CITY COUNCIL MEMBERS
Mayor Jeffrey Gee
Vice Mayor Rosanne S. Foust
Alicia C. Aguirre
Ian Bain
Diane Howard
Barbara Pierce
John D. Seybert

EXECUTIVE STAFF
City Manager. .............. Robert B. Bell
City Attorney. .............. Pamela Thompson
City Clerk. .............. Silvia Vonderlinden

DEPARTMENT DIRECTORS
Assistant City Manager. .... Audrey S. Ramberg
Community Development . Bill Ekern
Finance .............. Brian Ponty
Fire Department .............. James Skinner
Library .............. Dave Genesy
Parks, Recreation and Community Services .... Chris Beth
Police Department .............. JR Gamez

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Introduction from the City Manager

Redwood City’s Fiscal Year 2012/13 Annual Report

When asked to describe the 2012/13 fiscal year in Redwood City, I say, “it was a year of progress, recovery, strength and resiliency.” As shared in last year’s annual report, the “future looks even more promising.” That prediction has indeed been accurate.

From our continued ability to “ride-out” the economic storm by employing financially prudent decisions and consistent implementation of development guidelines, to our record of providing essential programs, services and events to residents that strengthen our community, the Redwood City team continues to work hard to make our City even stronger and more vibrant than the previous year.

With a downtown that continues to attract more visitors and businesses, we have become the entertainment capital of the Peninsula. We are saying “good-bye” to the “Deadwood City” of the past and welcoming a “new day” here in Redwood City.

This “new day” will not be without its challenges. The staff is beginning to prepare for increasing service demands, an aging population and workforce, and new staffing models that will guide us into the future. It is within this context that I present Redwood City’s Fiscal Year 2012/13 Annual Report.

As in past years, the Annual Report is informed by the City Council's 2010 Strategic Plan, which identifies several broad initiatives that communicate areas of focus in the City’s service to our community. This annual report provides an update on our 2012/13 operations, covering each department’s key accomplishments, innovations, performance measures, facts and figures, and anticipated future priorities. A companion report provides an update on the City's progress toward the specific objectives in the Strategic Plan.

I believe this Annual Report will give you information that will help demonstrate the positive direction in which our City is moving. I am very proud of the thoughtful decision-making of our City Council, our hard working staff, our cooperative solution-oriented partners, and our engaged community. Together, we make it a “new day” in Redwood City.

Sincerely,

Robert B. Bell
City Manager
City Administration

CITY MANAGER • CITY ATTORNEY • CITY CLERK • FINANCE

1017 MIDDLEFIELD ROAD
REDWOOD CITY, CA 94063

The Four Departments That Make It All Happen

CITY MANAGER DEPARTMENT

Robert B. Bell
CITY MANAGER
650.780.7300
bbell@redwoodcity.org

The City Manager is the chief executive officer of the municipal organization and is responsible for implementing City Council policy decisions and directions. The City Manager provides leadership and oversight of the various departments of the City, and works with Council and staff to develop and implement programs for the community. Functions that reside in the City Manager’s Department also include Economic Development, Human Resources, and Public Communications and Engagement.

CITY ATTORNEY DEPARTMENT

Pamela Thompson
CITY ATTORNEY
650.780.7200
pthompson@redwoodcity.org

The City Attorney acts as in-house general counsel to the City, which is a municipal corporation, and advises on multiple areas of the law.

CITY CLERK DEPARTMENT

Silvia Vonderlinden
CITY CLERK
650.780.7220
svonderlinden@redwoodcity.org

The City Clerk Department is responsible for processes such as conducting fair elections, supporting the City Council including management and coordination of meetings, ensuring transparency in providing access to official records, and maintaining regulatory compliance with federal, state, and local statutes.

FINANCE DEPARTMENT

Brian Ponty
FINANCE DIRECTOR
650.780.7073
bponty@redwoodcity.org

The Finance Department includes three divisions providing financial services, revenue services, and information technology.
City Manager: Completed the Climate Action Plan and presented it to Council for adoption; strengthened customer service guidelines and workflows in preparation for the launch of a new online customer response management system; implemented a new lower cost pension tier in accordance with the Public Employees’ Pension Reform Act (PEPRA); planned for the implementation of the Affordable Care Act; and conducted personnel analysis and negotiation to support the shared fire service agreement with San Carlos.

City Attorney: Streamlined contract review process by implementing a computerized control and review procedure for the approximately 250 contracts requiring legal review annually.

City Clerk: Prepared for the 2013 election with six candidates vying for three seats; worked in conjunction with the City Attorney to launch the electronic workflow for agreements/contracts; finalized a Five-Year Strategic Plan; and restructured passport counter hours by adding eight hours of bilingual service and a “by appointment only” option.

Finance Department: Re-funded the 2003 Public Finance Authority Bonds, the Redwood Shores CFD Bonds, Pacific Shores CFD Bonds, and 2005 Water Revenue Bonds which generated a combined net present value savings of $4.1 million.
The City Manager Department implemented a number of efficiencies coming out of the employee cohort process; restructured the department to include Human Resources; as a co-founder and leader of the County Training Consortium, increased the membership of this regional collaborative; expanded the online training curriculum; and introduced a successful Lead Worker Academy to develop employee capacity in a cost-effective manner.

