City of Redmond Strategic Plan

City of Redmond
WASHINGTON

Community Strategic Plan

Mayor John Marchione

A Message from the Mayor

The City of Redmond is entering one of the most transformative phases of its evolution. The City is preparing to support this transformation by building on the vision for its continued growth, connection to the community and fiscal health. As the next six years bring considerable change, the focus remains on "one City, one team" to help support and implement the changes ahead of us. Together we will continue to make Redmond a great place to live, play, work, and invest for decades to come.

City Vision

To create a City with two vibrant urban centers in Downtown and Overlake, to enhance the livability and connections between our neighborhoods, and to deliver high quality services in partnership with our community.

Mission

To collectively deliver our community's priorities in support of a dynamic community where we can all live, work, play and invest.

Values

Commitment to Service
We are dedicated to seeking solutions for our community.

Integrity
We demonstrate sound, honest, truthful, and consistent actions.

Accountability
We take ownership of our actions and responsibilities.

Welcoming
All residents are able to fully and effectively access City services, influence City policy and direction, and feel a sense of belonging in Redmond.

Your City Council

Jeralee Anderson
Position #6

Term Expires 12/31/21

Jeralee Anderson is the President/CEO and Co-Founder of Greenroads Foundation, a Redmond nonprofit organization focused on sustainable transportation. She received her doctorate in sustainability and civil engineering from the University of Washington in 2012. Ms. Anderson has been a resident of Redmond since 2010 and is serving her first term on Council. She is a professional Civil Engineer and an active volunteer and foster dog mom for the Seattle Beagle Rescue.

Angela Birney
Position #5

Term Expires 12/31/19
President, City Council

Angela Birney was elected to her first term in 2016 and has been a Redmond resident since 1998. Prior to serving on the Council, she was the chair of the Redmond Parks & Trails commission. She currently represents the City on the Cascade Water Alliance, King County Board of Health, Regional Policy Committee (alternate), Sound Cities Association Public Issues Committee (alternate), and the Community Facilities District. Formerly a middle school science teacher, she lives on Education Hill with her husband and daughters.

David Carson
Position #7

Term Expires 12/31/19
Vice-President, City Council
Chair of the Lodging Tax Advisory Committee

David moved from Southern Oregon to Redmond to work for Microsoft in 1991 and works as a Software Test Engineer. He graduated from Oregon State University with a Bachelor of Science degree in Business Management. His hobbies are riding motorcycles, cooking and playing in Redmond's recreational softball league. He lives with his wife Danielle and pets in the Viewpoint neighborhood of Redmond.

Steve Fields
Position #2

Term Expires 12/31/21
Chair of the Public Safety Committee

Steve Fields has lived in Redmond for over 30 years. He worked across all functions of government in his positions at King County and the City of Seattle in the Executive offices. Fields guided elected officials on policy, budget and operational improvements. He advised department heads and their staff to help the government perform better. Fields is also a Redmond small business owner with his wife.

Dayle (Hank) Margeson
Position #3

Term Expires 12/31/19
Chair of the Finance, Administration, & Communications Committee

Hank Margeson has served on Redmond's City Council since November of 2007 and represents the City on numerous committees and boards. He is a 25-year Redmond resident and works for Liberty Mutual (Safeco) Insurance as a Senior Compliance Analyst. Hank holds a Bachelor's degree in Criminal Justice from Washington State University, and a Master's degree in Public Administration from the University of Oklahoma. Hank and his wife Patti have two adult children and he enjoys umpiring at various local baseball fields in the area, as a member and President of the Northwest Baseball Umpires Association.

