City of Redmond

Community Strategic Plan

2019

ADOPTED BY COUNCIL
OCTOBER 15, 2019

City of Redmond
WASHINGTON

Alignment of the organization's vision and mission today provides the roadmap to create a better tomorrow.

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.

A community strategic plan provides the work plan for the City and provides guidance for the City's work. It includes strategic initiatives with associated **objectives, strategies, measures, and actions** that will be implemented within the community over a specific period of time. The strategic elements were derived from the Budgeting by Priorities process and reflect the **community's involvement and feedback** throughout the process.

Community Strategic Plan

Mayor John Marchione

A Message from the Mayor

As Redmond continues to transform in both big and small ways, the City remains focused on being a welcoming and inclusive community for all. Fostering Redmond's growth while continuing to encourage a connected and collaborative community is a delicate balance that the City's leadership holds in high regard. We continue to work together and unify our efforts in the areas identified in this strategic plan and beyond so that Redmond will remain the beautiful and vibrant City where so many of us are proud to live, play, work, and invest.

The Redmond City Council's outcome-driven plan strategically advances the City's vision and is based on priorities established by years of community involvement and through the budgeting by priorities process. The Community Strategic Plan will be implemented during the 2019/20 biennium, and quarterly progress reports and an annual update to the plan will be provided to the community, Mayor, and Council during the biennium.

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 sustainability education, performance management, and strategic programming for transportation capital projects. She received her doctorate in sustainability and civil engineering from the University of Washington in 2012 and is a licensed professional engineer. Ms. Anderson worked in a variety of structural, geotechnical, green building, and construction engineering positions after receiving her undergraduate engineering degree from Cal Poly San Luis Obispo with a minor in music performance. She was recognized in 2013 by the Obama Administration as a Transportation Champion of Change for the 21st Century for her domestic and international work with Greenroads. Ms. Anderson has been a resident of Redmond since 2010 and is an active volunteer for Seattle Beagle Rescue. She enjoys reading, health and nutrition, crochet, weightlifting, cycling, teaching, and walking her dogs. She currently represents the City as an alternate on the Cascade Water Alliance (CWA), and she serves as an Association of Washington Cities (AWC) representative on the State Public Works Board.

Angela Birney
Position #5

Term Expires 12/31/19
President, City Council

Angela began serving her first term on the Council in 2016. Prior to that she served as the chair of Redmond's Parks and Trails Commission. She currently represents the City of Redmond on the Cascade Water Alliance (CWA), the King County Board of Health, the King County Regional Policy Committee (RPC), the Eastside Rail Corridor Regional Advisory Council, and Redmond's Disability board. She also serves as an alternate representative on the Sound Cities Association Public Issues Committee (SCA PIC) and the Eastside Transportation Partnership (ETP). Additionally, she serves as Chair of Hopelink's Board of Directors.

Angela is a Washington native and grew up in Eastern Washington. She moved to Redmond in 1998. Formerly a middle school science teacher, Angela has a Master's degree in Education from Heritage University and a Bachelor's degree in Biology Education from Eastern Washington University. She lives on Education Hill with her husband and daughters.

David Carson
Position #7

Term Expires 12/31/19
Vice-President, City Council

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.

He currently represents the City on the Economic Development Council (EDC) of Seattle and King County, the Emergency Management Advisory Committee (EMAC), the Eastside Transportation Partnership (ETP), and as the chair of the Redmond Lodging Tax Advisory Committee (LTAC).

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. He currently represents the City of Redmond as a member of the Eastside Transportation Partnership (ETP). 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 was honored to be elected to represent his fellow residents on Redmond's City Council in November 2007 and is now serving his third term. He has represented the City at the Sound Cities Association Public Issues Committee (SCA PIC) since 2009. During his tenure he served a term as the Vice-Chair and chaired the SCA PIC Nominating Committee until 2015. In December 2017 he was reelected to represent the Northeastern King County cities on the SCA Board of Directors for another two years, where he's served on the Finance Committee and Board Nominating Committee. Hank is in his seventh year on the Puget Sound Regional Council's Growth Management Policy Board, serving as the Board's Vice President and as the SCA Caucus Chair. He was appointed as a member of the King County Regional Transit Committee in 2018 after serving two years as an alternate representative. He currently represents the City on Redmond's Disability Board, and he has represented the City and SCA on numerous other committees and boards during his tenure as Councilmember.

He also serves as President for the Northwest Baseball Umpires Association board and is a former president of the Eastside Timebank board. Prior to election to the City Council he served on the Parks and Trails Commission and was the Vice-Chair for the Education Hill Citizens Advisory Committee. Hank works for Liberty Mutual (Safeco) Insurance as a Senior Compliance Analyst and 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. He earned his Chartered Property and Casualty Underwriter designation from the Society of Chartered Property and Casualty Underwriters in 2003.

Hank is married to Patti and they raised their two adult children in Redmond over the past 25 years. They recently completed adding an accessory dwelling unit onto their Education Hill home where their son, daughter-in-law and wonderful grandson now reside. He and Patti also own acreage in the Sammamish Valley where they keep their three horses. Active in local sports, he coached youth soccer, baseball, basketball and currently umpires local high school, youth and adult baseball games.

