

FY 2018-19 GOALS ORGANIZED BY STRATEGIC INITIATIVES

MID-YEAR UPDATE



FISCAL YEAR 18-19 GOALS ORGANIZED BY STRATEGIC INITIATIVES- *MID-YEAR UPDATE*



COMMUNITY BUILDING AND COMMUNICATION

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

GOALS	UPDATE
Conduct a biannual City service satisfaction survey (CMO)	By June 2019, staff will release a Request for Proposals to conduct the survey. Staff plans to conduct the survey in the fall/winter 2019 and use survey results during the development of the Fiscal Year 2020-21 budget process.
Implement the El Camino Real Corridor Plan (CD)	Staff plans to complete the Bike and Pedestrian Safety Improvement Study and Mixed Use Live/Work Zoning Amendments in spring of 2019. Staff continues to make progress on mid-term plan priorities including initiating comprehensive zoning updates this summer.
Expand Neighborhood Watch programs in alignment with the Neighborhood Associations (CMO)	Staff is providing Neighborhood Watch presentations to all Neighborhood Associations and has presented to about half of the established Neighborhood Associations to date.
Support the community's diversity and inclusiveness through a new translation policy (CMO)	Staff presented recommendations to the City Council Communications Sub-Committee and based on their feedback, translated materials to specific initiatives including implementation of the City's Minimum Wage, Rental Protections laws, Smoking Ban and the District Elections engagement process.

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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 (CMO)	Staff presented a communication work plan to the City Council Communications Sub-Committee that identified annual communications priorities including mailed newsletters and utilizing surveys on an occasional basis to gain community input.
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 (CMO)	This is an ongoing effort. Specific policy initiatives completed or underway include the budget engagement event, the City Veterans Memorial Senior Center-YMCA project, district elections, and the Financial Sustainability Plan outreach.
Support Port communications needs through a communications agreement between the City and the Port (CMO)	This is complete. The City and the Port negotiated and executed an agreement for communications services, and City Manager’s Office staff are providing communications services to the Port.
Finalize the alignment of the Nextdoor map with the Neighborhood Association map (CMO)	Staff is collaborating with Nextdoor on new solutions to implement this priority and estimate completion by spring 2019.
Coordinate the interdepartmental Communications and Community Engagement working group to increase the effectiveness of citywide communications and community engagement activities (CMO)	Staff launched this internal working group. This is an ongoing effort with the group meeting three to four times a year.
Support the National Night Out community event (CMO)	Seven 2018 National Night Out events were held with representatives from the City Manager’s Office, Fire Department and Police Department in attendance. Staff helped the individual Neighborhood Associations who hosted the events with preparation and materials for the events.
Continue to work closely with the Neighborhood Associations and support Neighborhood Association leadership (CMO)	This is an ongoing effort. Staff collaborates with Neighborhood Association leaders by facilitating meetings at least annually and regularly attend Neighborhood Association meetings.

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Fostering water recreation safety through new guidelines and stakeholder meetings (PORT)	Staff convened a community meeting in the fall of 2018 to discuss water safety. One outcome of this conversation was the development of new safety guidelines. Staff posted new guidelines on the Port's website and staff is working to share details with all water users.
Developing a new event sponsorship program (PORT)	Staff developed an internal working group of Port commissioners and Port and City staff to develop a new event sponsorship program. Staff anticipates finalizing new guidelines and gaining Port Commission approval in the spring.
Improving public access to the Bay for on the water activities (PORT)	Staff finalized a new facility map that outlines public waterfront details and other public amenities. Staff launched a new website and social media campaign to share details about ways the public can explore Redwood City's waterfront and public access to the Bay.
Investing \$1M in public observation platform and fishing pier renovation (PORT)	Staff released a Request for Proposals for engineering services in December 2018 and is planning to select a professional firm in early 2019 to assist with developing a construction timeline for the fishing pier renovations.
Improving communication tools to engage the local and regional community and bring awareness to the Port of Redwood City (PORT)	Staff launched a new website in December 2018 and developed new fact sheets, new agency messaging and expanded the Port's social media presence on Facebook and Twitter.
Continue to expand programs and activities that are welcoming and inclusive, celebrate the diversity of the population, and promote a friendly, neighborly community spirit	Staff developed several celebrations and programs including Discover and Go museum passes, Bookdrop Art Unveiling Party, Human Library, Redwood Shores 10 th Anniversary Celebration and Food for Fines (waiving library fines for adults who donate canned goods to Second Harvest).

