

STRATEGIC INITIATIVES AND GOALS

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Originally adopted in 2009, Redwood City's Strategic Initiatives continue as enduring statements of the critical and ongoing work of the City to accomplish the mission of "Building a Great Community Together". Under Council direction, the Strategic Plan has evolved to better reflect the City's commitment in key areas. The most exhaustive update to date was completed in 2015. Additionally, in 2016, the Council adopted a new Housing strategic initiative. The Plan's seven initiatives outline the Council's vision for the long-term future of Redwood City and includes short-term goals with corresponding measures that track the progress towards achieving the City Council's vision. Staff uses the goals as a framework for guiding alignment of department objectives with the City Council's vision.

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FY 2018-19 STRATEGIC INITIATIVES AND CITYWIDE GOALS



COMMUNITY BUILDING AND COMMUNICATION

Working together, we build a community that is welcoming, vibrant and actively engaged in the life of our city.

Community Building and Communication Goals For FY 2018-19

- Conduct a biannual City service satisfaction survey
- Implement the El Camino Real Corridor Plan
- Expand Neighborhood Watch programs in alignment with the Neighborhood Associations
- Support the community's diversity and inclusiveness through a new translation policy
- Continue to expand public communications efforts through online services and polls to gain input on key policy initiatives, and increasing the frequency of the City's mailed newsletters
- Continue community conversations on major policy issues facing the community, modeling engagement and communications efforts after the "Home for All" community engagement housing initiative which concluded in June 2018
- Support Port communications needs through a communications agreement between the City and the Port
- Finalize the alignment of the Nextdoor map with the Neighborhood Association map
- Coordinate the interdepartmental Communications and Community Engagement working group to increase the effectiveness of citywide communications and community engagement activities
- Support the National Night Out community event
- Continue to work closely with the Neighborhood Associations and support Neighborhood Association leadership

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COMMUNITY FOR ALL AGES

Celebrate the unique contributions that youth, seniors and residents of all ages and abilities bring to our community and provide abundant opportunities for lifelong learning, healthy development, physical activity and social connection.

Community for All Ages Goals for FY 2018-19

- Maintain a high level of participation in the annual Summer Learning Challenge program
- Issue the first diplomas to students in the Library's Career Online High School program
- Continue loaning wireless hot spots, laptops and tablets, for home use
- Implement a local minimum wage ordinance (internal process implementation and business community outreach and educational campaign)
- Partner with community organizations to provide support to vulnerable members of the community through Social Service Office Hours and other programming
- Provide enhanced early childhood technology activities at all library locations
- Complete the Early Childhood Learning Center installations at Fair Oaks and Schaberg library branches
- Update the Interpretive Center at Redwood Shores branch
- Implement the Public Art Master Vision process
- Initiate a Park Impact Fees update (Park Needs Assessment is the Nexus for the Park Impact Fee update)
- Complete the Pirate Ship Imagination playground/zone adjacent to the Redwood Shores Library
- Continue the City mural program
- Work with the Redwood City Improvement Association (RCIA) on new public art projects
- Complete Stulsaft Park sign improvements
- Complete the Downtown Park Feasibility and Site Assessment Plan
- Work with partners to address child care needs
- Complete a study for best practices of weed abatement
- Continue public engagement for the Veterans Memorial Building/Senior Center - YMCA Project
- Complete the Magical Bridge Playground at Red Morton Park
- Begin planning for a citywide Park System Master Plan

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- Develop the Stulsaft Park Site Master Plan
- Launch the Hoover Field Renovation Project
- Plan for Athletic Field LED Light Replacements
- Launch the community engagement process for the Garrett Park renovations

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ECONOMIC DEVELOPMENT

Develop and sustain a thriving local business environment that contributes to the community's economic well-being and quality of life.