Hank Myers
Position #1

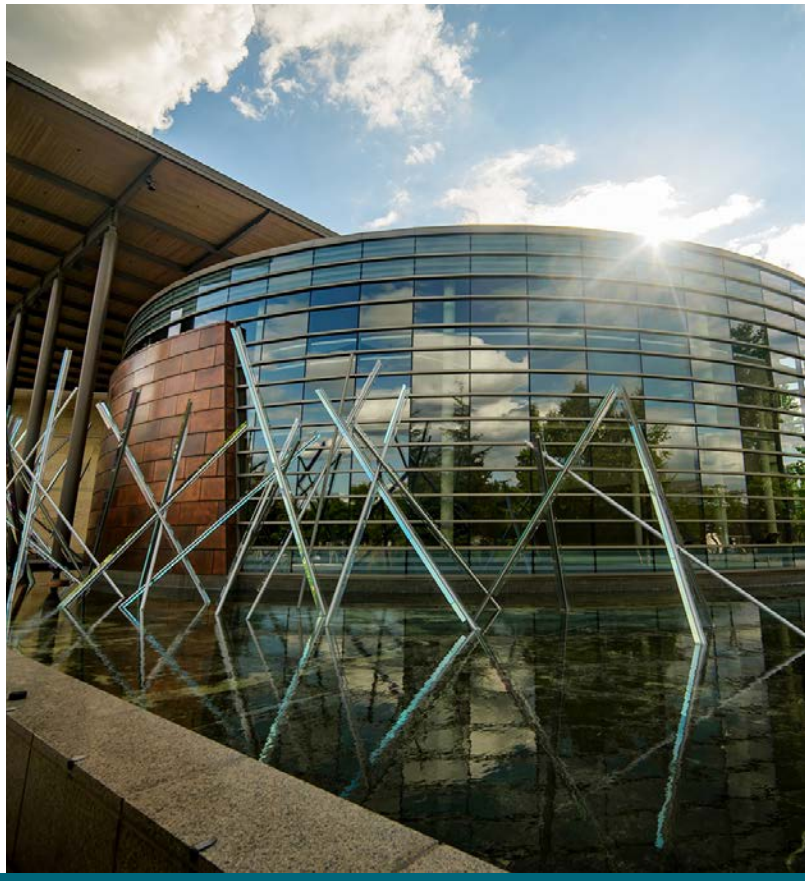
Term Expires 12/31/19
Chair of the Parks & Human Services Committee

Hank has served on the Council since January of 2007 and has served on advisory boards for Metro Transit and the Bellevue School District. Councilmember Myers is a Transportation Economist working in all modes of transportation including commercial aviation, public transit, and passenger ferry service. Hank is a 42-year resident and lives in the Viewpoint area. He is married to Christine and has two grown children. He likes to spend time volunteering with Green Redmond and at the Center for Wooden Boats.

Tanika Padhye
Position #4

Term Expires 12/31/21
Chair of the Planning & Public Works Committee

Tanika is a 14-year Redmond resident and was appointed to the Council in March of 2017. Prior to Council, Tanika served on the Planning Commission and Parks & Trails Commission. She graduated from Texas A&M University with B.S. in Psychology and then went to Northeastern Law School for her J.D. During her legal career she worked in the public sector for the City Attorney's Office in Berkley, San Francisco Public Utilities Commission, and the Seattle Office for Civil Rights. Tanika lives on Education Hill with her husband Jitu and their two sons.



It's thinkers, solvers, creators and dreamers who give Redmond its rhythm.

Executive Summary

The Community Strategic Plan was created to provide clarity on the City's priorities and help guide Redmond into the future. As the City continues to grow, it is important that we remain focused and aligned on the six biennial budget priorities developed by Redmond's residents:

- Diverse and connected community
- Clean and green infrastructure
- Vibrant economy
- Responsible government
- Safety

This document details each of Council's identified priorities including the progress to date and additional 2019-2020 plans.

By strategically planning and focusing on what matters most to Redmond's residents, we will continue to offer the community high quality of life and services.

Strategic Plan

Redmond City Council's outcome-driven plan strategically advances the city's vision with one plan and one voice and is based on priorities established by years of community engagement that includes:

- Feedback from the annual citizen surveys
- Community events
- One-on-one and neighborhood conversations
- Ongoing items from the audience at bi-monthly Council business meetings

This plan will be implemented over the remainder of 2018 and will continue throughout the next biennium with the Mayor and Council setting the vision and goals and the City Administration implementing them with defined objectives, actions, and outcomes. A progress report and annual update to this plan are suggested.

