

Jeff Gee, Mayor
Lissette Espinoza-Garnica, Vice Mayor
Alicia C. Aguirre, Council Member
Kaia Eakin, Council Member
Diane Howard, Council Member
Elmer Martinez Saballos, Council Member
Chris Sturken, Council Member



MEETING LOCATION
NOTE CHANGE IN LOCATION:
CAÑADA COLLEGE
4200 Farmhill Blvd.
Building 1, Room 214
Redwood City, CA 94063

Virtual via Zoom:
redwoodcity.zoom.us
Meeting ID: **994 8182 5639**

CITY COUNCIL SPECIAL MEETING
AGENDA WORKSHOP
Saturday, February 11, 2023
9:00 AM

Please turn off all electronic devices before the start of the meeting to prevent disruptions

CONSISTENT WITH GOVERNMENT CODE SECTION 54953, THIS MEETING WILL BE HELD BOTH IN PERSON AND VIRTUALLY. To maximize public safety while still maintaining transparency and public access, while the primary meeting takes place at the Redwood City meeting location, City Councilmembers and members of the public may attend in person at the Redwood City meeting location, at the teleconference location, or by Zoom or phone.

PARTICIPATE IN THE MEETING REMOTELY: To join the meeting via Zoom, visit redwoodcity.zoom.us, select "Join" and enter **Meeting ID 994 8182 5639**.

PUBLIC COMMENT: In-person speakers will be called first, followed by any virtual attendees.

To provide public comment via Zoom, visit redwoodcity.zoom.us, select "Join" and enter **Meeting ID 994 8182 5639**. Use the "Raise Hand" feature to request to speak. You may rename your profile if you wish to remain anonymous.

For dial-in comments, call *67 (669) 900-6833 (your phone number will appear on the live broadcast if *67 is not dialed prior to the phone number), enter **Meeting ID 994 8182 5639** and press *9 to request to speak.

All public comments are subject to a 2-minute time limit unless otherwise determined by the Mayor
If you wish to submit written public comment, please send an email to the City Council at council@redwoodcity.org. Please indicate the corresponding agenda item number in the subject line of your email. Any public comment regarding agenda items that are received from the publication of the agenda through the meeting date will be made part of the meeting record, but will not be read during the Council meeting.

AGENDA MATERIALS:

City Council agenda materials, released less than 72 hours prior to the meeting, are available to the public at the City Clerk's Office, 1017 Middlefield Road and Redwood City Library, 1044 Middlefield Road, Redwood City, CA 94063, in a public binder at each City Council meeting, and on the City's website at www.redwoodcity.org.

AMERICANS WITH DISABILITIES ACT:

The City Council will provide materials in appropriate alternative formats to comply with the Americans with Disabilities Act. Please send a written request to Pamela Aguilar, City Clerk, at 1017 Middlefield Road, Redwood City, CA 94063 or e-mail address paguilar@redwoodcity.org including your name, address, phone number and brief description of the requested materials and preferred alternative format or auxiliary aid or service at least 24 hours before the meeting.

- 1. CALL TO ORDER**
- 2. ROLL CALL**
- 3. WELCOME REMARKS BY MAYOR GEE**
- 4. PUBLIC COMMENT**
 - 4.A. All public comment will be taken at this time on items on the agenda, and items not on the agenda.**
- 5. DISCUSSION OF CITY COUNCIL GROUP NORMS TO SUPPORT EFFECTIVE WORKING RELATIONSHIPS**
 - 5.A. Discussion of City Council group norms to support effective working relationships**
- 6. STRATEGIC PLANNING AND CITY COUNCIL PRIORITIES**
 - 6.A. Strategic Planning and City Council Priorities**
- 7. ADJOURNMENT - The next City Council meeting is scheduled for February 13, 2023**



Redwood City Council Norms

Council to Council:

1. Demonstrate mutual respect by actively listening, learning, and keeping an open mind.
2. Encourage healthy debates and discussions, disagree respectfully, and seek outcomes for the greater good.
3. Give others the benefit of the doubt; assume positive intent; vote and move on.

Council/Appointees:

1. Respect boundaries between policy and operations; Council focus on “what” not “how.”
2. Direct requests to the City Manager, City Attorney, or City Clerk.
3. Be open-minded and realistic.
4. Avoid surprises.

Council to Media and Public:

1. Check with staff for facts before responding.
2. Don't feel pressured to respond. Instead, say you will follow up and get back to them.
3. Allow Mayor and Vice Mayor to respond on behalf of the City
4. Be clear when you are offering your personal opinion, not speaking on behalf of the Council.

City Council Offsite Meeting

February 11,
2023



6.A. - Page 2 of 73 City Manager's Crystal Ball for 2023





Foster Effective Council Governance and Organizational Success

Foster Effective Council Governance and Organizational Success

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- Numerous briefings and tours for new City Councilmembers
- City Council discussion of priorities at offsite meetings in February and August



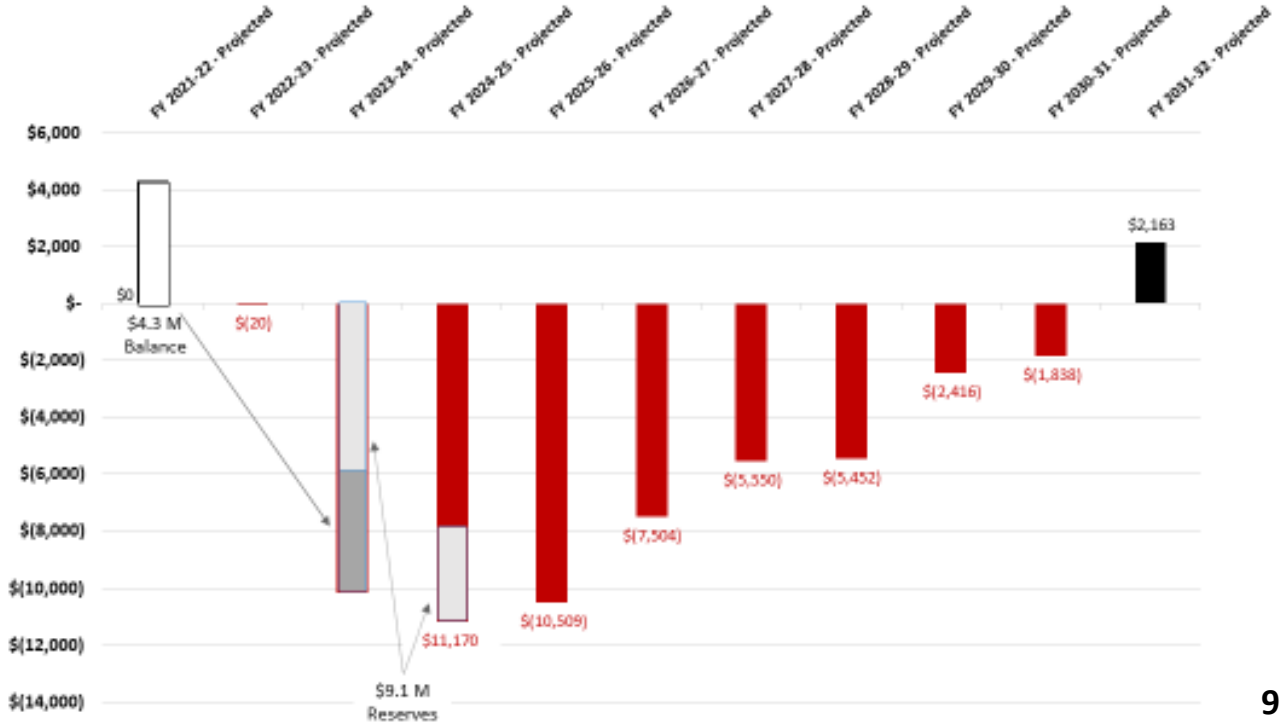
***Resolve Structural Deficits
to Sustain Quality Services
and Infrastructure***

Resolve Structural Deficits to Sustain Quality Services and Infrastructure

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Projected General Fund Net Operating Position - Moderate Recession FY 2023-24
With Use of Designated Reserves
(in thousands)



Resolve Structural Deficits to Sustain Quality Services and Infrastructure

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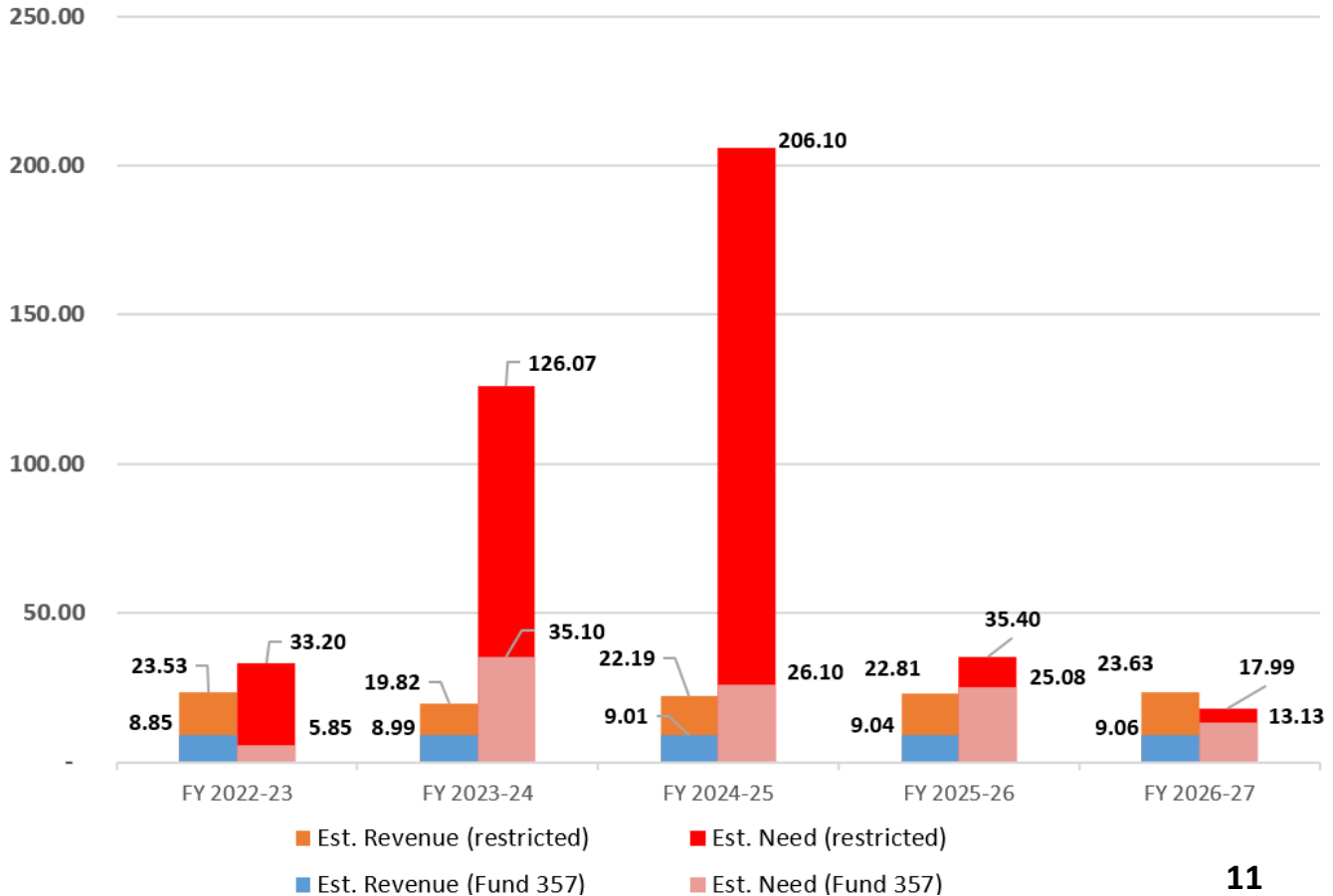


- Reimagine services
 - Fire and Police studies, April 2023
- Identify new revenues
 - Finance and Audit Sub-Committee to present recommendations on revenue generation, November 2023

Five-Year CIP

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Cost vs. Funding: \$360 Million Shortfall





Drive City Council Priorities and Strategic Plan



Vision

A community where people of all backgrounds and income levels can thrive.

Mission

Building a welcoming Redwood City through collaboration, responsiveness and excellence.

Strategic Priorities

Housing

Transportation

Children and Youth



Guiding Principles

Aesthetics, Communication and Community Building, Economic Vitality, Excellence in Government Operations, Healthy Community for All Ages, Housing, Public Safety, Sustainability, Transportation

Foundational Guiding Principle: Equity

Redwood City will put equity first, urging a collective restart so that policies serve the entire community.



FY2022-23 SMART Goals

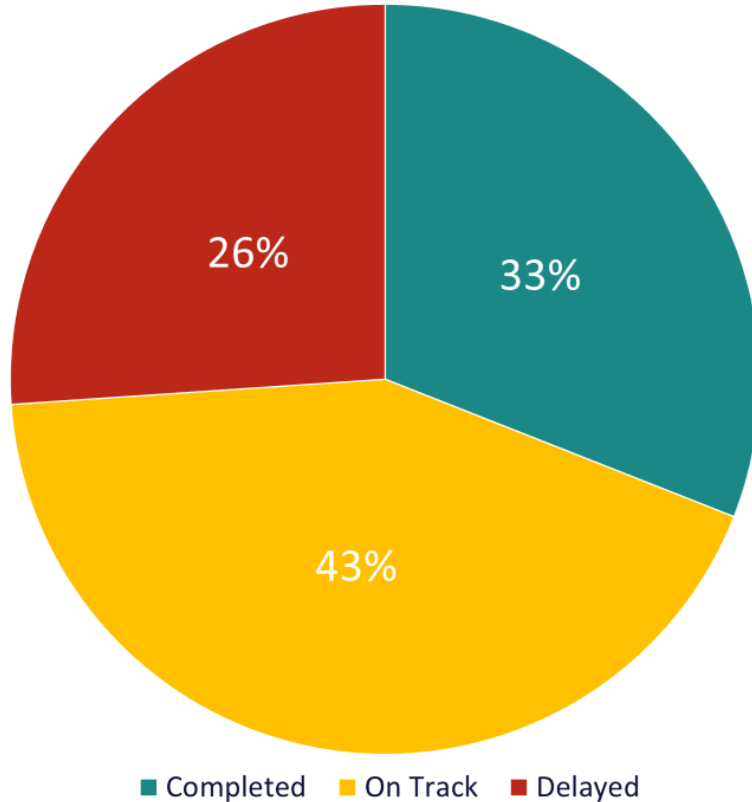
Specific, Measurable, Achievable, Realistic, Timely (SMART) Goals

- As part of budget process, all departments set SMART goals in alignment with the Strategic Plan
- Does not include all work each department is working on

Factors Affecting Progress

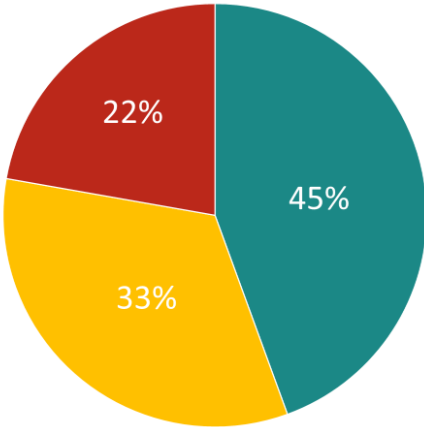
- Emergencies/new competing priorities
- Constrained resources (funding or people)
- Evolving circumstances (bidding market, other partners)

FY2022-23 SMART Goals - Combined

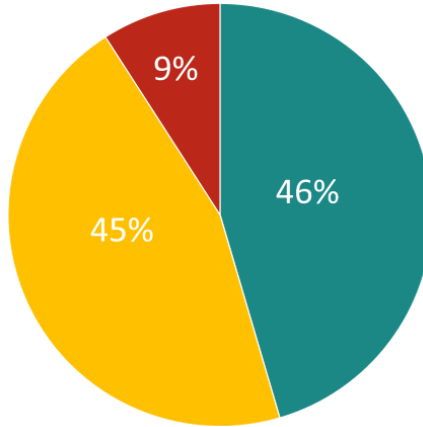




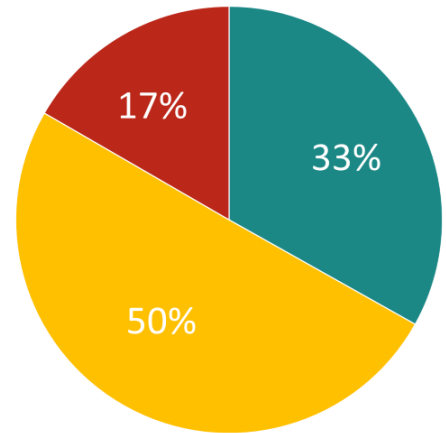
Housing



Transportation



Children and Youth



■ Completed ■ On Track ■ Delayed



Enable High Performance in Community Development and Transportation Department



- Consider staffing recommendations before and after external organizational review
- Consider recommendations for prioritizing Planning and Engineering and Transportation initiatives



***Address Continued
High Demand
for Development***

Address Continued High Demand for Development

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Community Development & Transportation Department Major Initiatives

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Jan	Apri	July	Oct	Jan	Apri	July	Oct	Jan	Apri	July	Oct
2022	Q2	Q3	Q4	2023	Q2	Q3	Q4	2024	Q2	Q3	Q4

Beyond
d 2024

Long Range Planning

Gatekeeper Projects

Current Projects with Policy Changes

Current Projects

Post Entitlements

Anticipated Development Projects

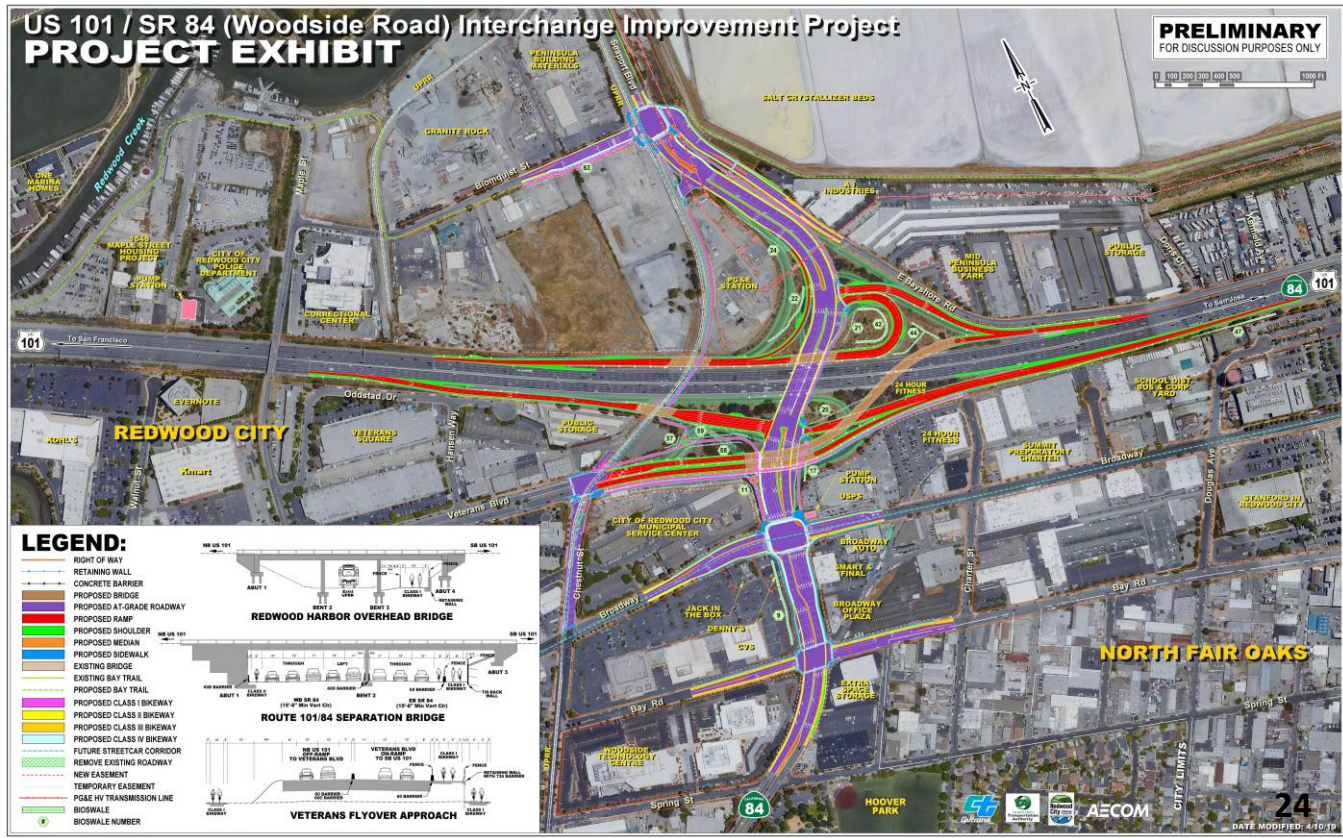
Engineering & Transportation Major Initiatives



Advance Major Long Term Transportation Initiatives

Advance Major Long Term Transportation Initiatives

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Advance Major Long Term Transportation Initiatives

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Support Climate Adaptation, Disaster Prevention and Preparation

Support Climate Adaptation, Disaster Prevention and Preparation

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Expect the Unexpected!