Hank Myers
Position #1

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

Hank has served on Redmond's City Council since January 2008 and is now serving his third term. He 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 experience in commercial aviation, public transit, and passenger ferry service. Hank began his professional career with Hughes Airwest as a regulatory affairs specialist before moving to the northwest to become Director of Government Affairs and Pricing for Alaska Airlines. He has a Bachelor's degree in English from California State University. Hank currently represents the City on the Local Hazardous Waste Management Coordinating Committee (LHWMCC) and on the Water Resource Inventory Area 8 (WRIA 8) Salmon Recovery Council. A 42-year resident and living in the Viewpoint area of Redmond, Hank 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 Padhye was appointed to the Redmond City Council in March 2017. Prior to council, Tanika served on the Planning Commission and Parks & Trails Commission.

Tanika is originally from Houston, Texas. 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 currently represents the City on the Domestic Violence Initiative Regional Task Force (DVI) and on the Eastside Human Services Forum (EHSF). She moved to the Pacific Northwest for her husband's job at Microsoft and has lived in Redmond for 13 years. Tanika lives on Education Hill with her husband Jitu and their two sons.

Roles & Responsibilities

Mayor

- Executive Branch
- Leads and directs staff
- Makes personnel decisions
- Proposes policies to achieve the city vision
- Chief representative to other governmental entities
- Face of the City
- Proposes the budget
- Responds to residents' requests for service
- Partners with Council to create consensus
- Represents the community interest

Council

- Legislative Branch
- Provides to the Mayor direction on policy goals and objectives for long-term vision based on community values & needs
- Adopts the budget, sets fees, accepts grants, and oversees financial and performance measures
- Adopts codes, zoning, and standards in city law and regulations
- Approves contracts, real estate transactions, claim settlements, and interlocal agreements
- Approves pay ranges and union contracts
- Advises Mayor to support staff implementation of policies
- Represents the majority position of the Council to the public

Together the Mayor and Council...

- Create a shared vision for the City
- Build relationships with the community
- Serve on regional boards on behalf of the City or Sound Cities Association
- Represent the community on policy issues

Redmond's decision-making is informed by **robust community involvement that meaningfully and effectively engages the community** early and often, focusing on key topics of interest in a manner that is **equitable, barrier-free,** and recognizes the needs and interests of both the community and the City.

Involving the Community

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

Implementation Strategy

The following represents how the programs will be implemented with an emphasis on community involvement.

1 Identify Initiative

- Begins with City Council and Mayor
- Establish vision and objectives

2 Identify Stakeholders

Includes the Mayor, Council members, partner organizations, community members, policy/regulatory representatives, etc.

3 Assign Team

- Appoint Program Manager
- Assemble cross-departmental team

4 Create Strategic Workplan & Initiate Project

5 Gather Stakeholder Input

6 Implement Project

7 Report Program Performance

Follow-up with stakeholders to share results, outcomes, and next steps

Outreach and Involvement Overview

Outreach Dates: July 8, 2019 – August 31, 2019

The feedback that was received from the community was reviewed and connected with each of the strategic elements to reflect the community's input and to guide the work of the Community Strategic Plan (CSP). All feedback received will be reported back out to the community. As the City works through each initiative within the CSP, opportunities for continued community involvement will be provided. For example, the environmental sustainability assessment includes establishing a community stakeholder group. There will be regular updates to Council on the CSP, and the plan is a working document that will be refreshed on a quarterly basis in conjunction with the quarterly financial report.

Promotional Outreach

- Press release
- eNews
- Social Media
- Redmond.gov
- LetsConnectRedmond.com
- Derby Days bookmarks

