

City of Redmond



Agenda

Tuesday, March 5, 2024

4:30 PM

City Hall: 15670 NE 85th St; Remote: Comcast Ch. 21/321, Ziplly Ch. 34,
Facebook (@CityofRedmond), Redmond.gov/rctlive, or 510-335-7371

Committee of the Whole - Planning and Public Works

Committee Members

Melissa Stuart, Presiding Officer

Jeralee Anderson

Steve Fields

Jessica Forsythe

Vanessa Kritzer

Angie Nuevacamina

Osman Salahuddin

Meetings can be attended in person, viewed live on RCTV (redmond.gov/rctlive), Comcast Channel 21/321, Ziplly Channel 34, Facebook/YouTube (@CityofRedmond), or listen live at 510-335-7371

AGENDA

ROLL CALL

1. Approval of Consultant Agreement for Stormwater and Surface Water System (SSWS) Plan Support in the Amount Not-To-Exceed \$500,000 [CM 24-084](#)

[Attachment A: Draft Consultant Agreement with Scope of Work, Cost Estimate and Schedule](#)

*Department: Public Works, 10 minutes
Requested Action: Consent, March 19th*

2. Rose Hill (NE 97th Street) Annexation Petition [CM 24-087](#)

[Attachment A1: Direct Petition part 1](#)
[Attachment A2: Direct Petition part 2](#)
[Attachment B: Petition Certificate of Sufficiency](#)
[Attachment C: Vicinity Map](#)

*Department: Planning and Community Development, 10 minutes
Requested Action: Consent, March 19th*

3. Economic Development Plan Draft Vision, Goals and Strategies [CM 24-097](#)

[Attachment A: Economic Development Plan Data Findings and Engagement Summary](#)
[Attachment B: Economic Development Plan Draft Vision Goals and Strategies](#)

*Department: Planning and Community Development, 10 minutes
Requested Action: Study Session, March 26th*

ADJOURNMENT

Meeting videos are usually posted by 12 p.m. the day following the meeting at redmond.legistar.com, and can be viewed anytime on Facebook/YouTube (@CityofRedmond) and OnDemand at redmond.gov/OnDemand



Memorandum

Date: 3/5/2024

Meeting of: Committee of the Whole - Planning and Public Works

File No. CM 24-084

Type: Committee Memo

TO: Committee of the Whole - Planning and Public Works

FROM: Mayor Angela Birney

DEPARTMENT DIRECTOR CONTACT(S):

Public Works	Aaron Bert	425-556-2786
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DEPARTMENT STAFF:

Public Works	Curtis Nickerson	Senior Environmental Scientist
Public Works	Amanda Balzer	Policy and Planning Manager

TITLE:

Approval of Consultant Agreement for Stormwater and Surface Water System (SSWS) Plan Support in the Amount Not-To-Exceed \$500,000

OVERVIEW STATEMENT:

As part of the approved 2023-24 budget, staff is requesting Council authorization of up to \$500,000 for Altaterra Consulting to lead the SSWS Plan project. The Plan would provide a complete assessment and strategic approach for managing stormwater and surface water in the City of Redmond to help guide City staff, the public, and decision makers toward meeting goals and regulatory requirements. This plan would build upon and link numerous existing planning efforts related to stormwater and surface water management into a cohesive approach that will provide a path to implementation for CIP projects and programmatic actions.

Additional Background Information/Description of Proposal Attached

REQUESTED ACTION:

Receive Information Provide Direction Approve

REQUEST RATIONALE:

- **Relevant Plans/Policies:**
2023/24 City of Redmond Adopted Budget, Redmond 2050, Community Strategic Plan, Utility Strategic Plan, Environmental Sustainability Action Plan, City-wide Watershed Management Plan, Regional Facilities Plan, Stormwater Management Program Plan
- **Required:**
Council approval is required for contracts exceeding \$50,000.
- **Council Request:**

N/A

- **Other Key Facts:**

Management of stormwater runoff and the City's surface water resources is a principal function of the Public Works Department. The goals for stormwater and surface water management in Redmond are to:

- Fully meet all local, state, and federal requirements,
- Prevent flooding and ensure public safety,
- Protect and enhance stream health and promote natural aquatic system functions, and
- Protect groundwater quality and quantity through management of stormwater.

Management of stormwater and surface water is currently achieved through our Capital Investment and operations programs and is guided by several strategic and tactical plans (listed above). The SSWS Plan will provide an overarching plan that defines the objectives for stormwater and surface water management and articulates a comprehensive approach for achieving these objectives through coordinated implementation of the CIP, operations programs, and existing plans.

The City solicited statements of qualification from consulting firms and through this competitive procurement process the Altaterra Consulting team was selected as the best suited for this project.

We are requesting this item go forward for Council approval at the March 19, 2024 Business Meeting.

OUTCOMES:

The consultant would deliver a Stormwater and Surface Water System Plan document for adoption by the City Council. The plan would:

- Offer a single comprehensive resource guide for stakeholders, staff, and decision makers to achieve sustainable and adaptive stormwater and surface water management in the City of Redmond. To that end, serve as a functional plan as described in the Comprehensive Plan Capital Facilities Element.
- Align stormwater and surface water management programs and projects with others within the City (e.g. Transportation, Parks) and regionally (e.g. salmon recovery) to leverage resources and maximize multiple benefits.
- Support full compliance with applicable federal, state, and local regulations.
- Provide a systematic approach to identifying and prioritizing stormwater infrastructure asset improvement projects.
- Identify enhancements to address deficiencies in asset inventory data, tracking, and reporting.
- Evaluate current and needed City programs, projects, and staff levels to meet present and future service demands and regulatory requirements for surface water and stormwater management, including operations and maintenance, infrastructure planning, and environmental restoration/rehabilitation.
- Evaluate funding sources and fund utilization for surface water and stormwater management, including but not limited to grants and Stormwater Utility fee rates and revenue.