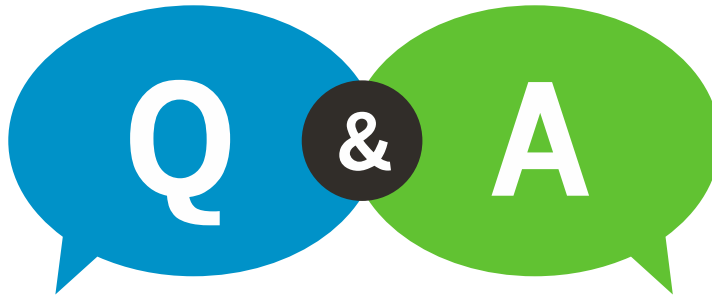
Expect the Unexpected!



Crystal Ball Predictions



1. Foster Effective Council Governance And Organizational Success
2. Resolve Structural Deficits to Sustain Quality Services And Infrastructure
3. Drive City Council Priorities and Strategic Plan
4. Enable High Performance In Community Development and Transportation Department
5. Address Continued High Demand for Development
6. Advance Major Long Term Transportation Initiatives
7. Support Climate Adaptation, Disaster Prevention and Preparation
8. Expect the Unexpected!




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GOALS

BICYCLE/PEDESTRIAN SAFETY AND VISION ZERO
 Create an action plan to implement Vision Zero strategies (zero fatalities or serious injuries involving road traffic)




.....

SUSTAINABILITY-ZERO EMISSION TRIPS
 Create policies and infrastructure to support zero emission trips



.....

REGIONAL MOBILITY
 Ensure Redwood City is considered in all strategic regional transportation initiatives



GOALS

PRESERVE...
 existing affordable housing



.....

PROTECT...
 housing options for low and middle income residents



.....

PRODUCE...
 housing to meet Regional Housing Needs Assessment (RHNA) goals for moderate, low and very low income residents



.....

PARTNER...
 on housing opportunities for unique populations



GOALS

PRODUCTION...
 Increase the number and affordability of child care spaces



.....

AMENITIES & PROGRAMS
 Increase opportunities for family entertainment, family-friendly businesses and youth activities



.....

YOUTH ENGAGEMENT...
 Increase opportunities for youth to provide meaningful input



GOALS

EQUITY IS A PRIORITY
 Establish equity as an operational priority



.....

SUPPORT INCLUSION
 Support inclusion, belonging, and equity-related professional development for staff



.....

ENGAGE STAKEHOLDERS
 Proactively engage, listen to, and adapt with community stakeholders

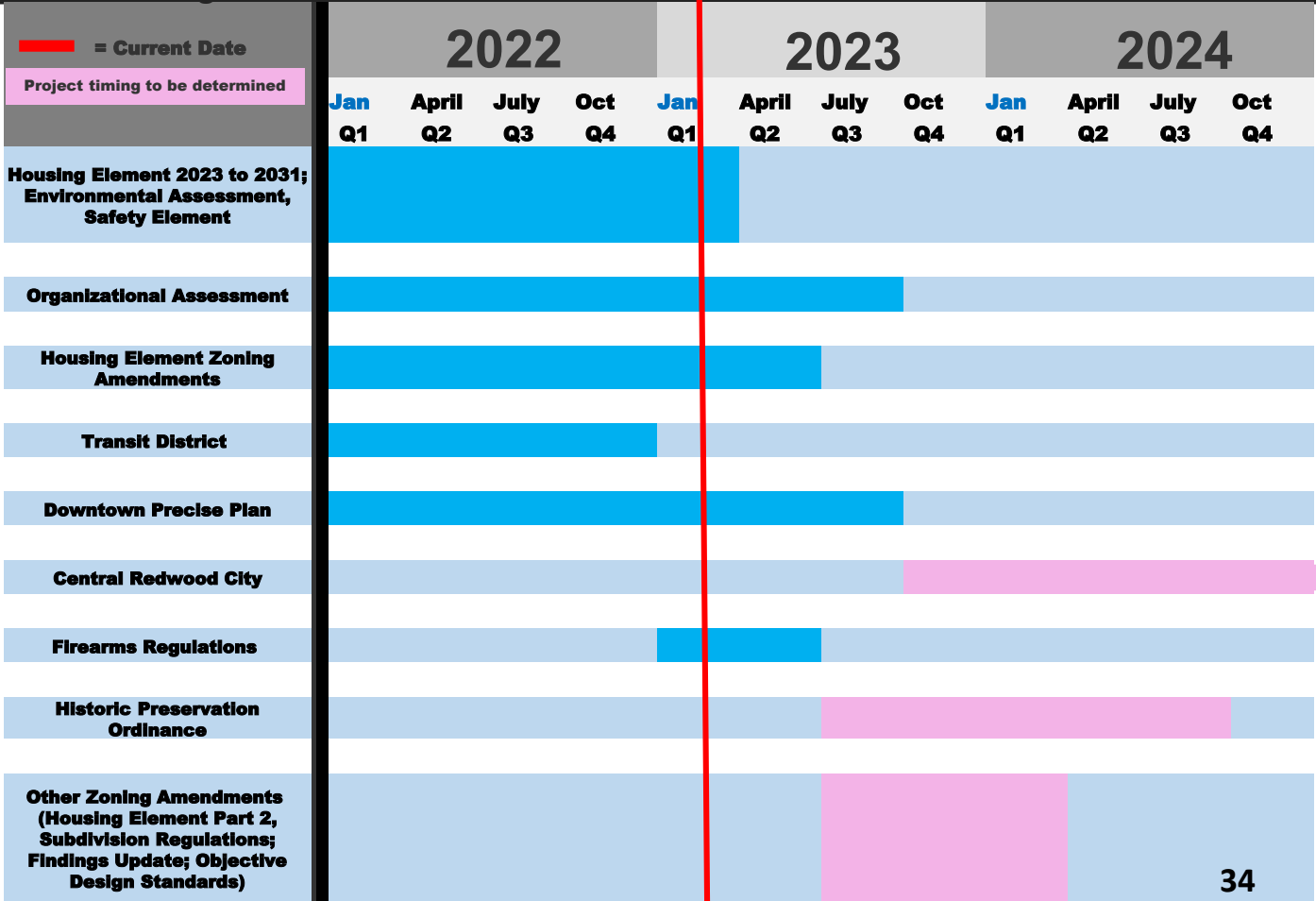




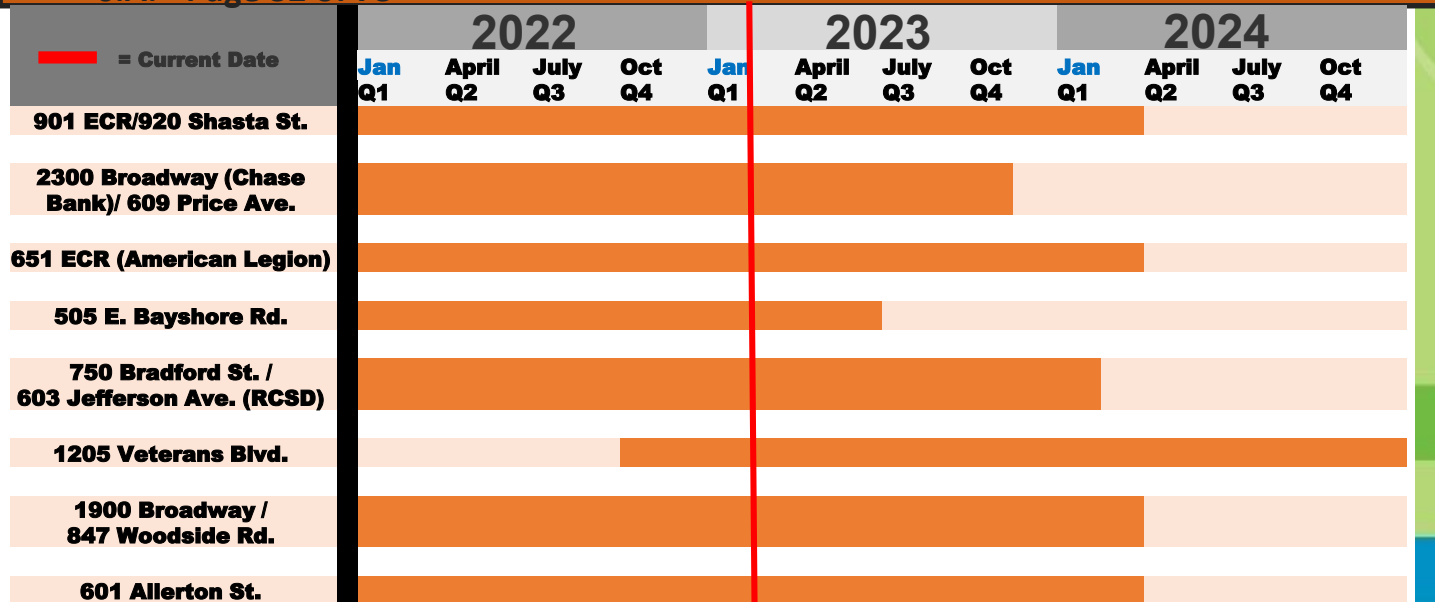
IMPLEMENTATION TIMELINE

FY 22-23				FY 23-24				FY 24-25				FY 25-26	
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
#6 Mobile Home Rezoning													
#2 Housing Preservation Fund													
#1 Tenant Protection Ordinance Amendments													
						#3 HEART Model							
										#7 Mobile Home Ordinance			
										#8 Mobile Home Needs Assessment			
Ongoing/Variable Items													
#4 Lincoln Avenue Capital Preservation Model													
#5 Community Land Trusts (Variable)													

