REDWOOD CITY, CA

STRATEGIC PLAN

Redwood City | California Founded 1867

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We Build
a Great
Community
Together

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INTRODUCTION

Originally adopted in 2009, Redwood City's Strategic Initiatives continue as enduring statements of the critical, ongoing work of the City to accomplish the mission of Building a Great Community Together. With Council direction, the Initiatives have been updated to better reflect the City's commitment in a few key areas (e.g. support for seniors and investment in infrastructure); more clearly describe the City's overarching priorities and goals; and include outcome measures to more easily report on the City's progress.

The six Initiatives of the revitalized 2015 Strategic Plan are:

- Community Building and Communication
- Government Operations
- Public Safety
- Community for All Ages
- Economic Development
- Transportation

Staff will report annually on the goals and outcome measures within each Initiative and will adjust program activities as appropriate to ensure the achievement of the desired results for the Redwood City community.

COMMUNITY BUILDING AND COMMUNICATION

Working together, we build a community that is welcoming, vibrant and actively engaged in the life of our city.

GOALS	OUTCOME MEASURES
Forging public/private partnerships with a shared responsibility for Redwood City's quality of life	• $ raised in local sponsorships and grants • # of community members served through public/private partnerships
Providing meaningful opportunities for participation in government and community affairs	• # of community members participating in public meetings, community meetings and online forums • # of volunteers with City programs, boards, etc.
Using a variety of methods to communicate timely, useful and trusted information about City programs, services and policies	• # of subscribers/followers to City social media and distribution lists • # of website visits/visitors per month
Gathering in celebration to enjoy the rich traditions and diverse cultures that make our community great	• # of community celebrations and cultural events • # of participants in community celebrations and cultural events
Providing access to a variety of supportive services to assist those in need	• # of people receiving assistance with basic needs • # of people/households served through grant-funded programs
Fostering a range of housing options	• # of new housing units • # of affordable housing units by type and income level • # of housing units rehabilitated

GOVERNMENT OPERATIONS

We manage the operations of the City as an engaged, collaborative and responsive team of professionals to provide effective, accountable and fiscally sustainable government services that achieve a high level of customer satisfaction.

GOALS	OUTCOME MEASURES
Managing our resources, costs and liabilities to ensure the City's long-term fiscal health	• Balanced budget • Reserves as % of Revenue • Unmodified audits • % confidence level for funding of accrued liabilities
Investing in staff leadership, skill development and other human resources strategies to attract, develop, support and retain a highly qualified, valued and diverse municipal workforce	• Employee retention rate • % of positions filled by promotion • # of training hours
Seeking innovative, cost-effective, customer-focused methods of service delivery	• # of users of online and self-service • $ revenue generated or costs saved through interagency partnerships • Customer satisfaction rates • Additional outcome measures to be determined to track achievement of critical programs and policies
Leading by example to implement and support environmentally sustainable programs	• % reduction in energy use • % reduction in potable water usage • % solid waste diversion rate • % reduction in vehicle miles traveled

PUBLIC SAFETY

We protect and promote community well-being and safety, using a broad and proactive approach to achieve a high quality of life for Redwood City's residents, businesses and visitors.

GOALS	OUTCOME MEASURES
Providing comprehensive and innovative Police services to reduce crime and the fear of crime and promote a safe community	• Crime rates • Emergency response time • # of traffic citations/accidents by type • Number of Police Department social media followers
Protecting life, property, and the environment from fire, medical emergency, disaster and hazardous materials	• # of calls for service • Average fire and medical emergency response time • # of people participating in fire and injury prevention education programs
Preparing City staff and community members for, and responding to, natural disasters and other emergencies	• # of people receiving emergency preparedness training • # of active CERT groups • # of visitors to CERT preparedness web pages
Planning for and maintaining safe and attractive conditions in neighborhoods, City streets and infrastructure, and the built environment	• # miles of street paved per year • # of code violations resolved • # of miles of water/sewer pipe inspected/replaced • # of acres of parks space and landscaping maintained • $ invested in public art
Complying with environmental regulations to ensure clean air, water and other natural resources	• Rating of water quality • Rating of air quality

COMMUNITY FOR ALL AGES

We celebrate the unique contributions that youth, seniors and residents of all ages and abilities bring to our community and provide abundant opportunities for lifelong learning, healthy development, physical activity and social connection.

GOALS	OUTCOME MEASURES
Developing and maintaining programs that support youth development and engagement	• # of teens engaged in City leadership programs • # of youth serving as volunteers
Providing innovative library, literacy and child care services to inspire learning for children, youth and adults	• % of children ready for kindergarten, reading at grade level/learning proficient in 3rd grade and graduating from high school • # of families participating in family learning programs • # of adults gaining reading and computer literacy skills • # of materials circulated
Maintaining inviting parks and public spaces and offering exciting programs that promote active fun for everyone	• # of park/open space acres per capita • # of participants in recreation and sports programs • Youth fitness scores • % of youth participating in recess time activities or afterschool sports
Establishing policies and programs to promote the health and wellbeing of children, youth, families and adults of all ages and abilities	• # of seniors receiving service at VMSC • # of people served at FOCC • # of people/households served through grant-funded programs

ECONOMIC DEVELOPMENT

We develop and sustain a thriving local business environment that contributes to the community's economic well-being and quality of life.

GOALS	OUTCOME MEASURES
Attracting and retaining businesses to achieve a strong, stable, complementary business mix, tax base and employment base	• Sales tax revenue • Property tax revenue • Business retention rate • # of start ups • Commercial vacancy/occupancy rates • # of employees/jobs
Identifying suitable, balanced office, retail and housing development opportunities and managing the development process to successfully review and bring new projects online	• # of projects in pipeline/entitled/under construction • Building permit processing time
Promoting and supporting the success of our Downtown as a major retail and entertainment center and emerging residential neighborhood	• Same indicators as goal 1, with downtown focus • # of square feet and units developed per the Downtown Precise Plan • # of people attending downtown events • % parking occupancy • # of Caltrain riders at Sequoia Station • $ invested through CBID improvements

TRANSPORTATION

We develop and support effective transportation infrastructure: systems and programs that enable safe and efficient travel to, from and within the community.

GOALS	OUTCOME MEASURES
Designing roadway systems that improve circulation, optimize efficiency and promote traffic safety	• % of traffic traveling at speed limit along key corridors • Intersection level of service
Planning and supporting pedestrian and bicycle friendly transportation options and alternative transit modes to increase active transportation and reduce single-occupant vehicle trips	• % of trips by single occupant vehicle • Growth in share of bike and pedestrian % of traffic at key intersections • # of Redwood City transit riders
Participating in regional transportation planning and coordination to represent Redwood City's interests and secure transportation grant funding	• $ of grant funding awarded
Implementing effective parking management strategies and maintaining sufficient parking capacity	• Average % weekday parking occupancy in downtown core • Employee commute mode split • # average occupancy of bike parking

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