In Fiscal Year 2012/13, the City Attorney's team decreased reliance on special counsel as reflected in decreased expenditures in this area and by taking on significantly more work in-house.

The City Clerk Department, in collaboration with the Information Technology staff, implemented the R2App, an electronic application for records retention, storage, retrieval, and destruction. The City Clerk Department also worked with the City Manager and City Attorney Departments to update the tree appeals filing and hearing processes.

The Finance Department improved the general ledger inquiry process to include “drilling down” into individual transactions; created a new reports process to more effectively locate utility accounts; and implemented a more reliable business resumption model for all City data, as well as a Citywide internal WiKi application.
The City Manager Department reviewed 273 staff reports to ensure timely, useful information in support of the Council’s policy process; conducted approximately 60 business outreach contacts; provided 310 daily eNews updates to a distribution of around 4,600 interested community members and stakeholders and issued 84 press releases. Human Resources provided service to 489 regular and 329 casual employees, conducted 52 recruitments, processed 5,289 applications, hired 32 new regular employees, processed 24 retirements, and granted 25 employee promotions.

The City Attorney Department spent approximately 40% of its collective staff time on land-use and development-related issues working with staff and developers, due to the increased level of development taking place within Redwood City. This trend is expected to continue.

The City Clerk Department prepared and disseminated 27 City Council meeting agenda packets; processed 78 claims, 90 resolutions, 152 agreements, 12 ordinances, 210 Minute Orders, 264 proclamations and certificates of recognition; responded to 120 Public Records Act Requests; and processed 201 Statements of Economic Interests (Form 700).

The Finance Department maintained operational “uptime” rates of 100% for the telephone system, and 99% for both the network and server systems. Finance’s IT division manages 19 external clients generating annual revenue of approximately $1.1 million.

The City Administration

Selected Performance Indicators

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City Administration

Department Facts & Figures

- **City Manager:** $1.1 million and 6.2 full-time equivalent employees; Human Resources: $1.6 million and 6 full-time equivalent employees.

- **City Attorney:** $992,778 and 4 full-time equivalent employees.

- **City Clerk:** $1.07 million and 4.28 full-time equivalent employees.

- **Finance:** $7.2 million and 32.97 full-time equivalent employees; the City’s total investment portfolio, managed by the Finance Department, was approximately $147 million as of June 30, 2013.
The City Manager Department will continue to implement elements of the Economic Development Action Plan and explore the creation of a Community Benefit Improvement District. The Department will design and implement an “Entrepreneurial Bootcamp Program” for local businesses and introduce a Community Speaker Series, both in partnership with the Stanford Graduate School of Business as part of the City’s Development Agreement with Stanford. The Department will also launch myRWC, a mobile app that provides a convenient online customer response system; institute an Employee Wellness Program; negotiate new agreements with four of the organization’s labor groups; and initiate a process to redesign the City’s website.

The City Attorney Department is reviewing the Redwood City Municipal Code for legal compliance and greater internal consistency.

The City Clerk Department will launch Standard Operating Procedures for the processing of Public Records Act requests, and as part of this, will implement an automated process for submitting, routing and responding to these requests.

To improve efficiencies, the Finance Department will develop a more robust time card system offering more automation, including electronic time card routing and approval, a mobile application, and labor agreement compliance checking. The Department will also provide our utility customers with an option to pay their City utility bills with cash at any 7-11 convenience store, as well as deploy an integrated voice response system to respond to routine telephone inquiries from our utility customers.
The Community Development Department brings together the critical functions of the government related to building and improving the physical and economic elements of the City.

The Department combines and manages the essential functions of building, zoning, development, land-use planning and maintaining the City, through private and public construction projects.

The vision of the Department is to continuously improve customer service, enabling approved development to enhance the quality-of-life for our entire community.
Selected Hunter Storm as the developer of the City’s Block 2 Development site with plans to construct a twin-tower 300,000 square foot office project.

Completed the relocation of the Redwood Creek culvert which helped to facilitate the timely construction of Crossing 900 – the largest development since Theater Way.

Began negotiations with the Department of Fish and Wildlife Services to include flood control improvements for the Bayfront Canal in its plans for the restoration of nearby salt ponds.

Completed the Precise Plan, Environmental Impact Report (EIR), and Development Agreement for the Stanford in Redwood City Project.

Began demonstration projects to replace High Pressure Sodium streetlights with LED streetlights.

Began management of Docktown Marina.

36,347 Kg of greenhouse gas savings realized through EV charging stations.

Instituted backflow prevention ordinance to alleviate instances of public water supply contamination from private wells.

Started task force meetings and public process for review of the Inner Harbor, which consists of 100 acres of waterfront property.

Implemented a new Mixed Use Neighborhood Zoning code (implemented zoning updates along several multimodal corridors) in order to support the Housing Element of the General Plan and to assure City compliance with requirements linking housing and transportation associated with grant funds.

Commenced planning and environmental review process of the 101/84 Highway Interchange, which is an essential improvement for the economic development of the City and a longstanding safety concern for residents.

