Redwood City’s 2012-13 Update of Strategic Initiatives
February 24, 2014

In 2010, the Redwood City City Council adopted its Strategic Plan, which identifies the City’s priorities and provides a framework for the organization’s objectives and work plans. This plan is a valuable tool for aligning the work of staff with the Council’s priorities and communicating to the community about our focus and efforts.

This report provides the annual update on the progress made in the last year on the objectives associated with each Strategic Initiative. Some objectives are completed, while others are ongoing. Taken together with the City’s Annual Report, this update describes the ways in which our services, programs, and policies come together to create good outcomes for the community.

I want to express my gratitude for the continued leadership and vision of the City Council in establishing broad policy priorities. I also extend my thanks to City staff for their ongoing dedication to accomplishing that vision.

Thank you,

Robert B. Bell
City Manager
City of Redwood City, California

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……………………………………………….. David Genesy
Parks, Recreation and Community Services…….. Chris Beth
Police Department…………………………………… JR Gamez
City Council Strategic Initiatives:

- Community Building and Communications
- Economic Development
- Government Operations
- Public Safety
- Transportation
- Youth
During 2013, 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:

- “Champions for Change Award” awarded to PRCS by the Network for a Healthy California
- Good Neighbor Award presented to the Fair Oaks Community Center by the American Red Cross
- Most Family Friendly Park, Red Morton Park by Parent’s Magazine
- Playful City USA!
- Second Harvest Food Bank’s Outstanding Cal Fresh Partner Award
- Grand Boulevard Initiative Awards for Cedar Street Apartments and The Lane on the Boulevard project
- A Certificate of Achievement for Economic Vitality from the Silicon Valley Leadership Group
- Award of Distinction from the California Peace Officers’ Association’s for the Police Department
- Award of Excellence for our Police Department’s use of social media
- Silicon Valley Leadership Group “Turning Red Tape into Red Carpet” Award for our Police Department’s social media program
- And our Library earns “Five Star” rating making it one of the top ranked Libraries in the Country!
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 biannual PACT program, partner with PCRC to offer two or more neighborhood workshops or trainings annually and design effective processes to seek community input on City projects, programs and policies.

Ongoing – In 2013, the City re-initiated a streamlined Partnership Academy for Community Teamwork (PACT) program, receiving positive response from participants. We will offer the program again in 2014.

In partnership with the Peninsula Conflict Resolution Center, the City hosted two neighborhood workshops to provide community members with an opportunity to connect with each other and learn tools to more effectively address neighborhood issues.

The City embarked on a planning process for the Inner Harbor to determine the community’s vision and the viable options for the future of this important area. To inform this vision, an advisory task force was created representing resident, user and other interests. A webpage and outreach process has kept the public informed and provided opportunities for input.

As renovation projects were initiated for Mezes and Jardin de los Niños parks, staff conducted an extensive community input process to seek feedback on park design. In the formation of the Stanford Development Agreement, outreach to community groups and project neighbors was essential in identifying a comprehensive set of community benefits that Stanford will invest in as part of the project.

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, 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. The City continues its Sister City relationships with Zhuhai, China and Colima, Mexico, with a new sister city (Ciudad Guzman, Mexico) on the horizon in late 2013.

Raise public awareness through increased communications and engagement

- Explore social networking options for communicating with the community and visitors. i.e., Twitter, Facebook, NextDoor, Nixle, etc. in addition to more traditional methods of public communication.

**Ongoing** — City Staff continued and expanded the use of social networking tools and traditional media to keep the public informed about important City news. In preparation for the implementation in FY 2013-14 of myRWC — a new mobile app and online web tool for submitting, responding to and tracking requests and connecting residents to City information – staff reviewed customer service standards and service request workflows. Following a soft launch of myRWC in late 2013, a broader launch and expansion is planned for early 2014. The City will also initiate the process for redesigning its website in 2014. In 2013, the City conducted an extensive multi-media public outreach program to communicate the benefits, construction impacts and parking alternatives associated with the new Crossing 900 downtown office/retail project.

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

- Provide workshops and other opportunities for residents to come together and work with each other and the City for the betterment of their neighborhoods.

Ongoing – Two neighborhood workshops were conducted in 2013. In addition, the Police and Fire Departments continued to hold quarterly town hall meetings, with this year’s theme being “Residents and Public Safety working in partnership to improve our neighborhoods.” The Fire Department continued to operate the Community Emergency Response Team (CERT) Program to train residents to work together and prepare for potential disaster such as earthquake, major fire, or flood.

