

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
DOWNTOWN LIBRARY
Community Room, 2nd floor
1044 Middlefield Road
Redwood City, CA 94063
www.redwoodcity.org

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

CITY COUNCIL SPECIAL MEETING

***AMENDED* AGENDA**

Saturday, August 26, 2023

9:00 AM

Amended to reflect Council Member remote participation

**COUNCILMEMBER HOWARD PARTICIPATING REMOTELY VIA ZOOM
FROM THE FOLLOWING LOCATION:
907 Katherine Avenue
Redwood City, CA 94062**

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 Zoom call *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 Yessika Castro, Interim City Clerk, at 1017 Middlefield Road, Redwood City, CA 94063 or e-mail address ycaastro@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. PUBLIC COMMENT

All public comment will be taken at this time on items on the agenda, and items not on the agenda.

4. AB 2449 REQUESTS AND CONSIDERATIONS FOR MEETING PARTICIPATION BY TELECONFERENCE DUE TO JUST CAUSE OR EMERGENCY CIRCUMSTANCES

5. STRATEGIC PLANNING AND COUNCIL PRIORITIES

5.A. Background materials for August 26, 2023 City Council discussion of priorities

6. ADJOURNMENT - The next City Council meeting is scheduled for August 28, 2023



STAFF REPORT

To the Honorable Mayor and City Council
From the City Manager

DATE: August 26, 2023

SUBJECT

Background materials for August 26, 2023 City Council discussion of priorities

RECOMMENDATION

Receive background materials for August 26, 2023 City Council discussion of priorities.

STRATEGIC PLAN GUIDING PRINCIPLE

Excellence in Government Operations

BACKGROUND

At the August 26, 2023 City Council meeting, the City Council will discuss their priorities, including priorities raised by individual City Councilmembers at the February 11, 2023 City Council meeting. This report provides background materials on work underway to support City Council priorities, as well as feedback on individual priorities raised by City Councilmembers on February 11, 2023.

The City Council will not take action on August 26, however, City Council feedback will inform future budget recommendations.

ANALYSIS

City Services and Initiatives to Advance the City's Strategic Plan

The City Council's Strategic Plan informs how the City allocates resources, including staff time. The City Council has established the following Strategic Priorities, Guiding Principles, and Foundational Guiding Principle.

STRATEGIC PRIORITIES

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

Transportation - Create and maintain a multimodal, safe and accessible transportation network.

Children and Youth - Create opportunities for children and youth to grow, learn and play in safe and healthy environments.

GUIDING PRINCIPLES

Aesthetics - Support a safe and clean and attractive environment.

Communication and Community Building - Build community through information sharing, transparency, dialogue, and community engagement.

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

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

Healthy Community for All Ages - Create conditions that enable all residents to live the healthiest life possible.

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

Sustainability - Proactively address environmental concerns to protect our community.

FOUNDATIONAL GUIDING PRINCIPLE

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

Staff advances City Council priorities through both ongoing programs and services (some of which are mandatory), and through time-limited initiatives. Many significant initiatives require multiple years of effort. In some cases, such as implementation of the Housing Element, the City is legally obligated to complete these initiatives.

Attached to this report are a number of documents which convey work on the City Council's priorities in different formats. The formats may be helpful in different ways, depending on where the reader would like to focus.

For example, when considering work related to Housing, the reader can:

- Review Attachment A, the Housing "One-Pager" which attempts to succinctly capture **programs, services and initiatives related to Housing which will occur during FY 2023-24**. Because it is just one page, it does not capture *all* housing-related work but it addresses the most resource-intensive housing work. Some of this work requires City Council action over the course of the year but that is not always the case, such as when direction and resources have already been provided.
- Review Attachment E, the FY 2023-24 Visual Policy Calendar and SMARTIE Goals by Strategic Initiative, which organizes **major policy items coming to the City Council as well as select SMARTIE goals the Council has directed staff to undertake** by adopting the budget which may not require City Council action over the course of the year. SMARTIE goals are a subset of goals in the FY 2023-24 budget: **Specific, Measurable, Achievable, Relevant, Time-Bound, Inclusive and Equitable**. This document can provide a picture of work underway that is not obvious by reviewing City Council agendas.
- Review Attachment F to see **multi-year efforts to implement the Housing Element**.
- Review Attachment G to see **multi-year efforts to implement the Anti-Displacement Strategy**, a major housing and equity initiative.

These examples all pertain to Housing as that is a top priority for the City Council, but other attachments address other priorities and multi-year initiatives. It is important to note that there are many other City Council-approved multi-year initiatives for which a timeline is not readily available in graphic form (ex. Americans with Disabilities Act Transition Plan, Climate Action Plan, General Plan, Hazardous Mitigation Plan, and multi-year master plans for utilities).

Review of City Councilmember Priorities Identified on February 11, 2023

At the February 11, 2023 City Council meeting, City Councilmembers shared their top priorities for the upcoming year. Attachment J organizes those responses within the City's Strategic Priorities and Guiding Principles, and identifies City Council-approved activities planned for FY 2023-24 and beyond which relate to these priorities.

During the August 26, 2023 City Council offsite meeting, City Councilmembers will be asked to:

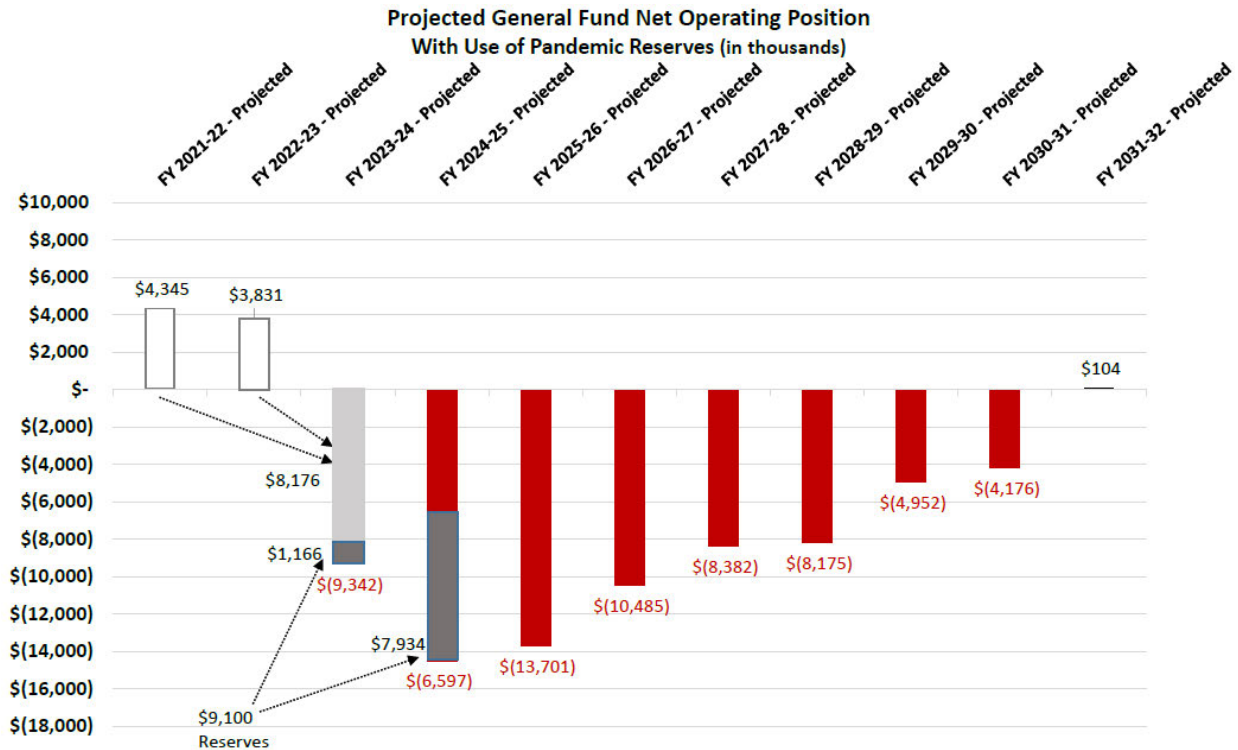
- 1) Review these activities and ask any clarifying questions about the priorities identified and the City Council-approved activities which relate to these priorities.
- 2) Indicate *agreement* on how these priorities are being addressed through City Council-approved work, or *provide additional details* about a priority for City Council and staff consideration, or *ask staff to pursue a priority not already included in City Council-approved work* (for this we seek City Council consensus)

If there is City Council consensus on any priorities not already included in City Council-approved work, staff will return with recommendations at the February 2024 Mid-Year Budget Update.

Resolving Deficits to Fully Fund City Services and Infrastructure Needs

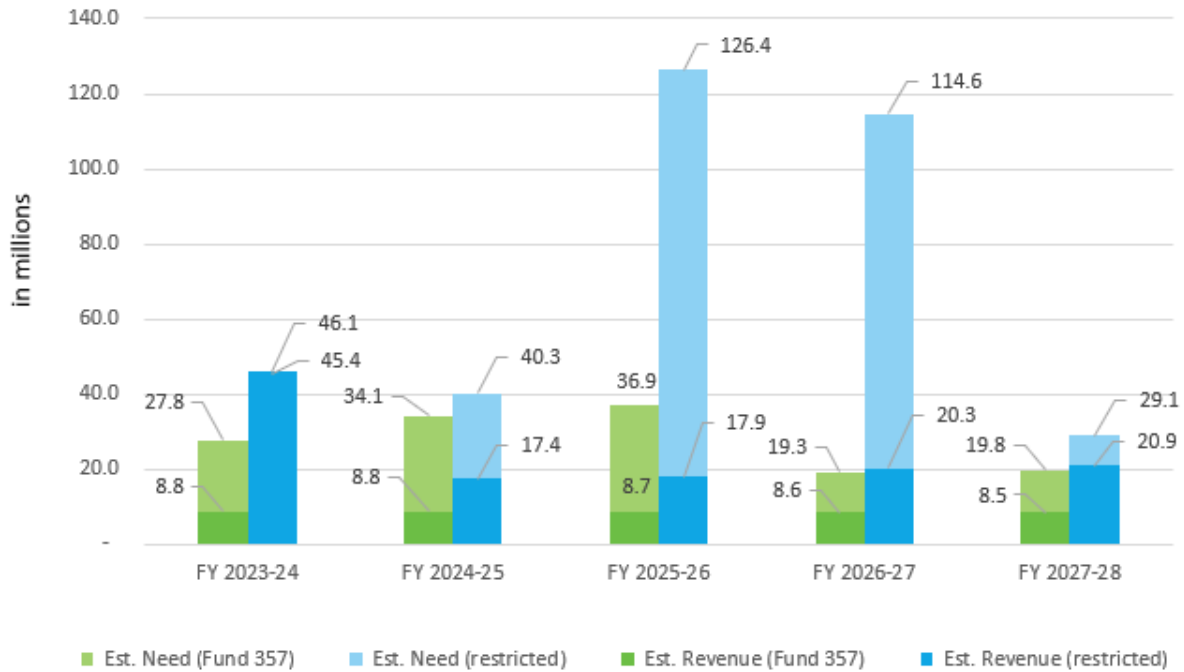
The background materials reflect direction given and resources allocated by the City Council to provide City services and advance City Council priorities. Additionally, a key priority for FY 2023-24 will be to increase revenue to fund City services and infrastructure needs.

As discussed during development of the FY 2023-24 budget, the City has relied on one-time funds to stabilize declining revenue and continue to provide services. The chart below shows projected operating budget deficits beginning in FY 2024-25.



Additionally, the City faces a 327-million-dollar shortfall over the next five years for our Capital Improvement Program (CIP). The CIP identifies our public facility needs, including streets, parks, buildings, and accessibility-related projects.

Five-Year CIP Cost vs. Funding: \$327 Million Shortfall



The City actively manages costs, secures outside funding where possible, pays down liabilities and plans ahead for community needs. Unfortunately, those efforts alone will not resolve the City’s structural deficits. As a result, a major priority for FY 2023-24 will be to secure additional funding for the City’s operations and infrastructure.

EQUITY IMPACT STATEMENT

The August 26, 2023 meeting will be an opportunity for the City Council to discuss their priorities. The City Council has established Equity as a Foundational Guiding Principle and has determined that Redwood City will *put equity first, urging a collective restart so that policies serve the entire community.*

FISCAL IMPACT

Developing this report and preparing for the City Council’s August 26 meeting was accomplished within existing resources. If there is City Council consensus on any priorities not already included in City Council-approved work, staff will return with recommendations at the February 2024 Mid-Year Budget Update.

ENVIRONMENTAL REVIEW

This activity is not a project under California Environmental Quality Act (CEQA) as defined in CEQA Guidelines, section 15378, because it has no potential for resulting in either a direct or reasonably foreseeable indirect physical change in the environment.

PUBLIC NOTICE

Public notification was achieved by posting the agenda, with the agenda items being listed, at least 72 hours prior to the meeting.

