**HOUSING**

**Recent Accomplishments**

- Adopted an inclusionary housing ordinance requiring residential development containing at least 20 units to dedicate 20% of those units as affordable to moderate, low, and very low-income households.
- Adopted renter protections requiring the offer of a one-year minimum lease terms as well as relocation assistance for qualified households displaced under specific conditions.
- Reserved 375 units for affordable housing out of the 2,500 residential units allowed within the Downtown Precise Plan.
- Dedicated City property and funding to the Arroyo Green project which will provide 117 units of senior housing at the very low income affordability level as well as an 8,000 square feet daycare center.
- Updated the City’s Density Bonus ordinance to be consistent with State requirements, which allows developers to request concessions or waivers from development regulation in exchange for providing affordable units.
- Rehabilitated and preserved over 150 affordable housing units in Redwood City, through three housing projects, including the long awaited rebuild of Hallmark Apartments (531 Woodside Road), a 72-unit affordable housing complex damaged by a fire in 2013.
- Updated the City’s Accessory Dwelling Unit (ADU) ordinance to be consistent with State requirements, resulting in the approval of 41 ADUs in 2018, compared to two ADU units approved between 2008 and 2016.
- Received a Home for All grant to sponsor a program of community conversations about affordable housing issues and developed funding criteria for the assessment of future affordable housing projects.
- Allocated $6 million of affordable housing funds to advance key housing projects which will create 297 low or very low-income level housing units.
- Supported the production of affordable and market rate housing including building 2,702 total residential units with 70 of these units affordable.

**FY 2019-20 Goals**

- Host a joint study session in summer 2019 between the Planning Commission and the Housing and Human Concerns Committee to discuss missing middle (duplexes, triplexes, and fourplexes) housing.
- Update the City’s housing webpage by July 2019 to provide better information on affordable housing resources and programs to the community.
- Develop a work plan and, by July 2019, apply for SB2 grant funding ($310,000) to provide financial/technical assistance to update City planning documents to streamline affordable housing production.
Summary of Recent Accomplishments, Goals and Ongoing Services Related to Housing,
Transportation, Children and Youth

- Apply for the County’s Home for All grant by July 2019 and consider zoning code amendments to help streamline the City’s process for installing Accessory Dwelling Units (ADU) and make it easier for residents to build ADUs and fit well into neighborhoods by summer 2019
- Amend the City’s Mixed Use Live/Work Zoning Code to allow more flexibility for residential housing developments by summer 2019
- Work with the Housing Endowment and Regional Trust (HEART) of San Mateo County on their Green and Livable Accessory Dwelling Unit Resource Program that will provide by fall 2019 free final designs and construction drawings for residents to build ADUs
- Report to the City Council by October 2019 on community input and ideas to preserve naturally affordable housing suggested at the June 2019 Rental Property Owner Engagement event
- Commence construction of 20 for purchase Habitat for Humanity affordable housing units at 612 Jefferson by fall 2019
- Commence construction of a 100% affordable housing apartment development at 353 Main (125 affordable housing units) by fall 2019
- Launch the two pilot Housing and Homelessness Innovation Team initiatives by January 2020; a Downtown Streets Team, which will hire homeless residents to help clean and beautify the city with the goal of helping people develop job skills and landing a full-time job; and the Housing Locator Assister, which will assist homeless or at-risk households to find affordable housing
- Collaborate with school districts to explore work force housing opportunities for school district and City employees by February 2020
- Draft the affordable housing 2019-2020 Annual Action Plan by April 2020, which will highlight funding for affordable housing preservation and homelessness prevention
- Develop a plan by June 2020 to increase the City’s overall effectiveness at serving homeless residents and helping them get housing
- Convene an annual meeting with affordable housing development organizations/developers to provide updates on City affordable housing policies/programs and Opportunity Zone benefits by June 2020
- Explore innovative housing solutions, including ways to create and preserve middle income and naturally affordable housing units by June 2020