Looking to the Future

The City will continue its strong tradition of providing the community with information and opportunities to be involved in the life of the city, using a range of outreach and engagement tools. We will reach out to stakeholders to confirm and revise the direction of our citywide Strategic Initiatives, seek the input of residents and other stakeholders in the development of a Community Benefits Program and ask for resident perspectives in the development of an updated Parks, Recreation and Community Services Department Strategic Plan. We will launch myRWC, a mobile app and online webtool for improved identification and response to service needs. We will also initiate a redesign of the City’s website to enable a greater use of online services, improved navigation, expanded content and an updated look that communicates both the rich history and exciting future of our city. We will have two study sessions in different parts of the City, one in May and another in October. The City will continue its strong partnerships with businesses and other groups in support of cultural celebrations that bring us together as a community.
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


Implementation/Ongoing – The City’s Economic Development Manager has visited over 20 Redwood City targeted businesses in the last fiscal year and has outreached to over 178 related businesses/contacts within the City and greater region. These various efforts have resulted in maintaining business relationships and retaining key businesses. The City also formally recognized its six certified Green Businesses this year to demonstrate its commitment to sustainability. This work plan and related actions will continue as retention has been and will continue to be a top priority.

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

- Continue to utilize the Economic Indicators Dashboard, Industry reports, and relationships with commercial brokers to sustain a healthy and diverse business environment.

Completed/Ongoing – Strong development interest remains in Redwood City due to the strategic decisions made by Council in previous years. Staff continues to use various tools and networking activities through the Urban Land Institute, International Council of Shopping Centers, and other organizations to facilitate further growth and expansion opportunities.

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
Continue downtown redevelopment

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

**Completed/ongoing** – As of January 2014 the current occupancy rate of 94% 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 six new restaurants, two new software companies, one real estate brokerage firm, expansion in headcount of several other businesses, and at least four new retail operations within the last year.

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

**Ongoing** – Much progress has been made in the last year through work conducted by the Downtown Retail Task Force and the Economic Development efforts to support the burgeoning boutique retail scene. Staff finalized industry specific marketing materials, such as a Retail Attraction Flyer and will be working on 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 2014.

**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

Foster a wide range of housing for all income levels

- Implement the adopted General Plan.

**Ongoing** – 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.

**Ongoing** – Since the adoption of the Plan, the City has been virtually inundated with housing proposals. Over 1,635 units of new housing are either permitted or in the planning queue for approval within the first two years of the Plan’s life, with the first units to deliver in Spring 2014 at 333 Main Street.
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. 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.

The completion of the forward-thinking Stanford in Redwood City Development Agreement will provide increased learning and development opportunities for the community’s talented workforce in the upcoming years. The business community can look forward to an exciting Speaker Series and the prospect to participate in the Entrepreneurial Boot Camp as well as other educational connections to be fostered through the partnership with Stanford in Redwood City.

The Downtown Business Owners in partnership with the City also look forward to establishing and formalizing a Community Benefits Improvement District (“CBID”) for Downtown Redwood City, which would create an opportunity to provide enhanced services for the Downtown District as it continues to grow and mature.

Strategic Initiative:
Economic Development

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**

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 – Retrofit projects at the Community Activities Building (CAB) and Police facility were identified in a municipal facilities energy efficiency assessment and are moving forward in 2014. The projects will upgrade and install new equipment to reduce energy use, saving the City an estimated $20,000-$25,000 per year.**

**Approximately 300 LED street lights were installed in 2013. Staff developed a phased implementation plan to replace over 2,600 street lights in the next two years. Phase I will replace 700 street lights in 2014 and is estimated to save the City $30,000-$50,000 per year.**

**The City, along with 19 other Bay Area agencies, is participating in the Regional Renewable Energy Project (R-REP), a solar group procurement process aimed at reducing solar installation costs for municipal facilities. Red Morton Community Center was selected as the initial site for solar installation.**

---

**Strategic Goals**

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

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

Attract and retain a highly qualified municipal workforce

Be in a state of readiness for funding opportunities

Take a long-term approach to planning for the future of Redwood City, across all departmental issues and areas of service
**Strategic Initiative:**
**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** – The 2010 GHG Emissions Inventory for City Operations is complete, and the City of Redwood City Climate Action Plan was adopted by Council in April 2013.

The 2010 citywide GHG Emissions Inventory is in progress, with assistance from San Mateo County Energy Watch through the Regionally Integrated Climate Action Planning Suite (RICAPS) process.

Staff has begun tracking performance on the City’s 15 Climate Action Plan measures and is developing data collection and reporting protocols.