Made significant progress in the coordination of Connect! Redwood City – a program that encourages residents, commuters and visitors to take advantage of multimodal options to get around town and to/from their workplaces, homes or entertainment destinations.

Staff planned several projects under Complete Streets – a program and design model that ensures that all City-owned and regional transportation systems are designed and operated to enable safe, attractive, comfortable, and independent access and travel for pedestrians, bicyclists, motorists, and transit users of all ages and abilities. An example of a Complete Street project is the installation of a lighted crosswalk on Massachusetts Avenue at Henry Ford Elementary School.
Innovations Implemented this Fiscal Year

The Engineering Division was reorganized to focus on project management and more efficient delivery of development review.

Facility maintenance was incorporated into Community Development, providing improved management and coordination of staffing and service delivery.

Installed more than 6,500 smart water meters, which improves the ability of residents and the City to monitor water use and identify leaks and other potential service issues.

Installed more than 300 LED streetlights as part of a demonstration project. Public Works staff managed this replacement project in anticipation of their oversight of the replacement of 2,600 lights within two years to meet the City’s Greenhouse Gas Emissions goals and to reduce the City’s energy costs.
Community Development

Selected Performance Indicators

- 9.3 miles of bikeways were added to City streets during Fiscal Year 2012/13, which represents 19% of the City's 49-mile system.

- Completed negotiations with Hunter Storm/Kilroy Realty for development of Crossing 900 (Block 2) – which will bring approximately 1,000 new employees to the downtown.

- A total of approximately 360 acre feet of recycled water was sold during Fiscal Year 2012/13, equivalent to nearly 116 million gallons.

- Constructed one mile of new water mains to improve service delivery with improved water pressure and seismic protection.

- The Building Division issued 2,320 permits for a total construction valuation of $230 million (up from $127 million last fiscal year).

- Permits issued were up 18% over the year prior and project valuation was 81%.

- 12 miles of road were repaved, which not only improves gas mileage for vehicles, but affords the City the opportunity to continue implementation of the Complete Streets program.

- Constructed two miles of new sewer pipe which improves the safety of the system by reducing the potential for sewer overflows connected to broken pipes and also by reducing the potential for groundwater intrusion into the system, which in the winter can cause sewer overflows at the treatment plant.

- Code Enforcement opened 765 new cases and closed 1,209 cases.
Operating Budget: $65 million.

The Capital Improvement Program Budget, which includes funds from Water, Sewer, and a multitude of grants, was $28 million.

The Department has 125 full-time equivalent employees, in the areas of Engineering, Building, Planning, Housing, and Public Works.

The Fleet Division contracts with nine outside agencies and generates approximately $241,721 in revenues for the City. This is approximately a 20% decrease in revenue from last budget year. This decrease is primarily due to unpredictable revenue from vehicle repair, limited purchasing of vehicles by outside agencies, and outside agency’s budget reductions for these kinds of expenditures.
The Downtown building boom has brought the issue of parking supply and demand to the forefront. Modifications to the City’s permit parking program for public spaces, as well as changes to the parking meters are high priorities to assure that as the population and visitor counts grow over the next three to five years, the City has planned the necessary adaptations. An updating of the Downtown Precise Plan to provide future capacity for growth, especially in the office market, is anticipated.

The Inner Harbor Specific Plan Task Force is anticipated to complete a draft plan and supporting environmental documents during 2014. Development of the former Malibu Grand Prix property is expected to follow shortly after adoption of the Plan. Changes to waterfront uses, such as Docktown Marina and the Bair Island Aquatic Center, may occur as a result of this citizen committee input.

Creation and implementation of a Community Benefits Program is anticipated to begin in 2014 to support the development of a 21st Century Redwood City. A Community Benefits Program will provide a tool for the City Council to leverage private development in support of improvements beyond addressing traffic impacts and building parks. Stanford in Redwood City is an excellent example of the nature of programs that a private entity can offer to a city including things like enhanced neighborhood improvements and educational opportunities.

The Department looks to expand the service area for the City’s Recycled Water program to support areas such as the planned Stanford development and Menlo Park Club.

In 2013/14, the City anticipates installation of up to seven bicycle stations supporting up to 70 bicycles as part of the Bay Area Bike Share Program. This program provides short-term bicycle rentals connecting businesses, and employment or transit centers.
Since its foundation as "Redwood City Fire Company No.1" in 1861, this Department has strived toward its mission to protect life, property, and the environment from fire, medical, and hazardous material-related incidents through emergency mitigation, education, and code enforcement. The Fire Department is a dynamic and diverse organization of 68 dedicated professionals (in fiscal year 2012/13) with a clear focus on providing the highest quality service to our ever-changing community.
The Redwood City Fire Department is an “all-risk” fire department, providing an array of services including advanced life support (paramedic) emergency medical services, fire suppression, fire prevention, Disaster Preparedness, community service and many other duties. The Department puts a strong emphasis on internal and community-based training including collaborations with other organizations. An example of this is the collaboration with the Sequoia Health Care District to teach the American Heart Association Friends & Family CPR program to every freshman class in the Sequoia High School District. This is just one of the many community events and programs with a safety focus that our personnel continually provides.

