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Redwood City's Update of Strategic Initiatives– February 7, 2013

The City Council of Redwood City adopted its Strategic Plan in 2010. That plan contains Strategic Initiatives which are the key priorities for the City. Those initiatives are the framework for the City's short and long term objectives and work plans, and they serve to align staff work with current priorities. Each year the executive team updates Council on our progress on those initiatives in our Annual Report and in this companion document, the City's Strategic Initiatives Update.

In this document, the status of each of the operational objectives for the Strategic Initiatives is updated to reflect work performed and progress made in the last year. Some objectives are completed, while others are ongoing.

I want to thank the City Council for its continuous vision and guidance contained in the Strategic Plan, as well as the staff involved for their work in carrying out that vision.

Thank you,

A handwritten signature in black ink that reads 'Robert B. Bell'.

Robert B. Bell
City Manager

City of Redwood City, California

City Council Members

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Alicia Aguirre

Vice Mayor

Jeff Gee

Ian Bain
Rosanne Foust
Jeff Ira
Barbara Pierce
John D. Seybert

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City Manager

Robert B. Bell

City Attorney

Pamela Thompson

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Community Development.....	Bill Ekern
Finance.....	Brian Ponty
Fire Chief.....	James Skinner
Human Resources (interim).....	Leah Lockhart
Library.....	David Genesy
Parks, Recreation and Community Services.....	Chris Beth
Police Chief.....	JR Gamez



Update on Strategic Initiatives

February 7, 2013

City Council Strategic Initiatives:

- **Community Building and Communications**
- **Economic Development**
- **Government Operations**
- **Public Safety**
- **Transportation**
- **Youth**



Redwood City 2012 Awards



During 2012, City staff and departments were recognized with a variety of awards and honors, recognizing the exemplary work we do on behalf of the community. These illustrate the high regard that our City's programs and operations enjoy among the various awarding organizations. Selected awards include:

- The **Silver Level "Walk Friendly Community" Designation** recognizing our walkability initiatives and programs
- The **2012 Comprehensive Planning Award for a Small Jurisdiction** for our General Plan
- An **Award of Excellence for Downtown Events/Economic Development** for Redwood City's events and business support
- The **2012 Diamond Award** for our Parks department's work supporting the arts
- A **Certificate of Achievement for Excellence in Financial Reporting** for the City's Comprehensive Annual Financial Report
- An **Award of Excellence** for our police department's excellence in the use of social media
- A **Computerworld Premier 100 IT Leader Award** for our police department's exceptional leadership in using new technology
- A **Special Recognition Award** for the Port of Redwood City's annual PortFest special event
- And our Library has received the coveted **5-star rating** ranking it as not only the top ranked library of any size in California and San Mateo County, but actually the top rated library among all mid-sized and large libraries in the entire United States

Strategic Initiative: Community Building and Communication

Community Building and Communication

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

Strategic Goals and Supporting Objectives

Foster meaningful community engagement and participation

- Provide a revised PACT program annually for the community, and partner with PCRC to offer two-to-four neighborhood workshops or trainings annually.

Ongoing – *in 2012, the City was able to re-initiate the Partnership Academy for Community Teamwork (PACT) program, in a somewhat scaled-back version. The revised program is more efficiently coordinated, reducing the use of staff time and resources while still providing an important service.*

After a one-year hiatus, the revised program returned and was met with very positive response from the community. This program remains a key tool for engaging members of the community in meaningful conversation and interaction, offering transparency and an open channel of communication between City staff and the public.

Also in 2012, in partnership with Peninsula Conflict Resolution Center, the City hosted two neighborhood workshops – “Tools for Managing Conflict” and “Neighborhood Organizing 101.” These kinds of workshops are a valuable means of engaging community members around tools which individuals and groups can learn, in order to better and more effectively address neighborhood issues.

Strategic Goals

Build relationships and leverage community partnerships

Foster meaningful community engagement and participation

Preserve and promote our cultural, educational, economic, and recreational diversity and historic heritage

Raise public awareness through increased communications and engagement

Engage our neighborhoods as partners with the common goal of improving the community’s health, safety, and well being

Strategic Initiative: *Community Building and Communication*

Strategic Goals

Build relationships and leverage community partnerships

Foster meaningful community engagement and participation

Preserve and promote our cultural, educational, economic, and recreational diversity and historic heritage

Raise public awareness through increased communications and engagement

Engage our neighborhoods as partners with the common goal of improving the community's health, safety, and well being

Preserve and promote our cultural, educational, economic and recreational diversity and historic heritage

- Offer and support events, activities, and workshops representing the community's overall diversity in culture, education, recreation, and history.