COMMUNITY/STAKEHOLDER OUTREACH AND INVOLVEMENT:

- **Timeline (previous or planned):**

Community/stakeholder engagement will occur throughout the project starting in spring 2024.

- **Outreach Methods and Results:**

A stakeholder engagement plan will be developed as part of this project. Engagement methods will include a survey, tabling at community events, stakeholder interviews, a project page on Let's Connect and social media

posts.

- **Feedback Summary:**
N/A

BUDGET IMPACT:

Total Cost:
\$500,000

Approved in current biennial budget: Yes No N/A

Budget Offer Number:
0000146 - Service Enhancement (Stormwater Comprehensive Plan)

Budget Priority:
Healthy and Sustainable

Other budget impacts or additional costs: Yes No N/A

If yes, explain:
N/A

Funding source(s):
Stormwater Fund

Budget/Funding Constraints:
One-time funding approved for 2023/2024. Work will begin in 2024, will need to roll over one-time funding to complete project in 2025.

Additional budget details attached

COUNCIL REVIEW:

Previous Contact(s)

Date	Meeting	Requested Action
12/6/2022	Business Meeting	Approve

Proposed Upcoming Contact(s)

Date	Meeting	Requested Action
3/19/2024	Business Meeting	Approve

Time Constraints:
The timing would be such that the completed Plan would inform the 2027/2028 budget offers.

ANTICIPATED RESULT IF NOT APPROVED:

Management of stormwater and surface water in Redmond would continue through the existing CIP process and

multiple operational efforts without a formalized coordinating plan.

ATTACHMENTS:

Attachment A: Draft Consultant Agreement with Scope of Work, Cost Estimate and Schedule

THIS AGREEMENT is entered into on _____, 20_ between the City of Redmond, Washington, hereinafter called "the CITY", and the above person, firm or organization, hereinafter called "the CONSULTANT".

WHEREAS, the CITY desires to accomplish the above-referenced project; and

WHEREAS, the CITY does not have sufficient staff or expertise to meet the required commitment and therefore deems it advisable and desirable to engage the assistance of a CONSULTANT to provide the necessary services for the project; and

WHEREAS, the CONSULTANT has represented to the CITY that the CONSULTANT is in compliance with the professional registration statutes of the State of Washington, if applicable, and has signified a willingness to furnish consulting services to the CITY, now, therefore,

IN CONSIDERATION OF the terms and conditions set forth below, or attached and incorporated and made a part hereof, the parties agree as follows:

1. Retention of Consultant - Scope of Work. The CITY hereby retains the CONSULTANT to provide professional services as defined in this agreement and as necessary to accomplish the scope of work attached hereto as Exhibit A and incorporated herein by this reference as if set forth in full. The CONSULTANT shall furnish all services, labor and related equipment necessary to conduct and complete the work, except as specifically noted otherwise in this agreement.

2. Completion of Work. The CONSULTANT shall not begin any work under the terms of this agreement until authorized in writing by the CITY. The CONSULTANT shall complete all work required by this agreement according to the schedule attached as Exhibit C and incorporated herein by this reference as if set forth in full. A failure to complete the work according to the attached schedule, except where such failure is due to circumstances beyond the control of the CONSULTANT, shall be deemed a breach of this agreement. The established completion time shall not be extended because of any delays attributable to the CONSULTANT, but may be extended by the CITY, in the event of a delay attributable to the CITY, or because of unavoidable delays caused by circumstances beyond the control of the CONSULTANT. All such extensions shall be in writing and shall be executed by both parties.

3. Payment. The CONSULTANT shall be paid by the CITY for satisfactorily completed work and services satisfactorily rendered under this agreement as provided in Exhibit B, attached hereto and incorporated herein by this reference as if set forth in full. Such payment shall be full compensation for work performed or services rendered and for all labor, materials, supplies, equipment, and incidentals necessary to complete the work specified in the Scope of Work attached. The CONSULTANT shall be entitled to invoice

the CITY no more frequently than once per month during the course of the completion of work and services by the CONSULTANT. Invoices shall detail the work performed or services rendered, the time involved (if compensation is based on an hourly rate) and the amount to be paid. The CITY shall pay all such invoices within 30 days of submittal, unless the CITY gives notice that the invoice is in dispute. In no event shall the total of all invoices paid exceed the maximum amount payable set forth above, if any, and the CONSULTANT agrees to perform all services contemplated by this agreement for no more than said maximum amount.

4. **Changes in Work.** The CONSULTANT shall make such changes and revisions in the complete work provided by this agreement as may be necessary to correct errors made by the CONSULTANT and appearing therein when required to do so by the CITY. The CONSULTANT shall make such corrective changes and revisions without additional compensation from the CITY. Should the CITY find it desirable for its own purposes to have previously satisfactorily completed work or parts thereof changed or revised, the CONSULTANT shall make such revisions as directed by the CITY. This work shall be considered as Extra Work and will be paid for as provided in Section 5.

5. **Extra Work.**

A. The CITY may, at any time, by written order, make changes within the general scope of the agreement in the services to be performed. If any such change causes an increase or decrease in the estimated cost of, or the time required for, performance of any part of the work or services under this agreement, whether or not changed by the order, or otherwise affects any other terms or conditions of the agreement, the CITY shall make an equitable adjustment in the (1) maximum amount payable; (2) delivery or completion schedule or both; and (3) other affected terms, and shall modify the agreement accordingly.

B. The CONSULTANT must submit any "proposal for adjustment" under this clause within 30 days from the date of receipt of the written order to make changes. However, if the CITY decides that the facts justify it, the CITY may receive and act upon a proposal submitted before final payment of the agreement.