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	<p>Storytimes are available in English, Mandarin, Spanish and are inclusive for children with special needs.</p> <p>Special Children’s events include Circulo Cultural Performances, girls coding, Cascada de Flores, Stuffed Animal Sleepover, Dia de Los Muertos.</p> <p>Staff is planning special displays for Black History Month; Hispanic Heritage; Mental Health Awareness; Lesbian, Gay, Bisexual, Transgender (LGBTQ) Pride; Chinese New Year; Women’s History Month; Asian Pacific American Heritage Month; Jewish American Heritage Month; LGBTQ History Month; National Bullying prevention Month; and Native American Heritage Month.</p> <p>Staff increased the availability of bilingual children’s books and books in other languages focusing on Chinese, Farsi, Hindi, Japanese, Russian, Tagalog, and Spanish.</p>
<p>Develop and nurture partnerships with local non-profits and other local agencies (PARKS)</p>	<p>The City continues to work closely with the YMCA on the Design Development Phase of the Veterans Memorial Building/Senior Center- YMCA Project. Staff held several community meetings including an additional five traffic calming workshops. Partnerships with the Police Activities League, Sherriff’s Activities League, Boys and Girls Club, youth sports organizations, senior organizations, and human service organizations continue. Additional partnership activities with the Redwood City Improvement Association, the Downtown Business Group, Chan Zuckerberg Initiative, and others are also in progress.</p>

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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.

GOALS	UPDATE
Maintain a high level of participation in the annual Summer Learning Challenge program (LIB)	15,000 people participated in the Summer Learning Challenge. Staff hosted 7 weeks of events at each location weekly (28 Summer Learning Challenge programs).
Issue the first diplomas to students in the Library’s Career Online High School program (LIB)	Staff honored three graduates at a City Council meeting in October 2018.
Continue loaning wireless hot spots, laptops and tablets, for home use (LIB)	This on-going program offers 50 Verizon Hotspots at Fair Oaks, 30 Sprint Hotspots downtown and 50 Kajeet (Verizon-filtered) hotspots for local low-income students. Staff secured additional funding from the Chan Zuckerberg Initiative to add 33 more devices.
Implement a local minimum wage ordinance (internal process implementation and business community outreach and educational campaign) (CMO)	Staff negotiated an agreement with the City of San Jose to lead enforcement of the City’s Minimum Wage laws. Staff is actively implementing the minimum wage ordinance. In addition, staff is implementing a communications plan to educate and inform businesses and employees including mailers, a webpage, Frequently Asked Questions, social media posts and ads, and newspaper and radio ads.
Partner with community organizations to provide support to vulnerable members of the community through Social Service Office Hours and other programming (LIB)	Staff collaborated with San Mateo County (BHRS), and El Centro de Libertad, 70 Strong, Street Life Ministries, Heart & Soul, Inc., and LifeMoves

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	to offer Social Service Office Hours. In addition, staff began hosting bilingual grief support group meetings in conjunction with Kara.
Provide enhanced early childhood technology activities at all library locations (LIB)	Staff provided mounted iPads preloaded with apps for children to use at Fair Oaks, Downtown and Redwood Shores. Staff is exploring options for Schaberg library branch following installation of Early Childhood Learning Center.
Complete the Early Childhood Learning Center installations at Fair Oaks and Schaberg library branches (LIB)	Staff installed “Farmers Market” at Fair Oaks, and a Science, technology, engineering, art and mathematics (STEAM) inspired installation at Schaberg.
Update the Interpretive Center at Redwood Shores branch (LIB)	The Library Foundation has funded the design phase of the Interpretive Center update.
Implement the Public Art Master Vision process (PARKS)	The City Council approved the Public Art Master Vision as presented by the Civic Cultural Commission. The Public Art Master Vision is a priority within the Civic Cultural Commission’s two-year work plan.
Initiate a Park Impact Fees update (Park Needs Assessment is the Nexus for the Park Impact Fee update) (PARKS)	Staff is preparing the final draft of the Park Needs Assessment and have issued a Request for Proposal to conduct the nexus study in order to consider new park impact fees.
Complete the Pirate Ship Imagination playground/zone adjacent to the Redwood Shores library (PARKS)	The design development phase of this project is completed and staff is now moving into the construction documents phase to move the Pirate Ship forward. Staff anticipates a grand opening in November 2019. This timing is contingent on BCDC permit approval.
Continue the City mural program (PARKS)	The City Council approved the Public Art Master Vision as presented by the Civic Cultural Commission. The Commission has been working on updating

