

# INFRASTRUCTURE & GROWTH

*I WANT A WELL-MAINTAINED CITY WHERE TRANSPORTATION AND OTHER  
INFRASTRUCTURE KEEPS PACE WITH GROWTH*

## REQUEST FOR OFFERS

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### TEAM MEMBERS

**Team Lead: Joel Pfundt, Public Works**

**Team Member: Jamie Alspach, Human Resources**

**Team Member: Staci Edge, Finance & Information Services**

**Team Member: Carolyn Hope, Parks & Recreation**

**Team Member: Doug Kammerzell, Fire**

**Team Member: Dianne Needham, Citizen**

### PRIORITY

I want a well maintained city where transportation and other infrastructure keeps pace with growth.

### RESULTS INDICATORS

#### Indicator 1: Maintenance of Infrastructure

Number of triaged and successfully completed scheduled maintenance tasks, a reduction in unexpected work orders and mitigation of emergency responses in a timely manner.

The City of Redmond utilizes a proactive approach to infrastructure management to maintain the reliable and high quality services citizens have come to expect and depend upon. Maintenance of the City's public infrastructure (water, sewer, stormwater, facilities, and roads) can be described in two levels: preventive and reactive. Redundancies, in terms of equipment and plans, are built into the infrastructure maintenance program to minimize functional and/or system failures. Such a comprehensive maintenance program reduces future budget costs by decreasing the likelihood of potentially catastrophic repairs.

This measure will yield accountability for the infrastructure maintenance program's concurrent activities on all levels.

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#### Indicator 2: Implementation Planning

Percent completion of 20-year functional plans relative to percent of 20-year growth targets achieved.

The City of Redmond supports the quality of life desired by citizens through execution of functional plans for its infrastructure programs. The physical infrastructure connects citizens to the entire City and the Puget Sound Region via access to a transportation network, appropriate water services, and municipal government. The entire infrastructure must meet established federal, state, and city standards

of service. Functional plans are in place to ensure that the City’s infrastructure complies with these standards.

This measure tracks implementation of the functional plans to determine if the pace of activity is occurring at a rate comparable to the rate of increase in building development.

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### **Indicator 3: Growth Management**

Ratio of residential-to-employment populations.

Managing development and expansion as Redmond grows is integral to the City’s sustainability and livability. Future growth in the two urban centers, improved mobility, annexation and in-fill development in neighborhoods present many choices for individuals who live in Redmond or come to the area to work or play. In order for the City to be ready for anticipated growth, close attention must be paid to established predictors, such as the 2022 growth targets, for the resident and employment populations. Monitoring these numbers will allow the City to better achieve economies-of-scale and make wiser decisions regarding the jobs-housing balance and sufficient infrastructure for growth capacity.

This measure will show the aggregate future growth target for the City and enable staff to adjust plans and expenditures accordingly for its growth management efforts.

## **INTRODUCTION/SUMMARY OF CAUSE & EFFECT MAP**

The Infrastructure and Growth - Cause and Effect Map identifies four factors, which are necessary to create a well-maintained City whose transportation and other infrastructure keeps pace with growth. The prioritized factors are: 1) Maintain the City’s existing investment in infrastructure; 2) Operate the infrastructure to provide the highest possible service to the community; 3) Sustain the infrastructure for future generations so they do not have to make up for what the current generation leaves behind; and 4) Grow the City’s infrastructure to accommodate future development. These factors were developed by the Results Team with community input and expert interviews, as well as research to support the conclusions.

### **Factor 1: Maintain**

The physical structures and systems (facilities, transportation, communication, sewage, water, and electricity) represent the City’s backbone and basic abilities to provide citizens with the quality of life they depend upon. The City manages and prioritizes ongoing infrastructure maintenance according to the highest standards, regulations, and policies and strives to go beyond these to save time and money. For all infrastructure elements, resources are optimized and sufficiently allocated, durable materials are used and life cycles appropriately extended. A proactive maintenance plan creates a safer environment and minimizes disturbance to the public and local economy. The value of the community’s infrastructure, supported by a reliable maintenance program, is directly related to the services and deliverables that citizens get from it.

## **Factor 2: Operate**

A successfully functioning municipal infrastructure enables the flow of goods, people and services. Redmond utilizes ground-level, multi-year implementation plans to ensure the City's infrastructure performs properly, both in real-time application and for future preparedness. Efficiency is the key to operation of all infrastructure activities whether it is the regional and local coordination of projects and services, such as transit and utilities or upgrades to improve air, water, and soil quality. The infrastructure's internal framework must be compliant and use sound engineering principles, which balance performance against liability. The City must keep the infrastructure thriving or suffer the consequences. The value of a well-run infrastructure reduces the need to build costly new infrastructure and gets the job done with the lowest expenditure of time and money.

## **Factor 3: Sustain**

Redmond's infrastructure should have a minimal impact on the environment. Environmentally-friendly infrastructure systems reduce long-term costs and waste. To achieve this, the City must be efficient and flexible regarding choices for energy usage, recycling efforts, and waste management in its development efforts. Educating citizens about alternative forms and use of transportation, drinking water, and energy will encourage them to help protect the City's natural resources. Improved awareness of environmentally-sensitive areas in the City and related environmental topics will increase citizen support for conservation and preservation. A variety of single-family and multi-family dwellings with proximity to other land uses and public transit would allow citizens to live where they work and travel by transit, walking, and biking. The City also needs to plan for long-term funding of its infrastructure projects to ensure monies are available to sustain future viability. The value of a sustainable infrastructure will be to use and create renewable resources and not deplete existing ones.

