces training		-600		-600
150	66122	72	Eliminates service for small tools		-13,594		-13,594
140	66133	12	Eliminates casual support			-22,000	-22,000
150	66133	12	Reduces casual support for school age special events			-14,000	-14,000
140	66133	40	Reduces Supplies			-5,500	-5,500
150	66133	50	Eliminates Make a Circus			-6,000	-6,000
140	66134	1 & (19)	Eliminates two child care leader positions			-94,276	-94,276
140	66134	12	Reduces casual hours for Kids Klub			-15,000	-15,000
140	66134	13 & (19)	Eliminates contract employee costs			-14,040	-14,040
140	66134	50	Reduces trip expenses			-6,000	-6,000
150	66142	12	Reduces casual attendant hours at Red Morton			-8,000	-8,000
150	66143	12	Reduces casual attendant hours at CAB			-8,000	-8,000
150	66144	12	No off season pool programs			-3,000	-3,000
150	66144	30	No off season pool programs			-40,000	-40,000
150	66144	50	In-house training only			-2,500	-2,500
140	66146	40	Reduces supply expenses for girls softball			-4,000	-4,000
140	66146	50	No umpires for youngest ages			-2,000	-2,000
140	66147	12	Reduces field attendant support			-4,500	-4,500
140	66147	40	Reduces softball supplies			-5,000	-5,000
140	66147	50	Reduces umpire services			-5,000	-5,000
140	66147	50	Reduces umpire costs			-5,000	-5,000
150	66148	12	Reduces casual support for Middle School Sports			-13,500	-13,500
150	66162	1 & (19)	Voluntary time off, one day/week, Admin. Clerk III			-10,106	-10,106
150	66162	30	Reduces energy costs			-18,000	-18,000

140	66163	12	Reduces casual support for Youth Club	-3,500	-3,500
150	66162	50	Reduces expenses for trips	-5,000	-5,000
		1 &			
150	66171	(19)	Increases Facility Leader .30 to Full time	16,500	16,500
150	66171	30	Reduces energy costs	-5,000	-5,000
150	66171	95	Reduces capital expenditures	-7,000	-7,000
150	66171	96	Reduces capital expenses	-1,000	-1,000
150	66176	12	Reduces casual hours for Accessible Rec.	-3,000	-3,000
			Reduces casual hours for Accessible Rec.		
140	66178	12	Trips	-2,000	-2,000
		1 &			
780	67241	(19)	Defers rehire of custodian after expected retirement	-25,662	-25,662
780	67241	15	Reduces emergency response	-7,500	-7,500
780	67241	40	Reduces supplies	-28,588	-28,588
780	67241	40	Reduces supplies	-25,939	-25,939
780	67241	42	Reduces small tool expenses	-1,500	-1,500
780	67241	50	Eliminates outside contractor support	-7,500	-7,500
780	67241	55	Eliminates training	-1,000	-1,000
		1 &			
780	67242	(19)	Defers filling one Building Maintenance Position to 2/04	-61,138	-61,138
780	67242	13	Shifts costs to CIP Paint Program	-37,762	-37,762
780	67242	15	Reduces overtime	-5,000	-5,000
			Adds \$14,000 for Genset Maintenance and \$47,200 to align with actual expenditures		
780	67242	41	expenditures	53,801	53,801
780	67242	55	Reduces training	-3,400	-3,400
			New Revenue		
			Garfield School Field	-25,175	-25,175
			Fair Oaks Private Donation	-15,000	-15,000
			Fair Oaks - CDBG	-14,000	-14,000
				-	-
				-	-
				-59,500	367,450
				424,050	851,000

HSFA 2003-2004 Funding Recommendations

	Funds Allocated 2002/2003	Funds Requested 2003/2004	7% Reduction Level
HOMELESS/HOUSING			
Human Investment Project (HIP Housing) - Self Sufficiency Program	12,000	15,000	12,000
San Mateo County Interfaith Hospitality Network (IHN)	20,000	20,000	10,000
Service League of San Mateo County - Hope House	5,000	5,000	5,000
Homeless/Housing Sub-total	<u>37,000</u>	<u>40,000</u>	<u>27,000</u>
Percentage of total available funding	14%	9%	12%
EMERGENCY SERVICES			
Center for Domestic Violence Prevention	10,000	20,000	10,000
ELLIPSE Peninsula AIDS Services	4,000	20,000	8,000
Rape Trauma Services - Sexual Assault Services Program	10,000	20,000	10,000
The Salvation Army - Emergency Assistance	10,000	12,000	10,000
Service League of San Mateo County - Emergency Material Assistance	13,000	18,000	13,000
Youth and Family Assistance - Crisis Intervention	11,000	15,000	8,000
Emergency Services Sub-total	<u>58,000</u>	<u>105,000</u>	<u>59,000</u>
Percentage of total	22%	25%	25%
SUPPORTIVE SERVICES			
International Institute of San Francisco	17,000	30,000	13,000
Legal Aid Society of San Mateo County	20,000	20,000	10,000
Samaritan House - Redwood Free Clinic	10,000	20,000	13,000
Volunteer Center of San Mateo County		15,725	2,000
Supportive Services Sub-total	<u>47,000</u>	<u>85,725</u>	<u>38,000</u>
Percentage of total	18%	20%	17%
DISABLED			
Center for the Independence of the Disabled	8,000	8,000	7,000
Kainos Home and Training Center		12,000	10,000
Disabled Sub-total	<u>8,000</u>	<u>20,000</u>	<u>17,000</u>
Percentage of total	3%	5%	7%
SENIORS			
Casa de Redwood	7,500	7,500	6,500
Family Service Agency	10,000	20,000	10,000
Mills-Peninsula Senior Focus Volunteer Services	3,500	3,500	2,500
Peninsula Volunteers - Meals on Wheels		25,000	10,000
Seniors Sub-total	<u>21,000</u>	<u>56,000</u>	<u>29,000</u>
Percentage of total	8%	13%	12%

YOUTH

Big Brothers Big Sisters of the San Francisco and the Peninsula	4,000	6,000	2,000
Boys and Girls Club of the Peninsula	5,000		
Community Education Center	10,000	20,000	6,180
El Centro de Libertad	6,000	6,000	5,000
Family Connections	6,000	7,000	6,000
Friends for Youth	6,000	12,000	6,000
Teen Pregnancy Coalition	9,000	20,000	10,000
Peninsula Family YMCA - FOCYS Group Counseling	3,000		
YMCA of the Mid-Peninsula - Sequoia YMCA After School Childcare	15,000	25,000	15,000
Young Latino Leaders	13,000		
Youth and Family Assistance - Your House South	15,000	20,000	13,000
	<hr/>		
Youth Sub-total	92,000	116,000	63,180
Percentage of total	35%	27%	27%
Total Recommended	263,000	422,725	233,180

BUDGET REDUCTION

Proposal Form for 2003/04

4.5% Scenario

Date: 4/25/03

Department: Police
Program: Various

Reductions will occur in	Account Number(s)	Amount
1.	150.62131.01 Over-hire Positions	\$ 287,040 (2% scenario)
2.	150.62131.01 (19) Military Absences	\$ 99,000 (2% scenario)
3.	150.62131.15 (19) School Resource Officers	\$ 12,000 (2% scenario)
4.	150.62131.15 (19) GREAT Program	\$ 4,400 (2% scenario)
5.	150.62134.01 DARE Officer	\$ 115,269
6.	150.62131.15 (19) Patrol Overtime	\$ 12,000
7.	150.62131.16 (19) Patrol Holiday Overtime	\$ 210,000
8.	150.62113.55 Training	\$ 37,500
9.	150.62113.50 Recruiting	\$ 25,000
10.	150.62134.12 Crime Analyst/Bulletin	\$ 37,063
11.	150.62131.15 (19) Citizen Academy/Annual Report	\$ 25,000
12.	150.62112.12 Part-time Records Clerk	\$ 26,740
13.	150.62134.15 (19) Investigations Overtime	\$ 17,310

Amount of Reduction: \$908,322

by June 30, 2004

Description of Proposal

Freeze department over-hire positions; realize salary savings by not filling positions vacated by officers called to extended active military duty; elimination of the middle school resource officer and GREAT programs; elimination of the DARE program and reduction of the department's traffic unit by one motorcycle; reduction of patrol overtime associated with attendance and demonstrations at community events; reduce training and recruiting; eliminate crime analysis, bulletin, citizen academy and annual report; eliminate part-time records clerk; reduce patrol holiday overtime and reduce investigations overtime.

Service Level Impact – What specifically will happen or not happen if this reduction is made?

Please refer to attached document.

How does this reduction affect the City Council's goals and priorities?

N/A

Will this proposed reduction impact mandated activities? If so, please describe consequences of not complying with mandate.

The reduction will not affect mandated activities.

**Redwood City Police Department
Budget Reduction Proposal
FY 2003/04
4.5% Scenario**

Service Level Impact

1. Freeze of over-hire positions: Three over-hire positions were added in response to the staffing study in recognition of the length of time it takes to recruit and train an officer for solo duty. It takes approximately one year from the time of recruitment for an officer to work independently. The absence of these positions will be keenly felt in Patrol as normal attrition will create shortages that will likely require reassignment of officers in specialty positions to Patrol. Consequently, community policing, traffic or investigative functions will be reduced.
2. Vacancies resulting from military activation: Currently all four military reservists employed by the Police Department have been activated and are fulfilling their military obligation for an extended period of time. The department realizes some salary savings associated with these absences.
3. Middle school resource officers (SRO's): SRO's on the middle school campuses work with school officials to intervene in the lives of potentially troubled children. They also keep regular office hours so many routine matters are reported to them directly without the need to send a patrol officer. Elimination of the program will eliminate the intervention aspect of police/school relationship and contribute to more calls for service for patrol officers with middle schools on their beats.
4. Elimination of the GREAT program: The GREAT Program, a community outreach program to middle schools concerning the problems with gang association, was eliminated last fiscal year as a cost cutting move. That strategy continues.
5. Elimination of DARE program: This popular outreach program is taught to approximately 850 5th grade Redwood City school students each year. The program has been a popular one with the teachers and youth of Redwood City and thousands of children have graduated from the program. The DARE officer will be reassigned to fill an anticipated vacancy in the Patrol Division early in the fiscal year. The vacancy in Patrol will come as a result of the frozen over-hire positions and the extended military and medical absences.
6. Patrol overtime associated with community events: The department makes every effort to staff community events such as Public Safety Day, Easter activities, 'Tis the Season activities, as well as present different demonstrations with its Special Weapons and Tactics (SWAT) team and police dogs. Most of these events are accomplished on overtime. This reduction will mean the department will no longer participate in these community events if it would require overtime to do so.
7. Patrol holiday overtime: The department will operate with minimum patrol officers during holidays and encourage officers to take floating administrative holidays off. Other than the minimum patrol force, all other personnel will not work on holidays (except for the July 4th parade).
8. Training reduction: A significant amount of valued but non-mandated training will be cut. In most cases, training will be restricted to local venues or conducted "in-house" as virtually all training costs previously reimbursable by the State have been discontinued. The City receives

approximately \$50,000 in reimbursed training funds each year and these reimbursed funds have been eliminated from the State budget.

9. Recruiting: With the proposed number of frozen positions, recruiting efforts will be considerably downsized. Costs associated with screening job applicants will be reduced. Unfortunately, moving from the department's very successful (and highly emulated) model of continuous recruitment to a scaled back version will exacerbate the holes created by vacancies and increase the time it takes to fill them. It is unlikely the department will be able to operate at or near full strength as it has for the past several years.
10. Crime analyst/crime bulletin: The department's crime bulletin will no longer be published with, among other pertinent information, its lists of wanted persons and stolen vehicles and identification of crime trends. Each officer receives their own copy each week for reference sake. This cut will require a lay off of a part-time crime analyst.
11. Citizen academy/annual report: The citizen's police academy has exposed interested residents to the functions and workings of the Police Department. This popular course of instruction, along with the annual report, has served to inform the public and showcase the accomplishments of the department. Most of the instructors in the academy are paid overtime outside of their regular duties. Likewise, the committee that shepherds the annual report represents a cross section of the department with many varying schedules. Overtime accommodation is typically made to the members of this committee.
12. Part-time records clerk: The department uses this position to assist Records with data entry backlogs. Large volumes of paperwork are generated daily requiring large amounts of data entry time. The elimination of this position will most likely create a backlog of information to be entered into the department's records management system.
13. Investigations overtime: Currently, the Investigations unit will respond whenever requested by Patrol to assist with or take over major investigations—freeing patrol officers to return to their patrol duties. With a reduction in overtime, Investigations will be less free to respond to all requests with the result being a less timely investigation and a further decrease in availability time for patrol officers.

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BUDGET REDUCTION

Proposal Form for 2003/04

7.0% Scenario

Date: April 25, 2003
Revised May 19, 2003

Department: Public Works Services
Program: Various Subprograms

Reductions will occur in Account Number	Amount
<u>(A) 780-67222-01 & 15</u>	\$ -77,635
<u>(A) 780-67222-34</u>	\$ -300
<u>(A) 780-67222-40</u>	\$ -2,690
<u>(A) 780-67222-41</u>	\$ -500
<u>(A) 780-67222-55</u>	\$ -400
<u>(A) 780-67222-71</u>	\$ -886
<u>(A) 780-67222-77</u>	\$ -5,482
<u>(A) 780-67222-95</u>	\$ -1,650
Subtotal	\$ -89,543
<u>(B) 255-65131-01 & 19</u>	\$ -76,328
<u>(B) 261-65132-01 & 19</u>	\$ -75,628
Subtotal	\$ -151,956
<u>(C) 150-65135-50</u>	\$ -54,205
<u>(D) 261-65134-35</u>	\$ -2,254
<u>(E) 261-65133-01</u>	\$ -81,831
<u>(E) 261-65133-15</u>	\$ -1,446
<u>(E) 261-65133-35</u>	\$ -860
<u>(E) 261-65133-40</u>	\$ -260
<u>(E) 261-65133-42</u>	\$ -50
<u>(E) 261-65133-50 *</u>	\$ +36,360
<u>(E) 150-65133-72</u>	\$ -11,179
<u>(E) 150-65133-72</u>	\$ -21,570
Subtotal	\$ -80,836
<u>(F) 255-65131-41</u>	\$ -19,421
<u>(F) 261-65132-40</u>	\$ -4,813
<u>(F) 261-65132-55</u>	\$ -4,000
Subtotal	\$ -28,234
<u>(G) 150-65136-50</u>	\$ -4,627

Amount of Reduction: \$ 411,655

by June 30, 2004

* Retain for temp labor

Description of Proposal

- (A) Decentralize (close) warehouse services. Freeze one central store specialist position and eliminate all associated costs – continue mail services only (same as 2% & 4.5% reductions).
- (B) Freeze one vacant public works maintenance worker I/II position in the streets and parking lots maintenance section and freeze one vacant public works maintenance worker I/II position in the traffic operations section (same as 2% & 4.5% reductions).
- (C) Decrease the dollar value of the annual street tree maintenance contract by 17% (additional cut).
- (D) Transfer inspector communication supplies and services to the capital improvement program - tree preservation and sidewalk project (same as 4.5% reductions).
- (E) Freeze one position in the street cleaning section and reduce associated make up and overtime hours, supplies and services, and equipment costs. Transfer existing operator to right-of-way division, fill additional vacancy (additional cut).
- (F) Reduce various supplies associated with reduced staffing and less productive work (additional cut).
- (G) Reduce the quarterly cleaning of the downtown pavers by one cleaning – from four to three times per year (additional cut).

Service Level Impact – What specifically will happen or not happen if this reduction is made?

- (A) All City departments will have to purchase and stock their own materials and supplies.
- (B) 12.5% reduction in the street section's labor force and 33% reduction in traffic section's labor force – decrease leave time coverage and staffing flexibility. The freezing of the street section position will reduce street crack sealing by 10% and create delays in temporary sidewalk repairs by two to three days. The freezing of the traffic section position will reduce the amount of pavement legends and red curbs painted each year by 15%. Staff will replace missing or illegible street signs only, and eliminate preventative maintenance street sign program.
- (C) Fewer street trees (ranging from 140 to 280 trees) pruned during fiscal year. Delay response to pruning service requests. Over time, the condition of the urban forest will decline and may become an increasing liability.
- (D) Reduce the number of sidewalk repair sites by one or two.
- (E) Reduction in the level of street cleaning services from twice to once per month to the residential districts and once every other week for some commercial and industrial districts. Eliminate holiday make up schedule.
- (F) Eliminate street light pole painting. Reduce purchase of asphalt material (~4%). Staff will not replace aging trash receptacles that are still functional.
- (G) The appearance of downtown pavers will deteriorate.

How does this reduction affect the City Council's goals and priorities?

- (A) No effect.
- (B) Over time, the street conditions will deteriorate. For the short-term, there will be minimal affect on the goal of quality streets and clean parking lots.
- (C) Over time, reduced preventative maintenance of the urban forest will become a neighborhood concern and liability will increase. For the short-term, the condition of the trees will not be significantly impacted.
- (D) No effect.
- (E) No effect.
- (F) No effect.
- (G) Downtown paver sidewalks will not be as clean as they have been.

Will this proposed reduction impact mandated activities? If so, please describe consequences of not complying with mandate.

- (A)** No.
- (B)** No.
- (C)** No.
- (D)** No.
- (E)** No.
- (F)** No.
- (G)** No.

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CAPITAL IMPROVEMENT PROJECTS BY FUNDING SOURCE - 2003/04

	Original 2003/04	+/- 2003/04	Amended 2003/04
Gas Tax Construction Fund			
1. Pedestrian Crosswalk Warning Lights Program	15,000		15,000
2. Pedestrian Time-Display Signal Program	30,000	(30,000)	
3. Street Light Installation Program	110,000		110,000
5. Catch Basin/Grate Replacement Program	30,000		30,000
6. Thermoplastic Pavement Markings	65,000		65,000
7. Neighborhood Traffic Calming Program	25,000	(25,000)	
8. Traffic Cabinet/Controller Replacement Program	10,000		10,000
9. Underground Overhead Utilities Program	160,000		160,000
10. Jefferson/Broadway Signal Upgrade	175,000		175,000
11. Contingency (10%)	62,000	(5,500)	56,500
Total Gas Tax Construction Fund	682,000	(60,500)	621,500
Transportation Fund - Measure A			
1. Street Pavement Management Program	1,200,000	(100,000)	1,100,000
Total Transportation Fund	1,200,000	(100,000)	1,100,000
Capital Projects Fund			
On Going Programs			
1. City Parking Lots Resurfacing Program	115,000		115,000
2. Carpet Replacement Program	100,000	(100,000)	
3. Civic Facilities Painting Program	95,000	(25,000)	70,000
4. Roof and Heating Ventilation Air Conditioning Program	115,000	(115,000)	
5. Civic Facilities Miscellaneous Replacement Program	25,000		25,000
6. Information Technology Servers Replacement Program	85,000		85,000
7. Communication and Technology (ITSC) Program	100,000	(30,000)	70,000
8. Neighborhood Grants Program	15,000	(15,000)	
9. Parks Renovation Program	65,000	(65,000)	
10. Restroom Replacement Program	100,000	(100,000)	
11. Play Equipment Replacement Program	110,000	(110,000)	
12. Tree Planting Program (includes state grants)	10,000	40,000	50,000
13. Tree Preservation/Sidewalk Repair Program	950,000		950,000
14. Medians and Entries Improvement Program	100,000	(100,000)	
15. Islands and Medians Renovation Program	30,000		30,000
16. Civic Facilities Re-lamping Program (new)		35,000	35,000
17. Geographical Information System Development (new)		30,000	30,000
Buildings/Facilities/Systems			
1. Community Wellness and Swim Center	265,000	(265,000)	
2. Community Activities Building Renovation	150,000	70,000	220,000
3. Fire Station 12 Remodel	25,000		25,000
4. Schaberg Library Renovation/ Americans with Disabilities Act Improvements		157,000	157,000
5. City Hall Remodel-First Floor Efficiencies	200,000	(200,000)	
6. Automated External Defibrillators	25,000		25,000
7. Police & Fire Department Fuel Tanks Monitoring System		88,000	88,000
8. Countywide Radio/Microwave Project (15 yr)	30,000		30,000

CAPITAL IMPROVEMENT PROJECTS BY FUNDING SOURCE - 2003/04

	Original 2003/04	+/- 2003/04	Amended 2003/04
Capital Projects Fund (Continued)			
9. Information Technology Electronic Record System	375,000	(375,000)	
10. Information Technology Voice Over Internet Protocol		200,000	200,000
11. Hoover Pool Shower Room Termite Repairs (new)		20,000	20,000
12. Herkner Pool Deck and Bondbeam Renovation (new)		125,000	125,000
13. Fire Station 10 Emergency Generator Replacement (new)		75,000	75,000
14. Senior Center Veterans Gift Shop Renovation (new)		25,000	25,000
Parks/Facilities			
1. Irrigation System Automation Project	40,000		40,000
2. Red Morton Playground Renovation	60,000	(60,000)	
3. Red Morton Gardeners Shed Replacement (new)		150,000	150,000
4. Fire Station 10 Landscaping Renovation (new)		25,000	25,000
Storm Drainage System			
1. Shores Lagoon System Dredging Study	250,000	(250,000)	
2. Cordilleras Creek Bypass Project (partial)	40,000		40,000
3. Creeks-Lagoons Improvement Program	100,000	(50,000)	50,000
4. Collection System Upgrade Program	50,000		50,000
5. Pump Station Renovation/Upgrade Program	130,000		130,000
6. Pump Station Equipment Replacement Program	50,000		50,000
7. Storm Drainage Siphon Elimination Program (new)		500,000	500,000
	3,805,000	(320,000)	3,485,000
Other Appropriations			
1. Contingency (10%)	380,500	(32,000)	348,500
2. Project Staff and Administration	350,000	110,000	460,000
Total Capital Projects Fund	4,535,500	(242,000)	4,293,500
General Improvements District (GID) I-64			
Storm Drainage			
1. Dredger Channel Circulation System		(700,000)	(700,000)
2. Lagoon Intake Facility II Installation		250,000	250,000
3. Lagoon Circulation Enhancement		450,000	450,000
Levee System			
1. Predator Management/Environmental Compliance	60,000		60,000
Parks, Play Fields and Public Spaces			
1. Davit Lane Parcel		50,000	50,000
Buildings/General Administration			
1. City of Redwood City GID Administration	10,000	10,000	20,000
Total General Improvement District 1-64	70,000	60,000	130,000

CAPITAL IMPROVEMENT PROJECTS BY FUNDING SOURCE - 2003/04

	Original 2003/04	+/- 2003/04	Amended 2003/04
Water Fund			
System Replacement			
1. Water Pumps and Controls Replacement Program	50,000		50,000
2. Distribution System Replacement Program	1,710,000	(296,000)	1,414,000
3. Water System Facility Replacement	75,000	(30,000)	45,000
4. Cathodic Protection Program	100,000		100,000
System Upgrade Projects			
1. Lakeview Watertank Rehabilitation		100,000	100,000
2. System Security Improvements		50,000	50,000
3. Water System Seismic Update		100,000	100,000
Support Facilities/Equipment			
1. Geographical Information System/Computer Aided Design System Development (partial)	50,000	16,000	66,000
2. Water Blockbook Update	5,000	10,000	15,000
3. Water System Modeling	10,000	50,000	60,000
Special Policy/Regulatory/Demand Management Initiatives			
1. Recycled Water System Development	18,700,000	(16,700,000)	2,000,000
2. Water Conservation Program		1,400,000	1,400,000
3. System Storage Improvements (Tank)	3,350,000	(3,350,000)	
4. Distribution System Certification	100,000	(100,000)	
Total Water Fund	24,150,000	(18,750,000)	5,400,000
Sewer Fund			
Sanitary Sewer System Replacement			
1. Collection System Replacement Program	885,000	(70,000)	815,000
2. Pump Station and Control Replacement Program	50,000		50,000
Sanitary Sewer System Upgrade Projects			
1. Sewer Inflow and Infiltration Program	55,000		55,000
Support Facilities/Equipment			
1. Geographical Information System/Computer Aided Design System Development (partial)	10,000	(10,000)	
2. Sewer Geographical Information System Development/Update		65,000	65,000
3. Sewer Blockbook Update		15,000	15,000
Total Sewer Fund	1,000,000		1,000,000

CAPITAL IMPROVEMENT PROJECTS BY FUNDING SOURCE - 2003/04

	Original 2003/04	+/- 2003/04	Amended 2003/04
Grants and Assessment Districts			
RWS Community Facilities District 99-1			
1. Ralston Interchange		5,600,000	5,600,000
State Transportation Improvement Program			
1. Ralston Interchange		7,600,000	7,600,000
Contributions for Other Agencies			
1. Ralston Interchange (City of Belmont Contribution)		1,000,000	1,000,000
2. Ralston Interchange (Oracle Contribution)		3,900,000	3,900,000
Seaport Blvd.			
1. Infrastructure Replacement	15,424		15,424
Seaport Centre			
1. Infrastructure Replacement	192,681		192,681
Total Grants and Assessment Districts	208,105	18,100,000	18,308,105
Traffic Mitigation Fees (Specific Developers Contribution)			
1. Blomquist Street Extension		2,000,000	2,000,000
Traffic Impact Fees			
1. Americans with Disabilities Act Ramp Program	50,000		50,000
2. Blomquist Extension	3,533,500		3,533,500
3. Transit Enhancements Program	110,000		110,000
4. Neighborhood Traffic Calming Program	50,000		50,000
5. Pedestrian Crosswalk Warning Lights Program	5,000		5,000
6. Shuttle Bus Services	75,000		75,000
7. Veterans/Middlefield Signal (new)		69,000	69,000
Total Traffic Impact Fees	3,823,500	69,000	3,892,500
TOTAL CIP 2003/04	35,669,105	1,076,500	36,745,605

CAPITAL IMPROVEMENT PROJECTS BY FUNDING SOURCE - 2003/04

	Original 2003/04	+/- 2003/04	Amended 2003/04
PROJECT SUMMARY 2003/04			
Gas Tax Construction Fund	682,000	(60,500)	621,500
Transportation Fund - Measure A	1,200,000	(100,000)	1,100,000
Capital Projects Fund	4,535,500	(242,000)	4,293,500
General Improvement District 1-64	70,000	60,000	130,000
Water Fund	24,150,000	(18,750,000)	5,400,000
Sewer Fund	1,000,000		1,000,000
Grants and Assesment Districts	208,105	18,100,000	18,308,105
Traffic Mitigation Fees		2,000,000	2,000,000
Traffic Impact Fees	3,823,500	69,000	3,892,500
TOTAL	35,669,105	1,076,500	36,745,605

For purposes of transferring existing appropriations throughout the fiscal year, all projects within a fund are considered to be a single subprogram.