Thanks to a community partnership grant from the local corporation Oracle, the Fire Department held its 8th Annual Junior Fire Academy attended by 30 participants and nine volunteers. This one-week academy teaches the youth of our community first aid, CPR, Disaster Preparedness, fire safety, and what it takes to be a firefighter. Many of the participating youth come back as counselors volunteering their time to the program.

During the 2012/13 fiscal year, the Department conducted about 2,200 inspections. By reassigning work amongst staff, the Deputy Fire Marshals were able to focus on more complicated fire code inspections that posed a greater risk to life, property and the community’s economics. Fire Code compliance was maintained without any legal action.
The Fire Department is continuing its innovative shared-services structure with the City of San Carlos. The team worked during the 2012/13 fiscal year to negotiate a full-service agreement, which became effective July 1, 2013. Under this agreement, Redwood City will employ all 24 of the San Carlos firefighters and Captains, and provide full fire and emergency services for San Carlos. This will give Redwood City the ability to utilize relief staff out of San Carlos Fire Stations to offset vacancies in either City. The Agreement provides a cost savings and revenue to Redwood City, and is a step closer to further regionalization of fire services.

The Department implemented a mentorship program for new staff so they could learn the organization's history, culture, core values, and direction, as well as policies and procedures. This program is designed to build a strong foundation and accelerate assimilation of new employees into the social fabric of the Department's "family."

The Department is consistently looking for ways to operate more safely and reduce the risk of injury. In evaluating the current injury trends over the last several years, the Department instituted three new safety initiatives to help keep employees safe and healthy. These initiatives fall into the following three categories: immediate – “Protect Your Eyes”; short-term – “Lift Safely”; and long-term – “Don’t Breathe Smoke.” These initiatives are not “check-the-box” solutions. They are intended to be an ongoing part of the Fire Department culture. Accountability to these initiatives covers all levels and ranks of the Fire Department from the newest employee to the Fire Chief.
Fire Department staff completed 2,200 fire safety inspections.

The Fire Prevention Bureau staff completed 810 new construction inspections, and processed 692 requests for fire plan checks.

The Fire Prevention Bureau staff also conducted 35 Origin and Cause Fire Investigations, eight of which were a joint process with the Redwood City Police Department.

The Redwood City Fire Department responded to 7,656 total calls (550 more calls than last fiscal year), and out of those calls, 5,221 were fire or medical related. Other calls included:

- All Fire Incidents: 271
- Emergency Medical Incidents: 4,950
- False Alarms: 540
- Hazardous Conditions: 356
- Other: 1,539

The call volume has increased by 7.6% since Fiscal Year 2011/12.

Average response time was 4 minutes, 46 seconds; the Department goal is to keep our response time under 5 minutes.
The Fire Department had 68 full-time equivalent employees in FY 2012/13.

Firefighters average two hours of training daily.

The Fire Department responded to more than 178 public education requests/community events and made more than 21,684 community contacts.

The eight Command Staff leaders have a combined total of 212 years in the fire service, with an average experience of 26.5 years.

The Department offers a fire cadet program enabling potential firefighters who are still in school, the opportunity to complete their Firefighter 1 certification for increased employment market-ability.

Districts 9 and 10 have the highest call volume of the entire county.

Fire Truck 9 is the busiest apparatus in the county.
Looking to the Future

The Fire Department is in the process of developing a “road map” for the future of the Department in the form of a Strategic Plan. This Strategic Plan will include the utilization of a Squad, a new Fire Station to be pursued in the context of regionalization opportunities, including expanding service into San Mateo County Station 18 area, which is located near Crestview and Edgewood Road.

Rescue Squad or “Squad” is a new response model being piloted in January 2014. District 9 is one of the busiest districts in the City, with over 70% of the calls for service being medical in nature. The creation of a Squad staffed with an Officer and a Firefighter/Paramedic to respond to emergencies is safer, more efficient and cost effective. With Engine 9 currently out of service, Squad 9 has been able to address medical calls, which make up 90% of District 9 calls. The “Squad” will free Truck 9 to address other calls, and the Department will closely analyze the utilization of this company during the pilot program.

The Department will study the possibility of a new fire station in the Emerald Hills area as a replacement to Station 12 (Jefferson and Highland), which was built in 1969 and is outdated. This study will look at a more regional view of fire service potentially combining resources with surrounding jurisdictions.
The Redwood City Public Library inspires learning through innovative and visionary programming and services – literacy programs, support for school success, access to technology, safe, inviting spaces for youth and families, and gathering places that connect the members of the community with a love of reading and learning.

Redwood City's libraries take a community-centered approach to learning with many educational, cultural, and recreational activities for all ages, incomes, and cultures, and serve as key venues for building community by promoting participation and volunteerism. This is reflected in the Library's motto: "Connecting Community through Literacy and Learning."

The Library has four core services:

1. Providing welcoming, safe, and accessible public spaces, with a high number of open hours, a customer-centered staff, a large number of books and other materials, and many weekly programs.

