

Parks, Recreation and Community Services Department



*“We Build a Great Community through
People, Parks, and Programs”*

*Annual Report
July 2007– June 2008*

Acknowledgments

City Council

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Diane Howard, Vice Mayor
Alicia C. Aguirre
Ian Bain
Jim Hartnett
Jeff Ira
Barbara Pierce

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Adilah Haqq, Youth & Teen Services Manager

We welcome any comments or questions regarding this report , please direct them to our Administrative Offices located at:

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September 22, 2008

Dear Reader,

The City Council requested that each department do an overview presentation at a regular meeting over the past year. I should not have been surprised that the most common reaction I received to our July 21st presentation was, "I didn't know you did so many different things.". It is that type of reaction that epitomizes both the challenge and the wonder of the Parks, Recreation and Community Services Department. From pre-school to senior shopping assistance; from early intervention homeless shelter programs to adult softball leagues; from maintaining and cleaning our parks and facilities to after school programs; some might call the range of services disparate and unwieldy, but we don't think so. We have found a glue that ties all of it together and that glue is the mission, values, vision and community outcomes embodied in our Strategic Plan on the opposite page.

This annual report will be the last based on the "Strategic Plan 2004 and Beyond" as starting in January of 2009, the Department Team will begin the development of a new Strategic Plan. We welcome your thoughts, comments and questions as we take the next step to making our vision, "partnering with the community to provide innovative and high value parks, facilities, programs and services that promote an engaged and healthy community", a reality.

Sincerely,

Corinne Centeno, Director

Parks, Recreation and Community Services Department

MISSION

To build a great community together through people, parks and programs.

CORE VALUES

CREATIVITY
Freedom to imagine and the courage to act

EXCELLENCE
Passion to do our best in each moment

INTEGRITY
Do the right thing, not the easy thing

SERVICE
We care and it makes a difference

VISION

We partner with the community to provide innovative and high-value parks, facilities, programs and services that promote an engaged and healthy community.

COMMUNITY OUTCOMES

- Community image and sense of place
- Economic development
- Safety and security
- Health and wellness
- Human development
- Cultural unity
- Environmental resource protection
- Community problem solving
- Recreation experiences

GOALS AND OBJECTIVES

PARKS	RECREATION PROGRAMS	COMMUNITY SERVICES	COMMUNITY FACILITIES	ORGANIZATION
<i>Provide safe clean, attractive parks and facilities in adequate numbers distributed throughout the community.</i>	<i>Offer high quality recreation programs to all age groups and interests.</i>	<i>Meet community needs by directly providing or facilitating the delivery of a wide range of support, educational and informational services.</i>	<i>Provide places for community activities and manage City facilities.</i>	<i>Create a dynamic organization committed to an ongoing process of innovation.</i>
A1. Partner with the community to develop a plan for future parks.	B1. Increase program utilization rates.	C1. Increase community service program participation rates for target populations.	D1. Expand facility capacity to match growth in population and program trends.	E1. Maintain and increase staff engagement.
A2. Develop policy for developer contribution.	B2. Develop programs that will increase participation in targeted age groups by 2006.	C2. Increase funding stability.	D2. Maintain facility maintenance and operation levels.	E2. Develop performance measures for all program elements.
A3. Improve scheduling and allocation of park areas.	B3. Increase program participation rates for underserved Redwood City neighborhoods.	C3. Increase participant satisfaction.	D3. Ensure safety and security.	E3. Take full advantage of non-City funding alternatives.
A4. Increase park safety rating.	B4. Increase program cost recovery.		D4. Support facility delivery process.	E4. Improve productivity and organizational effectiveness.
A5. Make all parks accessible.	B5. Increase participant satisfaction.			E5. Enhance Commission and Advisory Group operations.
A6. Provide amenity package for parks.	B6. Support ongoing cultural activities.			
A7. Develop park design guidelines.	B7. Promote volunteer support of recreation programs.			
A8. Develop use policies.				
A9. Implement Environmental Conservation Methods.				
A10. Maintain current park maintenance levels.				

LOOKING AHEAD TO 2008-09

While the primary intent of this report is to review the 07-08 Department accomplishments, our mission and our values drive us to look forward at work that we hope to accomplish over the next fiscal year.



Parks

- Presentation of Park Needs Assessment Study to City Council
- Complete Commercial Nexus Study
- Complete Hoover Park and Hoover Sports Field Renovations



Outdoor Fitness Equipment at Red Morton

Recreation Programs

- Develop new field and tennis court use policies in collaboration with user groups
- Test Youth Outdoors model at Selby Lane after school site
- Integrate Community Network for Youth Development principles into programming.
- Support economic development in the Downtown through event programming.



After school Program Nutrition Activity

Community Services

- Complete Scoping Study for Veterans Memorial Senior Center Replacement
- Continue to support the development of the Friends of the Veterans Memorial Senior Center Organization
- Help implement HOT (Homeless Outreach Team) in South County



Community Garden at Fair Oaks Senior Center

Facilities

- Green products and recycling focus
- Lighting Energy Retrofit Project
- Construction standards for bid requirement for future facility development



New Redwood Shores Library

Organization—Administration

- Strategic Plan Update
- Participate in General Plan Update
- Department Succession Planning
- Study Potential Volunteer Opportunities



STATUS UPDATE ON DEPARTMENTAL COUNCIL PRIORITY OBJECTIVES INCLUDED IN THE 2007-08 BUDGET AMENDMENT

Economic Development

- **Objective:** *The department will produce a “Downtown Live” concert series.*
Status: The department has solidified its role as a partner with the Redevelopment Agency to activate our reborn downtown. During 07-08, staff produced 18 weeks of Friday night concerts, Dancing and Movies on the Square, and 3 Art on the Square events. A total of 114 events were produced in 08-09.
- **Objective:** *The Civic Cultural Commission has identified the downtown as a priority area and will encourage funding applications that support activities in the downtown such as the business group’s winter holiday program and Montalvo at the Fox Theater.*
Status: The Commission provided \$18,400 in funding, (28% of their total grant funding) to support Downtown including: entertainment at the Farmers Market, the Latino Film Festival, Peninsula Symphony, the Beas Wa Jazz Series at the Fox and the PAL Blues Festival.
- **Objective:** *Produce at least one festival in Courthouse Square by the fall of 2007.*
Status: The Department provided or supported the following large scale events in downtown: Hometown Holidays, Pet Parade, Downtown Business Group Winter Holiday Program
- **Objective:** *Child Care Coordinator will provide technical consultation to assist new residential developers in the Downtown.*
Status: No specific opportunities have presented themselves for assistance to residential developers. We continue to support the Bradford Street Project.



Logo for Summer of 2008 event schedule and Friday night concert participants



Public Safety



Teen Challenge Day Event Participants

- **Objective:** Reduce the number of young people who turn to gang involvement by operating After School Programs at eight Redwood City Elementary School District Sites serving up to 800 students. Work with Redwood City 2020 to explore ways to expand service to students currently on waiting lists by December 2007.
- **Status:** During the 07-08 school year, 792 students at Fair Oaks, Garfield, Hawes, Hoover, John Gill, Sandpiper, Selby Lane, and Taft Schools were provided a safe and secure environment from the end of the school day until a responsible adult came to pick them up. 21st Century Grant has been secured to expand programming to add additional 144 students for the 08-09 school year.

Transportation and Traffic

- Objective:** The Department will continue to operate two shuttle vans for visits to Veterans Memorial Senior Center and coordinate input from seniors on additional services as needed.

Status: In addition to continuing the ongoing senior center shuttle service, PRCS staff have participated in the Redwood City Shuttle Stakeholder Committee and helped launch the on-demand shuttle in June of 2008.

FREE Redwood City Community Shuttle starts June 3, 2008

Help us name your shuttle.

Enter a drawing for prizes by casting your vote. Go to www.commute.org, email us at nameRWCBus@commute.org or stop by a voting box at Redwood City City Hall, Fair Oaks Community Center, Veterans Memorial Senior Center or on the shuttle bus.

Service Area
 The shuttle serves the eastern part of Redwood City with two stops outside that area - Veterans Memorial Senior Center and Woodside Plaza.

The eastern part of Redwood City includes the following neighborhoods and destinations: Downtown Redwood City, Fair Oaks, Friendly Acres, Kaiser Hospital, Marsh Manor, Redwood Village and Stambaugh/Heller.

Operating Days/Times
 Tuesday - Saturday (Holidays excluded)
 10:00am to 5:00pm

How to book a trip?
 Call (650) 248-9643 the day before your trip to reserve a pick up and drop off within the service area. Trip is not confirmed until the driver calls to confirm your trip or to reschedule it for an available time. The driver speaks English and Spanish.

What does it cost?
 It's FREE for riders. This is a pilot shuttle and will be FREE for the first year of service thanks to City of Redwood City, C/CAG and MTC. See sponsor logos above.

For all other questions or requests, please contact the Peninsula Traffic Congestion Relief Alliance at (650) 588-8170 or by email alliance@commute.org



Grand Opening of new Redwood City On Call Shuttle Service

Governmental Operations

- Objective:** Bring a recommendation for a general plan amendment to establish an active community parkland standard and in-lieu park development fee ordinance to the Planning Commission and City Council by September 2006.

Status: The general plan was amended in September 10, 2007 and the park development fees ordinances went into effect in December 2007.



Rendering from Downtown Precise Plan

Community/Civic Support



Participants in Dia de los Muertos 2007 event

Objective: *Manage a process that engages the neighborhood in the renovation of the Hoover School Park play area and restrooms and the installation of a restroom at Jardín de Niños Park from the design of improvements through the rededication ceremony.*

Status: Completed. Three workshops were held in the park with the assistance of the Hoover School and Boys and Girls Club, Redwood City Police Department and the PRCS Commission that provided input to the proposed design of the renovated park.

Objective: *The Department will work with organized youth and adult sports organizations to coordinate the conversion of six fields to artificial turf over the next two years (2006-Griffin-Bechet, McGarvey, Mitchell and Marlin; 2007-Hawes and Sandpiper)*

Status: Completed. Working with Community Development Services staff and our sports leagues, fields have been converted to synthetic turf.