## **Factor 4: Grow**

A carefully planned infrastructure sets the stage for the City's capacity to grow in population and land size. Without this foresight, growth management efforts could go awry. Plans for redeveloping and connecting the two urban centers should include housing, public spaces, transit, and retail/employment areas. All of the necessary infrastructure should be in place in order to support these growth plans and ensure that infrastructure standards of service are met. Easy and convenient modes of transportation must be available for travel within, as well as to and from the City. The value of an infrastructure that stays ahead of the City's growth will demonstrate how public investment leverages greater private investment. This allows the City to continue to grow in a way that provides for new population and employment growth while expanding opportunities for those who already live and work in the community.

## **PURCHASING STRATEGIES**

### **WE ARE LOOKING FOR OFFERS THAT:**

**Strategy 1: Provide resources for proactive maintenance that leads to reliable, safe, and high quality infrastructure systems.**

Offers must describe the types of resources (people, equipment, technology, and/or funding) needed for implementation and long-term operations. Explain how the offer improves reliability of the system and increases safety and the quality of service provided.

**Strategy 2: Coordinate infrastructure projects between internal City departments, neighboring jurisdictions, and regional agencies in order to provide efficiencies and limit disruptions to the community.**

Explain how offers have been or will be coordinated within City departments and/or other organizations to provide the most effective set of projects. Offers should demonstrate how they will limit disruptions, costs, redesign, and coordinate the design, permitting, and implementation process.

**Strategy 3: Strive to improve infrastructure programs by adhering to regulations and engineering standards as well as preparing the City for emergencies.**

Describe how the offer will adhere to local, state, and national regulations, standards, or best management practices and the short-term and long-term benefits provided.

**Strategy 4: Improve service delivery and infrastructure function, which can be measured by improving mobility, increasing dependability, and proactively meeting standards of service requirements.**

Explain how the offer will achieve at least one of the following benefits:

- Improve mobility of people, freight, and/or goods to support the local and regional economy
- Reduce infrastructure interruptions of service, maintenance and/or emergencies, risks to health and injury
- Meet or exceed customers' needs and expectations

**Strategy 5: Provide sustainable infrastructure projects and community education that protects the environment by improving water, air, and soil quality.**

Describe the sustainability aspects of the offer, such as:

- Using sustainable materials and construction methods
- Minimizing the use of energy and fresh water
- Improving the quality of the environment
- Providing education programs that train users about what they can do to help the City in meeting these goals

**Strategy 6: Plan for future infrastructure projects that meet growth projections.**

Describe how the offer assists the City in developing infrastructure projects that will meet future demands for service, support the City's future growth plans, and demonstrates how the capacity for the offer was determined.

**CIP Purchasing Strategies**

**Strategy 7: Accomplish the vision for our urban centers.**

We favor offers that fund needed facilities, services and improvements within Downtown and Overlake. In particular, we favor offers that deliver improvements identified in the Comprehensive Plan for these locations.

**Strategy 8: Achieve high value for the dollars invested.**

We favor offers that demonstrate efficiency in cost, timing, and approach, as well as leverage actions and resources by others.

**Strategy 9: Contribute to meeting the City's level of service standards.**

We favor offers that meet growth-related needs, as well as those offers that keep existing facilities and equipment reliable and safe.

**Strategy 10: Carry out the Comprehensive Plan, including adopted functional plans.**

We favor offers that support Redmond's vision and land use plan with special regard to specific projects and priorities identified in the Comprehensive Plan.

**NOTES/PRACTICES/SUPPORTING EVIDENCE**

1. National Cooperative Highway Research Program Report 551, Performance Measures and Targets for Transportation Asset Management, Transportation Research Board, 2006
2. Vision 2040, Puget Sound Regional Council, 2009, <http://www.psrc.org/growth/vision2040/>
3. Stormwater Solutions, Smart cost-management strategies bring added value to projects, Joel Jonker, Certified Professional in Erosion & Sediment Control (CPESC), August 2009, <http://www.estormwater.com/Affordable-Construction-Compliance-article10958>
4. American City and County, Twin Cities, Neighboring towns coordinate downtown revitalization projects to save money on purchases. March 1, 2009, [http://americancityandcounty.com/admin/economic\\_dev/neighboring-towns-coordinate-downtown-revitalization-200903/](http://americancityandcounty.com/admin/economic_dev/neighboring-towns-coordinate-downtown-revitalization-200903/)
5. Regional Disaster Plan for public and private organizations in King County, <http://www.kingcounty.gov/safety/prepare/EmergencyManagementProfessionals/PlansandPrograms/RegionalDisasterPlan.aspx>
6. Infrastructure Asset Management [http://en.wikipedia.org/wiki/Infrastructure\\_Asset\\_Management#cite\\_note-0](http://en.wikipedia.org/wiki/Infrastructure_Asset_Management#cite_note-0)
7. Information interviews with City staff: Rob Crittenden, Don Cairns, Jon Spangler, Jeanne Justice, Scott Thomason, Kelley Cochran, Bert Guenther and Lori Peckol