2. Access to computers, both wireless and on 169 public computers.

3. Delivery of services to families and youth, helping new readers and families prepare for school, and helping those in school to succeed.

4. Five Project READ literacy programs, meeting the diverse literacy needs and increasing reading levels for more than 1,000 adults, adolescents, and families.
Key Accomplishments for Fiscal Year 2012/13

The Library has retained its creative and innovative strategic focus on service to the community, allowing the Library to adjust to circumstances of the past year's budget cuts and continue to be extremely successful.

Our Library has again received the coveted "Five Star Rating" from the Library Journal Index of the Public Library Service, which is the premier public library national rating system instituted by the Library Journal. This makes the Redwood City Public Library not only the top-rated library in San Mateo County, but also the top-rated library of any size in all of California. And the Library is again the top-rated among all mid-sized and large library systems in the entire country.

Only three libraries in California achieved the Five Star Rating (and ours received the highest numerical score), which is based on per capita outcome measurements including number of items borrowed, number of visits, number and types of programs offered, attendance at activities, level of public Internet use, and other elements.

Library staff’s effort to continuously seek efficiencies, utilize volunteers, focus on core services, and identify new ways to improve and meet the changing demand for library services, has paid off again. This year, staff launched a successful foundation campaign for Project READ's Kids in Partnership program, a community partnership to raise funds for books for the Fair Oaks Library, and an increase in services and collaboration with Parks Recreation and Community Services (PRCS).

The Library was selected by the State to be a pilot site for two State initiatives – a comprehensive technology assessment and early childhood literacy programs.
Innovations Implemented this Fiscal Year

The Redwood Shores Library implemented an automated sorting system for material returns in conjunction with a self-service check-in module.

The Library continued the conversion to a new cost effective “virtual desktop” system, allowing management of all public computers via a single desktop/server. All public computers were converted to “virtual desktop” management and now staff computers are being piloted.

The Library has expanded the new model for its early literacy services that was piloted last year. Parent/baby and parent/toddler literacy development training, geared to increasing parents’ awareness of their children’s development with an emphasis on language enrichment and pre-literacy skills, is being offered multiple times throughout the week at all libraries. This approach differs from the Library’s traditional “Storytimes” in that it is an intensive weekly workshop that gives young parents (and grandparents) the tools and education to better prepare youth for school success. A foundation-funded Early Childhood Literacy Center has been planned to be built next fiscal year.

A much more modern library catalog was piloted successfully and will be fully launched in January 2014. The search functionality resembles a search function like that found on Amazon and is much more modern, and in line with what is expected by the public of a website with a large collection.

We were one of the few libraries to be awarded a much higher-speed broadband network by the California State Library.
Selected Performance Indicators

175,132 children and family contacts at 7,683 Library programs, the highest per capita participation in the state.

1,898 uses of meeting rooms by community members at the Downtown and Redwood Shores Libraries, an average of six meetings per day.

1,200 adult and youth learners were served through 117,000 volunteer hours – the highest volunteer hours of any size library in the state – with an annual reading level growth of 3.5 levels, 12.5% increase over last fiscal year.

The Library’s public computers were used 917,200 times. This usage continues to grow annually, a clear indication of the value of having the Library's computers available, with staff ready to help.

9,256 open hours annually compared to an average of 6,904 open hours of comparable regional communities with populations up to 150,000.

Traveling Storytime program volunteers, through weekly visits, interacted over 100,000 times with young emergent readers.

Redwood City continues to be one of the highest in the State for large and midsized libraries. Over 1.6 million books and movies were borrowed last year by Redwood City card holders. 55% of these were children's materials.

Redwood City ranked 2nd in the State for large and mid-sized libraries.

Redwood City ranked 1st in the State for large and midsized libraries. 96% of these programs were for youth and families.

Redwood City ranked 1st in the State for all sized libraries, higher than all libraries - even those with populations of over one million.
Department Facts & Figures

- **Budget**: $6,897,849
- **38 full-time equivalent employees.**
- **1,400 volunteers of all ages gave 131,040 hours helping deliver meaningful educational services.**
- **78,028 card holders, including 21,376 children.**
- **169 public computers with 917,200 uses.**
- **632,499 Library web page hits.**
- **Free Wi-Fi with over 300,000 uses.**
- **1,079,559 total visits.**
- **1,628,926 items borrowed.**
Looking to the Future

Enhance internal partnership opportunities and coordinate the delivery of youth services between Parks, Recreation and Community Services (PRCS) and the Library.

The library has identified four strategic initiatives this coming year:

1. **Early childhood literacy**
   - Expand intervention programs for young children and their parents
   - Build Early Childhood Literacy Center in Downtown Library

2. **Technology access and digital literacy**
   - “Bridge the digital divide” by providing more computers and trained support
   - Create Teen Digital Learning Center
   - Offer more services over the Internet

3. **Customer service**
   - Continue to reach new heights in customer satisfaction
   - Make our policies more user-friendly
   - Refine our service model to offer help at “point of need”

4. **Expanding services to the Fair Oaks community**
   - Create a community computer center with access to classes, training, etc.
   - Expand family space and program areas in the library
   - Explore opportunities for a larger combined space with community partners
The Parks, Recreation and Community Services (PRCS) Department operates and maintains the community’s public spaces in more than 30 parks and plazas, five community centers, and two swimming pools.