Objective: *Offer at least one Teen Challenge Day program for 100 teens to help break down social, physical and racial barriers between youth based on the recommendation of teens from nine youth and teen clubs/boards, and Youth and Family Enrichment Services.*

Status: Completed.

Objective: *Bring new Redwood City School District Superintendent and Canada College President into the Redwood City 2020 Partnership and seek continued or new collaboration around sport fields and public facilities by January 2007.*

Status: Completed. Partnership discussions are ongoing.

COMMUNITY OUTCOMES

Community Image and Sense of Place	Health and Wellness	Environmental Resources Protection
Economic Development	Human Development	Community Problem Solving
Safety and Security	Cultural Unity	Recreation Experiences

Community Image and Sense of Place

“Our Space” theme promotes enjoyment, ownership and responsibility for our public spaces. 114 events were held over the Summer of 2008 in Courthouse Square.

Economic Development

Juventus held its first Northern CA Spring Showcase in March of this year, with teams from all over California and the West playing on our all-weather turf fields. With 134 teams, an average of 15 players per team and at least an equal amount of family members, that meant 4,020 visitors to Redwood City.

Safety and Security

We used one-time salary savings to experiment with a weekend Park Patrol using Comm. Serv. Officers to monitor activity in the parks from April through June of 2008.

Health and Wellness

Outdoor fitness equipment was installed at Red Morton Park with a \$7,500 matching grant from the Sequoia Health Care District. The Department also received a \$10,000 grant to implement a Mobile Recreation Van in East Redwood City/North Fair Oaks.

Human Development

During the school year, twenty-one 4 to 5 year olds were enrolled in our kindergarten readiness pre-school on Monday, Wednesdays and Fridays with another twenty-one three year olds are served on Tuesday and Thursday.

Cultural Unity

Courthouse Square was a multicultural stage featuring African and Russian Dance, Sufi Rock and Opera, and culturally themed Target Family Days with total attendance estimated at 12,500.

Environmental Resource Protection

The Department is working with Public Works Services to use recycled rather than potable water in median areas.

Community Problem Solving

The Department tackled the issue of teens gathering in front of the movie theaters with five Teen Night on the Squares featuring video games on the 25ft. Screen.

Recreation Experiences

New class offerings this past fiscal year included: Skateboarding 101, Ghost Hunting, and College Admissions and Funding Secrets.

**Parks Recreation and Community Services Department
Corinne Centeno, Director**

Fiscal Year	2003-04	2004-05	2005-06	2006-07	2007-08
Parks & Facilities Division, Gary Hover Superintendent					
Budget	\$6,156,340	\$6,050,148	\$6,512,953	\$6,783,201	\$7,298,813
Employees	54.70	50.86	50.46	50.98	51.78
Recreation and Community Services Division, Chris Beth Superintendent					
Budget	\$7,264,260	\$6,192,305	\$6,698,659	\$7,588,490	\$8,057,129
Employees	48.33	37.49	37.89	39.08	41.20
Administration, Denise Monroe, Administrative Assistant					
Budget	\$660,281	\$671,561	\$695.897	\$867,209	\$913,964
Staff	4.80	4.80	4.80	4.80	4.80
Total Budget	\$14,080,881	\$12,914,014	\$13,907,509	\$15,238,900	\$16,269,906
Δ from prior year	+1,270,553	-1,166,867	+993,495	+1,331,391	+1,031,006
Total Staff	107.83	93.15	93.15	94.86	97.78
Δ from prior year	-6.36	-14.68	0.00	+1.71	+2.92



PRCS Managers at the October 2008 Offsite Meeting, and picture taker Adilah Haqq

Custodial Services, Talitha Braun, Supervisor					
Fiscal Year	2003-04	2004-05	2005-06	2006-07	2007-08
Budget	\$1,151,962	\$1,228,854	\$1,307,604	\$1,359,655	\$1,412,589
Employees	15	13.6	13.6	13.6	14.0
Customer Survey	3.02 B	3.27 B	3.18 B	n/a	3.34 B+
Custodial Services Staff clean approximately 312,000 square feet of buildings including: 4 child care facilities, 5 community centers, 3 libraries, 2 swimming pools, Fire administration, the Municipal Services Center, Redwood Shores Maintenance Facility, the Police Facility and City Hall.					

Facilities Services, Daniel Burton, Manager					
Fiscal Year	2003-04	2004-05	2005-06	2006-07	2007-08
Budget	\$1,408,040	\$1,225,694	\$1,235,805	\$1,259,776	\$1,434,779
Employees	9.35	8.61	6.6	6.78	7.78
Customer Survey	3.43 B+	3.36 B+	3.42 B+	n/a	3.61 B+
Work Orders	2,689	2,730	2,782	2,841	3,338
This section is responsible for 727,063 square feet of facilities, parks and their equipment including: City Hall, the Police Facility, 5 fire stations, 5 community centers, 2 swimming pools, 2 libraries, the Municipal Services Center, Redwood Shores Maintenance Facility, 2 downtown parking facilities, elevators and all playground equipment, park fencing, barbeques, signage, lighting and water play features and 13 park restrooms.					

Landscape Services, Valerie Matonis and Janet Hansen, Managers					
Fiscal Year	2003-04	2004-05	2005-06	2006-07	2007-08
Budget	\$3,596,338	\$3,595,600	\$3,969,544	\$4,163,770	\$4,451,445
Employees	31	30.35	30.25	30.40	30.00
Customer Survey	3.35 B+	3.53 B+	3.41 B+	n/a	3.62 B+
Landscape personnel are responsible for 188 park acres, 21 acres of plantings around City facilities, 29 acres of islands and medians, or a total of 238 acres.					

Community Services, Linda Griffith, Manager					
Fiscal Year	2003-04	2004-05	2005-06	2006-07	2007-08
Budget	\$1,151,962	\$1,148,907	\$1,206,823	\$1,399,216	\$1,414,404
Employees	15	13.5	13.5	13.5	13.5
Volunteers	465	472	497	377	244
Volunteer Hours	48,464	45,077	48,626	*26,095	22,603
Vets Bldg. Visits	138,083	154,389	152,000	*100,543	111,749

This work group provides inclusive programs that focus on health and wellness through social events, expressive arts, nutrition, fitness education and recreation programs, in addition to providing social service support and volunteer opportunities. During 2007-08, a new Board of Directors was recruited for the Friends of The Veterans Memorial Senior Center Organization. The staff celebrated the 25th Anniversary of the Senior Center. The Accessible Recreation Activities Program expanded its inclusion services by providing buddies to 23 participants in various mainstream recreation programs and launching a new after school recreation program for children with disabilities (K.I.T.E. = Kids Inclusive Team Enrichment). Large special event programs included: 2007 Volunteer Appreciation Event, Walk For The Health Of It Festival, and "The Murder In The Louvre" Dinner Theatre Fundraiser.

Human Services, Teri Chin, Manager					
Fiscal Year	2003-04	2004-05	2005-06	2006-07	2007-08
Budget	\$1,145,473	\$922,723	\$1,194,651	\$1,320,800	\$1,426,053
Employees	6.88	7.08	7.08	7.80	7.80
Client Satisfaction Excellent/Good	97%	98%	91%	100%	Surveys not administered this year
Fair Oaks Visits	115,795	105,000	100,000	100,000	100,000

Services in this unit range from childcare to senior programs, legal services, housing assistance and recreational activities provided by a variety of non-profit agencies. The Senior Center operated by Family Services Agency served nearly 9,500 meals and distributed over 5,000 grocery bags to low income seniors and launched a new series of Health and Wellness classes. This unit also includes a City-operated Information and Referral Program providing emergency and social services to families and individuals in need - including food assistance, homeless services, financial assistance, and crisis intervention services. This year, the program worked with 2,400 unduplicated households and distributed over 1,500 grocery allocations to low income families on a monthly basis. Staffing for the Information and Referral Program was enhanced this year with the addition of an Americorp intern position. The Human Services Financial Assistance Program, which provides City funding to local non-profits, is also managed within this work group. Over 10,000 unduplicated households were served by these local non-profits.

Special Interest Program/Marketing, Jordana Freeman, Manager

Fiscal Year	2003-04	2004-05	2005-06	2006-07	2007-08
Budget	\$927,159	\$1,096,151	\$1,125,117	\$1,278,125	\$1,352,155
Employees	3	3	3	3.75	3.60
Online Enrollment	4,246	5,461	6,351	7,176	8,459
Enrollment		16,181	20,253	19,803	22,537
Facility Visits, Sandpiper	28,866	51,267	63,069	64,623	53,572

In addition to managing over 150 contract instructors for our fee-based recreation programs, this division produces attractive quarterly Activity Guides (mailed out to 27,000 residential addresses); creates and distributes marketing materials; develops survey tools and analyzes customer feedback; updates and manages the Department website; is responsible for creating e-news and entertainment e-blasts; supports economic development in the Downtown via programming and publicity for over 114 events from May through November; manages the Sandpiper Community Center and Sandpiper Youth Club operations. The declining attendance reflects the loss of the Fully Alive Church rental half way through the fiscal year.



Special Interest Program/Marketing—Downtown/Redevelopment

Fiscal Year	2003-04	2004-05	2005-06	2006-07	2007-08
Budget				\$100,000	\$325,509
Employees				1.0	1.5
Events				48 + 85 lunch-time music dates	80 + 34 lunch-time music dates
Attendance				41,950	78,090

During the 07-08 budget year, Redevelopment funds were allocated to the Department to support downtown programming in Courthouse Square and the surrounding business district. Estimated numbers of attendees have almost doubled from the 06-07 to the 07-08 fiscal year. The Annual Pet Parade kicked off the season of activities by bringing thousands of people and their pets into Downtown Redwood City.