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Schedule of Interfund Transfers

	Projected 2003/04	
	Transfer	
	In	Out
General Fund		
From GID 1-64 Maintenance District	140,000	
From Capital Outlay Fund	611,422	
From Internal Service Fund	74,002	
To City Hall Certificates of Participation		571,000
To Gas Tax Operations		179,020
To Water Fund		123,704
To Capital Projects Fund		
To Traffic Safety		986,576
	825,424	1,860,300
Traffic Safety Fund		
From General Fund	986,576	
Gas Tax Operations Fund		
From General Fund	179,020	
GID 1-64 Maintenance Fund		
To General Fund		140,000
Redevelopment Agency		
To Public Financing Authority		1,421,450
Utility Users Tax Fund		
To Capital Projects Fund		5,282,380
Gas Tax Capital Projects Fund		
From Capital Projects Fund	621,500	
Capital Projects Fund		
From Utility Users Tax Fund	5,282,380	
From General Fund		
To General Fund (interest income)		611,422
To Gas Tax Capital Projects Fund		621,500
	5,282,380	1,232,922
Water Capital Projects Fund		
From Water Fund	5,400,000	
Sewer Capital Projects Fund		
From Sewer Fund	1,000,000	
City Hall Certificates of Participation		
From General Fund	571,000	

Schedule of Interfund Transfers

	Projected 2003/04	
	Transfer	
	In	Out
Public Financing Authority		
From Redevelopment Agency	1,421,450	
Water Fund		
From General Fund	123,704	
From Sewer Fund	369,681	
To Water Capital Projects Fund		5,400,000
	<u>493,385</u>	<u>5,400,000</u>
Sewer Fund		
To Sewer Capital Projects Fund		1,000,000
To Water Fund		369,681
		<u>1,369,681</u>
Internal Service Fund		
To General Fund (interest income)		74,002
Total	<u><u>16,780,735</u></u>	<u><u>16,780,735</u></u>

BUDGET REDUCTION

Proposal Form for 2003/04

2.0% Scenario

Date: May 15, 2003

Department: City Attorney
Program: Legal Services

Reductions will occur in **Account Number**
150 61510 01

Amount
\$21,663

Amount of Reduction: \$21,663

by June 30, 2004

Description of Proposal

25% of legal administrator time allocated to Redevelopment Division, Community Development Department budget. During the current fiscal year, the City Attorney's Office has been providing administrative support services to the Community Development Department, and Redevelopment in particular. Costs of said services have not been charged to the Community Development Department budget. For the ensuing fiscal year, 25% of the legal administrator's time will be devoted to administrative support services for the Community Development Department.

Service Level Impact – What specifically will happen or not happen if this reduction is made?

In order to accommodate this proposal, some assignments necessarily performed by the legal administrator will be assigned to the administrative clerk of the City Attorney's Department. Duties of the administrative clerk shall be re-prioritized to reasonably extend completion time of non-priority tasks.

How does this reduction affect the City Council's goals and priorities?

By shifting a percentage of administrative support services to Community Development, greater emphasis is being placed on timely completion of administrative tasks that further Council's Community Development goals and priorities.

Will this proposed reduction impact mandated activities? If so, please describe consequences of not complying with mandate.

N/A

BUDGET REDUCTION

Proposal Form for 2003/04

4.5% Scenario

Date: May 15, 2003

Department: City Attorney
Program: Legal Services

Reductions will occur in Account Number
<u>150 61510 01 (1)</u>
<u>150 61510 01 (2)</u>
<u>150 61510 61 (3)</u>

Amount
<u>\$ 18,450</u>
<u>\$ 21,663 2%</u>
<u>\$ 5,802</u>

Amount of Reduction: \$45,915

by June 30, 2004

Description of Proposal

1. 5% of city attorney and assistant city attorney time charged to capital improvement program (CIP) budget.
During the next fiscal year, it is anticipated that the City Attorney's Office will be engaged in providing legal services to identified capital improvement projects. To date, costs of legal services provided to capital improvement projects have been charged to the City's general fund. Consistent with other departments, services of a specialized nature provided to capital projects are charged to the CIP and not the general fund. This proposal will conform with the practices of the City Attorney's Office to other departments of the City.
2. 25% of legal administrator time allocated to Redevelopment Division, Community Development Department budget.
During the current fiscal year, the City Attorney's Office has been providing administrative support services to the Community Development Department, and Redevelopment in particular. Costs of said services have not been charged to the Community Development Department budget. For the ensuing fiscal year, 25% of the legal administrator's time will be devoted to administrative support services for the Community Development Department.
3. 4.5% of outside legal services allocation to be reduced.
In 2001, the City Council determined to establish an internal City Attorney's Office initially comprised of three attorneys, a paralegal, and a legal secretary. It was anticipated that some basic legal services would be contracted to outside counsel. For FY02/03, funds were allocated to create a baseline allocation. To date, the City Attorney's Office has not fully expended those allocated dollars and elects to reduce said amount by 4.5%.

Service Level Impact – What specifically will happen or not happen if this reduction is made?

1. 5% allocation to CIP - Legal costs will be appropriately charged to CIP projects.
2. 25% of legal administrator's time - In order to accommodate this proposal, some assignments necessarily performed by the legal administrator will be assigned to the administrative clerk of the City Attorney's Department. Duties of the administrative clerk shall be re-prioritized to reasonably extend completion time of non-priority tasks.

3. 4.5% of outside legal services allocation to be reduced - It is anticipated that this percentage of billable hours of outside legal services can be absorbed within the City Attorney's Office without undue hardship.

How does this reduction affect the City Council's goals and priorities?

1. 5% allocation to CIP - Reduces general fund liability for CIP projects.
2. 25% of legal administrator's time - By shifting a percentage of administrative support services to Community Development, greater emphasis is being placed on timely completion of administrative tasks that further Council's Community Development goals and priorities.
3. 4.5% of outside legal services allocation to be reduced - N/A.

Will this proposed reduction impact mandated activities? If so, please describe consequences of not complying with mandate.

N/A

BUDGET REDUCTION

Proposal Form for 2003/04

7.0 % Scenario

Date: May 15, 2003

Department: City Attorney
Program: Legal Services

Reductions will occur in **Account Number**

Account Number	Amount	
<u>150 61510 01 (1)</u>	<u>\$ 18,450</u>	<u>4.5%</u>
<u>150 61510 01 (2)</u>	<u>\$ 21,663</u>	<u>2%</u>
<u>150 61510 61 (3)</u>	<u>\$ 24,561</u>	

Amount of Reduction: \$64,674

by June 30, 2004

Description of Proposal

1. 5% of city attorney and assistant city attorney time charged to capital improvement program (CIP) budget.
During the next fiscal year, it is anticipated that the City Attorney's Office will be engaged in providing legal services to identified capital improvement projects. To date, costs of legal services provided to capital improvement projects have been charged to the City's general fund. Consistent with other departments, services of a specialized nature provided to capital projects are charged to the CIP and not the general fund. This proposal will conform with the practices of the City Attorney's Office to other departments of the City.
2. 25% of legal administrator time allocated to Redevelopment Division, Community Development Department budget.
During the current fiscal year, the City Attorney's Office has been providing administrative support services to the Community Development Department, and Redevelopment in particular. Costs of said services have not been charged to the Community Development Department budget. For the ensuing fiscal year, 25% of the legal administrator's time will be devoted to administrative support services for the Community Development Department.
3. Approximately 18.9% of outside legal services allocation to be reduced.
In 2001, the City Council determined to establish an internal City Attorney's Office initially comprised of three attorneys, a paralegal, and a legal secretary. It was anticipated that some basic legal services would be contracted to outside counsel. For FY02/03, funds were allocated to create a baseline allocation. To date, the City Attorney's Office has not fully expended those allocated dollars and elects to reduce said amount by 18.9%.

Service Level Impact – What specifically will happen or not happen if this reduction is made?

3. 5% allocation to CIP - Legal costs will be appropriately charged to CIP projects.
4. 25% of legal administrator's time - In order to accommodate this proposal, some assignments necessarily performed by the legal administrator will be assigned to the administrative clerk of the City Attorney's Department. Duties of the administrative clerk shall be re-prioritized to reasonably extend completion time of non-priority tasks.

3. Approximately 18.9% of outside legal services allocation to be reduced – The dollar value of said reduction equates to approximately 20% of an assistant city attorney. A reduction of this magnitude will result in extending response times of requests for legal services. In addition, 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.

How does this reduction affect the City Council's goals and priorities?

1. 5% allocation to CIP - Reduces general fund liability for CIP projects.
2. 25% of legal administrator's time - By shifting a percentage of administrative support services to Community Development, greater emphasis is being placed on timely completion of administrative tasks that further Council's Community Development goals and priorities.
3. Approximately 18.9% of outside legal services allocation – This reduction will not affect specific and identifiable council goals and priorities. However, response time for requests for other legal services will necessarily be extended.

Will this proposed reduction impact mandated activities? If so, please describe consequences of not complying with mandate.

N/A

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BUDGET REDUCTION

Proposal Form for 2003/04

2.0% Scenario

Date: April 25, 2003

Department: City Clerk
Program: Legislative Services/
Records Management

Reductions will occur in **Account Number**
150.61310.50 Professional Services

Amount
\$ 11,012.00

Amount of Reduction: \$ 11,012.00

by June 30, 2004

Description of Proposal

Reduction to the account that supports the video technicians for City Council meeting broadcast. The costs are not absolute at this time, but this account may be reduced due to reduced expenses since installation of the permanent cameras.

Service Level Impact – What specifically will happen or not happen if this reduction is made?

The account could run short and City Clerk department staff would need to support the broadcast function on an overtime basis with a reduced level of expertise or Council meeting broadcast could be eliminated completely. With the installation of permanent cameras, the department may not feel the impact of this reduction.

How does this reduction affect the City Council's goals and priorities?

The priority of "Doing Business Effectively/Efficiently" would be affected by a less professional level of broadcast production or no broadcast which would exclude those residents unable to attend the Council meetings.

Will this proposed reduction impact mandated activities? If so, please describe consequences of not complying with mandate.

No.

BUDGET REDUCTION

Proposal Form for 2003/04

4.5% Scenario

Date: April 25, 2003

Department: City Clerk
Program: Legislative Services/
Records Management

Reductions will occur in Account Number	Amount
<u>150.61310.15 Overtime</u>	<u>\$ 5,000.00</u>
<u>150.61310.40 Operational Supplies/Expense</u>	<u>\$ 4,000.00</u>
<u>150.61310.50 Professional Services</u>	<u>\$ 10,777.00 2% (\$11,012)</u>
<u>150.61310.95 Furniture and Equipment</u>	<u>\$ 5,000.00</u>

Amount of Reduction: \$ 24,777.00

by June 30, 2004

Description of Proposal

Reductions are to overtime for deputy city clerk and support staff, operating supplies, video technician costs, and replacement of equipment.

Service Level Impact – What specifically will happen or not happen if this reduction is made?

The overtime reduction could impact service or activities provided by deputy city clerk and support staff after regular hours such as Council meetings, elections, and community activities. Equipment replacement such as the department copier replacement could reduce productivity. The operational supplies and expense account could delay purchases such as paper supply, printer and copier cartridges, and other tools that assist in providing service to customers.

How does this reduction affect the City Council's goals and priorities?

The priority of "Doing Business Effectively/Efficiently" could be impacted if the department is not able to provide support with overtime hours when necessary for customer service and any extra activities.

Will this proposed reduction impact mandated activities? If so, please describe consequences of not complying with mandate.

Overtime hours and equipment are necessary to ensure effective and efficient operation of the City Clerk Department. Delays or lapses in mandated activities, such as proper agenda preparation and postings, public noticing, and recordation of documents, could result in fines or financial delays.

BUDGET REDUCTION

Proposal Form for 2003/04

7.0% Scenario

Date: April 25, 2003

Department: City Clerk
Programs: Legislative Services/
Records Management
Elections
City Council

Reductions will occur in Account Number	Amount		
150.61310.12 Casual Labor	\$ 1,937.00		
150.61310.15 Overtime	\$ 10,000.00	4.5%	(\$5,000)
150.61310.34 Office Expense	\$ 1,000.00		
150.61310.40 Operational Supplies/Expense	\$ 4,000.00	4.5%	
150.61310.50 Professional Services	\$ 13,000.00	2%	(\$11,012)
		4.5%	(\$10,777)
150.61310.55 Training Expense	\$ 500.00		
150.61310.57 Conferences	\$ 1,200.00		
150.61310.95 Furniture and Equipment	\$ 5,000.00	4.5%	
150.61320.15 Overtime	\$ 905.00		
150.61330.40 Operational Supplies/Expense	\$ 1,000.00		

Amount of Reduction: \$38,542.00

by June 30, 2004

Description of Proposal:

Reductions are from various accounts with the bulk coming out of overtime and professional services. Because the Clerk Department has no programs that can be eliminated, it is only possible to reduce in several areas in order to meet this goal.

Service Level Impact – What specifically will happen or not happen if this reduction is made?

The overtime reduction places the department at risk for accomplishing any activities that are not mandated. Overtime reduction will also come out of the elections account that covers extra time necessary during the election. No overtime budget equates to flexing staff work hours to accommodate after hours support and lowers the regular day staffing levels. In this very small department, overtime hours are needed to cover impacts of staff vacations, illnesses, and any extra needs or activities that demand time beyond regular work hours. Casual hours are used to support these same mandated activities.

The reduction to furniture and equipment nearly depletes the account and could eliminate the upgrade of office equipment such as the copier and computer upgrades with negative impacts such as delays, downtime or error.

The professional services account is being decreased in anticipation that the video technician costs will be lower due to the permanent equipment in the council chamber, but the exact costs are not certain. Professional services account reduction also includes elimination of approximately half the cost of the

printing and distribution of the 2004 Roster document. This is a service that the community, staff, and council are accustomed to receiving on an annual basis.

The council account is being reduced with the potential of impacting closed session meal service.

Much of our actual work is accomplished with the use of volunteer assistance and if our staffing level and other accounts are affected to this degree there is a high potential for error or delay in accomplishing mandated activities.

How does this reduction affect the City Council's goals and priorities?

This budget reduction could affect the priority of "Doing Business Effectively/Efficiently". As most activities are legally mandated, reduction in staff support hours, equipment, supplies and updates on new law could have serious legal impacts.

Will this proposed reduction impact mandated activities? If so, please describe consequences of not complying with mandate.

The Clerk Department work is mostly composed of mandated activities. Casual hours are used to support those activities so that permanent staff can accurately and timely attend to the preparation for and records of the City Council action. Processing and recordation of documents, filing of FPPC forms, election and records management are not optional.

BUDGET REDUCTION

Proposal Form for 2003/04

2.0% Scenario

Date: April 23, 2003

Department: City Council
Program: Legislative/ Policy Determination

Reductions will occur in **Account Number**

Amount

150-61110-40

\$ 1,000

Amount of Reduction: \$1,000

by June 30, 2004

Description of Proposal

Reduction in budget for the Mayor's annual holiday recognition celebration for the boards, committees and commissions. Currently budgeted at \$10,000.

Service Level Impact – What specifically will happen or not happen if this reduction is made?

The type of celebration will be scaled back. May only serve finger foods instead of dinner at the celebration.

How does this reduction affect the City Council's goals and priorities?

It does not affect council's goals and priorities.

Will this proposed reduction impact mandated activities? If so, please describe consequences of not complying with mandate.

No.

BUDGET REDUCTION

Proposal Form for 2003/04

2.0% Scenario

Date: April 23, 2003

Department: City Council
Program: Legislative/ Policy Determination

Reductions will occur in **Account Number**

Amount

150-61110-40 _____

\$ 750 _____

Amount of Reduction: \$750

by June 30, 2004

Description of Proposal

Reduction in budget allocated to Redwood City International, which is our sister city organization. Currently budgeted at \$6,000.

Service Level Impact – What specifically will happen or not happen if this reduction is made?

Will impact services and programs that Redwood City International can offer to the community and to our sister cities.

How does this reduction affect the City Council's goals and priorities?

Reduction does not affect council's goals and priorities.

Will this proposed reduction impact mandated activities? If so, please describe consequences of not complying with mandate.

No.

BUDGET REDUCTION

Proposal Form for 2003/04

2.0% Scenario

Date: April 23, 2003

Department: City Council
Program: Legislative/ Policy Determination

Reductions will occur in **Account Number**

Amount

150-61110-50 _____

\$ 850 _____

Amount of Reduction: \$850 _____

by June 30, 2004

Description of Proposal

Reduction in budget for facilitation services for the City Council's priority setting sessions, council appointees' reviews, and other council study sessions. Currently budgeted at \$6,000.

Service Level Impact – What specifically will happen or not happen if this reduction is made?

The reduction will impact the City Council's priority setting sessions or other study sessions when an outside facilitator has been used, which has proven to improve the quality and effectiveness of these important study sessions.

How does this reduction affect the City Council's goals and priorities?

This reduction will impact council's priority of "Doing Business Effectively and Efficiently." It may also impact the setting and carrying out of all of the priorities in general.

Will this proposed reduction impact mandated activities? If so, please describe consequences of not complying with mandate.

No.

BUDGET REDUCTION

Proposal Form for 2003/04

2.0% Scenario

Date: April 23, 2003

Department: City Council
Program: Legislative/ Policy Determination

Reductions will occur in **Account Number**

Amount

150-61110-57 _____

\$ 1,061 _____

Amount of Reduction: \$1,061

by June 30, 2004

Description of Proposal

Reduction in budget for conferences that the City Council can attend. Currently budgeted at \$10,500.

Service Level Impact – What specifically will happen or not happen if this reduction is made?

The reduction will limit the number of conferences the City Council is able to attend throughout the year.

How does this reduction affect the City Council's goals and priorities?

The reduction does not affect council's goals or priorities.

Will this proposed reduction impact mandated activities? If so, please describe consequences of not complying with mandate.

No.

BUDGET REDUCTION

Proposal Form for 2003/04

4.5% Scenario

Date: April 23, 2003

Department: City Council
Program: Legislative/ Policy Determination

Reductions will occur in **Account Number**

Amount

150-61110-40 _____

\$ 1,538 _____

Amount of Reduction: \$1,538

by June 30, 2004

Description of Proposal

Reduction in budget for the mayor's annual holiday recognition celebration for the boards, committees and commissions. Currently budgeted at \$10,000.

Service Level Impact – What specifically will happen or not happen if this reduction is made?

The type of celebration will be scaled back. May only serve finger foods instead of dinner at the celebration.

How does this reduction affect the City Council's goals and priorities?

Reduction does not affect council's goals and priorities.

Will this proposed reduction impact mandated activities? If so, please describe consequences of not complying with mandate.

No.

BUDGET REDUCTION

Proposal Form for 2003/04

4.5% Scenario

Date: April 23, 2003

Department: City Council
Program: Legislative/ Policy Determination

Reductions will occur in **Account Number**

Amount

150-61110-40 _____

\$ 1,000 _____

Amount of Reduction: \$1,000

by June 30, 2004

Description of Proposal

Reduction in budget allocated to Redwood City International, which is our sister city organization. Currently budgeted at \$6,000.

Service Level Impact – What specifically will happen or not happen if this reduction is made?

Will impact services and programs that Redwood City International can offer to the community and to our sister cities.

How does this reduction affect the City Council's goals and priorities?

Reduction does not affect council's goals and priorities.

Will this proposed reduction impact mandated activities? If so, please describe consequences of not complying with mandate.

No.

BUDGET REDUCTION

Proposal Form for 2003/04

4.5% Scenario

Date: April 23, 2003

Department: City Council
Program: Legislative/ Policy Determination

Reductions will occur in **Account Number**

Amount

150-61110-50 _____

\$ 1,500 _____

Amount of Reduction: \$1,500

by June 30, 2004

Description of Proposal

Reduction in budget for facilitation services for the City Council's priority setting sessions, council appointees, and other council study sessions. Currently budgeted at \$6,000.

Service Level Impact – What specifically will happen or not happen if this reduction is made?

The reduction will directly impact the City Council's priority setting sessions and other study sessions when an outside facilitator has been used, which has proven to improve the quality and effectiveness of these important study sessions.

How does this reduction affect the City Council's goals and priorities?

This reduction will impact council's priority of "Doing Business Effectively and Efficiently". It will also impact the setting and carrying out of all of the priorities in general.

Will this proposed reduction impact mandated activities? If so, please describe consequences of not complying with mandate.