Economic Development Goals for FY 2018-19

- Develop strategies to attract and retain high sales tax-generating businesses as well as small and locally-owned businesses
- Focus on attracting family friendly and entertainment orientated businesses
- Expand implementation of Partnership Redwood City community benefits program
- Implement cannabis related regulations
- Coordinate the Retail Task Force and develop a future retail vision for Downtown
- Explore the possibilities of auto mall digital signage on Hwy 101 frontage
- Explore shared parking with businesses along El Camino Real as part of implementing the El Camino Real Corridor Plan
- Inform employers of new local minimum wage

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GOVERNMENT OPERATIONS

Manage the operations of the City as an engaged, collaborative and responsive team of professionals to provide effective, accountable and fiscally sustainable government services that achieve a high level of customer satisfaction.

Government Operation Goals for FY 2018-19

- Develop short term measures to require historic review prior to demolition of any pre-1940 homes while preparing a historical report for a potential Mount Carmel Historic District
- Explore feasibility of developing a stormwater utility to provide dedicated funding to meet State environmental mandates
- Develop pilot program to contract for parking enforcement services to increase effectiveness of street sweeping services
- Increase collaboration with the Port of Redwood City, including establishing a working relationship with the new Port Executive Director
- Implement a Cannabis Ordinance to allow Cannabis commercial businesses in Redwood City and collection of excise taxes if approved by the voters
- Consider placement of Charter amendments to increase efficiency of City operations on the November 2018 ballot for voter consideration
- Submit an award-winning balanced annual budget
- Collect Transient Occupancy Tax on vacation rentals and dedicate proceeds to affordable housing
- Successfully negotiate and implement new bargaining agreements with Chief Officers Association, International Association of Firefighters Local 2400, Police Officers Association, Police Supervisors Association, Redwood City Management Employees Association, Service Employees International Union Local 521, and update the Executive Management Summary of Benefits
- Implement a new citywide Agenda and Contract Management system
- Continue implementation of the Financial Sustainability Plan and support Council direction on local revenue measures
- Select a vendor and solution for the new citywide Financial Management System and begin the system migration process
- Develop and implement annual work plans for City-appointed Boards, Commissions and Committees
- Provide training to Board, Commission and Committee members
- Provide continuing training to staff on best practices in records management

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- Prepare for the November 2018 election, including three Council seats, anticipated Charter amendments, as well as potential revenue measures
- Implement an automated Public Records Act (PRA) request tracking system
- Implement an automated campaign and financial disclosure reporting system
- Coordinate and review the City's Wireless Communications Ordinance
- Continue development of the Recycled Water System
- Update the Supervisory Control and Data Acquisition program for water and sewer utility operations
- Continue programs to comply with the Municipal Regional Stormwater Permit
- Continue development of the annual and five-year Capital Improvement Programs
- Continue groundwater remediation efforts at the Sequoia Station Shopping Center
- Enhance the City's organizational culture through leadership development activities and cross-departmental teams
- Establish quarterly management forum meetings and other ways to support professional development and leadership in the workplace
- Complete a comprehensive rate study for solid waste services

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HOUSING

Foster a range of housing options affordable to all income levels through policies, programs, partnerships, and projects that support the creation and preservation of affordable housing for Redwood City's residents.

Housing Goals for FY 2018-19

- Launch interdepartmental Housing and Homeless Innovation Team to increase effectiveness in service delivery and develop new strategies to support housing for the entire community
- Draft the affordable housing 2018-2019 Annual Action Plan
- Implement renter protection policies (minimum lease terms and relocation assistance)
- Implement new guidelines for the use of affordable housing funds
- Implement the City's new inclusionary housing ordinance
- Continue to generate additional funds for affordable housing through developer fees and through setting aside transient occupancy tax funds generated from short term rentals (AirBnB)
- Implement the new smoking ban on multi-family housing units in Redwood City
- Begin construction on the Bradford Street Affordable Housing Project
- Implement new State housing regulations
- Continue to develop new homeless services system in conjunction with partners countywide

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PUBLIC SAFETY

Protect and promote community well-being and safety, using a broad and proactive approach to achieve a high quality of life for Redwood City's residents, businesses and visitors.