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	the public art review and recommendations process and new initiatives such as the Bike Rack Mural project (funded by Redwood City Improvement Association) are underway. Also in progress are new Community Advocacy Through Art or CATA mural projects funded through the Redwood City Parks and Arts Foundation.
Work with the Redwood City Improvement Association (RCIA) on new public art projects (PARKS)	The RCIA Board approved \$50,000 in funding towards the “Art Kiosk” project to display installation art in the Downtown. The partnership is planning ten shows in 2019; the first was unveiled on January 5, 2019.
Complete Stulsaft Park sign improvements (PARKS)	Staff installed off leash trail signs and sensitive habitat signs. Recreation Way and Silver Hill entrances are nearly complete; they require new park regulation signs. Farm Hill and Parkdale entrances signage will be complete in Fiscal Year 2019-20. Signage for trail closures is partially complete and will be 100% complete in Fiscal Year 2019-20.
Complete the Downtown Park Feasibility and Site Assessment Plan (PARKS)	The City Council approved the Downtown Park Feasibility and Site Assessment Plan, and directed staff to complete a precise plan for the three sites identified in the report (Library Lot A, Main St/City Hall lot, and Bradford/Redwood Creek). Staff will release an RFP for architectural services (including public outreach) in the first quarter of 2019.
Work with partners to address child care needs (PARKS)	Staff continues to work with local childcare providers as well as the County on addressing overall needs. Staff is coordinating with the Bradford project the Broadway Plaza project, and the Stanford University project.
Complete a study for best practices of weed abatement (PARKS)	Staff is not using products with glyphosate and is evaluating safer, more effective products or methods for efficient weed abatement and working with local suppliers.

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Continue public engagement for the Veterans Memorial Building/Senior Center – YMCA Project (PARKS)	Staff completed all of the preliminary public engagement activities. Staff anticipates completing additional public meetings through the CEQA process for EIR review and community input beginning this spring.
Complete the Magical Bridge Playground at Red Morton Park (PARKS)	The first phase of demolition is nearly complete. Staff is preparing for the next phase of the project, which is the asphalt drop off and parking area. The recent rain delayed the transplanting of existing trees. Bothman is moving ahead with stump grinding, and planning for the storm drain layout and retaining walls.
Begin planning for a citywide Park System Master Plan (PARKS)	After the Park Impact Fee update is complete (next Fiscal Year), staff will begin to develop the Park System Master Plan.
Develop the Stulsaft Park Site Master Plan (PARKS)	This initiative has been postponed to FY 2020-21.
Launch the Hoover Field Renovation Project (PARKS)	The City Council awarded the construction agreement on January 14, 2019 for \$1.6M and staff anticipates beginning this project in March 2019.
Plan for Athletic Field LED Light Replacements (PARKS)	Staff recently completed the cost assessment for this project. The combined cost of all fields citywide is \$1M and staff will assess this project through the Capital Improvement Program process.
Launch the community engagement process for the Garrett Park renovations (PARKS)	This renovation project has been postponed to FY 2020-21

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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.

GOALS	UPDATE
Develop strategies to attract and retain high sales tax-generating businesses as well as small and locally-owned businesses (CMO)	Staff is proactively reaching out to potential new businesses and working to retain current business in the community.
Focus on attracting family friendly and entertainment oriented businesses (CMO)	Staff is contacting family entertainment businesses in the Bay Area region inviting them to locate in Redwood City.
Expand implementation of Partnership Redwood City community benefits program (CMO)	Staff is evaluating ways to expand this program; this effort will continue through FY 2019-20.
Implement cannabis related regulations (CMO)	The City Council adopted cannabis regulations in May 2018. Staff is reviewing six business applications to operate within Redwood City and expects to provide a decision to each business by this spring.
Coordinate the Retail Task Force and develop a future retail vision for Downtown (CMO)	Staff presented task force recommendations at the January 28 City Council meeting and will return to the City Council in May for consideration of a retail action plan for the Downtown.
Explore the possibilities of auto mall digital signage on Hwy 101 frontage (CMO)	Staff is researching potential digital sign locations along Hwy 101 within the City limits and analyzing the City's sign ordinance. Staff will bring forward recommendations in summer 2019.

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Explore shared parking with businesses along El Camino Real as part of implementing the El Camino Real Corridor Plan (CMO)	Staff plans to conduct business outreach beginning in June 2019. This will continue through Fiscal Year 2019-20.
Develop an Economic Development work plan	Staff will present an economic development work plan for Council consideration in March 2019.