No.

BUDGET REDUCTION

Proposal Form for 2003/04

4.5% Scenario

Date: April 23, 2003

Department: City Council
Program: Legislative/ Policy Determination

Reductions will occur in **Account Number**

Amount

150-61110-57 _____

\$ 3,000 _____

Amount of Reduction: \$3,000

by June 30, 2004

Description of Proposal

Reduction in budget for conferences that the City Council can attend. Currently budgeted at \$10,500.

Service Level Impact – What specifically will happen or not happen if this reduction is made?

The reduction will significantly limit the number of conferences the City Council is able to attend throughout the year.

How does this reduction affect the City Council's goals and priorities?

The reduction does not affect council's goals or priorities.

Will this proposed reduction impact mandated activities? If so, please describe consequences of not complying with mandate.

No.

BUDGET REDUCTION

Proposal Form for 2003/04

4.5% Scenario

Date: April 23, 2003

Department: City Council
Program: Legislative/ Policy Determination

Reductions will occur in **Account Number**

Amount

150-61110-59 _____

\$ 1,200 _____

Amount of Reduction: \$1,200

by June 30, 2004

Description of Proposal

Reduction of miscellaneous services budget. Currently budgeted at \$3,800.

Service Level Impact – What specifically will happen or not happen if this reduction is made?

The reduction will significantly limit council's ability to support unique and unexpected projects. There will be no one time funding available to support special and interesting one-time requests that council can support.

How does this reduction affect the City Council's goals and priorities?

The reduction does not affect council's goals or priorities.

Will this proposed reduction impact mandated activities? If so, please describe consequences of not complying with mandate.

No.

BUDGET REDUCTION

Proposal Form for 2003/04

7.0% Scenario

Date: April 23, 2003

Department: City Council
Program: Legislative/ Policy Determination

Reductions will occur in **Account Number**

Amount

150-61110-40

\$ 4,015

Amount of Reduction: \$4,015

by June 30, 2004

Description of Proposal

Reduction in budget for the Mayor's annual holiday recognition celebration for the boards, committees and commissions. Currently budgeted at \$10,000.

Service Level Impact – What specifically will happen or not happen if this reduction is made?

The type of celebration will be scaled back significantly. Will not serve dinner at the celebration.

How does this reduction affect the City Council's goals and priorities?

Reduction does not affect council's goals and priorities.

Will this proposed reduction impact mandated activities? If so, please describe consequences of not complying with mandate.

No.

BUDGET REDUCTION

Proposal Form for 2003/04

7.0% Scenario

Date: April 23, 2003

Department: City Council
Program: Legislative/ Policy Determination

Reductions will occur in **Account Number**

Amount

150-61110-40 _____

\$ 2,000 _____

Amount of Reduction: \$2,000

by June 30, 2004

Description of Proposal

Reduction in budget allocated to Redwood City International, which is our sister city organization. Currently budgeted at \$6,000.

Service Level Impact – What specifically will happen or not happen if this reduction is made?

The reduction will significantly impact services and programs that Redwood City International can offer to the community and to our sister cities. Reduction will limit the educational, cultural and business exchanges of ideas and information that this program offers.

How does this reduction affect the City Council's goals and priorities?

Reduction does not affect council's goals and priorities.

Will this proposed reduction impact mandated activities? If so, please describe consequences of not complying with mandate.

No.

BUDGET REDUCTION

Proposal Form for 2003/04

7.0% Scenario

Date: April 23, 2003

Department: City Council
Program: Legislative/ Policy Determination

Reductions will occur in **Account Number**

Amount

150-61110-50 _____

\$ 2,500 _____

Amount of Reduction: \$2,500

by June 30, 2004

Description of Proposal

Reduction in budget for facilitation services for the City Council's priority setting sessions, council appointees, and other council study sessions. Currently budgeted at \$6,000.

Service Level Impact – What specifically will happen or not happen if this reduction is made?

The reduction will directly impact the City Council's priority setting sessions and other study sessions when an outside facilitator has been used, which has proven to improve the quality and effectiveness of these important study sessions.

How does this reduction affect the City Council's goals and priorities?

This reduction will impact council's priority of "Doing Business Effectively and Efficiently". It will also impact the setting and carrying out of all of the priorities in general.

Will this proposed reduction impact mandated activities? If so, please describe consequences of not complying with mandate.

No.

BUDGET REDUCTION

Proposal Form for 2003/04

7.0% Scenario

Date: April 23, 2003

Department: City Council
Program: Legislative/ Policy Determination

Reductions will occur in **Account Number**

Amount

150-61110-57 _____

\$ 3,000 _____

Amount of Reduction: \$3,000

by June 30, 2004

Description of Proposal

Reduction in budget for conferences that the City Council can attend. Currently budgeted at \$10,500.

Service Level Impact – What specifically will happen or not happen if this reduction is made?

The reduction will significantly limit the number of conferences the City Council is able to attend throughout the year.

How does this reduction affect the City Council's goals and priorities?

The reduction does not affect council's goals or priorities.

Will this proposed reduction impact mandated activities? If so, please describe consequences of not complying with mandate.

No.

BUDGET REDUCTION

Proposal Form for 2003/04

7.0% Scenario

Date: April 23, 2003

Department: City Council
Program: Legislative/ Policy Determination

Reductions will occur in **Account Number**

Amount

150-61110-59 _____

\$ 1,300 _____

Amount of Reduction: \$1,300

by June 30, 2004

Description of Proposal

Reduction of miscellaneous services budget. Currently budgeted at \$3,800.

Service Level Impact – What specifically will happen or not happen if this reduction is made?

The reduction will significantly limit council's ability to support unique and unexpected projects. There will be no one time funding available to support special and interesting one-time requests that council can support.

How does this reduction affect the City Council's goals and priorities?

The reduction does not affect council's goals or priorities.

Will this proposed reduction impact mandated activities? If so, please describe consequences of not complying with mandate.

No.

BUDGET REDUCTION

Proposal Form for 2003/04

2.0 % Scenario

Date: April 24, 2003

Department: City Manager
Program: Community Promotions

Reductions will occur in **Account Number**

The following will occur in 150-61220-50:

Chamber of Commerce

Joint Ventures Silicon Valley

Peninsula Celebration Association

Peninsula Conflict Resolution Center

Peninsula Policy Partnership (P3)

Total

Amount

\$ 1,913 (currently @\$38,250)

\$ 5,872 (currently @ \$7,500)

\$ 500 (currently @ \$10,000)

\$ 1,365 (currently @ \$27,300)

\$ 750 (currently @ \$15,000)

\$ 10,400

Amount of Reduction: \$10,400

by June 30, 2004

Description of Proposal

Reduce the amount of several contracts the City has with several community groups providing services and programs to the Redwood City community. Currently budgeted at \$246,308.

Service Level Impact – What specifically will happen or not happen if this reduction is made?

Reduction will have a wide and varied impact on the community, from conflict resolution services for the community to economic development programs and the 4th of July celebration.

How does this reduction affect the City Council's goals and priorities?

Yes, overarching guideline of "Quality of Life." Also impacts "Youth and Education," "Transportation and Traffic," "Housing," "Doing Business Effectively and Efficiently," and "Cultural Activities" all to a varied degree depending on the various contracts.

Will this proposed reduction impact mandated activities? If so, please describe consequences of not complying with mandate.

No.

BUDGET REDUCTION

Proposal Form for 2003/04

2.0 % Scenario

Date: April 24, 2003

Department: City Manager
Program: Management/Policy Execution

Reductions will occur in **Account Number**
150-61210-01

Amount
\$ 10,715

Amount of Reduction: \$10,715

by June 30, 2004

Description of Proposal

Shift 5% of City Manager's salary to the capital improvement program (CIP) budget.

Service Level Impact – What specifically will happen or not happen if this reduction is made?

Service level will not be impacted as the city manager has been allocating his time to the CIP as part of his responsibilities. The shift more accurately reflects the accurate time allocation.

How does this reduction affect the City Council's goals and priorities?

No effect.

Will this proposed reduction impact mandated activities? If so, please describe consequences of not complying with mandate.

No.

BUDGET REDUCTION

Proposal Form for 2003/04

4.5% Scenario

Date: April 24, 2003

Department: City Manager
Program: Management/Policy Execution

Reductions will occur in **Account Number**

150-61210-01 City Manager's Salary
150-61210-12 Facility Aide
150-61210-50 Professional Services
150-61210-55 Training

Amount

\$ 10,715 (2.0% scenario)
\$ 1,411
\$ 800
\$ 500

Amount of Reduction: \$13,426

by June 30, 2004

Description of Proposal

1. Shift 5% of city manager's salary to the capital improvement program (CIP) budget.
2. Reduce casual facility aide hours.
3. Reduce the amount allocated for professional services, specifically for the use of consultants for department head related projects.
4. Reduce training budget.

Service Level Impact – What specifically will happen or not happen if this reduction is made?

1. Service level will not be impacted as the city manager has been allocating his time to the CIP as part of his responsibilities. The shift more accurately reflects the accurate time allocation.
2. Casual facility aide position was budgeted to assist all of city hall. Unlike other City facilities, there is no facility staff at City Hall. Without the facility aide position, other staff will be pulled away from their other responsibilities to set up a room for a meeting, load and unload equipment, and transport equipment and materials to and from City Hall and other buildings. This will impact the work load of other positions in City Hall.
3. Reduction will limit the ability to use consultants to carry out citywide projects that are spearheaded by the department head team.
4. Reduction will limit the ability of the city manager to attend certain meetings/functions where there is an associated cost. These meetings are often with other governmental agencies and associations.

How does this reduction affect the City Council's goals and priorities?

This reduction will have an impact on council's priority of "Doing Business Effectively and Efficiently." The responsibilities of the facility aide will be performed by several in the organization taking them away from their "regular" responsibilities. This priority will also be impacted as the use of consultants for department head projects will be limited. In the past, the consultants have been used to implant citywide projects that allow the organization to conduct business more effectively and efficiently.

Will this proposed reduction impact mandated activities? If so, please describe consequences of not complying with mandate.

No.

BUDGET REDUCTION

Proposal Form for 2003/04

4.5 % Scenario

Date: April 24, 2003

Department: City Manager
Program: Community Promotions

Reductions will occur in **Account Number**

Amount

The following will occur in 150-61220-50:

<u>Chamber of Commerce</u>
<u>Joint Ventures Silicon Valley</u>
<u>Peninsula Celebration Association</u>
<u>Peninsula Conflict Resolution Center</u>
<u>Peninsula Policy Partnership (P3)</u>
<u>Redwood City 2020</u>
<u>Redwood City Family Centers</u>
<u>Total</u>

<u>\$ 5,738</u>	<u>(currently @\$38,250)</u>
<u>\$ 7,500</u>	<u>(currently @ \$7,500)</u>
<u>\$ 2,000</u>	<u>(currently @ \$10,000)</u>
<u>\$ 4,095</u>	<u>(currently @ \$27,300)</u>
<u>\$ 2,250</u>	<u>(currently @ \$15,000)</u>
<u>\$ 2,500</u>	<u>(currently @ \$25,000)</u>
<u>\$ 10,000</u>	<u>(currently @ \$100,000)</u>
<u>\$ 34,083</u>	

Amount of Reduction: \$34,083

by June 30, 2004

Description of Proposal

Reduce the amount of several contracts the City has with several community groups providing services and programs to the Redwood City community. Currently budgeted at \$246,308.

Service Level Impact – What specifically will happen or not happen if this reduction is made?

Reduction 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 4th of July celebration.

How does this reduction affect the City Council's goals and priorities?

Yes, overarching guideline of "Quality of Life." Also impacts "Youth and Education," "Transportation and Traffic," "Housing," "Doing Business Effectively and Efficiently," and "Cultural Activities" all to a varied degree depending on the various contracts.

Will this proposed reduction impact mandated activities? If so, please describe consequences of not complying with mandate.

No.

BUDGET REDUCTION

Proposal Form for 2003/04

7.0% Scenario

Date: April 24, 2003

Department: City Manager
Program: Management/Policy Execution

Reductions will occur in Account Number	Amount
1. 150-61210-01 City Manager's Salary	\$ 10,715 (2.0% scenario)
2. 150-61210-12 Facility Aide	\$ 9,094
3. 150-61210-50 Professional Services	\$ 2,200
4. 150-61210-55 Training	\$ 1,500
5. 150-61210-56 Membership/Meetings	\$ 1,000
6. 150-61220-59 Neighborhood Grants Program Outreach	\$ 844

Amount of Reduction: \$25,353

by June 30, 2004

Description of Proposal:

1. Shift 5% of City Manager's salary to the capital improvement program (CIP) budget.
2. Reduce casual facility aide position.
3. Reduce the amount allocated for professional services, specifically for the use of consultants for department head related projects.
4. Reduce training budget.
5. Reduce budget for membership and meetings.
6. Reduce neighborhood grants program outreach budget.

Service Level Impact – What specifically will happen or not happen if this reduction is made?

1. Service level will not be impacted as the city manager has been allocating his time to the CIP as part of his responsibilities. The shift more accurately reflects the accurate time allocation.
2. Casual facility aide position was budgeted to assist all of City Hall. Unlike other City facilities, there is no facility staff at City Hall. Without the facility aide position, other staff will be pulled away from their other responsibilities to set up a room for a meeting, load and unload equipment, and transport equipment and materials to and from City Hall and other buildings. This will impact the work load of other positions in City Hall.
3. Reduction will limit the ability to use consultants to carry out citywide projects that are spearheaded by the department head team.
4. Reduction will limit the ability of the city manager to attend certain meetings/functions where there is an associated cost. These meetings are often with other governmental agencies and associations.
5. Reduction will limit the ability of the city manager to attend certain meetings/functions where there is an associated cost. These meetings are often with other governmental agencies and associations.
6. Reduction will limit the amount of outreach for the neighborhood grants program, possibly not reaching all individuals or communities who could benefit from the program.

How does this reduction affect the City Council’s goals and priorities?

This reduction will have an impact on council’s priority of “Doing Business Effectively and Efficiently.” The responsibilities of the facility aide will be performed by several in the organization taking them away from their “regular” responsibilities. This priority will also be impacted as the use of consultants for department head projects will be limited. In the past, the consultants have been used to implant citywide projects that allow the organization to conduct business more effectively and efficiently.

Will this proposed reduction impact mandated activities? If so, please describe consequences of not complying with mandate.

No.

BUDGET REDUCTION

Proposal Form for 2003/04

7.0 % Scenario

Date: April 24, 2003

Department: City Manager
Program: Community Promotions

Reductions will occur in **Account Number**

The following will occur in 150-61220-50:

Chamber of Commerce
Joint Ventures Silicon Valley
Peninsula Celebration Association
Peninsula Conflict Resolution Center
Peninsula Policy Partnership (P3)
Redwood City 2020
Redwood City Family Centers
Total

Amount

\$ 11,475	(currently @\$38,250)	
\$ 7,500	(currently @ \$7,500)	(4.5% scenario)
\$ 5,000	(currently @ \$10,000)	
\$ 6,825	(currently @ \$27,300)	
\$ 4,000	(currently @ \$15,000)	
\$ 3,750	(currently @ \$25,000)	(4.5% scenario)
\$ 10,000	(currently @ \$100,000)	(4.5% scenario)
\$ 48,550		

Amount of Reduction: \$48,550

by June 30, 2004

Description of Proposal

Reduce the amount of several contracts the City has with several community groups providing services and programs to the Redwood City community. Currently budgeted at \$246,308.

Service Level Impact – What specifically will happen or not happen if this reduction is made?

Reduction 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 4th of July celebration.

How does this reduction affect the City Council's goals and priorities?

Yes, overarching guideline of "Quality of Life." Also impacts "Youth and Education," "Transportation and Traffic," "Housing," "Doing Business Effectively and Efficiently," and "Cultural Activities" all to a varied degree depending on the various contracts.

Will this proposed reduction impact mandated activities? If so, please describe consequences of not complying with mandate.

No.

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BUDGET REDUCTION

Proposal Form for 2003/04

2.0% Scenario

Date: 4/18/03

Department: Community Development Services
Program: Building Inspection

Reductions will occur in **Account Number**

Amount

150-63110-13
150-63110-40

\$ 92,225
\$ 4,000

Amount of Reduction: \$ 96,225

by June 30, 2004

Description of Proposal

Eliminate contract building inspector - \$92,225
Reduce microfilm expenses - \$4,000

Service Level Impact – What specifically will happen or not happen if this reduction is made?

Building Inspection: No impact due to the downturn in construction activity; significant impact if the construction economy were to rebound. Project specifications will no longer be microfilmed (provided as a service for our customers, not as a mandate).

How does this reduction affect the City Council's goals and priorities?

No effect.

Will this proposed reduction impact mandated activities? If so, please describe consequences of not complying with mandate.

No.

BUDGET REDUCTION

Proposal Form for 2003/04

4.5% Scenario

Date: 4/18/03

Department: Community Development
Program: Building Inspection, Code Enforcement, Engineering

Reductions will occur in **Account Number**

Amount

150-63110-13	\$ 92,225	(2% scenario)
150-63110-40	\$ 4,000	(2% scenario)
150-63110-13	\$ 40,742	(4.5% scenario)
150-63310-01	\$ 69,772	(4.5% scenario)
150-65121-13	\$ 73,130	(4.5% scenario)

Amount of Reduction: \$279,869

by June 30, 2004

Description of Proposal

2% Scenario:

Eliminate contract building inspector - \$92,225
Reduce microfilm expenses - \$4,000

4.5% Scenario (includes 2% reduction items):

Reduce contract plan checker by 0.40 FTE - \$40,742
Eliminate 1.0 FTE community service officer (Code Enforcement) - \$69,772
Eliminate 0.40 FTE contract traffic engineer - \$73,130

Service Level Impact – What specifically will happen or not happen if this reduction is made?

2% Scenario:

Building Inspection: No impact due to the downturn in construction activity; significant impact if the construction economy were to rebound. Project specifications will no longer be microfilmed (provided as a service for our customers, not as a mandate).

4.5% Scenario:

Building Inspection: Structural review of building permit plans will be postponed for two days.
Code Enforcement: Minor nuisance complaints (weeds, animals, fences, signs) will not be processed, removal and disposal of abandoned vehicles will be handled by the Police Department and will take longer.
Engineering: Investigation and response to traffic complaints will be delayed and handled as time permits. Dangerous traffic conditions (verified by traffic accident or other objective data) will still be handled quickly.

How does this reduction affect the City Council's goals and priorities?

Minor effect on aesthetics (code enforcement), transportation and traffic, and doing business effectively and efficiently (increase plan review permit processing time).

Will this proposed reduction impact mandated activities? If so, please describe consequences of not complying with mandate.

No.

BUDGET REDUCTION

Proposal Form for 2003/04

7.0% Scenario

Date: 4/18/03

Department: Community Development
Program: Building Inspection
Code Enforcement
Engineering

Reductions will occur in Account Number	Amount
<u>150-63110-13</u>	<u>\$ 92,225 (2% scenario)</u>
<u>150-63110-40</u>	<u>\$ 4,000 (2% scenario)</u>
<u>150-63110-13</u>	<u>\$ 40,742 (4.5% scenario)</u>
<u>150-63310-01</u>	<u>\$ 69,772 (4.5% scenario)</u>
<u>150-65121-13</u>	<u>\$ 73,130 (4.5% scenario)</u>
<u>150-65121-01</u>	<u>\$ 96,317 (7% scenario)</u>

Amount of Reduction: \$376,186

by June 30, 2004

Description of Proposal:

2% Scenario:

Eliminate contract building inspector - \$92,225
Reduce microfilm expenses - \$4,000

4.5% Scenario (includes 2% reduction items):

Reduce contract plan checker by 0.40 FTE - \$40,742
Eliminate 1.0 FTE community service officer (Code Enforcement) - \$69,772
Eliminate 0.40 FTE contract traffic engineer - \$73,130

7% Scenario (includes 2% and 4.5% reduction items):

Eliminate 1.0 FTE assistant engineer II.

Service Level Impact – What specifically will happen or not happen if this reduction is made?

2% Scenario:

Building Inspection: No impact due to the downturn in construction activity; significant impact if the construction economy were to rebound. Project specifications will no longer be microfilmed (provided as a service for our customers, not as a mandate).

4.5% Scenario:

Building Inspection: Structural review of building permit plans will be postponed for two days.
Code Enforcement: Minor nuisance complaints (weeds, animals, fences, signs) will not be processed, removal and disposal of abandoned vehicles will be handled by the Police Department and will take longer.
Engineering: Investigation and response to traffic complaints will be delayed and handled as time permits. Dangerous traffic conditions (verified by traffic accident or other objective data) will still be handled quick!

7% Scenario:

Most of the traffic studies and investigations based on complaints will not be done unless there is an obvious dangerous situation. Neighborhood traffic calming requests may require hiring an outside consultant to prepare the necessary studies and meet with neighborhood groups.

How does this reduction affect the City Council's goals and priorities?

Minor effect on aesthetics (code enforcement), transportation and traffic, and doing business effectively and efficiently (increase plan review permit processing time).

Will this proposed reduction impact mandated activities? If so, please describe consequences of not complying with mandate.

No.

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BUDGET REDUCTION

Proposal Form for 2003/04

2.0% Scenario

Date: April 24, 2003

Department: Finance
Program: Administrative Support Services

Reductions will occur in **Account Number**

Amount

150-61710-50 (Reduction in Audit Fee)

\$ 15,481

150-61750-19 (Exec. Bonus Program)

\$ 25,000

Amount of Reduction: \$40,481

by June 30, 2004

Description of Proposal

New audit contract derived from request for proposal process has resulted in lower audit fees.
Freeze executive bonus program.

Service Level Impact – What specifically will happen or not happen if this reduction is made?

No impact.

How does this reduction affect the City Council's goals and priorities?

No impact.

Will this proposed reduction impact mandated activities? If so, please describe consequences of not complying with mandate.

No.

BUDGET REDUCTION

Proposal Form for 2003/04

2.0% Scenario

Date: April 24, 2003

Department: Finance

Program: Financial Services

Reductions will occur in **Account Number**

Amount

150-34825-00-1301 (increased revenues)

\$ 24,960

Amount of Reduction: \$24,960

by June 30, 2004

Description of Proposal

Sell eight hours per week of senior accountant time to City of Half Moon Bay.

Service Level Impact – What specifically will happen or not happen if this reduction is made?

Delayed responses to departments requesting information and less review of transactions before they are processed, resulting in poorer quality financial information being recorded and published.

How does this reduction affect the City Council's goals and priorities?

No effect.

Will this proposed reduction impact mandated activities? If so, please describe consequences of not complying with mandate.

As most of the Finance Department's responsibilities are mandated, this reduction may result in these responsibilities being performed less accurately.

BUDGET REDUCTION

Proposal Form for 2003/04

2.0% Scenario

Date: April 24, 2003

Department: Finance
Program: Information Technology (IT)

Reductions will occur in **Account Number**

Amount

780-67110-41 Data Budget

\$ 2,500

780-67110-50 Data Budget

\$ 8,000

780-67211-35 Voice Budget

\$ 16,731

780-67211-50 Voice Budget

\$ 2,000

Amount of Reduction: \$29,231

by June 30, 2004

Description of Proposal

The following decreases will need to occur in the **data** budget to achieve the 2% reduction: 1) repair and maintenance supplies and expenses 9% (\$2,500), and 2) professional services 32% (\$8,000).

The following reductions will need to occur in the **voice** budget to achieve the 2% reduction:

1) communication and supplies and service 11% (\$16,731), and 2) professional services 40% (\$2,000).

