

CITY OF REDWOOD CITY

STRATEGIC PLAN



November 23, 2009



~ PURPOSE ~

The Purpose of the organization is:

Build a Great Community Together!

Our Core Purpose is best described as the reason for the organization's existence. This simple statement contains a great deal of meaning: we are managing a city and building a community. It points to the need for engaging our citizens in an effort to create a true community; a community where there is a "sense of belonging," a place where there is trust and relationships among our citizens, and where people know their neighbors.

A community is a place where citizens take responsibility and are accountable partners with the City to achieve our mutual vision of a great community.



Build a Great
Community
Together



Excellence



~ VALUES ~

To carry out our Core Purpose, the following four Core Values guide the organization's day-to-day work, and help us focus on our Core Purpose. Our Core Values are those basic shared values which make Redwood City the service organization that it is today, and which will sustain us into the future.

Integrity

Service

Creativity

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

Creativity:

Freedom to Imagine and Courage to Act

~ CORE SERVICE AREAS ~

Services

The organization’s Core Service Areas broadly describe the services, skills, and proficiencies that the City provides to the community. They complement and flow from the Core Values. Where the Core Values represent *how* we do business, the Core Services represent *what* we do for the community.

Redwood City’s Core Service Areas include the provision of:

Skills

- A highly skilled workforce
- Public safety
- Community engagement and communication
- Public places
- Policy governance
- Lifelong learning for the community
- Healthy living opportunities
- Fiscal stability
- Public infrastructure
- Legal and regulatory compliance



Proficiencies



These Core Services are accomplished through the work of the City’s operating departments:

Building Relationships

- | | |
|---|--|
| <ul style="list-style-type: none"> • City Manager • City Attorney • City Clerk • Building, Infrastructure & Transportation • Fire • Finance | <ul style="list-style-type: none"> • Human Resources • Library • Parks, Recreation & Community Services • Planning, Housing, & Economic Development • Police • Public Works Services |
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~ COUNCIL GUIDELINES AND PROTOCOL ~

Communication

The City Council of Redwood City is committed to building relationships with each other, with staff, and with the public through communication and engagement, and thus is committed to the following team expectations:

Community Engagement

- Integrity, respect, and trust
- Responsibility, ownership, and accountability
- Focus and strategic alignment
- “Doing it right” to create a win/win situation

~ **STRATEGIC INITIATIVES** ~

The City's Strategic Initiatives are established by the City Council, and represent areas of focus for the entire organization. Strategic Initiatives are high-level policy areas, and are generally reviewed every five years. They serve as a guide to help focus the efforts of the City Council, the City's Boards, Committees, and Commissions, and City staff, and offer guidance to effectively align resources with priorities.

The current Strategic Initiatives are:

Economic Development

Supporting and sustaining a business environment that contributes to economic prosperity, and improves the economic well-being and quality of life for our community



Public Safety

Providing for the protection and well-being of the community, the maintenance of a high quality of life, and keeping residents, children, neighborhoods, and families safe.



Transportation

Maintaining and improving the City's transportation infrastructure of roadways, sidewalks, bicycle and pedestrian facilities, supporting local programs for enhancing the ability of community members to efficiently travel to and from their destinations, and participating in regional transportation coordination efforts.



Economic Development

Public Safety

Transportation

(Strategic Initiatives - Continued)

***Government
Operations***

Government Operations

Upholding the highest standards of professionalism and skill in the operations of the City, bringing creativity and innovative ideas to the forefront, and providing forward-thinking programs for the long term benefit of the community.



***Community
Building and
Communications***

***Community Building and
Communications***

Engaging community members as partners with the City in its decision-making processes, providing opportunities for purposeful community dialogue and involvement, and ensuring that meaningful communications and information are all part of Community Building – which is at the core of how Redwood City does business.



Youth

Youth

Bringing our community's youth issues into the forefront through programs and policies that support youth development, education, after school care, family support, and enrichment; and creating partnerships with our youth, recognizing youth as an asset that enhance the quality of life for all members of our community.



~ STRATEGIC GOALS ~

Each Strategic Initiative is supported by a set of Strategic Goals. The Goals are presented in a manner describing success, in order to best provide guidance for City departments' objectives and work plans over the course of the following two-to-five years.

Individual department objectives and specific work plans, flowing from and consistent with the Strategic Initiatives and Goals, in turn describe the "on the ground" work that will contribute to the community's overall quality of life. The Goals may be revisited, revised, and/or confirmed at the Council's Annual Strategic Initiatives Update meeting.

Strategic Initiative: Economic Development

Strategic Goals -

- Retain and promote businesses Citywide for a strong, stable, complementary business mix
- Support a diversity of economic activity and industries
- Encourage "smart growth" including transit-oriented development, bike/pedestrian friendly facilities, and "green" building
- Preserve historic resources, character, and identity
- Continue downtown redevelopment
- Foster housing development

Strategic Initiative: Public Safety

Strategic Goals -

- Maintain and ensure public safety
- Sustain disaster preparedness, including the Port
- Maintain gang suppression efforts

Strategic Initiative: Transportation

Strategic Goals -

- Support and develop alternative transportation modes
- Engage neighborhoods to mutually develop solutions to traffic issues
- Promote pedestrian and bicycle friendly transportation options, community-wide
- Participate in coordination of regional transportation issues

Purpose/Values



Strategic Initiatives



Strategic Goals



Action

(Strategic Goals - Continued)

Purpose/Values



Strategic Initiatives



Strategic Goals



Action

Strategic Initiative: Government Operations

Strategic Goals -

- Lead by example by implementing and supporting climate protection and sustainability programs
- Sustain efforts to maintain the City as clean, inviting, and aesthetically pleasing, throughout all segments of the community
- Attract and retain a highly qualified municipal workforce
- Be in a state of readiness for funding opportunities
- Take a long-term approach to planning for the future of Redwood City, across all departmental issues and areas of service

Strategic Initiative: Community Building and Communication

Strategic Goals -

- Build community and leverage community partnerships
- Foster meaningful community engagement and participation
- Preserve and promote our cultural, educational, economic, and recreational diversity and historic heritage
- Raise public awareness through increased communications and engagement
- Develop welcoming public spaces
- Engage our neighborhoods as partners with the common goal of improving the community's health, safety, and well being

Strategic Initiative: Youth

Strategic Goals -

- Develop and maintain programs that support youth development, education, health, and enrichment
- Create and nurture partnerships and collaborations that provide for critical youth services and child care
- Engage youth respectfully, as an integral part of the Redwood City community

~ OBJECTIVES ~

Objectives

The organization's objectives are specific one-to-five year outcome-based actions that staff develops and pursues in support of the City Council's Strategic Initiatives and Strategic Goals. Results of the Objectives will be measurable, can be evaluated, and will be reported back through the Strategic Initiatives Quarterly Tracking Report. They will be developed and communicated through the various departmental business plans, project work plans, and annual departmental reports.

Evaluation

Boards, committees, commissions, and appointed task forces may augment, sponsor or contribute to objectives via their own strategic plans, annual work plans, and/or collaborative efforts with staff. Staff liaisons within assigned departments will coordinate such efforts to ensure alignment and focus, consistent with the Council's Strategic Initiatives.

~ EVALUATION ~

The City Manager will evaluate programmatic effectiveness and efficiency on a regular basis. Evaluation results will be reported out through a variety of means, including the use of performances measures, a new citywide Annual Report, and the Council's quarterly Strategic Initiatives Tracking Report.



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