



Redwood City Economic Mobility Action Plan

2026

PLAN PURPOSE

The Economic Mobility Action Plan (EMAP or Plan) is designed to:

- Define local success
- Identify actionable strategies for change
- Support partnership to achieve ambitious goals

The power of the Plan is not just in the actions the City takes, but also in the change leveraged from Redwood City's investment in, focus on, and communication about economic mobility.



COMMUNITY OUTCOMES AND INDICATORS

DESIRED COMMUNITY OUTCOMES	COMMUNITY INDICATORS	INDICATOR DATA SOURCES
Households in Redwood City/North Fair Oaks experience less stress about money 	<u>Stress</u>	San Mateo County Health and Quality of Life Survey (SMC HQoL)
	<u>Renters spending 30% or more on housing</u>	American Community Survey (ACS)
	<u>Considered relocating due to cost of living</u>	SMC HQoL
Redwood City and North Fair Oaks residents use the available employment and basic needs resources when those resources can be helpful 	<u>Youth Not In School or Working</u>	ACS
	<u>Food Insecurity</u>	SMC HQoL
	<u>Ease of obtaining social services</u>	SMC HQoL
Members of the Redwood City/North Fair Oaks community feel the power to shape their own future 	<u>Share of youth 16-24 employed</u>	ACS
	<u>Voter turnout</u>	CA Secretary of State
	<u>Business ownership rate by demographic</u>	American Business Survey

The Redwood City government will not be able to directly control these **outcomes**, and they are anticipated to take 7-10 years to manifest. However, we believe the City's actions can influence them. In addition, the work of other community partners may also influence them and should therefore be considered as part of the total breadth of efforts underway that may benefit the Redwood City community.

Indicators are specific, quantitative measures that can provide a sense—or indication—of progress towards the desired community outcomes and we expect to see these results over 5-7 years. As with outcomes, the City government does not have direct control over the factors that effect them. However, we believe City actions can have some effect on the indicators.

REDWOOD CITY STRATEGIES AND SUCCESS METRICS

COMMUNITY OUTCOMES	CITY STRATEGIES	CITY SUCCESS METRICS (OUTPUTS)
Households in Redwood City/North Fair Oaks experience less stress about money 	Identify opportunities to provide financial education in City operations and coordinate delivery	Financial education services delivered to 200+ residents, including 50+ under 18
		80% of departments supporting access to financial education for employees or members of the public
	Increase affordable housing units in alignment with Housing Element	250+ affordable units created in Redwood City
	Proactively pursue local apprenticeship or employment program options that support businesses and residents	3+ opportunities pursued 30+ new job or apprenticeship opportunities created
Redwood City and North Fair Oaks residents use the available employment and basic needs resources when those resources can be helpful 	Enhance communication of minimum wage ordinance and enforcement mechanisms, in partnership with SMC	90% local businesses receiving minimum wage flyer with license 24+ San Mateo County Office of Labor Standards and Enforcement communications re-shared by the City
	Support evaluation of job & workforce development communication pilots	Report on impact of 3+ communication pilots
	Proactively pursue funding to support expanded implementation of social needs screening tools and navigation services	\$80,000 received for RWC/NFO
		3+ funding applications submitted
Members of the Redwood City/North Fair Oaks community feel the power to shape their own future 	Amplify and expand opportunities for civic leadership development	150+ residents participate in civic leadership development programs, 50+ of them under age 26
	Connect local small business owners to support, including considering the needs of immigrant and first-time business owners	10+ unique businesses using local services
	Co-develop, share, and apply to City onboarding practices a youth-friendly hiring guide	Guide shared with 5+ youth groups and 10+ local employers
		90% of new hires indicate satisfaction with onboarding experience

Strategies are key actions the Redwood City government will undertake to affect the desired community outcomes. They are anticipated to change and evolve every 2-3 years. Each strategy has specific outputs—or **success metrics**—

associated with it. They will report how much of a strategy has been accomplished or how well a strategy has been executed. Success metrics for each strategy should be achieved within the 2-3 year life of the strategy.

ALIGNED ACTIONS

City Government Aligned Actions

Aligned actions are commitments expressed by the City of Redwood City, nonprofits, foundations, businesses, and/or other government agencies within the Redwood City community that are anticipated to affect the indicators and outcomes in this Plan.

In addition to the key strategies identified above, there is much work within the City government that complements the goals of economic mobility. While not formally part of the Redwood City EMAP, these City actions may also have a meaningful impact on the indicators and on economic mobility locally. For example:



Economic Development Five-Year Plan: Incorporating economic mobility principles to ensure businesses, workers, and residents thrive in Redwood City.



Vision Zero: Addressing safety from trauma by reducing collisions.



Walk Bike Thrive: Addressing transportation access by increasing pedestrian and bicycle transit options.



Greater Downtown Area Plan: Exploring feasibility of expanding flex zone uses to encourage light manufacturing uses, expanding job types available in Redwood City.



Police Department: Addressing safety from crime and providing just policing through the department's daily work.



Housing: Addressing housing affordability and stability through the team's daily work on policy and development.



Fair Oaks Community Center: Addressing employment and basic needs access as a County core human services agency.

Community Partner Aligned Actions

External community partners also lead a range of aligned projects and commitments that may contribute to the desired community outcomes. For example:

**San Mateo County
Shared Prosperity
Coordinating Council**



has developed a [shared prosperity plan](#) that includes:

- Create a countywide **economic mobility dashboard**
- Develop pathways for individuals to progress from entry-level positions to higher-paying and more fulfilling jobs
- Support expansion of peer-to-peer support for case management, connections to services, and assistance navigating systems
- Develop an online benefits calculator to estimate eligible benefits and how benefits change in different scenarios
- Provide outreach, training, and resources for leadership in underrepresented communities



Redwood City Together and the **Community Collaborative for Children's Success** have committed to:

- Create youth jobs as part of the United for Youth plan funded by the San Mateo County Office of Education
- Survey local organizations on their current hiring practices and opportunities for paid youth positions
- Develop a toolkit to support youth and employer success
- Test at least one strategy for identifying and sharing youth job opportunities



Sobrato Philanthropies has planned a ten-year investment in Redwood City, North Fair Oaks, and East and Downtown San Jose to strengthen paths to economic opportunity to increase financial security, well-being, and community cohesion through cradle-to-career approaches.

For More Information

