



Adopted 1/19/2011

**Exhibit A****Adopted Municipal Service Review Determinations  
City of Redwood City, County Service Area 8 and Related County  
Governed Districts****1. Growth and Population Projections**

- a. Growth projections for the City of Redwood City range from 16,998 or 16% over 2000 Census population by 2030 and growth of 20,798 or 27.5% over 2000 by 2035. Projections are not available for individual unincorporated areas.

**2. Present and planned capacity of public facilities and adequacy of public services, including infrastructure needs or deficiencies:**

- a. The City of Redwood City Adopted Budgets contain information concerning the City's Capital Improvement Plan, which provides for the construction, maintenance, and repair of City streets, traffic and transportation systems, public buildings, parks, water, storm drain and sewer systems, and other City facilities.
- b. Many unincorporated areas have infrastructure deficiencies that negatively impact the quality of life in the community and serve as obstacles to city annexation. Deficiencies include sewer infrastructure for developed areas served by septic systems, lack of storm drain and flood control facilities in many areas, and lack of sufficient park and recreation facilities or suitable land for same in some communities.
- c. Financing infrastructure improvements to serve existing development in unincorporated areas is dependent upon a new funding source such as an assessment, parcel tax or "pay as you go" funding common with new development.
- d. Flooding due to lack of adequate storm drain infrastructure occurs in eastern areas of Redwood City on both sides of U. S. 101 as well as in Unincorporated North Fair Oaks. Flooding east of U.S. 101 is further impacted by high tides. Because rainwater runoff that flows to the area originates in areas outside of Redwood City including parts of Atherton, Menlo Park and unincorporated San Mateo

County, opportunities exist for these agencies to work with Redwood City to collaboratively plan capital projects to reduce flooding.

- e. Near Edgewood Road and Cordilleras, 18 properties receive water service from the Cordilleras Mutual Water Company, a mutual water company owned by the property owners and directly connected the SFPUC transmission line. Efficiencies and improved operation and safety of the water supply can be achieved by transferring this system and operation to another entity such as City of Redwood City or CalWater.

### **3. Financial Ability of City to Provide Services**

- a. The City of Redwood City, like all California local government, is in a multi-year process of correcting a structural budget imbalance resulting primarily from the economic downturn and State shifts of local government revenue.
- b. Measures to balance the budget include measured use of reserves, program and service reductions, personnel reductions and freezing of salaries, outsourcing, contracting, service sharing and revenue enhancement.
- c. The City Council has an adopted policy on general fund reserves to maintain reserves of not less than 15% and not more than 20% of anticipated revenues.

### **4. Status of, and opportunities for, shared facilities**

- a. By necessity and best practice, the City of Redwood City practices resource sharing and shared facilities with the County, cities and other agencies as detailed in the Municipal Service Review.
- b. At the writing of this report, the County, cities and special districts are considering various resource sharing and cost-cutting measures including but not limited to contracting and sharing services in the areas of police, fire and public works services to achieve efficiencies and economies of scale.

### **5. Governance, accountability for community service needs, including governmental structure and operational efficiencies**

- a. The City of Redwood City maintains a robust website that provides access to City programs, documents and other information in a timely manner.

- b. The Council adopted boards, committees and commissions provide for public input and participation in a variety of city programs and services.
- c. Opportunities exist to collaborate with the County of San Mateo to annex areas in the City's sphere of influence that are surrounded by the City, that could benefit from City services and contribute to city property tax and other revenues.
- d. Opportunities exist to collaborate with the County of San Mateo to explore governance alternatives of sewer and sanitation districts that serve areas in the City's sphere of influence and flow through the City's sewer system to a shared sewage treatment plant and result in more cost effective and efficient service and equitable rates.
- e. In the area of fire protection and emergency response, collectively the County of San Mateo, cities and fire districts spend \$185 million dollars annually on fire protection and emergency response.<sup>1</sup> A countywide (versus agency-by-agency) study of fire protection and emergency response and potential efficiencies including consolidation is merited because fire agency resources and budgets are inherently interdependent as the result of a longstanding automatic aid agreement.
- f. Existence of non-contiguous unincorporated neighborhoods creates inherent inefficiencies in provision of municipal services by the County including services such as road maintenance, sewer service, police and fire protection and building inspection.
- g. Opportunities exist for the County of San Mateo and the City of Redwood City to examine alternatives in road maintenance where small sections of roadway of one jurisdiction are isolated from that agency's road system and may be more efficiently served by the neighboring agency.
- h. Opportunities exist for the City and County to collaboratively plan for the long-term water supply needs of unincorporated areas in the City's water service area extending water to County-approved development on a case-by-case basis.
- i. In County Service Area 8, property tax revenues collected in the zone outside of Menlo Park Fire Protection District exceed the cost of providing contract fire service and are used for other programs and services. Given the identified infrastructure deficiencies such as flood, control, parks

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<sup>1</sup> Based on 2010/2011 appropriation budgets of the County Structural Fire Fund, cities and special districts that provide fire protection and emergency response. See attached table.

Municipal Service Review -City of Redwood City  
& Related County-governed districts  
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and drainage, opportunities may exist to expand the functions of County Service Area 8 to allocate excess revenues to address these deficiencies.