ALTERNATIVES

No action will be taken at the August 26, 2023 meeting, so no alternative actions are identified.

ATTACHMENTS

- Attachment A – Housing “One-Pager” – FY 2023-24 Activities
- Attachment B – Transportation “One-Pager” – FY 2023-24 Activities
- Attachment C – Children and Youth “One-Pager” – FY 2023-24 Activities
- Attachment D – Equity “One-Pager” – FY 2023-24 Activities
- Attachment E – FY 2023-24 Visual Policy Calendar and SMARTIE Goals by Strategic Initiative
- Attachment F – Housing Element Implementation Timeline (multiyear initiative)
- Attachment G – Anti-Displacement Strategy Timeline (multiyear initiative)
- Attachment H – Grade Separation Timeline (multiyear initiative)
- Attachment I – 101/84 Timeline (multiyear initiative)
- Attachment J – Priorities Suggested at February 11, 2023 City Council Meeting

REPORT PREPARED BY:

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APPROVED BY:

Melissa Stevenson Diaz, City Manager



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

GOALS

PRESERVE...
existing affordable housing



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



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



PARTNER...
on housing opportunities for unique populations



FY 2023-24 SMARTIE GOALS

- Complete the following Anti-Displacement Strategy (ADS) recommendations by June 2024:
 - Develop and adopt a tenant protection ordinance (ADS Recommendation #1);
 - Launch and implement the housing preservation fund (ADS Recommendation #2); and
 - Negotiate a memorandum of understanding (MOU) with the Housing Endowment and Regional Trust (HEART) (ADS Recommendation #3).
- Release a notice of funding availability (NOFA) for new affordable housing production by September 2023 and award funds to new affordable housing project(s) by June 2024.
- Reduce by 40% the number of encampments or number of unsheltered individuals living in encampments by July 2024.

- Increase the mandatory registration rate of Short-Term Rental operators in Redwood City from 50% to 60% by imposing stricter enforcement procedures by June 2024.





HOUSING AND HOMELESSNESS INITIATIVES

(Blue = Mandated programs)

PRESERVATION

- Manage the new Affordable Housing Preservation Program, an over-the-counter loan program to preserve unsubsidized affordable units
- Administer the HOME Investment Partnerships (HOME) program, which provides funds for affordable housing preservation and production
- Oversee the Community Development Block Grant (CDBG) minor home repair, major home repair, and accessibility modification programs for low-income homeowners and renters
- Implement the Five-Year Consolidated Plan and Assessment of Fair Housing (2023-2027) for the CDBG and HOME Programs
- Develop a strategy to preserve the five affordable housing projects (239 units) that have expiring affordability covenants in the next 10 years (2022-2032)
- 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

PRODUCTION

- Negotiate, complete, and enforce affordability restrictions and funding agreements for over 750 affordable housing units that are either under construction or approved
- Administer the HOME Investment Partnerships (HOME) program which provides funds for affordable housing preservation and production
- Award up to \$8 million in affordable housing funds for new construction of multifamily affordable housing through a Notice of Funding Availability (NOFA)
- Implement the updated the ADU Ordinance
- Complete the Housing Element update for 2023-2031 including the completion of the environmental review and rezoning
- Implement the Affordable Housing Ordinance - over 800 proposed affordable housing units across 16 projects (e.g., Sequoia Station, Gatekeeper projects, 1125 Arguello, 1330 El Camino Real, etc.)
- Partner with the County by providing HOME-ARP funding to preserve the long-term affordability for select units at Casa Esperanza, a permanent supportive project for people experiencing homelessness or at-risk of homelessness

HOMELESSNESS WORKPLAN INITIATIVES

- Implement the Homelessness Initiatives Work Plan to address the impacts of homelessness and achieve functional zero homelessness
- Continue Fair Oaks Community Center programs and services for homeless and at-risk of homelessness residents/Continue to provide Emergency Financial Assistance for Housing through the Fair Oaks Community Center
- Continue to oversee Downtown Streets Team Program as a pathway to employment and housing and encampment waste services
- Continue to implement the Permanent Local Housing Allocation (PLHA)-funded rapid rehousing program for the former RV Safe Parking participants
- Continue to coordinate with CalTrans regarding encampments on CalTrans property
- Coordinate with the County on Homeless Outreach App and Outreach Dispatch System
- Implement Coordinated, Inter-Agency Redwood City Homeless Outreach Strategy
- Implement the "Resolving Encampments through Effective Engagement" Pilot Program
- Administer \$1.8 million in State Encampment Resolution Funding
- Administer \$1.047 million in County Working Together to End Homelessness (WTEH) Funding
- Continue to Implement "on demand" and "Redwood City Preference" options for unsheltered homeless individuals within the existing Coordinated Entry System (CES) and at the Navigation Center in Redwood City
- Coordinate with the County on decreasing barriers for access to behavioral health supports and services for unhoused residents.
- Partner with the County to leverage federal and state homelessness funding

CITY COUNCIL STRATEGIC
PRIORITIES FY 2023-24

TRANSPORTATION
INITIATIVES



Create and maintain a multimodal, safe and accessible
transportation network

GOALS

BICYCLE/PEDESTRIAN
SAFETY AND VISION ZERO

Implement the adopted Vision Zero
Action Plan's recommended
strategies to eliminate fatalities
and serious injuries from
traffic collisions.



SUSTAINABILITY-
ZERO EMISSION TRIPS

Create and implement programs,
policies, and infrastructure to
support zero emission trips.



REGIONAL MOBILITY

Ensure Redwood City is
considered in all strategic regional
transportation initiatives.



FY 2023-24 SMARTIE GOALS

- Complete construction of the Roosevelt Avenue Quick-Build Project by June 2024.
- Implement funding plan and continue development of 101/84 Interchange Improvement Project; secure \$184M in grant funding for the 101/84 Interchange Improvement Project by December 2024.
- Develop the scope, schedule and budget to complete a project study report and the environmental phase of the Rail Grade Separation and Transit Center project by December 2023.
- After adoption of the DTPP amendments and certification of the environmental review, begin planning entitlements for Gatekeeper projects. Complete review and entitlement of all Gatekeeper applications that are deemed complete within one year of completeness.

BICYCLE/PEDESTRIAN SAFETY

- Plan, coordinate and implement bicycle and pedestrian safety improvements on El Camino Real.
- Collaborate with Caltrans to implement bicycle and pedestrian safety improvements on Woodside Road (State Route 84) as part of the planned roadway pavement project.
- Implement the Vision Zero Task Force's 3-year workplan.
- Collaborate with Caltrain, SamTrans, City/County Association of Governments (C/CAG), and the San Mateo County Transportation Authority (SMCTA) to advance development of the Rail Grade Separation and Transit Center Project.





TRANSPORTATION INITIATIVES

BICYCLE/PEDESTRIAN SAFETY (cont.)

- Participate in the Countywide Saturation Traffic Enforcement Program (STEP), teaming with allied law enforcement agencies to target aggressive driving behaviors in Redwood City and the surrounding areas
- Combine staff and funding resources from the Engineering Division and Police Department for traffic safety public education and activities on Vision Zero corridors
- Support Safe Routes to School initiatives such as “bike buses” and “walking school buses” that promote safer active commutes to school.
- Apply for grant funding for high-priority safety projects identified in Redwood City Walk Bike Thrive.
- Complete the design phase for the Access to Downtown Bikeway Corridors (Vera Avenue and Broadway) project.
- Build the Redwood Avenue Sidewalk, Curb and Gutter, and Paving projects.
- Advance implementation of the ADA Transition Plan with another curb ramp project.
- Collaborate with the County of San Mateo to initiate the design of the Bay Road Complete Street Project.
- Evaluate the Broadway Pedestrian Mall Pilot study and develop recommendations for the City Council to consider.
- Coordinate with Planning Division on development projects’ off-site bicycle and pedestrian improvements.
- Build the Roosevelt Avenue Quick-Build Traffic Calming Project and advance the design and environmental phases for the permanent project.

SUSTAINABILITY – ZERO EMISSIONS

- Complete fee study and adopt the Transportation Demand Management fee to support Program
- Complete a feasibility study for a Transportation Management Association
- Update Transportation Impact Fee Program to reflect transition from Level of Service (LOS) to Vehicle Miles Traveled (VMT) and expand VMT-reducing projects
- Develop and adopt bicycle parking guidelines.

REGIONAL MOBILITY

- Ensure Redwood City is considered in all strategic regional transportation initiatives
- Advocate for additional funding for City priorities in federal infrastructure bills
- 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
- City Council and staff participation on multijurisdictional state and regional boards and committees:
 - C/CAG - including Congestion Management & Environmental Quality, Resource Management-Climate Protection, and Airport-Land Use Committee, Shared Micromobility Governance Working Group
 - Caltrain - City/County Staff Coordinating Group, Local Policy Makers Group
 - Caltrans - Walk & Bike Technical Advisory Committee
 - MTC - Dumbarton Forward Project, Bay Trail Gap Closure Implementation Plan Working Group
 - Commute.org – Board, Supervisory Committee
 - Managers Mobility Partnership
 - Safe Routes to School Task Force
 - Redwood City Ferry Terminal Project
 - SFO - Airport/Community Roundtable
 - San Mateo County Safe Routes to School Technical Advisory Committee
 - SamTrans Bus Stop Improvement Plan Technical Advisory Committee





Create opportunities for children and youth to grow, learn and play in safe and healthy environments.

GOALS

PRODUCTION
Increase the number and affordability of child care spaces



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



YOUTH ENGAGEMENT
Increase opportunities for youth to provide meaningful input



FY 2023-24 SMARTIE GOALS

- Begin implementation of the new 2023-25 Library Service Priorities to support the community aspirations of access, inclusion, health, and safety for all residents by June 2023.
- Complete construction drawings 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 and go out to bid by Spring 2024.
- Addition of outdoor classroom adjacent to Jardin de Ninos Park project (1606 Middlefield): Final design completed and expect to go out to bid by January 2024.

- Initiate the PRCS Commission recommended "Complete Parks Indicators" project with the goals of providing all residents with easy access to a great park, close inequitable gaps in parks access and quality, and support health and health equity.
- Finalize the community engagement process and develop preferred design of the Hoover Park Master Plan project by December 2023 and launch the construction phase by June 2024.
- Offer 25% more youth and teen programs in Environmental Justice (EJ) neighborhoods through free mobile recreation, mentoring/career networking, and events by June 2024.





CHILDREN AND YOUTH INITIATIVES

AMENITIES AND PROGRAMS

- Deliver at least ten storytimes per week, including regular bilingual sessions, across all three library locations
- Provide Library events and activities for children and teens to support Science, Technology, Engineering, Arts, and Mathematics (STEAM) education in the new Makerspace, including the grant-funded Lego Robotics League.
- After distributing over 7000 “Empower Library Cards” to local students last year, ensure that new / transfer students also receive the cards on an ongoing basis.
- Update the Redwood Shores Branch Library Interpretive Center to incorporate new technology and subject matter, including sea level rise
- Support over 80 trained volunteer teen tutors in providing one-on-one tutoring to younger children through Project READ’s youth literacy programs
- Provide an equitable array of youth wellness and learning programs at 5 PRCS after school program sites, serving 400 students, that focuses on pandemic recovery issues like learning loss, mental health and food insecurity
- Provide at least 12 free summer mobile recreation programs at a minimum of 6 parks identified in underserved neighborhoods of the City
- Increase youth recreation activities by 20% in North Fair Oaks and Redwood Shores for greater youth access by Spring 2024
- Host a teen talk speaker series for at least 50 youth that focuses on: growth mindset, college and job preparation, financial education and more by Spring 2024
- Host a “Public Sector Career Speed Networking” event to give at least 40 high school students the opportunity to learn about careers in the public sector by Spring 2024

YOUTH ENGAGEMENT

- Provide a robust Library Summer Learning Challenge program to keep thousands of children and teens reading over the summer
- Continue Purposeful, Action, Creation and Engagement (PACE) program – creating jobs, weeknight/weekend and evening activities for youth and supporting bike rides
- Support the Youth Advisory Board to host the “Volun-teen Program” engaging at least 50 youth in the 2023-24 school year to provide volunteer services throughout the community
- 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
- Implement new focus areas for Library teen activities, including Library Takeover for Teens, mental health referral and drop-in services, and bicycle-oriented activities



CITY COUNCIL STRATEGIC
PRIORITIES FY 2023-24

EQUITY

INITIATIVES



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

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



FY 2023-24 SMARTIE GOALS

As an expression of the City’s immediate investment in reimagining services, each department has made an equity commitment. These commitments operationalize and institutionalize the City’s focus on equity. These highlights are a subset of the departments’ broader efforts to advance equity. For Fiscal Year 2023-24, goals were identified through the City’s SMART – Specific, Measurable, Achievable, Relevant, Time-bound - goal setting process, with the addition of “I – Inclusion” and “E – Equity” for SMARTIE goals.