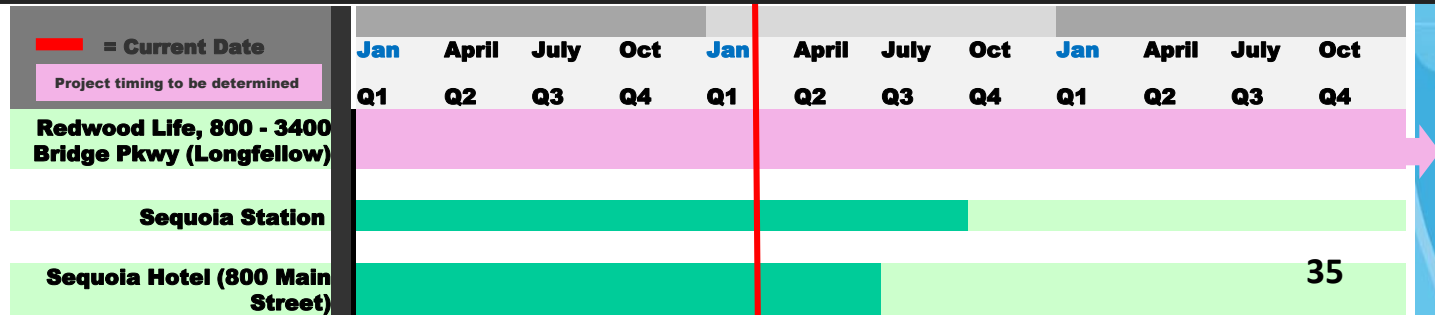
Long Range Planning



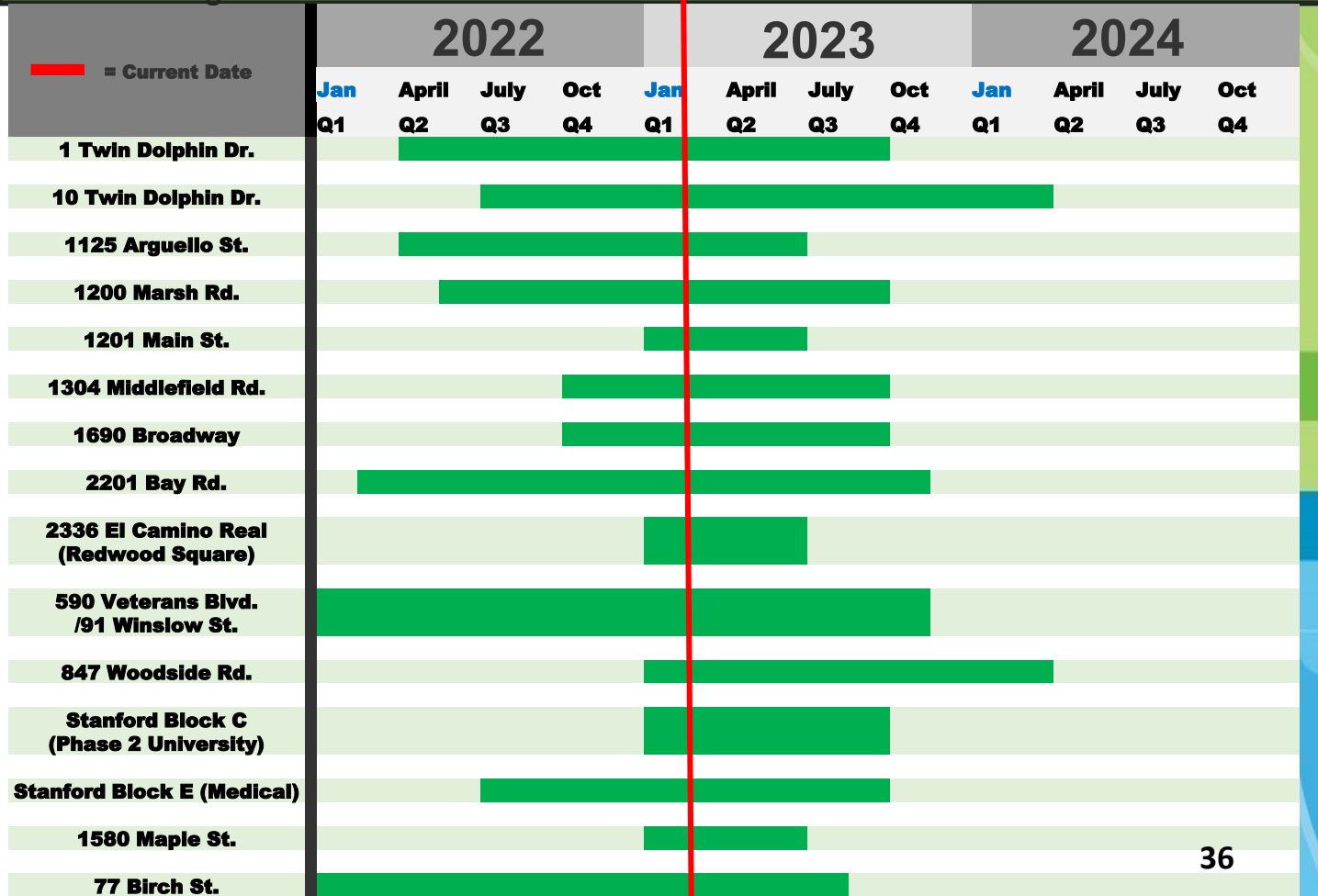
Gatekeeper Projects



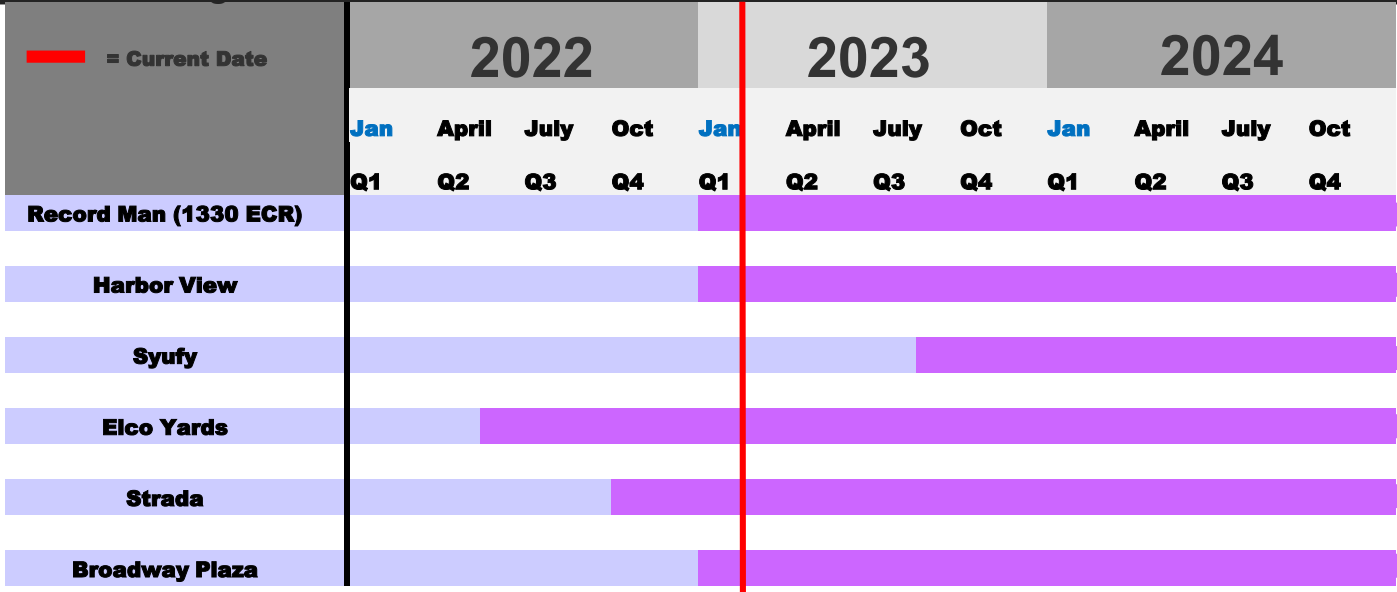
Current Projects with Policy Changes



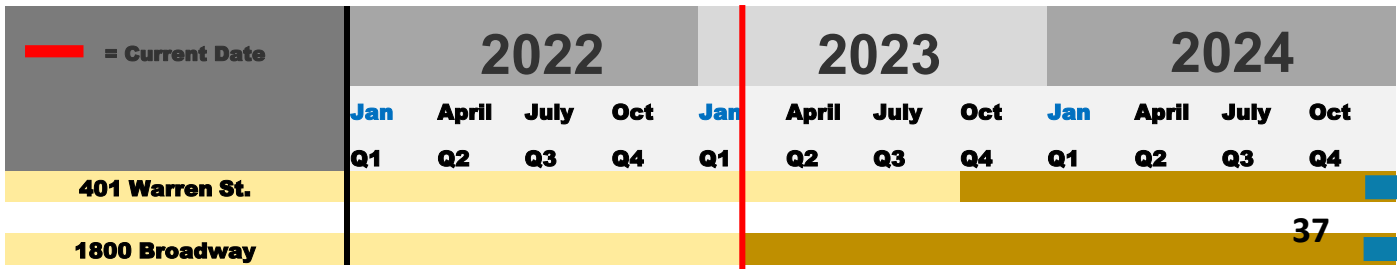
Current Projects



Post Entitlements

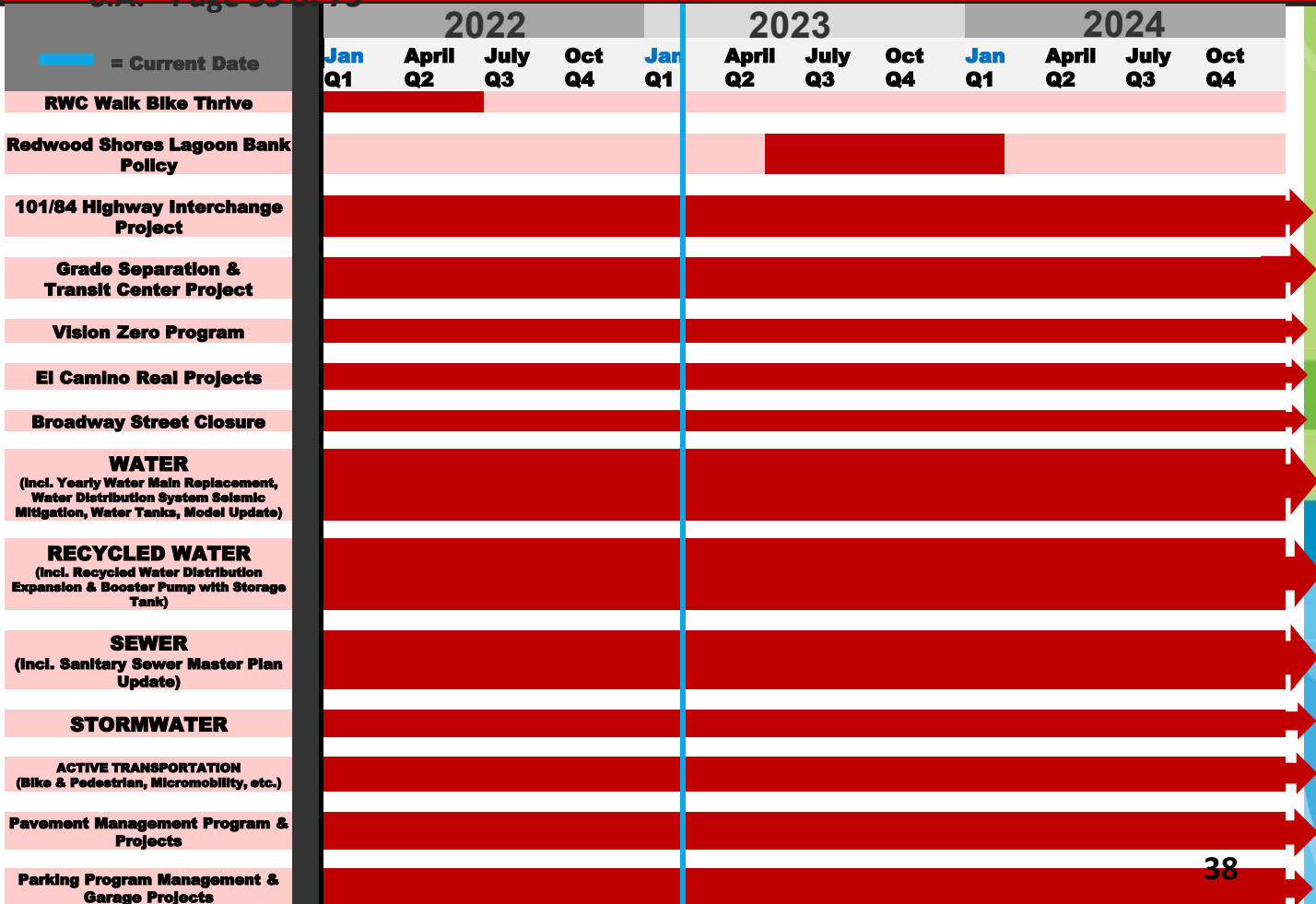


Anticipated Development Projects



Engineering & Transportation Major Initiatives

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**FISCAL YEAR 2022-23 GOALS
ORGANIZED BY GUIDING PRINCIPLES
*MID-YEAR UPDATE***

(Draft February 7, 2023)





AESTHETICS

Support a safe and clean and attractive environment.

Goals	Quantifiable Measure of Progress (0%, 25%, 50%, 75%, 100%)	Update
Installation of the Racial Equity Mural by end of September 2022 (PRCS)	100%	Mural has been completed (December 2022)
Complete a tree inventory audit and update the City’s tree ordinance by June 2023 (PWS)	5%	Staff is in the process of identifying opportunities to secure outside funding to assist with costs associated with conducting a tree inventory and tree ordinance update. Staff anticipates applying for at least one major grant opportunity being offered by the State in late winter 2022-23.
Through community engagement, collaboration, and internal consideration, reimagine the current sidewalk repair program with an equity lens to ensure that the program is accessible to all and complete 3,000 sidewalk repairs by June 2023 (the timeline for this goal was extended an additional fiscal year in order to incorporate feedback received from the City Council Equity and Social Justice Sub-Committee) (PWS)	85%	Staff is working on final revisions of the updated plan to be written into policy in 2023.
Develop recommendation for new 1% for Public Art Ordinance for residential development projects for at least 30 units or more (with no fee requirements for affordable housing units) in FY 2023-24 (multi-year goal) (PRCS)	Multi-Year - 25%	Staff has paused this process until the City Council receives a report on total recommended fee updates from all departments to consider full costs of development projects
Evaluate and perform maintenance, such as tree trimming or removal, on City-owned trees (multi-year goal) (PWS)	Multi-Year - 25%	Staff continues to perform maintenance and evaluation of City-owned trees on an on-going basis.



COMMUNITY BUILDING AND COMMUNICATION

Build community through information sharing, transparency, dialogue, and community engagement.

Goals	Quantifiable Measure of Progress (0%, 25%, 50%, 75%, 100%)	Update
Complete Foundational Equity Training for 60% of City staff by August 2022 (CMO)	17%	Completed training for approximately 10% of City staff before adjusting rollout strategy to focus on departments rather than individuals. Training rollout under new strategy began January 2023.
Conduct at least twelve Redwood City Public Library (RCPL) Listens community conversations and listening sessions to identify community aspirations that will create the foundation for updated Library Service Priorities for the period from 2022-2027 during summer 2022 (LIB)	100%	Sixteen RCPL Listens sessions completed, with 190 attendees. Revised Library Service Priorities will be reviewed by Library Board in March.
Develop a programming policy to ensure that library activities reflect and support the City’s adopted list of annual acknowledgements, recognitions, and celebrations designed to encourage reflection on the contributions and experiences of the residents of our diverse city by September 2022 (LIB)	100%	Policy was completed in summer 2022 and implemented starting in September.
Complete phase I (administrative area improvements) and phase II (paint, kitchen and classroom 7 upgrades) of the Community Development Block Grant (CDBG)-funded Fair Oaks Community Center improvement project by June 2023 (CMO)	50%	FOCC improvement project Phase I (administrative offices) is complete and Phase II (classroom 7 and exterior paint) expected to be complete by June 2023;

Goals	Quantifiable Measure of Progress (0%, 25%, 50%, 75%, 100%)	Update
Conduct at least 350 Library Makerspace programs and events, including collaborative efforts with community partners, by June 2023 (LIB)	100%	From July-December 2022, the Makerspace held 309 programs (including 42 bilingual or Spanish language) attended by 3795 individuals and featuring numerous partnerships
Adopt and implement the Central Redwood City Plan (multi-year goal) (CDT)	Multi-Year - 0%	Due to staffing transitions and other priorities (Gatekeeper projects and Firearms regulations), this work has not begun.
Support programs and initiatives in support of the City's COVID-19 Response Strategy – Respond, Restore and Reimagine (ongoing) (CMO)	Ongoing	Continue to implement the City Council's COVID-19 recovery strategy
Strengthen relationships throughout the community by engaging intentionally with existing partners and by building new connections that allow the City to better hear community members in areas that have been historically and currently marginalized (ongoing) (CMO)	Ongoing	Successful partnerships with Redwood City Together, PAL, Casa Circulo, etc. to reach our Spanish speaking residents.



COMMUNITY FOR ALL AGES

Create conditions that enable all residents to live the healthiest life possible.

Goals	Quantifiable Measure of Progress (0%, 25%, 50%, 75%, 100%)	Update
Initiate the Bayfront Park community engagement project by July 2022 and develop initial master plan by summer 2023 (PRCS)	25%	Staff determined that a Health Risk Assessment (HRA) would need to be performed at the proposed site prior to the initiation of any public engagement. The HRA is expected to take up to 6 months to complete.
Provide a robust Library Summer Learning Challenge program to keep thousands of children and teens reading over summer 2022 (LIB)	100%	9,347 children and teens participated in the Summer Learning Challenge
Pilot “Empower Card” initiative with San Mateo County Libraries to expand equitable access to all online library resources for students, regardless of where they reside, during the first semester of the 2022-23 school year (LIB)	100%	Over 7,000 new cards were issued, and the Library is working with school districts on annual updates to issue cards to new/transfer students
Complete Hawes Field Synthetic Turf Replacement Project by October 2022 (PRCS)	25%	The design for the Hawes Park field renovation was completed in early 2022 but all bids for construction was rejected due to higher costs than the engineer’s estimate. Staff will package the Hawes Field renovation and the Fair Oaks Field renovation projects into one construction bid package for economy-of-scale cost savings strategy. Fair Oaks Field (see below) is under Department of State Architect (DSA) review due to the

Goals	Quantifiable Measure of Progress (0%, 25%, 50%, 75%, 100%)	Update
		field lighting improvement component as part of the scope of work. Staff is expecting review and DSA approval by June 2023.
Complete the Dolphin Park Playground renovation project by December 2022 (PRCS)	75%	Dolphin Park Playground construction is expected to begin in February 2023. The project should take up to 90 days to complete.
Increase After School Program spaces by 10% for vulnerable populations by January 2023 (PRCS)	0%	Due to the challenge of hiring staff, unable to increase enrollment.
Increase youth recreation activities by 20% in North Fair Oaks and Redwood Shores for greater youth access by spring 2023 (PRCS)	100%	3 events have been planned to serve pre- school, youth and teens in Spring 2023
Initiate the Garrett Park renovation project community engagement by May 2023 (PRCS)	25%	Hired a project manager and working with the City Attorney’s Office and Community Development and Transportation Department on what reports are necessary to have in place prior to launch of community engagement. The initial analysis shows that property assessment and title work may be needed. This work may delay the start of community engagement until at least the end of 2023.

Goals	Quantifiable Measure of Progress (0%, 25%, 50%, 75%, 100%)	Update
<p>Complete community engagement to develop final design and go out to bid for construction by May 2023 to build the new Downtown Park adjacent to the Downtown Library with an eye towards accessible youth amenities that both expand and complement amenities at the Library (PRCS)</p>	<p>75%</p>	<p>Several community meetings and community surveys have been completed and submitted. This work, including over 1,200 resident surveys received, helped the consultants to develop two design options. After the last community meeting (January 2023), the consultant team is in process of developed the final preferred plan for a final community meeting to be held prior to May 2023. The consultants can then begin developing the construction documents to prepare the bid. This may take until 4th quarter of 2023.</p>
<p>Complete the Fair Oaks Field Synthetic Turf Replacement Project by June 2023 (PRCS)</p>	<p>25%</p>	<p>The design for the Hawes Park field renovation was completed in early 2022 but all bids for construction was rejected due to higher costs than the engineer’s estimate. Staff will package the Hawes Field renovation and the Fair Oaks Field renovation projects into one construction bid package for economy-of-scale cost savings strategy. Fair Oaks Field (see below) is under Department of State Architect (DSA) review due to the field lighting improvement component as part of the scope of work. Staff is expecting review and DSA approval by June 2023.</p>

Goals	Quantifiable Measure of Progress (0%, 25%, 50%, 75%, 100%)	Update
Complete Hoover Park and Pool Master Plan, including engaging the Redwood Village Neighborhood, stakeholders, and general public by June 2023 (PRCS)	25%	The City Council approved the consulting agreement with O’Dell Engineering for community outreach and completing the Hoover Park and Pool Master Plan. The first community meetings are scheduled on 1/26 and 1/28/23 and stakeholder meetings in February 2023. English and Spanish surveys have been distributed widely in the community and are being submitted.
Complete the Jardin de Niños Park expansion project by April 2023 (PRCS)	50%	Final construction drawings have been completed. Construction bid documents are in process of being completed. Expect to finalize artist element for bid (the kiosk shade structure) by March 2023. Expect to award project by Summer 2023.
Identify pipeline material downstream of the water meter for 21,000 customer side private water service lines by October 2024 in compliance with the Federal Lead and Copper Rule Revision (multi-year goal) (PWS)	Multi-Year - 29%	Staff continues to make steady progress in identifying pipeline materials of customer-side private water service lines.
Explore the need, feasibility, and cost to expand the Downtown Library facility (multi-year goal) (LIB)	Multi-Year - 0%	RFP to be issued spring 2023
Update the Redwood Shores Branch Library Interpretive Center to incorporate new technology and subject matter (multi-year goal) (LIB)	Multi-Year - 0%	RFP to be issued spring 2023

Goals	Quantifiable Measure of Progress (0%, 25%, 50%, 75%, 100%)	Update
Develop the Citywide Park System Master Plan by FY 2024-25 (multi-year goal) (PRCS)	Multi-Year - 0%	No CIP funds have been approved for this work. However, PRCS is working with the PRCS Commission on a “Complete Parks Indicators” retreat to study and develop equity and inclusion indicators for the Redwood City Parks system.
Develop the Stulsaft Park Site Master Plan by FY 2024-2025 (multi-year goal) (PRCS)	Multi-Year - 0%	No work initiated to date.
Deliver at least ten storytimes per week, including regular bilingual sessions, across all three library locations (ongoing) (LIB)	100%	12 storytimes per week currently offered, including 3 bilingual sessions
Provide an equitable array of youth wellness and learning programs at five PRCS after school program sites, serving 400 students, focused on pandemic recovery issues like learning loss, mental health and food insecurity (ongoing) (PRCS)	Ongoing - 100%	After school programs have added additional enrichment activities to address youth wellness and enrichment learning. Continues to partner with the School District to address mental health and food insecurity.
Provide at least eight free July mobile recreation programs at a minimum of four parks identified in underserved neighborhoods of the City (ongoing) (PRCS)	Ongoing - 50%	The Mobile Recreation provided four days of programming at two underserved parks, Marlin and Mezes, in the summer of 2022. During the summer of 2023, we will provide 6 days of mobile recreation programming at Marlin, Mezes and Spinax.
Support the Youth Advisory Board to host the “Volun-teen Program” engaging at least 50 youth in the 2022-2023 school year to provide volunteer services throughout the community (ongoing) (PRCS)	Ongoing - 25%	Hired a new Teen Coordinator to support and implement this program in summer 2023.

Goals	Quantifiable Measure of Progress (0%, 25%, 50%, 75%, 100%)	Update
Continue to provide opportunities for youth to express themselves and weigh in on important issues and projects within the City through the participation of a total of at least 30 youth/teens by serving on the Teen and Youth Advisory Boards (ongoing) (PRCS)	Ongoing - 100%	Teen Advisory Board has engaged with multiple departments on various topics throughout the city. In addition, they have hosted a Teen Talk Series, and have a Teen Networking Dinner in Spring 2023
Provide Library events and activities for children and teens to support Science, Technology, Engineering, Arts, and Mathematics (STEAM) education in the new Makerspace; pandemic recovery issues like learning loss, mental health, and food insecurity; equity and inclusion; and other topics that emerge during RCPL Listens community engagement sessions in the summer of 2022 (ongoing) (LIB)	Ongoing - 100%	The Library continues to offer hundreds of programs per month geared toward community needs, with an average monthly attendance of 10,000 people

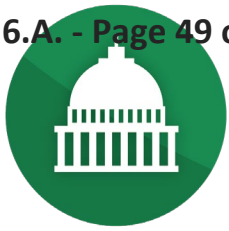
ECONOMIC VITALITY



Support Redwood City’s economic prosperity by attracting, retaining, and expanding a diverse mix of businesses that meet community needs.

Goals	Quantifiable Measure of Progress (0%, 25%, 50%, 75%, 100%)	Update
Implement permanent parklet program by March 2023 (CMO)	75%	The application portal for the Outdoor Business Activity Program for parklets and/or sidewalk cafes was launched August 2022, with a deadline to apply by January 2023 (to qualify for a one-time use of space fee waiver). Compliance is anticipated for those businesses who did not apply by February 2023, with City issuing permits by April 2023.
Facilitate development of an electronic sign on Highway 101 on a site approved by Caltrans, including sign ordinance revisions as needed (multi-year goal) (CMO)	Ongoing	Staff has been following litigation involving digital signs in San Jose that may impact Redwood City’s initiative to allow digital signs within City limits. There are indications that litigation is coming to a resolution, and the City will continue pursuing this initiative with guidance from the City Attorney’s Office. Efforts are underway to secure quotes from consultants to conduct environmental review for related ordinance amendments, conduct additional outreach with Caltrans to determine feasible locations along the 101 corridor, and develop an RFP process to ensure an objective and fair outcome.