Ongoing Services and Programs

- Conduct legislative analysis and advocacy on potential local, regional, and state housing policies over the course of the year
- Seek newly-available affordable housing funds from the State and from local employers over the course of the year
- Administer the City’s Community Development Block Grant (CDBG), HOME grant programs and Affordable Housing Fund
- Manage the City’s Single Family and Multi-Family Rehabilitation Loan programs
- Administer and verify below Market Rate Housing administration and annual renter eligibility
- Apply for housing grant funding (corporate, state/federal, and philanthropic)
- Conduct communication and community engagement on affordable housing initiatives
- Staff the Housing and Human Concerns Committee
- Explore and administer long-range land use and housing policy
• Oversee the City’s Housing Element creation and implementation annually
• Provide basic emergency and safety net services through the Redwood City Information and Referral Program including assessment and referral for emergency housing options for the homeless, homelessness prevention (deposit and rental assistance), utility assistance, and transportation assistance for homeless individuals
• Provide showers for the homeless at the Hoover Pool Facility on Tuesdays and Thursdays from 7am-10am as part of the Redwood City Hoover Shower Program
• Strategize outreach and engagement towards reducing chronic homelessness individuals in our community by working one by one to help these individuals end their homelessness through participating on the Redwood City Homeless Outreach Team
• Partner with non-profit service providers to offer the following services to the Redwood City community, including:
  • Community Overcoming Relationship Abuse (CORA) provides support for victims of domestic violence including emergency shelter services
  • HIP Housing Home Sharing Program works with home providers and home seekers to support shared housing
  • LifeMOVES Maple Street Shelter provides emergency shelter and housing/support services for single adult and LifeMOVES Redwood Family House provides emergency shelter and housing/support services for families with children
  • Mental Health Associates Spring Street Shelter provides emergency shelter and housing and support services for single adults with mental health diagnoses
  • Samaritan House Clinic provides free medical services including medical, dental, and vision
  • Sandwiches on Sundays provides lunch on Sundays, 11 a.m.-12:30 p.m.
  • Star Vista Your House Youth provides an emergency shelter for youth, Star Vista DayBreak Shelter provides transitional housing for youth, and Star Vista First Chance offers an alcohol and drug drop off center accessed by the police department for drunk in public, drunk driving, and drug influence
TRANSPORTATION

Recent Accomplishments

- Completed Alameda De Las Pulgas Sidewalk improvements
- Constructed Middlefield/Woodside Road pedestrian enhancements
- Began the construction on the Middlefield Utility Undergrounding Project
- Completed the Hudson Street Bicycle and Pedestrian Improvement Project
- Completed the Kennedy Safe Routes to School project
- Completed Safe Routes to School Project at six Redwood City School District schools
- Approved design of the Hopkins Avenue Traffic Calming Pilot Project
- Launched an interim Peninsula Bikeway route; a north-south bicycle route through Redwood City as an initiative of the Manager’s Mobility Partnership

FY 2019-2020 Goals

- Address challenges community members are experiencing due to the Redwood City School District’s consolidation of elementary school sites. Goals include contract with a Safe Routes to School consultant to update walking and biking maps, and support creation of biking school buses; implement additional traffic enforcement for four weeks at the start of the 2019-20 school year; and, increase citywide communications to help residents across the City prepare for new transportation patterns around schools in August 2019
- Enhance bicycle routes to Stanford in Redwood City by June 2019
- Kick off the Roosevelt Traffic Calming project and present design options for community input by October 2019 and preferred design alternatives in early 2020
- Increasing parking enforcement staffing by two positions (for a total of 4 positions) by fall 2019 to address additional neighborhood parking and Downtown parking needs
- Reclassify two existing parking enforcement officer positions to expand their duties related to abandoned vehicle abatement and traffic safety duties in support of the Traffic Unit by fall 2019
- Construct the Hopkins Avenue Neighborhood Traffic Calming Pilot Project by July 2019
- Advance the City’s roadway pavement management program with microsurfacing, paving, and striping on various streets including Alameda de las Pulgas, Marine Parkway, Vera Avenue, and Whipple by August 2019
- Develop a Transportation Demand Management policy by summer 2019
- Draft a bike share/emerging mobility ordinance by summer 2019, and by December 2019 present for City Council consideration
- Construct the Stanford Neighborhood Street Enhancements Project by October 2019
- Complete Marshall Street Pedestrian Enhancement Project by October 2019
• Complete construction of the US Highway 101 Pedestrian Undercrossing between Bair Island Road and Main Street providing an important pedestrian and bicycle connection from the neighborhoods east of Highway 101 to the downtown area by December 2019

• Develop and adopt new transportation significance criteria for environmental review by December 2019