C. Failure to agree to any adjustment shall be a dispute under the Disputes clause of this agreement, as provided in Section 13. Notwithstanding any such dispute, the CONSULTANT shall proceed with the agreement as changed.

D. Notwithstanding any other provision in this section, the maximum amount payable for this agreement shall not be increased or considered to be increased except by specific written amendment of this agreement.

6. **Ownership of Work Product.** Any and all documents, drawings, reports, and other work product produced by the CONSULTANT under this agreement shall become the property of the CITY upon payment of the CONSULTANT'S fees and charges therefore. The CITY shall have the complete right to use and re-use such work product in any manner deemed appropriate by the CITY, provided, that use on any project other than that for which the work product is prepared shall be at the CITY'S risk unless such use is agreed to by the CONSULTANT.

7. **Independent Contractor.** The CONSULTANT is an independent contractor for the performance of services under this agreement. The CITY shall not be liable for, nor obligated to pay to the CONSULTANT, or any employee of the CONSULTANT, sick leave, vacation pay, overtime or any other benefit applicable to employees of the CITY, nor to pay or deduct any social security, income tax, or other tax from the payments made to the CONSULTANT which may arise as an incident of the CONSULTANT performing services for the CITY. The CITY shall not be obligated to pay industrial insurance for the services rendered by the CONSULTANT.

8. **Indemnity.** The CONSULTANT agrees to hold harmless, indemnify and defend the CITY, its officers, agents, and employees, from and against any and all claims, losses, or liability, for injuries, sickness or death of persons, including employees of the CONSULTANT, or damage to property, arising out of any willful misconduct or negligent act, error, or omission of the CONSULTANT, its officers, agents, subconsultants or employees, in connection with the services required by this agreement, provided, however, that:

A. The CONSULTANT's obligations to indemnify, defend and hold harmless shall not extend to injuries, sickness, death or damage caused by or resulting from the sole willful misconduct or sole negligence of the CITY, its officers, agents or employees; and

B. The CONSULTANT's obligations to indemnify, defend and hold harmless for injuries, sickness, death or damage caused by or resulting from the concurrent negligence or willful misconduct of the CONSULTANT and the CITY, or of the CONSULTANT and a third party other than an officer, agent, subconsultant or employee of the CONSULTANT, shall apply only to the extent of the negligence or willful misconduct of the CONSULTANT.

9. **Insurance.** The CONSULTANT shall provide the following minimum insurance coverages:

A. Worker's compensation and employer's liability insurance as required by the State of Washington;

B. General public liability and property damage insurance in an amount not less than a combined single limit of two million dollars (\$2,000,000) for bodily injury, including death, and property damage per occurrence.

C. Professional liability insurance, if commercially available in CONSULTANT's field of expertise, in the amount of two million dollars (\$2,000,000) or more against claims arising out of work provided for in this agreement.

The amounts listed above are the minimum deemed necessary by the CITY to protect the CITY'S interests in this matter. The CITY has made no recommendation to the CONSULTANT as to the insurance necessary to protect the CONSULTANT'S interests and any decision by the CONSULTANT to carry or not carry insurance amounts in excess of the above is solely that of the CONSULTANT.

All insurance shall be obtained from an insurance company authorized to do business in the State of Washington. Excepting the professional liability insurance, the CITY will be named on all insurance as an additional insured. The CONSULTANT shall submit a certificate of insurance to the CITY evidencing the coverages specified above, together with an additional insured endorsement naming the CITY, within fifteen (15) days of the execution of this agreement. The additional insured endorsement shall provide that to the extent of the CONSULTANT's negligence, the CONSULTANT's insurance shall be primary and non-contributing as to the City, and any other insurance maintained by the CITY shall be excess and not contributing insurance with respect to the CONSULTANT's insurance. The certificates of insurance shall cover the work specified in or performed under this agreement. No cancellation, reduction or modification of the foregoing policies shall be effective without thirty (30) days prior written notice to the CITY.

10. Records. The CONSULTANT shall keep all records related to this agreement for a period of three years following completion of the work for which the CONSULTANT is retained. The CONSULTANT shall permit any authorized representative of the CITY, and any person authorized by the CITY for audit purposes, to inspect such records at all reasonable times during regular business hours of the CONSULTANT. Upon request, the CONSULTANT will provide the CITY with reproducible copies of any such records. The copies will be provided without cost if required to substantiate any billing of the CONSULTANT, but the CONSULTANT may charge the CITY for copies requested for any other purpose.

11. Notices. All notices required to be given by either party to the other under this Agreement shall be in writing and shall be given in person or by mail to the addresses set forth in the box for the same appearing at the outset of this Agreement. Notice by mail shall be deemed given as of the date the same is deposited in the United States mail, postage prepaid, addressed as provided in this paragraph.

12. **Project Administrator.** The Project Administrator shall be responsible for coordinating the work of the CONSULTANT, for providing any necessary information for and direction of the CONSULTANT's work in order to ensure that it meets the requirements of this Agreement, and for reviewing, monitoring and approving the quality and quantity of such work. The CONSULTANT shall report to and take any necessary direction from the Project Administrator.

13. **Disputes.** Any dispute concerning questions of fact in connection with the work not disposed of by agreement between the CONSULTANT and the CITY shall be referred for resolution to a mutually acceptable mediator. The parties shall each be responsible for one-half of the mediator's fees and costs.