Goals	Quantifiable Measure of Progress (0%, 25%, 50%, 75%, 100%)	Update
Oversee and monitor the City’s cannabis business to ensure businesses comply with City ordinances and City Manager’s regulations (ongoing) (CMO)	Ongoing	Staff is continually overseeing and monitoring the City’s cannabis program (non-storefront delivery and storefront) on a daily basis to ensure all City ordinance and regulations are being carefully followed.



EXCELLENCE IN GOVERNMENT OPERATIONS

Uphold the highest standards of professionalism within City Operations, and encourage fiscal responsibility, innovation, and strategic decision making.

Goals	Quantifiable Measure of Progress (0%, 25%, 50%, 75%, 100%)	Update
Transition to collect sewer service charges for one dwelling unit parcels through the County of San Mateo tax rolls by July 31, 2022 (this timeline was extended an additional fiscal year based on the City Council's direction) (PWS)	100%	On June 13, 2022, the City Council authorized the collection of sewer service charges on the County of San Mateo tax roll for customers with one dwelling unit per parcel. Staff has successfully transitioned the collection of sewer service charges for one dwelling unit customers to the tax roll for Fiscal Year 2022-23.
Implement a new citywide cashiering system program by August 2022 (ASD)	100%	Go-live was delayed from August until early December 2022 but ultimately completed successfully.
Select and enter into a contract with a Third-Party Administrator to administer the City's workers' compensation claims by August 2022 (HR)	100%	Completed a RFP for a Third-Party Administrator and entered into a 3-year agreement with InterCare Insurance for the period 7/1/22 - 6/30/25.
Publish a "Budget-in-Brief" document in print and online in English and Spanish by August 2022 (ASD)	50%	An English version is available in print and online as of July 2022.
Centralize and strengthen grant coordination efforts citywide, with the first quarterly meeting by August 2022 (ASD)	100%	A grant meeting was held in May 2022 with continued meetings held quarterly to centralize grant activities and provide support to grant efforts citywide

Goals	Quantifiable Measure of Progress (0%, 25%, 50%, 75%, 100%)	Update
Reorganize Human Resources Department, including hiring, onboarding, and training new HR positions: 1.0 FTE Human Resources Manager, 1.0 FTE Senior Human Resources Analyst and 2.0 FTE Human Resources Analysts by August 2022 and a 0.5 FTE Administrative Clerk III by October 2022 (HR)	75%	Hired, onboarded, and trained the following new HR positions: 1.0 FTE Human Resources Manager, 1.0 FTE Senior Human Resources Analyst and 2.0 FTE Human Resources Analysts by September 2022. The 0.5 FTE Administrative Clerk III is on hold pending an organizational review of ASD/HR and staffing needs.
Continue to implement, evaluate, and refine hybrid City Council meeting solutions, including strengthening communication and resources to inform community-members about participation options, consideration of asynchronous meeting solutions to engage community-members on matters before the Council during non-meeting times, and ongoing analysis of in-person and virtual engagement tools with findings prepared by September 2022 (CITY CLERK)	50%	Staff continue to evaluate and refine hybrid meeting solutions. Ongoing work with IT and Council Chamber’s technology vendor to determine what upgrades are needed to facilitate seamless virtual participation options. Evaluation of asynchronous meeting solutions is currently on hold.
Develop an implementation plan for NEOGOV software for recruitment, onboarding, training and development, performance management, and use of electronic forms by October 2022 (HR)	0%	On hold pending the ongoing ERP/Oracle priority work. Will revisit goal for FY 2023-2024.
Create training modules and job aids, and provide Human Capital Management (HCM) system administrator training to City employees to address training needs related to 180 new HCM system processes by October 2022 (HR)	50%	Staff has created some training guides and job aids (as applicable), and provided Human Capital Management (HCM) system administrator training to City employees. Staff continues to create training guides and provides training on an ongoing basis as needed.

Goals	Quantifiable Measure of Progress (0%, 25%, 50%, 75%, 100%)	Update
Update, reorganize, and reformat the Municipal Code and Zoning Code by October 2022 (CITY CLERK)	50%	Staff continue work on this initiative and anticipate completion in FY 23-24
Fulfill responsibilities for the November 8, 2022 Municipal Election by November 2022 (CITY CLERK)	100%	Staff successfully fulfilled responsibilities for the November 8, 2022 Municipal Election held in November 2022.
Assess the full functionality of software reporting options in the Oracle application and begin using reports to inform operations by December 2022 (ASD)	50%	Standard reports are available to staff to use but require learning and practice. Custom reports will require more time to produce.
Develop an updated set of procurement related job aids by December 2022 (ASD)	75%	Citywide training was conducted in March 2022; the PowerPoint slides and recording made available as a resource. Additional resources are in draft form.
Explore creation of a Medical Provider Network (MPN) to offer injured workers a designated group of healthcare providers to treat work injuries by December 2022 (HR)	100%	Staff explored the creation of an MPN and the application and eligibility process to provide an MPN requires a State-certification. We will meet with our workers' compensation TPA to decide if the City is interested in moving forward.

Goals	Quantifiable Measure of Progress (0%, 25%, 50%, 75%, 100%)	Update
Continue to develop and implement a framework to analyze all functions and programs related to Boards, Commissions and Committees (BCC), including consideration and development of tools to support members and staff, identifying strategies to strengthen and diversify recruitment efforts, and consideration of structural changes to increase engagement by underrepresented Redwood City community members and prepare findings and recommendations by December 2022 (CITY CLERK)	50%	Staff presented recommendations to the City Council on December 5, 2022 for structural changes to BCCs to expand membership criteria to ensure increased representation on BCCs, which the City Council supported. Staff will return to the City Council with a draft ordinance on February 13 in advance of the next BCC recruitment. Further, staff is working to develop a pilot dashboard to visualize demographic data of BCCs to further inform outreach and recruitment practices. Additional work is being done to better support BCC staff and members including expanded training opportunities.
Explore additional revenue opportunities and cost savings needed to balance the budget over the 10-year forecast period and provide recommendations to the Finance/Audit Sub-Committee by January 2024 (ASD)	25%	Issued an RFP for consulting support and have refined work plan.
Continue exploring the next phases of implementing Environmental, Social, Governance investing with investment firm consultant, with next steps proposed to the Finance/Audit Sub-Committee by January 2023 (ASD)	75%	Finance/Audit Sub-Committee schedule postponed. Proposal of next steps anticipated in Feb-March.
Review financial practices related to internal service charges, capital assets, construction deposits, and city utility costs by March 2023 (ASD)	50%	Consulting support underway but work delayed due to staffing shortages.

Goals	Quantifiable Measure of Progress (0%, 25%, 50%, 75%, 100%)	Update
Implement a plan to meet various updated System Security Standards across the organization, thereby improving the security and availability of key technological infrastructure, and implementing the vital system priority standards by June 2023 (ASD)	75%	City IT infrastructure is secure and up to date with protection standards. Revised user security training to be launched this spring.
Develop a plan for applying an equity lens to fees by June 2023 (CMO)	50%	User fee study in progress. Consultants and staff collaborating to consider equity in study as appropriate under state law regarding fees.
Develop and implement a monthly financial report of budget and actual results by department by June 2023 while seeking interim solutions in the meantime (ASD)	75%	A report for managers is under development and on schedule to be deployed by June 2023.
Conduct State-mandated biannual Sexual Harassment Training for all employees who are due for training by June 2023, including regular, casual, and contract employees (HR)	0%	The State-mandated biannual sexual training will kick off in April 2023.
Continue to support the Talent Acquisition Program that strives to develop creative and innovative ways to attract, develop, and retain a highly-qualified workforce (multi-year goal) (HR)	Ongoing	<p>Made changes to recruitment job announcements to highlight:</p> <ul style="list-style-type: none"> • Flexible/hybrid work schedules • COLA increases & effective dates • Employee Safety amidst COVID-19 language • Employee benefits <p>Staff also expanded the advertisement venues, ie. Facebook, LinkedIn, professional associations, to include a broad listing of places to advertise.</p>
Update the City’s Personnel Rules and Regulations and coordinate existing provisions in the various bargaining units’ memorandum of understanding to adhere to the updated Rules and Regulations (multi-year goal) (HR)	Multi-Year - 0%	The work was paused due to other HR priority work and staffing shortages. Will request consultant support in FY 2023-24.

Goals	Quantifiable Measure of Progress (0%, 25%, 50%, 75%, 100%)	Update
Develop a new solid waste rate structure to realign rates based on current costs of service (multi-year goal) (PWS)	Multi-Year - 25%	On December 5, 2022, the City Council adopted 2023 Solid Waste Rates which began the process of realigning solid waste rates to ensure that increased collection costs are proportionately allocated to each customer class.
Replace or retrofit existing water meters with Smart/Automated Meter Infrastructure (AMI) water meters where feasible (multi-year goal) (PWS)	Multi-Year - 75%	Staff continues to make progress in its efforts to replace all existing water meters with AMI water meters where feasible.
Support inclusion, belonging and equity-related professional development for staff (ongoing) (HR)	Ongoing	<p>We have offered the following trainings that support the goal of inclusion, belonging and equity-related professional development for staff:</p> <ol style="list-style-type: none"> 1. The Future is Now – Embracing Generational Diversity and Succession Planning 2. Building Effective Workplace Relationships 3. Workplace Bullying: A Growing Concern 4. Emotional Intelligence 5. Developing the Right Mindset for Leadership 6. Preventing Workplace Harassment
Oversee and coordinate Governance and Legislative Advocacy activities (ongoing) (CMO)	Ongoing	Continue to support the Council Governance Sub-Committee and implement the City Council’s Legislative Advocacy Policy and Legislative Platform Policy

<p>Continue to implement recommendations from Building Division’s Organizational Review and provide quarterly updates to City Council on progress (ongoing) (CDT)</p>	<p>Ongoing - 25%</p>	<p>Completed Priority 1 recommendations from the Implementation Plan. Starting work on Priority 2 and 3 recommendations this year, while providing quarterly updates to City Council.</p>
<p>Manage existing contract with Oracle implementation consultant to avoid the need for any change orders (ongoing) (ASD)</p>	<p>Ongoing - 50%</p>	<p>A new change order is underway. However, contract and vendor management has been reestablished and strengthened under new leadership.</p>
<p>Support all business users of the City’s new Enterprise Resource Planning (ERP) system, and identify and implement opportunities for improvements in all ERP related processes (ongoing) (ASD)</p>	<p>Ongoing - 25%</p>	<p>Change management and ERP maturity is ongoing as new modules are introduced. Support for maintenance of the ERP will be enhanced through a new change order.</p>



HOUSING

Meet our unique community housing needs for people at all income levels.

Goals	Quantifiable Measure of Progress (0%, 25%, 50%, 75%, 100%)	Update
Adopt the Housing, Environmental Justice and Safety Elements by December 2022 (CDT)	100%* <i>* Update if the Council doesn't approve on 2/13 or if the item gets pushed back to a later CC date</i>	The City Council adopted the Housing, Environmental Justice and Safety Elements on February 13, 2023*
Process the sales of the 20 affordable ownership units at 612 Jefferson Street (Habitat for Humanity) by September 2022 (CMO)	95%	19 of the 20 sales were completed in September 2023. One homeowner opted out of the sale and Habitat for Humanity is currently processing a new buyer.
Prepare the Five-Year Consolidated Plan and Assessment of Fair Housing (2023-2027) for the CDBG/HOME Program by May 2023 (CMO)	50%	Five-Year Consolidated Plan is currently being developed and scheduled to be adopted by the City Council in May 2023
Adopt the 2023-2031 Housing Element and receive certification by the State by June 2023 (CDT)	100%* <i>* May need to update depending on if CC adopts on Feb 13.</i>	On January 19, 2023, the State determined the City's Housing Element is in substantial compliance with Housing Element law. On February 13, 2023*, the City Council adopted the Housing Element, and the City has submitted the final Housing Element for certification.

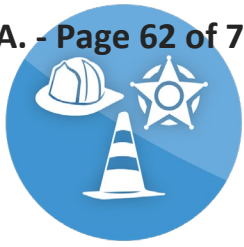
Goals	Quantifiable Measure of Progress (0%, 25%, 50%, 75%, 100%)	Update
Implement the Anti-Displacement Strategy including completing Mobile Home Rezoning by January 2023, completing research and community engagement and developing draft policies for Tenant Protection Ordinance Amendments by December 2023, and developing program guidelines for establishing a Preservation fund by August 2023 (CMO)	40%	Mobile home rezoning will be completed by spring 2023; Preliminary research on tenant protection ideas #4 and #6 (anti-harassment policy and right to return) have been completed and community engagement will start in spring 2023; Affordable Housing Preservation Fund guidelines and expected to be complete by spring 2023 and the program launched by summer 2023
Provide operating support to in-home child care providers impacted by COVID-19 in collaboration with the Child Care Coordinating Council (4Cs) of San Mateo County (CDBG funded) through June 2023 (CMO)	100%	Program was completed in June 2022 and served 22 child care providers impacted by COVID-19
Negotiate, complete, and enforce affordability restrictions and funding agreements for over 450 affordable housing units that are either under construction or approved (multi-year goal) (CMO)	Multi-Year	Over 734 affordable units recently completed, under construction or approved and over 900 affordable housing units proposed.
Develop a strategy to preserve the five affordable housing projects (239 units) that have expiring affordability covenants in the next ten years (2022-2032) (multi-year goal) (CMO)	Multi-Year - 0%	Due to staff transitions, work on this goal has not yet started.
Continue to support affordable housing production through implementation of the Affordable Housing Ordinance and allocation of City housing funds (multi-year goal) (CMO)	Ongoing	A notice of funding availability (NOFA) for new affordable housing production is expected to be released by summer 2023; A targeted update to the Affordable Housing Ordinances is expected in spring 2023 and a more comprehensive update is expected to be completed by end of 2026

Goals	Quantifiable Measure of Progress (0%, 25%, 50%, 75%, 100%)	Update
Oversee the City’s below market rate (BMR) housing portfolio of over 1,300 units, including compliance monitoring, updating the BMR monitoring fees and developing BMR program guidelines (ongoing) (CMO)	Ongoing	The City continues to monitor BMR units through its annual reporting process; BMR monitoring fees will be updates as part of the Citywide Master Fee Study update which is scheduled to be completed by June 2023; BMR guidelines are currently under development and are expected to be complete by the end of FY 22-23
Continue to support the production of 100% affordable housing for unique population projects in Redwood City (ongoing) (CMO)	Ongoing	A notice of funding availability (NOFA) for new affordable housing production is expected to be released by summer 2023
Comply with CDBG/HOME annual reporting requirements (ongoing) (CMO)	Ongoing	FY 21-22 annual reports were submitted in fall 2022
Implement the updated the ADU Ordinance (ongoing) (CDT)	100%	Completed FY22
Administer the CDBG, HOME and Human Services Financial Assistance (HSFA) grant programs, including oversight of the CDBG-funded Hoover Park and Fair Oaks Community Center improvement projects (ongoing) (CMO)	Ongoing - CDBG/HOME/HSFA Administration; FOCC (50%); Hoover Park (5%)	A notice of funding availability (NOFA) for FY 23-24 CDBG funds was issued in fall 2022; FOCC improvement project Phase I (administrative offices) is complete and Phase II (classroom 7 and exterior paint) expected to be complete by June 2023; Hoover Park community engagement and Master Plan design work is underway
Administer the HOME Investment Partnerships (HOME) program which provides funds for affordable housing preservation and production (ongoing) (CMO)	Ongoing	A notice of funding availability (NOFA), which includes HOME funds, for new affordable housing production is expected to be released by summer 2023

Goals	Quantifiable Measure of Progress (0%, 25%, 50%, 75%, 100%)	Update
Oversee the Community Development Block Grant (CDBG) minor home repair and accessibility modification programs for low income homeowners and renters (ongoing) (CMO)	Ongoing	Ongoing; There are three completed projects and five active projects thus far in FY 22-23
Provide free, pre-approved ADU plans in collaboration with Housing Endowment & Regional Trust (HEART) of San Mateo County (ongoing) (CDT)	Ongoing	Continue to offer to the community
Develop and implement “on-demand” and “Redwood City preference” options for unsheltered homeless individuals within the existing Coordinated Entry System (CES) by January 2023 (PRCS)	100%	Secured "on demand" shelter beds for any resident desiring shelter during encampment clearings. Secured 5 “on demand” shelter beds - accessed by public safety personnel or civilian homeless outreach workers during evenings and weekends when CES is not available. Secured “Redwood City preference” for 14 units at the Casa Esperanza supportive housing project .
Develop a homeless hotline by January 2023 (PRCS)	0%	Project on hold due to County effort to establish a similar homeless hotline which the City would be able to utilize.
Implement the “Resolving Encampments through Effective Engagement” Pilot Program and implement the Homelessness Initiatives Strategy of Intensive, Coordinated Outreach and Engagement for Unsheltered Residents by June 2023 (PRCS)	25%	Implementation begun with mapping of homeless encampments, establishment of working group for homeless encampments on CalTrans property; creation of a by-name list of individuals living in encampments. Implementation of strategies for resolving encampment to be fully launched by June 2023 and continue into FY 2023-2024.

Goals	Quantifiable Measure of Progress (0%, 25%, 50%, 75%, 100%)	Update
Support development of Navigation Center in Redwood City, including five “on demand” beds to serve Redwood City unsheltered residents (multi-year goal) (PRCS)	Multi-Year - 75%	Navigation Center scheduled to be completed and ready to accept residents by mid to late March. 5 “on demand” beds referenced above will shift to “on demand” units at the Navigation Center once it opens.
Continue to oversee and manage the City’s COVID-19 Emergency Rental Assistance Program (multi-year goal) (PRCS)	Multi-Year Goal	Fair Oaks Community Center continues to receive and process a steady flow of COVID19 related financial assistance requests – including rental assistance, deposit assistance, and utility assistance – with funding continuing to be a mixture of CDBG, City, County, and private funding.
Develop and implement Coordinated Inter-Agency Redwood City Homeless Outreach Strategy (multi-year goal) (PRCS)	Multi-Year - 25%	Agreements with LifeMoves and LifeMoves Inter-Agency partners have been fully executed; Coordinated, Inter-Agency Homeless Outreach Strategy Team launched as of February 2023.
Administer \$1.8 million in State Encampment Resolution Funding (multi-year goal) (PRCS)	Multi-Year - 10%	Spend down of Encampment Resolution Funds begun in November 2022.