• Complete the Street Car and Transit Center Study by December 2019

• Design the Jefferson and Cleveland Intersection Safety Improvement Project by end of 2019 and complete construction by summer 2020

• Complete traffic improvements at Jefferson and Middlefield by early 2020

• Advance design of the Whipple Grade Separation project and develop conceptual grade separation alternatives by early 2020

• Complete Winslow Streets Pedestrian Enhancement Project by April 2020

• Make significant pedestrian and bicycle improvements Downtown, including the permanent closure of Theatre Way to automobile traffic by spring of 2020

• Advance innovative wayfinding for Downtown parking by spring 2020

• Complete Middlefield Road Bicycle and Pedestrian Improvements by June 2020

• Explore funding options to advance the Blomquist Bridge extension project by June 2020

• Begin outreach to develop a Transportation Demand Management Association by June 2020

• Complete design of US Highway 101/84 Interchange Project by summer 2020

• Design Redwood Avenue curb and gutter improvements by July 2020

• Support traffic signal improvements at Bay and 5th, Bay and Douglas, Blomquist and Maple, Main and Bradford, and Main and Woodside Road on-ramps by July 2021

**Ongoing Services and Programs**

• Continue implementation of the Citywide Transportation Plan, RWCmoves ongoing throughout the fiscal year

• Continue implementation of the El Camino Real Corridor Plan ongoing throughout the year

• Partner with the County on the San Mateo 101 Express Lanes Project ongoing throughout the year

• Coordinate with regional partners to further key transportation projects including the Redwood City Ferry Terminal Project, the Dumbarton Transportation Project, Caltrain Electrification and Modernization Project, and the High Speed Rail Project ongoing throughout the year

• Install accessible curb ramps ongoing throughout the year
CHILDREN & YOUTH

Recent Accomplishments

- Offered ongoing programs and events to support youth and teens citywide at community centers, school sites, parks, and Downtown
- Supported 10,091 unduplicated youth and teen participants in 52 programs directly served by Parks staff
- Enrolled over 6,000 youth and teens in fee based programs contracted out to specialized providers
- Supported 900 children at seven after school programs sites (Ford, Hawes, Fair Oaks, Kennedy, Gill, Selby Lane, Sandpiper) and serve 60 youth per day at the Youth Center at Red Morton Community Center
- Supported 60 middle school students through the GRIND program, a six week course for youth designing, creating, building and skating on their own custom skateboard
- Provided the SPOKES program, a bike and safety program to 60- 5th and 6th grade student youth a year
- Offered the Mobile Recreation summer program a fun, outdoors program for youth ages six and older to expose youth to new activities and skills learning
- Operated Little Learners (3-5 year olds) and Tiny Tikes (2-3 year olds) Childcare programs at Red Morton Community Center
- Offered after school sports programs in collaboration with the Sheriff's Activities League, the Boys and Girls Club of the Peninsula and supported by the Redwood City Police Activities League, serving approximately 2,500 youth each year through soccer, flag football, volleyball, and basketball
- Prepared teens ages 13-15 for future employment through training, hands-on experience, problem-solving skills and more through the summer Leaders in Training program
- Managed the 20 member middle school focused Youth Advisory Board to create new programs for youth and provide volunteerism and leadership to members
- Managed the 24 member high school focused Teen Advisory Board to create new programs for teens and provide volunteerism and leadership to members
- Registered on average 20,000 youth in classes and camps on an annual basis
- Provided athletic field space at parks and schools for over 10,000 youth each year
- Hosted youth focused special events including Kidchella, Music in the Park, Almost Mother’s Day Concert, Movies on the Square, STEAMFest, Zoppe Circus, and Putt’n Around Mini-golf
- Connected 300 child care providers and parents by hosting an annual Child Care Preview Night
- Continued to partner with law enforcement agencies to provide storytimes by officers and other positive opportunities for youth to interact with officers at libraries
Continued to offer a robust selection of children’s and family programs focused on education, empowerment, and encouragement, and deliver more of the Library’s signature programs, like Early Learners and Little Learners, in Spanish

Continued to support intergenerational literacy needs in the community through Project READ’s Adult Literacy Program, Families for Literacy Program, Families in Partnership Program, Kids in Partnership Program, and the Family Literacy Instructional Center