Sports and Aquatics, Eric Newby, Manager					
Fiscal Year	2003-04	2004-05	2005-06	2006-07	2007-08
Budget	\$1,650,577	\$1,339,682	\$1,393,559	\$1,420,131	\$1,544,092
Employees	6.75	5	5	5	4
Youth League Participants				1,594	3,000
Adult Sport Teams	235	372	336	187	270
Red Morton Visits	104,000	131,771	128,511	139,276	130,170
<p>This unit coordinates the use of fields throughout the City for both youth and adult groups, and oversees the joint PAL/PRCS Youth Sports Coordinator position. The Manager has worked with a sport providers and a Commission subcommittee to consider new ways to appropriately distribute field usage.</p>					

Youth & Teen Services, Adilah Haqq, Manager					
Fiscal Year	2003-04	2004-05	2005-06	2006-07	2007-08
Budget	\$2,389,089	\$1,781,500	\$1,778,509	\$2,170,218	\$2,320,425
Employees	17	8.91	9.25	10	10
Seasonal Staff	60-100	60-100	60-100	60-100	60-100
After School # Enrollees	591	767	792	792	792
Summer Camp Enrollees			1,526	1,615	1,835
Summer Camp Satisfaction			90% Excellent or Good	90% Excellent or Good	95% Excellent or Good
<p>This work group is charged with creating positive programs and services for Redwood City youth from pre-school to teens, in collaboration with other City Departments and our community partners. They operate After School Programs at 7 schools sites; manage a Youth and Teen Advisory Board, and support numerous special events for youth including middle school dances, Halloween Spooktacular and Teen Challenge Day. This year, preliminary planning began to implement Environmental Science programming at after school sites.</p>					

CAPITAL IMPROVEMENT PROGRAM

One of the greatest **OUTCOMES** we can achieve for the residents of Redwood City are parks and facilities that are conceived with the intention of creating “OUR SPACE” where we come together as a community. Capital Project funding is crucial to our being able to maintain our parks and facilities; the public backyards, patios and living rooms of our community.



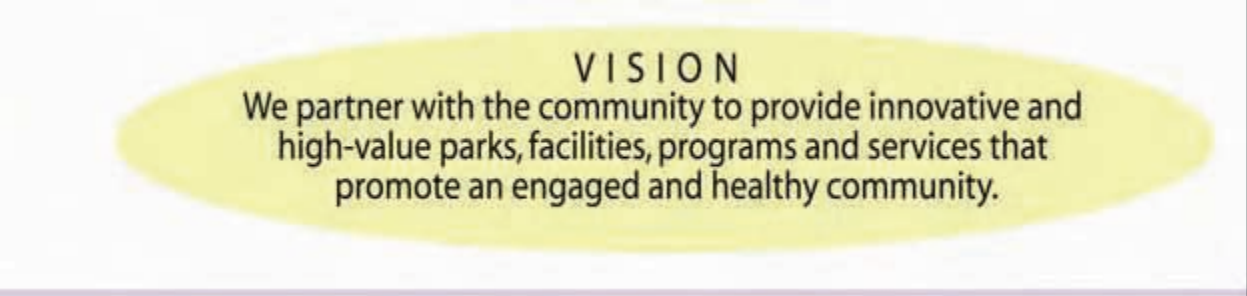
Fair Oaks School Artificial Turf Field

Capital Projects completed in partnership with Community Development’s Engineering Division during 2006-07 to support OUR SPACE include:

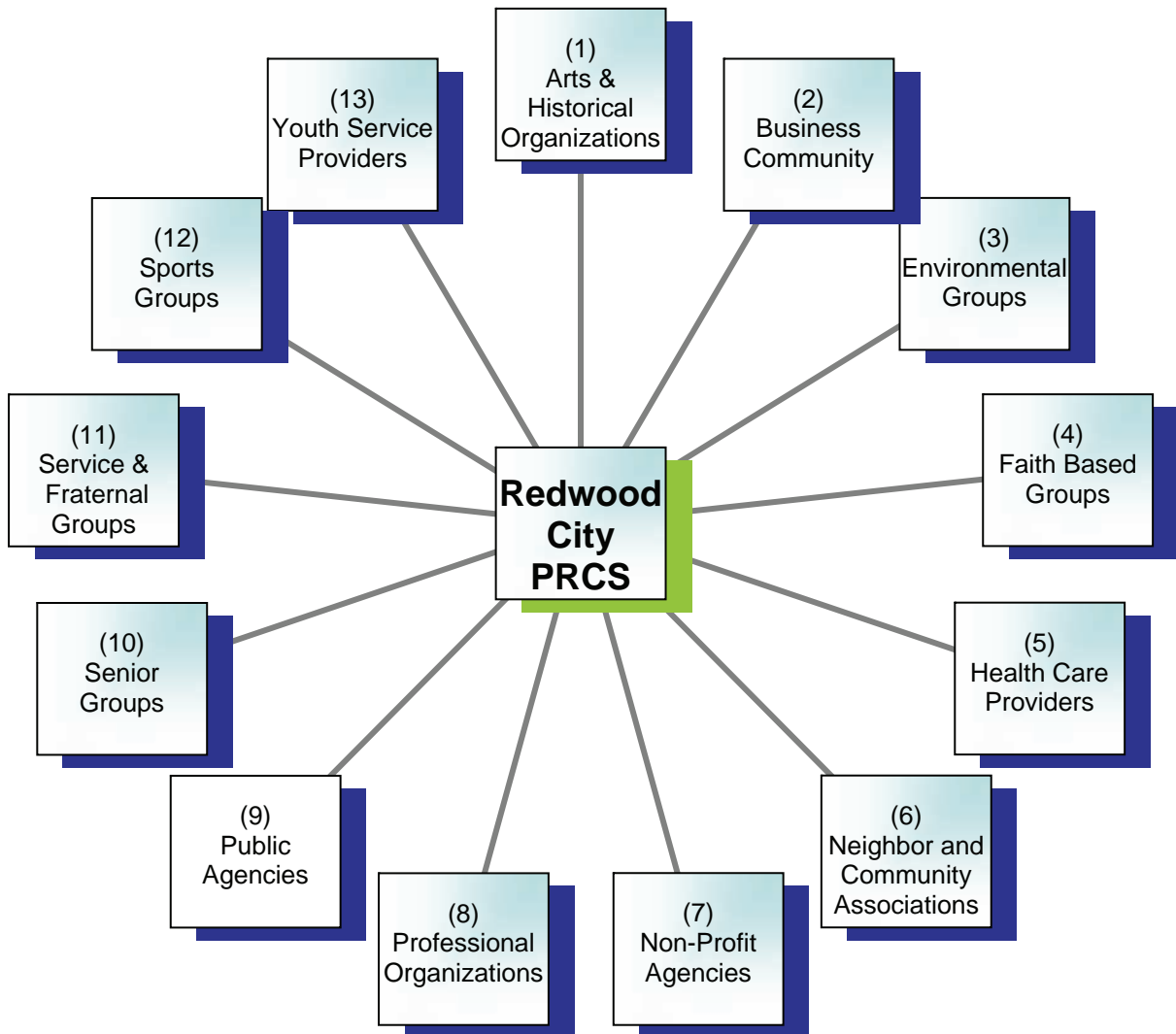
- Marlin Park Field Conversion to Synthetic Turf
- Sandpiper Park Field Conversion to Synthetic Turf

In Fiscal Year 2008-09, the following major projects are scheduled:

- City-wide Park and Recreation Needs Assessment Study
- Hoover Park Renovation – Sport Field, Restroom, Circulation and Play Area improvements
- Veterans Memorial Building Replacement Scoping Study
- Commercial Impact on Parks Nexus Study
- Stulsaft Park Lower Restroom
- Hawes Park Sports Field, Restroom and Bleachers
- Replace roof of covered picnic area at Red Morton Park
- Energy Saving Lighting Retrofit Project



The Department, and ultimately our residents, continue to reap the benefits of our partnerships with almost 250 different organizations in the community, however, this year the focus of our comments on partnerships is closer to home... **(9) Public Agencies and specifically other City Departments.** Please read some examples on the opposite page as to how we are working together around youth activities, the General Plan, Park Patrols and getting Capital Improvement Projects completed. A complete listing of all our partners is included in Appendix A of this report.



Manager's Office, Library, Parks, Recreation and Community Services and Police

The Redwood City Public Library, Manager's Office, Police, and Parks, Recreation and Community Services (PRCS) Departments are joining together to pursue a Citywide Youth Agenda. Department Heads and staff members began meeting regularly over the past year to move from programs that are open to youth offered by specific departments to thinking of all City services as a cohesive system. As a result of our initial meetings, each department has adopted the 41 Youth Developmental Assets as our common language for looking at youth programming. In addition, each department is sending two staff members to a Community Youth Development Training. The program is being offered free of charge to the City and other local non-profits as a result of a grant received by Community Network for Youth Development.

Police Department

During April through June of 2008, the Police Department and PRCS experimented with a Park Patrol Program using temporary salary savings and Community Services Officers on overtime. We are now looking at the Police Department's Volunteer in Policing (VIP) Program model for park patrol volunteers and will be looking into joint training and other ways we can collaborate.

Community Development Services

Planning

We have coordinated with the Planning Division to complete the Park Needs Assessment Study for inclusion in the General Plan and have supported outreach and input from the various Boards and Commissions connected to the Department.

Engineering Services

Our Facilities Division has worked closely with Engineering Services to insure a successful hand-off of both the Courthouse Square and the new Redwood Shores Library Facility. We are extremely pleased with the support we have received from Engineering on the Hoover Playground, Hoover Field and the many synthetic turf projects completed over the past year.



Teamwork

PARKS GOAL

Provide safe clean, attractive parks and facilities in adequate numbers distributed throughout the community.