Goals	Quantifiable Measure of Progress (0%, 25%, 50%, 75%, 100%)	Update
Continue to implement the Temporary RV Safe Parking Program and transition program participants to permanent housing options (multi-year goal) (PRCS)	Multi-Year Goal - 90%	Temporary RV Safe Parking Program expected to close as scheduled on February 28, 2023 with 90% of the original program participants transitioning to shelter or other temporary or permanent housing options.
Continue to implement the Permanent Local Housing Allocation (PLHA)-funded rapid rehousing program for the RV Safe Parking participants (multi-year goal) (PRCS)	Multi-Year Goal - 100%	8 former RV Safe Parking Households have moved into permanent housing with PLHA funded rapid rehousing program and will continue to have housing subsidy for 12 months.
Coordinate citywide, inter-departmental, inter-agency (private and public sector) efforts towards ending homelessness (ongoing) (PRCS)	Ongoing	Inter-departmental, City HHIT (Housing and Homeless Innovation Team) continues to meet and coordinate inter-departmental and cross-departmental efforts to address homelessness
Continue Fair Oaks Community Center programs and services for homeless and at-risk of homelessness residents (ongoing) (PRCS)	Ongoing	Information and Referral Program continuing as entry point for countywide Coordinated Entry System (CES) and continuing to provide financial assistance support to households at risk of homelessness
Continue to oversee the Downtown Streets Team Program and encampment waste services (ongoing) (PRCS)	Ongoing	Expansion to Weekly Encampment Waste Services for 80% of homeless encampment targeted by June 2023



PUBLIC SAFETY

Provide for the health, protection and well-being of all community members, neighborhoods, visitors, and businesses.

Goals	Quantifiable Measure of Progress (0%, 25%, 50%, 75%, 100%)	Update
Development of emergency plans, training and other Emergency Operations Center (EOC) tasks, as well as complete the EOC remodel by December 2022 (Fire)	75%	Completed EOC Remodel. The Emergency Operations Plan (EOP) is under review. Training is expected to begin in 2023.
Complete a commissioned police staffing and services assessment study by December 2022 and begin implementation of findings by June 2023 (PD)	75%	The Police Department is currently working with the outside vendor (Center for Public Safety Management) to complete the study. Initial data collection and analysis has been completed with refinements on-going. CPSM staff have conducted both virtual and on-site meetings with various units, individuals and stakeholders regarding workloads, responsibilities, workflows and community expectations. Final report will due before the end of the fiscal year.
Complete the Fire Department Standards of Cover study by December 2022 and begin implementation of the findings by June 2023 (Fire)	90%	The draft document has been completed. Currently under review.

Goals	Quantifiable Measure of Progress (0%, 25%, 50%, 75%, 100%)	Update
Through the Recruitment Working Group, focus on diversity, equity and inclusion within hiring and promotional practices by developing strategies to recruit talent from diverse backgrounds, identify areas where we can support those from diverse backgrounds, and ensure an equitable approach for building our workforce by avoiding exclusionary practices by January 2023 (Fire)	75%	Conducted several community outreach events for recruitment. Created Firefighter Trainee job classification. Conducted three separate recruitments. Submitted department update to the Equity and Social Justice Sub-Committee. Initiated IDEAL RWC training for the fire department.
Reorganize existing Police Department specialty units into an integrated Community Response Unit to create a more flexible, responsive, and efficient team of officers better positioned to respond to existing and emerging public safety and crime trends and on-going community safety concerns such as traffic safety, downtown special events and homeless outreach by February 2023 (PD)	0%	This goal is likely not going to be met this fiscal year. Unfilled positions at the line and supervisory level have prevented the Department from implementing this plan. The Department anticipates staffing levels to improve by the end of the fiscal year and, coupled with the completion of the staffing and service analysis, may seek to implement this reorganization in August of 2023.
Work in collaboration with the City of San Carlos to improve our Emergency Management efforts for both cities, and provide Emergency Operations Center (EOC) training (Type 3 EOC credentialing courses as defined by California Operations of Emergency Services (CAL OES) to City staff by June 2023 (Fire)	75%	Conducted multi-jurisdiction EOC/DOC in response to the 22/23 Storms. Additional training is forth coming with expected delivery by June 2024.
Host two Community Emergency Response Team (CERT) Trainings and at least four continuing education/membership meetings by June 2023 (Fire)	100%	Completed
Expand the Fire Explorer Program by hosting one open house and recruiting at least four new explorers by June 2023 (Fire)	100%	Completed open house and initiated onboarding of 12 explorers.

Goals	Quantifiable Measure of Progress (0%, 25%, 50%, 75%, 100%)	Update
Design and build a training tower for Public Safety by June 2023 (Fire)	50%	Created design concepts and received quotes for the structure and site improvements. Due to challenges with land acquisition this project has been delayed.
Purchase and deploy vehicle mounted cameras, which are integrated with existing body worn cameras, to increase departmental transparency and accountability to the community; improve officer safety; and employ best evidentiary gathering practices by June 2023 (PD)	75%	Funds have been allocated for the purchase and installation of the cameras. Axon was approved as a sole source vendor by City Council and the contract was approved at the same time. The department is waiting on installation and anticipates it will be completed by the end of the fiscal year
Deploy an integrated system of Flock Safety automated license plate reader cameras at key locations around the City to improve investigative efficiency, enhance community safety, and improve criminal deterrence, and provide real time patrol information to officers and investigative leads to detectives by June 2023 (PD)	25%	The Department has completed the RFP for this project and anticipates publishing it no later than February 3, 2023. The Department anticipates it will still be able to complete this and have a vendor identified, received community feedback and deploy a system by the end of the fiscal year.

Goals	Quantifiable Measure of Progress (0%, 25%, 50%, 75%, 100%)	Update
Identify and retain the services a dedicated on-call mental health professional specializing in first responders to provide counseling and services to public safety staff to improve staff resiliency and overall mental health wellness by June 2023 (PD)	100%	In December of 2022 the Department contract with an outside vendor, the Counseling Team International, to provide additional mental health and wellness to public safety staff. Available resources include up to 10 clinician sessions per employee per year, critical incident debriefing services, peer support team training, and annual assessment “check-ins,” among other services.
Continue implementation of the Community Wellness and Crisis Response Team (CWCRT) Two-Year Pilot Program (multi-year goal) (PD)	Ongoing	This pilot program is now in its second year and continues to successfully operate in a co-response model with Redwood City Police Officers providing community members in mental health crisis with the resources and assistance they need. The clinician assigned to RCPD provided mental health assistance to 186 community members in 2022. The pilot program is set to conclude at the end of 2023.

<p>Enhance transparency with data collection, reporting and analysis, and adhere to all applicable reporting laws, including the Racial and Identity Profiling Act (RIPA) (ongoing) (PD)</p>	<p>Ongoing</p>	<p>The Department has fully implemented the required RIPA data collection and reporting. All sworn staff are collecting the relevant data as required on an on-going basis and the data is being reported to the state within the required reporting guidelines. This is an on-going initiative that will continue into the future as standard PD practice.</p>
<p>Modify existing crime statistics and data collection process (Uniform Crime Reporting) to conform with the new mandated California Incident-Based Reporting System (CIBRS) (ongoing) (PD)</p>	<p>Ongoing</p>	<p>The Department has fully implemented the new state crime reporting system (CIBRS) and moved away from the previous UCR reporting model. All sworn staff and records personnel have received training regarding the new reporting requirements and these requirements have been fully implemented. This is an on-going initiative that will continue into the future as standard PD practice.</p>
<p>Continue to update and improve data and information sharing on the Department's Data Dashboard, including information on arrests, use of force, department staffing and demographics, and budget (ongoing) (PD)</p>	<p>Ongoing</p>	<p>The Department is currently working with other city staff to provide the raw data to update the Department's Data Dashboard. Work on this will continue through the spring with updated information posted by the 4th quarter of FY22-23.</p>



SUSTAINABILITY

Proactively address environmental concerns to protect our community.

Goals	Quantifiable Measure of Progress (0%, 25%, 50%, 75%, 100%)	Update
Implement the solar microgrid within Fire Station 9 and the adjacent Marshall Street Garage by June 2023 (PWS)	50%	Staff has completed an initial feasibility study and is reviewing the project for an alternative solar energy production and storage model aimed at increasing energy efficiency and cost savings.
Convert remaining eligible streets lights to LED by June 2024 (PWS)	90%	Staff is continuing to convert remaining eligible street lights.
Implement electrification within the City’s fleet by replacing aging hybrid and gasoline vehicles with 100% electric Vehicles (EV) where possible (multi-year goal) (PWS)	Multi-Year - 0%	Unprecedented market disruptions throughout the automotive industry have presented challenges in procuring desirable alternative-fueled vehicles. However, staff continues to monitor market conditions and plans to replace eligible vehicles as inventory becomes available.
Research additional funding options for Athletic Field Light LED conversion by July 2024 (multi-year goal) (PRCS)	Multi-Year - 75%	Obtained funding from Assemblymember Berman’s grant for renovation of Fair Oaks Field to include LED upgrade for field lights. Additionally, was able to secure funds to upgrade the Hawes Field lights to LED’s. These two projects will be packaged into one bid once the Department of State Architect (DSA) approves plan (required for school district property)

Goals	Quantifiable Measure of Progress (0%, 25%, 50%, 75%, 100%)	Update
Extend recycled water distribution pipelines by 4,000 to 5,000 feet per year for the next 3-4 years to serve landscape irrigation demands at parks, streetscapes and medians, and for various approved indoor uses in both new buildings and existing buildings into the Downtown area (multi-year goal) (CDT)	Multi-Year Goal - 50%	Staff is completing the design for the second pipe expansion package to serve Downtown for construction in Summer 2023. The first phase was completed many years ago to cross under US 101 and bring recycled water to the Kaiser Hospital Campus.
Obtain additional grant funding and coordinate with regional agencies for levee improvements in and around Redwood Shores (multi-year goal) (CDT)	Multi-Year - 75%	Staff coordinated with OneShoreline and neighboring agencies for levees and sea level rise resiliency efforts. Staff submitted a FEMA grant for Advance Assistance and awaiting status of the award. Staff also has reached out to the US Army Corp of Engineers to determine if there is a federal interest in the levees to enable additional resources.
Complete groundwater remediation efforts at the Sequoia Station Shopping Center (multi-year goal) (PWS)	Multi-Year - 25%	The City’s contractor is on-site for construction preparation activities and active remediation is anticipated to occur through March 2023. Groundwater monitoring will follow, once remediation is complete.
Construct the Bayfront Canal & Atherton Channel Flood Management Project in collaboration with neighboring jurisdictions (ongoing) (CDT)	Ongoing - 99%	Project was constructed and the improvements currently provide beneficial use. No flooding was observed for the 2022-23 winter storms with the Bayfront Canal and Atherton Channel. OneShoreline is working on resolving incidental punchlist items prior to officially accepting the project for completion.

Goals	Quantifiable Measure of Progress (0%, 25%, 50%, 75%, 100%)	Update
Develop incentive programs and initiatives based on the Climate Action Plan (ongoing) (PWS)	Ongoing - 50%	<p>A Disposable Foodware Ordinance was adopted by the City Council on October 24, 2022.</p> <p>An RFP for a Sea Level Rise Vulnerability Assessment Study was released in July 2022. An Agreement for Services was finalized in November 2022. A kick-off meeting with the consultant is scheduled for February 3, 2023.</p>
Work locally and with regional partners to identify water supplies to supplement dry year demand through development of recycled water, groundwater, and other potential sources of new water supply (ongoing) (PWS)	Ongoing - 5%	They City has entered into a memorandum of agreement with local water and wastewater agencies to develop a basis of design report for the potable reuse of recycled water. The report will include 10% of the total design for a purified water treatment facility.



TRANSPORTATION

Promote the best travel experience possible for everyone in Redwood City by creating and maintaining a safe, multimodal, and accessible transportation network.

Goals	Quantifiable Measure of Progress (0%, 25%, 50%, 75%, 100%)	Update
Complete transition of the Safe Routes to School Program from Redwood City Together to the City and continue implementation by October 2022 (CDT)	100%	The Safe Routes to School staff is part of the Redwood City Parks, Recreation, and Neighborhood Services Department as of August 2022. She is leading the Safe Routes to School Task Force and has established relationships with schools' PTAs and administration.
Issue permits for shared micromobility operators as applications are submitted and monitor their performance and level of use by October 2022 (CDT)	100%	The first permit was issued in May 2022 and the operator (Bird) started a scooter share program in July 2022.
Adopt Vision Zero Task Force workplan for the next three years and begin implementation by October 2022 (CDT)	100%	The Walk Bike Thrive Plan (combined Vision Zero Plan and Bicycle & Pedestrian Master Plan) was adopted by the Council in June 2022. In August 2022, the Vision Zero Task Force adopted their 3-year workplan.
Explore the feasibility of a quick-build cycle track on northbound El Camino Real, between Maple and Wilson streets by December 2022 (CDT)	25%	Developed conceptual design and met with Caltrans. Installation of a barrier would require a design exception so staff is working on an encroachment permit for Caltrans that would install a buffered bike lane instead of a cycle track.

Goals	Quantifiable Measure of Progress (0%, 25%, 50%, 75%, 100%)	Update
Complete construction of the 2021 Pavement Overlay Project that will improve 9.5 miles of street pavement by December 2022 (CDT)	100%	Project is substantially complete as of December 2022.
Adopt the Transit District Plan and certify the environmental review by December 2022 (CDT)	100%	Transit District Plan amendments and Subsequent EIR were adopted by the City Council in November 2022.
Develop the Citywide Transportation Management Association by April 2023 (CDT)	10%	Successfully applied for grant funding to hire a consultant to do the feasibility study; finalizing funding agreement with SMCTA in January 2023 and procuring consultant support in spring.
Update Transportation Impact Fee Program to reflect transition from Level of Service (LOS) to Vehicle Miles Traveled (VMT) and expand VMT-reducing projects by June 2023 (CDT)	10%	Scope of work for RFP is completed and ready for advertising.
Build Roosevelt Avenue Traffic Calming pilot project by April 2023 (CDT)	10%	The design is complete; NEPA, E-76, and funding allocation are processed and the project is ready to put out to bid for construction.
Construct permanent Hopkins Avenue Traffic Safety Project and Pavement Overlay by April 2023 (CDT)	50%	Construction is underway with substantial completion estimated by April 2023.
Complete fee study for the Transportation Demand Management Program by July 2023 (CDT)	10%	Consultant selected and contract under legal review.

Goals	Quantifiable Measure of Progress (0%, 25%, 50%, 75%, 100%)	Update
Implement the 101/84 Interchange Project Funding Implementation Plan (multi-year goal) (CDT)	Multi-Year - 10%	Ongoing initiative. Submitted a \$25M grant application for the Trade Corridor Enhancement Program in November 2022. Monitoring future funding opportunities and soliciting additional consultant support for project delivery.
Advance design and secure funding for the Redwood Avenue Sidewalk, Curb and Gutter, and Paving Project (multi-year goal) (CDT)	Multi-Year - 95%	Consultant completed project design. City applied for and was awarded a Measure A/W grant for construction. Finalizing funding agreement with SMCTA. Estimate being about to put out to bid in spring 2023.
Collaborate with the Managers Mobility Partnership to advance the planning, design, and construction of the Peninsula Bikeway on El Camino Real from Mountain View to Redwood City (multi-year goal) (CDT)	Multi-Year - 10%	Staff has been tracking progress and supporting grant applications for El Camino Real improvements in Mountain View, Palo Alto, and Atherton.
Collaborate with Caltrain, SamTrans, City/County Association of Governments (C/CAG) and the San Mateo County Transportation Authority (SMCTA) to advance development of Rail Grade Separation and Transit Center Project (multi-year goal) (CDT)	Multi-Year - 5%	Completed feasibility study in November 2022. Coordinating with partners on next phase of work.
Participate in the Countywide Saturation Traffic Enforcement Program, teaming with allied law enforcement agencies to target aggressive driving behaviors in Redwood City and surrounding areas (ongoing) (PD)	Ongoing	Continue to actively participate in Countywide program.

Goals	Quantifiable Measure of Progress (0%, 25%, 50%, 75%, 100%)	Update
Collaborate with Caltrans to increase safety on state highways (El Camino Real and Woodside Road) as part of planned projects (ongoing) (CDT)	Ongoing - 25%	Reviewed and commented on conceptual design for the El Camino Real SHOPP project and Woodside Road CAPM project. Ongoing coordination with Caltrans and development projects and People’s Budget project on El Camino Real.
Advocate for additional funding for City priorities in federal infrastructure bills (ongoing) (CDT)	Ongoing - 50%	Tracking funding opportunities for City projects.



SPEAKER'S CARD

City of Redwood City

② ✓

I would like to speak to the City Council. Providing your contact information below is optional but if you do provide it, it is a public record.

DATE: 2/11/23 PHONE NO: (650) 435-9179

NAME: (Print) Nestor Flores

ADDRESS: 79 Arch St, Redwood City ZIP: 94063

EMAIL ADDRESS NestorFlores001@gmail.com

Please check this box if you would like to receive the Redwood City E-News.

AGENDA ITEM NO. 4 OR SUBJECT Public Comment

ORGANIZATION REPRESENTED (if any): UBC



SPEAKER'S CARD

City of Redwood City

① ✓

I would like to speak to the City Council. Providing your contact information below is optional but if you do provide it, it is a public record.

DATE: 2/11/23 PHONE NO: 669297 9581

NAME: (Print) ISABEL PARDO

ADDRESS: 1035 ASTER AVE #1166 Sunnyvale ZIP: 94086

EMAIL ADDRESS ispardo1988@gmail.com

Please check this box if you would like to receive the Redwood City E-News.

AGENDA ITEM NO. 4 OR SUBJECT Public Comment

ORGANIZATION REPRESENTED (if any): UBC



SPEAKER'S CARD

City of Redwood City

④ ✓

I would like to speak to the City Council. Providing your contact information below is optional but if you do provide it, it is a public record.

DATE: 2/11/2022 PHONE NO: 510-421-6027

NAME: (Print) Bryan Shields

ADDRESS: 1153 Chess Dr ZIP: 940440

EMAIL ADDRESS bshields@nccrc.org

Please check this box if you would like to receive the Redwood City E-News.

AGENDA ITEM NO. 4 OR SUBJECT Public Comment

ORGANIZATION REPRESENTED (if any): _____



SPEAKER'S CARD

City of Redwood City

③ ✓

I would like to speak to the City Council. Providing your contact information below is optional but if you do provide it, it is a public record.

DATE: 02-11-23 PHONE NO: 650-315 9389

NAME: (Print) DANIEL MORENO

ADDRESS: 205 BERKSHIRE AVE ZIP: 94063

EMAIL ADDRESS COACHDANIELMORENO@GMAIL.COM

Please check this box if you would like to receive the Redwood City E-News.

AGENDA ITEM NO. 4 OR SUBJECT ~~_____~~

Health CARE, Public Comment

ORGANIZATION REPRESENTED (if any): CARPENTERS Union

MGR-Crystal Tuifua

From: Sabine Won <sabinedwon@yahoo.com>
Sent: Wednesday, February 8, 2023 3:45 PM
To: GRP-City Council; Council-Alicia Aguirre; Council-Lisette Espinoza-Garnica; Council-Jeff Gee; Council-Diane Howard; Council-Kaia Eakin; Council-Elmer MartinezSaballos; Council-Christopher Sturken
Subject: Comments for 2/11 Redwood City Council meeting

You don't often get email from sabinedwon@yahoo.com. [Learn why this is important](#)

Redwood City Council Members,

As a member of SURJ San Mateo and a resident of San Mateo County for over 50 years, I care deeply what happens in our community. I understand that you'll be reviewing the Community Wellness and Crisis Response Team (CWCRT) in Redwood City this weekend. I am writing to ask that this program continue and include a team **without** law enforcement when possible.