Ongoing – *City staff continues to coordinate and support many events involving the full breadth of the City's diverse population, including concerts and culturally-themed activities, family-themed events, neighborhood workshops with PCRC, and Library activities targeting under-served communities, among many others. The Redwood City Together effort (coordinated by Redwood City 2020) is a more recent addition to the City's work in ensuring a welcoming, inclusive community, respectful of all backgrounds and heritages.*



Raise public awareness through increased communications and engagement

- Explore social networking options for communicating with the community and visitors. i.e., Twitter, Facebook, etc.

Ongoing – *the City's social media policy is set for finalization in early 2013, which will help guide staff's use of such tools. A City website rebuild, including incorporating additional communications/social network-related tools and services, is expected to enter the planning phase in 2013. The City's Technology Cohort group has received approval for implementation of a new customer relationship management tool, including a mobile application, to enhance community communication with the City.*

Strategic Initiative: Community Building and Communication

Engage our neighborhoods as partners with the common goal of improving the community's health, safety and well being

- Coordinate two-to-four neighborhood workshops, by December 2013.

Ongoing – one workshop, with content provided by PCRC, has been completed (January 2013).

Looking to the Future

As the City and the general economy continue to move beyond the recession, Community Building and Communication remain important in



educating, engaging, and maintaining positive and meaningful channels of dialog with the community. The 2013 PACT program, PCRC-led neighborhood workshops, and staff's every-day attention to community relationships and outreach promise to continue the City's efforts in that direction. Our successful work with gaining sponsorships for the

City's events also points to the level of communication and community building that we have been able to achieve, and various department's outreach via social media and new technology has helped to offer the community many new means of staying engaged with the City.



Strategic Goals

Build relationships and leverage community partnerships

Foster meaningful community engagement and participation

Preserve and promote our cultural, educational, economic, and recreational diversity and historic heritage

Raise public awareness through increased communications and engagement

Engage our neighborhoods as partners with the common goal of improving the community's health, safety, and well being

Strategic Initiative: Economic Development

Economic Development

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

Strategic Goals and Supporting Objectives

Retain and support businesses Citywide for a strong, stable, and complementary business mix

- Develop a Business Visitation Program by September 30, 2013.

Implementation – *the City hired a full-time Economic Development Manager in December 2012, who will spearhead these efforts. The Economic Development Strategy developed in July 2011 identified the need to conduct business sector focus groups, and to build and maintain good relations with businesses and business groups, and other actions. This work plan and related actions will continue as retention has been and will continue to be a top priority.*



Shutterfly.

Pursue a diversity of economic activity by enabling and facilitating good business decisions

- Develop a robust business indicator system that informs users of the key revenue sources, rates, building permit information and sales tax data by August 2012.

Completed – *the project is complete including sales tax information by segment, business district, and the identification of leading businesses. The site is also equipped with a link to available commercial properties which will inform potential businesses of where space is available to meet their expansion efforts in Redwood City. This one-stop site will be updated regularly to provide relevant and useful information to assist users with investment decisions.*

Strategic Goals

Retain and support businesses Citywide for a strong, stable, and complementary business mix

Pursue a diversity of economic activity by enabling and facilitating good business decisions

Continue downtown redevelopment

Foster a wide range of housing for all income levels

Strategic Initiative: Economic Development

Continue downtown redevelopment

- Achieve an occupancy rate of 85% within the Downtown core with a targeted rate of 90% by June 2014.

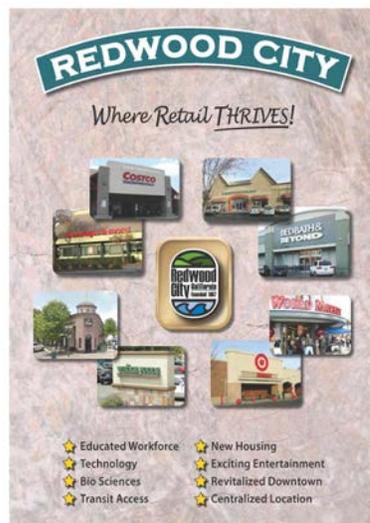
Completed/ongoing – As of February 2013 the current occupancy rate of 92% in the Downtown Core exceeds objective. *The ground-floor zoning amendment enacted in summer, 2010, affecting certain parts of Downtown, has been implemented, resulting in a decrease in ground floor vacancy. A Downtown Retail Task Force was established in May 2012. Its efforts, along with an improving market and business interest in Downtown, has attracted over five new restaurants and the Dragon Theatre within the last year.*

- Complete a focused retail marketing campaign for Downtown, by December, 2013.