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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.

GOALS	UPDATE
Develop short term measures to require historic review prior to demolition of any pre-1940 homes while preparing an historical report for a potential Mount Carmel Historic District (CD)	The City Council has opted not to proceed with a Mount Carmel Historic District at this time. Instead, staff are implementing a citywide review of historical reports for residential structures built before 1940. Additionally, staff will present for Council consideration an interim Ordinance on Neighborhood Compatibility in March 2019.
Explore feasibility of developing a storm water utility to provide dedicated funding to meet State environmental mandates (PWS)	Staff is monitoring this issue as it relates to other jurisdictions and evaluating potential litigation issues and challenges.
Develop pilot program to contract for parking enforcement services to increase effectiveness of street sweeping services (PD)	Staff is in the process of hiring two new parking enforcement officers to increase the effectiveness of street sweeping services and to provide parking enforcement services throughout the City. Engagement with affected bargaining groups is underway.
Increase collaboration with the Port of Redwood City, including establishing a working relationship with the new Port Executive Director (CMO)	The Port collaborates with the City through new and existing contract services with the City’s Communications Division, Information Technology Division and Public Works Services Department. The City Manager and the Port Executive Director meet monthly. In addition, the Port Commission provides biannual updates to the City Council.

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<p>Implement a Cannabis Ordinance to allow commercial cannabis businesses in Redwood City and collection of excise taxes if approved by the voters (ASD)</p>	<p>The City Council approved cannabis regulations in April 2018 and six companies submitted Cannabis Business Permit applications. Voters approved the 4% retail and 2.5% cultivation Cannabis Business Tax at the November 2018 election. Tax remittance is effective January 1, 2019.</p>
<p>Consider placement of Charter amendments to increase efficiency of City operations on the November 2018 ballot for voter consideration (ATTY)</p>	<p>The City Council approved a ballot measure regarding Charter amendments and voters approved the amendments in November 2019.</p>
<p>Submit an award-winning balanced annual budget (ASD)</p>	<p>Staff submitted the Fiscal Year 2018-19 Adopted Budget to the Government Finance Officers Association (GFOA) Award Program in August; award notification usually arrives in early spring.</p>
<p>Collect Transient Occupancy Tax (TOT) on vacation rentals and dedicate proceeds to affordable housing (ASD)</p>	<p>Airbnb signed a Voluntary Collection Agreement in June 2018 and remitted TOT since August 2018. Staff has received approximately \$157K with funds dedicated to affordable housing.</p>
<p>Successfully negotiate and implement new bargaining agreements with Chief Officers Association (COA), International Association of Firefighters Local 2400 (IAFF), Police Officers Association (POA), Police Supervisors Association (PSA), Redwood City Management Employees Association (RCMEA), Service Employees International Union Local 521 (SEIU), and update the Executive Management Summary of Benefits (ASD)</p>	<p>City Council approved agreements for COA, POA, PSA, and RCMEA, and updated the Executive Summary of Benefits, on November 5, 2018. SEIU and IAFF bargaining discussions are currently underway and expected to be complete in February.</p>
<p>Implement a new citywide Agenda and Contract Management system (CLK)</p>	<p>Staff implemented a new Agenda Management System in the fall of 2018 and anticipates implementing a Contract Management System in 2019.</p>

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Continue implementation of the Financial Sustainability Plan (FSP) and support Council direction on local revenue measures (ASD)	The City Council approved the FSP with the FY 2018-19 Budget Adoption. Voters approved a half-cent sales tax revenue measure and cannabis business tax on November 6, 2018. The cannabis business tax became effective on January 1, 2019. The half-cent sales tax increase will become effective on April 1, 2019.
Select a vendor and solution for the new citywide Financial Management System and begin the system migration process (ASD)	Staff is in the process of finalizing the selection of vendors. The system migration process is expected to take approximately 12-18 months.
Develop and implement annual work plans for City-appointed Boards, Commissions, and Committees (BCC) (CLK)	The City Council approved the Civic Cultural Commission, Historic Resources Advisory Committee, Housing and Human Concerns Commission, and Port Commission work plans. The remaining BCC work plans will be presented in spring 2019.
Provide training to Board, Commission and Committee (BCC) members (CLK)	Orientation of new BCC members took place on August 20, 2018.
Provide continuing training to staff on best practices in records management (CLK)	Staff anticipates completing the training in the spring 2019.
Prepare for the November 2018 election, including three Council seats, anticipated Charter amendments, as well as potential revenue measures (CLK)	Staff conducted elections on November 6, 2018 and the City Council certified the results on December 10, 2018.
Implement an automated Public Records Act (PRA) request tracking system (CLK)	Staff anticipates implementing the tracking system by June 2019.
Implement an automated campaign and financial disclosure reporting system (CLK)	Staff anticipates implementing the new system in spring 2019.