LANGUAGE ACCESS POLICY

At the City of Redwood City, we are dedicated to building a strong and inclusive community that serves the needs of all its residents. To achieve this, the City Manager’s Office is embarking on a vital mission: developing a Language Access Policy. By understanding the language needs of the community, we can create a comprehensive policy that improves and expands access to various programs and resources available throughout our city. Working through the Governance Sub-Committee, the recommended policy is expected to be presented to the City Council for consideration by June 2024. Learn more by visiting www.RedwoodCity.org/LanguageAccess.

LANGUAGE GAP ANALYSIS IN FIRE DEPT

The Fire Department is also conducting a language gap analysis between the community and the Fire Department workforce by January 2024, collecting data regarding all primary languages spoken during service calls. It’s expected that analysis of all the data collected will be shared by March 2024.





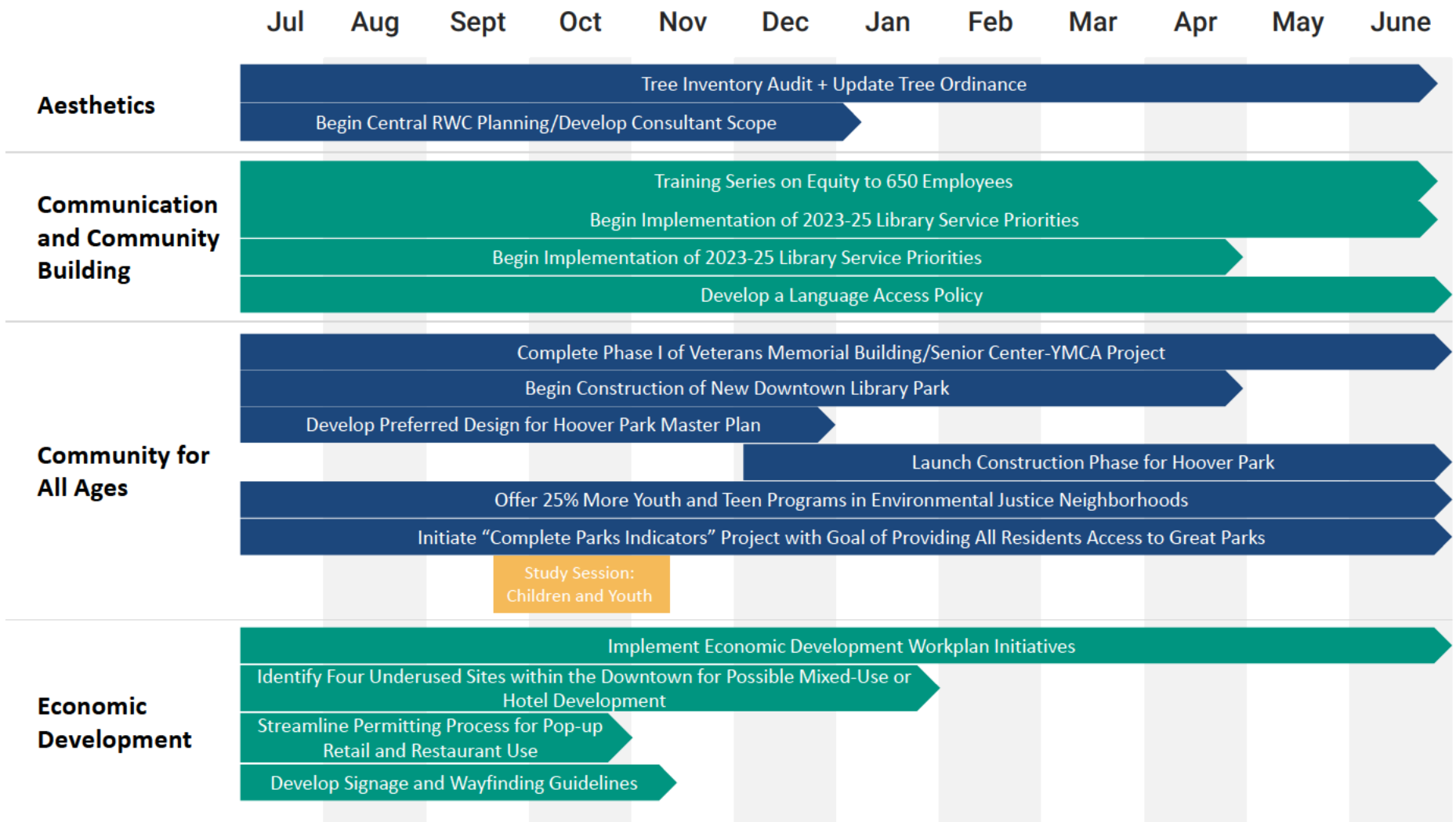
EQUITY FOUNDATIONAL GUIDING PRINCIPLE

As an expression of the City’s immediate investment in reimagining services, each department has made an equity commitment. These commitments operationalize and institutionalize the City’s focus on equity. These highlights are a subset of the departments’ broader efforts to advance equity.

STRATEGIC PRIORITY	FY 2023-24 SMARTIE GOAL
Aesthetics	Begin Central Redwood City planning process, developing consultant scope by December 2023 with a focus on inclusive outreach to get community feedback on uses, design standards, and the public realm.
Communication and Community Building	<ul style="list-style-type: none"> • Conduct a comprehensive review of the Library’s activities, services, and physical and online collections to facilitate more equitable access to Library resources for Spanish speaking community members. Begin implementation of new strategies for language access based on the results of the assessment by April 2024. • Develop a citywide language access policy by June 2024.
Community for All Ages	Initiate the PRCS Commission recommended “Complete Parks Indicators” project with the goals of providing all residents with easy access to a great park, close inequitable gaps in parks access and quality, and support health and health equity. This multiyear project will begin with creating key indicators (metrics) in the seven Elements developed by ChangeLab Solutions: Engage, Connect, Locate, Activate, Grow, Protect, and Fund. By June 2024, create at least three metrics in each of the seven Elements and begin data analysis to inform Department recommendations by June 2025.
Excellence in Government Operations	<ul style="list-style-type: none"> • In order to reduce the likelihood that bias will impact raters’ assessments of the applicants being interviewed in a recruitment process, expand implicit bias training to all raters serving on an interview panel that results in creating a hiring eligible list by January 2024. • Conduct one training for all Board, Commission, and Committee (BCC) members focused on statutory requirements, communication tools and strategies, aligning work with the City Council’s strategic priorities, equity, and developing and strengthening member leadership skills by August 2023. • Identify two new ways to broaden the pool of suppliers in purchasing bids over \$100,000 by March 2024.
Public Safety	<ul style="list-style-type: none"> • Partner with professional marketing agency specializing in law enforcement recruitment as part of internal recruiting with the goal of bringing vacancies in all job classifications consistently below 5%, while at the same time maintaining a diverse and high-quality workforce program, by October 2023. • Complete post-COVID community re-engagement plan with the return of the Spanish and English Language Community Police Academies, as well as the Youth Community Academy by June 2024. • Conduct a language gap analysis between the community and the Fire Department workforce by January 2024, collecting data regarding all primary languages spoken during service calls and if the Department was able to meet the language need, sharing analysis of all the data collected by March 2024.
Sustainability	Increase wet weather preparation outreach (in English/Spanish) prior to November 2023 by sending direct mailers to residents and business owners with property adjacent to natural creeks and in historically impacted low-lying areas to provide information regarding advance preparation tips and available resources.



Fiscal Year 2023-24 Visual Policy Calendar and SMARTIE Goals by Strategic Initiative



LEGEND

SMARTIE Goals = Specific, Measurable, Achievable, Relevant, Time-bound, Inclusion, Equity (as included in the FY2023-24 Adopted Budget)

Blue/Green = SMARTIE Goals (alternating color for format purposes only)

Yellow = Policy Calendar

Fiscal Year 2023-24 Visual Policy Calendar and SMARTIE Goals by Strategic Initiative



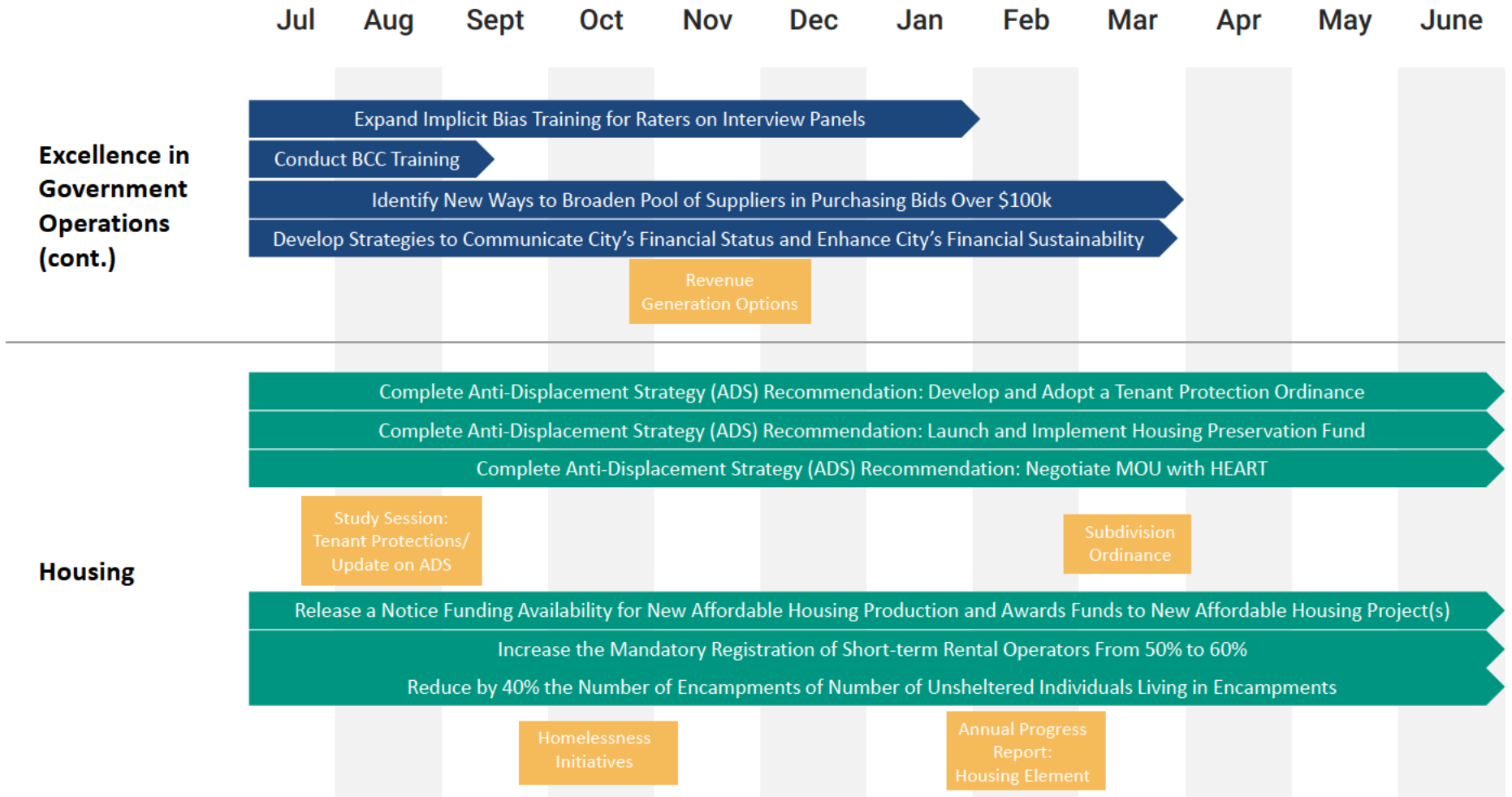
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Fiscal Year 2023-24 Visual Policy Calendar and SMARTIE Goals by Strategic Initiative