PRCS provides healthy living and learning opportunities to all ages and abilities, recreational and educational services through after-school programs and classes, support of economic development by attracting thousands of people to Downtown through special events, leadership opportunities for teens, and senior and human services through meal programs, transportation, information and referral assistance, and even post-emergency and shelter services.

The Department also celebrated its 75th Anniversary and was awarded with several distinctions including the “Playful City USA,” Most Family Friendly Park (Red Morton Park by Parent’s Magazine), Good Neighbor Award (presented to the Fair Oaks Community Center by the American Red Cross), the Second Harvest Food Bank’s Outstanding CalFresh Partner Award, and a “Champions for Change Award” by the Network for a Healthy California.
Creating great play and community gathering spaces is a priority for our Department and we’re proud to have completed and initiated a number of projects including: Mezes Park renovation, the Fair Oaks Field synthetic turf replacement, Linden Park restoration planning, Main Street Dog Park planning, and the Jardin de Niños Park renovation planning.

Fair Oaks Community Center staff raised over $110,000 in additional operational support and direct client assistance dollars from private and public sources for the Information and Referral Program, and leveraged $525,000 in assistance for urgent food, housing and transportation needs of Redwood City and North Fair Oaks residents. Fair Oaks Community Center also hosted a Naturalization Oath Ceremony for 20 new citizens and inaugurated a beautiful new community mural in the Fair Oaks Community Center Childcare Playground.

Through the Civic Cultural Commission, we developed and received approval for the Public Art Master Plan, and continued to provide an array of free community events in Downtown and throughout the community including the inaugural Free Shakespeare in the Park, concert series, movies, and large single-day events like the Salsa Festival, Lunar New Year, Fiestas Patrias, and Carne Asada Festival.

Through our fostering of strong community partnerships, we were able to achieve many projects with significant gains for our community. These projects include: the continued planning for a City/YMCA joint-use recreational facility, the launch of the Parks and Arts Foundation (501c3), which supports the Department’s mission and goals, production of the first-ever Veterans Memorial Senior Center adult activity/service guide, and the finalization of the Joint-Use Facilities Agreement with the Redwood City School District, which ensures that the playgrounds and fields remain open for the public to use after school hours and on the weekends.
Innovations Implemented this Fiscal Year

To address service gaps and expand advocacy of parks and programs, the Department helped launch a new non-profit organization called the "Redwood City Parks and Arts Foundation." Its purpose is to collaborate, partner, aid, promote, and advance recreation programming, park facilities, cultural activities, and events, and to provide a forum for volunteerism, financial giving, and public support for parks and programs.

The City and the Redwood City School District finalized a comprehensive Joint-Use Agreement for sharing public facilities and ensuring the availability of play spaces for our community.

To address the increasing obesity rates and poor physical fitness reports of Redwood City children (2012 “Kids Data” Report), the PRCS, through a significant three-year grant from the Sequoia Healthcare District, is partnering with the Redwood City School District and the Peninsula Covenant Community Center, to provide physical education during the school day to more than 5,000 children two days a week. New partners are working with us to make a positive difference for kids, including the Bay Area Women’s Sports Initiative (BASWI) and Stanford University Athletics Department.

In response to the need for major renovations of the Veterans Memorial Senior Center complex, and understanding the need for the Sequoia YMCA to find new land for a new center, the City and the YMCA are partnering to consider building a joint-use multi-generational facility.
The Human Services Unit at the Fair Oaks Community Center served over 2,200 households through its Information and Referral Program, including 705 households needing emergency shelter services, 553 households needing some form of housing assistance, and 497 households needing food assistance.

The Veterans Memorial Senior Center, in partnership with AARP, prepared 500 tax returns for 2012, served over 10,000 meals at the Center, provided special needs programming for 41 participants, and delivered 350 holiday gift bags to home-bound Redwood City seniors.

PRCS processed 21,970 class and camp enrollments (with 37% registering online, and a total of 76% of all registrations for youth only programs – consistent with FY 2011-2012), issued 1,083 picnic reservations (a 25% increase from the previous year), and received over 575,000 visits to the City’s five community centers.

PRCS has maintained water savings of approximately 12 million gallons annually since 2002 due to synthetic turf conversion, use of drought-tolerant plants, and the implementation of advanced irrigation control systems. Additionally, over 23% of the water used for landscaping is recycled water, and over 225 tons of green waste was recycled.

Redwood City ranked in the top 10% of all public parks systems in California for best water efficiency for landscaping by “Waterfluence,” which tracks water-use within a designated budget range over 12 month periods.

16,618 youth enrollments (5,632 individual participants ages 3-18) were processed through our program registration system in Fiscal Year 2012/13.

PRCS played a lead role in providing 20 separate sports offerings for 2,768 participants through the Youth After School Sports Program in partnership with the Police Activities League (PAL), Sheriff Activities League (SAL), and Boys and Girls Club. New programs included paddling and USTA Tennis.