Numbers

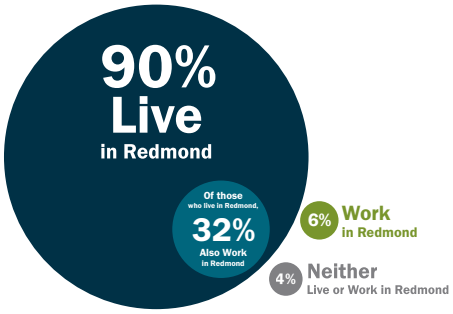
140,569
Total Impressions

1,004 Unique Visitors
to Project Page

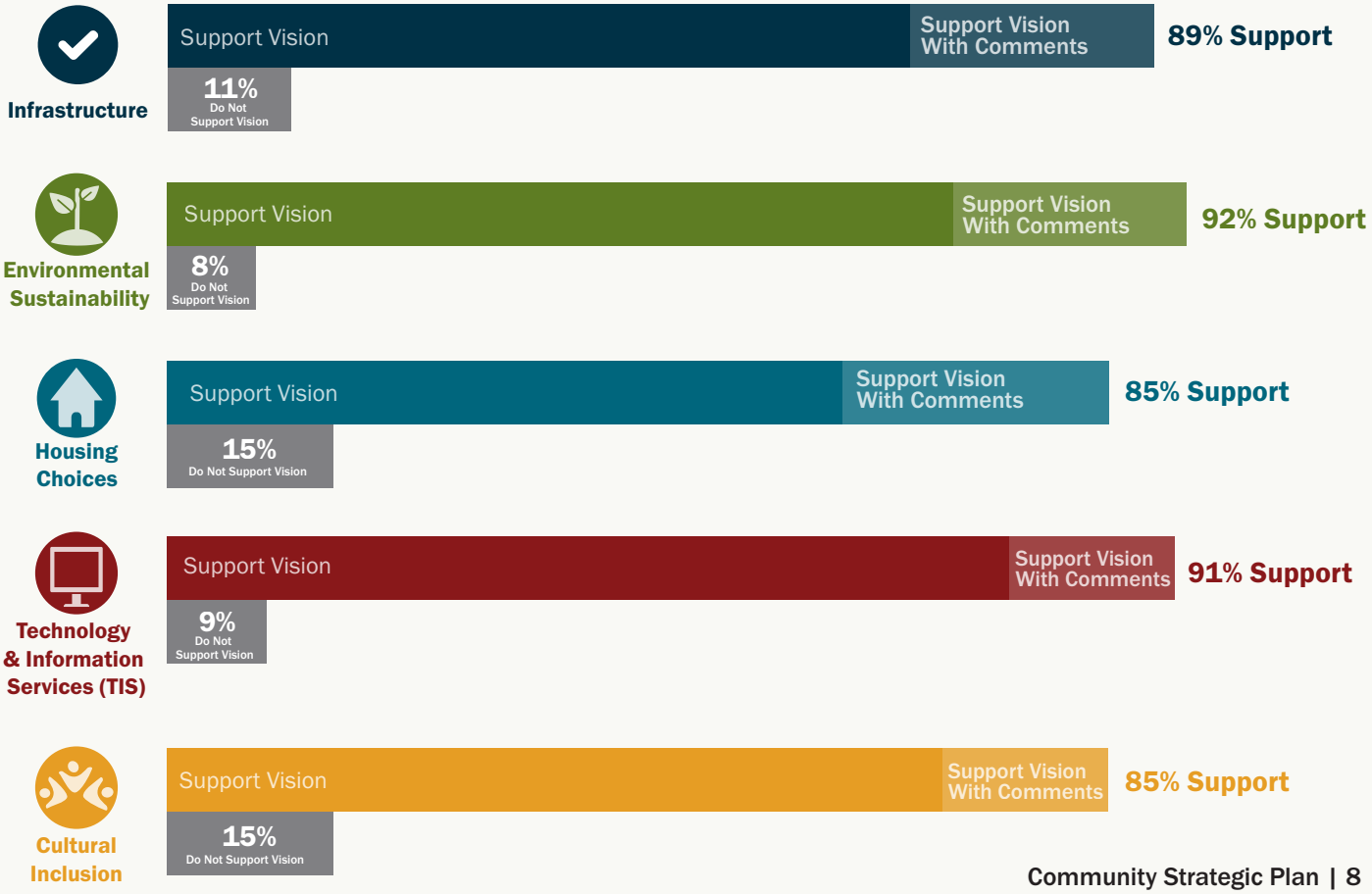
16% Engagement Rate

389 Downloads
of Draft Plan

161 Survey Responses



At least 85% of respondents support the vision of each strategy.



Housing Choices

Program Vision:
A Redmond with a variety of housing choices for all income levels that reflects our community.

Objective #1

- Increase units of housing supply accessible to all income levels that is better aligned with anticipated demand
- Increase housing unit variety

Strategies

- Update Redmond's Strategic Housing Plan to reflect current market conditions and planning horizons
- Streamline Zoning Code to:
  - Support increased range of housing products
  - Increase regulatory predictability
  - Reduce permit review costs
- Evaluate and amend Zoning Code and/or standards, as appropriate, to reduce costs related to:
  - Required parking
  - Required infrastructure

Measures

- Number of housing units, by type
- Income levels, residents, and workers (by job type) in Redmond
- Permit timelines

2019-2020 Actions

DONE

- Facilitate construction of 260 units of affordable/workforce housing at Esterra Park 6B
  Approval of revised Esterra Park 6B (260 affordable units)
  - Council action to sell property
  - Covenant agreements in review

IN PROGRESS

- Update data on housing supply, demand, and forecasted need August 30, 2019
- Update Strategic Housing Plan
  City resolution of intent to state our interest in the retail sales tax credit for affordable housing (House Bill 1406)
- Seek partners for pilot projects to showcase innovative housing types not currently available in Redmond
  Research to identify missing middle housing as well as other housing products to address housing gaps
- Streamline Accessory Dwelling Unit (ADU) permitting
  Draft of "How to do an ADU" (Accessory Dwelling Unit) pamphlet revised
- Decrease required parking at sites proximate to light rail stations
  Downtown Redmond parking study in progress, will inform revisions to parking standards

NOT STARTED

- Update data on workforce profiles in Redmond (by job type)
- Explore infill housing options and retrofits to increase dwelling units within existing building envelopes

2021-2022 Actions

NOT STARTED

- Update Comprehensive Plan for 2050 population, employment, and housing forecast
- Launch program to pilot new housing types

2023-2024 Actions

NOT STARTED

- Update Strategic Housing Plan to reflect Vision 2050 Comprehensive Plan Update

Objective #2

Foster 10-minute communities*

(*where work, shopping, schools, and play are within 10 minutes of where people live)

Strategies

- Reduce need for vehicle trips and/or vehicle ownership (increasing potential budget share for housing)

Measures

- Number of vehicle trips

IN PROGRESS

2019-2020 Actions

- Evaluate options and create a program to pilot 10-minute communities that reduce vehicle reliance
  Transportation Demand Management (TDM) program refresh