Redmond City Council is committed to creating meaningful interactions with residents and business owners through transparent communication and engagement that results in a connected and informed community.

Included in the plan:

- Affordable Housing
- Finance
- Inclusive and Welcoming Community
- Mayor/Council Salary Commission
- Public Engagement
- Technology & Information Services
- Traffic Safety
- Transportation Study
- Sustainable Green Infrastructure

Sustainable Green Infrastructure

City Council adopted the Redmond Climate Action Plan on Sept 2, 2014 that guides the development of programs and activities to reduce the community and organizations GHG emissions. Below is a summary of recent activities in support of this plan.

ACTIONS

- Local Assistance Grant from Washington State Dept. of Ecology to promote commercial recycling and technical assistance program
- City under contract to convert 1772 High Pressure Sodium(HPS) Street Lights to LED powered lights by Dec. 2018. To date 1065 lights have been converted. Resulting a 30%+ reduction in energy usage from these lights.
- Developed a Draft Green Fleet Purchasing Policy which will be finalized and presented to City Council by Jan 2019.
- PW Staff has prepared a proposal to expand the Critical Aquifer Area (CARA) to further protect the City's drinking water aquifer.

Sustainable Green Infrastructure

PROGRESS TO DATE:

Outcomes	Performance Measure	Lead Department
Implementation of a key management software to address access and security	Complete	Public Works
Energy efficiency upgrades to Public Safety Building resulting in $30,000/year utility and operational savings	Complete	Public Works
Development of an Operations Plan for the Facilities Division documenting business processes and work priorities	Complete	Public Works
Facilities Division moved to the Parks and Recreation Department from Public Works. Improvements are being made in the following areas: • Consistent maintenance/operations quality for all City facilities • Customer service • Planning and implementation of building capital improvements	Ongoing per CIP	Public Works
Draft policy developed for green fleet purchasing	% of light duty alternative fuel vehicles within the CIty fleet	Public Works
1065 street lights converted to LED	In progress	Public Works
Groundwater model completed and CARA boundaries defined	% of high risk sites visited and provided with technical assistance	Public Works
Stakeholder engagement in process		Public Works
Completed interim rule on claimed water		Public Works
Continuing outreach to new and existing businesses	Quantity of businesses/multifamily complexes participating in organics service	Public Works
Increased participation by businesses	Tons of organics diverted from waste stream	Public Works
Redmond is one of 13 cities collaborating with King County through the King County-Cities Climate Collaboration (K4C) to coordinate and enhance the effectiveness of local government climate and sustainability action	Reduction of greenhouse gas emmisions	Planning

ADDITIONAL 2019-2020 PLANS

Outcomes	Performance Measure	Lead Department
Continue green fleet vehicle purchasing and implement policy	% of light duty alternative fuel vehicles within the CIty fleet	Public Works
Energy Savings and reduced maintenance	Electricity cost savings	Public Works
Council adoption of wellhead code updates for CARA and reclaimed water	% of groundwater wells that meet groundwater standards	Public Works

DIVERSE AND CONNECTED COMMUNITY

Inclusive and Welcoming Community

To create an inclusive and welcoming community through shared community celebrations, people centered places, and an engaged and informed community.

ACTIONS

- Convene a cross-departmental team to develop a plan to connect with Redmond's diverse community
- Implement training at all levels of the organization
- Develop partnerships to support the coordination of local and regional efforts
- Implement an outreach program within the community

PROGRESS TO DATE:

Outcomes	Performance Measure	Lead Department
Staff engaged in training	# of staff participating	Human Resources
Outreach program	# of outreach activities conducted in the community	Executive
	% of residents feeling a sense of connectedness	
Council Contingency Funding for Eastside Refugee and Immigrant Coalition (ERIC) program	Allocated in 2018	Planning

ADDITIONAL 2019-2020 PLANS

Outcomes	Performance Measure	Lead Department
Host or sponsor two community cultural inclusion events per year	2019	All department team
City of Redmond to join the America is Home initiative	Work with the Eastside Refugee and Immigrant Coalition to empower eligible Redmond residents to become US citizens.	
Review internal policies and practices to ensure that they align with the City Vision of being a welcoming community	Complete in 2019	

Public Engagement

Conduct community engagement to inform decision making on priority projects and the future vision of the City.