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Coordinate and review the City's Wireless Communications Ordinance (CD)	In December 2018, City Council adopted an ordinance governing wireless facilities in public rights-of-way. Staff plans to prepare zoning code amendments that regulate wireless facilities on private property next year.
Expand Recycled Water distribution mains to serve Downtown customers and the Stanford-in-Redwood City campus (PWS)	This effort is on hold for this Fiscal Year because of additional funding needed for the California Water Tank construction.
Update the Supervisory Control and Data Acquisition program for water and sewer utility operations (PWS)	Staff is studying this issue including the method of communication, i.e., cell, radio, or wire. A new Federal law may affect the project timeline.
Continue programs to comply with the Municipal Regional Storm Water Permit (PWS)	Staff is performing 100% of Storm Water Inspections for businesses as required by this permit. The County of San Mateo previously completed these inspections.
Continue development of the annual and five-year Capital Improvement Programs (CIP) (PWS)	Staff is continuing to develop annual and five-year Capital Improvement programs. CIP leadership will transition to a CIP Manager in spring 2019.
Continue groundwater remediation efforts at the Sequoia Station Shopping Center (PWS)	Staff completed a pilot for the treatment of the groundwater and is waiting for the approval from the Water Board to select a specific treatment method.
Enhance the City's organizational culture through leadership development activities and cross-departmental teams (CMO)	Multiple leadership development programs were offered and cross-departmental teams were established for communications and community engagement, grants, homelessness and housing, information technology and neighborhood parking.
Establish quarterly management forum meetings and other ways to support professional development and leadership in the workplace (CMO)	Management forums are hosted three times a year by each department and on different topics to support professional development and leadership in the workplace.

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Complete a comprehensive rate study for solid waste services (PWS)	Staff completed a solid waste rate study in April 2018 and the City Council approved recommended rate increases in January 2019.
Update City policies involving purchasing card usage, cash handling, travel, and debt management (ASD)	Administrative Services Department and the City Attorney's Office are currently reviewing drafts of these City policies. Staff expects City Manager approval by the end of the fiscal year.
Reduce long-term liability for Workers' Compensation claims (ASD)	Staff implemented prevention programs, health and wellness education, voluntary health screenings, and other safety practices in order to reduce claims exposure. Staff is focusing on claim management and bringing longstanding claims to closure.
Create an "At-A-Glance" Annual Financial Report for the community (ASD)	Staff anticipates finalizing and printing the newly developed brochure for public outreach in spring 2019.
Implement a Risk Management Action Plan that includes a citywide loss analysis and risk assessment (ASD)	Staff began implementing a Risk Action Plan in the Fall of 2018. Action items include quarterly interdepartmental team meetings, and meetings with the City's Insurance pool administrators two times a year.
Update a citywide Injury Illness Prevention Plan (IIPP) (ASD)	A draft Injury Illness Prevention Plan has been developed and should be finalized in Fiscal Year 2019-20.
Analyze and consolidate all citywide copier contracts to achieve efficiencies and cost savings (ASD)	Staff released a Request for Proposals in October 2018. Staff is currently reviewing responses and vetting potential winning bidders. Staff anticipates selecting a Citywide vendor by the end of the fiscal year.

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Design a new, user-friendly Intranet for City employees (ASD)	Staff designed a new intranet for City employees and is currently rolling out the new system and migrating the remaining applications.
Host a financial planning seminar for City employees (ASD)	Staff is scheduling this for spring 2019.
Continue security enhancements at key City facilities (PWS)	The first phase of this project is complete and additional modifications will be made at City Hall through June 2019. Enhancements are planned at other facilities for Fiscal Year 2019-20.
Deploy Public Works Services Department computerized work order management software	Staff successfully deployed the new software and it is in use for routine operations in Public Works.
Continue offering fleet services to outside agencies (PWS)	Staff completed contractual agreements with the San Mateo County Narcotics Task Force and San Mateo County Vehicle Theft Task Force and the Town of Atherton. Staff is working on finalizing a contract with the Woodside Fire Protection District.
Transition from an at-large to a district election process	Staff has facilitated three City Council public hearings and four community meetings, established a webpage with mapping tool kits to engage the community and is implementing a communications plan to educate and share details about the district elections process. Staff is planning four additional City Council public hearings and two community meetings by March 31. The City Council will consider adoption of a final district map by March 31.
Host a budget community engagement event	Staff is planning a 'world café' type of engagement event for April 2019. Community input gained will inform the Fiscal Year 2019-2020 budget.