14. **Termination.** The CITY reserves the right to terminate this agreement at any time upon ten (10) days written notice to the CONSULTANT. Any such notice shall be given to the address specified above. In the event that this agreement is terminated by the City other than for fault on the part of the CONSULTANT, a final payment shall be made to the CONSULTANT for all services performed. No payment shall be made for any work completed after ten (10) days following receipt by the CONSULTANT of the notice to terminate. In the event that services of the CONSULTANT are terminated by the CITY for fault on part of the CONSULTANT, the amount to be paid shall be determined by the CITY with consideration given to the actual cost incurred by the CONSULTANT in performing the work to the date of termination, the amount of work originally required which would satisfactorily complete it to date of termination, whether that work is in a form or type which is usable to the CITY at the time of termination, the cost of the CITY of employing another firm to complete the work required, and the time which may be required to do so.

15. **Non-Discrimination.** The CONSULTANT agrees not to discriminate against any customer, employee or applicant for employment, subcontractor, supplier or materialman, because of race, creed, color, national origin, sex, religion, honorable discharged veteran or military status, familial status, sexual orientation, age, or the presence of any sensory, mental, or physical disability or the use of a trained dog or service animal by a person with a disability, except for a bona fide occupational qualification. The CONSULTANT understands that if it violates this provision, this Agreement may be terminated by the CITY and that the CONSULTANT may be barred from performing any services for the CITY now or in the future.

16. **Compliance and Governing Law.** The CONSULTANT shall at all times comply with all applicable federal, state, and local laws, rules, ordinances, and regulations. This Agreement shall be governed by and construed in accordance with the laws of the State of Washington.

17. **Subcontracting or Assignment.** The CONSULTANT may not assign or subcontract any portion of the services to be provided under this agreement without the express written consent of the CITY. Any sub-consultants approved by the CITY at the outset of this agreement are named on separate Exhibit attached hereto and incorporated herein by this reference as if set forth in full.

18. **Non-Waiver.** Payment for any part of the work or services by the CITY shall not constitute a waiver by the CITY of any remedies of any type it may have against the CONSULTANT for any breach of the agreement by the CONSULTANT, or for failure of the CONSULTANT to perform work required of it under the agreement by the CITY. Waiver of any right or entitlement under this agreement by the CITY shall not constitute waiver of any other right or entitlement.

19. **Litigation.** In the event that either party deems it necessary to institute legal action or proceedings to enforce any right or obligation under this agreement, the parties agree that such actions shall be initiated in the Superior Court of the State of Washington, in and for King County. The parties agree that all questions shall be resolved by application of Washington law and that parties to such actions shall have the right of appeal from such decisions of the Superior Court in accordance with the law of the State of Washington. The CONSULTANT hereby consents to the personal jurisdiction of the Superior Court of the State of Washington, in and for King County. The prevailing party in any such litigation shall be entitled to recover its costs, including reasonable attorney's fees, in addition to any other award.

20. **Taxes.** The CONSULTANT will be solely responsible for the payment of any and all applicable taxes related to the services provided under this agreement and if such taxes are required to be passed through to the CITY by law, the same shall be duly itemized on any billings submitted to the CITY by the CONSULTANT.

21. **City Business License.** The CONSULTANT has obtained, or agrees to obtain, a business license from the CITY prior to commencing to perform any services under this agreement. The CONSULTANT will maintain the business license in good standing throughout the term of this Agreement.

22. **Entire Agreement.** This agreement represents the entire integrated agreement between the CITY and the CONSULTANT, superseding all prior negotiations, representations or agreements, written or oral. This agreement may be modified, amended, or added to, only by written instrument properly signed by both parties hereto. These standard terms and conditions set forth above supersede any conflicting terms and conditions on any attached and incorporate exhibit. Where conflicting language exists, the CITY'S terms and conditions shall govern.

**page 8 – Consulting Services Agreement, Non-Public Work
City of Redmond, standard form**

**IN WITNESS WHEREOF, the parties hereto have executed this agreement as of the
day and year first above written.**

CONSULTANT:

CITY OF REDMOND:

By: _____
Title: _____

Angela Birney, Mayor
DATED: _____

ATTEST/AUTHENTICATED:

City Clerk, City of Redmond

APPROVED AS TO FORM:

Office of the City Attorney

Exhibit A- Altaterra Consulting LLC

Redmond Stormwater and Surface Water System Plan

Scope of Work, Cost Estimate, and Schedule

February 10, 2024

Introduction and Background

The City of Redmond, Washington is a City of 75,000 residents and 95,000 jobs. As a suburb of Seattle and a residential hub and employment center for the technology business sector, it is the 17th most populous city in the State of Washington and is expected to grow by 4% in the number of new residents, and 25% in the number of new jobs by 2030.

The City's Stormwater Utility operates and maintains hundreds of miles of conveyance pipes, catch basins and stormwater management facilities that control stormwater flow and treat water quality. The Utility manages approximately 11 billion gallons of rain that falls on the city in an average year to prevent flooding and protect local streams, including streams that are home to anadromous salmonids and other native fish and wildlife. Additionally, the Utility proactively manages the protection of surface and stormwater to protect the City's drinking water resources that largely come from a shallow aquifer system in the Bear Creek and Evans Creek alluvial valleys. The City is a Phase II Permittee under Ecology's Western Washington Phase II Municipal Separated Stormwater (MS4) NPDES Permit.

The City needs a Stormwater and Surface Water System Plan that will provide a strategic approach for managing stormwater and surface water and serve as a guide for staff, the public, and decision makers for implementing projects, policies, and activities to meet city and Stormwater Utility goals and regulatory requirements, including the following:

- Fully meet all local, state, and federal requirements.
- Prevent flooding and ensure public safety.
- Protect and enhance stream health and promote natural aquatic system functions.
- Protect groundwater quality and quantity through management of stormwater.

The Stormwater and Surface Water System Plan is intended to provide a complete assessment of the City's existing stormwater and surface water management and approach and build on and link to existing planning efforts to provide a path forward for implementation of CIP projects and programmatic actions.