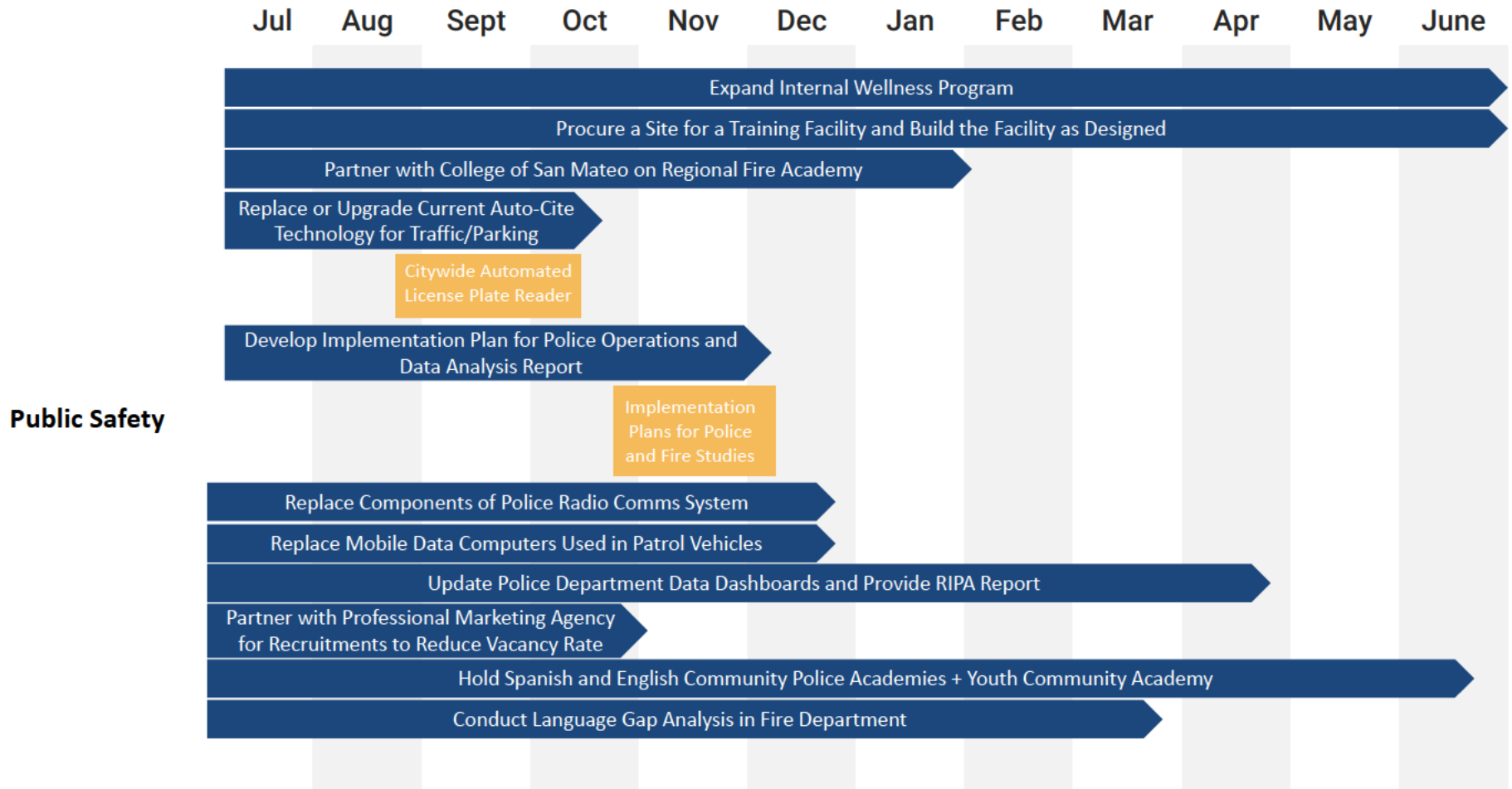
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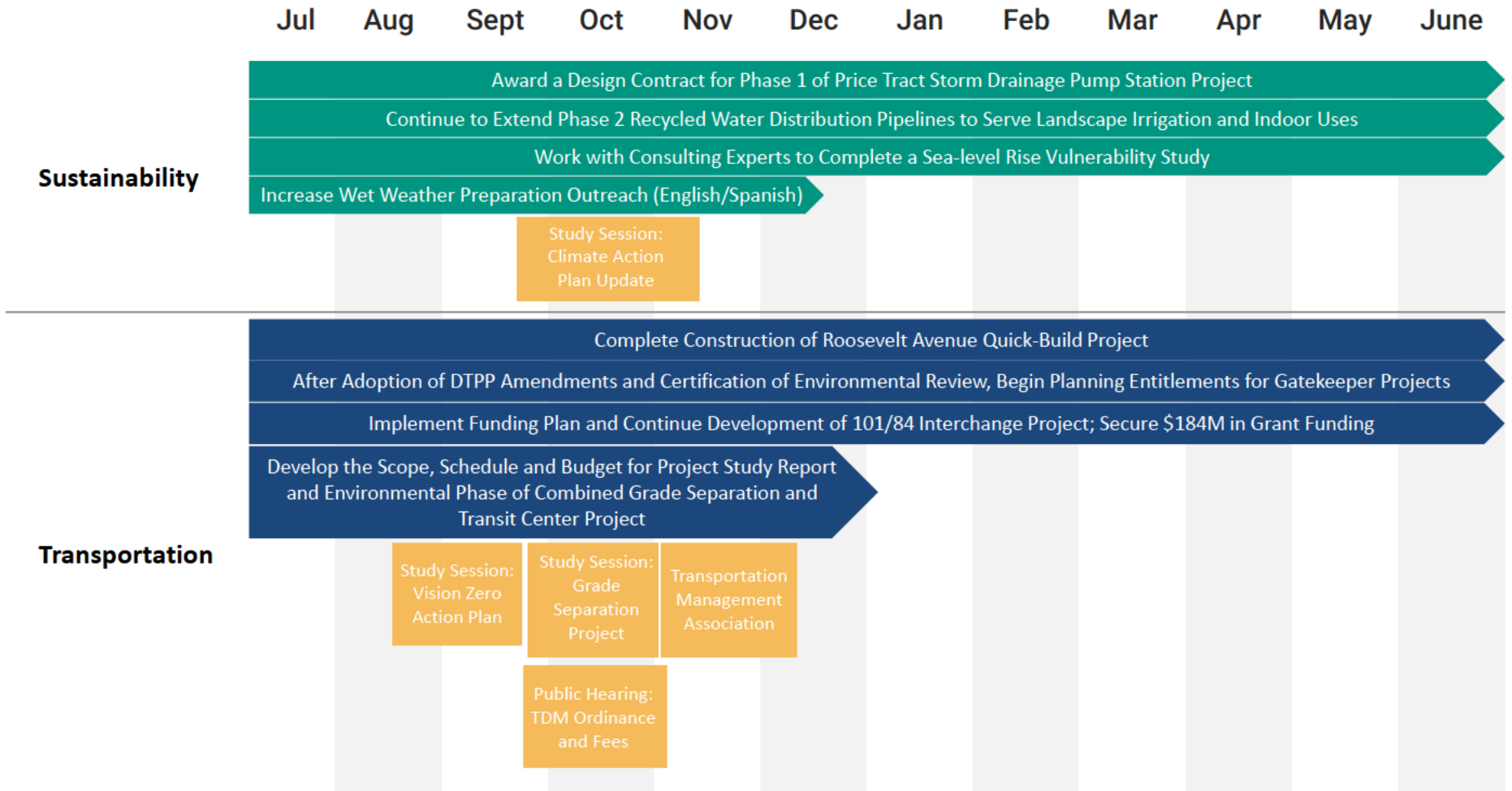
LEGEND

SMARTIE Goals = Specific, Measurable, Achievable, Relevant, Time-bound, Inclusion, Equity (as included in the FY2023-24 Adopted Budget)

Blue/Green = SMARTIE Goals (alternating color for format purposes only)

Yellow = Policy Calendar

Fiscal Year 2023-24 Visual Policy Calendar and SMARTIE Goals by Strategic Initiative



LEGEND

SMARTIE Goals = Specific, Measurable, Achievable, Relevant, Time-bound, Inclusion, Equity (as included in the FY2023-24 Adopted Budget)

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Fiscal Year 2023-24 Visual Policy Calendar and SMARTIE Goals by Strategic Initiative

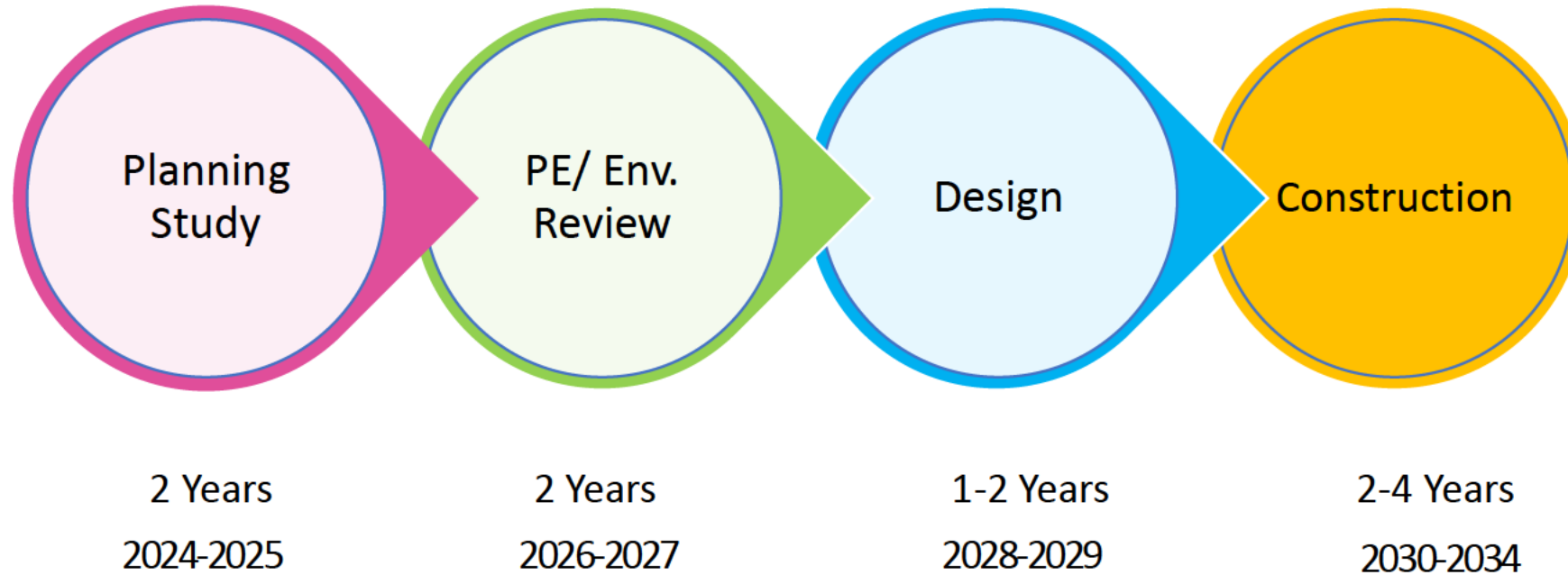
To Be Scheduled:

- Update on Economic Development Work Plan and City Economic Resiliency Plan
- Water Rates Public Hearing
- Solid Waste Rates Public Hearing
- Expect 3 or more Downtown Gatekeeper projects in June, July and August 2024 (potentially 2300 Broadway, 651 Allerton, 750 Bradford, 1900 Broadway, 651 El Camino Real)
- Expect 1205 Veterans Project consideration in 2024

HOUSING ELEMENT TIMELINE													
FY 23-24				FY24-25				FY25-26				FY26-27	
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
Program H1-8: Small Lots													
Program H2-3: Preservation of At-Risk, Affordable Housing													
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Program H3-3: Housing Options for Special Needs and Extremely-Low Income Households													
Program H4-7: Revised Parking Standards													
Program H6-1: Antidisplacement Strategy													
Program H6-2: Fair Housing Services													

ANTI-DISPLACEMENT STRATEGY TIMELINE													
FY 22-23				FY23-24				FY24-25				FY25-26	
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
4.1 Mobile Home Rezoning													
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	1B Tenant Protection Ordinance Amendments: Minimum Lease Terms												
					3.2 HEART Model								
									3.3 Lincoln Ave Capital Preservation				
									3.4 Community Land Trusts				
									4.2 Mobile Home Ordinance				
									4.3 Mobile Home Needs Assessment				

Redwood City Caltrain Grade Separation Project



*Dates subject to change; each phase dependent upon available funding to advance

101/84 Interchange



2023	2025	2026	2029
Complete Right of Way Appraisals	Complete Right of Way Acquisition and Certification	Begin Construction	End Construction
	Finalize Design		
	Advertise and Award Construction Contract		

**PRIORITIES SUGGESTED AT FEBRUARY 11, 2023
CITY COUNCIL OFFSITE MEETING**

At the February 11, 2023 City Council meeting, City Councilmembers shared their top priorities for the upcoming year. This table organizes those responses within the City’s Strategic Priorities and Guiding Principles, and identifies City Council-approved activities planned for FY 2023-24 and beyond which relate to these priorities.

During the August 26, 2023 City Council offsite meeting, City Councilmembers will be asked to:

- 1) Review these activities and ask any clarifying questions about the priorities identified and the City Council-approved activities which relate to these priorities.
- 2) Indicate *agreement* on how these priorities are being addressed through City Council-approved work, or *provide additional details* about a priority for City Council and staff consideration, or *ask staff to pursue a priority not already included in City Council-approved work* (for this we seek City Council consensus)

If there is City Council consensus on any priorities not already included in City Council-approved work, staff will return with recommendations at the February 2024 Mid-Year Budget Update.