NOT STARTED

2021-2022 Actions

- Launch pilot program

Objective #3

- Increase affordable and workforce housing unit supply
- (Workforce - 60-120% AMI – Area Median Income)
- More deeply affordable housing unit supply (< 60% AMI)

Strategies

- Provide incentives for developers to build new affordable housing
- Preserve existing housing stock
- Provide emergency, transitional, and permanent housing through a coordinated and regional approach to homelessness

Measures

- Increase workforce (60-120% AMI) housing by 1,300 units (2030)
- Increase more deeply affordable housing (<60% AMI) by 750 units (2030)
- Increase number of households served by human services programs to access shelter or remain housed

IN PROGRESS

2019-2020 Actions

- Identify publicly owned land that can be offered at a discounted price to support development of deeply affordable housing
  Esterra Park Block 6B, Sound Transit surplus properties
- Multi Family Tax Exemption (MFTE):
  - Promote use of MFTE
  - Evaluate expansion of/changes to MFTE program
  Multifamily Tax Exemption (MFTE) Program: 4 approved developments - 87 units at 60% AMI (Area Median Income) for 8 years; 2 additional developments in process - 55 units at 60% AMI for 8 years
- Study Affordable Housing Pilot Project in Downtown
  Brainstorming meetings with potential projects, i.e., Together Center
- Identify opportunity sites and work with regional and private partners to preserve affordable multifamily housing
  Working with A Regional Coalition for Housing (ARCH) to:
  - Identify opportunity sites, including surplused Sound Transit property
  - Preserve existing ownership and rental units through enhanced outreach, oversight, and compliance activities
- Provide human services options to help prevent currently housed residents from falling into homelessness
  Planning and discussion of resources needed to support year-round, 24-7 operation of shelters

NOT STARTED

- Evaluate addition of Section 8 subsidies to inclusionary program
- Explore rezones that allow increased density in return for increased affordable housing production

NOT STARTED

2021-2022 Actions

- Acquire surplus light rail property
- Facilitate construction of affordable housing proximate to light rail stations:
  - Overlake Village
  - Redmond Technology Station
- Create additional incentives for construction of affordable and workforce housing in Downtown, Overlake, and Marymoor Village
- Enhance Homeless Outreach Program

NOT STARTED

2023-2024 Actions

- Facilitate construction of an Affordable Housing Pilot Project on the parcel acquired in Downtown

Environmental Sustainability

Program Vision:
A Redmond that creates a healthy, sustainable environment for all generations and conserves our natural resources, affords a high quality of life, and draws from scientific evidence-based data.

Objective #1

- Decrease carbon footprint

Strategies

- Establish systematic program operations and reporting on our factors that contribute to our carbon footprint

IN PROGRESS

2019-2020 Actions

- Obtain baseline measures
- Organize and staff ongoing Environmental Sustainability Program
- Conduct audit for best opportunities
  - Completed and advertised Request for Proposal for the audit
  - Proposals being reviewed internally this week (week of August 12)
  - Program format being established, team formation in progress
  - Amending PARCC (Parks, Arts & Culture, Recreation and Conservation) Plan to reflect outcomes from Tree Canopy outreach

NOT STARTED

2021-2022

- Implement capital and program improvements to reduce energy consumption
- Develop and adjust measures as needed

Objective #2

- Provide access for business and community programs to reduce our carbon footprint

Strategies

- Align on regional/external partner strategies and projects - i.e., Cascade Water Alliance

NOT STARTED

2019-2020 Actions

- Establish the external steering committee

NOT STARTED

2021-2022

- Report measures and progress

NOT STARTED

2023-2024

- Report measures and progress

Objective #3

- Align and implement sustainability programs across programs, projects, and services

Strategies

- Implement the fleet greening strategy – complete policy
- Implement the tree canopy strategy
- Complete the city facility projects (i.e., lights, etc.)
- TIS Data strategy
- Finance/funding strategy

Measures

- Percent reduction in greenhouse gas emissions from city operations in alignment with the City's Climate Action Plan
- Increase the tree canopy to 40%
- Increase the number of healthy streams (BIBI Index over 35 for 12 streams)
- Percent of water quality tests that meet compliance regulations
- Establish benchmarks to decrease the waste stream
- Establish benchmarks to increase recycling rates

IN PROGRESS

2019-2020 Actions

- Plant 4 acres of trees (~$240k)
  Site selection being finalized, planting slated for fall
- Work on 1 stream to upgrade BIBI index
  Monticello Creek Watershed Improvements
  - 2nd year of street sweeping pilot in progress
  - Draft scope of work for basin plan completed
  - Basin plan - with recommended list of capital projects - to be complete in 2020
- Build program plan
- Plan and implement the 6-year Capital Investment Program: Stream and Habitat Restoration, Energy Efficiency, Environmental Protection and Enhancement
  - Pool restoration, phase 1 in progress
  - Retrofitting additional city buildings with energy efficient lighting
  - City Hall solar project (PSE grant, monitored usage and savings)
- Update the mid and long-term Capital Investment Strategy: Stream and Habitat Restoration, Energy Efficiency, Environmental Protection and Enhancement
  Stream and Habitat
  - Monticello Creek Watershed Project Development
  - Willows Road Culvert Replacement
  - Bear Creek Rehabilitation at Keller Farm
  - Avondale Road Erosion at Bear Creek
  - Smith Woods Stream/Pond Rehab
  - Evans Creek Relocation
  - Siedel Creek Flume Removal
  - High School Creek Watershed Restoration
  - Sammamish River Enhancements