Project Team and Stakeholders

The Stormwater and Surface Water System Plan will be developed by the Consultant team in collaboration with City staff and input from external stakeholders. The Project Charter lists members of the City Steering Committee, Core Team, and Subject Matter Experts. The project team is structured as follows with the following assumed roles:

Consultant Team PM: Erin Nelson, Altaterra Consulting, will be responsible for day-to-day management and communications with the Consultant team and liaison with the City PM. Erin will be responsible for progress reporting, invoicing, and scope, schedule, and budget tracking.

Consultant Technical Team: Aspect (Robyn Pepin, Bryan Berkompas, Chip Barnett), Consor (Chris Hoffman), Osborn (Ann Bryant), FCS (Chris Gonzalez) and Altaterra Consulting (Erin Nelson), will be the primary consultant team leads responsible for reviewing documentation, conducting technical analysis to support Plan development, interfacing with City staff knowledgeable about existing projects and programs, developing new projects and programs to fill gaps and meet goals, documentation, and deliverables. Additional consultant team staff may assist with technical analysis as needed.

City PM: Curtis Nickerson, City of Redmond, will be responsible for day-to-day management and communications with the City team and liaison with the Consultant PM. Curtis will be responsible for providing project direction, authorizing project changes, approving invoices, and tracking scope, schedule, and budget.

City Core Team: The Core Team will be responsible for responding to data requests from the consultant team and being the liaison between subject matter experts and the City PM and Consultant Team. Responsible for reviewing draft documentation.

City Subject Matter Experts: City Subject Matter Experts are responsible for providing detailed information and participating in project technical discussions, as requested by Core Team.

City Steering Committee (including Informed): The City Steering Committees are responsible for approving recommendations of the Core Team and providing guidance to the City PM and the Core Team.

Stakeholders:

Internal stakeholders are generally listed above; however, Council members and City Executives are not. These stakeholders are responsible for ultimately adopting the final plan and reviewing, commenting, and making recommendations for revisions on the final draft plan.

External stakeholders include a diverse range of business, environmental advocacy, other government agencies, and the public. A communication and public engagement plan will be developed for the project that targets these stakeholders to solicit input on the plan and give the community opportunity to have their desires heard.

Purpose and Objectives

This scope of work provides a description of tasks, assumptions, and deliverables associated with work elements needed to develop the Stormwater and Surface Water System Plan and support identified desired outcomes including the following:

- Offer a single comprehensive resource guide for stakeholders, staff, and decision makers to achieve sustainable and adaptive stormwater and surface water management in the City of Redmond.
- Serve as a functional plan for the Comprehensive Plan Capital Facilities Element.

- Align stormwater and surface water management programs and projects with others within the City (e.g., Transportation, Parks) and regionally (e.g., salmon recovery) to leverage resources and maximize multiple benefits.
- Support full compliance with applicable federal, state, and local regulations and policies.
- Provide a systematic approach to identifying and prioritizing stormwater infrastructure asset improvement projects (e.g., pipe replacement and capacity sizing).
- Identify enhancements to address deficiencies in asset inventory data, tracking, and reporting.
- Evaluate current and needed City programs, projects, and staff levels to meet present and future service demands and regulatory requirements for surface water and stormwater management, including operations and maintenance, infrastructure planning, and environmental restoration/rehabilitation.
- Evaluate funding sources and fund utilization for surface water and stormwater management, including but not limited to grants and Stormwater Utility fee rates and revenue.

Task 1. Project Administration

This task involves general project management associated with development of the Stormwater and Surface Water System Plan, including project budgeting, team coordination, scope and schedule tracking and oversight, and preparation of monthly invoices and progress reports.

Assumptions:

The following assumptions are associated with this task.

- The project duration is 18 months.
- A project management plan will be developed by the Consultant that will draw upon information in the City Project Charter and will identify roles and responsibilities of the Consultant Team in relationship to City team roles and responsibilities.
- A project kick-off meeting will be held with key Consultant team members (up to 6) and City staff. The meeting will last no more than 1 hour and will be held virtually. The Consultant Project Manager will develop the agenda, prepare, and provide copies of all necessary materials; take notes and provide a meeting summary.
- Bi-weekly phone calls with Consultant and City Project Manager to discuss project progress, upcoming events and tasks, and any potential issues and remedies. The meetings are anticipated to be no more than 1 hour.

Deliverables:

The following deliverables are associated with this task:

- Project management plan.
- Agenda and meeting notes for project kick-off meeting.
- Thirty-six (36) bi-weekly meetings.
- Eighteen (18) monthly progress reports and project invoices.

Task 2 ArcGIS HUB Development and GIS Analysis Support

The Consultant team will develop a team site via an ArcGIS hub to facilitate project information sharing and cooperation. The Redmond SSWS Plan Project Hub will serve as a project central and allows for easy

access to project documents, sets a standard for the level of communication and attention to detail expected throughout the project. The Hub will be the authoritative location for relevant weblinks, spatial content (data, web maps, and mapping applications), data storytelling (story maps) and presentations, reporting, and video/graphic content. Additionally, the hub will be a resource for collaborative work products, existing reports from other City projects, and final technical deliverables. This collaborative environment will remain internal to the Project team.

GIS analysis support will occur throughout the project to support development of the SSWS Plan and prioritizing stormwater projects throughout the city. Spatial data support includes organization and evaluation of existing CCTV, floodplain mapping, stormwater infrastructure, and geologic data. Models for repeatable calculations will be evaluated with the project team and, if needed, produced as a model builder toolbox for final deliverable for future updates. Additionally, GIS support throughout the project will include development of working web maps and applications to support project team discussions and meetings as appropriate.