Councilmember-Identified Priority/Suggested Initiative	Can be Addressed Through Council-Approved Work	Would Require Council Approval and De-Prioritizing Other Initiatives
HOUSING		
Housing, especially low income (LI)/ extremely low income (ELI) housing (Aguirre, Martinez Saballos)	<p>Recent amendments to the City's Affordable Housing Ordinance and Downtown Precise Plan and the City’s Notice of Funding Availability that will be issued mid-August will be instrumental for providing more ELI and LI housing. Current development pipeline could result in 300 ELI/LI units if all anticipated projects come to fruition.</p> <p>Several Housing Element initiatives focus on streamlining housing production and supporting Extremely Low Income (ELI) housing including establishing objective design standards, implementing the Anti-Displacement Strategy, tracking construction of ELI units in the City’s Annual Progress Report, and updating the Nexus Study, with considerations for</p>	

Councilmember-Identified Priority/Suggested Initiative	Can be Addressed Through Council-Approved Work	Would Require Council Approval and De-Prioritizing Other Initiatives
	<p>incentivizing ELI units as part of the affordable housing ordinance</p> <p><i>Notes:</i></p> <ul style="list-style-type: none"> - Nexus study to begin late 2024, expect 12-18 month process) - CDT developing a tracking document to show progress on Housing Element actions; expected in September 2023 	
<p>Partnerships to help projects move quickly (Howard)</p>	<p>City will issue Housing Production Notice of Funding Availability (NOFA) by mid-August – this will allow shovel ready projects to secure financing more quickly.</p> <p>Recent modifications to the City’s Affordable Housing Ordinance will allow several developments to move forward.</p> <p>Recent municipal and zoning code amendments for both DTPP and Housing Element will facilitate moving projects forward. Additional code updates are also underway.</p> <p>Implementation of AB 2234 (Building Permit Streamlining) provisions will move housing projects through building plan-check and permit issuance more quickly.</p>	
<p>Workforce housing (Martinez Saballos)</p>	<p>POLICY H1.3: Support workforce housing for moderate-income households, including housing for teachers, non-profit employees, and other key groups.</p> <p><i>Facilitating 750 Bradford St “Bradford/RCSD” Mixed Use Project is an example.</i></p> <p>Recent zoning code amendments also support Missing Middle Housing (a form of</p>	

Councilmember-Identified Priority/Suggested Initiative	Can be Addressed Through Council-Approved Work	Would Require Council Approval and De-Prioritizing Other Initiatives
	workforce housing). These amendments allow for additional density, reduced parking and open space requirements.	
Preserve affordable housing (Howard)	City Council approved preservation fund and guidelines on 7/24	
More housing along transit corridors (Howard)	Housing-related zoning amendments approved in June 2023 pave the way for more housing along transit corridors	
Support Article 34 change/social housing (Espinoza-Garnica, Sturken)	<p>2023 Legislative Platform includes these principles:</p> <p>18. Support a constitutional amendment to repeal Article 34 of the California Constitution which requires majority approval by the voters of a city or county for the development, construction, or acquisition of a publicly funded affordable housing project.</p> <p>19. Review and evaluate legislation to create a State Housing Authority to produce and preserve mixed income social housing. <i>(Note: tracking AB 309 (Assemblymember Lee))</i></p> <p>20. Review and evaluate financing and funding initiatives to build social housing at the state and local levels. <i>(Note: The Bay Area Housing Finance Agency (BAHFA) has recently launched; it may become the key organization responsible for managing housing funds in the Bay Area.)</i></p>	

Councilmember-Identified Priority/Suggested Initiative	Can be Addressed Through Council-Approved Work	Would Require Council Approval and De-Prioritizing Other Initiatives
Continue to be a model in addressing homelessness (Aguirre)	Anti-Displacement Strategy:8/28 study session on anti-harassment/right to return policies Resolving Encampments through Effective Engagement Pilot Program Ongoing coordination and innovation and across departments and through partnerships	
Parcel tax on corporate office space (East Palo Alto) (Espinoza-Garnica)		East Palo Alto tax funds anti-displacement efforts, not General Fund/general City operations Parcel tax to support City operations will be evaluated by Finance and Audit Sub-Committee; Council consideration November 2023
CHILDREN AND YOUTH, EQUITY		
Build leadership pipelines (Boards, Commissions and Committees - BCCs) (Eakin) Improve representation and diversity on BCCs (Gee, Sturken)	City Clerk’s Office is expanding outreach and engagement to support BCC recruitment, following Council actions to make it easier for people to serve on BCCs City Clerk’s Office is launching voluntary survey of BCC members to better understand demographic characteristics of members	

Councilmember-Identified Priority/Suggested Initiative	Can be Addressed Through Council-Approved Work	Would Require Council Approval and De-Prioritizing Other Initiatives
CHILDREN AND YOUTH		
Engage youth/build leadership pipeline (Martinez Saballos)	<p>City Council lowered age for participation in some BCCs; City Clerk’s Office is expanding outreach and engagement to support BCC recruitment</p> <p>PRCS expanded summer Leader in Training Program to support 45 youth</p> <p>City supports PACE program and have hired some PACE youth to support after school programs and camps</p> <p>10/2 Study Session planned on children and youth initiatives</p>	
ECONOMIC VITALITY, HEALTHY COMMUNITY FOR ALL AGES		
Support cohesive development (Eakin)	<p>Central Redwood City planning process to be launched this year</p> <p><i>Note: Request for Proposals for consulting services to be issued fall 2023; community engagement to begin in spring 2024</i></p>	
EXCELLENCE IN GOVERNMENT OPERATIONS		
Reimagining and paying for services (Howard)	<p>Fire and Police studies considered opportunities to reimagine services; staff will provide implementation plan on study recommendations in November 2023</p> <p>Staff and Finance and Audit Sub-Committee working on recommendations to increase City resources; anticipate City Council discussion in November 2023</p>	
HEALTHY COMMUNITY FOR ALL AGES, PUBLIC SAFETY		
Health and safety of community,	Fire and Police studies considered current and future community needs; staff will	

Councilmember-Identified Priority/Suggested Initiative	Can be Addressed Through Council-Approved Work	Would Require Council Approval and De-Prioritizing Other Initiatives
including mental health (Howard, Martinez Saballos)	provide implementation plan on study recommendations in November 2023	
PUBLIC SAFETY, SUSTAINABILITY		
Improve infrastructure, especially stormwater management (Aguirre, Gee)	Numerous projects identified in Capital Improvement Program (CIP) Stormwater management: <ul style="list-style-type: none"> • Cordilleras Creek: staff scheduling a meeting with San Carlos and Sequoia Union High School District. • CDT Engineering currently working on culvert and pump stations upgrades and levee predevelopment work underway. • Red Morton retention basin project: City has partial funding commitment 	
PUBLIC SAFETY		
Civilianize public safety: Community Wellness and Crisis Response Team (CWCRT) to become a civilian program; traffic enforcement a civilian activity; reduce law enforcement of traffic violations (Espinoza-Garnica)	Future of CWCRT will be assessed by all participants at end of pilot program (2024) Police services study identified opportunities for greater use of civilians; staff will provide implementation plan on study recommendations in November 2023	
Study session or ad hoc committee on Cordilleras Creek	March 2023 study session on utilities (including stormwater utility/creek management)	

Councilmember-Identified Priority/Suggested Initiative	Can be Addressed Through Council-Approved Work	Would Require Council Approval and De-Prioritizing Other Initiatives
	<p>Community meeting and ongoing engagement with Cordilleras Creek Neighborhood Association</p> <p>Exploration of coordination with San Carlos, County and OneShoreline</p> <p>\$150,000 approved in Capital Improvement Program (CIP) to help fund Cordilleras Creek flood prevention</p>	
SUSTAINABILITY		
Promote climate pricing (Eakin)		Typically climate pricing is administered at a state/national level. City could consider legislative advocacy related to climate pricing if the City Council approved changes to the City's Legislative Platform.
Address climate change (Eakin)	<p>Climate Action Plan includes many initiatives; update planned for 10/8 Council meeting</p> <p>Recently hired First Chief Sustainability Officer and are establishing a sustainability division in PWS that will work cross departmentally citywide, regionally and with public to implement City sustainability initiatives</p>	
Address sea level rise and raise levees (Gee)	Complete Sea Level Rise Vulnerability Study by July 2024	

Councilmember-Identified Priority/Suggested Initiative	Can be Addressed Through Council-Approved Work	Would Require Council Approval and De-Prioritizing Other Initiatives
	<p>CIP includes project to improve Redwood Shores levees; multi-year project and full funding has not been secured.</p> <p><i>Note: both projects are collaboration between CDT – Engineering and Public Works Services</i></p>	
OTHER		
<p>Implement prevailing wage ordinance for public projects (ex. Yolo County), examine for private projects (Espinoza-Garnica)</p> <p>Fast track development projects with union labor/area standard wages (Sturken)</p> <p>Local hire priority similar to East Palo Alto program (Espinoza-Garnica)</p>	<p>Affordable housing projects with public funding and/or tax credits pay prevailing wages already. Additionally, City has existing policy that can allow 50% reduction in housing impact fee if certain labor provisions met.</p> <p>Housing Element includes POLICY H-5.7: Encourage developers and contractors to evaluate hiring local labor, hiring from or contributing to apprenticeship programs, increasing resources for labor compliance, and providing living wages.</p> <p><i>Note: Implementing POLICY H-5.7 will require significant policy and legal analysis; it will be considered within the next seven years but is not planned for FY 2023-24</i></p>	
<p>Add Arts Center to list of community benefits City seeks with development</p>	<p>Community benefits could be identified through Central Redwood City planning process to be launched this year</p> <p><i>Note: Community committee raised funds to hire a consultant to complete a Feasibility Study informed by a significant community survey results. Developer-provided funding or other quasi-public/private partnership would be</i></p>	

Councilmember-Identified Priority/Suggested Initiative	Can be Addressed Through Council-Approved Work	Would Require Council Approval and De-Prioritizing Other Initiatives
	<i>needed to construct and operate an Arts Center)</i>	
Modify bingo ordinance to allow third party to operate bingo games (Howard)	Work is underway; anticipate Council action September/October 2023	

STRATEGIC PRIORITIES

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

Transportation - Create and maintain a multimodal, safe and accessible transportation network.

Children and Youth - Create opportunities for children and youth to grow, learn and play in safe and healthy environments.

GUIDING PRINCIPLES

Aesthetics - Support a safe and clean and attractive environment.

Communication and Community Building - Build community through information sharing, transparency, dialogue, and community engagement.

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

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

Healthy Community for All Ages - Create conditions that enable all residents to live the healthiest life possible.

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

Sustainability - Proactively address environmental concerns to protect our community.

FOUNDATIONAL GUIDING PRINCIPLE

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



City Council Priorities

August 26, 2023



FY 2022-23 Accomplishments

Citywide



- Approved **Housing Element** and received **Prohousing Designation**
- Began implementation of **Anti-Displacement Strategy (ADS)**:
 - **Mobile home rezoning** (ADS Recommendation #6);
 - **Anti-harassment and Right to Return policies** (ADS Recommendation #1);
 - **Housing preservation fund** (ADS Recommendation #2)



FY 2022-23 Accomplishments

Citywide



- Initiated intensive, coordinated **outreach to homeless encampment residents** with the creation of the Inter-Agency Redwood City Homeless Outreach Team
- Completed **transition of RV residents** from the **Safe Parking Program** to permanent housing and other alternatives
- Ensured progress on **major and complex land use initiatives (Transit District and Supplemental EIR for Gatekeeper projects)**



FY 2022-23 Accomplishments

Citywide



- **All America City finalist**
- Completed the **Racial Equity Mural** along the Jefferson Underpass
- Initiated **Inclusion, Diversity, Equity, Accessibility, and Leadership training** for all employees
- Launched **organizational review** for **Community Development and Transportation department**
- Completed **studies** on **Fire and Police Services**
- Responded effectively to **winter storm emergency**
- Received **clean financial audits** and **water bond credit rating upgrade**



FY 2023-24 Strategic Goals

Housing

- Complete identified **Anti-Displacement Strategy** recommendations
- **Reduce the number of encampments by 40%**
- Increase **mandatory registration rate of Short-term Rental operators** from 50% to 60%
- Release notice of **funding availability for new affordable housing production**



Before/After Encampment Clean-up

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



FY 2023-24 Strategic Goals

Transportation

- Implement funding plan and continue development of **101/84 Interchange Improvement Project**
- Complete construction of the **Roosevelt Avenue Quick-Build Project**
- Begin planning entitlements for **Gatekeeper Projects**
- Develop the scope, schedule and budget to complete a Project Study Report and Environmental Phase of the combined **Grade Separation and Transit Center Project**

US 101/SR 84 INTERCHANGE

IMPROVEMENT PROJECT



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



FY 2023-24 Strategic Goals

Children and Youth

- Begin construction of the new **Downtown Library Park**
- Develop preferred design of the **Hoover Park Master Plan**
- Offer **25% more youth and teen programs** in Environmental Justice neighborhoods through free mobile recreations, mentoring/career networking, and events
- New **“Library Takeover”** program series