  Environmental Protection and Enhancement
  - Bear Creek Mitigation for 95th Street Bridge
  - NE 40th Street Stormwater Phase 2
  - 90th Street Stormwater Pond Improvements
  - Overlake Village Stormwater Vault
- Develop and implement standard for creating project specific Business Case Analysis and Return on Investment determination
  - Reviewed with Council during strategic planning process
  - Project Management Office will have draft by end of September 2019

NOT STARTED

2021-2022

- Work on 2 streams to upgrade BIBI index
- Plan and implement the 6-year Capital Investment Program: Stream and Habitat Restoration, Energy Efficiency, Environmental Protection and Enhancement
- Update the mid and long-term Capital Investment Strategy: Stream and Habitat Restoration, Energy Efficiency, Environmental Protection and Enhancement

NOT STARTED

2023-2024

- Work on 2 additional streams to upgrade BIBI index
- Plan and implement the 6-year Capital Investment Program: Stream and Habitat Restoration, Energy Efficiency, Environmental Protection and Enhancement
- Update the mid and long-term Capital Investment Strategy: Stream and Habitat Restoration, Energy Efficiency, Environmental Protection and Enhancement

Objective #4

- Increase community awareness and education level

Strategies

- Build the community outreach and education plan

NOT STARTED

2019-2020 Actions

- Provide a minimum of 4 community outreach and education programs

2021-2022

- Provide a minimum of 5 community outreach and education programs

2023-2024

- Provide a minimum of 6 community outreach and education programs

Technology & Information Services (TIS) Infrastructure

Program Vision:
A Redmond that is connected, smart, and future-focused, with highly-engaged users (internal & external) and easily used products.

Objective #1

- Implement a standard approach to program, project, and portfolio management methodologies throughout the City

Strategies

- Implement a standard for business case submittal and format
- Implement a standard for program and project team structure
- Define governance structures
- Implement a standard for a project or team charter
- Implement standard project management tools
- Implement standards for program and project reporting
- Implement standards for establishing Return on Investment and tracking benefit realization metrics

Measures

- All programs and projects utilize standardized methodologies
- Project are delivered on time and within budget

DONE

2019-2020 Actions

- Establish Project Management Office
  Project Management Office has been established. Four staff in place

IN PROGRESS

- Establish Project Management Office communications
  Templates built for project updates, health, and change management.
- Establish standard program and project management methodologies
  Fine-tuning tools

NOT STARTED

2021-2022

- Implement portfolio reporting

Objective #2

- A solid platform of internal systems that support and directly align with city business

Strategies

- Work with the business owners to prioritize technology initiatives through IT Governance
- Involve department or division in the implementation of the systems supporting their functional areas
- Partner with department or division team to better align business processes with business system functionalities
- Drive security program that is aligned with business and industry best practices
- Ensure department or division sponsorship for all business systems implementation projects
- Create reporting mechanism to measure work in real time
- Implement a data analytics solution which allows for reporting across business environments

Measures

- Internal customer satisfaction
- Customizations to commercial software solutions are minimized
- Business users' functional requirements are met
- Offline data management, shadow systems, and manual processes are reduced
- Business area is working in conjunction with TIS to implement new technologies

2019-2020 Actions

Objective #3

- A partnership with Public Works and Planning that drives Smart City strategy

Strategies

- Align business solutions with Smart City initiatives

NOT STARTED

2019-2020 Actions

- Complete a Smart City opportunity assessment
  Not started, but consultant engagement in planning.

NOT STARTED

2021-2022

- Build preliminary Smart City Work Plan

Objective #4

- Modernization of key business applications and external facing systems

Strategies

- Implement Systems Security program
- Implement cloud policies
- Eliminate redundant business systems
- Shift to an agile approach to project delivery
- Retire all outdated and unsupported technology platforms
- Put a staff development program in place which focuses on new technologies
- Partner with local technology experts to expand the application of technology in the community

Measures

- All critical systems upgraded to latest version within 90 days of release
- All outdated and unsupported technology platforms have been retired

2019-2020 Actions

DONE

- Support website update
  In maintenance and operations now.
- Implement eWaiver support for Parks and Recreation
  Done.