Assumptions:

The following assumptions are associated with this task:

- The City's ArcGIS Online will be used for a project only HUB site with no public facing components.
- Only City staff and the Consultant will be provided access to the site.
- Only the Consultant GIS lead will be allowed to publish and share content.
- The HUB site will be shut down after the project is completed.
- The City will provide an AGOL creator user with publishing privileges for the consultant team GIS lead to use for the duration of the project. Hub will be hosted on the City's AGOL organization. The City will have full ownership of the final product at the end of the contract if they choose to continue the site, otherwise it will be shut down.
- Up to four hours of virtual meetings between City GIS staff and Consultant team GIS staff (Aspect) to (1) create Esri Hub User Groups and (2) invite consultant team and City staff to appropriate group, and (3) initiate Esri Hub.
- Project Team members and City staff have AGOL access through their own organization.
- Procurement of any additional Esri AGOL licenses is the responsibility of the City.
- Up to 20 hours for on-going technical support for City staff to troubleshoot the HUB or ArcGIS Online issues over the duration of the project.
- Up to 3 web maps or applications are assumed to be developed to support technical analysis and could include CIP locations and status, drainage issues, survey results, or application for citizen input.

Deliverables:

The following deliverables are associated with this task:

- Up to 4 working meetings.
- An ArcGIS Hub for City/Consultant team collaboration
- Up to 3 web maps or applications to support technical analyses (Task 4). Applications are to be determined.

Task 3 Public Engagement

This task involves conducting public engagement activities to inform and gather input from the public about their understanding and general satisfaction with stormwater and surface water utility services, and to inform the planning process decisions around capital projects and levels of service. This task is broken into several subtasks around work products and deliverables.

General Assumptions for Public Engagement Subtasks:

- Draft deliverables and content to be distributed externally will be reviewed by the City's Communications Team and revised, if needed, prior to distribution.
- Draft deliverables will be provided 2 weeks in advance to allow Communications Team time for review and Consultant team time for review prior to publication.

Task 3.1 Public Involvement Plan

This task involves the development of a Public Involvement Plan.

Assumptions:

The following assumptions are associated with this subtask:

- The Consultant team will develop a draft and final Public Involvement Plan, which will include goals and objectives, key messages, and all the methods that will be used to inform and involve the public. The plan will also include roles and responsibilities and a schedule for implementing all outreach activities.
- The Public Involvement Plan will include a schedule for all deliverables and activities in subsequent subtasks, including timeline for the City to provide input and review of draft deliverables.

Deliverables:

The following deliverables are associated with this subtask:

- Draft and final Public Involvement Plans

Task 3.2 Let's Connect

This task involves development of a project site on the City's Let's Connect website that will become the project's public-facing website.

Assumptions:

The following assumptions are associated with this subtask:

- The Consultant team will develop original content for a project site.
- The Consultant team will craft outreach materials that introduces the project and explains how public feedback will be used. Using maps and other technical information, the team will work together to provide context to help Redmond residents learn about project goals and share what is most important to them and their community.
- The Consultant will update the content for the Let's Connect site two times.

- The City’s Communication Team will set up the initial LetConnectRedmond.com project webpage(s) and update the pages using content provided by the Consultant.

Deliverables:

The following deliverables are associated with this subtask:

- Content for a Let’s Connect site that provides context for the public to aid in their response to the online surveys, and two content updates.

Task 3.3 Survey Development

This task involves development of a non-scientific community survey to gather input from residents on general satisfaction with stormwater and surface water services, and to identify priority issues.

Assumptions:

The following assumptions are associated with this subtask:

- The Consultant team will develop a draft and final community survey (on-line only) to gather input from residents on general satisfaction with Redmond stormwater and surface water services and priority issues they would like to be addressed by the SSWS Plan.
- The survey will be developed following the City’s “Best Practices for Creating Questionnaires.” The survey will be promoted on the Let’s Connect web site, e-news, social media posts and hand-outs (via QR code) for early pop-up events.
- The survey will be conducted early in the planning process and will be available on the Let’s Connect site for at least one month.
- The Consultant will prepare a draft and final version of the on-line survey.
- The survey will be translated into four languages Spanish, Chinese (simplified), Hindi, and Russian via a QR code that provides a unique link to the appropriately translated survey.
- City staff may prepare a hard-copy version of the on-line survey and make this available to the public at City facilities.
- The Consultant will consolidate all survey responses (on-line and hard copy) and prepare a summary report documenting results.

Deliverables:

The following deliverables are associated with this subtask:

- Draft and final public-facing on-line survey.
- Google Analytics and survey response reports are provided monthly and at finish of survey.
- Draft and Final survey report.

Task 3.4 External Stakeholder Interviews

This task involves identifying and conducting interviews with up to 10 individuals and groups who combined represent a cross section of the different interests within the city. This could include interviews with existing city boards and commissions, including the Redmond Youth Partnership Advisory Committee, and such as 4Tomorrow, Eastside Pride, and MAPS. A topic guide will be used to

guide the interviews, which will be a half-hour to one hour in duration. The interviews will help identify potential issues and concerns held by community members and to gauge interest for being involved in the planning process.

Assumptions:

The following assumptions are associated with this subtask:

- The City will identify the individuals to be interviewed.
- The Consultant team will develop the interview topic guide.
- The Consultant team will schedule and conduct the interviews over the phone.

Deliverables:

The following deliverables are associated with this subtask:

- Draft and final topic guide
- Draft and final interview summary

Task 3.5 Events

This task involves coordinating and staff tabling at up to three community events, with logistics support from City staff to arrange event participation. Prepare up to 4 displays and prepare summary notes and photos from each event.