OBJECTIVES	STATUS
A.1 Partner with the community to develop a plan for future parks.	A community wide park and recreation facilities needs assessment should be presented to Council in November of 2008
A.2 Develop policy for developer contribution.	The Park Standard and in-lieu fee Ordinances for residential development were approved by Council in December of 2007. A Commercial Nexus Study will be completed in the 2008-09 fiscal year.
A.3 Improve scheduling and allocation of park areas.	Picnic reservations are now available on line and bounce houses are permitted in designated sites.
A.4 Increase park safety rating.	The design for Hoover Park Play area includes the removal of handball courts, allowance for police vehicle circulation and improvements to lighting. The re-carpeting of Hoover Sports Field should begin in December of 2008.
A.5 Make all parks accessible.	Accessibility issues are considered in each park renovation.
A.6 Provide amenity package for parks.	The Park and Facilities Needs Assessment identifies required amenities.
A.7 Develop park design guidelines.	New construction bid standards should be completed by the end of December 2008.
A.8 Develop use policies.	Completed revamp of park rules ordinance.
A.9 Implement environmental conservation methods.	Ongoing.
A.10 Maintain current park maintenance levels.	Weekend duty hours have been increased.

PARKS STRENGTHS, WEAKNESSES, OPPORTUNITIES, THREATS

STRENGTHS	WEAKNESSES
Community Involvement in Park renovations	Unequal distribution of parks throughout the community
Artificial Turf Fields	Insufficient number of play fields
Re-organization to improve capital project development and execution package	Lack of outdoor basketball and volleyball courts
Understand value of establishing both construction and maintenance standards	Lack or outdated construction and/or maintenance standards
Park Needs Assessment completed providing accurate base numbers for analysis.	Insufficient number of Picnic Area spaces
High quality acreage to staff ratio	
OPPORTUNITIES	THREATS
New General Plan can highlight park needs and identify recommendations	Perceived as non essential service in time of economic recession
State Grant Availability for Communities with under 3 acres of parkland per 1000 residents	Lack of ability to monitor activity in existing facilities to insure a safe and secure environment
Potential for long term agreements with school systems for joint use of fields	Over use of existing parks
Residential Park Development Fee in place	

RECREATION PROGRAM GOAL
Offer high quality recreation programs to all age groups and interests

	OBJECTIVES	STATUS
B.1	Increase program utilization rates.	Neighborhood survey data was not collected making this analysis impossible. Improvements to the brochure and website continue including a weekly REC e-news
B.2	Develop programs that will increase participation in targeted age groups by 2006.	Programs for toddlers and preschoolers continue, as do wellness programs and pre-retirement programs.
B.3	Increase program participation rates for underserved Redwood City neighborhoods.	Neighborhood survey data is unavailable. A \$10,000 grant was received for a mobile recreation van to go out to the youth in the East Redwood City/North Fair Oaks Area with recreation activities.
B.4	Increase program cost recovery.	Earned revenues have increased by 8% from \$1,583,224 in 2003-04 to \$1,722,541 in 2007-08.
B.5	Increase participant satisfaction.	On-line survey tools have been employed for all recreation classes and generally demonstrate a high degree of satisfaction with services.
B.6	Support ongoing cultural activities.	Numerous cultural activities were sponsored including: A Day of the Dead Celebration, Target Days, concerts, and the Art Contest.
B.7	Promote volunteer support of recreation programs.	No major new volunteer efforts have been established.

RECREATION PROGRAMS STRENGTHS, WEAKNESSES, OPPORTUNITIES, THREATS

STRENGTHS	WEAKNESSES
Ability to bring in projected revenues	Limited programmable space
High Customer Service Standards and	Limited designated use space such as art rooms, dance rooms, etc.
“Redwood City Way” for dealing with permitting issues and field usage	Equal distribution of programs throughout the community
Youth development focus for 1000 youth in daily after school programs	Lack of process to replenish scholarship funds
High quality and fun community events	Need to upgrade to keep current with new technology
High quality marketing tools including brochure, website and printed materials	
Web based class registration and picnic reservations	
OPPORTUNITIES	THREATS
Partnerships with other City Departments, Business groups	Economic Recession will limit residents ability to pay for services
Belmont Redwood Shores School District After School Care	Ability to compete with salaries for other entry level positions
Development of recreation programs for home schooled children	

COMMUNITY SERVICES GOAL
Meet community needs by directly providing or facilitating the delivery of support, educational and information services.

OBJECTIVES	STATUS
C.1 Increase community service program participation rates for target populations.	The Veterans Memorial Senior Center staff has completed the Accreditation process and formed a new non-profit organization with a goal of targeting “younger” seniors to the facility.
C.2 Increase funding.	Human Services Staff has secured new grants to support early entry shelter, emergency services and a stipend for a full-time Americorp Volunteer through Public Allies.
C.3 Increase participant satisfaction.	The Veterans Memorial Senior Center staff created and completed an annual participant satisfaction survey.

COMMUNITY SERVICES TRENDS, ISSUES & OPPORTUNITIES

STRENGTHS	WEAKNESSES
<p>Large number of services of various types including emergency and Second Harvest Food Distribution sites.</p> <p>Large number of partnerships with the non-profit sector</p> <p>Recognized lead agency by county, state and federal representatives</p> <p>Successful Special Events including: Trees of Joy, Children’s Day Celebration, Senior Center Holiday Giving Program, Older Americans Month Celebration and Walk for the Health of It, Volunteer Appreciation, Bi-National Health Fair, Holiday Toy and Book Distribution</p> <p>Ability to provide low cost options for wellness programs for the community</p>	<p>Access to programs is limited by lack of sufficient alternative transportation</p> <p>Lack of staff dedicated to grant and/or other outside resource development</p> <p>Availability, condition and type of program space</p>
OPPORTUNITIES	THREATS
<p>Early Entry Shelter and Homeless Outreach Team (HOT) funding for South County</p> <p>Expand current use and create new opportunities for volunteers within the organization</p> <p>Potential Partnership with Arthritis Foundation</p> <p>Health and Wellness Focus of Sequoia and Kaiser Hospitals</p> <p>Potential for new revenues and class offerings in a new Senior Center space</p>	<p>Economic Recession will impact non-profit partners ability to meet service demands</p> <p>Unknown impact of economic recession on State, County and Foundation funding</p> <p>Reduced revenues from rentals</p> <p>Increased need for safety net services</p> <p>Ability for non-profit Friends to generate enough income to support current programming</p>

COMMUNITY FACILITIES GOAL
**Provide places for community activities and manage
 City facilities.**

OBJECTIVES	STATUS
D. 1 Expand facility capacity to match growth in population and program trends.	The Veterans Memorial Senior Center is the next building identified for replacement. A feasibility study has been funded in the 08-09 Capital Improvement Program budget.
D.2 Maintain facility maintenance and operations levels.	Staff continues to receive B+ grades from customers within the City and continues to make greater use of the Computerized Maintenance Management System.
D.3 Ensure safety and security	New keyless systems are being implemented across all city facilities to provide for better management of building security and access.
D.4 Support facility delivery process.	The duties of one of the Park Manager positions were adjusted to insure better coordination between our Department and Community Development Services.

COMMUNITY FACILITIES TRENDS, ISSUES & OPPORTUNITIES

STRENGTHS	WEAKNESSES
TMA computerized maintenance management system	Aging facilities
Interest and ability to implement “green” systems	Lack of up to date maintenance and construction standards
Improved ability to communicate with all staff via email	
Ability to support facilities that are used by large numbers of people.	
OPPORTUNITIES	THREATS
Expanded use of maintenance management system to reduce paperwork and improve customer satisfaction	Adequate financial support for facility staff at new and/or remodeled facilities
Ongoing Capital Improvement Program support of facilities team	

ORGANIZATION GOAL
Create a dynamic organization committed to an ongoing process of innovation

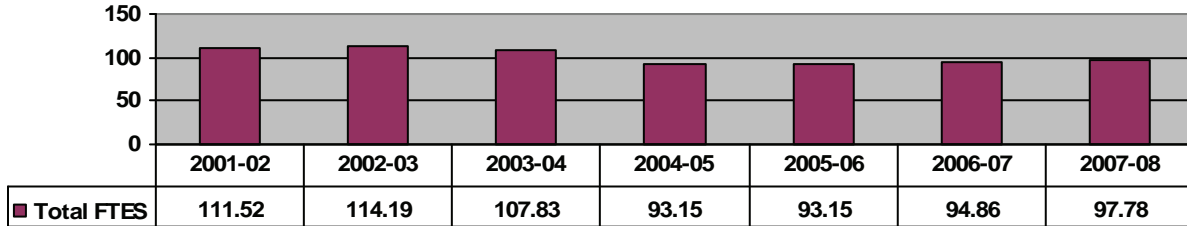
- OBJECTIVES**
- E.1 Maintain and increase staff engagement
 - E.2 Develop performance measures for all program elements
 - E.3 Take full advantage of non-City funding alternatives
 - E.4 Improve productivity and organizational effectiveness
 - E.5 Enhance Commission and Advisory Group operations

STRENGTHS	WEAKNESSES
High levels of job satisfaction	Plan for passing on historical information to the next generation of leaders in the department
Knowledgeable, competent and caring staff	Need to consider ways to expand use of volunteers
Team spirit and pride	Challenges of new permanent part time requirements
Staff reflective of the community	No staff dedicated to new resource development
Can do attitude combined with a sense of humor	Can do attitude (taking on too much) in a world of dwindling resources
Support of active City Council appointed Commissions focused on making informed policy recommendations	

OPPORTUNITIES	THREATS
New Friends of the Veterans Memorial Senior Center Board	Retention of employees in light of the expected large number of public sector openings
Expanded partnerships with public, non-profit and private agencies	Unknown impacts of the economic recession on staffing levels

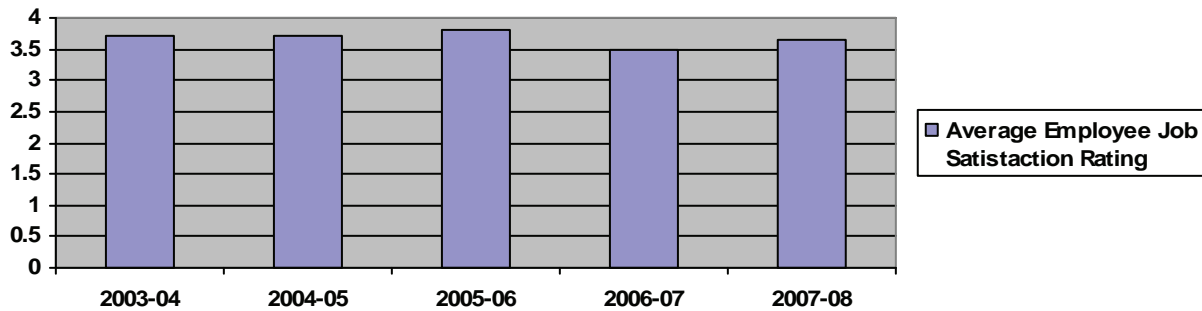
ORGANIZATION STATUS UPDATES

E 1. Maintain and increase staff engagement



Employee Satisfaction

Department-wide recognition events are held twice a year in June and December. In January or February of each year, all employees are invited to attend one of three “Meetings with the Director” designed to highlight staff accomplishments over the past year, along with our goals and challenges for the new year. During these sessions, a simple survey asks staff to rate their level of employment satisfaction from 0 = Very Dissatisfied to 4 = Very Satisfied. The following table shows the average score for participants moved up slightly from 3.5 to 3.6.