Continued to deliver a diverse set of programs and activities at the Fair Oaks branch that respond to the needs of community members of all ages, especially with regard to early literacy

Continued to expand the Science, Technology, Engineering, Arts, and Math program opportunities for children in English and Spanish, as well as the technology courses offered through the Downtown Library Teen Digital Lab

**FY 2019-2020 Goals**

- Address challenges community members are experiencing due to the Redwood City School District’s consolidation of elementary school sites. Goals include increase City afterschool programming and offer scholarships for afterschool care for families who previously received reduced-cost afterschool care at Hawes School by the beginning of the school year in August 2019
- Advocate through 2019 for AB452, in collaboration with State leaders, which would create a “Child Care Facilities Grant Fund”
- Invest in parks and library infrastructure to expand Redwood City’s spaces for children including Hoover Park Turf Project by August 2019, Magical Bridge Playground by December 2019, and temporary pop-up activities like Putt’n Around Mini-golf throughout the year
- Partner with Pacific Library Partnership and local school districts to ensure that Student Success library cards are issued to every student by the end of the 2019-20 school year
- Continue to offer Human Library programs, and explore the possibility of a Human Library program for pre-teens and teens in the fall of 2019. Invite “human books” to deliver Library storytimes starting in 2020
- Increase participants in the annual Summer Learning Challenge from 15,000 to 16,000 in 2019, and strive for a 50% completion rate for registered participants by September 2019
- Implement Adulting 101: Essential Skills for Life After High School program, including topics such as career planning and work readiness, financial savvy, kitchen basics and easy recipes, personal well-being and home management, and community and volunteerism by October 2019
- Support low income residents and vulnerable communities by completing an equity audit of Library policies and procedures by December 2019
- Launch new library programs and activities for seniors, veterans, LGBTQ+ residents, people of color, people with disabilities, and opportunity youth (those aged 16-24 who are not currently in school or employed), and work directly with these populations in the development of new programs and library collections that meet their needs by December 2019
- Partner with About-Face to deliver empowerment workshops for teen girls by December 2019
- Install the Pirate Ship art installation/imaginative play area at the Redwood Shores Branch Library by December 2019
- Explore options to provide programming similar to social service office hours, specifically for teens at the Downtown Library beginning in 2020
Summary of Recent Accomplishments, Goals and Ongoing Services Related to Housing, Transportation, Children and Youth

- Explore a temporary pop up teen center in the Downtown by Spring of 2020
- Create a new makerspace/technology lab for people of all ages at the Downtown Library by April 2020
- Increase by 20% the Library’s program offering wireless hot spots and mobile devices for home use by circulating 1200 devices by June 2020
- Advance the conceptual plan for updating Roselli Garden as part of the Downtown Parks initiative by summer 2020
- Continue to expand the Science, Technology, Engineering, Arts, and Math program opportunities for children in English and Spanish, as well as the technology courses offered through the Downtown Library Teen Digital Lab by June 2020
- Conduct a Teen Citizen Police Academy by June 2020
- Conduct a Junior Fire Academy to support teen exposure to the fire service in 2020