When someone is having a mental health crisis, it's important to send a team with certified clinicians to provide mental health support. Law enforcement officers aren't trained to deal with severe mental health crises which can lead to dangerous and sometimes deadly outcomes. A team of certified clinicians working under the leadership of the Fire Department could provide EMS when needed.

Thank you for doing what you can to keep everyone in our community safe and secure!

Respectfully,
Sabine Won

MGR-Crystal Tuifua

From: Chris Robell <chris_robell@yahoo.com>
Sent: Friday, February 10, 2023 2:03 PM
To: GRP-City Council
Cc: CLK-Pamela Aguilar
Subject: 2/11 City Council Meeting

Dear RWC City Council,

Two separate pieces of feedback I hope you will consider as you convene tomorrow, Feb 11, to discuss city priorities:

1) Increase Transparency

I have previously spoken and emailed you requesting you record subcommittee meetings, particularly the Finance Subcommittee meeting that is held mid-week during the afternoon when some people have to work.

When you are considering things like new taxes that significantly impact people's lives, it seems only appropriate such deliberations should be videotaped (or at least audio recorded) so people can hear the discussion. Minutes, as you know, are typically produced weeks later and very summarized. Much like reporting out at council, the public only gets a summary and no benefit of hearing the individual council member viewpoints.

I also asked earlier this week to have the Saturday City Council meeting recorded given this also will have discussion of the city's financial challenges and potential taxes.

I have learned from the City Clerk's office that you are refusing to have either finance subcommittee meetings or even tomorrow's city council workshop recorded.

Why? Are you trying to avoid public awareness of new taxes you are contemplating?

Other cities in our area record and so should you. It's the right thing to do. Period.

2) Address Financial Challenges by Better Prioritizing and NOT Increasing Taxes on Residents

I have said this before, but it bears repeating. Please, please cut government spending. There are way too many things being work on (evidenced by your document showing status on pages of tasks). Consider doing a poll of residents (whom you work for). You will see many of these are not top of mind. Certainly not as important as keeping the fiscal house in order and limiting taxes on residents.

If more taxes are needed, it should be ENTIRELY from large business employers. Not from small business or residents who are already paying too much:

* Sales tax: San Mateo is #3 out of 58 counties in the state in terms of highest tax rate. And then you decided to add another half cent city sales tax to Redwood City residents.

* Utilities: We have seen large increases from PG&E and the city. And you already have another consultant looking at how high to increase sewer and water later this year!

* Property Taxes: Never ending school bonds that double down on Prop 13, funded almost entirely by the construction industry, recently passed by a relatively slim margin given illicit campaign practices and deceptive ballot questions (as cited by 3 Civil Grand Jury reports...if you want to see them ping me). So voters were duped but nonetheless have to pay many hundreds or even thousands every year in extra property tax starting this year (for a \$1.5 million home, it's an extra \$570 per year lasting decades).

These new taxes will hurt residents and our economy.

In sharp contrast, the largest, most profitable businesses are in fat city. Redwood City is considered the Bay Area Bargain for Big Business with a regressive business tax capped at about \$6000 per year maximum. Other cities have revamped their tax code to make it more progressive and fair, but our city still has the same one developed before some of you were even born (back in the 1990s). Furthermore, nearby cities, such as Santa Clara and Palo Alto, just passed new business taxes this November. Other cities know big business has an impact on our community and uses city services and must pay for them.

Time for us to rid ourselves of the unenviable title of the city who is a tax haven for big business.

Please instruct City Staff and its tax consultant to REMOVE any resident taxes off the menu of options being considered.

Thank you for addressing these serious concerns.

Chris Robell

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Chris Robell



Redwood City Council Norms

Council to Council:

1. Demonstrate mutual respect by actively listening, learning, and keeping an open mind.
2. Encourage healthy debates and discussions, disagree respectfully, and seek outcomes for the greater good.
3. Give others the benefit of the doubt; assume positive intent; vote and move on.

Council/Appointees:

1. Respect boundaries between policy and operations; Council focus on “what” not “how.”
2. Direct requests to the City Manager, City Attorney, or City Clerk.
3. Be open-minded and realistic.
4. Avoid surprises.

Council to Media and Public:

1. Check with staff for facts before responding.
2. Don't feel pressured to respond. Instead, say you will follow up and get back to them.
3. Allow Mayor and Vice Mayor to respond on behalf of the City
4. Be clear when you are offering your personal opinion, not speaking on behalf of the Council.



Redwood City Council Offsite

February 11th, 2023



CITY HALL

REDWOOD CITY, CALIFORNIA

1017

City Payments



Call to Order



Roll Call



Welcome Remarks By Mayor Gee



Public Comment



Agenda

- I. Call To Order
- II. Roll Call
- III. Welcome Remarks By Mayor Gee
- IV. Public Comment
- V. Opening Activities
- VI. Discussion Of City Council Group Norms To Support Effective Working Relationships
- VII. Break
- VIII. Strategic Planning and City Council Priorities
- IX. Adjournment



Opening Activities



What brought you to this role?

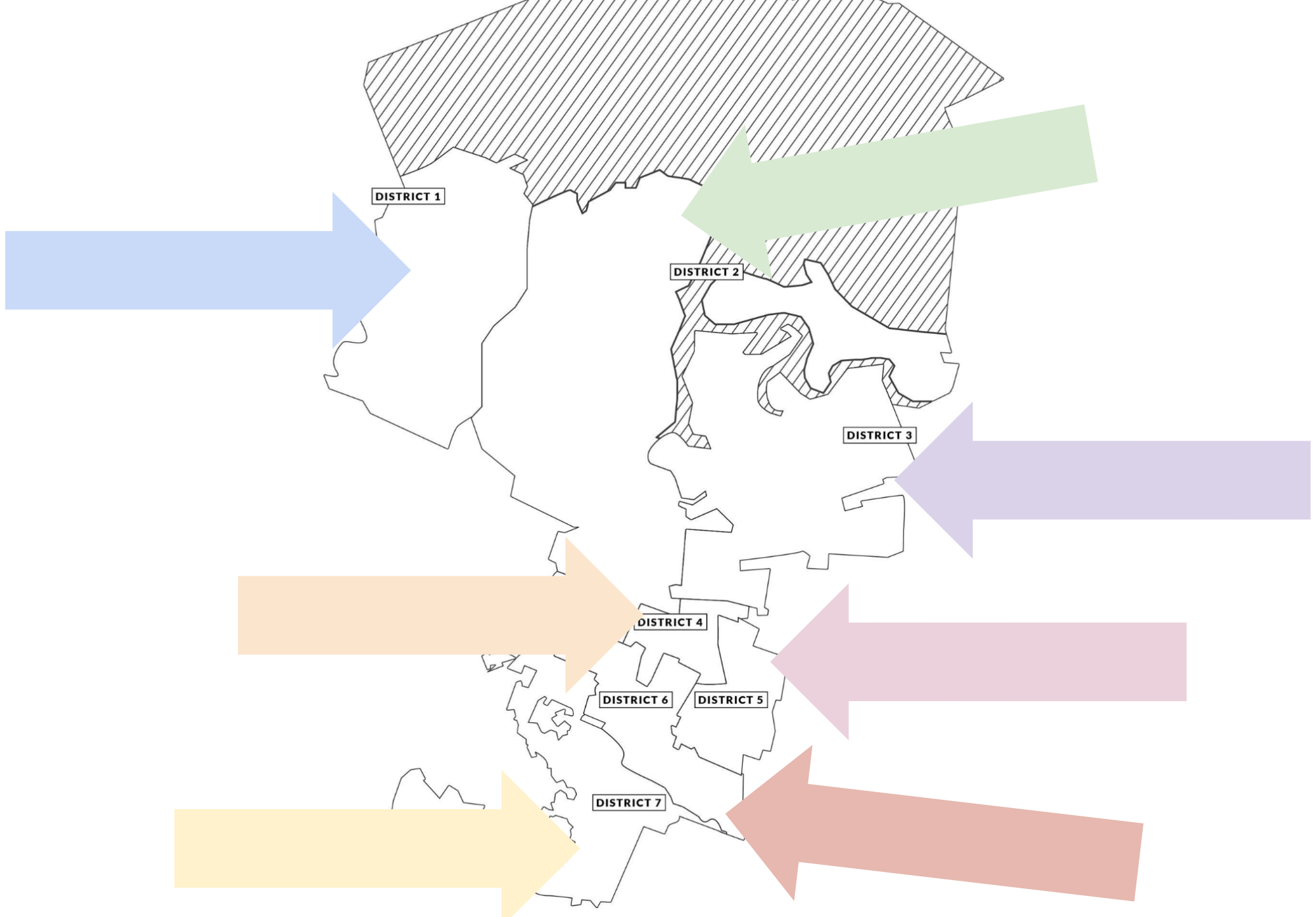


Share...

1) one thing you love about Redwood City

2) one way your district contributes to a strong Redwood City.





The background of the slide is a photograph of a city square. In the center, there is a large, ornate fountain with a white, classical-style structure. The square is surrounded by buildings, including a prominent one with a green dome on the left. The scene is filled with people, suggesting a public gathering or event. The sky is clear and blue.

Discussion Of City Council Group Norms To Support Effective Working Relationships





Let's take a break!
See you at 10:35am



Strategic Planning and City Council Priorities



- 5 minutes: Write down priorities.
Use one sticky note per priority
- 2-3 minutes: Council member
share out



Are there specific strategic priorities that you deem as **high priority** and would like to **consider adding** to the current plan?

Are there specific strategic priorities that you deem as **low priority** that you would like to **consider removing** from the current plan?



Voting

1 = Strong objection

2 = Somewhat object

3 = Neutral/mixed feelings

4 = Somewhat support

5 = Enthusiastic support



CITY HALL

REDWOOD CITY, CALIFORNIA

1017

City Payments



Thank You!



FISCAL YEAR 2022-23 GOALS
ORGANIZED BY GUIDING PRINCIPLES
MID-YEAR UPDATE

(Draft February 7, 2023)





AESTHETICS

Support a safe and clean and attractive environment.

Goals	Quantifiable Measure of Progress (0%, 25%, 50%, 75%, 100%)	Update
Installation of the Racial Equity Mural by end of September 2022 (PRCS)	100%	Mural has been completed (December 2022)
Complete a tree inventory audit and update the City's tree ordinance by June 2023 (PWS)	5%	Staff is in the process of identifying opportunities to secure outside funding to assist with costs associated with conducting a tree inventory and tree ordinance update. Staff anticipates applying for at least one major grant opportunity being offered by the State in late winter 2022-23.
Through community engagement, collaboration, and internal consideration, reimagine the current sidewalk repair program with an equity lens to ensure that the program is accessible to all and complete 3,000 sidewalk repairs by June 2023 (the timeline for this goal was extended an additional fiscal year in order to incorporate feedback received from the City Council Equity and Social Justice Sub-Committee) (PWS)	85%	Staff is working on final revisions of the updated plan to be written into policy in 2023.
Develop recommendation for new 1% for Public Art Ordinance for residential development projects for at least 30 units or more (with no fee requirements for affordable housing units) in FY 2023-24 (multi-year goal) (PRCS)	Multi-Year - 25%	Staff has paused this process until the City Council receives a report on total recommended fee updates from all departments to consider full costs of development projects
Evaluate and perform maintenance, such as tree trimming or removal, on City-owned trees (multi-year goal) (PWS)	Multi-Year - 25%	Staff continues to perform maintenance and evaluation of City-owned trees on an on-going basis.



COMMUNITY BUILDING AND COMMUNICATION

Build community through information sharing, transparency, dialogue, and community engagement.

Goals	Quantifiable Measure of Progress (0%, 25%, 50%, 75%, 100%)	Update
Complete Foundational Equity Training for 60% of City staff by August 2022 (CMO)	17%	Completed training for approximately 10% of City staff before adjusting rollout strategy to focus on departments rather than individuals. Training rollout under new strategy began January 2023.
Conduct at least twelve Redwood City Public Library (RCPL) Listens community conversations and listening sessions to identify community aspirations that will create the foundation for updated Library Service Priorities for the period from 2022-2027 during summer 2022 (LIB)	100%	Sixteen RCPL Listens sessions completed, with 190 attendees. Revised Library Service Priorities will be reviewed by Library Board in March.
Develop a programming policy to ensure that library activities reflect and support the City’s adopted list of annual acknowledgements, recognitions, and celebrations designed to encourage reflection on the contributions and experiences of the residents of our diverse city by September 2022 (LIB)	100%	Policy was completed in summer 2022 and implemented starting in September.
Complete phase I (administrative area improvements) and phase II (paint, kitchen and classroom 7 upgrades) of the Community Development Block Grant (CDBG)-funded Fair Oaks Community Center improvement project by June 2023 (CMO)	50%	FOCC improvement project Phase I (administrative offices) is complete and Phase II (classroom 7 and exterior paint) expected to be complete by June 2023;

Goals	Quantifiable Measure of Progress (0%, 25%, 50%, 75%, 100%)	Update
Conduct at least 350 Library Makerspace programs and events, including collaborative efforts with community partners, by June 2023 (LIB)	100%	From July-December 2022, the Makerspace held 309 programs (including 42 bilingual or Spanish language) attended by 3795 individuals and featuring numerous partnerships
Adopt and implement the Central Redwood City Plan (multi-year goal) (CDT)	Multi-Year - 0%	Due to staffing transitions and other priorities (Gatekeeper projects and Firearms regulations), this work has not begun.
Support programs and initiatives in support of the City's COVID-19 Response Strategy – Respond, Restore and Reimagine (ongoing) (CMO)	Ongoing	Continue to implement the City Council's COVID-19 recovery strategy
Strengthen relationships throughout the community by engaging intentionally with existing partners and by building new connections that allow the City to better hear community members in areas that have been historically and currently marginalized (ongoing) (CMO)	Ongoing	Successful partnerships with Redwood City Together, PAL, Casa Circulo, etc. to reach our Spanish speaking residents.



COMMUNITY FOR ALL AGES

Create conditions that enable all residents to live the healthiest life possible.

Goals	Quantifiable Measure of Progress (0%, 25%, 50%, 75%, 100%)	Update
Initiate the Bayfront Park community engagement project by July 2022 and develop initial master plan by summer 2023 (PRCS)	25%	Staff determined that a Health Risk Assessment (HRA) would need to be performed at the proposed site prior to the initiation of any public engagement. The HRA is expected to take up to 6 months to complete.
Provide a robust Library Summer Learning Challenge program to keep thousands of children and teens reading over summer 2022 (LIB)	100%	9,347 children and teens participated in the Summer Learning Challenge
Pilot “Empower Card” initiative with San Mateo County Libraries to expand equitable access to all online library resources for students, regardless of where they reside, during the first semester of the 2022-23 school year (LIB)	100%	Over 7,000 new cards were issued, and the Library is working with school districts on annual updates to issue cards to new/transfer students
Complete Hawes Field Synthetic Turf Replacement Project by October 2022 (PRCS)	25%	The design for the Hawes Park field renovation was completed in early 2022 but all bids for construction was rejected due to higher costs than the engineer’s estimate. Staff will package the Hawes Field renovation and the Fair Oaks Field renovation projects into one construction bid package for economy-of-scale cost savings strategy. Fair Oaks Field (see below) is under Department of State Architect (DSA) review due to the

Goals	Quantifiable Measure of Progress (0%, 25%, 50%, 75%, 100%)	Update
		field lighting improvement component as part of the scope of work. Staff is expecting review and DSA approval by June 2023.
Complete the Dolphin Park Playground renovation project by December 2022 (PRCS)	75%	Dolphin Park Playground construction is expected to begin in February 2023. The project should take up to 90 days to complete.
Increase After School Program spaces by 10% for vulnerable populations by January 2023 (PRCS)	0%	Due to the challenge of hiring staff, unable to increase enrollment.
Increase youth recreation activities by 20% in North Fair Oaks and Redwood Shores for greater youth access by spring 2023 (PRCS)	100%	3 events have been planned to serve pre- school, youth and teens in Spring 2023
Initiate the Garrett Park renovation project community engagement by May 2023 (PRCS)	25%	Hired a project manager and working with the City Attorney’s Office and Community Development and Transportation Department on what reports are necessary to have in place prior to launch of community engagement. The initial analysis shows that property assessment and title work may be needed. This work may delay the start of community engagement until at least the end of 2023.

Goals	Quantifiable Measure of Progress (0%, 25%, 50%, 75%, 100%)	Update
<p>Complete community engagement to develop final design and go out to bid for construction by May 2023 to build the new Downtown Park adjacent to the Downtown Library with an eye towards accessible youth amenities that both expand and complement amenities at the Library (PRCS)</p>	<p>75%</p>	<p>Several community meetings and community surveys have been completed and submitted. This work, including over 1,200 resident surveys received, helped the consultants to develop two design options. After the last community meeting (January 2023), the consultant team is in process of developed the final preferred plan for a final community meeting to be held prior to May 2023. The consultants can then begin developing the construction documents to prepare the bid. This may take until 4th quarter of 2023.</p>
<p>Complete the Fair Oaks Field Synthetic Turf Replacement Project by June 2023 (PRCS)</p>	<p>25%</p>	<p>The design for the Hawes Park field renovation was completed in early 2022 but all bids for construction was rejected due to higher costs than the engineer’s estimate. Staff will package the Hawes Field renovation and the Fair Oaks Field renovation projects into one construction bid package for economy-of-scale cost savings strategy. Fair Oaks Field (see below) is under Department of State Architect (DSA) review due to the field lighting improvement component as part of the scope of work. Staff is expecting review and DSA approval by June 2023.</p>

Goals	Quantifiable Measure of Progress (0%, 25%, 50%, 75%, 100%)	Update
Complete Hoover Park and Pool Master Plan, including engaging the Redwood Village Neighborhood, stakeholders, and general public by June 2023 (PRCS)	25%	The City Council approved the consulting agreement with O’Dell Engineering for community outreach and completing the Hoover Park and Pool Master Plan. The first community meetings are scheduled on 1/26 and 1/28/23 and stakeholder meetings in February 2023. English and Spanish surveys have been distributed widely in the community and are being submitted.
Complete the Jardin de Niños Park expansion project by April 2023 (PRCS)	50%	Final construction drawings have been completed. Construction bid documents are in process of being completed. Expect to finalize artist element for bid (the kiosk shade structure) by March 2023. Expect to award project by Summer 2023.
Identify pipeline material downstream of the water meter for 21,000 customer side private water service lines by October 2024 in compliance with the Federal Lead and Copper Rule Revision (multi-year goal) (PWS)	Multi-Year - 29%	Staff continues to make steady progress in identifying pipeline materials of customer-side private water service lines.
Explore the need, feasibility, and cost to expand the Downtown Library facility (multi-year goal) (LIB)	Multi-Year - 0%	RFP to be issued spring 2023
Update the Redwood Shores Branch Library Interpretive Center to incorporate new technology and subject matter (multi-year goal) (LIB)	Multi-Year - 0%	RFP to be issued spring 2023

Goals	Quantifiable Measure of Progress (0%, 25%, 50%, 75%, 100%)	Update
Develop the Citywide Park System Master Plan by FY 2024-25 (multi-year goal) (PRCS)	Multi-Year - 0%	No CIP funds have been approved for this work. However, PRCS is working with the PRCS Commission on a “Complete Parks Indicators” retreat to study and develop equity and inclusion indicators for the Redwood City Parks system.
Develop the Stulsaft Park Site Master Plan by FY 2024-2025 (multi-year goal) (PRCS)	Multi-Year - 0%	No work initiated to date.
Deliver at least ten storytimes per week, including regular bilingual sessions, across all three library locations (ongoing) (LIB)	100%	12 storytimes per week currently offered, including 3 bilingual sessions
Provide an equitable array of youth wellness and learning programs at five PRCS after school program sites, serving 400 students, focused on pandemic recovery issues like learning loss, mental health and food insecurity (ongoing) (PRCS)	Ongoing - 100%	After school programs have added additional enrichment activities to address youth wellness and enrichment learning. Continues to partner with the School District to address mental health and food insecurity.
Provide at least eight free July mobile recreation programs at a minimum of four parks identified in underserved neighborhoods of the City (ongoing) (PRCS)	Ongoing - 50%	The Mobile Recreation provided four days of programming at two underserved parks, Marlin and Mezes, in the summer of 2022. During the summer of 2023, we will provide 6 days of mobile recreation programming at Marlin, Mezes and Spinax.
Support the Youth Advisory Board to host the “Volun-teen Program” engaging at least 50 youth in the 2022-2023 school year to provide volunteer services throughout the community (ongoing) (PRCS)	Ongoing - 25%	Hired a new Teen Coordinator to support and implement this program in summer 2023.