Training Opportunities

Our staff is offered growth opportunities through their participation in Citywide training efforts, including the Profiles in Leadership Program, the Redwood City/San Mateo County Chamber Leadership Program, and the Coaching and Mentoring Programs, as well as through their participation in professional organizations such as the California Park and Recreation Society. Four department staff, Frank Bond; Dominique Herbert, Onika Tarver, Melissa Umsheid, completed the Supervisors Academy offered by Human Resources

Workplace Safety

A concerted effort has been made, particularly in the Parks and Facilities Division, to reduce injuries and accidents which has resulted in a **33% reduction** in claims and 0 hours lost for the 07-08 fiscal year.

PRCS	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08
# of claims	25	21	20	22	12	8
Hours Lost	2,683	368	482	1,115	142	0

Part of **maintaining and increasing staff engagement** is celebrating new hires, promotions, those who have moved on, and those who have devoted years of service to our organization.



PRCS Staff celebrating Halloween together.

Congratulations on Service Awards	
5 year	
Stephanie Douglas	Recreation Supervisor
David Rios	Building Maintenance Worker
Pasimi Vaea	Maintenance Custodian
Rudy Velazquez	Maintenance Custodian

10 Year	
Kathy Bede	Administrative Clerk III
Dana Clark	Senior Building Maintenance Worker
Martin Hernandez	Lead Landscape Gardener
JoAnne Sanchez	Secretary

15 Year	
Venne Forks	Lead Maintenance Custodian

20 Year	
Tom Baxter	Senior Building Maintenance Worker

25 Year	
Linda Hanners	Secretary

Promotions (3)	
Dana Clark	Building Maintenance Worker to Senior Building Maintenance Worker
Lorenzo Gibson	Maintenance Custodian to Lead Maintenance Custodian
Pasimi Vaea	Maintenance Custodian to Lead Maintenance Custodian

Welcome our New Hires (8)	
Cynthia Aguilera	After School Program Coordinator (Contract)
Anna Carlos	After School Program Coordinator (Contract)
Jason Bergjord	Building Maintenance Worker
Cynthia Calvillo-Mitchell	Landscape Gardener
Daniel Morena	Landscape Gardener
Salvador Sanchez	Maintenance Custodian
Troy Taylor	Maintenance Custodian
Daniel Venezia	Landscape Gardener
Best Wishes (5)	
Israel Enriquez	Landscape Gardener
Mike Gibbons	PRCS Manager
Rafael Gomez	After School Program Coordinator (Contract)
Sharon McCauley	Landscape Gardener
Henk van der Schoor	Custodial Services Supervisor
Many Thanks Retirees (2)	
Gary Bethe	Maintenance Custodian
Miguel Navarette	Lead Maintenance Custodian

E 2. Develop performance indicators for all program elements

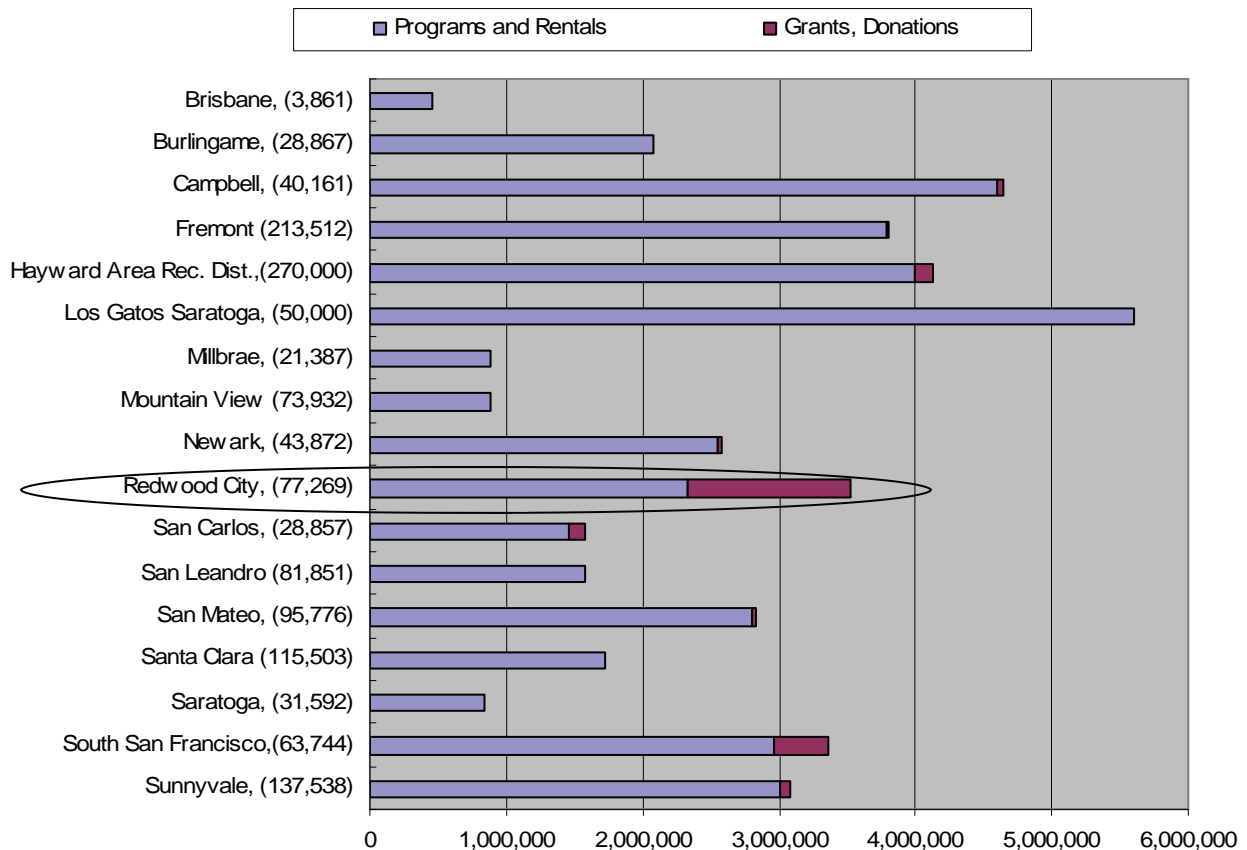
The City is no longer participating in the International City Managers Association Performance Measurement Program. Each Department Head instead provided measures to the City Manager and is responsible for collecting the data internally. Those measures include:

- Total Earned Revenue
- Customer Satisfaction with Custodial Services
- Landscape Cost Per Capita

Total Earned Revenue

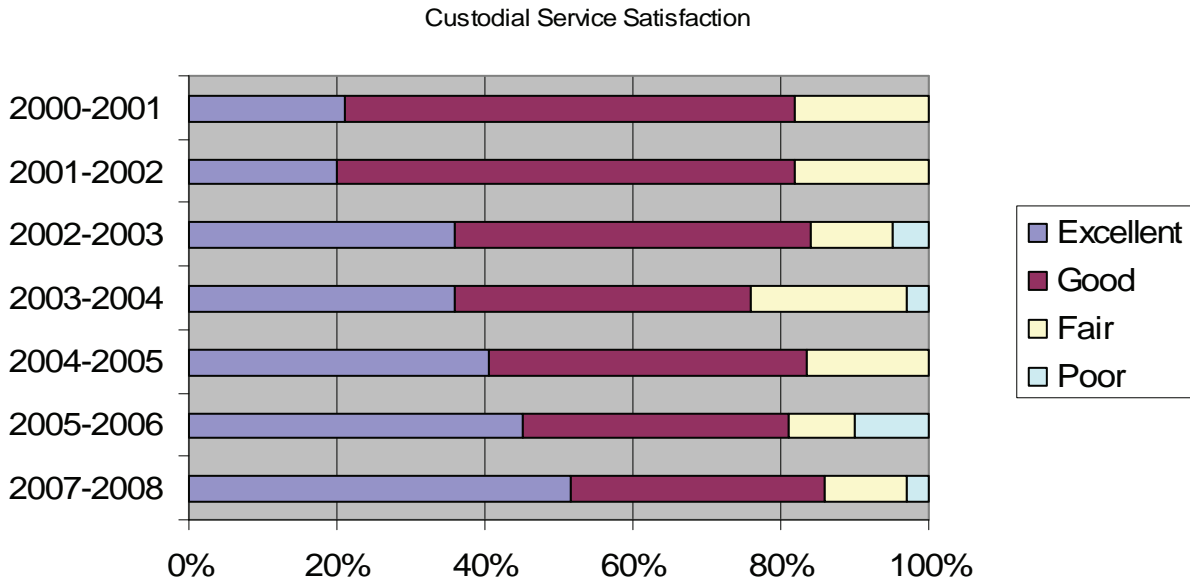
The graph below provides a comparison of the earned income for 2007-08 from various cities in both San Mateo and Santa Clara Counties. Of note, Redwood City is one of the few cities to take advantage of State grant funding to support programs that focus on lower income residents. In the case of South San Francisco, the grant funding supports child care programs, and Redwood City receives almost \$1 million in After School Funding through the Redwood City School District. The graph also indicates that the potential for increased revenue from program fees and rentals also exists, and that additional research into the practices of cities such as Campbell, Los Gatos/Saratoga and Sunnyvale could prove beneficial.