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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.

GOALS	UPDATE
Launch interdepartmental Housing and Homeless Innovation Team to increase effectiveness in service delivery and develop new strategies to support housing for the entire community (CD)	The Housing and Homelessness Innovation Team met several times between August and October 2018. Staff will present findings and recommendations in February 2019.
Draft the affordable housing 2018-2019 Annual Action Plan (CD)	The City Council adopted a resolution to approve the Annual Action Plan in April 2018. The annual action plan for Fiscal Year 2019-20 will be presented for City Council consideration in spring 2019.
Implement renter protection policies (minimum lease terms and relocation assistance) (CD)	The City Council adopted Minimum Lease Terms and Relocation Assistance ordinances in July 2018 and they became effective on January 1, 2019. Staff is implementing a communications plan to educate tenants and property owners about the City’s new requirements including a webpage, social media posts and a mailer.
Implement new guidelines for the use of affordable housing funds (CD)	The City Council adopted the Affordable Housing Fund Guidelines in June 2018 and implementation is ongoing.
Implement the City’s new inclusionary housing ordinance (CD)	Staff is actively implementing the inclusionary housing ordinance. The new requirements apply to several projects including Broadway Plaza, South Main, and 150 Charter Street projects.

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<p>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) (CD)</p>	<p>Staff has collected approximately \$157,000 from short-term rental transient occupancy taxes for use towards affordable housing and approximately \$1 Million in affordable housing impact fees.</p>
<p>Implement the new smoking ban on multi-family housing units in Redwood City (CD)</p>	<p>Staff is implementing the new smoking ban and executing a communications plan to educate tenants and property owners of the smoking ban details including developing a webpage, sending postcards to property owners, developing Frequently Asked Questions and evolving these as staff gains community input and questions.</p>
<p>Begin construction on the Bradford Street Affordable Housing Project (CD)</p>	<p>Staff completed a Land Exchange Agreement with State Lands Commission and Boundary Line Agreements with neighboring property owners (Vista Marin and Chevron) are in process. Staff expects to bring forward the Parcel Map for Council consideration in March and anticipates issuing building permits by April 1.</p>
<p>Implement new State housing regulations (CD)</p>	<p>The City has updated its Accessory Dwelling Unit ordinance to comply with State law and staff ensured decisions on housing projects are in accordance with the Housing Accountability Act.</p>
<p>Continue to develop new homeless services system in conjunction with partners countywide (CD)</p>	<p>The City set aside \$750K to use towards recommendations that come from the Housing and Homelessness Innovation Team. Staff identified homelessness services provided by the City, County, and local organizations as part of this effort and will return to the City Council will findings and recommendations in February 2019.</p>

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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.

GOALS	UPDATE
Continue community outreach and engagement efforts including offering two Citizens Police Academies, one in English and one in Spanish (PD)	Staff conducted two Citizen Police Academies in 2018 including one in English and one in Spanish.
Expand the new Neighborhood Watch model (PD)	Staff participated in Neighborhood Watch meetings with all the neighborhood watch groups in the City. Staff helped revitalize two inactive neighborhood watch groups and worked to expand the existing groups.
Maintain active leadership of Project SAFE to address blight and public safety concerns at Sequoia Station and the adjacent transit hub (PD)	Staff continued to work with the stakeholders at Sequoia Station to address blight and public safety concerns, including conducting targeted enforcement for truancy and homeless issues. Staff hosted monthly Project Safe meetings and worked with business owners and property management to address problems or concerns.
Increase participation in Crisis Intervention Training to 80% of line-level officers, with the ultimate goal of 100% (PD)	Nine officers and three dispatchers completed CIT training in 2018. 84% of the line-level personnel have completed CIT training and staff is working to train 100% of police personnel.
Introduce the de-escalation and the use of force trainings to both English language and Spanish language Citizen Police Academies (PD)	Staff incorporated use of force training and de-escalation training in both of the Citizen Police Academies conducted this year.