Goals	Quantifiable Measure of Progress (0%, 25%, 50%, 75%, 100%)	Update
Continue to provide opportunities for youth to express themselves and weigh in on important issues and projects within the City through the participation of a total of at least 30 youth/teens by serving on the Teen and Youth Advisory Boards (ongoing) (PRCS)	Ongoing - 100%	Teen Advisory Board has engaged with multiple departments on various topics throughout the city. In addition, they have hosted a Teen Talk Series, and have a Teen Networking Dinner in Spring 2023
Provide Library events and activities for children and teens to support Science, Technology, Engineering, Arts, and Mathematics (STEAM) education in the new Makerspace; pandemic recovery issues like learning loss, mental health, and food insecurity; equity and inclusion; and other topics that emerge during RCPL Listens community engagement sessions in the summer of 2022 (ongoing) (LIB)	Ongoing - 100%	The Library continues to offer hundreds of programs per month geared toward community needs, with an average monthly attendance of 10,000 people



ECONOMIC VITALITY

Support Redwood City's economic prosperity by attracting, retaining, and expanding a diverse mix of businesses that meet community needs.

Goals	Quantifiable Measure of Progress (0%, 25%, 50%, 75%, 100%)	Update
Implement permanent parklet program by March 2023 (CMO)	75%	The application portal for the Outdoor Business Activity Program for parklets and/or sidewalk cafes was launched August 2022, with a deadline to apply by January 2023 (to qualify for a one-time use of space fee waiver). Compliance is anticipated for those businesses who did not apply by February 2023, with City issuing permits by April 2023.
Facilitate development of an electronic sign on Highway 101 on a site approved by Caltrans, including sign ordinance revisions as needed (multi-year goal) (CMO)	Ongoing	Staff has been following litigation involving digital signs in San Jose that may impact Redwood City's initiative to allow digital signs within City limits. There are indications that litigation is coming to a resolution, and the City will continue pursuing this initiative with guidance from the City Attorney's Office. Efforts are underway to secure quotes from consultants to conduct environmental review for related ordinance amendments, conduct additional outreach with Caltrans to determine feasible locations along the 101 corridor, and develop an RFP process to ensure an objective and fair outcome.

Goals	Quantifiable Measure of Progress (0%, 25%, 50%, 75%, 100%)	Update
Oversee and monitor the City’s cannabis business to ensure businesses comply with City ordinances and City Manager’s regulations (ongoing) (CMO)	Ongoing	Staff is continually overseeing and monitoring the City’s cannabis program (non-storefront delivery and storefront) on a daily basis to ensure all City ordinance and regulations are being carefully followed.



EXCELLENCE IN GOVERNMENT OPERATIONS

Uphold the highest standards of professionalism within City Operations, and encourage fiscal responsibility, innovation, and strategic decision making.

Goals	Quantifiable Measure of Progress (0%, 25%, 50%, 75%, 100%)	Update
Transition to collect sewer service charges for one dwelling unit parcels through the County of San Mateo tax rolls by July 31, 2022 (this timeline was extended an additional fiscal year based on the City Council’s direction) (PWS)	100%	On June 13, 2022, the City Council authorized the collection of sewer service charges on the County of San Mateo tax roll for customers with one dwelling unit per parcel. Staff has successfully transitioned the collection of sewer service charges for one dwelling unit customers to the tax roll for Fiscal Year 2022-23.
Implement a new citywide cashiering system program by August 2022 (ASD)	100%	Go-live was delayed from August until early December 2022 but ultimately completed successfully.
Select and enter into a contract with a Third-Party Administrator to administer the City’s workers’ compensation claims by August 2022 (HR)	100%	Completed a RFP for a Third-Party Administrator and entered into a 3-year agreement with InterCare Insurance for the period 7/1/22 - 6/30/25.
Publish a “Budget-in-Brief” document in print and online in English and Spanish by August 2022 (ASD)	50%	An English version is available in print and online as of July 2022.
Centralize and strengthen grant coordination efforts citywide, with the first quarterly meeting by August 2022 (ASD)	100%	A grant meeting was held in May 2022 with continued meetings held quarterly to centralize grant activities and provide support to grant efforts citywide

Goals	Quantifiable Measure of Progress (0%, 25%, 50%, 75%, 100%)	Update
Reorganize Human Resources Department, including hiring, onboarding, and training new HR positions: 1.0 FTE Human Resources Manager, 1.0 FTE Senior Human Resources Analyst and 2.0 FTE Human Resources Analysts by August 2022 and a 0.5 FTE Administrative Clerk III by October 2022 (HR)	75%	Hired, onboarded, and trained the following new HR positions: 1.0 FTE Human Resources Manager, 1.0 FTE Senior Human Resources Analyst and 2.0 FTE Human Resources Analysts by September 2022. The 0.5 FTE Administrative Clerk III is on hold pending an organizational review of ASD/HR and staffing needs.
Continue to implement, evaluate, and refine hybrid City Council meeting solutions, including strengthening communication and resources to inform community-members about participation options, consideration of asynchronous meeting solutions to engage community-members on matters before the Council during non-meeting times, and ongoing analysis of in-person and virtual engagement tools with findings prepared by September 2022 (CITY CLERK)	50%	Staff continue to evaluate and refine hybrid meeting solutions. Ongoing work with IT and Council Chamber’s technology vendor to determine what upgrades are needed to facilitate seamless virtual participation options. Evaluation of asynchronous meeting solutions is currently on hold.
Develop an implementation plan for NEOGOV software for recruitment, onboarding, training and development, performance management, and use of electronic forms by October 2022 (HR)	0%	On hold pending the ongoing ERP/Oracle priority work. Will revisit goal for FY 2023-2024.
Create training modules and job aids, and provide Human Capital Management (HCM) system administrator training to City employees to address training needs related to 180 new HCM system processes by October 2022 (HR)	50%	Staff has created some training guides and job aids (as applicable), and provided Human Capital Management (HCM) system administrator training to City employees. Staff continues to create training guides and provides training on an ongoing basis as needed.

Goals	Quantifiable Measure of Progress (0%, 25%, 50%, 75%, 100%)	Update
Update, reorganize, and reformat the Municipal Code and Zoning Code by October 2022 (CITY CLERK)	50%	Staff continue work on this initiative and anticipate completion in FY 23-24
Fulfill responsibilities for the November 8, 2022 Municipal Election by November 2022 (CITY CLERK)	100%	Staff successfully fulfilled responsibilities for the November 8, 2022 Municipal Election held in November 2022.
Assess the full functionality of software reporting options in the Oracle application and begin using reports to inform operations by December 2022 (ASD)	50%	Standard reports are available to staff to use but require learning and practice. Custom reports will require more time to produce.
Develop an updated set of procurement related job aids by December 2022 (ASD)	75%	Citywide training was conducted in March 2022; the PowerPoint slides and recording made available as a resource. Additional resources are in draft form.
Explore creation of a Medical Provider Network (MPN) to offer injured workers a designated group of healthcare providers to treat work injuries by December 2022 (HR)	100%	Staff explored the creation of an MPN and the application and eligibility process to provide an MPN requires a State-certification. We will meet with our workers' compensation TPA to decide if the City is interested in moving forward.

Goals	Quantifiable Measure of Progress (0%, 25%, 50%, 75%, 100%)	Update
Continue to develop and implement a framework to analyze all functions and programs related to Boards, Commissions and Committees (BCC), including consideration and development of tools to support members and staff, identifying strategies to strengthen and diversify recruitment efforts, and consideration of structural changes to increase engagement by underrepresented Redwood City community members and prepare findings and recommendations by December 2022 (CITY CLERK)	50%	Staff presented recommendations to the City Council on December 5, 2022 for structural changes to BCCs to expand membership criteria to ensure increased representation on BCCs, which the City Council supported. Staff will return to the City Council with a draft ordinance on February 13 in advance of the next BCC recruitment. Further, staff is working to develop a pilot dashboard to visualize demographic data of BCCs to further inform outreach and recruitment practices. Additional work is being done to better support BCC staff and members including expanded training opportunities.
Explore additional revenue opportunities and cost savings needed to balance the budget over the 10-year forecast period and provide recommendations to the Finance/Audit Sub-Committee by January 2024 (ASD)	25%	Issued an RFP for consulting support and have refined work plan.
Continue exploring the next phases of implementing Environmental, Social, Governance investing with investment firm consultant, with next steps proposed to the Finance/Audit Sub-Committee by January 2023 (ASD)	75%	Finance/Audit Sub-Committee schedule postponed. Proposal of next steps anticipated in Feb-March.
Review financial practices related to internal service charges, capital assets, construction deposits, and city utility costs by March 2023 (ASD)	50%	Consulting support underway but work delayed due to staffing shortages.

Goals	Quantifiable Measure of Progress (0%, 25%, 50%, 75%, 100%)	Update
Implement a plan to meet various updated System Security Standards across the organization, thereby improving the security and availability of key technological infrastructure, and implementing the vital system priority standards by June 2023 (ASD)	75%	City IT infrastructure is secure and up to date with protection standards. Revised user security training to be launched this spring.
Develop a plan for applying an equity lens to fees by June 2023 (CMO)	50%	User fee study in progress. Consultants and staff collaborating to consider equity in study as appropriate under state law regarding fees.
Develop and implement a monthly financial report of budget and actual results by department by June 2023 while seeking interim solutions in the meantime (ASD)	75%	A report for managers is under development and on schedule to be deployed by June 2023.
Conduct State-mandated biannual Sexual Harassment Training for all employees who are due for training by June 2023, including regular, casual, and contract employees (HR)	0%	The State-mandated biannual sexual training will kick off in April 2023.
Continue to support the Talent Acquisition Program that strives to develop creative and innovative ways to attract, develop, and retain a highly-qualified workforce (multi-year goal) (HR)	Ongoing	<p>Made changes to recruitment job announcements to highlight:</p> <ul style="list-style-type: none"> • Flexible/hybrid work schedules • COLA increases & effective dates • Employee Safety amidst COVID-19 language • Employee benefits <p>Staff also expanded the advertisement venues, ie. Facebook, LinkedIn, professional associations, to include a broad listing of places to advertise.</p>
Update the City’s Personnel Rules and Regulations and coordinate existing provisions in the various bargaining units’ memorandum of understanding to adhere to the updated Rules and Regulations (multi-year goal) (HR)	Multi-Year - 0%	The work was paused due to other HR priority work and staffing shortages. Will request consultant support in FY 2023-24.

Goals	Quantifiable Measure of Progress (0%, 25%, 50%, 75%, 100%)	Update
Develop a new solid waste rate structure to realign rates based on current costs of service (multi-year goal) (PWS)	Multi-Year - 25%	On December 5, 2022, the City Council adopted 2023 Solid Waste Rates which began the process of realigning solid waste rates to ensure that increased collection costs are proportionately allocated to each customer class.
Replace or retrofit existing water meters with Smart/Automated Meter Infrastructure (AMI) water meters where feasible (multi-year goal) (PWS)	Multi-Year - 75%	Staff continues to make progress in its efforts to replace all existing water meters with AMI water meters where feasible.
Support inclusion, belonging and equity-related professional development for staff (ongoing) (HR)	Ongoing	<p>We have offered the following trainings that support the goal of inclusion, belonging and equity-related professional development for staff:</p> <ol style="list-style-type: none"> 1. The Future is Now – Embracing Generational Diversity and Succession Planning 2. Building Effective Workplace Relationships 3. Workplace Bullying: A Growing Concern 4. Emotional Intelligence 5. Developing the Right Mindset for Leadership 6. Preventing Workplace Harassment
Oversee and coordinate Governance and Legislative Advocacy activities (ongoing) (CMO)	Ongoing	Continue to support the Council Governance Sub-Committee and implement the City Council’s Legislative Advocacy Policy and Legislative Platform Policy

Continue to implement recommendations from Building Division’s Organizational Review and provide quarterly updates to City Council on progress (ongoing) (CDT)	Ongoing - 25%	Completed Priority 1 recommendations from the Implementation Plan. Starting work on Priority 2 and 3 recommendations this year, while providing quarterly updates to City Council.
Manage existing contract with Oracle implementation consultant to avoid the need for any change orders (ongoing) (ASD)	Ongoing - 50%	A new change order is underway. However, contract and vendor management has been reestablished and strengthened under new leadership.
Support all business users of the City’s new Enterprise Resource Planning (ERP) system, and identify and implement opportunities for improvements in all ERP related processes (ongoing) (ASD)	Ongoing - 25%	Change management and ERP maturity is ongoing as new modules are introduced. Support for maintenance of the ERP will be enhanced through a new change order.



HOUSING

Meet our unique community housing needs for people at all income levels.

Goals	Quantifiable Measure of Progress (0%, 25%, 50%, 75%, 100%)	Update
Adopt the Housing, Environmental Justice and Safety Elements by December 2022 (CDT)	100%* <i>* Update if the Council doesn't approve on 2/13 or if the item gets pushed back to a later CC date</i>	The City Council adopted the Housing, Environmental Justice and Safety Elements on February 13, 2023*
Process the sales of the 20 affordable ownership units at 612 Jefferson Street (Habitat for Humanity) by September 2022 (CMO)	95%	19 of the 20 sales were completed in September 2023. One homeowner opted out of the sale and Habitat for Humanity is currently processing a new buyer.
Prepare the Five-Year Consolidated Plan and Assessment of Fair Housing (2023-2027) for the CDBG/HOME Program by May 2023 (CMO)	50%	Five-Year Consolidated Plan is currently being developed and scheduled to be adopted by the City Council in May 2023
Adopt the 2023-2031 Housing Element and receive certification by the State by June 2023 (CDT)	100%* <i>* May need to update depending on if CC adopts on Feb 13.</i>	On January 19, 2023, the State determined the City's Housing Element is in substantial compliance with Housing Element law. On February 13, 2023*, the City Council adopted the Housing Element, and the City has submitted the final Housing Element for certification.

Goals	Quantifiable Measure of Progress (0%, 25%, 50%, 75%, 100%)	Update
Implement the Anti-Displacement Strategy including completing Mobile Home Rezoning by January 2023, completing research and community engagement and developing draft policies for Tenant Protection Ordinance Amendments by December 2023, and developing program guidelines for establishing a Preservation fund by August 2023 (CMO)	40%	Mobile home rezoning will be completed by spring 2023; Preliminary research on tenant protection ideas #4 and #6 (anti-harassment policy and right to return) have been completed and community engagement will start in spring 2023; Affordable Housing Preservation Fund guidelines and expected to be complete by spring 2023 and the program launched by summer 2023
Provide operating support to in-home child care providers impacted by COVID-19 in collaboration with the Child Care Coordinating Council (4Cs) of San Mateo County (CDBG funded) through June 2023 (CMO)	100%	Program was completed in June 2022 and served 22 child care providers impacted by COVID-19
Negotiate, complete, and enforce affordability restrictions and funding agreements for over 450 affordable housing units that are either under construction or approved (multi-year goal) (CMO)	Multi-Year	Over 734 affordable units recently completed, under construction or approved and over 900 affordable housing units proposed.
Develop a strategy to preserve the five affordable housing projects (239 units) that have expiring affordability covenants in the next ten years (2022-2032) (multi-year goal) (CMO)	Multi-Year - 0%	Due to staff transitions, work on this goal has not yet started.
Continue to support affordable housing production through implementation of the Affordable Housing Ordinance and allocation of City housing funds (multi-year goal) (CMO)	Ongoing	A notice of funding availability (NOFA) for new affordable housing production is expected to be released by summer 2023; A targeted update to the Affordable Housing Ordinances is expected in spring 2023 and a more comprehensive update is expected to be completed by end of 2026

Goals	Quantifiable Measure of Progress (0%, 25%, 50%, 75%, 100%)	Update
Oversee the City’s below market rate (BMR) housing portfolio of over 1,300 units, including compliance monitoring, updating the BMR monitoring fees and developing BMR program guidelines (ongoing) (CMO)	Ongoing	The City continues to monitor BMR units through its annual reporting process; BMR monitoring fees will be updates as part of the Citywide Master Fee Study update which is scheduled to be completed by June 2023; BMR guidelines are currently under development and are expected to be complete by the end of FY 22-23
Continue to support the production of 100% affordable housing for unique population projects in Redwood City (ongoing) (CMO)	Ongoing	A notice of funding availability (NOFA) for new affordable housing production is expected to be released by summer 2023
Comply with CDBG/HOME annual reporting requirements (ongoing) (CMO)	Ongoing	FY 21-22 annual reports were submitted in fall 2022
Implement the updated the ADU Ordinance (ongoing) (CDT)	100%	Completed FY22
Administer the CDBG, HOME and Human Services Financial Assistance (HSFA) grant programs, including oversight of the CDBG-funded Hoover Park and Fair Oaks Community Center improvement projects (ongoing) (CMO)	Ongoing - CDBG/HOME/HSFA Administration; FOCC (50%); Hoover Park (5%)	A notice of funding availability (NOFA) for FY 23-24 CDBG funds was issued in fall 2022; FOCC improvement project Phase I (administrative offices) is complete and Phase II (classroom 7 and exterior paint) expected to be complete by June 2023; Hoover Park community engagement and Master Plan design work is underway
Administer the HOME Investment Partnerships (HOME) program which provides funds for affordable housing preservation and production (ongoing) (CMO)	Ongoing	A notice of funding availability (NOFA), which includes HOME funds, for new affordable housing production is expected to be released by summer 2023

Goals	Quantifiable Measure of Progress (0%, 25%, 50%, 75%, 100%)	Update
Oversee the Community Development Block Grant (CDBG) minor home repair and accessibility modification programs for low income homeowners and renters (ongoing) (CMO)	Ongoing	Ongoing; There are three completed projects and five active projects thus far in FY 22-23
Provide free, pre-approved ADU plans in collaboration with Housing Endowment & Regional Trust (HEART) of San Mateo County (ongoing) (CDT)	Ongoing	Continue to offer to the community
Develop and implement “on-demand” and “Redwood City preference” options for unsheltered homeless individuals within the existing Coordinated Entry System (CES) by January 2023 (PRCS)	100%	Secured "on demand" shelter beds for any resident desiring shelter during encampment clearings. Secured 5 “on demand” shelter beds - accessed by public safety personnel or civilian homeless outreach workers during evenings and weekends when CES is not available. Secured “Redwood City preference” for 14 units at the Casa Esperanza supportive housing project .
Develop a homeless hotline by January 2023 (PRCS)	0%	Project on hold due to County effort to establish a similar homeless hotline which the City would be able to utilize.
Implement the “Resolving Encampments through Effective Engagement” Pilot Program and implement the Homelessness Initiatives Strategy of Intensive, Coordinated Outreach and Engagement for Unsheltered Residents by June 2023 (PRCS)	25%	Implementation begun with mapping of homeless encampments, establishment of working group for homeless encampments on CalTrans property; creation of a by-name list of individuals living in encampments. Implementation of strategies for resolving encampment to be fully launched by June 2023 and continue into FY 2023-2024.