Ongoing – *much progress has been made through temporary and contract staffing as well as work conducted by the Downtown Retail Task Force. Staff is currently working on finalizing industry specific marketing material, such as a Retail Attraction Flyer and other marketing/branding materials that will coincide with the City's planned overall marketing and branding campaign.*

- Develop a Shop Redwood City Program by December 2013.

Completed/ongoing – *staff will begin work to create an attractive logo and brand to market a Buy and Shop Local program. Further encouragement to shop local will also be incorporated via the website, Downtown Business Directory, at events, and through other forums.*



Strategic Goals

Retain and support businesses Citywide for a strong, stable, and complementary business mix

Pursue a diversity of economic activity by enabling and facilitating good business decisions

Continue downtown redevelopment

Foster a wide range of housing for all income levels.

Strategic Initiative: Economic Development

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Pursue a diversity of economic activity by enabling and facilitating good business decisions

Continue downtown redevelopment

Foster a wide range of housing for all income levels

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- Implement the adopted General Plan.



Conceptual rendering of housing development at 640 Veterans Blvd., currently under construction

Continuing – since the adoption of the General Plan, the City continues its implementation through amendments to the zoning code creating new zoning districts that support mixed use and transit-oriented development.

- Implement the Downtown Precise Plan.

Continuing – since the adoption of the Plan, the City has been virtually inundated with housing proposals. Nearly 1,000 units of new housing are either permitted or in the planning queue for approval within the first two years of the Plan's life.



Conceptual rendering of housing development at 201 Marshall St., currently under construction



Strategic Initiative: Economic Development

Looking to the Future

With the Economic Development function reporting to the City Manager, a renewed focus on this critical element is now in place, and a full time Economic Development Manager has been hired. Together with the General Plan and Downtown Precise Plan, the Economic Development Reorganization and Action Plan form a solid basis for a new era of smart, sustainable, and thoughtful planning, development, and economic development in Redwood City. These activities are bearing fruit with improved occupancy in our downtown and the development of attraction and retention tools for the City's Economic Development efforts.



Strategic Goals

Retain and support businesses Citywide for a strong, stable, and complementary business mix

Pursue a diversity of economic activity by enabling and facilitating good business decisions

Continue downtown redevelopment

Foster a wide range of housing for all income levels

Strategic Initiative: Government Operations

Government Operations

Strategic Goals

Lead by example by implementing and supporting climate protection and sustainability programs

Sustain efforts to maintain the City as clean, inviting, and aesthetically pleasing, throughout all segments of the community

Attract and retain a highly qualified municipal workforce

Be in a state of readiness for funding opportunities

Take a long-term approach to planning for the future of Redwood City, across all departmental issues and areas of service

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

Strategic Goals and Supporting Objectives

Lead by example by implementing and supporting climate protection and sustainability programs

- Identify several City energy efficiency improvement opportunities, utilize Energy Efficiency Community Block Grant funding to implement efficiency projects, and report back on energy savings.



Completed/ongoing –
The City's Energy Management System is using real-time measurement and display of building energy use to identify areas for energy reduction. Most recently in City Hall, two Data Center

projects were identified that will not only save energy, but reduce operational expenses by over \$6,500 a year as well. Five City facilities were assessed for energy performance, and potential retrofit and upgrade projects were identified in three of those facilities that could save the City over \$30,000 in energy and maintenance costs each year.

An LED streetlight demonstration project was installed in January using Energy Efficiency and Conservation Block Grant funds. The City replaced 26 conventional lights with LEDs, which are estimated to reduce energy consumption by 20-40%.

The City completed solar assessments of eight municipal facilities and is participating in the Regional Renewable Energy Project (R-REP) along with 19 other Bay Area agencies. This group procurement process aims at reducing solar installation costs for municipal facilities, and may include options for Power Purchase Agreements or solar leases.

Strategic Initiative: Government Operations

- Conduct the City's 2010 GHG Emissions Inventory for City operations (with assistance from San Mateo County Energy Watch and Joint Venture Silicon Valley) and update the City's Climate Action Plan.



Completed/ongoing – administrative drafts of both the City's 2010 GHG Emissions Inventory for City Operations and the updated Climate Action Plan are now complete, and the City is ready to update the community-wide GHG Emissions Inventory pending roll-out of the 2013 Energy Watch program.