2007-08 Revenue Comparison



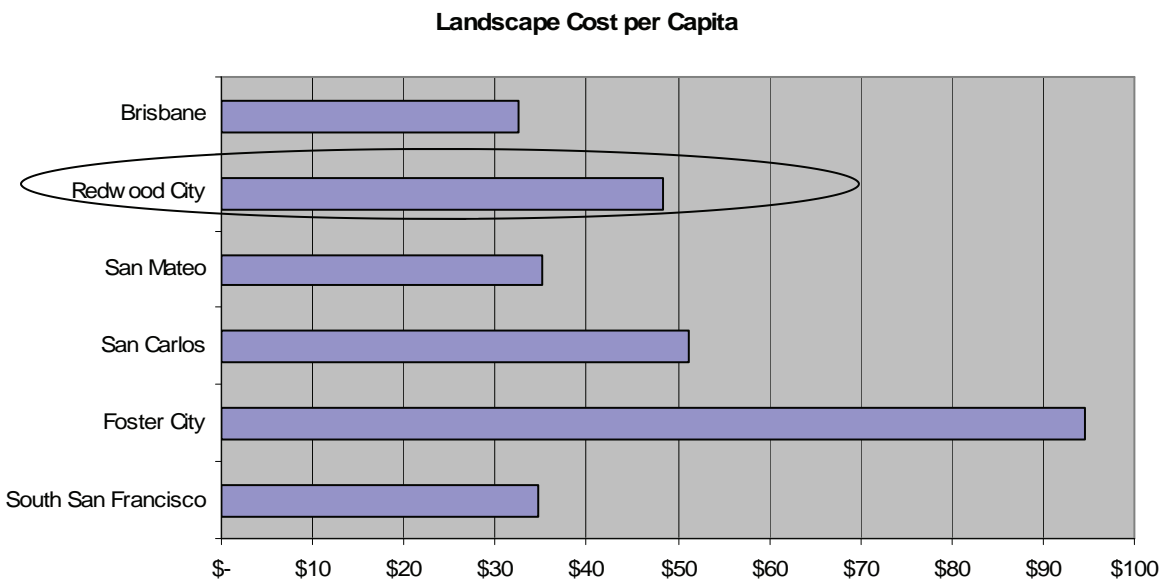
Custodial Services Satisfaction

The Department has conducted annual internal customer surveys since 1998, using a 1-4 scale with 1 meaning Poor, 2 Fair, 3 Good and 4 Excellent. The graph below indicates a steady increase in the excellent ratings and a combined total of excellent and good ratings of 85% of all respondents to the December 2007 survey.



Total Landscape Costs per Capita

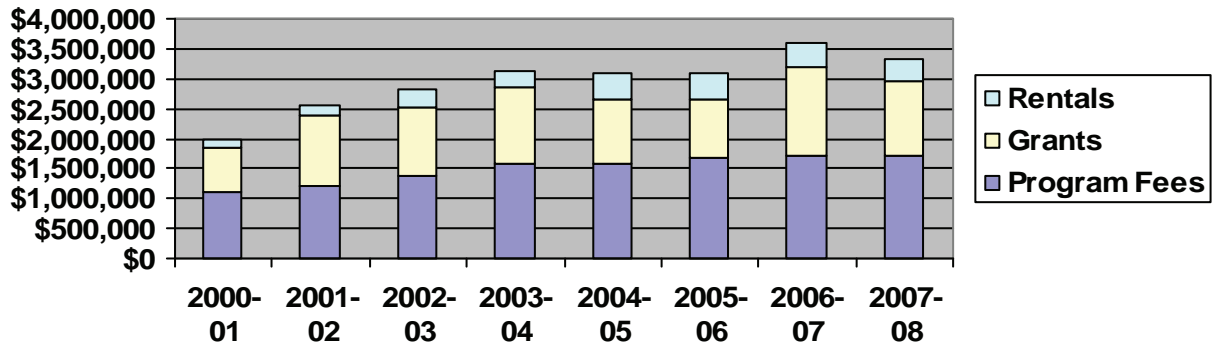
Total cost of landscape services excluding tree services, divided by the population of the jurisdiction.



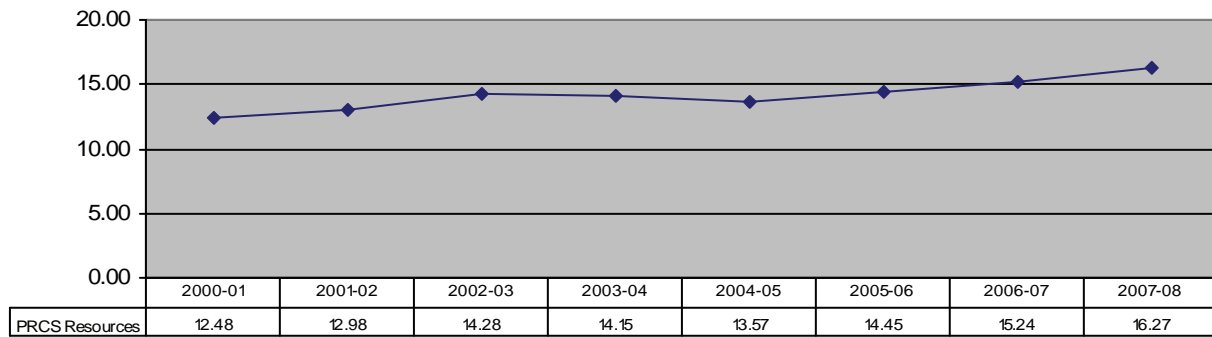
E 3. Take full advantage of non-City funding alternatives

The earned income (program fees, rentals and grants) for Redwood City PRCS is depicted in the chart below. It has remained over the \$3 million dollar mark since the 2002-03 fiscal year. Since that time, revenues have remained fairly consistent with a slight dip in grant revenue this last fiscal year.

PRCS Revenues



Total PRCS Budget in Millions



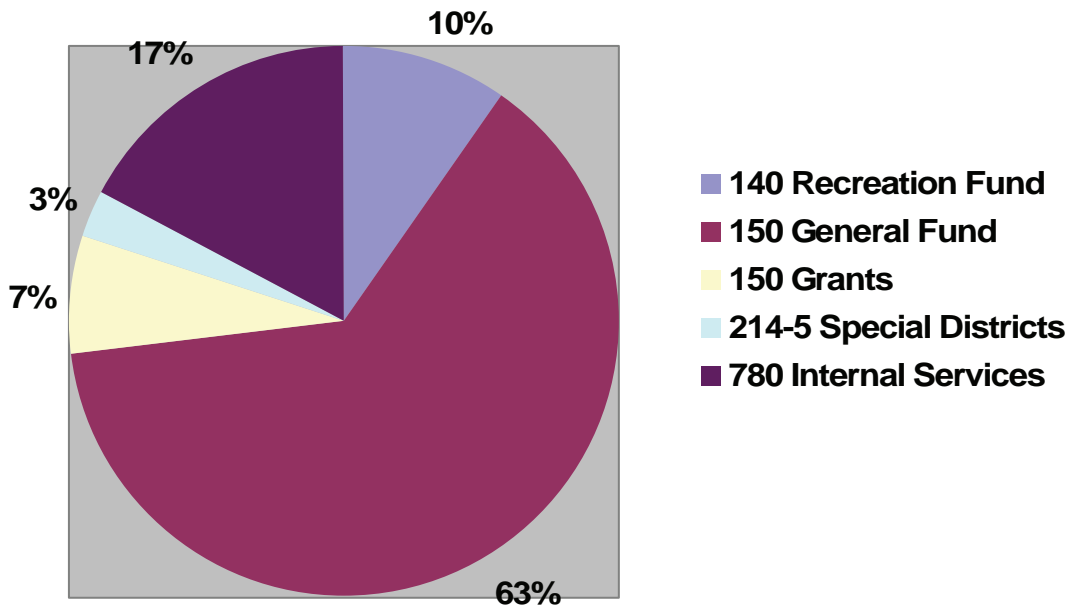
How did we manage the 2007-08 budget?

As the graph above indicates, resources devoted to the Department over time have remained consistent. For the most part, cost increases are the result of labor negotiated salary adjustments rather than new programming.

Overall the Department under spent its \$16,408,444 budget for 2007-08 by 1%. Revenue in the 140 fund also exceeded budget by \$143,010.

Budget Fund	07-08 Budget	07-08 Expenditures	Balance	% of Budget
140 Recreation Fund	\$1, 579,531	\$1,721,747	(-\$142,216)	109%
150 General Fund	\$11,569,716	\$11,099,153	\$470,563	96%
214 Lido Landscape	\$261,824	\$255,130	\$6,694	92%
215 Seaport District	\$150,005	\$144,274	\$5,731	96%
780 Internal Service	\$2,847,368	\$3,020,302	(-\$172,934)	106%
Total	\$16,408,444	\$14,887,093	\$167,838	99%

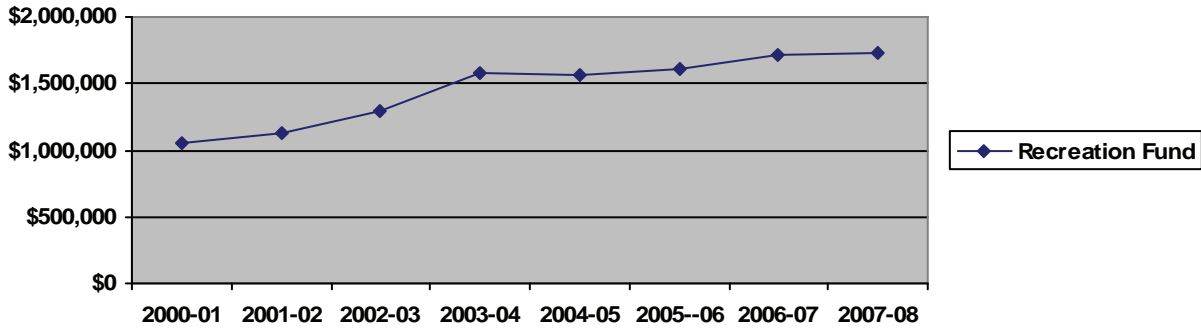
The graph below depicts the five different sources of revenue for the Parks, Recreation and Community Services Department budget. A total of 17% of the budget, or \$2,789,435, comes from earned income and grants, and another 17% comes from charges to ourselves and other City departments for Building Maintenance and Custodial Services.