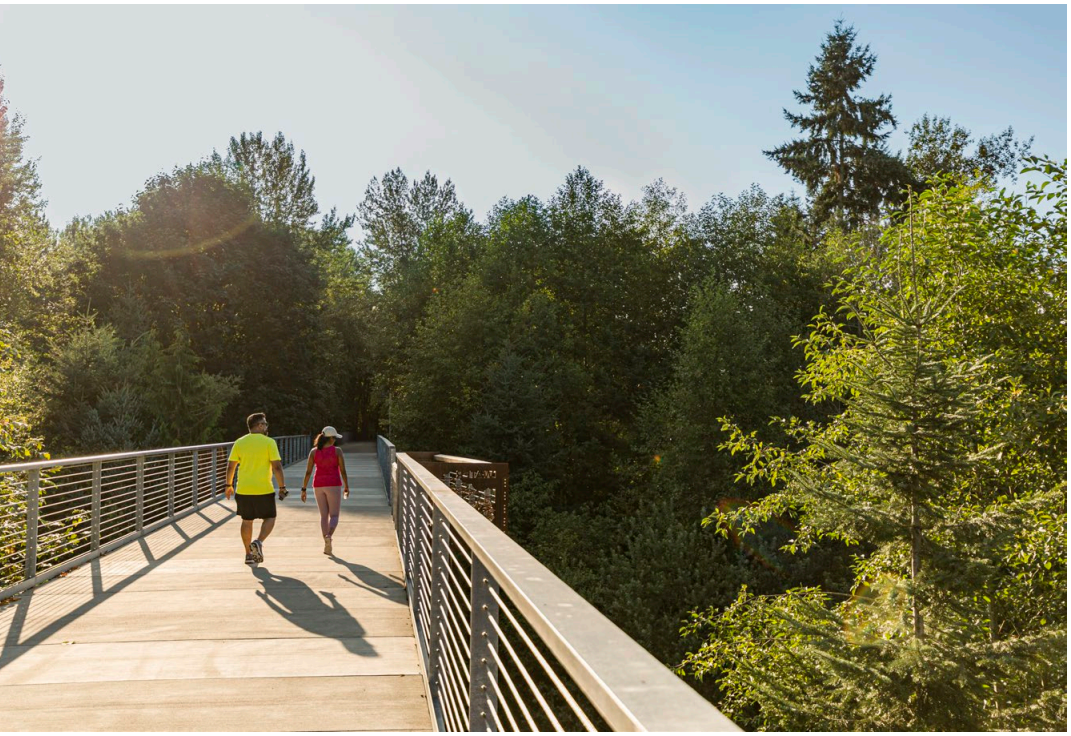
IN PROGRESS

- Mobilize service workers in Parks and Public Works
  Piloting mobile devices with Parks work order system (Lucity).
- Modernize the City's SharePoint environment
  Technology & Information Services done, Police Department planned next, ~650 sites to do
- Implement ArcGIS Portal
  In prototype.
- Implement Workforce Management
  Contract with Kronos executed. Requirements captured, writing test cases.
- Implement Records Management Phase 1
  Kicking off vendor selection for Redmond Police Dept. deployment.
- Finalize 5-year strategic technology plan
  Building work plan and financing. Findings from Downtown parking study will be included in evaluation of smart parking.
- Modernize the permit/plan tracking solution in GIS
  In design.

2021-2022

NOT STARTED

- Collaborate on an Asset Management Program
- Implement Records Management Phase 2
- Modernize finance system



INFORMATION BOOTH
got soil?
Have it tested FREE*!

Cultural Inclusion

Program Vision:
A Redmond in which all residents can fully and effectively access city services, influence city policy and direction, and feel a sense of belonging and safety.

Objective #1

- Provide programs, strategies, and activities to increase our ability to provide excellent service to our diverse community

Strategies

- Train staff, leadership, and elected officials on awareness and sensibilities

Measures

- Percentage of Redmond residents very satisfied or satisfied with their overall sense of connection to the community

IN PROGRESS

2019-2020 Actions

- Coordinating/partnering with other organizations on events that are happening here
  Outreach to cultural groups and staff liaison follow up

NOT STARTED

2021-2022

- Engage the culturally diverse community regularly through programs, public engagement activities, marketing, and news releases.

NOT STARTED

2023-2024

- The City delivers services equitably, and the services are adapted to meet the needs of our changing community.

Objective #2

- Provide forums and activities for our diverse community to interact and learn with each other

Strategies

- Establish a Community Equity Action Council
- Ongoing accessibility and ADA improvements

Measures

- Percentage of Redmond residents agreeing that Redmond welcomes a diverse community
- Percentage of parks facility improvements completed

IN PROGRESS

2019-2020 Actions

- Identifying things others are doing like Bellevue's Cultural Conversations
  Researching regional programs and strategies to increase awareness of city services and inclusive programming
- Complete park improvements ($250K allocated)
  Refining list of prioritized projects and coordinating with Park Operations staff for winter project list

2023-2024

NOT STARTED

- Establish affinity groups

Objective #3

- Strengthen the City's relationship with communities of diversity

Strategies

- Addition of "Welcoming" to city values
- Year round outreach, dialogues, and interactions
- Staff participation in regional efforts focused on equity and inclusion
- Priority message translation in multiple languages
- Expand translation service at Council meetings and community events
- Website accessibility compliance
- Evaluate hiring practices and onboarding to ensure a welcoming community

Measures

- Percentage of community responding they feel safe and welcome in their neighborhood during the day and at night
- Number of total residents participating in community events and activities
- Percentage of community members rating their customer service experience as good or outstanding

2019-2020 Actions

DONE

- Develop an implementation plan for delivering city communications in appropriate foreign languages
  - Development of city services information card in 6 languages to be distributed starting with City Welcoming Week events (September 2019)
  - Currently piloting "ThatTranslator" translation service at Customer Service Desk
  - New website created in compliance with accessibility requirements, ADA assistant AudioEye installed, Google Translate option also available
- Title VII compliance
  Currently in compliance