Service Level Impact – What specifically will happen or not happen if this reduction is made?

Data Budget (67110):

- 1) The repair and maintenance supplies and expenses object costs savings will occur by moving the financial system from the HP UNIX operating system to Microsoft Window 2000 operating system, which is the City's de facto standard. The result of the migration will eliminate the annual UNIX hardware maintenance support contract.
- 2) IT division will be replacing the technical research firm of the Gartner Group with Public Technology, Incorporated (PTI). PTI is the research arm of International City Managers' Association (ICMA). The city participates in the ICMA annual performance measures.

Voice Budget (67211):

- 1) IT division has achieved the reduction in phone charges through many initiatives (removing modem lines, standardizing long-distance carriers, etc.). Also, IT is projecting additional savings from the new phone system. The new phone system will combine the voice and data communications over the RCN and/or City-owned fiber infrastructure, thus reducing the costs of data and voice communications. The new phone system will also introduce new features which will vastly improve the City's telecommunication.
- 2) IT division will be replacing the technical research firm of the Gartner Group with Public Technology, Incorporated (PTI). PTI is the research arm of International City Managers' Association (ICMA). The City participates in the ICMA annual performance measures.

How does this reduction affect the City Council's goals and priorities?

No impact to City Council goals.

Will this proposed reduction impact mandated activities? If so, please describe consequences of not complying with mandate.

No mandated activities will be impacted.

BUDGET REDUCTION

Proposal Form for 2003/04

2.0% Scenario

Date: April 24, 2003

Department: Finance

Program: General Liability Risk Management

Reductions will occur in **Account Number**

Amount

741-39001

\$ 12,390

Amount of Reduction: \$12,390

by June 30, 2004

Description of Proposal

Reduce charges (Object 76) to general fund and general fund-supported departments by 2% in FY 03/04

Service Level Impact – What specifically will happen or not happen if this reduction is made?

None immediately. Eventually, if expenditures exceed self-insurance fund revenues, the reserve funding confidence level will decrease. The overwhelming majority of the expenditures in this program are driven by the City loss experience and costs of insurance premiums. Reducing the appropriations will not result in decreased expenditures. Expenditures are a function of the number and types of claims and lawsuits filed against the City. Presently, reserves are set at the 95% confidence level, which is fairly conservative. We are in the process of having a new actuarial study performed which may result in a change in the recommended level of our reserves.

How does this reduction affect the City Council's goals and priorities?

No effect.

Will this proposed reduction impact mandated activities? If so, please describe consequences of not complying with mandate.

No.

BUDGET REDUCTION

Proposal Form for 2003/04

4.5% Scenario

Date: April 24, 2003

Department: Finance
Program: Administrative Support Services

Reductions will occur in **Account Number**

Amount

150-61750-50 (Reduction in Audit Fee)

\$ 15,481

150-61750-19 (Exec. Bonus Program)

\$ 25,000

150-61750-59 (Animal Control)

\$ 54,000

Amount of Reduction: \$94,481

by June 30, 2004

Description of Proposal

New audit contract derived from request for proposal process has resulted in lower audit fees.
Freeze executive bonus program.

Current estimate for FY03/04 animal control received from the County is less than what was anticipated when the budget was prepared in March 2002.

Service Level Impact – What specifically will happen or not happen if this reduction is made?

No Impact.

How does this reduction affect the City Council's goals and priorities?

No Impact.

Will this proposed reduction impact mandated activities? If so, please describe consequences of not complying with mandate.

No.

BUDGET REDUCTION

Proposal Form for 2003/04

4.5% Scenario

Date: April 24, 2003

Department: Finance
Program: Financial Services

Reductions will occur in **Account Number**

Amount

<u>150-34825-00-1301 (increased revenues)</u>	<u>\$ 24,960 (2% scenario)</u>
<u>150-33601 (Reduce Debit Card Fees)</u>	<u>\$ 5,653</u>
<u>150-61430-01 (acct. tech. VTO)</u>	<u>\$ 10,001</u>
<u>150-61430-50 (Delete Cal Svcs. Tax ID Program)</u>	<u>\$ 2,000</u>

Amount of Reduction: \$42,614

by June 30, 2004

Description of Proposal

Sell eight hours per week of senior accountant time to City of Half Moon Bay. Implementation of new debit card system, payroll accounting technician voluntary time off (VTO) of 17%. Delete Cal Services Tax ID program.

Service Level Impact – What specifically will happen or not happen if this reduction is made?

Sale of senior accountant hours to City of Half Moon Bay will result in delayed responses to departments requesting information and less review of transactions before they are processed, resulting in poorer quality financial information being recorded and published. (included in 2% scenario)

Implementation of new debit card system to be administered by Financial Services staff requiring additional hours to coordinate, thereby impacting response time by administrative assistant.

In addition to delayed responses to payroll questions and reduced quality control, VTO for the payroll accounting technician will result in a reduction in completion of special projects, possible delay in dismissal checks (if after 3:00), delay in Parks, Recreation and Community Services' deposit account reconciliation, delay in cross-training, delay in personnel action forms, salary changes, and retro pay processing.

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.

How does this reduction affect the City Council's goals and priorities?

No effect.

Will this proposed reduction impact mandated activities? If so, please describe consequences of not complying with mandate.

As most of the Finance Department's responsibilities are mandated, these reductions may result in these responsibilities being performed less accurately.

BUDGET REDUCTION

Proposal Form for 2003/04

4.5% Scenario

Date: April 24, 2003

Department: Finance
Program: Information Technology (IT)

Reductions will occur in Account Number	Amount
<u>780-67110-15 Data Budget</u>	<u>\$ 5,000</u>
<u>780-67110-40 Data Budget</u>	<u>\$ 7,000</u>
<u>780-67110-41 Data Budget</u>	<u>\$ 2,500 (2% scenario)</u>
<u>780-67110-50 Data Budget</u>	<u>\$ 8,000 (2% scenario)</u>
<u>780-67110-55 Data Budget</u>	<u>\$ 4,500</u>
<u>780-67110-95 Data Budget</u>	<u>\$ 1,348</u>
<u>780-67211-35 Voice Budget</u>	<u>\$ 30,421 (2% scenario)</u>
<u>780-67211-41 Voice Budget</u>	<u>\$ 2,000</u>
<u>780-67211-50 Voice Budget</u>	<u>\$ 2,000 (2% scenario)</u>
<u>780-67211-95 Voice Budget</u>	<u>\$ 3,000</u>

Amount of Reduction: \$65,769

by June 30, 2004

Description of Proposal

The following decreases will need to occur in the **data** budget to achieve the 4.5% reduction: 1) overtime 9% (\$5,000), 2) operating supplies and expenses 19% (\$7,000), 3) repair and maintenance supplies and expenses 9% (\$2,500), 4) professional services 32% (\$8,000), 5) training expenses 38% (\$4,500), and 6) furniture and equipment 100% (\$1,348).

The following cuts will need to occur in the **voice** budget to achieve the 4.5% reduction: 1) communication and supplies and service 19% (\$30,421), 2) repair and maintenance supplies and expenses 5% (\$2,000), 3) professional services 40% (\$2,000), and 4) furniture and equipment 100% (\$3,000).

Service Level Impact – What specifically will happen or not happen if this reduction is made?

Data Budget (67110):

- 1) IT will limit overtime to emergency situations only to achieve the reduction. By limiting overtime to emergency situations projects and response time will be delayed.
- 2) The operating supplies and expenses will be reduced by limiting the purchasing of IT-related software, which will cause labor to be used less efficiently.
- 3) The repair and maintenance supplies and expenses object costs savings will occur by moving the financial system from the HP UNIX operating system to Microsoft Window 2000 operating system, which is the City's de facto standard. The result of the migration will eliminate the annual UNIX hardware maintenance support contract (included in the 2% budget reduction proposal).
- 4) IT division will be replacing the technical research firm of the Gartner Group with Public Technology, Incorporated (PTI). PTI is the research arm of International City Managers' Association (ICMA). The

City participates in the ICMA annual performance measures. Included in the 2% budget reduction proposal.

- 5) The division will reduce training by investing in a library of technical manuals that can be shared among the staff. Reduction in the training will result in less innovation, and may impair our ability to maintain and troubleshoot system problems.
- 6) Postpone the purchase of a new PC until funding can be restored. The staff will use older, slower equipment and in the event of a failure we will be forced to find money elsewhere.

Voice Budget (67211):

- 1) IT division has achieved the reduction in phone charges through many initiatives (removing modem lines, standardizing long-distance carriers, etc.). Also, IT is projecting additional savings from the new phone system. The new phone system will combine the voice and data communications over the RCN and/or City-owned fiber infrastructure, thus reducing the costs of data and voice communications. The new phone system will also introduce new features which will vastly improve the City's telecommunication. Included in the 2% budget reduction proposal plus an additional reduction of approximately \$15,000.
- 2) IT is projecting a cost savings with the implementation of the new phone system for the repair and maintenance supplies and expenses object.
- 3) IT division will be replacing the technical research firm of the Gartner Group with Public Technology, Incorporated (PTI). PTI is the research arm of International City Managers' Association (ICMA). The City participates in the ICMA annual performance measures. Included in the 2% budget reduction proposal.
- 4) The capital improvement program will supply the equipment needed for the new phone system for the FY03/04. The funding will need to be restored in the FY04/05 budget.

How does this reduction affect the City Council's goals and priorities?

We will operate less efficiently and very likely with system and programming errors remaining for longer durations of time.

Will this proposed reduction impact mandated activities? If so, please describe consequences of not complying with mandate.

If the overtime budget is reduced errors may result in mandated activities such as payroll and general accounting will take longer to be corrected if overtime is reduced. The City organization may need to live with system and programming errors for longer duration of time.

BUDGET REDUCTION

Proposal Form for 2003/04

4.5% Scenario

Date: April 24, 2003

Department: Finance

Program: General Liability Risk Management

Reductions will occur in **Account Number**

Amount

741-39001

\$ 27,878

Amount of Reduction: \$27,878

by June 30, 2004

Description of Proposal

Reduce charges (Object 76) to general fund and general fund-supported departments by 4.5% in FY03/04.

Service Level Impact – What specifically will happen or not happen if this reduction is made?

None immediately. Eventually, if expenditures exceed self-insurance fund revenues, the reserve funding confidence level will decrease. The overwhelming majority of the expenditures in this program are driven by the City loss experience and costs of insurance premiums. Reducing the appropriations will not result in decreased expenditures. Expenditures are a function of the number and types of claims and lawsuits filed against the City. Presently, reserves are set at the 95% confidence level, which is fairly conservative. We are in the process of having a new actuarial study performed which may result in a change in the recommended level of our reserves.

How does this reduction affect the City Council's goals and priorities?

No effect.

Will this proposed reduction impact mandated activities? If so, please describe consequences of not complying with mandate.

No.

BUDGET REDUCTION

Proposal Form for 2003/04

7.0% Scenario

Date: April 24, 2003

Department: Finance
Program: Administrative Support Services

Reductions will occur in **Account Number**

Amount

150-61750-50 (Reduction in Audit Fee)	\$ 15,481	(2% scenario)
150-61750-19 (Exec. Bonus Program)	\$ 25,000	(4.5% scenario)
150-61750-59 (Animal Control)	\$ 54,000	(4.5% scenario)
150-61710-50 (Peninsula TV)	\$ 2,900	
150-61710-58 (LAFCO)	\$ 1,200	
150-61710-58 (Property Tax Admin)	\$ 14,000	
150-61710-50 (Sales Tax Audit Fee)	\$ 28,000	

Amount of Reduction: \$140,581

by June 30, 2004

Description of Proposal

New audit contract derived from request for proposal process has resulted in lower audit fees.

Freeze executive bonus program.

Current estimate for FY03/04 animal control received from the County is less than what was anticipated when the budget was prepared in March 2002.

Estimates have been revised for LAFCO, animal control, and Peninsula TV along with anticipated decrease in County property tax administration fee.

Reduction in sales tax audit program, with corresponding decrease in revenues.

Service Level Impact – What specifically will happen or not happen if this reduction is made?

Reduction in sales tax audit may impact ability to capture non-reported or misreported sales tax generators.

How does this reduction affect the City Council's goals and priorities?

No Impact.

Will this proposed reduction impact mandated activities? If so, please describe consequences of not complying with mandate.

No.

BUDGET REDUCTION

Proposal Form for 2003/04

7.0% Scenario

Date: April 24, 2003

Department: Finance

Program: Financial Services

Reductions will occur in **Account Number**

Amount

150-34825-00-1301 (Increased Revenues)	\$ 24,960	(2% scenario)
150-33601 (Reduce Debit Card Fees)	\$ 5,653	(4.5% scenario)
150-61430-01 (19) (Acct. Tech VTO)	\$ 11,766	(4.5% scenario)
150-61430-50 (Delete Cal Svcs. Tax ID Program)	\$ 2,000	(4.5% scenario)
150-61430-12 (Sr. Accountant Casual Hours)	\$ 7,183	(7% scenario)
150-61430-34 (Budget and CAFR printing)	\$ 6,000	(7% scenario)
150-61430-57 (Reduce Conference Budget)	\$ 1,000	(7% scenario)
150-61430-50 (Preparation of Controller & Str. Rep)	\$ 7,351	(7% scenario)

Amount of Reduction: \$65,913

by June 30, 2004

Description of Proposal

Sell eight hours per week of senior accountant time to City of Half Moon Bay. Implementation of new debit card system, payroll accounting technician voluntary time off (VTO) of 20%. Delete Cal Services Tax ID program. Delete 63% senior accountant casual hours. Print budget and Comprehensive Annual Financial Report (CAFR) in-house. Reduce conference budget. Prepare state controller's and gas tax street report in-house (previously prepared by City's auditors).

Service Level Impact – What specifically will happen or not happen if this reduction is made?

Sale of senior accountant hours to City of Half Moon Bay will result in delayed responses to departments requesting information and less review of transactions before they are processed, resulting in poorer quality financial information being recorded and published. (Included in 2% and 4.5% scenarios)

Implementation of new debit card system to be administered by Financial Services staff requiring additional hours to coordinate, thereby impacting response time by administrative assistant. (Included in 4.5% scenario)

In addition to delayed responses to payroll questions and reduced quality control, VTO for the payroll accounting technician will result in a reduction in completion of special projects, possible delay in dismissal checks (if after 3:00), delay in Parks, Recreation and Community Services' deposit account reconciliation, delay in cross-training, delay in personnel action forms, salary changes, and retro pay processing. (Included in 4.5% scenario)

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. (Included in 4.5% scenario)

Deletion of senior accountant casual hours will result in us not being able to backfill the accounts payable clerk position while she is on extended leave due to her medical condition. This will result in the division being 1.4 FTE's understaffed (16% of staff) and will create significant problems.

Printing of budget and CAFR in-house may delay response by administrative assistant to other duties along with a reduction in the number of copies available to interested parties.

The proposed reduction in one-half of the conference budget will reduce the training opportunities provided by organizations such as California Society of Municipal Finance Officers and League of California Cities.

In-house preparation of the mandated state controller's and gas tax street reports will cause a delay in responding to City departments, completing special projects and other non-mandated activities.

How does this reduction affect the City Council's goals and priorities?

No effect.

Will this proposed reduction impact mandated activities? If so, please describe consequences of not complying with mandate.

As most of the Finance Department's responsibilities are mandated, these reductions may result in these responsibilities being performed less accurately.

BUDGET REDUCTION

Proposal Form for 2003/04

7.0% Scenario

Date: April 24, 2003

Department: Finance
Program: Information Technology (IT)

Reductions will occur in **Account Number**

Amount

<u>780-67110-15 (19) Data Budget</u>	<u>\$ 29,000</u>	<u>Included in 4.5% reduction</u>
<u>780-67110-40 Data Budget</u>	<u>\$ 7,000</u>	<u>Included in 4.5% reduction</u>
<u>780-67110-41 Data Budget</u>	<u>\$ 2,500</u>	<u>Included in 2% & 4.5% reduction</u>
<u>780-67110-50 Data Budget</u>	<u>\$ 8,000</u>	<u>Included in 2% & 4.5% reduction</u>
<u>780-67110-55 Data Budget</u>	<u>\$ 8,500</u>	<u>Included in 4.5% reduction</u>
<u>780-67110-57 Data Budget</u>	<u>\$ 1,500</u>	
<u>780-67110-95 Data Budget</u>	<u>\$ 1,348</u>	<u>Included in 4.5% reduction</u>
<u>780-67211-15 (19) Voice Budget</u>	<u>\$ 1,000</u>	
<u>780-67211-35 Voice Budget</u>	<u>\$ 36,459</u>	<u>Included in 2% & 4.5% reduction</u>
<u>780-67211-41 Voice Budget</u>	<u>\$ 2,000</u>	<u>Included in 4.5% reduction</u>
<u>780-67211-50 Voice Budget</u>	<u>\$ 2,000</u>	<u>Included in 2% & 4.5% reduction</u>
<u>780-67211-95 Voice Budget</u>	<u>\$ 3,000</u>	<u>Included in 4.5% reduction</u>

Amount of Reduction: \$102,307

by June 30, 2004

Description of Proposal

The following decreases will need to occur in the **data** budget to achieve the 7% reduction: 1) overtime 53% (\$29,000), 2) operating supplies and expenses 19% (\$7,000), 3) repair and maintenance supplies and expenses 9% (\$2,500), 4) professional services 32% (\$8,000), 5) training expenses 71% (\$8,500), 6) conferences 60% (\$1,500), and 7) furniture and equipment 100% (\$1,348).

The following cuts will need to occur in the **voice** budget to achieve the 7% reduction: 1) overtime 47% (\$1,000), 2) communication and supplies and service 23% (\$36,459), 3) repair and maintenance supplies and expenses 5% (\$2,000), 4) professional services 40% (\$2,000), and 5) furniture and equipment 100% (\$3,000).

Service Level Impact – What specifically will happen or not happen if this reduction is made?

Data Budget (67110):

- 1) A new IT overtime policy will be developed limiting overtime to mission critical applications only. Computer maintenance may occur during normal working hours or during lunch break instead of off-peak time; or, staff hours may need to be adjusted to accommodate the off-peak computer maintenance. More downtime for the users, less innovation, slower response time or no response to system problems (such as W-2 errors discovered this year), longer time required to implement memorandum of understanding changes. We may need to live with system and programming errors for longer period of time. Included in the 4.5% budget reduction proposal plus an additional reduction of approximately \$24,000.

- 2) The operating supplies and expenses will be reduced by limiting the purchasing of IT-related software, which will cause IT to use our labor less efficiently. Included in the 4.5% budget reduction proposal.
- 3) The repair and maintenance supplies and expenses object costs savings will occur by moving the financial system from the HP UNIX operating system to Microsoft Window 2000 operating system, which is the City's de facto standard. The result of the migration will eliminate the annual UNIX hardware maintenance support contract. Included in both the 2% and 4.5% budget reduction proposal.
- 4) IT division will be replacing the technical research firm of the Gartner Group with Public Technology, Incorporated (PTI). PTI is the research arm of International City Managers' Association (ICMA). The City participates in the ICMA annual performance measures. Included in both the 2% and 4.5% budget reduction proposal.
- 5) The division will reduce training by investing in a library of technical manuals that can be shared among the staff. Training will only be offered for mission critical applications. Reduction in the training will result in less innovation, and may impair our ability to maintain and troubleshoot system problems. Included in the 4.5% budget reduction proposal plus an additional reduction of approximately \$4,000.
- 6) The IT division will only attend bay area conferences; no overnight stays. The reduction in the conferences will result in less innovation.
- 7) Postpone the purchase of a new PC until funding can be restored. The staff will use older, slower equipment and in the event of a failure we will be forced to find money elsewhere (included in the 4.5% budget reduction proposal).

Voice Budget (67211):

- 1) A new IT overtime policy will be developed limiting overtime to mission critical applications only. Computer maintenance may occur during normal working hours or during lunch break instead of off peak time; or, staff hours may need to be adjusted to accommodate the off-peak computer maintenance. The reduction will cause more downtime for the users, less innovation and slower response time.
- 2) IT division has achieved the reduction in phone charges through many initiatives (removing modem lines, standardizing long-distance carriers, etc.). Also, IT is projecting additional savings from the new phone system. The new phone system will combine the voice and data communications over the RCN and/or City-owned fiber infrastructure, thus reducing the costs of data and voice communications. The new phone system will also introduce new features which will vastly improve the City's telecommunication. Included in both the 2% and 4.5% budget reduction proposal.
- 3) IT is projecting a cost savings with the implementation of the new phone system for the repair and maintenance supplies and expenses object. Included in the 4.5% budget reduction proposal.
- 4) IT division will be replacing the technical research firm of the Gartner Group with Public Technology, Incorporated (PTI). PTI is the research arm of International City Managers' Association (ICMA). The City participates in the ICMA annual performance measures. Included in the 4.5% budget reduction proposal.
- 5) The capital improvement program will supply the equipment needed for the new phone system for the FY03/04. The funding will need to be restored in the FY04/05 budget. Included in the 4.5% budget reduction proposal.

How does this reduction affect the City Council's goals and priorities?

We will operate less efficiently and very likely with system and programming errors remaining for longer durations of time.

Will this proposed reduction impact mandated activities? If so, please describe consequences of not complying with mandate.

If the overtime budget is reduced errors in mandated activities such as payroll and general accounting will take longer to be corrected if overtime is reduced. The City organization may need to live with system and programming errors for longer duration of time. Implementing changes such as memorandum of understanding, user requests, projects, upgrade, equipment installation, etc. will take longer and IT will have less time to review our work product before it is delivered to the end-user. City department have not requested any reduction in service level.

BUDGET REDUCTION

Proposal Form for 2003/04

7.0% Scenario

Date: April 24, 2003

Department: Finance

Program: General Liability Risk Management

Reductions will occur in **Account Number**

Amount

741-39001

\$ 43,365

Amount of Reduction: \$43,365

by June 30, 2004

Description of Proposal

Reduce charges (Object 76) to general fund and general fund-supported departments by 7% in FY03/04.

Service Level Impact – What specifically will happen or not happen if this reduction is made?

None immediately. Eventually, if expenditures exceed self-insurance fund revenues, the reserve funding confidence level will decrease. The overwhelming majority of the expenditures in this program are driven by the City loss experience and costs of insurance premiums. Reducing the appropriations will not result in decreased expenditures. Expenditures are a function of the number and types of claims and lawsuits filed against the City. Presently, reserves are set at the 95% confidence level, which is fairly conservative. We are in the process of having a new actuarial study performed which may result in a change in the recommended level of our reserves.

How does this reduction affect the City Council's goals and priorities?

No effect.

Will this proposed reduction impact mandated activities? If so, please describe consequences of not complying with mandate.

No.

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BUDGET REDUCTION

Proposal Form for 2003/04

2.0% Scenario

Date: April 18, 2003

Department: Fire
Program: Administration

Reductions will occur in Account Number	Amount
1. 150-62210-15 Overtime	\$ 17,590
2. 150-62210-36 Transportation	\$ 500
3. 150-62210-40 Op. Supplies & Services	\$ 9,855
4. 150-62210-50 Professional Services	\$ 49,000
5. 150-62210-55 Training	\$ 1,100
6. 150-62210-57 Conferences	\$ 3,800
7. 150-62210-96 Non-Capital Assets	\$ 4,000

Amount of Reduction: \$85,845

by June 30, 2004

Description of Proposal

1. Eliminate all administrative overtime.
2. Reduce administrative transportation expense account by 50%
3. Reduce supplies and expenses by 55%
4. Reduce professional services by \$49,000.
5. Eliminate all training expenses for administrative personnel.
6. Eliminate all conferences expenses for administrative staff.
7. Reduce the computer replacement account by 33%.