Goals	Quantifiable Measure of Progress (0%, 25%, 50%, 75%, 100%)	Update
Support development of Navigation Center in Redwood City, including five “on demand” beds to serve Redwood City unsheltered residents (multi-year goal) (PRCS)	Multi-Year - 75%	Navigation Center scheduled to be completed and ready to accept residents by mid to late March. 5 “on demand” beds referenced above will shift to “on demand” units at the Navigation Center once it opens.
Continue to oversee and manage the City’s COVID-19 Emergency Rental Assistance Program (multi-year goal) (PRCS)	Multi-Year Goal	Fair Oaks Community Center continues to receive and process a steady flow of COVID19 related financial assistance requests – including rental assistance, deposit assistance, and utility assistance – with funding continuing to be a mixture of CDBG, City, County, and private funding.
Develop and implement Coordinated Inter-Agency Redwood City Homeless Outreach Strategy (multi-year goal) (PRCS)	Multi-Year - 25%	Agreements with LifeMoves and LifeMoves Inter-Agency partners have been fully executed; Coordinated, Inter-Agency Homeless Outreach Strategy Team launched as of February 2023.
Administer \$1.8 million in State Encampment Resolution Funding (multi-year goal) (PRCS)	Multi-Year - 10%	Spend down of Encampment Resolution Funds begun in November 2022.

Goals	Quantifiable Measure of Progress (0%, 25%, 50%, 75%, 100%)	Update
Continue to implement the Temporary RV Safe Parking Program and transition program participants to permanent housing options (multi-year goal) (PRCS)	Multi-Year Goal - 90%	Temporary RV Safe Parking Program expected to close as scheduled on February 28, 2023 with 90% of the original program participants transitioning to shelter or other temporary or permanent housing options.
Continue to implement the Permanent Local Housing Allocation (PLHA)-funded rapid rehousing program for the RV Safe Parking participants (multi-year goal) (PRCS)	Multi-Year Goal - 100%	8 former RV Safe Parking Households have moved into permanent housing with PLHA funded rapid rehousing program and will continue to have housing subsidy for 12 months.
Coordinate citywide, inter-departmental, inter-agency (private and public sector) efforts towards ending homelessness (ongoing) (PRCS)	Ongoing	Inter-departmental, City HHIT (Housing and Homeless Innovation Team) continues to meet and coordinate inter-departmental and cross-departmental efforts to address homelessness
Continue Fair Oaks Community Center programs and services for homeless and at-risk of homelessness residents (ongoing) (PRCS)	Ongoing	Information and Referral Program continuing as entry point for countywide Coordinated Entry System (CES) and continuing to provide financial assistance support to households at risk of homelessness
Continue to oversee the Downtown Streets Team Program and encampment waste services (ongoing) (PRCS)	Ongoing	Expansion to Weekly Encampment Waste Services for 80% of homeless encampment targeted by June 2023



PUBLIC SAFETY

Provide for the health, protection and well-being of all community members, neighborhoods, visitors, and businesses.

Goals	Quantifiable Measure of Progress (0%, 25%, 50%, 75%, 100%)	Update
Development of emergency plans, training and other Emergency Operations Center (EOC) tasks, as well as complete the EOC remodel by December 2022 (Fire)	75%	Completed EOC Remodel. The Emergency Operations Plan (EOP) is under review. Training is expected to begin in 2023.
Complete a commissioned police staffing and services assessment study by December 2022 and begin implementation of findings by June 2023 (PD)	75%	The Police Department is currently working with the outside vendor (Center for Public Safety Management) to complete the study. Initial data collection and analysis has been completed with refinements on-going. CPSM staff have conducted both virtual and on-site meetings with various units, individuals and stakeholders regarding workloads, responsibilities, workflows and community expectations. Final report will due before the end of the fiscal year.
Complete the Fire Department Standards of Cover study by December 2022 and begin implementation of the findings by June 2023 (Fire)	90%	The draft document has been completed. Currently under review.

Goals	Quantifiable Measure of Progress (0%, 25%, 50%, 75%, 100%)	Update
Through the Recruitment Working Group, focus on diversity, equity and inclusion within hiring and promotional practices by developing strategies to recruit talent from diverse backgrounds, identify areas where we can support those from diverse backgrounds, and ensure an equitable approach for building our workforce by avoiding exclusionary practices by January 2023 (Fire)	75%	Conducted several community outreach events for recruitment. Created Firefighter Trainee job classification. Conducted three separate recruitments. Submitted department update to the Equity and Social Justice Sub-Committee. Initiated IDEAL RWC training for the fire department.
Reorganize existing Police Department specialty units into an integrated Community Response Unit to create a more flexible, responsive, and efficient team of officers better positioned to respond to existing and emerging public safety and crime trends and on-going community safety concerns such as traffic safety, downtown special events and homeless outreach by February 2023 (PD)	0%	This goal is likely not going to be met this fiscal year. Unfilled positions at the line and supervisory level have prevented the Department from implementing this plan. The Department anticipates staffing levels to improve by the end of the fiscal year and, coupled with the completion of the staffing and service analysis, may seek to implement this reorganization in August of 2023.
Work in collaboration with the City of San Carlos to improve our Emergency Management efforts for both cities, and provide Emergency Operations Center (EOC) training (Type 3 EOC credentialing courses as defined by California Operations of Emergency Services (CAL OES) to City staff by June 2023 (Fire)	75%	Conducted multi-jurisdiction EOC/DOC in response to the 22/23 Storms. Additional training is forth coming with expected delivery by June 2024.
Host two Community Emergency Response Team (CERT) Trainings and at least four continuing education/membership meetings by June 2023 (Fire)	100%	Completed
Expand the Fire Explorer Program by hosting one open house and recruiting at least four new explorers by June 2023 (Fire)	100%	Completed open house and initiated onboarding of 12 explorers.

Goals	Quantifiable Measure of Progress (0%, 25%, 50%, 75%, 100%)	Update
Design and build a training tower for Public Safety by June 2023 (Fire)	50%	Created design concepts and received quotes for the structure and site improvements. Due to challenges with land acquisition this project has been delayed.
Purchase and deploy vehicle mounted cameras, which are integrated with existing body worn cameras, to increase departmental transparency and accountability to the community; improve officer safety; and employ best evidentiary gathering practices by June 2023 (PD)	75%	Funds have been allocated for the purchase and installation of the cameras. Axon was approved as a sole source vendor by City Council and the contract was approved at the same time. The department is waiting on installation and anticipates it will be completed by the end of the fiscal year
Deploy an integrated system of Flock Safety automated license plate reader cameras at key locations around the City to improve investigative efficiency, enhance community safety, and improve criminal deterrence, and provide real time patrol information to officers and investigative leads to detectives by June 2023 (PD)	25%	The Department has completed the RFP for this project and anticipates publishing it no later than February 3, 2023. The Department anticipates it will still be able to complete this and have a vendor identified, received community feedback and deploy a system by the end of the fiscal year.

Goals	Quantifiable Measure of Progress (0%, 25%, 50%, 75%, 100%)	Update
Identify and retain the services a dedicated on-call mental health professional specializing in first responders to provide counseling and services to public safety staff to improve staff resiliency and overall mental health wellness by June 2023 (PD)	100%	In December of 2022 the Department contract with an outside vendor, the Counseling Team International, to provide additional mental health and wellness to public safety staff. Available resources include up to 10 clinician sessions per employee per year, critical incident debriefing services, peer support team training, and annual assessment “check-ins,” among other services.
Continue implementation of the Community Wellness and Crisis Response Team (CWCRT) Two-Year Pilot Program (multi-year goal) (PD)	Ongoing	This pilot program is now in its second year and continues to successfully operate in a co-response model with Redwood City Police Officers providing community members in mental health crisis with the resources and assistance they need. The clinician assigned to RCPD provided mental health assistance to 186 community members in 2022. The pilot program is set to conclude at the end of 2023.

<p>Enhance transparency with data collection, reporting and analysis, and adhere to all applicable reporting laws, including the Racial and Identity Profiling Act (RIPA) (ongoing) (PD)</p>	<p>Ongoing</p>	<p>The Department has fully implemented the required RIPA data collection and reporting. All sworn staff are collecting the relevant data as required on an on-going basis and the data is being reported to the state within the required reporting guidelines. This is an on-going initiative that will continue into the future as standard PD practice.</p>
<p>Modify existing crime statistics and data collection process (Uniform Crime Reporting) to conform with the new mandated California Incident-Based Reporting System (CIBRS) (ongoing) (PD)</p>	<p>Ongoing</p>	<p>The Department has fully implemented the new state crime reporting system (CIBRS) and moved away from the previous UCR reporting model. All sworn staff and records personnel have received training regarding the new reporting requirements and these requirements have been fully implemented. This is an on-going initiative that will continue into the future as standard PD practice.</p>
<p>Continue to update and improve data and information sharing on the Department's Data Dashboard, including information on arrests, use of force, department staffing and demographics, and budget (ongoing) (PD)</p>	<p>Ongoing</p>	<p>The Department is currently working with other city staff to provide the raw data to update the Department's Data Dashboard. Work on this will continue through the spring with updated information posted by the 4th quarter of FY22-23.</p>



SUSTAINABILITY

Proactively address environmental concerns to protect our community.

Goals	Quantifiable Measure of Progress (0%, 25%, 50%, 75%, 100%)	Update
Implement the solar microgrid within Fire Station 9 and the adjacent Marshall Street Garage by June 2023 (PWS)	50%	Staff has completed an initial feasibility study and is reviewing the project for an alternative solar energy production and storage model aimed at increasing energy efficiency and cost savings.
Convert remaining eligible streets lights to LED by June 2024 (PWS)	90%	Staff is continuing to convert remaining eligible street lights.
Implement electrification within the City’s fleet by replacing aging hybrid and gasoline vehicles with 100% electric Vehicles (EV) where possible (multi-year goal) (PWS)	Multi-Year - 0%	Unprecedented market disruptions throughout the automotive industry have presented challenges in procuring desirable alternative-fueled vehicles. However, staff continues to monitor market conditions and plans to replace eligible vehicles as inventory becomes available.
Research additional funding options for Athletic Field Light LED conversion by July 2024 (multi-year goal) (PRCS)	Multi-Year - 75%	Obtained funding from Assemblymember Berman’s grant for renovation of Fair Oaks Field to include LED upgrade for field lights. Additionally, was able to secure funds to upgrade the Hawes Field lights to LED’s. These two projects will be packaged into one bid once the Department of State Architect (DSA) approves plan (required for school district property)

Goals	Quantifiable Measure of Progress (0%, 25%, 50%, 75%, 100%)	Update
Extend recycled water distribution pipelines by 4,000 to 5,000 feet per year for the next 3-4 years to serve landscape irrigation demands at parks, streetscapes and medians, and for various approved indoor uses in both new buildings and existing buildings into the Downtown area (multi-year goal) (CDT)	Multi-Year Goal - 50%	Staff is completing the design for the second pipe expansion package to serve Downtown for construction in Summer 2023. The first phase was completed many years ago to cross under US 101 and bring recycled water to the Kaiser Hospital Campus.
Obtain additional grant funding and coordinate with regional agencies for levee improvements in and around Redwood Shores (multi-year goal) (CDT)	Multi-Year - 75%	Staff coordinated with OneShoreline and neighboring agencies for levees and sea level rise resiliency efforts. Staff submitted a FEMA grant for Advance Assistance and awaiting status of the award. Staff also has reached out to the US Army Corp of Engineers to determine if there is a federal interest in the levees to enable additional resources.
Complete groundwater remediation efforts at the Sequoia Station Shopping Center (multi-year goal) (PWS)	Multi-Year - 25%	The City's contractor is on-site for construction preparation activities and active remediation is anticipated to occur through March 2023. Groundwater monitoring will follow, once remediation is complete.
Construct the Bayfront Canal & Atherton Channel Flood Management Project in collaboration with neighboring jurisdictions (ongoing) (CDT)	Ongoing - 99%	Project was constructed and the improvements currently provide beneficial use. No flooding was observed for the 2022-23 winter storms with the Bayfront Canal and Atherton Channel. OneShoreline is working on resolving incidental punchlist items prior to officially accepting the project for completion.

Goals	Quantifiable Measure of Progress (0%, 25%, 50%, 75%, 100%)	Update
Develop incentive programs and initiatives based on the Climate Action Plan (ongoing) (PWS)	Ongoing - 50%	<p>A Disposable Foodware Ordinance was adopted by the City Council on October 24, 2022.</p> <p>An RFP for a Sea Level Rise Vulnerability Assessment Study was released in July 2022. An Agreement for Services was finalized in November 2022. A kick-off meeting with the consultant is scheduled for February 3, 2023.</p>
Work locally and with regional partners to identify water supplies to supplement dry year demand through development of recycled water, groundwater, and other potential sources of new water supply (ongoing) (PWS)	Ongoing - 5%	They City has entered into a memorandum of agreement with local water and wastewater agencies to develop a basis of design report for the potable reuse of recycled water. The report will include 10% of the total design for a purified water treatment facility.



TRANSPORTATION

Promote the best travel experience possible for everyone in Redwood City by creating and maintaining a safe, multimodal, and accessible transportation network.

Goals	Quantifiable Measure of Progress (0%, 25%, 50%, 75%, 100%)	Update
Complete transition of the Safe Routes to School Program from Redwood City Together to the City and continue implementation by October 2022 (CDT)	100%	The Safe Routes to School staff is part of the Redwood City Parks, Recreation, and Neighborhood Services Department as of August 2022. She is leading the Safe Routes to School Task Force and has established relationships with schools' PTAs and administration.
Issue permits for shared micromobility operators as applications are submitted and monitor their performance and level of use by October 2022 (CDT)	100%	The first permit was issued in May 2022 and the operator (Bird) started a scooter share program in July 2022.
Adopt Vision Zero Task Force workplan for the next three years and begin implementation by October 2022 (CDT)	100%	The Walk Bike Thrive Plan (combined Vision Zero Plan and Bicycle & Pedestrian Master Plan) was adopted by the Council in June 2022. In August 2022, the Vision Zero Task Force adopted their 3-year workplan.
Explore the feasibility of a quick-build cycle track on northbound El Camino Real, between Maple and Wilson streets by December 2022 (CDT)	25%	Developed conceptual design and met with Caltrans. Installation of a barrier would require a design exception so staff is working on an encroachment permit for Caltrans that would install a buffered bike lane instead of a cycle track.

Goals	Quantifiable Measure of Progress (0%, 25%, 50%, 75%, 100%)	Update
Complete construction of the 2021 Pavement Overlay Project that will improve 9.5 miles of street pavement by December 2022 (CDT)	100%	Project is substantially complete as of December 2022.
Adopt the Transit District Plan and certify the environmental review by December 2022 (CDT)	100%	Transit District Plan amendments and Subsequent EIR were adopted by the City Council in November 2022.
Develop the Citywide Transportation Management Association by April 2023 (CDT)	10%	Successfully applied for grant funding to hire a consultant to do the feasibility study; finalizing funding agreement with SMCTA in January 2023 and procuring consultant support in spring.
Update Transportation Impact Fee Program to reflect transition from Level of Service (LOS) to Vehicle Miles Traveled (VMT) and expand VMT-reducing projects by June 2023 (CDT)	10%	Scope of work for RFP is completed and ready for advertising.
Build Roosevelt Avenue Traffic Calming pilot project by April 2023 (CDT)	10%	The design is complete; NEPA, E-76, and funding allocation are processed and the project is ready to put out to bid for construction.
Construct permanent Hopkins Avenue Traffic Safety Project and Pavement Overlay by April 2023 (CDT)	50%	Construction is underway with substantial completion estimated by April 2023.
Complete fee study for the Transportation Demand Management Program by July 2023 (CDT)	10%	Consultant selected and contract under legal review.

Goals	Quantifiable Measure of Progress (0%, 25%, 50%, 75%, 100%)	Update
Implement the 101/84 Interchange Project Funding Implementation Plan (multi-year goal) (CDT)	Multi-Year - 10%	Ongoing initiative. Submitted a \$25M grant application for the Trade Corridor Enhancement Program in November 2022. Monitoring future funding opportunities and soliciting additional consultant support for project delivery.
Advance design and secure funding for the Redwood Avenue Sidewalk, Curb and Gutter, and Paving Project (multi-year goal) (CDT)	Multi-Year - 95%	Consultant completed project design. City applied for and was awarded a Measure A/W grant for construction. Finalizing funding agreement with SMCTA. Estimate being about to put out to bid in spring 2023.
Collaborate with the Managers Mobility Partnership to advance the planning, design, and construction of the Peninsula Bikeway on El Camino Real from Mountain View to Redwood City (multi-year goal) (CDT)	Multi-Year - 10%	Staff has been tracking progress and supporting grant applications for El Camino Real improvements in Mountain View, Palo Alto, and Atherton.
Collaborate with Caltrain, SamTrans, City/County Association of Governments (C/CAG) and the San Mateo County Transportation Authority (SMCTA) to advance development of Rail Grade Separation and Transit Center Project (multi-year goal) (CDT)	Multi-Year - 5%	Completed feasibility study in November 2022. Coordinating with partners on next phase of work.
Participate in the Countywide Saturation Traffic Enforcement Program, teaming with allied law enforcement agencies to target aggressive driving behaviors in Redwood City and surrounding areas (ongoing) (PD)	Ongoing	Continue to actively participate in Countywide program.

Goals	Quantifiable Measure of Progress (0%, 25%, 50%, 75%, 100%)	Update
Collaborate with Caltrans to increase safety on state highways (El Camino Real and Woodside Road) as part of planned projects (ongoing) (CDT)	Ongoing - 25%	Reviewed and commented on conceptual design for the El Camino Real SHOPP project and Woodside Road CAPM project. Ongoing coordination with Caltrans and development projects and People’s Budget project on El Camino Real.
Advocate for additional funding for City priorities in federal infrastructure bills (ongoing) (CDT)	Ongoing - 50%	Tracking funding opportunities for City projects.