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Provide implicit bias training to all sworn and non-sworn personnel (PD)	Staff is working on the implicit bias training curriculum and planning to conduct the training in 2019.
Expand the tattoo removal program to human trafficking survivors (PD)	Staff worked with the San Mateo County Human Trafficking Task Force and Victim Services to make tattoo removal services available to survivors of human trafficking. The Tattoo Removal program provided services to five survivors of human trafficking to date.
Continue the Homeless Outreach Program multi-disciplinary team efforts to provide services to the City's homeless population (PD)	Staff continued to work with the multi-disciplinary team to provide services to the City's homeless population.
Develop and implement a summer Teen Police Academy program (PD)	Staff held the first Teen Police Academy in July of 2018 and graduated 25 participants.
Establish the cannabis business background investigation procedures and business inspection protocols (PD)	Staff worked with an internal working group of City staff to establish the cannabis regulations and the background investigations and business inspection protocols. Staff is reviewing the safety and security plans of the businesses that applied for permits. Staff will conduct inspections as the businesses prepare to operate.
Develop and implement new security upgrades and security protocols at City Hall and other City facilities (PD)	Police staff is working closely with Public Works Services and City staff to develop and implement the City Hall security upgrades and security protocols.
Implement a Body Worn Camera program when resources permit (PD)	Staff anticipates program implementation by winter of 2019. Staff secured a Federal grant totaling \$150K in matching funds to offset program implementation costs. Next steps include developing a department policy, purchasing equipment, completing infrastructure upgrades, and conducting training.

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Integration of the Use of Force Simulator training and de-escalation training (PD)	Staff completed de-escalation training and use of force simulator training of all sworn staff.
Develop shared serviced 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 (FIRE)	Staff coordinated with the County to establish this new position, which is expected to be filled by March 2019.
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 (FIRE)	The Fire Station 12 replacement is currently on hold. Staff is contracting with a consultant to assist with location determination and design requirements for a new joint training center/tower. The Fire alerting upgrade is in progress.
Introduce a policy on reducing exposure of fire personnel to cancerous and other hazardous environments (FIRE)	The San Mateo County Fire Chiefs created a Countywide policy.
Increase screening of fire personnel for early detection of cancer and other occupational diseases (FIRE)	Implemented annual screening of personnel on an annual basis.
Conduct one CERT class (FIRE)	Staff is planning a CERT class for spring 2019.
Continue a data-driven rolling five-year forecast to evaluate Fire Department service delivery to the community (FIRE)	Staff updates the five-year forecast annually.
Continue Junior Fire Academy (FIRE)	Staff offers this program each summer.
Use fire stations for community gatherings as a community engagement opportunity (FIRE)	The Fire Department began hosting the Downtown Neighborhood Association meetings this year.

FISCAL YEAR 18-19 GOALS ORGANIZED BY STRATEGIC INITIATIVES- *MID-YEAR UPDATE*

Measure the Community’s cardiac arrest survivability by evaluating the following factors: (FIRE) <ul style="list-style-type: none"> • Bystander CPR • Bystander use of an AED • High Performance CPR by first responders 	This goal has been moved to the Fire Department Performance Measures to track these factors on an annual basis.
Reduce the amount of illegal fireworks use through extensive public education program (FIRE)	Staff increased public outreach regarding illegal fireworks is developing a social host ordinance for City Council consideration in spring 2019.
Increase participation in the Fire Safety First Program to reduce fire risk through installation of fire sprinklers in multi-family buildings (FIRE)	Staff are working with property owners and with City staff to develop a low interest loan program.
Initiate a sewer lateral replacement program (PWS)	Staff is replacing sewer laterals at a rate of 10-12 per month.
Initiate an in-house Closed Circuit Television (CCTV) Inspection program to inspect sewer lines (PWS)	The inspection program is in the planning stages. Staff has identified CCTV equipment and software. Staffing and equipment to support the program is still being determined.
Develop a tree maintenance program (PWS)	A tree maintenance policy was completed in Spring of 2018.
Continue the street name sign replacement program (PWS)	This program is ongoing.
Initiate a pavement striping and markings maintenance program	This program is ongoing.
Convert the “Climate Best by Government Test” sign to LED lights (PWS)	Staff tentatively anticipates the conversion of LED lights to occur in Spring of 2019.