Revenue Sources Detail

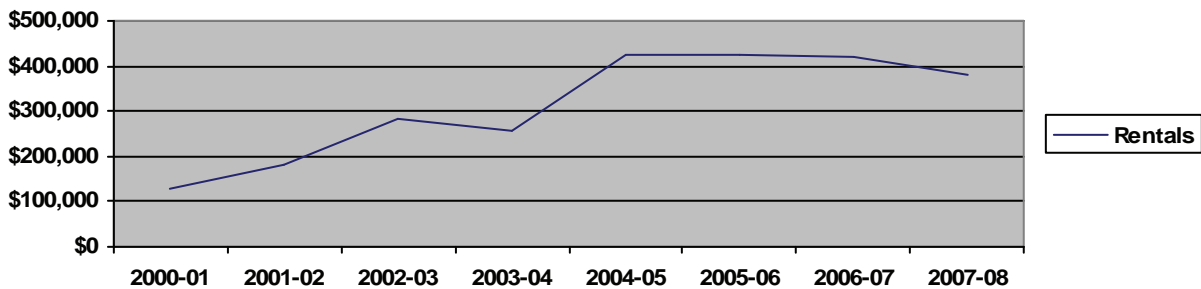
Fees

Fees for classes and programs generated by the Department have increased just slightly under 1% from **\$1, 707,754 in 06-07 to \$1,722,541 in the 07-08 fiscal year.**



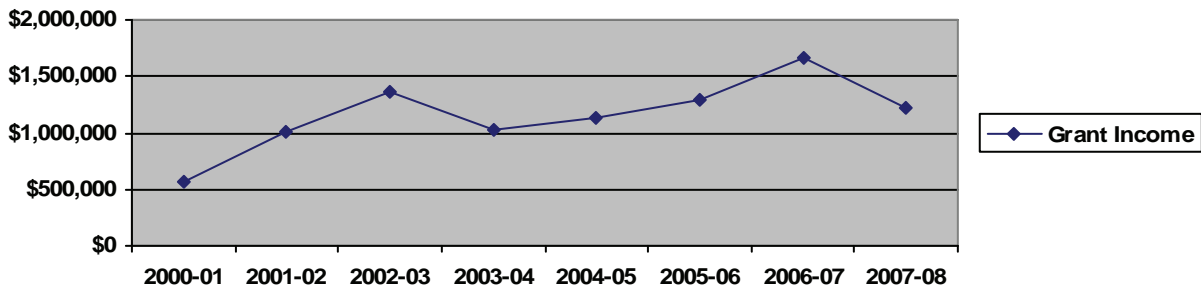
Rentals

Rental fees for private parties were revised for the first time in more than 10 years in the 2004-05 fiscal year. In 2007-08, we lost a standing Sunday rental of the Sandpiper Community Center.



Grants

After School Grants from both the State and Federal Government are the largest single source of grant funding, followed by County grants for the Fair Oaks Community Center, and donations from the Veterans Memorial Senior Center Advisory Council. The Kennedy Middle School After School Program was taken over by another provider which represented a loss of \$ 438,997 in 2007-08 funding.



E 4 Productivity and Organizational Effectiveness

As mentioned in other sections of this report, technology solutions have been key to maintaining our workload. These include:

- Automated Irrigation and Weather Stations
- Median Landscape Replacement
- Synthetic Turf Installations
- On-Line Class Registration and Picnic Reservations
- On-Line surveys
- Rec E-news to online participants

E 5 Enhance Commission and Advisory Group Operations

Civic Cultural Commission	
New Members 07-08	Outgoing Members 07-08
Laurie Fischer	Amber Estrada
Rochelle Jackson	Allen Mueller
Meg Van Buren	Meg Van Buren
<p>In the 07-08 Fiscal Year, the Commission provided small and large grants totaling \$51,000 to 23 cultural organizations (12 <\$1,000, totaling \$43,950 and 11 >\$1,000, totaling \$7,050); supported outdoor concert events at Stafford Park (8), Courthouse Square (18), Marlin Park (4), and the Port of Redwood City (1); sponsored the Latino Film Festival, Hometown Holidays and the Inaugural Dia de Los Muertos Event; conducted an Art Contest in for all Elementary School students in Redwood City; and issued and processed a call for artists for birdbaths.</p>	

Housing and Human Concerns Committee	
New Members 07-08	Outgoing Members 07-08
Linda Spreer	Charles Greer
<p>In the 07-08 Fiscal Year, the Committee has focused on providing input to both the Housing and Human Services Elements of the new General Plan.</p>	

Parks, Recreation and Community Services Commission	
New Members 07-08	Outgoing Members 07-08
Michael Lynch	Joel Sargent
Commission members have been actively working at the subcommittee level on the parks needs assessment; as well as field use and smoking in the park policies.	

Senior Affairs Commission	
New Members 07-08	Outgoing Members 07-08
Barbara Britschgi	Jean Harrison
Sandra Cooperman	Betty Moran
Peggy Simon	Marie Walsh
Three new members joined the Commission this year which is focusing on transportation, housing and the scoping for a new Senior Center Facility.	

Youth Advisory Committee (YAC) & Teen Advisory Committee (TAC)
These Committees are organized at the beginning of the new school year. Among their activities this year was a very successful Prom Dress donation program, support for downtown, special events and regular dances at the Red Morton Center. We are proud to report that many participants went on to receive college scholarships.

Facilities & Parks



Community Activities Building
1400 Roosevelt Avenue
Redwood City, CA 94061



Fair Oaks Community Center
2600 Middlefield Road
Redwood City, CA 94063



Red Morton Community Center
1120 Roosevelt Avenue
Redwood City, CA 94061



Sandpiper Community Center
797 Redwood Shores Parkway
Redwood City, CA 94065



Veterans Memorial Senior Center
1455 Madison Avenue
Redwood City, CA 94061

<u>Andrew Spinas Park</u> 2nd Ave. & Bay Road	1.46	
<u>Dolphin Park</u> Turkshead & Quay Lane	2.36	
<u>Dove Beeger Park</u> Whipple Ave. & Circle Road	1.00	
<u>Fleishman Park</u> Locust St. & McEvoy St.	0.63	
<u>Garrett Park</u> 3600 block Glenwood Ave.	6.9	
<u>Hawes Park</u> Hudson St. & Oak Ave.	1.59	
<u>Hoover Park</u> Woodside Rd. & Spring St.	10.18	
<u>Jardin de Niños</u> Middlefield Rd. & Chestnut St.	0.31	
<u>Linden Park</u> Linden St. & Park St.	0.22	
<u>Maddux Park</u> Maddux Dr. & Kensington Rd.	0.62	
<u>Mariner Park</u> Tiller Lane & Bridge Parkway	6.25	
<u>Marlin Park</u> Neptune Dr. & Cringle Dr.	11.15	
<u>Mezes Park</u> Warren St. & Standish St.	1.67	
<u>Palm Park</u> Hudson St. & Palm Ave.	0.90	
<u>Red Morton Community Park</u> 1120 Roosevelt Ave.	31.74	
<u>Sandpiper Park</u> Redwood Shores Pkwy. & Egret Lane	11.07	
<u>Shannon Park</u> Davitt Lane & Shannon Way	1.87	
<u>Shore Dogs Park</u> 1300 block Radio Rd.	.69	 www.shoredogs.org
<u>Shorebird Park</u> Marine Pkwy. & Island Dr.	3.68	
<u>Stafford Park</u> King St. & Hopkins Ave.	1.62	
<u>Stulsaft Park</u> 3700 block Farm Hill Blvd.	42.06	
<u>Wellesley Crescent Park</u> Edgewood Rd. & Arlington Rd.	0.75	
<u>Westwood Park</u> Westwood St. & Briarfield Ave.	0.25	

**Parks, Recreation and Community Services Department
Partners**

**1.
Arts & Historical Groups
(17)**

- | | |
|--|---|
| 1. Academy of American Ballet | 10. Redwood City Art Center |
| 2. Historic Union Cemetery Association | 11. Redwood City Education Foundation |
| 3. Menlo Players Guild | 12. Redwood City Heritage Association |
| 4. Miss Redwood City Program | 13. Redwood Symphony |
| 5. Montalvo Association | 14. San Mateo Comm. Colleges Foundation |
| 6. Music for Minors | 15. San Mateo County Historical Association |
| 7. Oddstad Gallery | 16. Sequoia Art Group |
| 8. Peninsula Symphony | 17. Sequoia High School Alumni Association |
| 9. Peninsula Youth Orchestra | 18. Sequoia Veterans Memorial Committee |

**2.
Business Community
(14)**

- | | |
|----------------------------------|--|
| 1. Allied Waste | 8. Oracle Corporation |
| 2. Chamber of Commerce | 9. Port of Redwood City |
| 3. Chipotle | 10. San Mateo County Board of Realtors |
| 4. Downtown Business Group | 11. Provident Credit Union |
| 5. First National Bank | 12. San Mateo Credit Union |
| 6. Matteson Real Estate Equities | 13. Seaport Industrial Association |
| 7. Nor Cal Waste | 14. Whole Foods |

**3.
Environmental/
Horticultural
(6)**

1. Peninsula Camellia Society
2. Peninsula Orchid Society
3. ACTERRA
4. V-O-Cal, Volunteers for Outdoor California
5. Pesticide Applicators Professional Association
6. Wegman's Nursery