The City hired an intern to better track the City's environmental initiatives and related grant funding. The intern will also move forward with conducting the City's 2010 GHG Emissions Inventory for City operations (with assistance from San Mateo County Energy Watch and Joint Venture Silicon Valley.

Sustain efforts to maintain the City as clean, inviting, and aesthetically pleasing, throughout all segments of the community

- Continue to offer opportunities for the public to be engaged in improvement, beautification, and enhancement of the community.

Completed/ongoing – the Mayor's Beautification Recognition program and the spring and fall cleanup days, largely coordinated by volunteers and enjoying participation in the hundreds, offer a key means of engaging the community in doing their part to enhance Redwood City.

The City's Downtown code enforcement officer continues working with Downtown businesses to ensure compliance with City ordinances around issues with a visual impact. A casual employee was hired and began a pilot program to focus on picking up trash and debris in the downtown during and around the lunch hour.

Strategic Goals

Lead by example by implementing and supporting climate protection and sustainability programs

Sustain efforts to maintain the City as clean, inviting, and aesthetically pleasing, throughout all segments of the community

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Be in a state of readiness for funding opportunities

Take a long-term approach to planning for the future of Redwood City, across all departmental issues and areas of service

Strategic Initiative: Government Operations

Strategic Goals

Lead by example by implementing and supporting climate protection and sustainability programs

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Attract and retain a highly qualified municipal workforce

- Become a member of and implement the Regional Training Consortium, by December 31, 2010.

Completed/ongoing - *the City became a member of the County's Regional Training and Development Consortium in late 2010, and has been an active participant since. The consortium now includes fifteen (15) member agencies with an expanded curriculum including leadership development and management skills training, among other in-demand topics. The Learning Management System has been fully implemented, allowing employees instant access to online learning and county-wide course opportunities.*

Be in a state of readiness for funding opportunities

- Establish the Citywide Task Force for Grant and Alternative Funding, by December 31, 2010. Group will research and seek out funding opportunities for specific projects; develop process to expedite grant writing and funding applications, and help make all applications extremely competitive.

Completed/ongoing – *due to staffing reductions and changes in administration, a new approach is being developed and staff is reviewing the qualifications of two grant writing firms to handle grant administration for the City.*

Take a long-term approach to planning for the future of Redwood City, across all departmental issues and areas of service

- Identify regional and shared services opportunities and develop action plans to implement priority opportunities.

Completed/ongoing – *Redwood City has entered into an agreement with the City of San Carlos and is now managing the newly-formed San Carlos Fire Department; the City participates in the Regional Training and Development consortium and online Learning Management System; the City's IT division and Fleet division continue to provide services on a pay basis to a number of other jurisdictions; the City's GIS staff is nearing completion of a paid project for the Port and is seeking additional outside projects; the City is active in a regional city managers' task force exploring the potential for shared services.*

Strategic Initiative: Government Operations

- Enhance automation to improve efficiencies.

Completed/ongoing – two payroll processing enhancements, an online staff report writing and tracking system, a pilot “virtual desktop” project at the Library, and several online tools for public self-service at the Police Department, have been implemented; implementation of the City’s Flex Net Wireless Program (remote-read water meters) as well as other automation tools at the Library continues.

Looking to the Future

The City will maintain its focus on exploring and implementing efficiencies throughout all levels and areas of the organization.

Structurally, the City will continue examining options for how to optimize the configuration of departments and divisions, to maximize efficiency of workflow and overall operation of the organization.

Operationally, the City continues to seek opportunities through automation, shared services, and other tools, and will remain an active member and take a leadership role in regional shared services initiatives and efforts.

Underway now is a project consisting of employee Cohort groups, which are inter-departmental teams of employees tasked with developing and recommending efficiencies in a variety of specific areas, including technology, budget/purchasing, and administrative services.

Strategic Goals

Lead by example by implementing and supporting climate protection and sustainability programs

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Take a long-term approach to planning for the future of Redwood City, across all departmental issues and areas of service

Strategic Initiative: Public Safety

Public Safety

Strategic Goals

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

Maintain and ensure public safety

Strategic Goals and Supporting Objectives

Maintain and ensure public safety

- Conduct 1,700 fire safety inspections by June 30, 2013.

Ongoing – the number of anticipated fire and life safety inspections that are conducted by the Fire department personnel by June 30th, 2013, is estimated at 1,000. This includes all of the State mandated inspections, as well as fire permit inspections.