Assumptions:

The following assumptions are associated with this subtask:

- The Consultant team will prepare for and attend up to three events.
- The City will coordinate logistics for all events.
- The City may prepare for and staff additional events. Event materials prepared by the Consultant for their events will be available for use by City staff.

Deliverables:

The following deliverables are associated with this subtask:

- Event boards
- Event summary notes

Task 3.6 Promotional Hand-out

This task involves development and production of a hard-copy handout to promote the Plan and the survey to be distributed at City facilities and pop-up events.

Assumptions:

The following assumptions are associated with this subtask:

- The Consultant team will develop one handout.
- The handout will be developed using Redmond’s style guidelines and will be formatted to be printed double-sided.
- The content will include text and graphics with the messaging focused on announcement of the survey, key dates, and the web address and QR code of the survey website.
- Draft handout will be provided to the City for review, and the finalized content will be incorporated into the final handout.
- The handout will promote the survey and could promote the optional open house.
- The handout will include a QR code with a link to translated versions in Spanish, Chinese (simplified), Hindi, and Russian.
- The Consultant will develop content for and format the handout.
- The City will print the handout.
- The handout design file will be available to the City to use as a template to create additional handouts if desired.
- The City will be responsible for posting handouts and distribution of handouts at events, including adhering to posting schedules, if any.

Deliverables:

The following deliverables are associated with this subtask:

- Draft and final handout layout (1)
- Design file that could be modified by the City to create additional handouts.
- Ready-for-print, digital file of complete handout layout.

Task 3.7 Social Media Posts

This task involves development of social media posts and signage to promote the Plan, survey, and potentially the optional open house.

Assumptions:

The following assumptions are associated with this subtask:

- The Consultant team will prepare up to 8 social media posts to promote the Plan and survey on X and Facebook. The City will make the posts to its X and Facebook accounts.
- The City will be responsible for posting social media promotions in a timely manner and according to City policies and procedures.

Deliverables:

The following deliverables are associated with this subtask:

- Draft and final social media posts (8)

Task 4. Technical Analyses

This task involves conducting the technical analyses needed for the foundation of the planning process, including reviewing existing data, confirming strategic goals, interviewing staff, and evaluating existing programs and identifying gaps. This task is broken into several subtasks around work products and deliverables.

Task 4.1. Clarify Strategic Goals and Objectives

This subtask involves clarifying the strategic goals and Objectives of the Stormwater Utility to allow for identification of gaps in existing programs and projects. The Stormwater and Surface Water System Plan will focus on identifying and recommending solutions to the gaps in unmet existing needs and the strategic goals for future implementation.

Assumptions:

The following assumptions are associated with this subtask:

- The City will convene the Steering Committee, Core Team, and relevant Subject Matter Experts in a workshop to discuss what specific strategies are desired for the future condition of the Stormwater Utility that can be measured against existing projects and programs to identify gaps. For example, a goal for stormwater and surface water management in Redmond is to “protect groundwater quality and quantity through management of stormwater.” To evaluate existing programs and projects against this goal, are there specific objectives the City wants to accomplish as a Utility to meet this goal? This workshop/discussion will clarify and provide greater detail on what the vision is for the future Stormwater Utility.
- Up to 3 Consultant staff will attend the workshop to clarify goals and objectives. The Consultant team will prepare the agenda, facilitate the workshop, take notes, and prepare minutes. The meeting will last no more than 2 hours.
- If strategic goals are not clarified by the end of the meeting, the City will gain consensus from the City team before the Consultant conducts the gap analysis.
- Based on discussions at the workshop and follow-up input from the City, the consultant will prepare a list of detailed vision and strategic goals for which to compare existing conditions for gap analysis.

Deliverables:

The following deliverables are associated with this subtask:

- Attendance at and facilitation of workshop, preparation of agenda, and meeting notes. Up to 3 members of the Consultant Team will attend. It is assumed that the meeting will be in person.
- Draft and final list of detailed vision and strategic goals.

Task 4.2 Review Relevant Data

This task involves reviewing and organizing existing documentation and other relevant data in support of plan development and coordination of Stormwater and Surface Water Projects and Program Activities with other City Priorities.

Assumptions:

The following assumptions are associated with this subtask:

- The City will provide the consultant team with existing City documents and data including, but not limited to the following:
 - City Comprehensive Plan
 - Most recent Regional Stormwater Facilities Plan
 - Redmond Stormwater Technical Notebook Update
 - Utilities Strategic Plan (March 2021)
 - Stormwater Management Program Plan
 - City of Redmond Watershed Management Plan
 - Tosh Creek, and Monticello Creek Watershed Plans
 - GIS data
 - Preliminary CIP List

- City staff will review the following to assess relevance to the project, and, if found relevant, provide a summary to the Consultant. The summary will include information on pertinent capital projects contained in the document:
 - Most recent Comprehensive Stormwater Management Plan
 - General Wastewater Plan Update (September 2021)
 - Transportation Master Plan (currently getting updated)
 - Parks, Arts, Recreation, Culture and Conservation Plan (Public Review Draft)
 - 1964 Comprehensive Drainage and Storm Sewer Plan (for historic information)
 - King County Hazard Mitigation Plan and the Redmond Annex within the KC Hazard Mitigation Plan.
 - Overlake Village Regional Stormwater Facilities Plan (2014)
 - Ambient Surface Water Monitoring Programs QAPP (2023)
 - Vision Blueprint (2011)
 - Community Strategic Plan (2023)
 - SMAP submittal to Ecology
 - Water Resources Strategic Plan (2015)
 - Redmond Climate Vulnerability Risk Assessment Strategy (2022)
 - Redmond - Adaptation of Stormwater Design Regulations to Climate Change (2023)
 - Draft Water System Plan (2023)
 - Groundwater Protection Measures Report (for background on groundwater protection program)
 - Redmond Groundwater Monitoring Program QAPP (for background on groundwater protection program)
 - Environmental Sustainability Action Plan (2020)
 - Climate Vulnerability Risk Assessment and Strategy (April 2022)
 - Tree Canopy Strategic Plan (2019)

- The consultant will obtain the Final 2024 NPDES Phase II MS4 Permit for review and summary of new programs and activities required by the City and Stormwater Utility.