IN PROGRESS

- Promoting cultural inclusion events (i.e., Welcoming Week, Downtown Park Community Picnic)
  12 City Welcoming Week events scheduled for 2019
- Create connection through Lunch and Learn, etc.
  Welcoming Redmond Employee Involvement Committee planning regular lunch & learn sessions, to begin August 2019
- Introduce team/initiative to City and establish ongoing communications with quarterly updates
  Staff received equity and inclusion training, with more trainings planned for 8/29 and 9/18
- Train city staff on value of welcoming
  - Staff received Deconstructing Our Bias training
  - 4 more training sessions for city staff planned for August and September

NOT STARTED

- Research how to measure gaps in connections
  Will begin in 4th quarter 2019

2021-2022

NOT STARTED

- The City sets an example to the broader community in providing a welcoming environment for all residents regardless of race
- Form subgroups with internal and external members
- Educate, convey importance, definitions, systemic issues
- Assess and review procedures for recruitment and retention, and implement recommendations as necessary
- Ongoing training through refresher courses

2023-2024

NOT STARTED

- Evaluate diversity on boards and commissions
- Diversity, equity, and inclusion training for boards and commission members

Infrastructure

Program Vision:
A Redmond that is safe, multi-modal, smart, green, and has high value for long-term infrastructure investments that support the future needs of Redmond.

Objective #1

- Invest in infrastructure preservation and replacement across the City to maintain the current level of service, the reliability of capital assets, and provide timely and cost effective replacement

Strategies

- Develop and implement a 6-year CIP that results from proactive project prioritization and alignment of delivery commitments with our funding and resource capacity

Measures

- Maintenance Report Card: Pavement condition, incidence of water main breaks, and sewer overflows
- Report to Council on project updates on a quarterly basis

2019-2020

IN PROGRESS

- Plan and implement the 6-year Capital Investment Program: Transportation, Parks, Facilities, General Government, Utilities
  - Currently 35 active (design or construction) Capital Investment Program (CIP) projects managed by Construction
  - 12 are targeted to be substantially complete in 2019 (2 projects are complete so far Novelty Hill Valves and 520 NE 40th and NE 51st ramp split)
  - 11 projects are in construction (awarded but actual work may not have started yet)

2021-2022

NOT STARTED

- Plan and implement the 6-year Capital Investment Program: Transportation, Parks, Facilities, General Government, Utilities

2023-2024

NOT STARTED

- Plan and implement the 6-year Capital Investment Program: Transportation, Parks, Facilities, General Government, Utilities

Objective #2

- Continue infrastructure design and construction in Overlake, SE Redmond, and Downtown to prepare for light rail and support development of livable urban neighborhoods

Strategies

- Provide good stewardship of existing city infrastructure to ensure that these assets are well maintained and reliable

Measures

- Mode Split: Percentage of Redmond commute trips using alternative to single occupancy vehicles

IN PROGRESS

2019-2020

- Update the mid and long-term Capital Investment Strategy: Transportation, Parks, Facilities, General Government, Utilities
  Currently updating the mid and long-term Capital Investment Strategy (CIS)

NOT STARTED

2021-2022

- Update the mid and long-term Capital Investment Strategy: Transportation, Parks, Facilities, General Government, Utilities

NOT STARTED

2023-2024

- Update the mid and long-term Capital Investment Strategy: Transportation, Parks, Facilities, General Government, Utilities

Objective #3

- Invest in neighborhoods with key projects that increase transportation choices and connections, enhance safety and environmental sustainability, and improve opportunities to recreate

Strategies

- Use functional plans and Redmond's Capital Investment Strategy (CIS) as the primary source of planned capital investments

Measures

- Mobility Report Card: Ratio of Redmond's transportation supply to transportation system demands (i.e., concurrency)

IN PROGRESS

2019-2020

- Develop and implement standard for creating project specific Business Case Analysis and Return on Investment determination
- Conduct process improvement efforts:
  - Contingency policy
  - Long-term maintenance costs
  - Approval process for new projects
  - Process review
    Capital Investment Strategy (CIS) team is creating business case templates, performance measure requirements for each authorized project

NOT STARTED

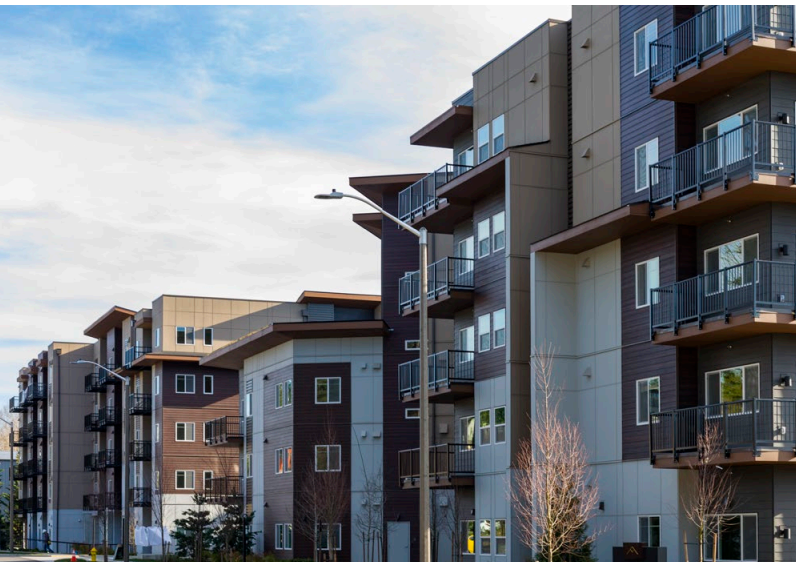
2021-2022

- Conduct process improvement efforts:
  - Automation
  - Project readiness
  - Approval process for new projects
  - Asset Management data management