Sustain disaster preparedness, including the Port

The City's Fire Prevention Bureau will continue focusing on more complicated fire code inspections of items that pose a greater risk to life, property and the community's economics. We anticipate by June 30, 2013, Fire Prevention Bureau staff will complete 700 if these inspections. Fire Code compliance was maintained without legal action as of July 1, 2012. Staff is also dealing with an increased demand for inspections related to construction, attributed to local community expansion.

Maintain gang suppression efforts

- Continue the annual campaign on fireworks safety and assist the Redwood City Police to enforce the ban of both "Safe and Sane" fireworks and dangerous fireworks during the Fourth of July.



Completed/Ongoing – the enforcement on the ban of fireworks for 2012 was a success. There were no major fires, injuries or fatalities, from the use of fireworks within the community. Public outreach prior to the holiday was expanded, and the "zero" tolerance ban played a major role. Members of the Fire Department and Police Department confiscated just less than four pounds of illegal fireworks. These fireworks were then disposed of in accordance with the State Fire Marshal's Policy and Procedures. Outreach and direct enforcement will continue in June and July, 2013.

Strategic Initiative: Public Safety

- Implement a program of installing lighted crosswalks and speed indicator lights: install one lighted crosswalk and place three speed indicator lights every two years, with the next installation to be completed by the end of 2012.

Completed/ongoing – staff installed two speed indicator signs and design is completed for one lighted crosswalk on Massachusetts Avenue at Henry Ford Elementary School in 2012.



Strategic Goals

Maintain and ensure public safety

Sustain disaster preparedness, including the Port

Maintain gang suppression efforts

Strategic Initiative: Public Safety

Strategic Goals

Maintain and ensure public safety

Sustain disaster preparedness, including the Port

Maintain gang suppression efforts

Community wide disaster preparedness

- Develop, coordinate, and implement a comprehensive school based emergency response plan to include all Redwood City Schools culminating in a field exercise involving public safety agencies, school staff and other key stakeholders.
- Conduct two table top Emergency Operation Center (EOC) exercises and one hands-on drill for all key departments by June 30, 2013.

Ongoing – in the planning stages is a multi-phase training exercise



focused on School Site Active Shooter responses. The training will include a table top and functional exercise covering a Mass Casualty Incident (MCI) response drill, with an emphasis on supporting field personnel, communications and the media. A second table-top exercise will cover a Mutual Aide Resource

request to the San Mateo Operational Area, via the new web based technology known as WEB EOC.

We will continue EOC readiness, by performing regular equipment checks, updating technology and continuing to provide emergency preparedness training opportunities for City staff. Our ability to respond to large scale incidents will be strengthened by providing preparedness training to residents and businesses within our community. Community Emergency Response Training (CERT) and “Are You Ready?” courses will be offered, to train residents on how to care for themselves and their families during a disaster. With the completion of CERT, participants may volunteer or be called upon as a resource during a disaster.

Completed – a functional hands-on Emergency Evacuation and Wildland Fire exercise, successfully tested the coordination and communication of the EOC. This exercise included participants from all City departments, along with first responders, Police, Fire and Emergency Medical Services (EMS). During the fiscal year, the EOC was opened for the visit of President Barack Obama and the December winter storms.

Strategic Initiative: Public Safety

Maintain gang suppression efforts

- Participate in 172 shifts at the San Mateo County Gang Task Force for FY 2012/2013.

Completed – the Police Department has participated in 100% of projected Gang Task Force deployments this fiscal year. The Department continues to send personnel from all levels of the organization to include officers, sergeants, and the newly created rank of Lieutenant.



The Police Department targets gang activity through the combined proactive efforts of the Street Crimes Suppression Team and Countywide Gang Task Force deployments.

Additionally, the Department's Juvenile Services detail presents Gang Prevention and Awareness classes to elementary through high school aged youth, school staff, and interested parents.

Innovative approaches to reducing gang violence include the Department's involvement in the Parent Project, a ten-week nationally acclaimed parenting education and empowerment program, taught by Police Department personnel, that provides practical skills to parents of at-risk youth.

Strategic Goals

Maintain and ensure public safety

Sustain disaster preparedness, including the Port

Maintain gang suppression efforts

Strategic Initiative: Public Safety

Strategic Goals

**Maintain and ensure
public safety**

**Sustain disaster
preparedness, including
the Port**

**Maintain gang
suppression efforts**

Looking to the future

Our public safety departments are dedicated to maintaining a safe and secure community by focusing on core services. Police and Fire are committed to a coordinated effort to expand opportunities for positive community connectivity through a timely and mutually beneficial exchange of information and ideas.