Ongoing Services and Programs

- Address the child care availability gap within the community through sharing ongoing information and offering referral services for child care providers; working with developers and corporations on providing child care services; linking parents to child care providers; developing policies for the further development for child care infrastructure funding
- Create Pop-Up Teen Events through a collaboration with the Library Department and Parks, Recreation and Community Services Department throughout the year
- Increase the regular programs and activities for children at the three neighborhood branch libraries by hiring a dedicated children’s librarian for neighborhood branch services by the end of summer 2019
- Explore opportunities to expand partnerships with school districts; Boys and Girls Club; Casa Circulo Cultural; Police Activities League and other youth service providers; and Redwood City Parks, Recreation, and Community Services ongoing throughout the year
- Partner with community organizations to provide library support to vulnerable members of the community through Social Service Office Hours and other programming on an ongoing basis
- Offer events for adults and/or teens on topics such as housing, transportation safety (traffic and pedestrian), mental health, suicide prevention, human trafficking, and online safety on an ongoing basis
- Continue to partner with law enforcement agencies to provide storytimes by officers and other positive opportunities for youth to interact with officers at libraries on an ongoing basis
- Continue to offer a robust selection of children’s and family programs focused on the 3 Es: Education, Empowerment, and Encouragement, and deliver more of the Library’s signature programs, like Early Learners and Little Learners, in Spanish on an ongoing basis
- Continue to support intergenerational literacy needs in the community through Project READ’s Adult Literacy Program, Families for Literacy Program, Families in Partnership Program, Kids in Partnership Program, and the Family Literacy Instructional Center on an ongoing basis
- Continue to deliver a diverse set of programs and activities at the Fair Oaks branch that respond to the needs of community members of all ages, especially with regard to early literacy on an ongoing basis
- Work in partnership with existing multicultural community groups, provide programs and activities for youth, families, and adults to authentically reflect cultural perspectives in celebrating our diverse cultures and holidays on an ongoing basis
• Introduce youth ages 12-16 to local nonprofit organizations to develop a culture of volunteerism and earn community service hours through “Things That Matter Camp”
<table>
<thead>
<tr>
<th>Department</th>
<th>Efficiencies, Innovations, and Partnerships/Shared Services</th>
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<tbody>
<tr>
<td>Administrative</td>
<td>Implementing OpenGov online platform to streamline the budget development process and increase transparency and community engagement</td>
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<td>Implementing an online platform to allow for registration and payment of business licenses and Transient Occupancy Taxes</td>
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<td>Discontinuing providing volunteer service as fiscal agent to the San Mateo County Training and Development Consortium, which allows Human Resources staff to devote more time to internal operations and projects</td>
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<td>Changing Revenue Services customer service hours to 8:00 a.m. - 4:30 p.m. and telephone hours from 8:00 a.m. to 4:45 p.m. to achieve more efficient end-of-day reconciliation. Payments can still be made 24-7 through the City’s website and Interactive Voice Response system</td>
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<td>Migrating the Interactive Voice Response (IVR) system for the payment of utility bills over the phone from an outside provider to a more cost effective internal solution</td>
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<td>Implementing a new revenue contract for the Finance Division to provide accounting and financial services to the South Bayside Waste Management Authority</td>
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<td></td>
<td>Implementing a new revenue contract for the Finance Division to provide accounting and financial services to the Fire Net Six Joint Powers Association</td>
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<td>Partnering with Amazon Business in order to simplify the purchasing process and allow employees to take advantage of the wide selection and competitive prices of the Amazon marketplace</td>
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<tr>
<td>City Clerk</td>
<td>Adding capacity and reorganizing staffing to increase customer service and better serve the City Council, community members and City Departments</td>
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<td>Automating the annual Statement of Economic Interest form collection process</td>
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<td>Automating Public Records Act Requests to more accurately and efficiently manage the process of responding to the requests</td>
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<td>Shifting recruitment of Council –appointed seats on Boards, Commissions, and Committees to odd years</td>
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<td></td>
<td>Analyzing off-site records retention options and costs</td>
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<tr>
<td>City Attorney</td>
<td>Providing internal staff training on agreement templates, to reduce staff time spent reviewing agreements</td>
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<tr>
<td>City Manager</td>
<td>Enhancing coordination between the City Clerk’s Office and City Manager’s Office to improve the customer experience, including City Manager’s Office staff accepting claims at the front desk and receiving all phone calls for the main City Clerk office number</td>
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<tr>
<td>City Manager Continued</td>
<td>Developing new check-in procedures, including use of technology, for visitors to City Hall. This will both enhance security and provide more information on the most common transactions at City Hall, to further help staff develop more efficient customer service approaches in the future</td>
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<td>Reducing staff time spent at Neighborhood Association meetings in an effort to address other City Council priorities</td>
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<td>Reducing staff time and increasing customer service by linking the City’s customer management software (myRWC) to the Building Division’s existing software</td>
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<td>Reducing duplication of staffing by shifting the administrative support for the Pride and Beautification Committee from the City Manager’s Office to the Public Works Services Department</td>
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<td>Contracting with an outside agency to perform Below Market Rate housing program administration to free up staff time to work on higher-priority housing activities</td>
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<td>Reducing the number of printers assigned to individuals and setting double sided printing as the default in the City Manager’s Office; exploring opportunities to reduce printing costs citywide</td>
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<tr>
<td>Community Development and Transportation</td>
<td>Reorganizing Housing services and shifting staffing to the City Manager's Office to more closely monitor and address this City Council priority</td>
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<td>Consolidating administrative services within the Department to reduce costs</td>
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<td>Participating in local efforts to streamline processes and develop new tools to promote the development of Accessory Dwelling Units</td>
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<td>Converting department documents to electronic formats to increase accessibility and reduce paper file maintenance costs</td>
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<tr>
<td>Fire</td>
<td>Purchasing and implementing a new electronic fire inspection database to more efficiently manage and track inspections</td>
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<td>Continuing implementation of a new, consistent, department schedule rotation for all employees to strengthen coverage and to save supervisory time spent creating schedules</td>
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<td>Reducing staffing coverage for the Downtown Library computer lab (due to usage declines of 55% over the last four years) as well as created a new Makerspace, which will be more heavily used by the community</td>
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<tr>
<td>Library</td>
<td>Expanding the use of vendors for cataloging/processing new library materials to save staff time</td>
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<td>Reducing print magazine subscriptions and the associated staff processing time as physical magazine circulation decreases and more titles are available through online resources</td>
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<tr>
<td></td>
<td>Reducing staff time spent at larger events in an effort to address other Library service priorities</td>
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</table>
### Library Continued
- Eliminating the staff-intensive (and more expensive) Link Plus interlibrary loan service and replacing this system with a faster and more cost-effective ZipBooks service