ACTIONS

- Conduct neighborhood conversation meetings throughout the City diverse community
- Implement a variety of engagement technologies to reach diverse audiences
- Update City website and provide a platform for community interaction and feedback
- Conduct community engagement training with all departments

PROGRESS TO DATE:

Outcomes	Performance Measure	Lead Department
Continued Neighborhood Conversations & project based community meetings	Completed two meetings, one additional TBD	Executive
Increased stakeholder focus groups for priority projects	Based on project volume	Executive
Increased usage of Facetime Live	Engage new audiences	Executive
Implemented CRM system	• Improved customer service • Decreased response times • Streamlined databases	Parks & Recreation
RCTV filming Committees of the Whole	Broadcast of weekly meetings	Executive
Improving permitting public engangement process	Increased communications with parties of record	Planning

ADDITIONAL 2019-2020 PLANS

Outcomes	Performance Measure	Lead Department
Engagement Consultant: • Conduct external & internal outreach and focus groups to understand how the community wants to engage	Throughout 2019	Executive
• Develop a 3-year engagement plan	January 2019	
• Develop internal processes, timelines, templates, and training for staff	January 2019	

Affordable Housing

To provide for affordable housing in Redmond, with a mix of multi-family and single-family options.

ACTIONS

- Foster innovative partnerships to support affordable housing
- Identify funding sources to leverage investment in affordable housing with the Multi-Family Tax Exemption (MFTE)
- Explore options of TOD light rail affordable housing opportunities
- Simplify the accessory dwelling unit processes to encourage greater investment in ADU's

PROGRESS TO DATE:

Outcomes	Performance Measure	Lead Department
Approval of MFTE contract w/ Ledcor/Imagine Housing	130 housing units added + 14 additional affordable units @ 80% AMI	Planning
2 completed MFTE projects in Downtown	25 housing units added	Planning
2 MFTE contracts pending in Downtown	55 housing units pending	Planning
Ongoing strategy development for increasing the # of ADUs	Newly developed multipage ADU building permit guide	Planning
Participation on the King County Regional Affordable Housing Task Force	Regional coordination of affordable housing policy and implementation efforts	Planning
Approval of $195K from 2017 CIP Housing Trust Fund	130 housing units added for Imagine Housing (128 are 30-60% AMI)	Planning
Approval of Esterra park parcel purchase/bridge funding for Imagine Housing	130 housing units added for Imagine Housing	Finance

ADDITIONAL 2019-2020 PLANS:

Outcomes	Performance Measure	Lead Department
Ongoing Arch funding partnership/strategy w/ Eastside cities	Additional affordable housing projects, esp. in high capacity transit areas	Planning
Continuing ADU strategy development (code simplification, reduced permitting time/cost, Website, FAQs) in consultation with Council	Potential for increased number of ADUs	Planning
Exploration of TOD light rail station affordable housing opportunities	Increased opportunity for affordable housing at station areas	Executive/Planning
Implementation of MFTE/Inclusionary housing contracts/requirements	Additional affordable housing at greater levels of affordability; (typically 60% AMI) in Downtown, Overlake and Marymoor Village areas	Planning

Traffic Safety

To use Target Zero as the guiding plan to end all serious injury and fatality collisions by 2030.