The departments will continually seek ways to partner with local and regional entities to ensure the City of Redwood City is prepared to respond in the event of a disaster. The continued efforts to curtail truancy and the presence of school resource officers in schools will help keep the students focused on their education and on becoming productive adult members of the community.

This collaborative effort will evolve through the newly developed Community Safety Awareness Program (CSAP). Some of these collaborative efforts include:

- Public Safety Awareness Meetings (Neighborhood Watch) for neighborhoods and businesses
- CERT Program
- Are You Ready? Program
- Town Hall Meetings
- Coffee with Cops
- Social Meeting Outreach and Information Campaign
- User-friendly websites focusing on effective public safety messages



Strategic Initiative: Transportation

Transportation

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

Strategic Goals and Supporting Objectives

Support and develop alternative transportation modes

- Develop a planning strategy for streetcars by June 30, 2011.

Ongoing – *this effort is on hold until other transportation planning efforts, such as the Highway 84/U.S. 101 interchange improvements, are further underway.*

Engage neighborhoods to mutually develop solutions to traffic issues

- Outline a plan and process for neighborhood engagement.

Ongoing – *staff attends neighborhood and Downtown Business Group meetings, participates in problem-solving efforts at schools facing circulation challenges, and evaluates traffic calming requests from neighborhoods.*

During this past year staff met with neighborhood groups on a variety of projects. Most significant was the public discussion regarding possible changes to Farm Hill Road to convert it, or a portion of it, from a four-lane thoroughfare to a roadway with a single lane in each direction, a central turning lane, and bicycle lanes.

Strategic Goals

Support and develop alternative transportation modes

Engage neighborhoods to mutually develop solutions to traffic issues

Promote pedestrian- and bicycle-friendly transportation options, community-wide

Participate in coordination of regional transportation issues

Strategic Initiative: Transportation

Strategic Goals

Support and develop alternative transportation modes

Engage neighborhoods to mutually develop solutions to traffic issues

Promote pedestrian- and bicycle-friendly transportation options, community-wide

Participate in coordination of regional transportation issues

Promote pedestrian- and bicycle-friendly transportation options, community-wide

- Provide bikeway facilities citywide.

Ongoing – staff continues to include bicycle facilities in design review comments, as appropriate.

- Implement Complete Streets standards and opportunities, and finalize the Complete Streets policy, to enable safe integration of bicyclists, pedestrians, transit users, and motorists into the public right-of-way.



Completed/ongoing – grant funds were received to continue implementing bicycle and pedestrian safety improvements on streets throughout the City. Design of improvements to Hudson Street between Whipple Avenue and Woodside Road are underway. New signage, bicycle signal loops, pedestrian countdown signals, and other upgrades to the street will be implemented in 2014.

Participate in coordination of regional transportation issues

- Statewide rail: continue to participate in, and report on, the High Speed Rail program.

Ongoing – current efforts relate to the planned electrification of Caltrain by 2019. Staff meets regularly with Caltrain and SamTrans staff regarding track, station, and development issues.

Strategic Initiative: Transportation

- Roadways: coordinate with the San Mateo County Transportation Authority (TA) to develop an updated range of alternatives for the Highway 101/84 interchange area (including relief of congestion of the 101 corridor area north and south of Woodside Road).

Ongoing – the City was approved for funding from the San Mateo County Transportation Authority to begin the environmental review process for improvements to the 101/84 Interchange.

A request for proposals will be issued collaboratively with the TA in February to begin the year-long public process to identify a preferred alternative.



- Ferry service: coordinate with the Port of Redwood City and the Water Emergency Transportation Authority (WETA) in the planning process for a future Redwood City ferry service.

Ongoing – WETA studies thus far indicate significantly less use of this system than hoped by project proponents. Consequently, the project is not considered a high priority by WETA and will likely languish behind other destinations. Discussions between the City and WETA are ongoing to retain Redwood City as a future ferry destination.



- Regional rail: continue participating in and assisting with the review of the Dumbarton Rail Environmental Impact Statement-Environmental Impact Report.

Ongoing – the project's environmental review continues to move forward acknowledging that the implementation of the Downtown Precise Plan will make some of the envisioned connections infeasible.