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



Major Initiatives Underway

Equity Plan

Sample from Departmental Goals

- Develop a **Citywide Language Access Policy**
- Implement new strategies to **increase access to Library resources for Spanish speaking community members**
- Initiate **Complete Park Indicators** project with the goal of providing all residents with easy access to a great park
- Expand **implicit bias training to raters serving on interview panels**
- Identify two new ways to **broaden the pool of suppliers in purchasing bids over \$100,000**
- Offer **Spanish and English Language Community Police Activities**, as well as **Youth Community Academy**

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



One Pagers in Agenda Packet



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



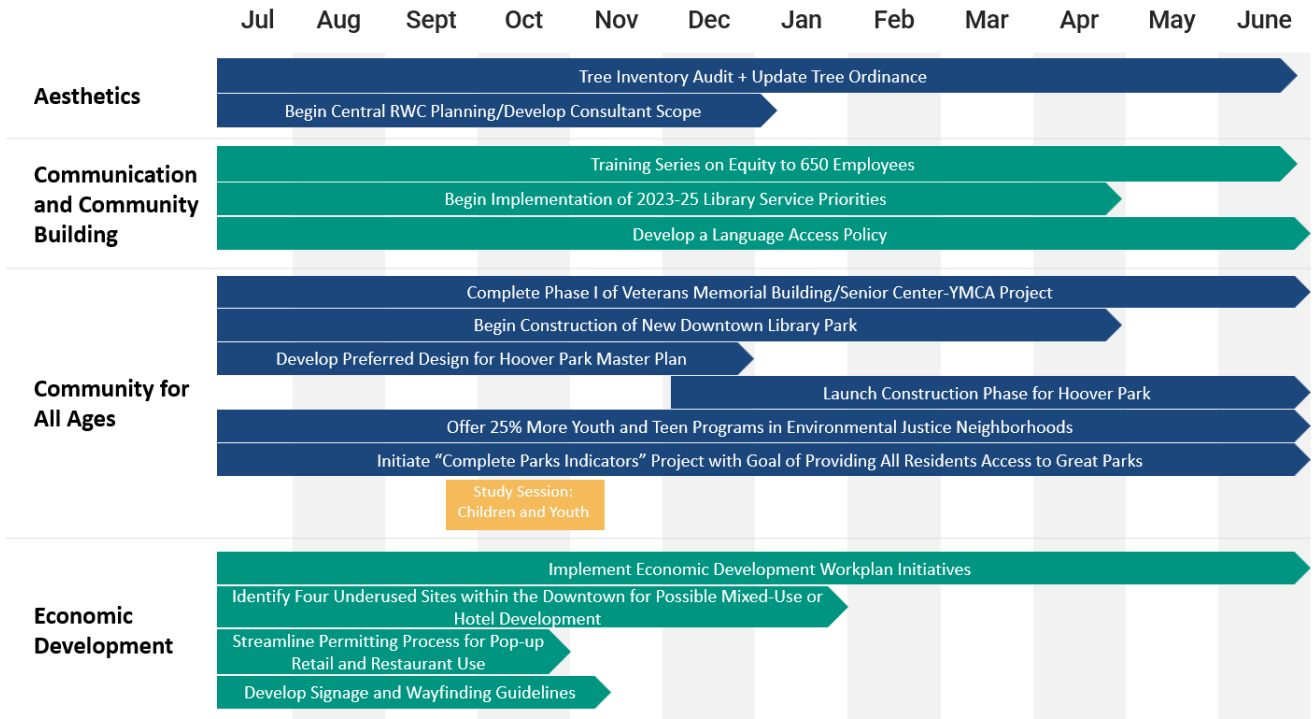
- Complete the following Anti-Displacement Strategy (ADS) recommendations by June 2024:
 - Develop and adopt a tenant protection ordinance (ADS Recommendation #1);
 - Launch and implement the housing preservation fund (ADS Recommendation #2); and
 - Negotiate a memorandum of understanding (MOU) with the Housing Endowment and Regional Trust (HEART) (ADS Recommendation #3).
- Release a notice of funding availability (NOFA) for new affordable housing production by September 2023 and award funds to new affordable housing project(s) by June 2024.
- Reduce by 40% the number of encampments or number of unsheltered individuals living in encampments by July 2024.
- Increase the mandatory registration rate of Short-Term Rental operators in Redwood City from 50% to 60% by imposing stricter enforcement procedures by June 2024.



Visual Policy Calendar



Fiscal Year 2023-24 Visual Policy Calendar and SMARTIE Goals by Strategic Initiative



Visual Policy Calendar



Fiscal Year 2023-24 Visual Policy Calendar and SMARTIE Goals by Strategic Initiative

Jul Aug Sept Oct Nov Dec Jan Feb Mar Apr May June

Excellence in Government Operations



Fee Updates

Visual Policy Calendar



Fiscal Year 2023-24 Visual Policy Calendar and SMARTIE Goals by Strategic Initiative

Jul Aug Sept Oct Nov Dec Jan Feb Mar Apr May June

Excellence in Government Operations (cont.)



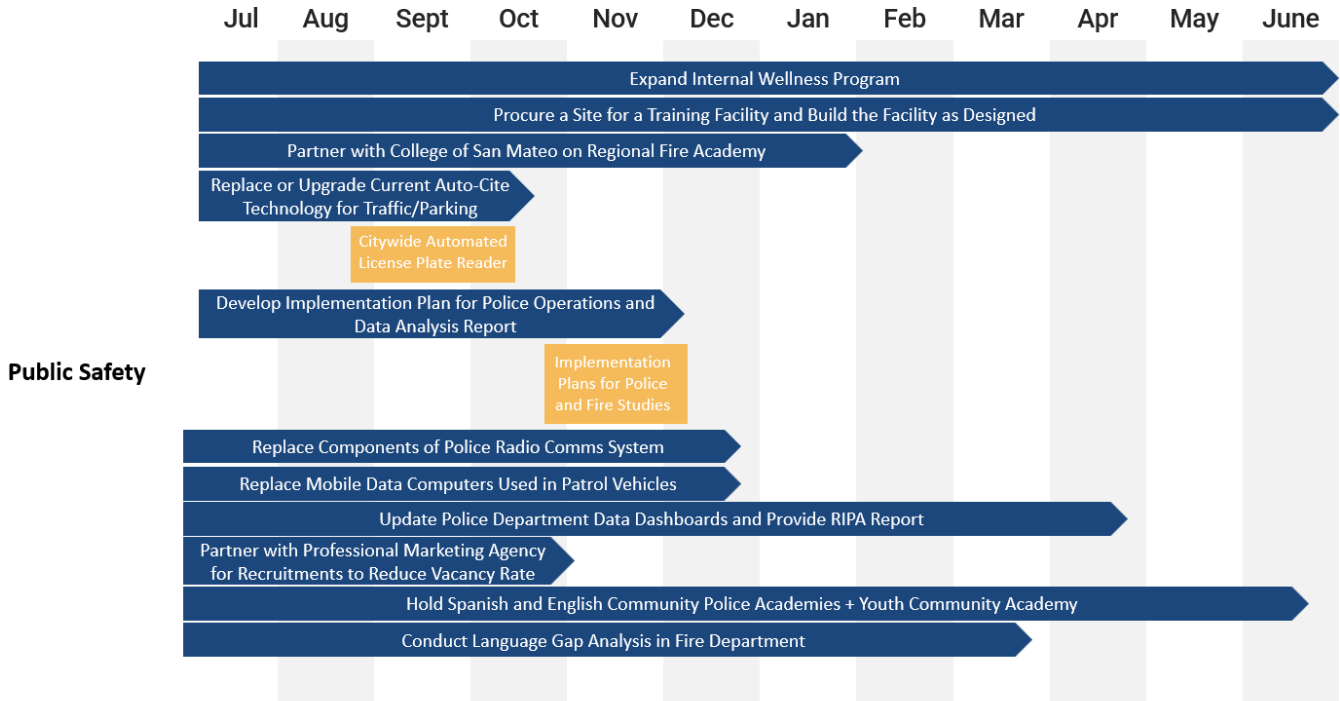
Housing



Visual Policy Calendar



Fiscal Year 2023-24 Visual Policy Calendar and SMARTIE Goals by Strategic Initiative



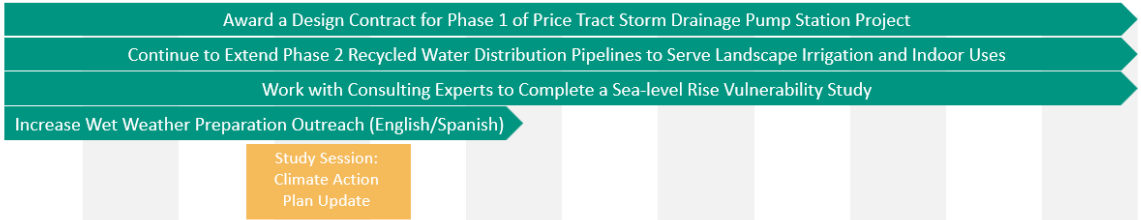
Housing Element Implementation Timeline



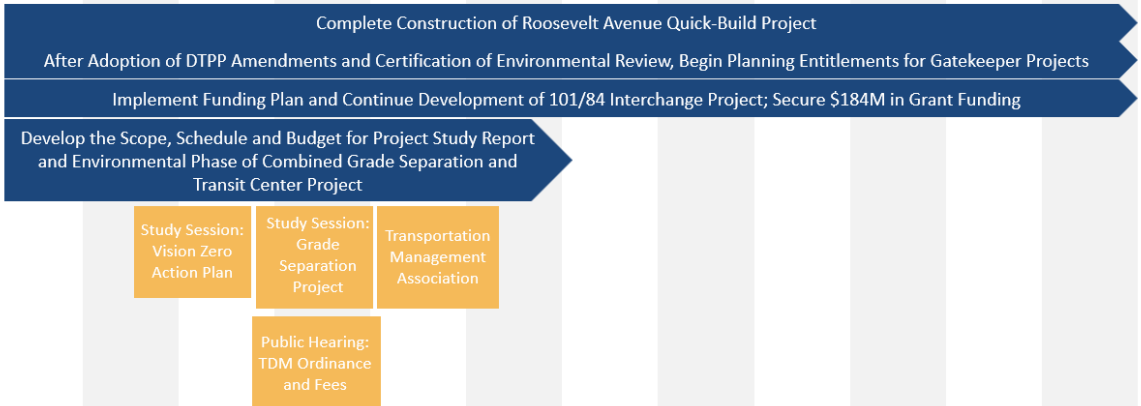
Fiscal Year 2023-24 Visual Policy Calendar and SMARTIE Goals by Strategic Initiative

Jul Aug Sept Oct Nov Dec Jan Feb Mar Apr May June

Sustainability



Transportation



Housing Element Timeline



HOUSING ELEMENT TIMELINE

FY 23-24				FY24-25				FY25-26				FY26-27	
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
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Program H4-7: Revised Parking Standards													
Program H6-1: Antidisplacement Strategy													
Program H6-2: Fair Housing Services													

Anti-Displacement Strategy Timeline



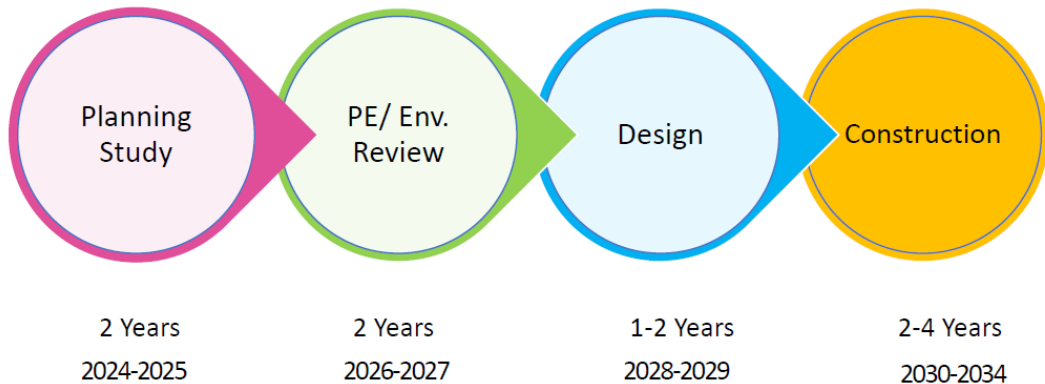
ANTI-DISPLACEMENT STRATEGY TIMELINE

FY 22-23				FY23-24				FY24-25				FY25-26	
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Grade Separation Timeline