### Parks, Recreation, and Community Services
- Increasing staff capacity by implementing a reorganization and creating three new coordinators to focus on youth and adult class program development, marketing, teen programs and services, and senior and inclusion programs and services
- Creating a department work team focused on improved marketing and communications of programs in order to increase participant enrollments
- Delivering revenue-generating services to other cities through the Special Events Division providing equipment and services for their special events
- Using programmable electronic sign boards at each community center to advertise programs and services
- Reducing staff maintenance and water consumption by converting grass and other high water volume landscape medians to drought tolerant native species of planting materials

### Police
- Reducing staff time required to manually enter citation and other data by increasing the inventory of electronic citation devices to make them available to all parking enforcement officers, traffic officers, and police officers
- Reducing staff time spent marking vehicles in timed parking zones by exploring the use of new Automated License Plate Reader Technology
- Streamlining the special events permit process to reduce staff time and increase customer service by making modifications to the permit process and the City Ordinance regarding street closures and special events
- Exploring the use of a web based cannabis permit approval program to help reduce the amount of staff time spent on processing applications and issuing permit

### Public Works
- Reducing the number of Cross Connection shut-off notices issued to customers and streamlining procedures, freeing up 10 percent of a fulltime position to focus on other priorities
- Continuing to enhance workflows in the Computerized Maintenance Management System (CMMS) to save staff time and improve the accuracy of claims processing reporting
- Managing the Tenant Improvement Projects citywide to ensure cost effectiveness, maintain compliance with Building Code requirements and other City standards
- Studying the feasibility of converting bi-monthly residential sewer bills managed in-house to an annual billing method. Sewer charges would be included on the property tax bills sent by the County, securing timely payments and saving City staff time spent on billing and collection
Introduction

On April 10, 2019, the City hosted a Community Budget Workshop from 7:00 p.m. to 9:00 p.m. at the Veterans Memorial Senior Center. Twenty-five attendees participated in two separate breakout and prioritizing sessions that focused on potential new revenue sources, and innovations, efficiencies and cost reductions the City could explore. Attendees reported out their ideas and, at the end of the evening, used dots to prioritize their top choices among all the collective ideas heard.

Main themes regarding innovations, efficiencies and cost reductions included:
- Exploring other shared services with non-profits and other agencies
- Contracting out for services to save costs, and providing contract services to other agencies to generate more revenue
- Managing the City’s utility costs by shifting to an all-electric vehicle fleet and furthering solar projects

Main themes regarding potential revenue sources included:
- Using City property to generate revenue
- Tapping into the businesses community to increase revenue through potential new taxes (business taxes/head tax/vacancy tax) and other community benefits
- Increasing the business occupancy rates

This document contains further details on the ideas received, including the top priorities generated from the breakout sessions (two dots or more), and questions from attendees.

BREAK OUT SESSION 1: What operational innovations, efficiencies, or cost reductions should the City explore?