Strategic Goals

Support and develop alternative transportation modes

Engage neighborhoods to mutually develop solutions to traffic issues

Promote pedestrian- and bicycle-friendly transportation options, community-wide

Participate in coordination of regional transportation issues

Strategic Initiative: Transportation

Strategic Goals

**Support and develop
alternative
transportation modes**

**Engage
neighborhoods to
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issues**

**Promote pedestrian-
and bicycle-friendly
transportation
options, community-
wide**

**Participate in
coordination of
regional
transportation issues**

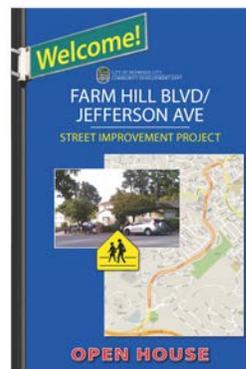
Looking to the Future

As noted earlier, the potential for a streetcar system can be better evaluated once the final design of the 101/84 interchange is identified. Additionally, development of the Stanford Precise Plan and potential redevelopment of the City's corporation yard will provide a clearer sense of opportunity and demand for such a system.

The Bay Trail project between Whipple Avenue and Bair Island Road is expected to be completed by June 30, 2012, closing a 0.5 mile gap in the Bay Trail. Improvements to the north-south bike route, including signage and bicycle detectors, will be completed. Staff will continue reviewing and analyzing Complete Streets policies of other jurisdictions, to distill the information and identify best practices most suited to Redwood City. As part of the City's resurfacing program, staff will advise Council when projects are awarded for construction, and which streets are recommended for restriping to Complete Street standards.



Staff will continue to be actively engaged with the California High Speed Rail Authority (CHSRA), attending Technical Working Group meetings with CHSRA staff. City staff will continue to update the community via the City's website as additional information becomes available. Staff will work with the Port of Redwood City and Water Emergency Transportation Authority to complete environmental documents for future Redwood City ferry service as WETA makes the documents available.



Strategic Initiative: Youth

Youth

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

Strategic Goals and Supporting Objectives

Develop and maintain programs that support youth development, education, health, and enrichment

- Use the Youth Agenda collaborative to strategically develop and deliver critical services to youth and families.

Completed/ongoing – the Youth Agenda team created a pilot family engagement program at Hoover School called the “Family Learning Evening Hours Program.” Library, PRCS, and Police services were developed with input from Redwood City 2020, Hoover Parents, and the Hoover Community School Coordinator that targeted youth and families in that neighborhood. Homework support, tutoring, computer skills, English learning programs, fitness/dance classes, nutritional support, family education and gang prevention programs are now being delivered two days a week through the remainder of the school year.

- Develop youth health and wellness outreach programs to address poor fitness scores.

Completed/ongoing – PRCS obtained a grant from the Sequoia Healthcare District and partnered with the Peninsula Covenant Community Center to serve over 5,000 children in the Redwood City School District twice a week with a program called “PE+.” Children in grades K-5 are now receiving 60 minutes of physical education programs each week on ten school sites and PE coaches are also providing recess and lunchtime fitness instruction.

Strategic Goals

Develop and maintain programs that support youth development, education, health, and enrichment

Create and nurture partnerships and collaboration that provide for critical youth services and child care

Engage youth respectfully, as an integral part of the Redwood City community



Strategic Initiative: Youth

Strategic Goals

Develop and maintain programs that support youth development, education, health, and enrichment

Create and nurture partnerships and collaboration that provide for critical youth services and child care

Engage youth respectfully, as an integral part of the Redwood City community

- Maintain and enhance Project READ services throughout the City.

Completed/ongoing – the Library continues to provide and expand Project READ services for youth and families at the Downtown and Fair Oaks libraries and at the Fair Oaks and Selby Lane schools for 500 children and parents 4 days a week. The Library Foundation committed funds to offset State budget cuts.

- Develop a Summer Reading Initiative to address 3rd grading reading deficiencies.

Completed/ongoing – the Library developed a comprehensive summer reading program to address “Summer Learning Loss,” lead by Project READ and youth staff, and funded by the Foundation and Friends of the Library. 1,000 children and parents participated. PRCS is working with the County on the Summer Learning Loss issue by serving on the Peninsula Partnership Leadership Council (PPLC) and developing reading activities within youth program offerings. Plans include working with the Library in integrating literacy activities into recreational activities.

- Gang Prevention Classes offered by the Police Department’s Juvenile Services Unit.

Completed/ongoing – the Juvenile Specialist and the Street Crimes Suppression Team (SCST) facilitated 18 gang prevention classes in English and Spanish. More than 700 residents of our community participated. Redwood City students from public and private schools were the main beneficiaries of the presentations.