**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. We continue to focus on picking up trash and debris in the downtown during and around the lunch hour. The City amended its Woodside Road maintenance agreement with Caltrans to extend the City’s work on this State highway from Cypress Street to Broadway Street, including the interchange at El Camino Real. The City completed a comprehensive set of improvements along this roadway in April 2013, including landscaping, grading, litter removal and fencing. Ongoing tree care, weed abatement and litter removal have greatly improved the appearance of this important gateway to our city.

**Strategic Goals**

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

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

**Attract and retain a highly qualified municipal workforce**

**Be in a state of readiness for funding opportunities**

**Take a long-term approach to planning for the future of Redwood City, across all departmental issues and areas of service**
**Strategic Initiative: Government Operations**

**Attract and retain a highly qualified municipal workforce**
- Continue to lead the Regional Training Consortium and expand its membership and curriculum.

*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, serving as co-leader of the governing board and working group. The consortium increased its membership from 15 to 17 local jurisdictions, strengthening this cost-effective option for addressing training needs in Redwood City and other member agencies. In FY 2012-13, the Consortium greatly expanded its online course curriculum and added a highly successful Lead Worker Academy, to complement the ongoing academies for Leadership and Front Line Supervisors.

**Be in a state of readiness for funding opportunities**
- Interviewed one grant company and was not to our satisfaction; implemented grant policy and will have new Finance Director explore other resource opportunities.

**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 expanded its agreement with the City of San Carlos to now include delivery of all fire services; the City helps lead the Regional Training and Development consortium and participates in its 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, with IT expanding its customer base in FY 2012-13; the City’s GIS staff has completed paid projects for the Port and a neighboring city; 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** – The City expanded its deployment of “virtual desktops” in the Library and other operations which has enabled more efficient and consistent software updates, streamlined desktop support and quicker deployment of new workstations. Using the same tool as the online staff report writing and tracking system, a new automated process for review and approval of contracts was implemented. The Police Department continues to expand its use of technology, including the implementation of an award winning Video Chat program. Implementation of the City’s Flex Net Wireless Program (remote-read water meters) continues as well as other automation tools at the Library. As mentioned in the discussion of community building tools, the City is also set to launch myRWC, a mobile app enabling an improved customer interface with various City services and a greater capacity for tracking service demand trends and ensuring timely response to issues.

**Looking to the Future**

The City will continue to seek opportunities for efficiencies, improved workflow and optimal structure throughout the organization. However, it will be important to ensure that we have adequate capacity – and are both stable and agile enough – to address increased and changing service demands associated with the influx of new residents, employees and visitors coming to Redwood City’s downtown. Starting in FY 2013-14, staff will initiate analysis that will enable us to anticipate and plan for these future needs.

Several strategies will be introduced to support the attraction of a City highly qualified work force, including: creating an Employee Wellness Program to promote greater health and wellbeing for all City employees; conducting a semi-annual Managers’ Forum to train, support and engage this important function in the organization; working with the Stanford Graduate School of Business to develop and implement leadership training for executive staff; and working with labor groups to develop agreements that provide competitive and financially sustainable compensation and benefits.

Existing shared service partnerships will be continued and new ones explored, including possible further regionalization of fire services and shared space and expanded services through collaboration with the County at the Fair Oaks Library. The City will also maintain its focus on environmental sustainability, updating the Climate Action Plan in FY 2013-14 and continuing to implement and track its measures.

**Strategic Goals**

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

**Public Safety**

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

**Strategic Goals and Supporting Objectives**

**Maintain and ensure public safety**

- Conduct 2,200 fire safety inspections by December 31, 2014.

**Completed/ongoing** – The number of anticipated fire and life safety inspections conducted by the Fire department personnel is estimated at 2,200. This includes all of the State-mandated inspections, as well as fire permit inspections. This is an increased volume over the prior year due to an increased demand for inspections related to construction, attributed to the local community development boom.

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, which represents approximately 700 inspections.

- 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** – Construction was completed on a lighted crosswalk on Massachusetts Avenue at Henry Ford Elementary School in 2012. The next upgrades are planned for 2014-15 on Brewster Avenue and Hudson Avenue.
Community Outreach and Education

- Conduct 175 public education presentations/community events reaching over 25,000 people.

**Completed/Ongoing** – The Fire department has built a legacy of effectively serving the citizens of Redwood City through public fire safety education presentations at the fire stations, as well as in our local schools and at community events. Through such programs as Junior Fire Academy and Special Needs Resident and Family Safety Day, the department is able to provide lifesaving information to all the members of our community. Annual participation in community events such as the American Heart Association Heart Walk, the San Mateo County Disaster Preparedness Day, Redwood City Relay for Life and National Night Out, teaches our residents CPR, home and workplace fire safety along with how to care for themselves and family members in an emergency.