TOP THEMES HEARD DURING THIS BREAKOUT SESSION

Continue exploring other shared services with non-profits and other agencies
Continue contracting out for services to save costs, and provide contract services to generate more revenue
Manage the City’s utility costs by shifting to an all-electric fleet and further solar projects

Top Priorities from Prioritization Session and Other Input

- Partnering with nonprofits, other agencies to increase services (Sequoia village), IT (Google, etc.), County (10 dots)
- Revisit competitive bidding for City projects (4 dots)
- Increase shared services (3 dots)
- Endowment rooms/buildings (naming rights)- (2 dots)
- Look at whether big projects need to be done at all/cost efficiencies (VMSC remodel versus new construction)- (2 dots)
- New CalPers Plan with higher retiree age (2 dots)
- Contracting out services
- Explore a full electric fleet
- Use budget surplus to invest in solar, explore effect of solar on Utility Users’ Tax
- Lump sum retirement payments to payoff retirees
- Increase industry involvement (not only for money)
- Neighborhood Beautification Volunteer Program
• Study water/sewer rates (raised during a time of low inflation)
• Preventative approach to reduce lawsuits (Docktown)
• Look at department consolidations, reduce redundancies between departments
• Spend less on consultants
• Maintain facilities so they don’t become more expensive in the future
• Deputize residents to issue tickets
• Give prison labor real workforce work
• Is there any recourse for cities for CalPers getting it wrong?
• Better civic behavior so we need fewer Police/Fire
• Reduce Council Member benefits
• Explore overtime reductions/alternatives
• Reduce Council Members from 7 to 5
• Cap maximum salaries for top tiered employees
• OPEB- Evaluate Family Plan versus Single plan

BREAKOUT SESSION 2: What ideas do you have about potential new revenue sources for the City?

TOP THEMES HEARD DURING THIS BREAKOUT SESSION

Evaluate using City property to generate revenue

Interest in tapping into businesses to increase revenue through potential taxes (business tax/head tax/vacancy tax) and other community benefits

Increase the business occupancy rates

Top Priorities from Prioritization Session and Other Input

• Invest in affordable housing, convert “bad properties” into assets (6 dots)
• Increase efforts to attract businesses to occupy unleased spaces (4 dots)
• Retail vacancy tax (3 yellow)
• Community benefit agreements with businesses/developers (2 dots)
• Proposition 13 reform (2 dots)
• Downtown hotel
• Revisit business tax per employee (employer head tax)
• Business license tax on residential rentals based on rent amounts
• More shared services / that produce revenue for our services
• Increase commercial development fees
• Increase tax on startup businesses
• Increase rent for YMCA (or negotiate better deals for future projects)
• Increase parking rates downtown or charge later into evening
• Raise Transient Occupancy Tax
• Local share from state tax on online sales
• Parking permits (for a fee) for multiple vehicles on street
• Robot or driverless car tax
• Raise development fees (for profit + not for profit -> Stanford) to fund schools, partner with school district to request funds
• Entertainment tax (Movies, Theater, etc.)
• Congestion fee
• More Downtown events to generate new revenue
• Marijuana dispensary near Senior Center
• Decrease small business license fee to attract more businesses
• Pay for parking in residential neighborhoods
• Cannabis taxes and sales
• Get out of fossil fuel investments, which keep going down
• County seat- Can Redwood City get bigger piece of tax pie? (or some other compensation?)
• Electric sign board (billboard) like City of San Carlos- Partner with CalTrain

ATTENDEE QUESTIONS

• How is the City anticipating growth of Downtown development and the water supply needed to support new residents and employers?
• What is the average percent of property taxes that comes to the City?
• What bucket does pensions costs come from?
• What percent of the 60% goes to pensions?
• Does Redwood City lead its own investments and is the pension system our own, or is it a part of a bigger pension system?
• Pensions are increasing by $19 million in 5 years. How many officers are we losing to retirement over that timeframe?
• When you talk about paying down pensions, what does that mean?
• Is the increase in pensions due to people retiring faster or are people living longer?
• Does CalPERS send the City a bill? How do they make their pension assumptions?
• What are the impacts of development and impact fees in Redwood City?
• I am concerned with the increasing costs of owning a business in Redwood City and car dealerships moving because of these financial challenges. What is the City doing to retain car dealerships in the community?
• What is the loss in City revenue from a car dealership leaving the City versus the City revenue of gaining a new housing project?