Strategic Initiative: Youth

- 124 First time juvenile offenders were diverted from the criminal justice system.

Completed/ongoing – the Juvenile Detective and the Juvenile Specialist placed 72% of first time offenders on Police Diversion. Diversion’s primary goal is to work with parents and youth to help first time offenders avoid future negative interactions with the juvenile justice system. The program offers young people the unique opportunity to avoid court records as a result of a minor crime offense.

- Counseling to at risk youth and families.

Completed/ongoing – Under the supervision of the Juvenile Specialist the Police Department’s clinical social work interns provided individual and family counseling to 38 juveniles and 22 families.

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- Through the City’s Youth Agenda, develop an annual action plan fostering implementation of inter-departmental youth goals that aligns with Redwood City 2020’s strategic plan.

Completed/ongoing – the Youth Agenda Team (Library Director, PRCS Director, and Police Chief) expanded with the inclusion of representatives from Redwood City 2020, the Redwood City School District, the Peninsula Conflict Resolution Center, and our new partner, First Congregational Church, which is a funder for a new pilot program at Hoover School. Each month the team meets to review goals, identify youth program delivery efficiencies, provide feedback and direction to the Family Learning Hours program (Hoover pilot), and capitalize on new opportunities.

- Drug and Alcohol Program low level class offered to youth.

Completed/ongoing – the Juvenile Specialist and the RCPD’s interns worked in collaboration with the Freedom Center to create, implement, and facilitate a Drug and Alcohol Prevention class designed to help 7th and 8th graders.

Strategic Goals

Develop and maintain programs that support youth development, education, health, and enrichment

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Strategic Initiative: Youth

Strategic Goals

Develop and maintain programs that support youth development, education, health, and enrichment

- Code Red and Code Blue trainings offered to all schools in Redwood City.

Completed/ongoing – the Police Department continues to work closely with local schools to update and improve their campus safety procedures. A select group of officers is going to train administrators, staff, and teachers to safely and more effectively respond to potential threats of violence. The training is designed to ensure the safest environment possible for their students.

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- Expand Project READ's "Kids In Partnership" (KIP) program to address youth reading and learning deficiencies.

Completed/ongoing – the KIP "Tweens" Program involves 50 tutor trained middle school students, working with 50 elementary school students in providing critical reading programs throughout the year. This is in addition to the 100 high school students tutoring and mentoring elementary students.

- Maintain/enhance Youth and Teen leadership opportunities.

Completed/ongoing – PRCS offers "Leader In Training" programs during the summer where over 50 youth ages 13-15 take intensive training and work along Youth Development Leaders to provide camp programming and support. 350 teens volunteered in the Library's Teen Center, planning and implementing programs and services.

- Engage youth and families in the development of programs.

Completed/ongoing – the Youth Agenda Team intentionally involved families from Hoover School in the program development of the new Family Learning Hours. This helped with the success of launching and attracting youth and families to the pilot program.

- The Police Department its "At-risk Families" services by implementing the Parent Project.

Completed/ongoing – the Parent Project is a 10-16 weeks parenting skills program that addresses the most destructive of adolescent behaviors, helping parents to regain control at home. Two officers and the Juvenile Specialist received the 40 hour training and certification to teach the classes.

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Strategic Initiative: Youth



Looking to the Future

As the City's strategic efforts in addressing youth issues continues to be a priority, the above clearly shows several positive outcomes and successes directly attributed to our collaborative efforts. Specific programs will be evaluated, as they are continued, changed, or expanded. The Hoover pilot program is undergoing intense on-going program review for effectiveness, with a desired outcome of improving our families' school success, healthy lifestyles, and community safety. We are hoping this program can be replicated to more sites this coming school year. Concerted efforts to integrate reading proficiency into City youth and family activities, especially during the summer when school is out, will be addressed with an inter-departmental and agency approach.

For the first time, the success of the Youth Agenda is being realized as more and more staff from various departments work together in planning and implementing programs and services. Integrating and internalizing a culture of collaboration is becoming a new City value.

Finally, we would like to expand the scope of this initiative to include programs and services to adults in our community. It is apparent from working with Youth that it is the families who need to be engaged, and that there are so many meaningful volunteer opportunities for all adults to make a difference in a child's life. And as our community ages, addressing programs for seniors...I mean Baby Boomers...and younger high-tech workers in our community, will be a priority.

Strategic Goals

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