ACTIONS

- Actively participate in the Target Zero for grant funding to improve traffic safety
- Conduct high collision location analysis to determine cause of collision and potential modifications to roadway

PROGRESS TO DATE:

Outcomes	Performance Measure	Lead Department
Grant funding received for traffic safety improvements	$ received	Police
Analysis of high collision sites & improvements made	# of sites identified	Public Works
Downtown pedestrian signage & safety mapping approved	# of improvements made	Police
Injury Traffic Collisions	22% increase YTD in 2018 compared to 2017	Police

ADDITIONAL 2019-2020 PLANS

Outcomes	Performance Measure	Lead Department
Target Zero Report	Report to Council at Committee of the Whole	Police
CIP projects – Subject to approval in 2019-2020 Budget	Report to Council at Committee of the Whole	Public Works
• Street Lighting Program		Public Works
• Channelization Improvements		Public Works
• Neighborhood Traffic Calming improvements		Public Works
• Cleveland St sidewalk rehab		Public Works
• SR520 Grade Separation at 40th		Public Works
• SR520 40th Stand 51st St Eastbound Ramp Reconfiguration		Public Works
• ADA Improvements		Public Works
• NE 80th St and 140th Ave NE Beacon		Public Works
• 156th and 4700 Block Ped Crossing		Public Works

Transportation Study

To study traffic congestion and multimodal access issues to develop a transportation system that meets the needs of pedestrians, bicyclists, transit users and drivers throughout the City of Redmond.

ACTIONS

- Analyze bus-rail integration in the Downtown area related to the Sound Transit light rail project and King County Metro long-range transit plan
- Develop the Marymoor Subarea Infrastructure Plan and analyze transportation impacts and mitigation strategies as part of the Sound Transit light rail project
- Develop the Overlake Village South Infrastructure Plan and review transportation patterns in the subarea as part of the Sound Transit light rail and Overlake Access Ramp projects
- Conduct the North-South Corridors Study to analyze transportation congestion along major and minor arterials and identify potential operational solutions and major capital improvements
- Update the Transportation Master Plan to incorporate results from the 2017 Household Travel Study and recent traffic analyses, update transportation performance measures and reflect adoption of related transportation plans

Transportation Study

PROGRESS TO DATE:

Outcomes	Performance Measure	Lead Department
Completed the Marymoor Subarea Infrastructure Plan in 2017 with ongoing Marymoor Access Study related to light rail project expected by end of 2018 Completed the Downtown TRAIN study in 2017 Developed the draft Overlake South Infrastructure Plan in 2016, and updating the traffic analysis (to be completed Fall 2018) Completed the 2017 Household Travel Survey with a report pending in August 2018 Starting the North-South Corridors study in September 2018 to be completed in 2019	Mobility report card – ratio of transportation supply to demand Mode Share - Percentage of Redmond commute trips using alternatives to single occupancy vehicles (SOV) Percentage of transportation network completed Percentage of residents that rate Redmond's modes of travel as excellent or good Average travel time on City streets	Planning

ADDITIONAL 2019-2020 PLANS

Outcomes	Performance Measure	Lead Department
Complete the North-South Corridors Study	Mobility report card – ratio of transportation supply to demand	Planning
Complete the Transportation Master Plan	Mode Share - Percentage of Redmond commute trips using alternatives to single occupancy vehicles (SOV)	Planning
Developed the draft Overlake South Infrastructure Plan in 2016, and updating the traffic analysis based on recent data to be completed by Fall 2018	Percentage of transportation network completed	Planning
Completed the 2017 Household Travel Survey with a report pending in Fall 2018	Percentage of residents that rate Redmond's modes of travel as excellent or good Average travel time on City streets	Planning

Mayor/Council Salary Commission

Council established Ordinance 2111 on August 7, 2001, establishing an independent Salary Commission for the purpose of setting the salaries of elected City officials. This Ordinance was amended in 2003 by Ordinance 2157, which shortened the term of office of the Salary Commissioners to two years. In June 2005, Ordinance was further amended by Ordinance 2262 for the purpose of separating the Mayor's compensation from the authority of the Salary Commission and transferring that authority to the Council. However, the Salary Commission continues to have responsibility for evaluating and establishing salaries for the City Council members.