Public Safety Goals for FY 2018-19

- Continue community outreach and engagement efforts including offering two Citizens Police Academies, one in English and one in Spanish
- Expand the new Neighborhood Watch model
- Maintain active leadership of Project SAFE to address blight and public safety concerns at Sequoia Station and the adjacent transit hub
- Increase participation in Crisis Intervention Training to 80% of line-level officers, with the ultimate goal of 100%
- Introduce the de-escalation and the use of force trainings to both English language and Spanish language Citizen Police Academies
- Provide implicit bias training to all sworn and non-sworn personnel
- Expand the tattoo removal program to human trafficking survivors
- Continue the Homeless Outreach Program multi-disciplinary team efforts to provide services to the City's homeless population
- Develop and implement a summer Teen Police Academy program
- Establish the Cannabis business background investigation procedures and business inspection protocols
- Develop and implement new security upgrades and security protocols at City Hall and other City facilities
- Implement a Body Worn Camera program when resources permit
- Integration of the Use of Force Simulator training and de-escalation training
- Develop shared service approach to providing Community Emergency Response Team (CERT) training by helping to fund a dedicated CERT Coordinator at the County Office of Emergency Services to provide CERT Training in Redwood City and other communities in the County
- Make progress on various Capital Improvement Program projects including Fire Station 12 replacement, new training center/tower, Fire stations diesel exhaust recovery system replacement, and the Fire State Alerting Upgrade
- Introduce a policy on reducing exposure of fire personnel to cancerous and other hazardous environments
- Increase screening of fire personnel for early detection of cancer and other occupational diseases
- Conduct one CERT class

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- Continue a data-driven rolling five-year forecast to evaluate Fire Department service delivery to the community
- Continue Junior Fire Academy
- Use fire stations for community gatherings as a community engagement opportunity
- Measure the community's cardiac arrest survivability by evaluating the following factors:
 - Bystander CPR
 - Bystander use of an AED
 - High Performance CPR by first responders
- Reduce the amount of illegal fireworks use through extensive public education program
- Increase participation in the Fire Safety First Program to reduce fire risk through installation of fire sprinklers in multi-family buildings
- Initiate a sewer lateral replacement program
- Initiate an in-house Closed Circuit Television (CCTV) Inspection program to inspect sewer lines
- Develop a tree maintenance program
- Continue the street name sign replacement program
- Initiate a pavement striping and markings maintenance program
- Convert the "Climate Best by Government Test" sign to LED lights
- Complete emergency water supply storage improvements
- Expand Recycled Water distribution mains to serve Downtown customers and the Stanford-In-Redwood City Campus
- Complete design and replace deficient concrete walls within Redwood Creek
- Complete the seismic retrofits of City water tanks
- Update the Sewer System Master Plan
- Begin construction of the City's California Water Tank, Pump Station and Transmission Main Project
- Conduct public outreach and initiate multi-jurisdictional flood management planning for the Bayfront Canal and Atherton Channel watersheds
- Complete Tree Ordinance revisions

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TRANSPORTATION

Develop and support effective transportation infrastructure: systems and programs that enable safe and efficient travel to, from and within the community.

Transportation Goals for FY 2018-19

- Make significant pedestrian and bicycle improvements Downtown, including the permanent closure of Theatre Way to automobile traffic
- Complete the Street Car and Transit Center Study
- Start construction on the Middlefield Utility Undergrounding Project
- Identify and promote a north-south bicycle route through Redwood City as an initiative of the Manager's Mobility Partnership
- Establish the Transportation Demand Management Association for Downtown Redwood City
- Implement the Citywide Transportation Plan recommendations to guide funding decisions in the annual and Five-Year Capital Improvement Program
- Design, identify funding and construct the US Highway 101/84 Interchange Reconstruction Project
- Plan, design, and construct the Blomquist Bridge extension over Redwood Creek
- Plan, design, and construct the US Highway 101 Pedestrian Undercrossing
- Plan, design, and construct the Middlefield Undergrounding and Bicycle/Pedestrian Improvements Project
- Continue to implement neighborhood traffic calming projects
- Initiate planning process for the Whipple Avenue Grade Separation Study
- Initiate planning process for the Redwood City Ferry feasibility study and cost benefit analysis, in partnership with the Port of Redwood City
- Construct a Downtown Parking Guidance System