Service Level Impact – What specifically will happen or not happen if this reduction is made?

See attached budget reduction 2.0% proposal.

How does this reduction affect the City Council's goals and priorities?

Doing business efficiently and effectively will have to be done with fewer resources.

Will this proposed reduction impact mandated activities? If so, please describe consequences of not complying with mandate.

No mandated activities will be impacted.

BUDGET REDUCTION

Proposal Form for 2003/04

2.0% Scenario

Date: April 18, 2003

Department: Fire
Program: Operations

Reductions will occur in **Account Number**

Amount

8. 150-62220-40 Operating Supplies and Expenses	\$ 10,000
9. 150-62220-41 Repair and Maintenance	\$ 10,000
10. 150-62220-42 Small Tools	\$ 1,000
11. 150-62220-50 Professional Services	\$ 11,000
12. 150-62220-95 Fitness Equipment Replacement	\$ 5,000
13. 150-62220-95 Apparatus Mobile Computer	\$ 7,500

Amount of Reduction: \$44,500

by June 30, 2004

Description of Proposal

Reduce expenses in the fire operations portion of the Fire Department budget in the areas of purchase, repair, and maintenance of tools and equipment. Additionally, reduce the repair, maintenance, and upgrading of items covered in the professional services account. These items require specialized outside vendors to handle repairs or upgrades.

Service Level Impact – What specifically will happen or not happen if this reduction is made?

See attached budget reduction 2.0% proposal

How does this reduction affect the City Council's goals and priorities?

Minimal.

Will this proposed reduction impact mandated activities? If so, please describe consequences of not complying with mandate.

N/A

BUDGET REDUCTION

Proposal Form for 2003/04

2.0% Scenario

Date: April 18, 2003

Department: Fire
Program: Prevention

Reductions will occur in **Account Number**

Amount

14. 150-62230-13 Contract Plan Checker	\$ 44,129
15. 150-62230-40 Operating Supplies and Expenses	\$ 1,000
16. 150-62230-50 Professional Services	\$ 10,000
17. 150-62230-55 Training	\$ 8,500
18. 150-62230-56 Membership and Meetings	\$ 750
19. 150-62230-57 Conferences	\$ 1,380

Amount of Reduction: \$65,759

by June 30, 2004

Description of Proposal

14. Eliminate the position of a half-time contract fire plan checker.
16. Reduce miscellaneous expenses by 17%
17. Reduce professional services by 63%.

Service Level Impact – What specifically will happen or not happen if this reduction is made?

See attached budget reduction 2.0% proposal

How does this reduction affect the City Council's goals and priorities?

Doing business efficiently will be impacted by potential delays to customer needs in the areas of inspection, investigations, and plan review.

Will this proposed reduction impact mandated activities? If so, please describe consequences of not complying with mandate.

No impact on mandated activities.

BUDGET REDUCTION

Proposal Form for 2003/04

2.0% Scenario

Date: April 18, 2003

Department: Fire
Program: Training

Reductions will occur in **Account Number**

Amount

20. 150-62240-15 Overtime	\$ 7,777
21. 150-62240-50 Professional Services	\$ 3,000
22. 150-62240-55 Training Expenses	\$ 5,000
23. 150-62240-57 Conferences	\$ 1,600

Amount of Reduction: \$17,377

by June 30, 2004

Description of Proposal

20. Elimination of overtime from the training division.
21. Reduction of professional services funds.
22. Reduce the general fire training account by \$5,000.
23. Elimination of training conferences.

Service Level Impact – What specifically will happen or not happen if this reduction is made?

See attached Budget Reduction 2.0% Proposal

How does this reduction affect the City Council's goals and priorities?

N/A

Will this proposed reduction impact mandated activities? If so, please describe consequences of not complying with mandate.

N/A

BUDGET REDUCTION

Proposal Form for 2003/04

2.0% Scenario

Date: April 18, 2003

Department: Fire
Program: Emergency Medical Services

Reductions will occur in Account Number	Amount
24. 150-62245-15 Overtime	\$ 19,285
25. 150-62245-40 Operating Supplies and Expenses	\$ 10,000

Amount of Reduction: \$29,285

by June 30, 2004

Description of Proposal

- 24. Funds will be eliminated. Paramedic required training will need to be provided on duty.
- 25. Funds for medical supplies will be reduced.

Service Level Impact – What specifically will happen or not happen if this reduction is made?

See attached budget reduction 2% proposal.

How does this reduction affect the City Council's goals and priorities?

N/A

Will this proposed reduction impact mandated activities? If so, please describe consequences of not complying with mandate.

San Mateo County Joint Powers Authority model requires advance medical certificate be maintained on an ongoing basis.

BUDGET REDUCTION

Proposal Form for 2003/04

2.0% Scenario

Date: April 18, 2003

Department: Fire

Program: Emergency Operations Center

Reductions will occur in **Account Number**

26. 150-62260-50 Professional Services

27. 150-62260-55 Training

Amount

\$ 2,500

\$ 1,500

Amount of Reduction: \$4,000

by June 30, 2004

Description of Proposal

26. Reduce professional services from outside consultants.

27. Disaster training will be curtailed and provided in-house.

Service Level Impact – What specifically will happen or not happen if this reduction is made?

See attached budget reduction 2.0% proposal.

How does this reduction affect the City Council's goals and priorities?

N/A

Will this proposed reduction impact mandated activities? If so, please describe consequences of not complying with mandate.

Minimal impact on mandated program.

**Redwood City Fire Department
Budget Reduction Proposal
FY 2003/04
2.0% Scenario**

Service Level Impact

1. Administration-Overtime: There will be no work performed outside normal working hours. Incomplete urgent administrative support work will be postponed to the following work day.
2. Administration-Transportation: Out-of-town travel and associated expenses for meetings, conferences, and training for administrative staff will be reduced by half, resulting in less attendance to out-of-town conferences and seminars.
3. Administration-Operating Supplies and Expenses: Petty cash expenses, supplies for subscriptions, employee recognition, promotions, kitchen and conference room supplies, and various day-to-day expenses for the department will be reduced or eliminated.
4. Administration-Professional Services: New software upgrades and associated professional work will be limited to emergency needs only. Outside consultant assistance for the SunPro program will be limited to problems outside the capabilities of Fire and Information Technology (IT) personnel. Funds budgeted for recruitment will be reduced.
5. Administration-Training: All outside training for the administrative support staff, administrative chief and fire chief will be eliminated. Professional job skill enhancement will have to be done "in-house" or not done at all, for this fiscal year.
6. Administration-Conferences: There will be no attendance to conferences, such as The Western Fire Chiefs' Conference, International Fire Chief's Conference, League of California Cities, or the Uniform Code conferences. The benefits of information and knowledge obtained from such conferences will be postponed.
7. Administration-Non Capital Assets: Replacement of older department computers in all fire stations will be extended. There will be approximately one-third less computers replaced in FY03/04. Older computers will require more IT support and potentially more downtime.
8. Operations-Operating Supplies and Expenses: Life span of personal protective equipment will need to be extended. This includes structure fire protective clothing, wild land fire protective clothing, and safety boots. In addition, there will be a reduction in hazardous material absorbent and firefighting foam. On hand supply of foam and absorbent will be reduced.
9. Operations-Repairs and Maintenance: Maintenance of Hurst tools (jaws of life), nozzles and fittings, ladders, water rescue, and headsets will be impacted. If equipment does not sustain damage beyond normal wear and tear, the proposed reduction impact should be minor.
10. Operations-Small Tools: Chain saws maintenance will be delayed. Replacement of small rescue tools may not occur.
11. Operations-Professional Services: Various accounts within the professional services budget will be reduced, specifically "net 6" radio maintenance, radio repair and maintenance, and mapping service.

12. Operations-Fitness Equipment Replacement: Existing fitness equipment due for replacement will continue to remain in service.
13. Operations-Apparatus Mobile Laptops: Upgrades and new installation will be postponed. Reserve apparatus will not be equipped with mobile laptops.
14. Prevention-Contract Fire Plan Checker: The position of half-time fire plan checker will be eliminated. Turnaround time for fire safety plans review will increase significantly, at a time when quicker turnaround time is demanded by our customers. In-house plans review will reduce time available for field inspection.
15. Prevention-Operating Supplies and Expenses: A 15% cut in this account would mean that the supply of fire prevention materials and literature available for public education will be reduced.
16. Prevention-Professional Services: The reduction of \$10,000 from professional services coupled with the elimination of the contract fire plan checker position will compound the potential delays in the fire and life safety plan review process. We anticipate the time to complete this process will double. Customers may be required to pay for professional services if they want to expedite the plan check process. In particular, the impact will be felt in large projects such as the Marina Shores Village, cinema project, and Abbott Labs to mention a few. These and similar projects require lengthy and thorough review. Smaller projects that require quick turnaround will also be affected. Field inspections time will also be a casualty to more office plan review time and more office customer contact time.
17. Prevention-Training: Some training could be done in-house, but technical and professional enhancement in areas such as plan review, investigation, code interpretation, and inspection techniques will have to be postponed for this fiscal year.
18. Prevention-Membership and Meetings: Membership to local and national organizations will be limited to a select few. Benefits of knowledge and information through membership will have to be placed on hold.
19. Prevention-Conferences: Eliminating all funds for periodic and annual conferences will have an effect on professional growth and enrichment of fire prevention staff.
20. Training-Overtime: No training will be delivered outside normal working hours.
21. Training-Professional Services: The training division will use other sources for the live fire training program for which this account was set up.
22. Training-Training Expenses: The training division will deny 25% of the requests for outside schooling received during the fiscal year. The reduction will impact officer development classes.
23. Training-Conferences: The training officer will not attend the State Fire Conference this fiscal year.
24. Emergency Medical Services-Overtime: An on-duty paramedic training program will need to be developed. This will impact existing fire department training programs already in place. Fire companies will increase their out-of-service time for medical training.

25. Emergency Medical Services-Operating Supplies and Expenses: Supplies of basic and advance life support equipment will be reduced. A large scale medical emergency would deplete available medical supplies.
26. Emergency Operations Center-Professional Services: Service of independent contract will be reduced and may not be available during emergency. Some of the updated and administrative support for Emergency Operations Center may be eliminated.
27. Emergency Operations Center-Training: Required training will need to be provided by Fire Department personnel while on duty. This may impact the scope and complexity of training. Outside specialized training in the areas of disaster preparedness will be eliminated.

BUDGET REDUCTION

Proposal Form for 2003/04

4.5% Scenario

Date: April 18, 2003

Department: Fire
Program: Operations

Reductions will occur in **Account Number**

Amount

1. 2% Reduction

\$ 246,766

2. 150-62220-01 & 15 Productive Work Time

\$ 302,260

Amount of Reduction: \$549,026

by June 30, 2004

Description of Proposal

1. Refer to the 2% reduction document.
2. Freeze three firefighter positions and implement a cap on daily overtime expenditures.

Service Level Impact – What specifically will happen or not happen if this reduction is made?

See attached budget reduction 2.0 and 4.5% proposals.

How does this reduction affect the City Council's goals and priorities?

During closure of an engine company, activities such as residential fire inspections, public education, and day-to-day dealing with the public will be compromised.

Will this proposed reduction impact mandated activities? If so, please describe consequences of not complying with mandate.

Response times to emergencies will increase, potentially not meeting the San Mateo County's mandate of "on scene" time of six minutes, 59 seconds causing greater fire losses and increasing the risk of injury and fatality. We may also incur fines for not meeting the County's response time mandate.

**Redwood City Fire Department
Budget Reduction Proposal
FY 2003/04
4.5% Scenario**

Service Level Impact

1. Refer to the budget reduction 2.0% proposal.
2. Reduce available staffing by one firefighter per shift. Maximum staffing on fire truck 9 will drop from five personnel to four. Vacancy relief without utilizing overtime will be eliminated. Overtime spending will accelerate because of the three frozen firefighter positions.

Capping overtime at three positions per day insures the Fire Department will remain within the overtime budget for the fiscal year. 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 medical emergencies which represent approximately 70% of all emergency responses.

The Fire Department Staff will closely monitor the Overtime Budget in an effort to minimize the number of times an Engine Company will need to be placed out-of-service. We anticipate that an engine company will be out of service approximately 60 days during the fiscal year.

One engine company out-of-service will cause unknown delays in responses to some areas of the city depending on the location of the responding unit. An out-of-service engine company could also cause a delay in getting the appropriate number of firefighters to the scene of a structure fire. An out-of-service company may affect automatic aid agreements, and may cause neighboring fire jurisdictions to respond into Redwood City leaving their jurisdictions uncovered. This situation will be compounded if other jurisdictions place engine companies out-of-service due to fiscal constraints and Redwood City must respond to other jurisdictions on a more frequent basis.

BUDGET REDUCTION

Proposal Form for 2003/04

7.0% Scenario

Date: April 18, 2003

Department: Fire
Program: Operations

Reductions will occur in **Account Number**

Amount

1. 2% Budget Reduction Proposal
2. 4.5% Budget Reduction Proposal
3. 150-62220-15 Overtime

\$ 246,766
\$ 302,260
\$ 302,000

Amount of Reduction: \$851,026

by June 30, 2004

Description of Proposal

The reduction of the overtime account will cause the closure of a fire company for approximately five months.

Service Level Impact – What specifically will happen or not happen if this reduction is made?

See attached budget reduction 7.0% proposal

How does this reduction affect the City Council's goals and priorities?

Doing business efficiently and effectively will be done at a higher level of risk.

Will this proposed reduction impact mandated activities? If so, please describe consequences of not complying with mandate.

Some mandated response times in the City and the San Mateo County areas will be impacted at a potential loss of revenues.

**Redwood City Fire Department
Budget Reduction Proposal
FY 2003/04
7% Scenario**

Service Level Impact

3. Refer to the budget reduction 2.0% proposal.
4. Refer to the budget reduction 4.5% proposal.
5. In addition to the 2% and 4.5% reductions outlined in the attached documents, placing an engine company out-of-service will increase to approximately 150 days. The savings will be reflected in overtime. The longer an engine company is out-of-service, the risk to the public and fire department increases. Sick Leave or workers compensation injuries could increase the number of times an engine company is placed out-of-service.

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BUDGET REDUCTION

Proposal Form for 2003/04

2.0% Scenario

Date: 4-25-03

Department: Human Resources

Program: Human Resources

Reductions will occur in **Account Number**

Amount

a) 150-61610-01 _____

\$ 24,000 _____

b) 150-61610-33 _____

\$ 5,000 _____

Amount of Reduction: \$29,000

by June 30, 2004

Description of Proposal

- a) Reduction of employee development manager position to 75% of a full-time equivalent (FTE).
- b) Reduction in advertisement budget due to anticipated reduction in number of recruitments.

Service Level Impact – What specifically will happen or not happen if this reduction is made?

- a) The employee development manager is currently involved in a variety of clerical support tasks for programs. Lower level clerical staff will now be utilized for this purpose ensuring there is same level of professional work.
- b) While recruitments are still anticipated, the overall number is expected to decrease. The proposed dollar reduction will not adversely impact our ability to effectively advertise.

How does this reduction affect the City Council's goals and priorities?

Not applicable.

Will this proposed reduction impact mandated activities? If so, please describe consequences of not complying with mandate.

No.

BUDGET REDUCTION

Proposal Form for 2003/04

4.5% Scenario

Date: 4-25-03

Department: Human Resources

Program: Human Resources

Reductions will occur in **Account Number**

Amount

a) 150-61610-01	\$ 24,000	(2% scenario)
b) 150-61610-33	\$ 5,000	(2% scenario)
c) 150-61610-40	\$ 2,000	
d) 150-61610-50	\$ 7,500	
e) 150-61610-59	\$ 5,000	

Amount of Reduction: \$43,500

by June 30, 2004

Description of Proposal

- a) Reduction of employee development manager position to 75% of a full-time equivalent (FTE).
- b) Reduction in advertisement budget due to anticipated reduction in number of recruitments.
- c) Reduction in operating expenditures by eliminating participation in job/career fairs.
- d) Reduction in professional services in recruitment-related services.
- e) Reduction in miscellaneous operating budget due to elimination of two new employee events.

Service Level Impact – What specifically will happen or not happen if this reduction is made?

- a) The employee development manager is currently involved in a variety of clerical support tasks for programs. Lower level clerical staff will now be utilized for this purpose ensuring there is same level of professional work.
- b) While recruitments are still anticipated the overall number is expected to decrease. The proposed dollar reduction will not adversely impact our ability to effectively advertise.
- c) We will reduce our participation in job/career fairs. The labor pool market is presently robust thereby reducing our need to be present and visible in these events.
- d) Professional services accounts include various vendor contracts including several mandated services (State Department of Justice fingerprinting, unemployment insurance, random drug/alcohol testing). We have reviewed these contracts to ensure only base line services. As long as the legal requirements are met, no adverse impact will occur.
- e) Two new employee events that were budgeted for this year have been cancelled.

How does this reduction affect the City Council's goals and priorities?

Not applicable.

Will this proposed reduction impact mandated activities? If so, please describe consequences of not complying with mandate.

Not applicable.

BUDGET REDUCTION

Proposal Form for 2003/04

7.0% Scenario

Date: 4-25-03

Department: Human Resources

Program: Human Resources

Reductions will occur in **Account Number**

Amount

a) 150-61610-01 (19)	\$ 24,000	(2% scenario)
b) 150-61610-33	\$ 5,000	(2% scenario)
c) 150-61610-35	\$ 240	
d) 150-61610-40	\$ 9,690	
e) 150-61610-42	\$ 1,000	
f) 150-61610-46	\$ 1,000	
g) 150-61610-50	\$ 19,500	
h) 150-61610-55	\$ 9,980	
i) 150-61610-56	\$ 200	
j) 150-61610-57	\$ 1,800	
k) 150-61610-59	\$ 5,500	

Amount of Reduction: \$77,910.00

by June 30, 2004

Description of Proposal:

- Reduction of employee development manager position to 75% of a full-time equivalent (FTE).
- Reduction in advertisement budget due to anticipated reduction in number of recruitments.
- Reduction in service contract for human resources director communication devices.
- Reduction in operating budget in recruitment related supplies.
- Reduction in minor equipment budget.
- Reduction in professional publications.
- Reduction in professional services in recruitment-related services
- Reduction in employee development budget.
- Reduction in membership in San Mateo County Human Resources Association.
- Reduction in participation in diversity conference and League of California Cities conference.
- Reduction in miscellaneous services budget by eliminating two new employee events.

Service Level Impact – What specifically will happen or not happen if this reduction is made?

- The employee development manager is currently involved in a variety of clerical support tasks for programs. Lower level clerical staff will now be utilized for this purpose ensuring there is same level of professional work.
- While recruitments are still anticipated the overall number is expected to decrease. The proposed dollar reduction will not adversely impact our ability to effectively advertise.
- No service level impact.
- While the numbers of recruitments are anticipated to decrease overall we are anticipating an increase in retirements in some key positions. Decreasing our operating budget will have an adverse impact on the type of recruitment process we offer.

- e) A reduction in our minor equipment budget will have an impact in our ability to replace minor equipment such as a fax machine or small printer thereby reducing the quality of service we provide should malfunctions occur with these machines.
- f) A reduction in professional publications will impact the resources available to Human Resources staff. On-line resources may be an alternative.
- g) While the numbers of recruitments are anticipated to decrease overall, we are anticipating an increase in retirements in some key positions. Decreasing our professional services budget will have an adverse impact on the type of recruitment process we offer.
- h) A reduction in employee development budget will impact the programs that Human Resources offers employees. With anticipated retirements in the next year, preparing our workforce to move into those key positions will be critical. The department will prioritize training, but our overall number and types of training will decrease.
- i) This reduction in membership budget will eliminate the participation of Human Resources staff in the San Mateo County Human Resources Association. The ability to network among our peers and share valuable information will be impacted
- j) Participation in Diversity Conference and League of California Cities Conference will be eliminated. Valuable resources and information will be lost.
- k) The reduction in our miscellaneous services budget will mean the elimination of two new employee events. With the possibility of layoffs and the impact on remaining employees, it will be critical to keep morale up and exhibit appreciation for our employees. The current level of events will not change.

How does this reduction affect the City Council's goals and priorities?

N/a

Will this proposed reduction impact mandated activities? If so, please describe consequences of not complying with mandate.

At this time, we do not foresee any impact on mandated activities. Should legislation change for any of our programs (such as requirements for drug/alcohol testing), we may need to review the budget implications.

BUDGET REDUCTION

Proposal Form for 2003/04

2.0% Scenario

Date: April 25, 2003

Department: Library (154)

Reductions will occur in **Account Number**

Amount

154-66272-01
154-66290-12

\$ 79,780
\$ 33,056

Amount of Reduction: \$ 112,836

by June 30, 2004

Description of Proposal

Freeze the vacant position of specialist librarian, reducing the overall regular employee costs by \$79,780. Reduce the casual labor in Schaberg Library by \$33,056 while the library is closed for remodeling.

Service Level Impact – What specifically will happen or not happen if this reduction is made?

There will be delays in responding to reference questions. Telephones may go unanswered or people will have to be transferred to voicemail for call back later. We will need to cancel two out of three Internet classes for the public. The library will be unable to participate in region-wide initiatives such as the online, 24/7 reference help program, QandA Café. Some of the negative impact can be mitigated by re-deploying regular Schaberg Library staff to the Main Library while the branch is closed for remodeling.

How does this reduction affect the City Council's goals and priorities?

Cutbacks in Internet training classes will adversely affect council's education priority.

Will this proposed reduction impact mandated activities? If so, please describe consequences of not complying with mandate.

No.

BUDGET REDUCTION

Proposal Form for 2003/04

2.0% Scenario

Date: April 25, 2003

Department: Library (154)
Program: Information Services

Reductions will occur in **Account Number**

Amount

154-66272-01 _____

\$ 79,780 _____

Amount of Reduction: \$ 79,780

by June 30, 2004

Description of Proposal

Freeze the vacant position of specialist librarian, reducing the overall regular employee costs by \$79,780.

Service Level Impact – What specifically will happen or not happen if this reduction is made?

There will be delays in responding to reference questions. Telephones may go unanswered or people will have to be transferred to voicemail for call back later. We will need to cancel two out of three Internet classes for the public. The library will be unable to participate in region-wide initiatives such as the online, 24/7 reference help program, QandA Café.

How does this reduction affect the City Council's goals and priorities?

Cutbacks in Internet training classes will adversely affect council's education priority.

Will this proposed reduction impact mandated activities? If so, please describe consequences of not complying with mandate.

No.

BUDGET REDUCTION

Proposal Form for 2003/04

2.0% Scenario

Date: April 25, 2003

Department: Library (154)
Program: Community Libraries

Reductions will occur in **Account Number**

Amount

154-66290-12 _____

\$ 33,056 _____

Amount of Reduction: \$ 33,056

by June 30, 2004

Description of Proposal

The Schaberg Community Library will be closed for remodeling for at least four months starting in July. During that time no casual labor will be used at the Schaberg Library, and regular staff from Schaberg will be working at the Fair Oaks Community Library, resulting in a savings of casual labor there as well. The savings will allow a reduction in the casual budget from \$133,944 to \$100,888. This is a one-time reduction, the savings from which the library will need to find from other sources in future budget reductions.

Service Level Impact – What specifically will happen or not happen if this reduction is made?

The people using the Schaberg Community Library will be inconvenienced by the closure of the library during the remodeling, but according to Engineering staff, it will be impossible to keep the library open during the remodeling.

How does this reduction affect the City Council's goals and priorities?

No effect besides those from the scheduled closure.