The department is consistently looking at new ways to provide outreach to our community. The Fire Department held its first Fire Prevention and Safety Day as a kickoff to Fire Prevention Week. The goal of the event was to educate our community about the dangers of kitchen fires and teach local residents how to prevent these types of fires from starting in the first place. The event was a huge success and will continue on an annual basis.

![Image of Fire Prevention and Safety Day event poster]

### Strategic Goals

- **Maintain and ensure public safety**
- **Sustain disaster preparedness, including the Port**
- **Maintain gang suppression efforts**
**Strategic Initiative:**
**Public Safety**

### 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 quarterly trainings, two table top Emergency Operation Center (EOC) exercises and one hands-on drill for all key departments annually.
- Continue EOC readiness by updating technology and continuing to provide emergency preparedness training opportunities for City staff.

**Completed/Ongoing** – The Department continues to strengthen its ability to provide a coordinated disaster and emergency response, by training and conducting drills with county-wide emergency responders. A large-scale training drill addressing a county-wide mutual aid response to a mass casualty incident was conducted based on active shooter incidents that have occurred elsewhere. A second county-wide drill was conducted with community members, first responders and the Department of Public Health to simulate mass distribution of medicine in the event of a major health emergency such as Pandemic Influenza, a food or water-borne illness or the intentional release of a bio-agent.

Our ability to respond to large scale incidents will be strengthened by continuing to provide preparedness training to residents and businesses within our community. Community Emergency Response Training (CERT) and “Are You Ready?” courses will continue to 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.
Maintain Gang Suppression Efforts


**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 lieutenants.

The Police Department targets gang activity through the combined proactive efforts of the Street Crimes Suppression Team and county-wide 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 in English and Spanish by Police Department personnel, that provides practical skills to parents of at-risk youth.
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.

Service delivery models are constantly being evaluated by both departments to best serve the needs of the community in an economical and efficient manner. The Fire Department has planned to launch a “Rescue Squad” pilot program in FY 2013-14 which will respond primarily to emergency medical calls utilizing a smaller more efficient vehicle freeing up specialized equipment for larger emergencies.

The Police Department has developed and will continue to apply the collaborative Project Safe model to strategically address crime and quality of life issues affecting specific areas. First implemented in August 2013 at Sequoia Station, Project SAFE serves as a model to bring together the appropriate individuals and organizations (including mental health agencies, homeless advocacy services, business owners and other law enforcement agencies) to address community safety concerns and to devise comprehensive strategies that address crime and blight.

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. Specific plans for the coming year include a multi-phase training exercise regarding school-site active shooter response. The continued efforts to enhance connectivity between school sites and youth communities throughout the City will serve to support education and enhance safety. Programs such as Student Community Advisory Network (SCAN), Adopt-a-School and multi-lingual social media platforms allow our public safety departments to share and receive information in a timely manner. This collaborative effort between our public safety departments and the community will continue to evolve through various existing programs such as:

- Public Safety Awareness Meetings (Neighborhood Watch) for neighborhoods and businesses
- An expanded Volunteers in Policing Program
- Town Hall Meetings and Coffee with Cops
- The Citizen Police Academy Program (English and Spanish)
- User-friendly websites focusing on effective public safety messages
- CERT Program
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.

Ongoing – Using funding provided through the Stanford in Redwood City Development Agreement, initial public outreach and data gathering was begun by students from Cal Poly San Luis Obispo. This information will help determine roadway alignment and will help the City identify next steps in the development of a potential streetcar system.

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. The City completed walk ability audits at six elementary schools in FY 2012-13.

Staff continues to engage residents in discussions about Safe Routes to school and school safety. Parking, signage, and circulation issues remain high priorities of the neighborhoods surrounding and abutting schools.

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**

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. In FY 2012-13 design work was completed for the north/south bicycle route and the Brewster Avenue Bicycle Project.

- 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** – As opportunities arise with resurfacing projects, striping changes are implemented where appropriate to add sharrow designations. In FY 2012-13, 2 miles of bike lanes, 1.4 miles of bike routes and 5.5 miles of shared roadway markings were added.

**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 hired a project manager to control the initial design and public outreach efforts and begin the environmental review process. The community outreach efforts began in early 2014 and are anticipated to allow the selection of preferred alternatives for analysis during the summer of 2014, with completion of the EIR/EIS in early 2015.