NOT STARTED

2023-2024

- Conduct process improvement efforts:
  - Implement software
  - Asset Management data management



Objective #4

- Continue investments in key opportunity projects that support economic and community vitality

Strategies

- Continue to strategically leverage funds and capital investment opportunities working in partnership with other agencies and the private sector when consistent with the capital investment priorities of the City
- Develop innovative strategies to fund infrastructure and strategically use all available resources
- Maintain an impact fee, capital facility charge, and connection charge system that ensures that growth pays a proportionate share of the cost of capital facilities related to new development
- Take advantage of outside funding opportunities when available

Measures

- Facility Maintenance: The number of facilities that meet operation standards
- Percentage of Redmond residents that rate Redmond's different modes of transportation as excellent or good:
  - Pedestrian
  - Cyclist
  - Single-occupancy
  - Bus
  - Carpool or van pool
- Walkability: Percentage of population with convenient access to parks and trails (ability to walk less than 1/4 mile to a park or trail from home or office)

IN PROGRESS

2019-2020

- Light Rail Integration
  - Supported Sound Transit development of Request for Qualifications (RFQ) and selection of design/build contractor
  - Facilitated permitting framework for design and construction
  - Developed agreements, including a Development Agreement, and Letters of Concurrence with Sound Transit to ensure a predictable design and permitting process
  - Reviewed Downtown Redmond Link Extension (DRLE) design materials
  - Project kickoff with review procedures established
- Microsoft Refresh
  Buildings demolished, clearing and grading underway, garage has received site plan entitlement, 2 villages received Design Review Board approval
- Complete Plans:
  - North/South Corridor Study
    Completed phase 1 (data gathering), phase II (community involvement) in process
  - Wastewater Comprehensive Plan
    - System modeling complete
    - Plan chapters under development and internal review
  - Facilities Strategic Plan
  - Utilities Strategic Plan
    - Framework of plan established (project structure)
    - The 6-year Strategic Plan - including actions and key performance indicators for each strategy - will be completed by the end of 2019
  - Fire Strategic Plan
    Seeking consultant to review and evaluate current organizational conditions, evaluate future service demand, and assist with developing a functional plan
  - Citywide ADA Compliance Plan
    - Facilities ADA consultant contract for review and approval in fall
    - Parks and Trails Transition Plan review at Study Session in September
- Improve Maintenance and Operations Center (MOC) operations:
  - Management of vegetation control
  - Develop maintenance workplans with defined and approved levels of service
  - Complete small Parks Department and Public Work Department infrastructure projects
  - Develop a long-term plan to address sidewalk deficiencies
  - Address interim MOC facilities improvements

  - Joint Parks/Public Works Maintenance and Operations Center (MOC) workshop on operational efficiencies scheduled for October
  - Begin documenting existing level of service (LOS) for asset maintenance in fall 2019
  - Streamlining processes and contract administration resources for small capital/large maintenance projects
  - Clarifying city sidewalk maintenance policies, drafting current state Frequently Asked Questions (FAQ) document to provide consistent responses to the public inquiries and complaints.
  - Interim improvements underway for Maintenance and Operations Center (MOC) main administrative building
  - Analyzing site/building security, fuel tank replacement, and fleet
- Link policy to infrastructure (policy, plan, infrastructure) – i.e., parking
  Implement Capital Investment Program (CIP) management structure
- Update engineering standards
  - Stormwater Technical Notebook updated
  - Water/Wastewater Design Requirements updated
  - Standard Specifications & Details updated
  - Illumination Design Manual Update
- Improve GIS data and use:
  - Capture missing asset and real property and lidar data
  - Integrate CCTV with GIS
  - Create Park Atlas to communicate park information to the public
  - Create Story Maps for Wellhead Protection and Overlake development
  - Integrate NextGen Project Viewer into the new Redmond.gov website

  - Draft priority list of stormwater pipe asset replacement completed based on CCTV and GIS data
  - Capital Investment Program (CIP) packages will be completed in 2019 for stormwater pipes, wastewater pipes, and water pipes, valves, or pump stations

Objective #4 Continued

- Continue investments in key opportunity projects that support economic and community vitality

NOT STARTED

2021-2022

- Light Rail Integration
- Microsoft Refresh
- Complete Plans:
  - Transportation Master Plan
- Improve MOC Operations:
  - Address interim MOC facilities improvements
  - Lean business processes before beginning MOC Master Plan
- Improve GIS data and use:
  - Capture missing asset and real property and lidar data

NOT STARTED

2023-2024

- Light Rail Integration
- Microsoft Refresh
- Complete Plans:
  - Water Comprehensive Plan
- Improve MOC Operations:
  - Lean business processes before beginning MOC Master Plan
- Update engineering standards
- Improve GIS data and use:
  - Capture missing asset and real property and lidar data

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.
无歧视声明可在本市的网址 redmond.gov/TitleVI 上查阅 | El aviso contra la discriminación está disponible en redmond.gov/TitleVI.