Will this proposed reduction impact mandated activities? If so, please describe consequences of not complying with mandate.

No.

BUDGET REDUCTION

Proposal Form for 2003/04

4.5% Scenario

Date: April 25, 2003

Department: Library (154)

Reductions will occur in **Account Number**

Amount

154-66251-96	\$ 1,200
154-66252-12	\$ 5,279
154-66261-12	\$ 28,037
154-66262-12	\$ 28,037
154-66271-12	\$ 10,733
154-66271-95	\$ 14,400
154-66272-01	\$ 79,780 (2% scenario)
154-66272-95	\$ 4,700
154-66282-12	\$ 902
154-66282-95	\$ 5,000
154-66282-96	\$ 1,200
154-66290-12	\$ 51,114
154-66290-95	\$ 5,000
154-66290-96	\$ 18,500

Amount of Reduction: \$ 253,882

by June 30, 2004

Description of Proposal

Reductions of \$72,988 are made in casual labor in the Main Library; \$79,780 from freezing the specialist librarian position; \$51,114 from the Schaberg Library closure; and \$50,000 in capital.

Service Level Impact – What specifically will happen or not happen if this reduction is made?

Reduction of casual labor in the Main Library will result in long waits for service and delay in processing library materials. There will be no additional impact from the Schaberg Library closure, since that was already planned for and communicated to the community. The library is substantially reducing its FY03/04 capital budget from \$63,300 down to \$50,000. A major result of the reduction is that personal computers and other equipment nearing "retirement" and due to be replaced this fiscal year will not be. This increases the risk of the equipment breaking down, both in FY03/2004 and for several years in the future, as replacing this equipment at a later date will mean that the replacement of other equipment will in turn be delayed.

How does this reduction affect the City Council's goals and priorities?

Although we have tried to minimize the direct effect on youth and education programs, reductions elsewhere will have an indirect effect on the operations of those programs.

Will this proposed reduction impact mandated activities? If so, please describe consequences of not complying with mandate.

No.

BUDGET REDUCTION

Proposal Form for 2003/04

4.5% Scenario

Date: April 25, 2003

Department: Library (154)
Program: Administrative Services

Reductions will occur in **Account Number**

Amount

154-66251-96 _____

\$ 1,200 _____

Amount of Reduction: \$1,200

by June 30, 2004

Description of Proposal

The Administrative Services Unit will not replace the library director's personal computer in FY03/04.

Service Level Impact – What specifically will happen or not happen if this reduction is made?

The personal computer is due to be replaced this year; postponing replacement means that the director will not be able to work as efficiently as with a new personal computer, and increases the risk that her personal computer may break down.

How does this reduction affect the City Council's goals and priorities?

No direct impact.

Will this proposed reduction impact mandated activities? If so, please describe consequences of not complying with mandate.

No.

BUDGET REDUCTION

Proposal Form for 2003/04

4.5% Scenario

Date: April 25, 2003

Department: Library (154)
Program: Resource Development Services

Reductions will occur in **Account Number**

Amount

154-66252-12

\$ 5,279

Amount of Reduction: \$ 5,279 **by June 30, 2004**

Description of Proposal

Reduce casual labor from \$9,404 to \$4,125.

Service Level Impact – What specifically will happen or not happen if this reduction is made?

Slower processing of library tapes for the visually impaired. Stop telenews services (tape recording of local news for the visually disabled), which currently averages use by only three customers per week.

How does this reduction affect the City Council's goals and priorities?

No.

Will this proposed reduction impact mandated activities? If so, please describe consequences of not complying with mandate.

No.

BUDGET REDUCTION

Proposal Form for 2003/04

4.5% Scenario

Date: April 25, 2003

Department: Library (154)
Program: Circulation and Collection
Development Services

Reductions will occur in **Account Number**

Amount

154-66261-12

\$ 28,037

Amount of Reduction: \$ 28,037 **by June 30, 2004**

Description of Proposal

Circulation and Collection Development Services will reduce the amount of the budget for casual labor from \$267,542 to \$239,505.

Service Level Impact – What specifically will happen or not happen if this reduction is made?

There will be longer lines for checking out material at the circulation desk. Telephones may go unanswered or people will have to be transferred to voicemail for call back later. It will take longer for returned materials to get back on the shelves, making it harder for people to find the books they are looking for. It will take longer for returned items to be checked in and cleared from a customer's account. Overall, there will be a lessening of the quality customer service that Redwood City citizens have come to expect from their library.

How does this reduction affect the City Council's goals and priorities?

Students looking for material for school assignments will find it harder to find what they are looking for.

Will this proposed reduction impact mandated activities? If so, please describe consequences of not complying with mandate.

No.

BUDGET REDUCTION

Proposal Form for 2003/04

4.5% Scenario

Date: April 25, 2003

Department: Library (154)
Program: Collection Access and Processing Services

Reductions will occur in **Account Number**

Amount

154-66262-12

\$ 28,037

Amount of Reduction: \$ 28,037

by June 30, 2004

Description of Proposal

Collection Access and Processing Services will reduce the amount of the budget for casual labor from \$65,355 to \$37,318.

Service Level Impact – What specifically will happen or not happen if this reduction is made?

There will be slower processing of new books, CDs, DVDs, and other materials for library customers. There will also be delays in cataloging of these new materials, which will mean that some materials will not be able to be found in our database in a timely manner.

How does this reduction affect the City Council's goals and priorities?

Processing of materials will be re-prioritized so that materials for youths will be given first priority. Other materials will be processed at a slower rate.

Will this proposed reduction impact mandated activities? If so, please describe consequences of not complying with mandate.

No.

BUDGET REDUCTION

Proposal Form for 2003/04

4.5% Scenario

Date: April 25, 2003

Department: Library (154)
Program: Electronic Services

Reductions will occur in **Account Number**

Amount

154-66271-12

\$ 10,733

154-66271-96

\$ 14,400

Amount of Reduction: \$25,133

by June 30, 2004

Description of Proposal

Electronic Services will reduce the amount of the budget for casual labor from \$32,508 to \$21,775. \$14,400 in funds set aside for replacing public access personal computers in the reference area will not be used as none of those personal computers will be replaced in FY03/04.

Service Level Impact – What specifically will happen or not happen if this reduction is made?

Filling requests of Redwood City customers for materials from other libraries will take longer. Delays in repairing/replacing library personal computers will mean less availability of personal computers for public use, including in the teen homework center.

How does this reduction affect the City Council's goals and priorities?

Delays in repair or replacement of personal computers will affect ability of students to do research and type up their homework assignments.

Will this proposed reduction impact mandated activities? If so, please describe consequences of not complying with mandate.

No.

BUDGET REDUCTION

Proposal Form for 2003/04

4.5% Scenario

Date: April 25, 2003

Department: Library (154)
Program: Information Services

Reductions will occur in **Account Number**

Amount

154-66272-01

\$ 79,780

154-66272-96

\$ 4,700

Amount of Reduction: \$ 84,480

by June 30, 2004

Description of Proposal

Freeze the vacant position of specialist librarian, reducing the overall regular employee costs by \$79,780. Reduce non-capital budget \$4,700 by not replacing barcode scanners or old notebook personal computer.

Service Level Impact – What specifically will happen or not happen if this reduction is made?

There will be delays in responding to reference questions. Telephones may go unanswered or people will have to be transferred to voicemail for call back later. We will need to cancel two out of three Internet classes for the public. The library will be unable to participate in region-wide initiatives such as the online, 24/7 reference help program, QandA Café. Efficiency will be reduced if barcode scanners fail and are not replaced. Outreach efforts will be compromised if notebook personal computer should fail.

How does this reduction affect the City Council's goals and priorities?

Cut backs in Internet training classes will adversely affect council's education priority.

Will this proposed reduction impact mandated activities? If so, please describe consequences of not complying with mandate.

No.

BUDGET REDUCTION

Proposal Form for 2003/04

4.5% Scenario

Date: April 25, 2003

Department: Library (154)
Program: Youth Services

Reductions will occur in **Account Number**

Amount

154-66282-12
154-66282-95
154-66282-96

\$ 902
\$ 5,000
\$ 1,200

Amount of Reduction: \$ 9,568

by June 30, 2004

Description of Proposal

Reduction of casual labor budget from \$48,532 to \$47,629. Reduction in capital expenditures by not replacing table public personal computers are on and not replacing young adult librarians' personal computers.

Service Level Impact – What specifically will happen or not happen if this reduction is made?

There will be a reduction of outreach to schools, as regular staff will be spending additional time covering the desk at the library. Four additional hours each week now used for outreach to teens may be cut. Aesthetics of library will suffer from table not being replaced with one designed to hold personal computers.

How does this reduction affect the City Council's goals and priorities?

It would have a direct adverse effect on council's priority on youth and education, as a decrease in classroom visits leads to a decrease of visits by students to the library, and a corresponding decrease in the students' ability to effectively perform research in support of their assignments.

Will this proposed reduction impact mandated activities? If so, please describe consequences of not complying with mandate.

No.

BUDGET REDUCTION

Proposal Form for 2003/04

4.5% Scenario

Date: April 25, 2003

Department: Library (154)
Program: Community Libraries

Reductions will occur in **Account Number**

Amount

154-66290-12
154-66290-95
154-66290-96

\$ 51,114
\$ 5,000
\$ 18,500

Amount of Reduction: \$ 74,614

by June 30, 2004

Description of Proposal

The Schaberg Community Library will be closed for remodeling for at least four months starting in July. During that time no casual labor will be used at the Schaberg Library, and regular staff from Schaberg will be working at the Fair Oaks Community Library, resulting in a savings of casual labor there as well. Additional savings will be realized by having some Schaberg staff work at the Main Library during this period, reducing the use of casual labor there as well. The total reduction in the casual budget is from \$133,944 to \$82,830. This is a one-time reduction, the savings from which the library will need to find from other sources in future budget reductions. There will also be a zeroing out of the capital, resulting in a savings of \$23,500 during this fiscal year.

Service Level Impact – What specifically will happen or not happen if this reduction is made?

The people using the Schaberg Community Library will be inconvenienced by the closure of the library during the remodeling, but according to Engineering staff, it will be impossible to keep the library open during the remodeling. The reduction in the capital budget will cause delays in repairing/replacing personal computers, which will mean less availability of personal computers for public use.

How does this reduction affect the City Council's goals and priorities?

A decrease in outreach efforts may result in less children visiting the library.

Will this proposed reduction impact mandated activities? If so, please describe consequences of not complying with mandate.

No.

BUDGET REDUCTION

Proposal Form for 2003/04

7.0% Scenario

Date: April 25, 2003

Department: Library (154)

Reductions will occur in Account Number	Amount
66251 – Administrative Services	\$ 21,817 (3.95% of budget)
66252 – Resource Development Services	\$ 8,670 (4.63% of budget)
66261 – Circulation and Collection Development	\$ 41,492 (3.68% of budget)
66262 – Collection Access & Processing Services	\$ 67,965 (10.42% of budget)
66271 – Electronic Services	\$ 49,094 (8.28% of budget)
66272 – Information Services	\$ 88,175 (8.28% of budget)
66281 – Literacy Services (Project READ)	\$ 7,895 (1.82% of budget)
66282 – Youth Services	\$ 20,059 (3.91% of budget)
66290 – Community Libraries	\$ 84,760 (11.03% of budget)

Amount of Reduction: \$ 394,927

by June 30, 2004

Description of Proposal

All units will take reductions in staff costs, operating supplies, and equipment and maintenance.

Service Level Impact – What specifically will happen or not happen if this reduction is made?

We tried to minimize direct impact on Literacy and Youth Services and the materials (books) budget. However, the 7% (73.35% in employees costs) will eliminate all our flexibility in staffing Main, Schaberg, and Fair Oaks Library, a total of 162 hours. There are five service desks at the Main Library that need to be staffed for customer service and safety reasons seven days a week, including evenings. Implementing the 7% reduction is likely to lead to reduced library hours due to illnesses, emergencies, and vacations. Outreach and special programs will be decreased because our first priority will be to keep all our facilities open and staffed in a safe and responsive manner.

How does this reduction affect the City Council's goals and priorities?

Council's priorities in youth and education will be directly affected because we will not be able to carry out the same programs in Project READ and Youth Services will not be able to make the same number of school visits.

Will this proposed reduction impact mandated activities? If so, please describe consequences of not complying with mandate.

No.

BUDGET REDUCTION

Proposal Form for 2003/04

7.0% Scenario

Date: April 25, 2003

Department: Library (154)
Program: Administrative Services

Reductions will occur in **Account Number**

Amount

154-66251-01 (19)	\$ 12,457
154-66251-40	\$ 6,160
154-66251-41	\$ 1,000
154-66251-42	\$ 500
154-66251-56	\$ 500
154-66251-96	\$ 1,200

Amount of Reduction: \$ 21,817

by June 30, 2004

Description of Proposal

The library director will retire as of July 30, 2003. Having an interim director for five months will decrease the regular salaries by \$12,457. A reduction of \$6,160 from the operating supplies budget will be achieved by canceling all nonessential service contracts (such as bottled water service and maintenance on the fax machine), reducing the quantity and quality all office supplies, and reducing the level and frequency of staff recognition and development events. The unit will also delay or postpone its frequency in recovering chairs for the public use and in sending mailings out to the public, and the library will reduce the number of professional organizations that we belong to. Not replacing the director's personal computer will result in one-time savings of \$1,200.

Service Level Impact – What specifically will happen or not happen if this reduction is made?

We may not be able to respond as well for requested services. Staff morale may suffer from lack of tangible recognition and development opportunities. Essential equipment, such as printers and phones, may not function as efficiently and/or breakdown and require potentially expensive repairs or replacements. Overall aesthetics of the library will suffer as replacements of such things as seating and signage will be postponed or canceled. The public may be less informed of library events and services with the reduction in mailings.

How does this reduction affect the City Council's goals and priorities?

There will be an indirect effect as coordination of programs that directly affect the priorities of Youth and Education will be impacted.

Will this proposed reduction impact mandated activities? If so, please describe consequences of not complying with mandate.

No.

BUDGET REDUCTION

Proposal Form for 2003/04

7.0% Scenario

Date: April 25, 2003

Department: Library (154)

Program: Resource Development Services

Reductions will occur in **Account Number**

Amount

154-66252-12 (19)

\$ 7,361

154-66252-40

\$ 1,009

154-66252-42

\$ 300

Amount of Reduction: \$ 8,670

by June 30, 2004

Description of Proposal

Casual labor will be reduced from \$9,404 to \$2,043. Supplies will be reduced from \$3,605 to \$2,596, and small equipment will be reduced by \$300.

Service Level Impact – What specifically will happen or not happen if this reduction is made?

Eliminate all library tapes for the visually impaired, including ones produced by the library. Stop telenews service (tape recording of local news for the visually disabled), which currently averages use by only three customers per week. Publish fewer library documents (calendars, annual report, etc.); scale back on volunteer recognition event and library giveaways.

How does this reduction affect the City Council's goals and priorities?

No.

Will this proposed reduction impact mandated activities? If so, please describe consequences of not complying with mandate.

No.

BUDGET REDUCTION

Proposal Form for 2003/04

7.0% Scenario

Date: April 25, 2003

Department: Library (154)
Program: Circulation and Collection
Development Services

Reductions will occur in **Account Number**

Amount

<u>154-66261-12 (19)</u>	<u>\$ 38,500</u>
<u>154-66261-40</u>	<u>\$ 1,792</u>
<u>154-66261-41</u>	<u>\$ 1,000</u>
<u>154-66261-56</u>	<u>\$ 200</u>

Amount of Reduction: \$ 41,492

by June 30, 2004

Description of Proposal

Circulation and Collection Development Services will reduce the amount of the budget for casual labor from \$267,542 to \$229,042. Supplies will be reduced from \$6,400 to \$4,608, repair and maintenance by \$1,000, and the budget for memberships and meetings by \$200.

Service Level Impact – What specifically will happen or not happen if this reduction is made?

There will be longer lines for checking out material at the circulation desk. Telephones may go unanswered or people will have to be transferred to voicemail for call back later. It will take longer for returned materials to get back on the shelves, making it harder for people to find the books they are looking for. It will take longer for returned items to be checked in and cleared from a customer's account. There will be delays or cancellations of new initiatives, e.g. a library card registration drive; creating a new self-service system where customers may pickup and check out their own holds and other library materials. Cuts in the supply, repair, and maintenance budget will result in fewer copies of flyers being available for patrons to take home, as well as delays in getting broken-down equipment repaired or replaced. Cuts in the training budget will impact the efficiency and customer service skills of staff.

How does this reduction affect the City Council's goals and priorities?

Students looking for material for school assignments will find it harder to find what they are looking for.

Will this proposed reduction impact mandated activities? If so, please describe consequences of not complying with mandate.

No.

BUDGET REDUCTION

Proposal Form for 2003/04

7.0% Scenario

Date: April 25, 2003

Department: Library (154)
Program: Collection Access and Processing Services

Reductions will occur in Account Number
154-66262-12 (19)
154-66262-40
154-66262-41
154-66262-56
154-66262-42

Amount
\$ 55,301
\$ 8,564
\$ 2,000
\$ 100
\$ 2,000

Amount of Reduction: \$ 67,965

by June 30, 2004

Description of Proposal

Collection Access and Processing Services will reduce the amount of the budget for casual labor from \$65,355 to \$10,054. Small tools and small equipment will be reduced by \$2,000.

Service Level Impact – What specifically will happen or not happen if this reduction is made?

There will be slower processing of new books, CDs, DVDs, and other materials for library customers. There will also be delays in cataloging of these new materials, which will mean that some materials will not be able to be found in our database in a timely manner. Cuts in the supply, repair and maintenance and small tools budgets will mean using lesser quality materials in preparing our books for checkout, resulting in shabbier looking books and reducing the overall "life" of the materials before they need to be replaced. There will also be delays in getting broken-down equipment repaired or replaced. Cuts in the training budget will impact the efficiency and skills of staff.

How does this reduction affect the City Council's goals and priorities?

Processing of materials will be re-prioritized so that materials for youths will be given first priority. Other materials will be processed at a slower rate.

Will this proposed reduction impact mandated activities? If so, please describe consequences of not complying with mandate.

No.

BUDGET REDUCTION

Proposal Form for 2003/04

7.0% Scenario

Date: April 25, 2003

Department: Library (154)
Program: Electronic Services

Reductions will occur in **Account Number**

Amount

154-66271-12 (19)	\$ 19,577
154-66271-40	\$ 10,697
154-66271-42	\$ 3,000
154-66271-56	\$ 125
154-66271-57	\$ 1,295
154-66271-96	\$ 14,400

Amount of Reduction: \$ 49,094

by June 30, 2004

Description of Proposal

Electronic Services will reduce the amount of the budget for casual labor from \$32,508 to \$12,931. The supplies and services budget will be reduced from \$182,508 to \$172,053. Small tools and equipment will be reduced by \$3,000, and the budget for memberships and conference attendance will be zero-ed out.

Service Level Impact – What specifically will happen or not happen if this reduction is made?

Filling requests of Redwood City customers for materials from other libraries will take longer. Delays in repairing/replacing library personal computers will mean less availability of personal computers for public use, including in the teen homework center. Further delays in repair and maintenance of personal computers will occur as a result of cuts in the small tools and equipment budget. Cuts in memberships and meetings will impact the ability of the library to stay on top of technology trends and best practices.

How does this reduction affect the City Council's goals and priorities?

Delays in repair or replacement of personal computers will affect ability of students to do research and type up their homework assignments.

Will this proposed reduction impact mandated activities? If so, please describe consequences of not complying with mandate.

No.

BUDGET REDUCTION

Proposal Form for 2003/04

7.0% Scenario

Date: April 25, 2003

Department: Library (154)
Program: Electronic Services

Reductions will occur in **Account Number**

Amount

154-66272-01	\$ 79,780
154-66272-40	\$ 2,695
154-66272-42	\$ 1,000
154-66272-96	\$ 4,700

Amount of Reduction: \$ 88,175

by June 30, 2004

Description of Proposal

Freeze the vacant position of specialist librarian, reducing the overall regular employee costs by \$79,780. Reduce the supplies budget \$9,625 to \$6,930 and reduce the budget for small tools and equipment by \$1,000. Reduce noncapitalizable budget \$4,700 by not replacing barcode scanners or old notebook PC.

Service Level Impact – What specifically will happen or not happen if this reduction is made?

There will be delays in responding to reference questions. Telephones may go unanswered or people will have to be transferred to voicemail for call back later. We will need to cancel two out of three Internet classes for the public. The library will be unable to participate in region-wide initiatives such as the online, 24/7 reference help program, QandA Café. Cuts in supplies budget will mean less flyers and publicizing of library services and programs. Efficiency will be reduced if barcode scanners fail and are not replaced. Outreach efforts will be compromised if notebook personal computer should fail. Cuts in small tools and equipment will affect speed of replacement of printers, monitors, etc. when they break down.

How does this reduction affect the City Council's goals and priorities?

Cutbacks in Internet training classes will adversely affect council's education priority.

Will this proposed reduction impact mandated activities? If so, please describe consequences of not complying with mandate.

No.

BUDGET REDUCTION

Proposal Form for 2003/04

7.0% Scenario

Date: April 25, 2003

Department: Library (154)
Program: Literacy Services/
Project Read

Reductions will occur in **Account Number**

Amount

<u>154-66281-15 (19)</u>
<u>154-66281-40</u>
<u>154-66281-42</u>
<u>154-66281-57</u>

<u>\$ 5,535</u>
<u>\$ 1,260</u>
<u>\$ 200</u>
<u>\$ 900</u>

Amount of Reduction: \$ 7,895

by June 30, 2004

Description of Proposal

Reduction of non-management overtime costs from \$10,528 to \$4,993; supplies by \$1,260; computer repair parts by \$200; and conference attendance by \$900.

Service Level Impact – What specifically will happen or not happen if this reduction is made?

\$5,535 reduction in overtime would eliminate new initiatives on our strategic plans such as ESL for both conversation and parent small groups. It will also reduce the number of volunteers, and result in holding storyhours at less convenient hours for learners. \$200 from repair and maintenance may delay the repair of "down" Macintosh computers; \$900 from conferences would reduce ability to track "best practices" and hamper grant "networking." Moreover, this overall reduction may affect our ability to compete for grant dollars because they are awarded on a matching basis.

How does this reduction affect the City Council's goals and priorities?

It will have a direct adverse affect on council's priority on youth and education.

Will this proposed reduction impact mandated activities? If so, please describe consequences of not complying with mandate.

No.

BUDGET REDUCTION

Proposal Form for 2003/04

7.0% Scenario

Date: April 25, 2003

Department: Library (154)
Program: Youth Services

Reductions will occur in **Account Number**

Amount

154-66282-01 (19)	\$ 2,310
154-66282-12 (19)	\$ 13,448
154-66282-40	\$ 2,660
154-66282-42	\$ 250
154-66282-56	\$ 191
154-66282-95	\$ 5,000
154-66282-96	\$ 1,200

Amount of Reduction: \$ 25,059

by June 30, 2004

Description of Proposal

Reduction of casual labor budget from \$48,532 to \$35,084. Reduction in capital expenditures by not replacing table public personal computers are on and not replacing young adult librarians' personal computers. Reduction of the supplies budget from \$9,500 to \$6,840. Small tools and equipment budget will be reduced by \$250, and the budget for memberships and meetings will be reduced by \$191.

Service Level Impact – What specifically will happen or not happen if this reduction is made?