In Fiscal Year 2012/13, over $2 million was generated from recreation class and program fees, more than $389,000 in facility rental fees, more than $1.5 million in grants supporting youth, seniors and those most in need, and $6,504,029 in Park Impact Fees were received from development projects.

Our childcare team made 78 technical assistance and referral contacts, including 17 parents and nine existing programs needing assistance with program, facilities, administration, and three seeking properties to lease.

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**Selected Performance Indicators**

- The Human Services Unit at the Fair Oaks Community Center served over 2,200 households through its Information and Referral Program, including 705 households needing emergency shelter services, 553 households needing some form of housing assistance, and 497 households needing food assistance.
- The Veterans Memorial Senior Center, in partnership with AARP, prepared 500 tax returns for 2012, served over 10,000 meals at the Center, provided special needs programming for 41 participants, and delivered 350 holiday gift bags to home-bound Redwood City seniors.
- PRCS processed 21,970 class and camp enrollments (with 37% registering online, and a total of 76% of all registrations for youth only programs – consistent with FY 2011-2012), issued 1,083 picnic reservations (a 25% increase from the previous year), and received over 575,000 visits to the City’s five community centers.
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**PRCS REVENUES**

- Events
- After School Fees
- Rentals
- Grants
- Program Fees
Budget: $12,272,902

74.85 full-time equivalent employees. The budget and number of full-time employees decreased from last year as a result of the transfer of the Building Maintenance Division and the Custodial Division to Public Works Services.

PRCS oversees 238 acres of parks, medians, and landscape areas including: 13 mini parks (under one acre) totaling 8.48 acres, 11 neighborhood parks (1-10 acres) totaling 26.74 acres, four community parks (over 10 acres) totaling 94.68 acres, and nine special-use parks totaling 52.50 acres.

The Department manages five community centers, two swimming pools, nine City-owned multi-use sports fields, 16 tennis courts, one gymnasium, three outdoor basketball courts, one 300 seat theater, the Downtown Courthouse Square, and coordination of all school athletic fields.

85 Downtown events were coordinated attracting nearly 150,000 people to support economic development and a strong sense of community. Downtown business sponsorships, a sharing of concession revenue, ticket sales, and private donations generate over $240,000 to support direct costs of delivering the events.
The Department will ensure that Redwood City remains a great place to live, work, and play by focusing on the following important efforts:

- Work with the newly created non-profit Redwood City Parks and Arts Foundation on advocacy and fundraising efforts.
- Complete renovations of Jardin de Niños Park, Linden Park, Main Street Dog Park, and the Red Morton Tennis Courts.
- Develop plans for the replacement of the Red Morton Park synthetic turf fields and the Red Morton Park Playground/Picnic Area.
- Finalize Letter of Approval between the City and the YMCA for a joint-use recreational facility.
- Expand the PE Plus Program through the Redwood City School District to include lunch time and recess play/movement opportunities for children, and expand the program to include more schools.
- Pilot the “SPOKES – Earn a Bike” program for 4th and 5th grade students focused on bike repair, safety, and riding to school.
- Enhance internal partnership opportunities and coordinate the delivery of youth services between PRCS and the Library.

Looking to the Future

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- Enhance internal partnership opportunities and coordinate the delivery of youth services between PRCS and the Library.
The mission of the Redwood City Police Department is to provide excellent service with integrity and respect. This is accomplished by enforcing laws and ordinances, deterring criminal behavior, and working with the community to find long-term solutions to quality-of-life issues.

The Redwood City Police Department strives to be an innovative agency in the way it provides services to the community and how it communicates with residents, businesses, and visitors. Under the leadership of Chief of Police JR Gamez, all members of the Police Department embrace collaboration with community members, City departments, and other public safety entities to keep the City safe and vibrant.
Police Department

Key Accomplishments for Fiscal Year 2012/13

- The Police Department has continued to host four annual Town Hall-style community meetings throughout the City, as well as “Coffee with the Cops,” an informal drop-in event designed to connect residents with beat officers and detectives. These meetings have become an important way for residents and police to create partnerships, and to devise strategies for addressing neighborhood concerns.

- The Department has begun the administration of the Redwood City Police Leadership Program offered to the Department’s sergeants and lieutenants. This advanced leadership program provides instruction on key managerial and leadership principles such as building high performance teams, ethical and visionary leadership, and the management of major events. This 12-month program brings recently promoted Department leaders together once each month to provide them with instruction and mentorship so that they are equipped to become outstanding leaders who are prepared to effectively lead the Department into the future.

- In a concerted effort to enhance the safety of school campuses throughout the City, the Police and Fire Departments have partnered to implement a comprehensive campus safety program designed to provide a rapid response to threats occurring at school sites. Known as the “Enhanced School Safety Plan,” the program includes preparedness training and drills for school staff, as well as public safety emergency response planning for campus emergencies. As part of the Enhanced School Safety Plan, the Adopt-a-School Program connects beat officers with schools in their areas through activities and presentations. The Department’s ongoing Truancy Abatement Program, a component of the Enhanced School Safety Plan, has received recognition from Stanford University’s John W. Gardner Center for Youth.
The Department has continued to expand its Social Media Program to provide greater outreach to all Redwood City communities.