- 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. That being said, Google initiated a privately-funded trial ferry service from San Francisco to the Port of Redwood City in January 2014.


**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**
Looking to the Future

The design process for the 101/84 interchange will stimulate discussion regarding development around that area. With some of the early analysis on the feasibility of a streetcar system along Broadway underway, decisions regarding its viability should accelerate over previous estimates.

Development along the City’s waterfront continues to contribute to the extension of the Bay Trail. The One Marina project on Bair Island Road will bring the Trail to Redwood Creek. The Inner Harbor Strategic Plan will likely identify a preferred route for the extension of Blomquist over Redwood Creek. The extension of Blomquist will provide improved trail access from Whipple to the Menlo Park border.

Because of the City’s commitment to Planned Development Areas (PDA), it continues to be a leader in the linking of development and transportation improvements. The City will continue to benefit from this policy direction as transportation funding is increasingly tied to these areas.
**Strategic Initiative:**
**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 is an internal collaboration and coordination between the Library, PRCS, and Police Department. Programs and services are shared and resources are leveraged to help ensure that children are safe, healthy and literate. In partnership with Redwood City 2020, the Youth Agenda team delivered the Hoover Extended Day program; supported After School Programs; ensured that all children have a Library card and access to the Library; and delivered homework support, tutoring, computer skills, English learning programs, fitness/dance classes, nutritional support, family education and gang prevention programs. Through our youth survey, we found that 76% of students feel very safe in after school programs, 61% feel more confident in school, and 52% are learning ways to give back to their community.

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

**Completed/ongoing** – Through a Sequoia Healthcare District grant, PRCS, in partnership with the Peninsula Covenant Community Center, is serving over 5,000 children in the Redwood City School District twice a week with a program called “PE+.” Children in grades K-5 continue to receive 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**

- 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 4 days a week. The number of families in need of services has continued to grow, although the number of volunteers has not kept up. Plans for an aggressive volunteer recruitment are in the works. The Library Foundation raised funds to offset State budget cuts to support the Kids in Partnership program.

- 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. 1,200 children and parents participated. Measure A funds have been secured to be used to develop a county-wide summer reading program for all libraries in 2014. The Library will also coordinate with PRCS for greater impact.

- 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 seven gang prevention and anti-bullying classes in English and Spanish. More than 400 residents of our community participated. Redwood City students from public and private schools were the main beneficiaries of the presentations.
Strategic Initiative: Youth

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

**Completed/ongoing** – The Juvenile Detective and the Juvenile Specialist placed 82% 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 63 juveniles and 48 families.

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

- 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, comprised of the Library Director, PRCS Director, Police Chief, Redwood City 2020 Executive Director, and a representative from the Peninsula Conflict Resolution Center met monthly to discuss program and service delivery strategy. In partnership with the First Congregational Church and input from Hoover parents, we developed and initiated a new pilot project called the Hoover Extended Day Program, which included youth literacy, recreation enrichment, fitness programs, parenting classes, ESL classes, and adult computer programs for the school year. A total of 60 families participated in this free program paid for by the First Congregational Church.

- 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

- 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

- 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.

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

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

**Completed/ongoing** – The Library Foundation raised funds to offset State cuts. The program increased the number of teen tutors however transportation issues have kept growth status quo. Referrals by high schools and the Redwood City School District identified at-risk youth for program inclusion.

- Maintain/enhance Youth and Teen leadership opportunities.

**Completed/ongoing** – PRCS offers “Leader In Training” programs during the summer where 72 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 involved families from Hoover School to develop the programs and services needed for the pilot of the Hoover Extended Day Program. This helped with the success of 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.
Looking to the Future

The Police Department, the Parks, Recreation and Community Services Department, and the Library Department will continue to focus on ensuring that children and families are Safe, Healthy, and Literate. This aligns with the mission of Redwood City 2020 and focuses our resources to ensure that Redwood City is a great place to live, work and play in.

Specific programs, through each of our departments, positively affect the outcome of improving our families’ school success, healthy lifestyles, and community safety. We are beginning to concentrate our efforts using an inter-departmental approach to integrate reading proficiency into all City youth and family activities, especially during the summer when school is out. We are also ensuring the access to play spaces throughout the City by the way of formalizing a joint use agreement between the City and the Redwood City School District so that school playgrounds and fields are open to the public after school hours and on the weekends. The City also invests greatly towards the renovation of playgrounds and parks each year.

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 extremely important for our work together to ensure that youth are as safe, healthy and successful as possible.

Additionally, the scope of this initiative will be enhanced 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.

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