There will be a reduction of outreach to schools, as regular staff will be spending additional time covering the desk at the library. Four additional hours each week now used for outreach to teens may be cut. Aesthetics of library will suffer from table not being replaced with one designed to hold personal computers. Cutting the supplies budget will result in fewer publicity flyers promoting children's programs at the library.

How does this reduction affect the City Council's goals and priorities?

It would have a direct adverse affect on Council's priority on youth and education, as a decrease in classroom visits leads to a decrease of visits by students to the library, and a corresponding decrease in the student's ability to effectively perform research in support of their assignments.

Will this proposed reduction impact mandated activities? If so, please describe consequences of not complying with mandate.

No.

BUDGET REDUCTION

Proposal Form for 2003/04

7.0% Scenario

Date: April 25, 2003

Department: Library (154)
Program: Community Libraries

Reductions will occur in **Account Number**

Amount

154-66290-12 (19) _____

\$ 57,150 _____

154-66290-40 _____

\$ 3,360 _____

154-66290-42 _____

\$ 750 _____

154-66290-95 _____

\$ 5,000 _____

154-66290-96 _____

\$ 18,500 _____

Amount of Reduction: \$ 84,760

by June 30, 2004

Description of Proposal

The Schaberg Community Library will be closed for remodeling for at least four months starting in July. During that time no casual labor will be used at the Schaberg Library, and regular staff from Schaberg will be working at the Fair Oaks Community Library, resulting in a savings of casual labor there as well. The savings will allow a reduction in the casual budget from \$133,944 to \$76,794 (a 37% reduction in that budget). This is one-time reduction, the savings from which the Library will need to find from other sources in future budget reductions. There will also be a zeroing out of the capital, resulting in a savings of \$23,500 during this fiscal year. A further reduction of \$1,572 will be taken from the casual budget on an ongoing basis. The supplies budget will be reduced from \$12,000 to \$8,640, and the budget for small tools and equipment will be reduced by \$750.

Service Level Impact – What specifically will happen or not happen if this reduction is made?

The people using the Schaberg Community Library will be inconvenienced by the closure of the library during the remodeling, but according to Engineering staff, it will be impossible to keep the library open during the remodeling. The additional reduction in casual labor will mean a decrease in outreach efforts to the community, as library staff will be spending more time working on the desk in the library. The decrease in the supply budget will mean the printing and distribution of fewer flyers, again decreasing the effectiveness of our outreach efforts to the community.

How does this reduction affect the City Council's goals and priorities?

A decrease in outreach efforts may result in less children visiting the library.

Will this proposed reduction impact mandated activities? If so, please describe consequences of not complying with mandate.

No.

BUDGET REDUCTION

Proposal Form for 2003/04

2.0% Scenario

Date: 4/27/03
Services

Department: Parks, Recreation and Community

Program: Various

Reductions will occur in **Account Number**

Administration

Amount

\$ 6,500

Parks and Facilities

\$ 77,805

Recreation and Community Services

\$ 158,816

Please see attached list

Amount of Reduction: \$243,121

by June 30, 2004

Description of Proposal

Eliminates two child care leader positions to align current and expected income with expenditures in the program (-94,276), defers hiring of landscape gardener vacancy caused by retirement (-52,721); reduces casual labor costs throughout the department (-47,988), and takes advantage of energy savings at Sandpiper and Veterans Memorial Senior Center (-34,500); while accounting for a .30 full-time equivalent (FTE) increase in facility leader time at the Veterans Memorial Senior Center and increases in supply expenses in building maintenance. Considers unanticipated revenue from Garfield school field, Fair Oaks interest and redemption Community Development Block Grant, and a private donation to Fair Oaks Community Center (54,175).

Service Level Impact – What specifically will happen or not happen if this reduction is made?

The maximum capacity for the Kids Klub After School licensed child care program will be reduced from 60 to 30 children and the Summer Make a Circus event is eliminated along with corresponding casual employee and operating costs. The deferred hiring of a landscape gardener and casual hours equates to approximately a 4% reduction in total staffing.

How does this reduction affect the City Council's goals and priorities?

This reduction will reduce the total amount of after school child care available to City residents and have minimal impact on our ability to maintain the current aesthetics level of landscaped areas. The Civic Cultural Commission budget is reduced by 2%.

Will this proposed reduction impact mandated activities? If so, please describe consequences of not complying with mandate.

No.

Parks, Recreation and Community Services – 2% Reductions

Fund	Program	Obj	Description	Admin	P&F	R&C	Amount
150	66110	12	Reduces casual labor support	-4,900			-4,900
150	66111	50	Reduces CCC budget by 2%	-1,600			-1,600
					-		
150	66121	12	Reduces casual support		14,048		-14,048
150	66121	42	Increases small tools		3,117		3,117
			Eliminates services to small machines				
150	66121	72	Defers hire of Landscape Gardener Vacancy due to retirement		-9,352		-9,352
					-		
150	66122	1	Increase water costs to actual		52,721		-52,721
150	66122	31	Increase for small tools		36,855		36,855
150	66122	42	Reduces training		4,739		4,739
150	66122	55			-300		-300
					-		
150	66122	72	Eliminates service for small tools		13,594		-13,594
			Eliminates two child care leader positions			-94,276	-94,276
140	66134	1	Reduces casual hours for Kids Klub			-15,000	-15,000
140	66134	12	Eliminates contract employee costs			-14,040	-14,040
150	66162	30	Reduces energy costs			-18,000	-18,000
			Increases Facility Leader .30 to Full time			16,500	16,500
150	66171	30	Reduces energy costs			-5,000	-5,000
780	67241	15	Reduces emergency response		-7,500		-7,500
780	67241	40	Reduces supplies		-7,929		-7,929
			Eliminates outside contractor support				
780	67241	50	Defers filling one Building Maintenance Position to 2/04		-7,500		-7,500
					-		
780	67242	1	Adds \$14,000 for Genset Maintenance and \$47,200 to align with actual expenditures		42,797		-42,797
780	67242	41			58,400		58,400
			New Revenue				
					-		
			Garfield School Field		25,175		-25,175
			Fair Oaks Private Donation			-15,000	-15,000
			Fair Oaks - CDBG			-14,000	-14,000
					-		
			Total for Goal	-6,500	77,805	158,816	243,121

BUDGET REDUCTION

Proposal Form for 2003/04

4.5% Scenario

Date: 4/27/03
Services

Department: Parks, Recreation and Community

Program: Various

Reductions will occur in **Account Number**

Amount

Administration

\$ 20,600

Parks and Facilities

\$ 246,407

Recreation and Community Services

\$ 280,092

Please see attached list

Amount of Reduction: \$547,099

by June 30, 2004

Description of Proposal

Eliminates two child care leader positions to align current and expected income with expenditures in the program (-94,276), defers hire of landscape gardener vacancy caused by retirement (52,721); reduces casual labor costs throughout the department (-47,988), and takes advantage of energy savings at Sandpiper and Veterans Memorial Senior Center (-34,500); while accounting for a .30 FTE increase in facility leader time at the Veterans Memorial Senior Center and increases in supply expenses in building maintenance. Considers unanticipated revenue from Garfield school field, Fair Oaks interest and redemption on a Community Development Block Grant and a private donation to Fair Oaks Community Center (54,175). Defers the hiring of a landscape gardener, and holds open a building maintenance worker vacancy created by an expected retirement. In addition a portion of the costs for the contract employee painter are shifted to the capital improvement program (37,762). Lastly, with respect to employee costs we agreed to a one day/week voluntary time off at Sandpiper Community Center. These reductions also eliminate non-summer pool programs (40,000), the steam cleaning contract (20,659) for custodial services, and make other reductions in supplies and capital expenditures. Lastly, the Human Services Financial Assistance program (14,670) and the Civic Cultural Commission grant program (1,600) are reduced.

Service Level Impact – What specifically will happen or not happen if this reduction is made?

The maximum capacity for the Kids Klub After School licensed child care program will be reduced from 60 to 30 children and the Summer Make a Circus event is eliminated along with corresponding casual employee and operating costs. The deferred hiring of a landscape gardener and casual hours equates to approximately 8% reduction in total staffing. Shift of work from touch up painting where needed citywide to larger projects only, increases overall square footage maintained by each building maintenance worker which will increase response time for non-emergency repairs. Both Herkner and Hoover Pools will open only during the summer months. The steam cleaning of carpets in facilities will be handled by in-house custodial crew rather than an outside contractor.

How does this reduction affect the City Council's goals and priorities?

This reduction will reduce the total amount of after school child care available to City residents and have minimal impact on our ability to maintain the current aesthetics level of landscaped areas. Support for non-profit community groups would be reduced by 4.5% along with similar reductions in

cultural arts funding. The overall aesthetics of buildings and landscaped areas will be impacted as a result of the reduction in employee hours.

Will this proposed reduction impact mandated activities? If so, please describe consequences of not complying with mandate.

No.

Parks, Recreation and Community Services – 4.5% Reductions

Fund	Program	Obj	Description	Admin	P&F	R&C	Amount
150	64213	50	HSFA Cuts			-14,670	-14,670
				-			
150	66110	12	Reduces casual labor	10,900			-10,900
150	66110	57	Reduces conference expenses	-2,500			-2,500
150	66110	95	Reduces capital expenditures	-4,000			-4,000
150	66111	50	Reduces CCC to 4%	-3,200			-3,200
150	66121	12	Reduces casual support by 20%		-37,161		-37,161
150	66121	40	Reduces operating expenses		-5,559		-5,559
150	66121	41	Reduces repair expenses		-1,600		-1,600
150	66121	42	Increases small tools		3,117		3,117
150	66121	72	Eliminates services to small machines		-9,352		-9,352
150	66121	95	Defers purchase of new pickup		-24,000		-24,000
			Defers filling vacant Landscape				
150	66122	1	Gardener		-84,501		-84,501
150	66122	31	Increase water costs to actual		36,855		36,855
150	66122	42	Increase for small tools		4,739		4,739
150	66122	55	Reduces training		-300		-300
150	66122	72	Eliminates service for small tools		-13,594		-13,594
140	66133	12	Eliminates casual support			-8,000	-8,000
			Reduces casual support for school				
150	66133	12	age special events			-12,000	-12,000
150	66133	50	Eliminates Make a Circus			-6,000	-6,000
			Eliminates two child care leader				
140	66134	1	positions			-94,276	-94,276
			Reduces casual hours for Kids				
140	66134	12	Klub			-15,000	-15,000
			Eliminates contract employee				
140	66134	13	costs			-14,040	-14,040
150	66144	12	No off season pool programs			-3,000	-3,000
150	66144	30	No off season pool programs			-40,000	-40,000
150	66144	50	In-house training only			-2,500	-2,500
			Reduces supply expenses for girls				
140	66146	40	softball			-3,000	-3,000
140	66147	12	Reduces field attendant support			-3,000	-3,000
140	66147	50	Reduces umpire costs			-5,000	-5,000
			Reduces casual support for Middle				
150	66148	12	School Sports			-5,000	-5,000
150	66162	30	Reduces energy costs			-18,000	-18,000
			Voluntary time off, one day/week,				
150	66162	1	Admin. Clerk III			-10,106	-10,106
			Reduces casual support for Youth				
140	66163	12	Club			-2,000	-2,000

150	66171	1	Increases Facility Leader .30 to Full time		16,500	16,500
150	66171	30	Reduces energy costs		-5,000	-5,000
150	66171	95	Reduces capital expenditures		-7,000	-7,000
780	67241	15	Reduces emergency response	-7,500		-7,500
			Eliminates steam cleaning program			
780	67241	40		-28,588		-28,588
780	67241	40	Reduces repair expenses	-1,401		-1,401
780	67241	42	Reduces small tool expenses	-1,400		-1,400
			Eliminates outside contractor support			
780	67241	50		-7,500		-7,500
			Defers filling one Building			
780	67242	1	Maintainance Position to 2/04	-55,025		-55,025
780	67242	13	Shifts costs to CIP Paint Program	-37,762		-37,762
780	67242	15	Reduces overtime	-2,700		-2,700
			Adds \$14,000 for Genset Maintenance and \$47,200 to align with actual expenditures			
780	67242	41		55,400		55,400
780	67242	55	Reduces training	-3,400		-3,400
			New Revenue			0
			Garfield School Field	-25,175		-25,175
			Fair Oaks Private Donation		-15,000	-15,000
			Fair Oaks - CDBG		-14,000	-14,000
				-	-	-
				20,600	246,407	280,092
						547,099

BUDGET REDUCTION

Proposal Form for 2003/04

7.0% Scenario

Date: 4/27/03
Services

Department: Parks, Recreation and Community

Program: Various

Reductions will occur in **Account Number**

Administration

Parks and Facilities

Recreation and Community Services

See Attached Account Detail

Amount

\$ 59,500

\$ 367,450

\$ 424,050

Amount of Reduction: \$851,000

by June 30, 2004

Description of Proposal

A 2% reduction eliminates two child care leader positions to align current and expected income with expenditures in the program (-94,276), defers the hiring of a landscape gardener vacancy caused by retirement (-52,721); reduces casual labor costs throughout the department (-47,988), and takes advantage of energy savings at Sandpiper and Veterans Memorial Senior Center (-34,500); while accounting for a .30 FTE increase in facility leader time at the Veterans Memorial Senior Center and increases in supply expenses in Building Maintenance. Considers unanticipated revenue from Garfield school field, Fair Oaks interest and redemption from the Community Development Block Grant, and a private donation to Fair Oaks Community Center (+54,175).

At 4%, in addition to the above, the department will defer the hiring of a landscape gardener, hold open a building maintenance worker vacancy created by a retirement, shift a portion of the costs for the contract employee painter to the capital improvement program (-37,762) and reduce one day/week of clerical support at Sandpiper Community Center through voluntary time off. Eliminates non-summer pool programs (-40,000), the carpet steam cleaning contract (-20,659) for custodial services, and makes other reductions in supplies and capital expenditures.

At 7%, the Human Services Financial Assistance program and the Civic Cultural Commission grant programs are each reduced by 7% from FY02/03 levels. The administrative clerk III position at Fair Oaks Community Center is frozen (-56,808), casual support hours for administration is reduced to 12 hours/week; and significant reductions are made in all supplies, professional services, and capital expenses.

Service Level Impact – What specifically will happen or not happen if this reduction is made?

At 2%, the maximum capacity for the Kids Klub After School licensed child care program will be reduced from 60 to 30 children and the Summer Make a Circus event is eliminated along with corresponding casual employee and operating costs. The deferred hiring of a landscape gardener and casual hours equates to approximately a 4% reduction in total staffing for landscape maintenance.

At 4.5%, there will be a shift of work from touch up painting where needed citywide to larger projects only. The overall square footage maintained by each building maintenance worker will increase as will

the response time for non-emergency repairs. Both Herkner and Hoover Pools will open only during the summer months. In-house custodial crew rather than an outside contractor will handle the steam cleaning of carpets in facilities. At 7%, less will be available to non-profit agencies and to cultural arts organizations, reducing by 50% the total administrative support in the human services unit.

How does this reduction affect the City Council’s goals and priorities?

This reduction will reduce the total amount of after school child care available to City residents and have an impact on our ability to maintain the current aesthetics level of landscaped areas and facilities. The Civic Cultural Commission will be less able to provide funding in support of local arts groups or their own programs and local non-profit organizations will be impacted.

Will this proposed reduction impact mandated activities? If so, please describe consequences of not complying with mandate.

No.

Parks, Recreation and Community Services – 7% Reductions

Fund	Program	Obj	Description	Admin	P&F	R&C	Amount
150	64211	1	Freeze Admin. Clerk III at FOCC			-63,795	-63,795
150	64211	19				6,987	6,987
150	64213	50	HSFA Cuts			-22,820	-22,820
150	66110	12	Reduces casual labor support	-32,400			-32,400
150	66110	55	Reduces training expenses	-2,200			-2,200
150	66110	56	Reduces Meeting cost	-3,600			-3,600
150	66110	57	Reduces conference expenses	-6,500			-6,500
150	66110	95	Reduces capital expenditures	-4,000			-4,000
150	66110	96	Reduces capital expenses	-6,000			-6,000
150	66111	50	Reduces CCC budget by 6%	-4,800			-4,800
150	66121	12	Reduces casual support		-56,994		-56,994
150	66121	40	Reduces operating expenses		-15,505		-15,505
150	66121	41	Reduces repair expenses		-2,600		-2,600
150	66121	42	Increases small tools		3,117		3,117
150	66121	55	Reduces training expenses		-1,500		-1,500
150	66121	72	Eliminates services to small machines		-9,352		-9,352
150	66121	95	Defers purchase of new pickup		-24,000		-24,000
150	66122	1 & (19)	Defers hire of (3) Landscape Gardener Vacancies caused by retirements		-95,947		-95,947
150	66122	15	Reduces overtime		-2,057		-2,057
150	66122	31	Increase water costs to actual		23,206		23,206
150	66122	42	Increase for small tools		4,739		4,739
150	66122	55	Reduces training		-600		-600
150	66122	72	Eliminates service for small tools		-13,594		-13,594
140	66133	12	Eliminates casual support			-22,000	-22,000
150	66133	12	Reduces casual support for school age special events			-14,000	-14,000
140	66133	40	Reduces Supplies			-5,500	-5,500
150	66133	50	Eliminates Make a Circus			-6,000	-6,000
140	66134	1 & (19)	Eliminates two child care leader positions			-94,276	-94,276
140	66134	12	Reduces casual hours for Kids Klub			-15,000	-15,000
140	66134	13 & (19)	Eliminates contract employee costs			-14,040	-14,040
140	66134	50	Reduces trip expenses			-6,000	-6,000

150	66142	12	Reduces casual attendant hours at Red Morton	-8,000	-8,000
150	66143	12	Reduces casual attendant hours at CAB	-8,000	-8,000
150	66144	12	No off season pool programs	-3,000	-3,000
150	66144	30	No off season pool programs	-40,000	-40,000
150	66144	50	In-house training only	-2,500	-2,500
140	66146	40	Reduces supply expenses for girls softball	-4,000	-4,000
140	66146	50	No umpires for youngest ages	-2,000	-2,000
140	66147	12	Reduces field attendant support	-4,500	-4,500
140	66147	40	Reduces softball supplies	-5,000	-5,000
140	66147	50	Reduces umpire services	-5,000	-5,000
140	66147	50	Reduces umpire costs	-5,000	-5,000
150	66148	12	Reduces casual support for Middle School Sports	-13,500	-13,500
150	66162	1 & (19)	Voluntary time off, one day/week, Admin. Clerk III	-10,106	-10,106
150	66162	30	Reduces energy costs	-18,000	-18,000
140	66163	12	Reduces casual support for Youth Club	-3,500	-3,500
150	66162	50	Reduces expenses for trips	-5,000	-5,000
150	66171	1 & (19)	Increases Facility Leader .30 to Full time	16,500	16,500
150	66171	30	Reduces energy costs	-5,000	-5,000
150	66171	95	Reduces capital expenditures	-7,000	-7,000
150	66171	96	Reduces capital expenses	-1,000	-1,000
150	66176	12	Reduces casual hours for Accessible Rec.	-3,000	-3,000
140	66178	12	Reduces casual hours for Accessible Rec. Trips	-2,000	-2,000
780	67241	1 & (19)	Defers rehire of custodian after expected retirement	-25,662	-25,662
780	67241	15	Reduces emergency response	-7,500	-7,500
780	67241	40	Reduces supplies	-28,588	-28,588
780	67241	40	Reduces supplies	-25,939	-25,939
780	67241	42	Reduces small tool expenses	-1,500	-1,500
780	67241	50	Eliminates outside contractor support	-7,500	-7,500
780	67241	55	Eliminates training	-1,000	-1,000
780	67242	1 & (19)	Defers filling one Building Maintenance Position to 2/04	-61,138	-61,138
780	67242	13	Shifts costs to CIP Paint Program	-37,762	-37,762
780	67242	15	Reduces overtime	-5,000	-5,000
780	67242	41	Adds \$14,000 for Genset Maintenance and \$47,200 to align with actual expenditures	53,801	53,801
780	67242	55	Reduces training	-3,400	-3,400
			New Revenue		
			Garfield School Field	-25,175	-25,175
			Fair Oaks Private Donation	-15,000	-15,000
			Fair Oaks - CDBG	-14,000	-14,000
				-	-
				-59,500	367,450
				424,050	851,000

BUDGET REDUCTION

Proposal Form for 2003/04

2.0% Scenario

Date: 4/25/03

Department: Police

Program: Patrol

Reductions will occur in **Account Number(s)**

1.	150.62131.01	Over-hire Positions
2.	150.62131.01	Military Absences
3.	150.62131.15	School Resource Officers
4.	150.62131.15	GREAT Program

Amount

\$ 287,040
\$ 99,000
\$ 12,000
\$ 4,400

Amount of Reduction: \$402,440

by June 30, 2004

Description of Proposal

Freeze department over-hire positions; realize salary savings by not filling positions vacated by officers called to extended active military duty; elimination of the school resource officer and G.R.E.A.T. programs.

Service Level Impact – What specifically will happen or not happen if this reduction is made?

Please refer to attached document

How does this reduction affect the City Council's goals and priorities?

N/A

Will this proposed reduction impact mandated activities? If so, please describe consequences of not complying with mandate.

The reduction will not affect mandated activities.

**Redwood City Police Department
Budget Reduction Proposal
FY 2003/04
2.0% Scenario**

Service Level Impact

1. Freeze of over-hire positions: Three over-hire positions were added in response to the staffing study in recognition of the length of time it takes to recruit and train an officer for solo duty. It takes approximately one year from the time of recruitment for an officer to work independently. The absence of these positions will be keenly felt in Patrol as normal attrition will create shortages that will likely require reassignment of officers in specialty positions to Patrol. Consequently, community policing, traffic or investigative functions will be reduced.
2. Vacancies resulting from military activation: Currently all four military reservists employed by the Police Department have been activated and are fulfilling their military obligation for an extended period of time. The department realizes some salary savings associated with these absences.
3. Middle school resource officers (SRO's): SRO's on the middle school campuses work with school officials to intervene in the lives of potentially troubled children. They also keep regular office hours so many routine matters are reported to them directly without the need to send a patrol officer. Elimination of the program will eliminate the intervention aspect of police/school relationship and contribute to more calls for service for patrol officers with middle schools on their beats.
4. Elimination of the GREAT program: The GREAT Program (GREAT is an acronym for Gang Resistance Education And Training), a community outreach program to middle schools concerning the problems with gang association, was eliminated last fiscal year as a cost cutting move. That strategy continues.

BUDGET REDUCTION

Proposal Form for 2003/04

4.5% Scenario

Date: 4/25/03

Department: Police
Program: Various

Reductions will occur in	Account Number(s)	Amount
1.	150.62131.01 Over-hire Positions	\$ 287,040 (2% scenario)
2.	150.62131.01 (19) Military Absences	\$ 99,000 (2% scenario)
3.	150.62131.15 (19) School Resource Officers	\$ 12,000 (2% scenario)
4.	150.62131.15 (19) GREAT Program	\$ 4,400 (2% scenario)
5.	150.62134.01 DARE Officer	\$ 115,269
6.	150.62131.15 (19) Patrol Overtime	\$ 12,000
7.	150.62131.16 (19) Patrol Holiday Overtime	\$ 210,000
8.	150.62113.55 Training	\$ 37,500
9.	150.62113.50 Recruiting	\$ 25,000
10.	150.62134.12 Crime Analyst/Bulletin	\$ 37,063
11.	150.62131.15 (19) Citizen Academy/Annual Report	\$ 25,000
12.	150.62112.12 Part-time Records Clerk	\$ 26,740
13.	150.62134.15 (19) Investigations Overtime	\$ 17,310

Amount of Reduction: \$908,322

by June 30, 2004

Description of Proposal

Freeze department over-hire positions; realize salary savings by not filling positions vacated by officers called to extended active military duty; elimination of the middle school resource officer and GREAT programs; elimination of the DARE program and reduction of the department's traffic unit by one motorcycle; reduction of patrol overtime associated with attendance and demonstrations at community events; reduce training and recruiting; eliminate crime analysis, bulletin, citizen academy and annual report; eliminate part-time records clerk; reduce patrol holiday overtime and reduce investigations overtime.