- The well-established Video Chat, Facebook, Twitter and Nixle platforms were complemented this year by the addition of the full Spanish Language Facebook page operated entirely by Department staff. Believed to be the first-of-its-kind in California, the Spanish Language Facebook page provides timely public safety and educational information to Spanish-speaking residents.

- Through the use of Nixle, an online communication tool designed primarily for public safety organizations, the Department has continued to send out community messages regarding burglary prevention tips, wanted and captured suspects, DUI checkpoint advisories, and advisories during other significant events, such as the Woodside Road structure fires.

In April 2013, the Department launched the Student Community Advisory Network (SCAN). This program creates a weekly forum for police staff to meet with local high school students in a small group setting to listen to their ideas and concerns. The program is part of a larger effort to develop a deeper understanding of all segments of the community which the Department serves, including the youth community. It also affords police staff the opportunity to better understand youth perceptions of policing practices and concerns about the safety of their own neighborhoods.

The Department hosted four graduating classes of the nine-week Citizen Police Academy program, including two classes designed for Spanish speakers. The Department launched the 10-week Parent Project parenting course taught by members of the Police Department. This program is provided in English and Spanish and provides expert instruction to parents who wish to learn effective parenting skills. These courses focus on empowering community members, thereby enabling them to improve the quality of life for their families and in their own communities.
Gang-related violent felonies dropped 33% to just 10 documented incidents. Crime rates have increased during the fiscal year after a two-year decline, with felonious violent crimes up 32% and property crimes up 20% from the previous fiscal year (see chart page 35). A portion of these increases reflect improved reporting practices recently implemented by Department staff, as well as increased connectivity with the community as a result of recent outreach efforts, resulting in more people coming forward to report criminal incidents.

The Juvenile Specialist and the Street Crime Suppression Team detectives conducted nine gang prevention and awareness presentations and seven school violence prevention and anti-bullying awareness presentations in both English and Spanish for students, parents, school staff, and community members.

The Department was successful in mounting a campaign to finance the purchase of a tattoo removal machine from a variety of public and private donors. This program enables former gang members to become productive members of society by removing gang tattoos that jeopardize their safety and prevent them from finding employment. Those who receive this service must contribute at least 40 hours of community service and remain enrolled in school or gainfully employed.

The Department’s four Drug Abuse Resistance and Education (D.A.R.E.) officers taught 380 fifth grade students throughout Redwood City about the dangers and consequences of drug use.

Officers made 79 field contacts with truant students, issued 31 citations to, and conducted 59 home visits with, parents of chronic truants. School Resource Officers provided guidance and mentoring for “at-risk” students and worked with students, teachers, staff, and parents to create safer schools and a better learning environment.

Utilizing grant funds, the Department’s Traffic Unit conducted nine sobriety checkpoints, 17 DUI saturation patrols, and 17 special enforcement operations. 167 impaired drivers were arrested through these and other enforcement activities.

Officers Ryan Adler and Ken Kammuller received awards from Mothers Against Drunk Driving in recognition for their exceptional work and commitment during the “Avoid the 23” campaign, an annual effort designed to reduce the number of impaired drivers behind the wheel in Redwood City.
General Fund Budget: $30,689,673

The Department consists of 94 full-time sworn officers, four sworn reserve officers, three community service officers, two parking enforcement officers, 31 civilian support staff members, and twelve volunteers.

Calls for service have increased by 4,018 calls (9%) since last year to 47,865.

The Juvenile Specialist provided 90 family counseling sessions. The sessions included counseling for such diverse issues as criminal diversion, drug abuse, chronic runaways, and gang involvement.

Patrol officers mentored community youth through the SPARK program, which connected volunteer professionals with underserved youth in workplace apprenticeships. Eight police officers mentored six students during the eight-week program. Students identified a "dream job," and SPARK matched that student with a mentor doing that job. Each student spent three hours one day per week with an officer and learned what police work is all about. Officers not only had the opportunity to know and mentor the youth, but also developed positive relationships with their families.
Looking to the Future

The Department will continue to develop the Enhanced School Safety Plan and the associated threat assessment strategies as a model for the development of a County-wide protocol for all law enforcement agencies. The implementation of an anti-bullying program and a school-to-school mentoring program through the Student Community Advisory Network (SCAN) is anticipated to occur over the following year.

The Department will continue to develop multi-faceted outreach efforts that include social media communications, cultural connectivity, and a youth-based focus. A number of these programs have already been implemented and will be further developed in the coming year.

The Department has completed a structural re-organization to improve service delivery, accountability and increase efficiency. In Fiscal Year 2012/13, the Department hired nine experienced lateral police officers possessing extensive expertise in a variety of policing functions. Managerial staff has continued to develop a variety of mechanisms designed to ensure peak programmatic efficiency throughout the Department.

The Department will continue to implement fast-moving programs designed to improve the quality-of-life in communities and business districts. These programs are similar to the highly effective “Project Safe” – a program at the Sequoia Station retail mall and neighboring transit hub that was launched shortly following the conclusion of the 2012/13 fiscal year.