PROGRESS TO DATE:

- **Operations** – Meeting with various internal stakeholders to establish the need for the Salary Commission to begin in 2018. The "Committee of the Whole" was notified on 6/26/2018 of the initial steps taken and to communicate that the Commission would begin its work in early August and likely finish by early October.
- **Communication** – Worked with Communications & Marketing to write a Press Release, requesting volunteers for the Salary Commission. The Press Release has been published.

NEXT STEPS:

- Review applications for Salary Commission - Appoint commission third quarter of 2018
- Gather data for Commission to review - Third quarter of 2018
- Begin Commission meetings - Third quarter of 2018

Finance

Putting the fundamental financial building blocks in place for a successful 2019-2020 biennium. The City has embarked on its 6th Budgeting by Priorities process with the 2019-2020 Preliminary Budget ready for Council review on October 2, 2018.

PROGRESS TO DATE:

Outcomes	Performance Measure	Lead Department
Council Approval of the City's Long Range Financial Plan in April	City's AAA Bond Rating	Finance
Successful 2017 Comprehensive Annual Financial Audit	Successful Citizen Results Team Engagement	Finance
Community Engagement for the 2019-2020 biennial budget	Successful Citizen Results Team Engagement	Finance

ADDITIONAL 2019-2020 PLANS:

Outcomes	Performance Measure	Lead Department
Process Improvement efforts in the Real Property Office	Reduce duplication of data entry by 50% Professional training for staff Finance Department	Finance
Successful 2018 Comprehensive Annual Financial Audit	Zero financial report misstatements Finance Department	Finance
Implement Work Force Management System	Integrate employee data over all systems to modernize and streamline business processes Eliminate duplicate processing Automate manual processes Enhance employee self-service Finance Department	Finance
Launch the Dynamics ERP System into the Cloud	Upgrade Dynamics functionality to get it cloud ready Eliminate Dynamics as an on premise financial system Enhance customer self-service Finance Department	Finance

Technology Information Services (TIS)

The Information Technology strategy is to be the partner of choice in delivering reliable technology that proactively meets the needs of a “City of the Future”.

PROGRESS TO DATE:

Outcomes	Performance Measure	Lead Department
Identify the challenges for the future based on external stakeholder input	a. access to information for decision making, b. shortcomings in system integration, c. a need for greater technology mobility (both in devices and in access to system resources), d. continued improvement in the use of GIS type information and context, and e. improvements to the process to identify technology system investment priorities.	TIS
Identify the top five challenges based on internal stakeholders (TIS employees)	a. lack of control over outcomes, b. growing demands with limited resources, c. IS resource constraints, d. a need for improved professional development, and e. an insufficient policy framework.	TIS

ADDITIONAL 2019-2020 PLANS:

Outcomes

- Excellent customer service - set up TIS employees to be successful in delivering great results.
- Access to data for decision making - improve access to underlying data and data visualization.
- Robust information and communication technology infrastructure - improve policy framework, fill resource gaps, and improve the overall systems security approach.
- Wise investment of technology - develop an improved approach to select the best technology investments for the city as a whole similar to the City’s Capital Investment Strategy processes.
- Continuous improvement and innovation – embrace the city’s organizational excellence initiative both for internal TIS operations and engage in other efforts with technology solutions. Incorporate a training strategy to enable the best use of technology and keep IS skills current.
- Fully engaged employee – continue the dialog started with the internal stakeholders through surveys and other means so that all TIS employees can be successful and feel fully engaged in our mission and results.

CityofRedmond
WASHINGTON

The City of Redmond assures that no person shall, on the grounds of race, color, national origin, or gender, as provided by Title VI of the Civil Rights Act of 1964 and the Civil Rights Restoration Act of 1987, be excluded from participation in, be denied the benefits of, or be otherwise subjected to discrimination under any program or activity. For more information about Title VI, please visit redmond.gov/TitleVI.