**4.
Faith Based Groups
(14)**

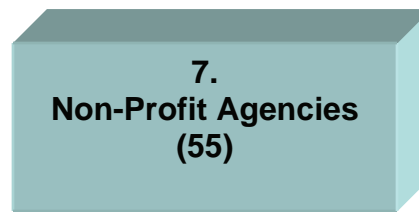
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|--|--|
| <ol style="list-style-type: none"> 1. Fully Alive Church 2. Jehovah’s Witnesses 3. Jewish Literacy Coalition 4. Menlo Park Presbyterian Church 5. Peninsula Covenant Church 6. Peninsula Clergy Network 7. Peninsula Christian Center | <ol style="list-style-type: none"> 8. Peninsula Interfaith Action 9. Prince of Peace Christian Center 10. St. Pius Church 11. St. Vincent De Paul Society 12. Sure Way Ministries 13. Woodside Road Methodist Church 14. Unitarian Fellowship of Redwood City |
|--|--|

**5.
Health Care Providers
(19)**

- | | |
|---|--|
| <ol style="list-style-type: none"> 1. AIDS Community Research Cons. 2. American Cancer Society, Relay 3. Bay Area Red Cross 4. El Concilio of San Mateo County 5. Five-A-Day Program, UC Berkeley 6. Nuestro Canto de Salud 7. Heart Association 8. Kaiser Hospital 9. Lucille Packard Children’s Hospital 10. Mills Hospital | <ol style="list-style-type: none"> 11. Northern California Kidney Foundation 12. Peninsula Center for the Blind 13. Planned Parenthood 14. Self Help for the Hard of Hearing 15. Sequoia Hospital 16. Sequoia Wellness Center 17. Stanford Hospital 18. Stanford/VA Alzheimer’s Research 19. Veterans Hospital, Palo Alto |
|---|--|

**6.
Neighbor/Community Association
(22)**

- | | |
|---|--|
| <ol style="list-style-type: none"> 1. Farm Hill Neighborhood Association 2. Friends of Edgewood Park 3. Interservice Coordinating Council 4. Kentfield Commons Homeowners 5. League of Women Voters 6. Martin Luther King, Jr. Celebration Committee 7. Narcotics Anonymous 8. Neurotics Anonymous 9. Notre Dame Americorp 10. Operation Yellow Ribbon 11. Peninsula Celebration Association | <ol style="list-style-type: none"> 12. Pride and Beautification Committee 13. Redwood Budgie Hobbyists 14. Redwood City International 15. Redwood City Mother’s Club 16. Redwood Shores Comm. Association 17. Redwood Village Neighborhood Association 18. Sequoia Gem & Mineral Society 19. Sequoia Stamp Club 20. Shore Dogs Club 21. United for Aguililla 22. Woodside Plaza Neighborhood Assoc. |
|---|--|



7.
Non-Profit Agencies
(55)

- | | |
|--|---|
| 1. Alanon | 29. Mid-Peninsula Citizens for Fair Housing |
| 2. American Civil Liberties Union | 30. Mission Hospice |
| 3. Bay Area Gardeners Foundation | 31. Overeaters Anonymous |
| 4. Casa de Cultura Quetzacoatl | 32. Peninsula Conflict Resolution Center |
| 5. Casa de Redwood | 33. Peninsula Humane Society |
| 6. Catholic Worker House | 34. Peninsula Volunteers, Rosener House |
| 7. Center for the Independence of the Disabled | 35. Public Allies, Silicon Valley |
| 8. Child Care Coordinating Council of San Mateo County | 36. Redwood City Child Development Ctr. |
| 9. Cleo Eulau Center | 37. Redwood City Education Foundation |
| 10. Community Education Center | 38. Riekes Center |
| 11. CORA (Community Overcoming Relationship Abuse) | 39. Salvation Army |
| 12. Daytop Preparatory School | 40. Samaritan House, Free Clinic and Safe Harbor Shelter |
| 13. El Centro de Libertad | 41. San Mateo County Volunteer Center |
| 14. Ellipse, Peninsula AIDS Program | 42. Season of Sharing - Chronicle |
| 15. Family Connections Pre-School | 43. Second Harvest Food Bank |
| 16. Family Service Agency | 44. Service League of San Mateo County |
| 17. Habitat for Humanity | 45. Shelter Network |
| 18. Hands On Bay Area | 46. Silicon Valley Community Foundation |
| 19. Housing Industry Foundation | 47. Spanish Literacy Program |
| 20. Human Investment Program | 48. Stanford University Legal Clinic |
| 21. Innvision | 49. St. Anthony's Dining Room |
| 22. International Institute | 50. St. Francis Center |
| 23. John Gardner Center at Stanford | 51. Tax-Aid |
| 24. Kainos Home & Training Center | 52. Teen Pregnancy Coalition of San Mateo County |
| 25. KARA, Grief Support | 53. Thrive, The Alliance of Non-Profits of San Mateo County |
| 26. La Raza Centro Legal | 54. Women's Action to Gain Economic Security (WAGES) |
| 27. Legal Aid Society | 55. Youth and Family Enrichment Services |
| 28. Mental Health Association | |

**8.
Professional Organizations
(14)**

- | | |
|---|--|
| <ol style="list-style-type: none"> 1. Amateur Softball Association 2. Bay Area Gardeners Association 3. Bay Area Pool Operators 4. California Parks & Recreation Society 5. Communication Workers of America 6. International Facility Management Association 7. Landscape Supervisors Forum 8. National Active and Retired Federal Employees | <ol style="list-style-type: none"> 9. National Recreation & Park Association 10. Pesticide Applicators Professional Association 11. Redwood City Teachers Association 12. Retired Public Employees Association 13. SANCRA, Sport Association of Northern California Recreation Agencies 14. SMC Retired Public Employees |
|---|--|

**9.
Public Agencies
(18)**

- | | |
|--|--|
| <ol style="list-style-type: none"> 1. Belmont-Redwood Shores School District 2. Cañada College 3. College of Notre Dame 4. Consulate of El Salvador 5. Consulate of Guatemala 6. Consulate of Mexico 7. County of San Mateo <ul style="list-style-type: none"> • Aging & Adult Services • Court Worker Program • Election Polling Spaces & Officer Training • Health • Housing Department • Housing Authority • Human Resources • Human Services • Juvenile Probation • Parks • Sheriff's Office 6. San Mateo Countywide Water Pollution Prevention Program 7. Police Activities League | <ol style="list-style-type: none"> 8. Peninsula Congestion Relief Alliance 9. Redwood City 2020 10. Pre-School For All 11. Redwood City Family Centers 12. Redwood City School District 13. SAM TRANS 14. San Mateo County Office of Education 15. San Francisco Public Utilities Commission 16. Sequoia Union High School District <ul style="list-style-type: none"> • Adult School • Sequoia High School • Woodside High School 17. State of California, Golden Gate Regional Center 18. U.S. Postal Service |
|--|--|

**10.
Senior Groups
(14)**

- | | |
|--|--|
| 1. AARP #746 | 9. Redwood City Travelers |
| 2. AARP #3137 | 10. Retired Senior Volunteer Program |
| 3. AARP Driver Safety Program | 11. Rosener House, Adult Day Care |
| 4. AARP Tax Preparation | 12. San Mateo County Para Transit |
| 5. Adult Abuse Collaborative | 13. Senior Forum |
| 6. Family Caregiver Alliance | 14. Senior Care Facilities: Bonnie Brae,
Devonshire Oaks, Gordon Manor,
Woodside Terrace |
| 7. Friends of the Veterans Memorial Senior
Center | |
| 8. Ombudsman Program of SMC | |

**11.
Service & Fraternal Groups
(13)**

- | | |
|--|------------------------------------|
| 1. American Legion, Post #828 | 9. Rotary Club of Redwood City |
| 2. Disabled American Veterans #16 | 10. Sons of Italy |
| 3. Fun After Fifty Club | 11. Veterans of Foreign Wars #2315 |
| 4. Native Daughters of the Golden West,
Bonita Parlor #10 | 12. Woodside Octagon Club |
| 5. Optimist Club of Redwood City | 13. Woodside Terrace AM Kiwanis |
| 6. Peninsula Hills Women's Club | |
| 7. Redwood City Kiwanis | |
| 8. Redwood City Sunrise Lions | |

**12.
Sports Organizations
(38)**

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| 1. American Legion Baseball | 21. RC AYSO |
| 2. Belmont /Redwood Shores AYSO | 22. RC Highlanders Little League |
| 3. Belmont/Redwood Shores Baseball | 23. RC National Little League |
| 4. Bocce Ball Players Group | 24. RC Girls Fast Pitch (RCGSL) |
| 5. Central Coast Section HS Federation | 25. RC Renegades Basketball |
| 6. Club Arsenal | 26. RC Senior Softball |
| 7. Dai Ichi Tennis Club | 27. RC Youth Sports League (PAL) |
| 8. Juventus Sport Club/CYSA | 28. Red Morton Raider Tennis |
| 9. Madera Roja Soccer | 29. Redeemer Lutheran School |
| 10. Mid-Peninsula Soccer | 30. Redwood Shores Tennis Club |
| 11. Mid-Peninsula Strikers | 31. SANCRA |
| 12. Mt. Carmel & St. Pius Baseball | 32. SAY Baseball |
| 13. Nativity School | 33. SAYSO Soccer |
| 14. Nor Cal Special Olympics | 34. Sequoia High School Baseball and
Tennis Teams |
| 15. PAPH Adult Soccer | 35. Sheriff's Activities League (SAL) |
| 16. Peninsula Juniors Volleyball Club | 36. Spanish Soccer League |
| 17. Peninsula Sports Officials Assoc. (PSOA) | 37. Summit Prep High School |
| 18. Pony Colt Baseball League | 38. Woodside Hills Christian Academy |
| 19. Pop Warner Football | |
| 20. RC American Little League | |

**13.
Youth Service Providers
(10)**

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| 1. Boys and Girls Club of the Peninsula | 7. Peninsula Covenant Comm. Center |
| 2. Boy Scouts of America | 8. Sequoia Teen Resource Center |
| 3. Community Network for Youth
Development (CNYD) | 9. Sequoia YMCA |
| 4. Friends for Youth | 10. Tutor Works |
| 5. Girl Scouts of America | |
| 6. Kids in Partnership | |