Service Level Impact – What specifically will happen or not happen if this reduction is made?

Please refer to attached document.

How does this reduction affect the City Council's goals and priorities?

N/A

Will this proposed reduction impact mandated activities? If so, please describe consequences of not complying with mandate.

The reduction will not affect mandated activities.

**Redwood City Police Department
Budget Reduction Proposal
FY 2003/04
4.5% Scenario**

Service Level Impact

1. Freeze of over-hire positions: Three over-hire positions were added in response to the staffing study in recognition of the length of time it takes to recruit and train an officer for solo duty. It takes approximately one year from the time of recruitment for an officer to work independently. The absence of these positions will be keenly felt in Patrol as normal attrition will create shortages that will likely require reassignment of officers in specialty positions to Patrol. Consequently, community policing, traffic or investigative functions will be reduced.
2. Vacancies resulting from military activation: Currently all four military reservists employed by the Police Department have been activated and are fulfilling their military obligation for an extended period of time. The department realizes some salary savings associated with these absences.
3. Middle school resource officers (SRO's): SRO's on the middle school campuses work with school officials to intervene in the lives of potentially troubled children. They also keep regular office hours so many routine matters are reported to them directly without the need to send a patrol officer. Elimination of the program will eliminate the intervention aspect of police/school relationship and contribute to more calls for service for patrol officers with middle schools on their beats.
4. Elimination of the GREAT program: The GREAT Program, a community outreach program to middle schools concerning the problems with gang association, was eliminated last fiscal year as a cost cutting move. That strategy continues.
5. Elimination of DARE program: This popular outreach program is taught to approximately 850 5th grade Redwood City school students each year. The program has been a popular one with the teachers and youth of Redwood City and thousands of children have graduated from the program. The DARE officer will be reassigned to fill an anticipated vacancy in the Patrol Division early in the fiscal year. The vacancy in Patrol will come as a result of the frozen over-hire positions and the extended military and medical absences.
6. Patrol overtime associated with community events: The department makes every effort to staff community events such as Public Safety Day, Easter activities, 'Tis the Season activities, as well as present different demonstrations with its Special Weapons and Tactics (SWAT) team and police dogs. Most of these events are accomplished on overtime. This reduction will mean the department will no longer participate in these community events if it would require overtime to do so.
7. Patrol holiday overtime: The department will operate with minimum patrol officers during holidays and encourage officers to take floating administrative holidays off. Other than the minimum patrol force, all other personnel will not work on holidays (except for the July 4th parade).
8. Training reduction: A significant amount of valued but non-mandated training will be cut. In most cases, training will be restricted to local venues or conducted "in-house" as virtually all training costs previously reimbursable by the State have been discontinued. The City receives

approximately \$50,000 in reimbursed training funds each year and these reimbursed funds have been eliminated from the State budget.

9. Recruiting: With the proposed number of frozen positions, recruiting efforts will be considerably downsized. Costs associated with screening job applicants will be reduced. Unfortunately, moving from the department's very successful (and highly emulated) model of continuous recruitment to a scaled back version will exacerbate the holes created by vacancies and increase the time it takes to fill them. It is unlikely the department will be able to operate at or near full strength as it has for the past several years.
10. Crime analyst/crime bulletin: The department's crime bulletin will no longer be published with, among other pertinent information, its lists of wanted persons and stolen vehicles and identification of crime trends. Each officer receives their own copy each week for reference sake. This cut will require a lay off of a part-time crime analyst.
11. Citizen Academy/Annual Report: The citizen's police academy has exposed interested residents to the functions and workings of the Police Department. This popular course of instruction, along with the annual report, has served to inform the public and showcase the accomplishments of the department. Most of the instructors in the academy are paid overtime outside of their regular duties. Likewise, the committee that shepherds the annual report represents a cross section of the department with many varying schedules. Overtime accommodation is typically made to the members of this committee.
12. Part-time records clerk: The department uses this position to assist Records with data entry backlogs. Large volumes of paperwork are generated daily requiring large amounts of data entry time. The elimination of this position will most likely create a backlog of information to be entered into the department's records management system.
13. Investigations overtime: Currently, the Investigations unit will respond whenever requested by Patrol to assist with or take over major investigations—freeing patrol officers to return to their patrol duties. With a reduction in overtime, Investigations will be less free to respond to all requests with the result being a less timely investigation and a further decrease in availability time for patrol officers.

BUDGET REDUCTION

Proposal Form for 2003/04

7.0% Scenario

Date: 4/25/03

Department: Police
Program: Various

Reductions will occur in	Account Number(s)	Amount
1.	150.62131.01 Over-hire Positions	\$ 287,040
2.	150.62131.01 Military Absences	\$ 99,000
3.	150.62131.15 School Resource Officers	\$ 12,000
4.	150.62131.15 G.R.E.A.T. Program	\$ 4,400
5.	150.62131.01 Traffic Officer	\$ 115,269
	150.62131.72 Motorcycle	\$ 4,189
6.	150.62134.01 D.A.R.E. Officer	\$ 115,269
7.	150.62131.15 Patrol Overtime	\$ 12,000
8.	150.62131.12 Parking Enforcement Officers	\$ 90,032
9.	150.62111.01 Secretary	\$ 72,364
10.	150.62113.55 Training	\$ 37,500
11.	150.62113.50 Recruiting	\$ 25,000
12.	150.62134.12 Crime Analyst/Bulletin	\$ 34,424
13.	150.62131.15 Citizen Academy/Annual Report	\$ 25,000
14.	150.62112.12 Part-time Records Clerk	\$ 24,840
15.	150.62112.15 Records Overtime	\$ 2,500
16.	780.62310.12 Part-time Dispatcher	\$ 35,000
17.	780.62310.15 Dispatch Overtime	\$ 50,000
18.	150.62134.15 Investigations Overtime	\$ 20,000
19.	150.62131.15 S.W.A.T.	\$ 35,000
	150.62134.15	\$ 15,000
20.	150.62131.16 Patrol Holiday Overtime	\$ 200,000
21.	150.62112.16 Records Holiday Overtime	\$ 11,000
22.	150.62111.70 Communications Reduction	\$ 80,000

Amount of Reduction: \$1,406,827

by June 30, 2004

Description of Proposal:

Freeze department over-hire positions; realize salary savings by not filling positions vacated by officers called to extended active military duty; elimination of the middle school resource officer and GREAT programs; elimination of the DARE program and reduction of the department's traffic unit by one motorcycle; reduction of patrol overtime associated with attendance and demonstrations at community events; elimination of part-time parking enforcement officers; freeze secretary position; reduce training and recruiting; eliminate crime analysis, bulletin, citizen academy and annual report; eliminate part-time records clerk and reduce records overtime; and eliminate part-time dispatchers and dispatch overtime; reduce investigations overtime; elimination of the SWAT team; reduce holiday overtime available to patrol and records; and realize savings from reduction in the internal service communications account.

Service Level Impact – What specifically will happen or not happen if this reduction is made?

Please refer to attached document.

How does this reduction affect the City Council's goals and priorities?

N/A

Will this proposed reduction impact mandated activities? If so, please describe consequences of not complying with mandate.

The reduction will not affect mandated activities.

**Redwood City Police Department
Budget Reduction Proposal
FY 2003/04
7.0% Scenario**

Service Level Impact

1. Freeze of over-hire positions: Three over-hire positions were added in response to the staffing study in recognition of the length of time it takes to recruit and train an officer for solo duty. It takes approximately one year from the time of recruitment for an officer to work independently. The absence of these positions will be keenly felt in patrol as normal attrition will create shortages that will likely require reassignment of officers in specialty positions to patrol. consequently, community policing, traffic or investigative functions will be reduced.
2. Vacancies resulting from military activation: Currently all four military reservists employed by the Police Department have been activated and are fulfilling their military obligation for an extended period of time. The department realizes some salary savings associated with these absences.
3. Middle school resource officers (SRO's): SRO's on the middle school campuses work with school officials to intervene in the lives of potentially troubled children. They also keep regular office hours so many routine matters are reported to them directly without the need to send a patrol officer. Elimination of the program will eliminate the intervention aspect of police/school relationship and contribute to more calls for service for patrol officers with middle schools on their beats.
4. Elimination of the GREAT program: The GREAT program, a community outreach program to middle schools concerning the problems with gang association, was eliminated last fiscal year as a cost cutting move. That strategy continues.
5. Reduction of one motorcycle officer: Shortages in the patrol force will not permit filling this position anticipated to be lost due to attrition. The loss will represent a 20% reduction in the traffic unit. Motor officers are primarily responsible for traffic enforcement and are not typically assigned beats or routine calls for service. Loss of this position will result in approximately 2,000 fewer traffic citations being issued – the average number of citations written by a motor officer on a yearly basis. With fewer citations issued, a lower traffic enforcement index will result. *Lower indexes are associated with higher injury and fatal accident rates.*
6. Elimination of DARE program: This popular outreach program is taught to approximately 850 5th grade Redwood City school students each year. The program has been a popular one with the teachers and youth of Redwood City and thousands of children have graduated from the program. The DARE officer will be reassigned to fill an anticipated vacancy in the patrol division early in the fiscal year. The vacancy in patrol will come as a result of the frozen over-hire positions and the extended military and medical absences.
7. Patrol overtime associated with community events: The department makes every effort to staff community events such as Public Safety Day, Easter activities, 'Tis the Season activities, as well as present different demonstrations with its SWAT team and police dogs. Most of these events are accomplished on overtime. This reduction will mean the department will no longer participate in these community events if it would require overtime to do so.

8. Elimination of part-time parking enforcement officers: All four part-time parking enforcement officers will be laid off, considerably impacting parking enforcement. Each part-time employee issues approximately 6000 parking citations annually. Laying off all of them has the potential to decrease parking enforcement revenue by approximately \$350,000-\$500,000. The reduction will also result in additional parking complaints/flow problems. Full-time community service officers (CSO) will assume additional parking enforcement duties compelling police officers to attend to some duties customarily performed by CSO's and thereby increasing response times and decreasing community policing availability time.
9. Freeze secretary position: Through attrition, one secretary position will be open at the beginning of the next fiscal year. If the department freezes this position, two secretaries will need to perform the work of three. Service to the public in the area of permits will require a longer turnaround time and many administrative projects will be delayed. Freezing this position will also impact the records function as records personnel must cover for absences of administrative secretaries.
10. Training reduction: A significant amount of valued but non-mandated training will be cut. In most cases, training will be restricted to local venues or conducted "in-house" as virtually all training costs previously reimbursable by the State have been discontinued. The City receives approximately \$50,000 in reimbursed training funds each year and these reimbursed funds have been eliminated from the State budget.
11. Recruiting: With the proposed number of frozen positions, recruiting efforts will be considerably downsized. Costs associated with screening job applicants will be reduced. Unfortunately, moving from the department's very successful (and highly emulated) model of continuous recruitment to a scaled back version will exacerbate the holes created by vacancies and increase the time it takes to fill them. It is unlikely the department will be able to operate at or near full strength as it has for the past several years.
12. Crime analyst/crime bulletin: The department's crime bulletin will no longer be published with, among other pertinent information, its lists of wanted persons and stolen vehicles and identification of crime trends. Each officer receives their own copy each week for reference sake. This cut will require a lay off of a part-time crime analyst.
13. Citizen academy/annual report: The citizen's police academy has exposed interested residents to the functions and workings of the Police Department. This popular course of instruction, along with the annual report, has served to inform the public and showcase the accomplishments of the department. Most of the instructors in the academy are paid overtime outside of their regular duties. Likewise, the committee that shepherds the annual report represents a cross section of the department with many varying schedules. Overtime accommodation is typically made to the members of this committee.
14. Part-time records clerk: The department uses this position to assist records with data entry backlogs. Large volumes of paperwork are generated daily requiring large amounts of data entry time. The elimination of this position will most likely create a backlog of information to be entered into the department's records management system.
15. Records overtime: A reduction in overtime in records will further exacerbate the delays in records as less overtime will be available to catch up on tasks records is not able to complete during the work week.

16. Part-time dispatcher: The department uses part-time dispatchers to assist in covering planned and unplanned absences in the dispatch center. This elimination of the hours available for this function will cause the department to allow many less planned days off for dispatchers or the dispatch center may, at times, be understaffed. An understaffed dispatch center will concentrate on emergency and urgent matters and non-emergency requests from the public will require a delayed response.
17. Dispatch overtime: This reduction in dispatch overtime will decrease the department's ability to be flexible in granting day off requests for dispatchers. The dispatch center is staffed near its minimum and nearly every planned or unplanned time off must be covered by the use of overtime or part-time dispatchers. This overtime reduction will mean that the department will have to save its use of overtime for unplanned dispatcher absences such as sick leave.
18. Investigations overtime: Currently, the investigations unit will respond whenever requested by patrol to assist with or take over major investigations—freeing patrol officers to return to their patrol duties. With a reduction in overtime, investigations will be less free to respond to all requests with the result being a less timely investigation and a further decrease in availability time for patrol officers.
19. SWAT team: The department maintains its own SWAT team. The team includes officers from San Carlos, Menlo Park, and Atherton police departments. The team requires on-going highly specialized training and responds to high risk critical incidents within Redwood City, San Carlos, Menlo Park, and Atherton. The team also assists in the service of high risk search and arrest warrants. All members are on call and respond immediately when paged. Elimination of the team will save the overtime costs associated with training and calling out team members. Elimination of the team will also result in delays in response to high-risk critical incidents and a decreased measure of control over the resolution of such incidents since the department, and its partner cities, will need to rely on the San Mateo County Sheriff's Office's SWAT team to respond to those incidents.
20. Patrol holiday overtime: The department will operate with minimum patrol officers during holidays and encourage officers to take floating administrative holidays off. Other than the minimum patrol force, all other personnel will not work on holidays (except for the July 4th parade).
21. Records holiday overtime: Records clerks will take their floating administrative holidays off.
22. Communications reduction: With the proposed cuts in the department's dispatch services, the department will realize this saving in its internal communication services account.

BUDGET REDUCTION

Proposal Form for 2003/04

2.0% Scenario

Date: April 25, 2003
Revised May 19, 2003

Department: Public Works Services
Program: Various Subprograms

Reductions will occur in Account Number	Amount
(A) 780-67222-01	\$ -77,635
(A) 780-67222-50 *	\$ +40,864
(A) 780-67222-34	\$ -300
(A) 780-67222-40	\$ -2,690
(A) 780-67222-41	\$ -500
(A) 780-67222-55	\$ -400
(A) 780-67222-71	\$ -886
(A) 780-67222-77	\$ -5,482
(A) 780-67222-95	\$ -1,650
Subtotal	\$ 48,679
(B) 261-65132-01	\$ -75,628
(B) 261-65132-50 *	\$ +6,691
Subtotal	\$ 68,937

Amount of Reduction: \$ 117,616

by June 30, 2004

* Retain for temp labor and/or warehouse transition services

Description of Proposal

- (A) Decentralize (close) warehouse services. Freeze one central store specialist position and eliminate all associated costs – continue mail services only.
- (B) Freeze one vacant public works maintenance worker I/II position in the streets and parking lots maintenance section.

Service Level Impact – What specifically will happen or not happen if this reduction is made?

- (A) All City departments will have to purchase and stock their own materials and supplies.
- (B) 12.5% reduction of the section's labor force – decrease leave time coverage and staffing flexibility. The freezing of this position will reduce street crack sealing by 10% and create delays in temporary sidewalk repairs by two to three days.

How does this reduction affect the City Council's goals and priorities?

- (A) No effect.
- (B) For the short term, this will have a minimal affect on the goal of quality streets and clean parking lots.

Will this proposed reduction impact mandated activities? If so, please describe consequences of not complying with mandate.

- (A) No.
- (B) No.

BUDGET REDUCTION

Proposal Form for 2003/04

4.5% Scenario

Date: April 25, 2003
Revised May 19, 2003

Department: Public Works Services
Program: Various Subprograms

Reductions will occur in Account Number	Amount
<u>(A) 780-67222-01</u>	\$ -77,635
<u>(A) 780-67222-34</u>	\$ -300
<u>(A) 780-67222-40</u>	\$ -2,690
<u>(A) 780-67222-41</u>	\$ -500
<u>(A) 780-67222-55</u>	\$ -400
<u>(A) 780-67222-71</u>	\$ -886
<u>(A) 780-67222-77</u>	\$ -5,482
<u>(A) 780-67222-95</u>	\$ -1,650
<u>(A) 780-67222-50 *</u>	\$ +13,517
Subtotal	\$ -76,026
<u>(B) 255-65131-01</u>	\$ -76,328
<u>(B) 261-65132-01</u>	\$ -75,628
Subtotal	\$ -151,956
<u>(C) 150-65135-50</u>	\$ -34,399
<u>(D) 261-65134-35</u>	\$ -2,254

Amount of Reduction: \$ 264,635

by June 30, 2004

* Retain for warehouse transition services

Description of Proposal

- (A) Decentralize (close) warehouse services. Freeze one central store specialist position and eliminate all associated costs – continue mail services only (same as 2% reduction).
- (B) Freeze one vacant public works maintenance worker I/II position in the streets and parking lots maintenance section (same as 2% reduction), and in addition freeze one vacant public works maintenance worker I/II position in the traffic operations section.
- (C) Decrease the dollar value of the annual street tree maintenance contract by 10% (additional cut).
- (D) Transfer inspector communication supplies and services to the capital improvement program (CIP) - tree preservation and sidewalk project (additional cut).

Service Level Impact – What specifically will happen or not happen if this reduction is made?

- (A) All City departments will have to purchase and stock their own materials and supplies.
- (B) 12.5% reduction in the street section's labor force and 33% reduction in traffic section's labor force – decrease leave time coverage and staffing flexibility. The freezing of the street section position will reduce street crack sealing by 10% and create delays in temporary sidewalk repairs by two to three days. The freezing of the traffic section position will reduce the amount of

pavement legends and red curbs painted each year by 15%. Staff will replace missing or illegible street signs only, and eliminate preventative maintenance street sign program.

- (C) Fewer street trees (ranging from 108 to 180 trees) pruned during fiscal year. Delay response to pruning requests. Over time, the condition of urban forest will decline and liabilities will increase.
- (D) Reduce the number of sidewalk repair sites by one or two.

How does this reduction affect the City Council's goals and priorities?

- (A) No effect.
- (B) Over time, the condition and appearance of streets will deteriorate. For the short-term, there will be minimal effect on the goal of quality streets and clean parking lots.
- (C) Over time, reduced preventative maintenance of the urban forest will become a neighborhood concern and liability will increase. For the short-term, the condition of the trees will not be significantly impacted.
- (D) No effect.

Will this proposed reduction impact mandated activities? If so, please describe consequences of not complying with mandate.

- (A) No.
- (B) No.
- (C) No.
- (D) No.

BUDGET REDUCTION

Proposal Form for 2003/04

7.0% Scenario

Date: April 25, 2003
Revised May 19, 2003

Department: Public Works Services
Program: Various Subprograms

Reductions will occur in Account Number	Amount
(A) 780-67222-01 & 15	\$ -77,635
(A) 780-67222-34	\$ -300
(A) 780-67222-40	\$ -2,690
(A) 780-67222-41	\$ -500
(A) 780-67222-55	\$ -400
(A) 780-67222-71	\$ -886
(A) 780-67222-77	\$ -5,482
(A) 780-67222-95	\$ -1,650
Subtotal	\$ -89,543
(B) 255-65131-01 & 19	\$ -76,328
(B) 261-65132-01 & 19	\$ -75,628
Subtotal	\$ -151,956
(C) 150-65135-50	\$ -54,205
(D) 261-65134-35	\$ -2,254
(E) 261-65133-01	\$ -81,831
(E) 261-65133-15	\$ -1,446
(E) 261-65133-35	\$ -860
(E) 261-65133-40	\$ -260
(E) 261-65133-42	\$ -50
(E) 261-65133-50 *	\$ +36,360
(E) 150-65133-72	\$ -11,179
(E) 150-65133-72	\$ -21,570
Subtotal	\$ -80,836
(F) 255-65131-41	\$ -19,421
(F) 261-65132-40	\$ -4,813
(F) 261-65132-55	\$ -4,000
Subtotal	\$ -28,234
(G) 150-65136-50	\$ -4,627

Amount of Reduction: \$ 411,655

by June 30, 2004

* Retain for temp labor

Description of Proposal

- (A) Decentralize (close) warehouse services. Freeze one central store specialist position and eliminate all associated costs – continue mail services only (same as 2% & 4.5% reductions).
- (B) Freeze one vacant public works maintenance worker I/II position in the streets and parking lots maintenance section and freeze one vacant public works maintenance worker I/II position in the traffic operations section (same as 2% & 4.5% reductions).
- (C) Decrease the dollar value of the annual street tree maintenance contract by 17% (additional cut).
- (D) Transfer inspector communication supplies and services to the capital improvement program - tree preservation and sidewalk project (same as 4.5% reductions).
- (E) Freeze one position in the street cleaning section and reduce associated make up and overtime hours, supplies and services, and equipment costs. Transfer existing operator to right-of-way division, fill additional vacancy (additional cut).
- (F) Reduce various supplies associated with reduced staffing and less productive work (additional cut).
- (G) Reduce the quarterly cleaning of the downtown pavers by one cleaning – from four to three times per year (additional cut).

Service Level Impact – What specifically will happen or not happen if this reduction is made?

- (A) All City departments will have to purchase and stock their own materials and supplies.
- (B) 12.5% reduction in the street section's labor force and 33% reduction in traffic section's labor force – decrease leave time coverage and staffing flexibility. The freezing of the street section position will reduce street crack sealing by 10% and create delays in temporary sidewalk repairs by two to three days. The freezing of the traffic section position will reduce the amount of pavement legends and red curbs painted each year by 15%. Staff will replace missing or illegible street signs only, and eliminate preventative maintenance street sign program.
- (C) Fewer street trees (ranging from 140 to 280 trees) pruned during fiscal year. Delay response to pruning service requests. Over time, the condition of the urban forest will decline and may become an increasing liability.
- (D) Reduce the number of sidewalk repair sites by one or two.
- (E) Reduction in the level of street cleaning services from twice to once per month to the residential districts and once every other week for some commercial and industrial districts. Eliminate holiday make up schedule.
- (F) Eliminate street light pole painting. Reduce purchase of asphalt material (~4%). Staff will not replace aging trash receptacles that are still functional.
- (G) The appearance of downtown pavers will deteriorate.

How does this reduction affect the City Council's goals and priorities?

- (A) No effect.
- (B) Over time, the street conditions will deteriorate. For the short-term, there will be minimal affect on the goal of quality streets and clean parking lots.
- (C) Over time, reduced preventative maintenance of the urban forest will become a neighborhood concern and liability will increase. For the short-term, the condition of the trees will not be significantly impacted.
- (D) No effect.
- (E) No effect.
- (F) No effect.
- (G) Downtown paver sidewalks will not be as clean as they have been.

Will this proposed reduction impact mandated activities? If so, please describe consequences of not complying with mandate.

- (A)** No.
- (B)** No.
- (C)** No.
- (D)** No.
- (E)** No.
- (F)** No.
- (G)** No.