FISCAL YEAR 18-19 GOALS ORGANIZED BY STRATEGIC INITIATIVES- *MID-YEAR UPDATE*

Complete emergency water supply storage improvements (PWS)	This is an ongoing priority. Staff received construction bids for the California Water Tank. Staff anticipates awarding bids in early 2019.
Complete design and replace deficient concrete walls within Redwood Creek (PWS)	This is complete.
Complete seismic retrofits of City water tanks (PWS)	Approximately 45% of the tank seismic retrofits are complete.
Update the Sewer System Master Plan (PWS)	Staff updated the Master Plan and the City Council adopted the new plan.
Begin construction of the City's California Water Tank, Pump Station and Transmission Main Project (CD)	Staff completed final designs on the California Water Tank and advertised it for public bidding in December 2018 to initiate the construction phase. Staff will award a bid in early 2019.
Conduct public outreach and initiate multi-jurisdictional flood management planning for the Bayfront Canal and Atherton Channel watersheds (CD)	Staff created and published a factsheet in three languages in December 2018. Staff issued the Hydrologic and Hydraulic Report for watersheds in August 2018 and used this report to kick off Flood Management Planning and multi-jurisdictional coordination.
Complete Tree Ordinance revisions (CD)	Due to staffing changes, staff delayed the ordinance revisions to next Fiscal Year.
Construct the Kennedy Safe Routes to School Project / <i>Woodside Plaza, Roosevelt</i>	The City Council awarded the construction contract for the Kennedy Safe Routes to School Project in October 2018. Construction is underway and will be complete in 2019.

FISCAL YEAR 18-19 GOALS ORGANIZED BY STRATEGIC INITIATIVES- *MID-YEAR UPDATE*



TRANSPORTATION

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

GOALS	UPDATE
Make significant pedestrian and bicycle improvements Downtown, including the permanent closure of Theatre Way to automobile traffic (CD)	Staff is evaluating the permanent closure of Theatre Way and will provide an update to the City Council by July 2019.
Complete the Street Car and Transit Center Study (CD)	Staff has completed individual studies for these two initiatives and an executive summary report is being prepared. Staff expects to host public hearings in late spring to gain community input on this effort.
Start construction on the Middlefield Utility Undergrounding Project (CD)	Staff completed the planning and design of this project in 2018. Staff awarded construction contracts at the end of 2018 and construction has begun.
Identify and promote a north-south bicycle route through Redwood City as an initiative of the Manager’s Mobility Partnership (CD)	The Manager’s Mobility Partnership installed the Interim Peninsula Bikeway in late summer 2018 and held a community bike ride and kick-off event in September 2018.
Establish the Transportation Demand Management Association for Downtown Redwood City (CD)	The City Council adopted a Transportation Demand Management (TDM) Policy in July 2018. Staff anticipates developing the TDM plan to establish the TDM Association for Downtown in 2019.
Implement the Citywide Transportation Plan recommendations to guide funding decisions in the annual and Five-Year Capital Improvement Program (CD)	The City Council adopted the Citywide Transportation Plan in July 2018. Priorities established in the Citywide Transportation Plan will inform the City’s Five-Year Capital Improvement Program.

FISCAL YEAR 18-19 GOALS ORGANIZED BY STRATEGIC INITIATIVES- *MID-YEAR UPDATE*

Design, identify funding and construct the US Highway 101/84 Interchange Reconstruction Project (CD)	Design on the interchange has commenced and staff are working to identify funding.
Plan, design, and construct the Blomquist Bridge extension over Redwood Creek (CD)	Staff has begun the initial planning of this project and this will continue into Fiscal Year 2019-2020.
Plan, design, and construct the US Highway 101 Pedestrian Undercrossing (CD)	Construction started with utility relocations in February 2018. Staff advertised for bidding in December 2018. Staff anticipates construction for the path to start in mid-2019, as allowed by regulatory permits.
Continue to implement neighborhood traffic calming projects (CD)	This spring staff will seek additional community input regarding traffic calming improvements on Hopkins Avenue and the planning of the Roosevelt traffic-calming plan will begin.
Initiate planning process for the Whipple Avenue Grade Separation Study (CD)	Staff is working with Caltrain to develop a scope of work for this project.
Initiate planning process for the Redwood City Ferry Feasibility study and cost benefit analysis, in partnership with the Port of Redwood City (CD)	Staff received grant funding to complete a financial feasibility study and cost-benefit analysis and issued a request for proposals for consultant services. Staff anticipates selecting a consultant in early 2019.
Construct a Downtown Parking Guidance System (CD)	A consultant submitted a preliminary plan for the way finding system in 2018. Staff anticipates releasing a request for proposals for design and construction in 2019.