Redwood City Caltrain Grade Separation Project



*Dates subject to change; each phase dependent upon available funding to advance

101/84 Project Timeline



101/84 Interchange

**US 101/SR 84
INTERCHANGE
IMPROVEMENT
PROJECT**



2023

Complete Right of
Way Appraisals

2025

Complete Right of Way
Acquisition and
Certification

Finalize Design

Advertise and Award
Construction Contract

2026

Begin Construction

2029

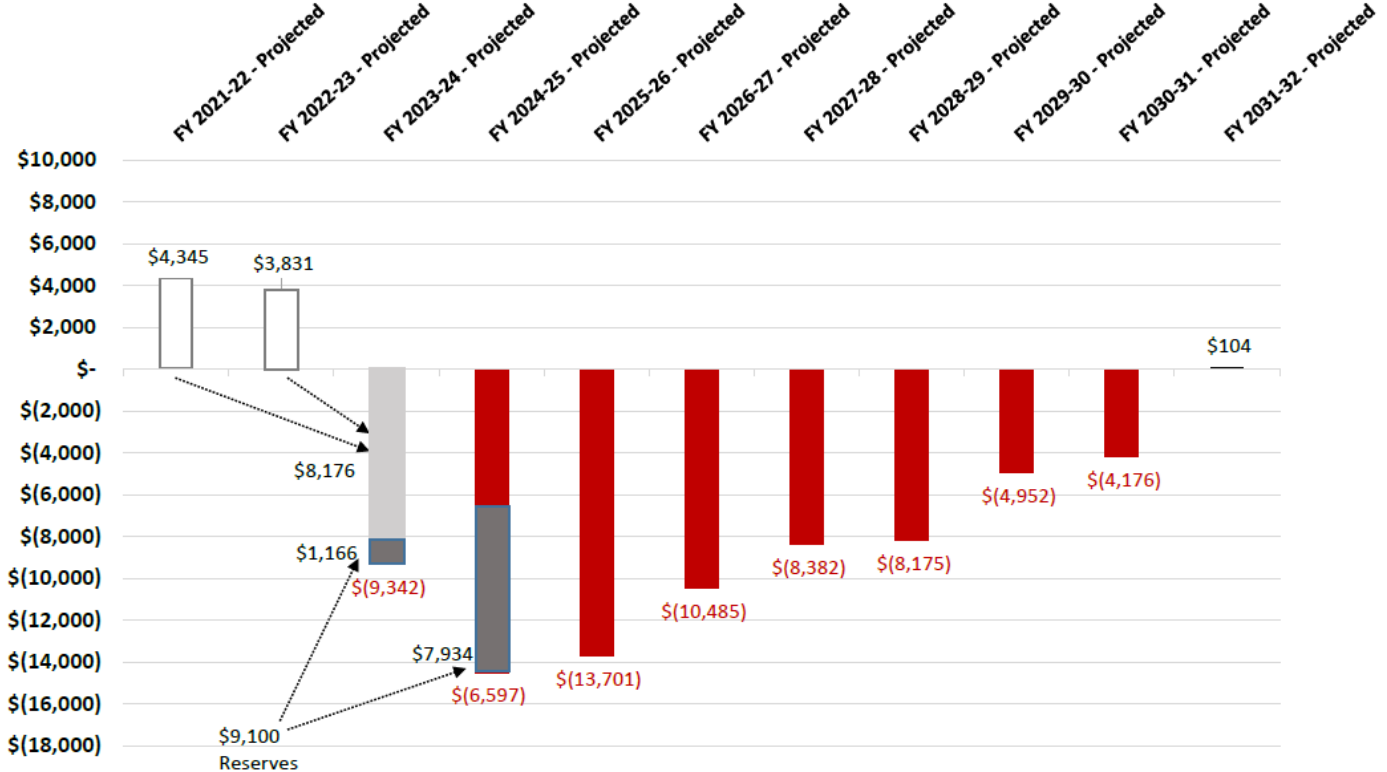
End Construction

10-Year General Fund Forecast

Pandemic Reserves Used



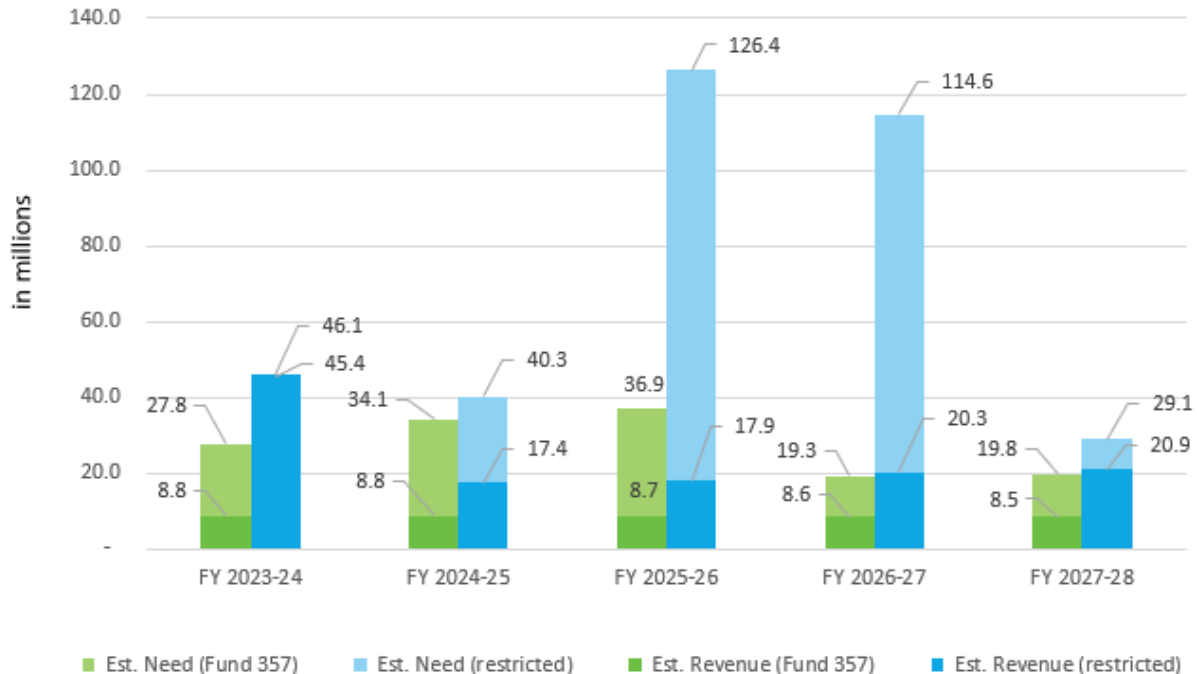
Projected General Fund Net Operating Position
With Use of Pandemic Reserves (in thousands)



Capital Improvement Program Deficit



Five-Year CIP Cost vs. Funding: \$327 Million Shortfall



Options for Revenue Generation



- Increase existing user fees
- Increase existing impact fees
- Increase existing taxes such as business license tax, property transfer tax, sales tax, hotel tax, utility user tax
- New taxes such as parcel tax
- Improvement/assessment districts
- Bonds for capital projects
- Revenue from digital signs
- Charge convenience fees for payments to City on credit cards



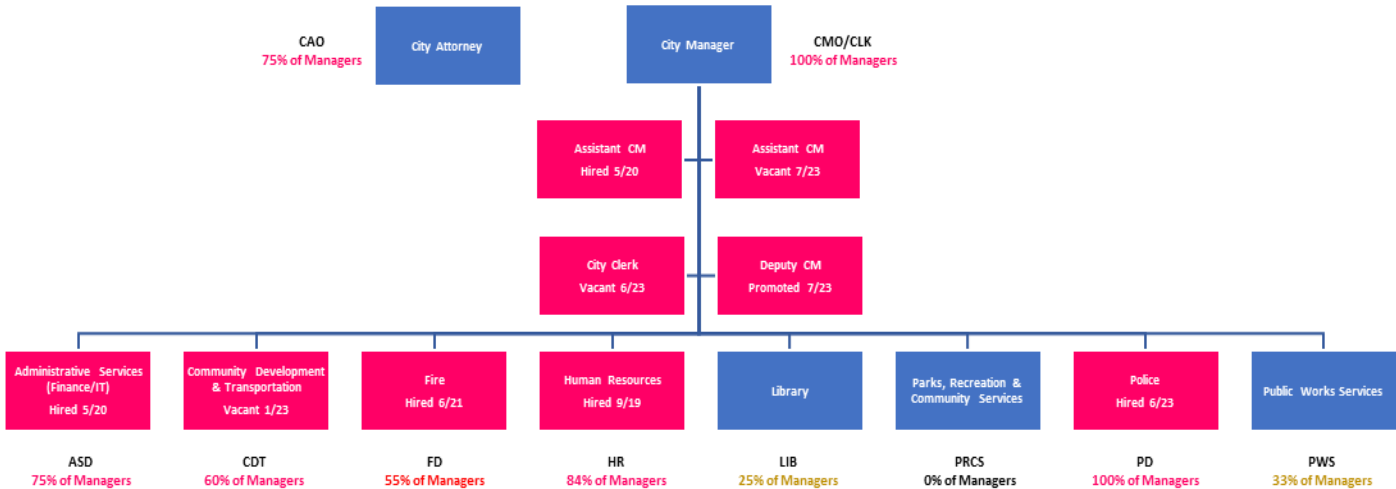




Staff Turnover Since 2019



Redwood City Staff Pandemic Era New Hires/Turnover: 4 Years (9/2019 – 8/2023)



LEGEND
■ New Director
■ Staff Turnover Above 20%
■ Staff Turnover Above 50%

Transition Impacts: Need More Time



Learn about...

- Organization and community
- Policies, procedures
- Effective management of people and programs





**Redwood
City** | California
Founded 1867

Redwood City Council email: council@redwoodcity.org

My name is Gene Yep and I (live/work/go to school) in District 7 of Redwood City.

El Camino Real is Redwood City's deadliest roadway.

Instead of waiting until 2030 for Caltrans to install El Camino Real road safety improvements in Redwood City, I urge the City Council to quick-build a 2-way protected bikeway on northbound ECR, connecting North Fair Oaks (Charter St.) to Sequoia-area schools (Broadway).

This proposal:

- Creates a safer roadway along San Mateo County's largest concentration of affordable housing
- Connects North Fair Oaks to Sequoia-area schools & downtown RWC
- Is already budgeted for (\$460K for ECR bike lanes in '22-'23 budget)

This proposal:

- Avoids parking removal for small businesses on southbound ECR
- Reduces dangerous conflict points between bike vs. driveways, intersections, bus stops
- Creates an emergency vehicle lane, making emergency response times faster

Thank you for your service to the Redwood City community,
[signed]

-

Rest in peace to the Redwood City community members killed by vehicles on Redwood City's El Camino Real:

- Alex Hill, 25 y.o., ECR & James, 09/18/2019
- Theodora Karakouda, 84 y.o., ECR & James, 12/12/2019
- David Eismann, 54 y.o., ECR & Lincoln, 05/10/2021
- Eric McRae, 28 y.o., ECR & Claremont, 02/06/2022
- Grace Spiridon, 42 y.o., ECR & Finger, 11/04/2022
- Greg Ammen, 44 y.o., ECR & Finger, 11/04/2022

From: [Ben Serio](#)
To: [GRP-City Council](#)
Cc: [Jen ..](#)
Subject: Support of El Camino Real Road Safety Enhancements
Date: Tuesday, August 22, 2023 10:54:47 PM

Redwood City Council email: council@redwoodcity.org

My name is Ben Serio and I live in District 7 of Redwood City. I am also an active BCC Commissioner for Parks and Recreation.

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From: [Erica Engle](#)
To: [GRP-City Council](#)
Subject: Bike lane proposal support on El Camino Real
Date: Wednesday, August 23, 2023 3:19:51 AM

My name is Erica and I live in District 2 of Centennial of Redwood City.

El Camino Real is Redwood City's deadliest roadway.

Instead of waiting until 2030 for Caltrans to install El Camino Real road safety improvements in Redwood City, I urge the City Council to quick-build a 2-way protected bikeway on northbound ECR, connecting North Fair Oaks (Charter St.) to Sequoia-area schools (Broadway).

[This proposal:](#)

- Creates a safer roadway along San Mateo County's largest concentration of affordable housing
- Connects North Fair Oaks to Sequoia-area schools & downtown RWC
- Is already budgeted for (\$460K for ECR bike lanes in '22-'23 budget)

This proposal:

- Avoids parking removal for small businesses on southbound ECR
- Reduces dangerous conflict points between bike vs. driveways, intersections, bus stops
- Creates an emergency vehicle lane, making emergency response times faster

Thank you for your service to the Redwood City community,
Erica Engle

-

Rest in peace to the Redwood City community members killed by vehicles on Redwood City's El Camino Real:

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- Greg Ammen, 44 y.o., ECR & Finger, 11/04/2022

From: [Cathy Baird](#)
To: [GRP-City Council](#)
Subject: Quick-build protected bikeway
Date: Wednesday, August 23, 2023 8:47:00 AM

Council members:

I live in San Carlos and have been driving to volunteer at St. Francis Center (on Buckingham) for more than 10 years. As I drive 2.4 miles, I often think how easy it should be to get there by bicycle, but El Camino Real is scary and I am not brave enough, especially as a senior, to give it try.

In fact, El Camino Real is Redwood City's deadliest roadway.

Instead of waiting until 2030 for Caltrans to install El Camino Real road safety improvements in Redwood City, I urge the City Council to quick-build a 2-way protected bikeway on northbound ECR, connecting North Fair Oaks (Charter St.) to Sequoia-area schools (Broadway).

[This proposal:](#)

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Thank you for your service to the Redwood City community,

Cathy Baird

From: [miesje aldrich](#)
To: [GRP-City Council](#)
Subject: Bike Lanes on ECR
Date: Thursday, August 24, 2023 2:37:57 PM

Dear Members of the Council,

A quick-build of a 2-way protected bikeway on northbound ECR connecting Charter St. to the Sequoia area schools would be a forward thinking visionary action that would promote safety and viable routes for workers students, and commuters. Major new housing projects in the city and a remarkable increase of riders on electric bikes supports a need to move forward on this project sooner rather than later.

I hope this perspective will be considered as you meet on this topic Saturday and in the future.

Sincerely,
Miesje Aldrich
District 7

From: [Mike Spiegel](#)
To: [GRP-City Council](#)
Subject: Build bike ways
Date: Wednesday, August 23, 2023 6:10:34 PM

My name is ___mike spiegel ___ and I (live/work/take my kids to school) in District 5 and 6 of Redwood City.

El Camino Real is Redwood City's deadliest roadway.

Instead of waiting until 2030 for Caltrans to install El Camino Real road safety improvements in Redwood City, I urge the City Council to quick-build a 2-way protected bikeway on northbound ECR, connecting North Fair Oaks (Charter St.) to Sequoia-area schools (Broadway).

There a lot of families that depend and rely on bicycle transportation in this area.

[This proposal:](#)

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This proposal:

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Thank you for your service to the Redwood City community,
Mike

-

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- Greg Ammen, 44 y.o., ECR & Finger, 11/04/2022

From: [Margaret Cumming](#)
To: [GRP-City Council](#)
Subject: El Camino Real is Redwood City's deadliest roadway
Date: Wednesday, August 23, 2023 12:11:09 PM

My name is Margaret Cumming and I live, and ride my bicycle, in District 4 of Redwood City. I frequently use my bike to do errands or attend events in Redwood City. I'm keenly aware of how much El Camino Real connects neighborhoods and communities, but only for those with access to cars. El Camino is currently too dangerous for

El Camino Real is Redwood City's deadliest roadway.

Instead of waiting until 2030 for Caltrans to install El Camino Real road safety improvements in Redwood City, I urge the City Council to quick-build a 2-way protected bikeway on northbound ECR, connecting North Fair Oaks (Charter St.) to Sequoia-area schools (Broadway).

[This proposal:](#)

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This proposal:

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Thank you for your service to the Redwood City community,
Margaret Cumming

-

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From: [Matt Harray](#)
To: [GRP-City Council](#)
Subject: Make ECR Safer!
Date: Thursday, August 24, 2023 8:37:41 AM

To the Council,

My name is Matt Harray and I am an in-home hospice volunteer for residents of Redwood City's District 5. I routinely bike along the ECR corridor from my home in San Mateo to care for clients.

El Camino Real is Redwood City's deadliest roadway.

Instead of waiting until 2030 for Caltrans to install El Camino Real road safety improvements in Redwood City, I urge the City Council to quick-build a 2-way protected bikeway on northbound ECR, connecting North Fair Oaks (Charter St.) to Sequoia-area schools (Broadway).

[This proposal:](#)

- Creates a safer roadway along San Mateo County's largest concentration of affordable housing
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This proposal:

- Avoids parking removal for small businesses on southbound ECR
- Reduces dangerous conflict points between bike vs. driveways, intersections, bus stops
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Thank you for your service to the Redwood City community,

Matt Harray

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From: [Karvin Dasssanayake](#)
To: [GRP-City Council](#)
Subject: Approve El Camino Real Bike Lane Quick Build - And Help My Plants Too!
Date: Thursday, August 24, 2023 5:09:03 PM

My name is Karvin Dassanayake and I live in District 2 of Redwood City.

I often go from my apartment building north of Courthouse Square to Wegman's Nursery (down Woodside) for all my plant and potting needs. I take a lot of pride in my small but growing plant collection, and riding my bike there keeps my emissions low and gives me some exercise - it also makes sure I don't go overboard with purchases.

As someone who is bombarded with ads to buy plant supplies online, I take pride in going to Wegman's to both get advice from the staff there and spending real money satisfying my green thumb at this local Redwood City business. The staff there have helped my plants thrive and brought about new growth in plants I had given up on.

However, because of how dangerous El Camino is, I take this complex and circuitous route to get there and back. So I (and my plants) avoid the dangerous intersections and the very high speed traffic of El Camino Real - Redwood City's deadliest roadway - but I go there less often as a result.

Instead of waiting until 2030 for Caltrans to install El Camino Real road safety improvements in Redwood City, I urge the City Council to quick-build a 2-way protected bikeway on northbound ECR, connecting North Fair Oaks (Charter St.) to Sequoia-area schools (Broadway).

[This proposal:](#)

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It also:

- Avoids parking removal for small businesses on southbound ECR
- [Is expected to boost revenue for businesses](#) on or near the corridor (like Wegman's in my case)
- Makes it safer for pedestrians and bike/scooter riders of all abilities and ages to get around

Please help approve this expanded bike lane network.

If I'm able to go to Wegman's - and other businesses along the corridor - more easily, other people will also be able to support local Redwood City businesses.

Thank you for your service to the Redwood City community,
Karvin Dassanayake

-

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From: [Max Mautner](#)
To: [GRP-City Council](#)
Subject: Prioritize ECR safety
Date: Thursday, August 24, 2023 8:59:59 PM

My name is Max and while I live in San Mateo I know that El Camino Real is Redwood City's deadliest roadway for walkers, bikers & drivers.

Waiting until 2030 for Caltrans to install El Camino Real road safety improvements in Redwood City is a mistake.

I urge the City Council to quick-build a 2-way protected bikeway on northbound ECR, connecting North Fair Oaks (Charter St.) to Sequoia-area schools (Broadway).

Thank you for your service to the peninsula community,

Max Mautner

From: [R.A. Ratcliff](#)
To: [GRP-City Council](#)
Cc: [CD-Jessica Manzi](#); [TAC](#)
Subject: Budget allocations
Date: Friday, August 25, 2023 10:21:25 AM

Dear Council Members,

As a long time resident of Redwood City, I am writing to ask that Saturday you formally allocate the money budgeted for El Camino bike lanes.

Protected bike lanes do more than give cyclists a safe way to get around Redwood City; they make streets safer for drivers as well. They tend to calm traffic and slow traffic, in part by making drivers more aware of other modes of transit. For example, the bike lanes on Farm Hill have made driving on that major artery far less stressful.

Riding the pop-up protected ECR lane demo some years ago convinced me that a protected bikeway on the east side of the road would make it possible even for students to bike to Sequoia. Please start the move towards our 'Grand Boulevard' now.

Thank you,
Rebecca Ratcliff

From: [Alondra Ordonez](#)
To: [GRP-City Council](#)
Subject: ECR Quick-build Proposal
Date: Friday, August 25, 2023 10:37:11 AM

Good morning,

I hope this week has gone well. My name is Alondra Ordonez and I am a Youth Commissioner with the San Mateo County Youth Commissioner. I am currently a junior in high school.

If you haven't noticed, El Camino Real is Redwood City's deadliest roadway.

Instead of waiting until 2030 for Caltrans to install El Camino Real road safety improvements in Redwood City, I urge the City Council to quick-build a 2-way protected bikeway on northbound ECR, connecting North Fair Oaks (Charter St.) to Sequoia-area schools (Broadway).

[This proposal:](#)

- Creates a safer roadway along San Mateo County's largest concentration of affordable housing
- Connects North Fair Oaks to Sequoia-area schools & downtown RWC
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This proposal:

- Avoids parking removal for small businesses on southbound ECR
- Reduces dangerous conflict points between bike vs. driveways, intersections, and bus stops
- Creates an emergency vehicle lane, making emergency response times faster

Thank you for your service to the Redwood City community,
Alondra Ordonez

San Mateo County Youth Commissioner

-

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From: [christian riblet](#)
To: [GRP-City Council](#)
Subject: El Camino Real road safety improvements
Date: Friday, August 25, 2023 1:22:43 PM

Redwood City Council email: council@redwoodcity.org

My name is Christian Riblet and I live, and am the father of teenagers walking to school in District 6 of Redwood City. Many of their classmates have significantly more dangerous commutes than they do, because they need to navigate El Camino Real.

El Camino Real is Redwood City's deadliest roadway.

Instead of waiting until 2030 for Caltrans to install El Camino Real road safety improvements in Redwood City, I urge the City Council to quick-build a 2-way protected bikeway on northbound ECR, connecting North Fair Oaks (Charter St.) to Sequoia-area schools (Broadway).

[This proposal:](#)

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This proposal:

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Thank you for your time,

Christian Riblet

-

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From: [Anne Hruska](#)
To: [GRP-City Council](#)
Subject: El Camino Real
Date: Friday, August 25, 2023 1:43:47 PM

Dear members of the council,

I'm writing to you as a parent, concerned for the safety of my kids and their classmates. I live in Redwood City, and both my children are teenagers who walk to school in District 6. There are a few intersections that my kids cross that I'm concerned about, but the worst problem is one that my kids don't deal with but many of their classmates do, and that problem is the need to cross El Camino Real.

I myself sometimes need to cross El Camino Real on my bike for my commute to work, and I can attest that it is always a frightening experience, because cars tend not to perceive people trying to cross. I'm even more concerned for children who would need to cross this road.

El Camino Real is Redwood City's deadliest roadway. If we make no changes, it's only a matter of time until someone else is killed on El Camino.

Instead of waiting until 2030 for Caltrans to install El Camino Real road safety improvements in Redwood City, I urge the City Council to quick-build a 2-way protected bikeway on northbound ECR, connecting North Fair Oaks (Charter St.) to Sequoia-area schools (Broadway).

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This proposal:

- Avoids parking removal for small businesses on southbound ECR
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Thank you for your time,

Anne Hruska

-

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From: [Taylor Pope](#)
To: [GRP-City Council](#)
Subject: El Camino Real is Redwood City's deadliest roadway
Date: Friday, August 25, 2023 1:57:58 PM

My name is Taylor Pope. I live in District 7 and have served as the vice chair of the Transportation Advisory Committee.

El Camino Real is Redwood City's deadliest roadway.

Instead of waiting until 2030 for Caltrans to install El Camino Real road safety improvements in Redwood City, I urge the City Council to quick-build a 2-way protected bikeway on northbound ECR, connecting North Fair Oaks (Charter St.) to Sequoia-area schools (Broadway).

[This proposal:](#)

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Thank you for your service to the Redwood City community,
Taylor Pope

-

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From: [Chris Gellrich](#)
To: [GRP-City Council](#)
Subject: City Council Meeting, Saturday August 26, 2023
Date: Friday, August 25, 2023 3:04:56 PM

Dear Members of the Redwood City Council,

First of all, let me thank you for all that you do for our community. I've met many of the council members (both past and present) over the years and I truly appreciate the work you put into making our community better. It's not a pleasant job, but an important one and my thanks extend to cases where your decisions are not what I would have chosen. My name is Chris Gellrich and I reside in district 7.

I was recently excited to learn that there are funds to install bike lanes on El Camino Real from Charter Street to Broadway. Let's do it! I am so excited to have even part of RWC become more accessible as it becomes more vibrant every year. Sure, there are few riders on this stretch of road, but that's because it is unsafe. I can imagine this stretch of lanes providing important access because it's in a pretty high density area. I'd certainly use it. Imagine RWC with fewer cars!

v/r

Chris Gellrich



SPEAKER'S CARD City of Redwood City

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: 8/26 PHONE NO 650-208-0225

NAME: (Print) Miesje Aldrich (Mēsha)

ADDRESS: 74 Nevada St ZIP: 94062

EMAIL ADDRESS Miesjealdrich@gmail.com

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

AGENDA ITEM NO. _____ OR SUBJECT _____

ORGANIZATION REPRESENTED (if any): _____



SPEAKER'S CARD City of Redwood City

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: 8/26/2023 PHONE NO 510-421-6027

NAME: (Print) Bryan Shidds

ADDRESS: 1153 Chess Dr Foster City ZIP: _____

EMAIL ADDRESS bshields@nccrc.org

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

AGENDA ITEM NO. 3 OR SUBJECT _____

ORGANIZATION REPRESENTED (if any): Carpenters Local 217