- The City will provide any other relevant information that will inform development of projects, programs, and activities associated with the Stormwater and Surface Water System Plan.
- None of the documents reviewed will be updated through this planning process, however, recommendations may be made for future updates or revisions to align with strategies identified in this plan.
- City provided Preliminary CIP List of up to 50 projects will include existing CIPs, list of potential new CIPs, and list of completed projects identified in previous comprehensive plans. List should include, at a minimum, planning source, CIP project number, project status, location, cost estimate, initial project priority (High, Medium, Low), and short 2-3 sentence description of the problem and the proposed improvement.
- Upon review of the above documents, the Consultant will prepare a list of up to 50 additional stormwater and surface water related projects and status identified by the Consultant from other City plans that were not included in the City's Preliminary CIP List. List to include planning source, project ID, project status, location, and cost estimate, if available. The Consultant will prepare short 2-3 sentence descriptions of the problem and the proposed improvement.

Deliverables:

The following deliverables are associated with this subtask:

- Data organization on project Hub.
- Summary of Stormwater and Surface Water-related projects and status from other City Plans
- Summary of new NPDES Phase II MS4 Permit requirements.

Task 4.3. Interview Staff and Stakeholders

This task involves conducting a comprehensive review of existing stormwater and surface program activities such as operations and maintenance, capital improvement projects, education and outreach, development review, engineering, technical assistance, mapping, and water quality protection.

Assumptions:

The following assumptions are associated with this subtask:

- Up to eight (8) staff interview sessions will be conducted to gain an understanding of current practices, challenges, and opportunities in the stormwater program.
- Interviews may include multiple staff with similar job functions (e.g., operations and maintenance, engineering, MS4 permit compliance, capital planning, program management).
- Interviews will be conducted virtually.
- Current program activities will be compared to planned activities in the previous Comprehensive Stormwater Management Plan to identify accomplishments and/or work elements that should be dropped or carried forward.
- The City will provide the Consultant team with job descriptions funded by the Utility, organizational charts, budget documents, work orders (Lucity), accounting records for projects, work plan history, list of programs, and other relevant information to conduct a staffing analysis of current stormwater staffing and potential future needs.
- Analysis of staffing needs for potential increases in stormwater infrastructure inventory due to development and redevelopment or annexation.

- A list of potential programmatic project actions and strategies will be identified during this task for further development and resource estimation (staff and/or contractor or direct expenses) in Task 4.7.

Deliverables:

The following deliverables are associated with this subtask:

- Draft and final interview summary.
- Draft and final current and future stormwater services summary, including staffing analysis.
- Draft list of potential programmatic actions and strategies to be included with draft list of potential programmatic actions and strategies identified in Task 4.4 Gap Analysis.

Task 4.4. Conduct Project and Program Review and Gap Analysis

This task involves conducting a gap analysis between projects, programs, the 2024 NPDES Permit or other regulatory requirements, and the City’s strategic stormwater goals.

Assumptions:

The following assumptions are associated with this subtask:

- Strategic goals and objectives for which to conduct a gap analysis will have been decided by the City in Task 4.1.
- A gap analysis will be conducted between current program activities and stormwater needs identified in the interviews or document review.

Deliverables:

The following deliverables are associated with this subtask:

- Draft and final list of program and project gaps relative to regulatory requirements and strategic goals.
- Draft and final list of potential programmatic actions and strategies, including draft programmatic actions and strategies identified during staff interviews in Task 4.3. Top actions and strategies will move forward into more refined mini scopes of work and planning level cost estimates in Task 4.7.

Task 4.5. Develop Prioritization Methodology for CIPs and Prioritization Methodology for Programmatic Improvements

This task involves the development of a prioritization methodology to rank and evaluate current and future stormwater CIPs and a separate prioritization methodology for programmatic improvements.

Assumptions:

The following assumptions are associated with this subtask:

- The Consultant team will develop two separate prioritization approaches for capital improvement projects (CIPs) and for programmatic actions and strategies. A single prioritization approach is not likely to work well for both types of projects because of their differences (i.e., site-specific, construction-oriented vs. operational, range of costs and benefits, etc.).

- The Consultant team will provide examples of different types of prioritization methodologies, including pros and cons of each approach to the City for review prior to drafting prioritization methodologies for discussion.
- The City will provide input to the Consultant team on what their desires and needs are for each prioritization methodology, including how it will be used, who will be using it, and how often it will be updated to meet changing values or goals.
- The Consultant will develop draft prioritization methodologies (one for CIPs and one for programmatic projects) for review and discussion with City staff based on feedback and input from the City.
- Up to 4 workshops will be held with City staff with up to two members of the Consultant team to discuss the draft, and revised draft prioritization methodologies. It is assumed that two workshops will be held for each prioritization approach (i.e., CIP and programmatic projects) and the workshops will be held in-person and will last no more than 2 hours each.
- Final prioritization methodologies will be developed based on comments received on the revised draft prioritization methodology presented and agreed upon in the second workshop for each different prioritization approach (i.e., CIP vs. programmatic).
- The final prioritization methodologies will be used to prioritize existing and future CIPs and programmatic improvements.
- A revised final prioritization methodology will be developed to reflect any adjustments made to the final prioritization methodologies that were used to prioritize the existing and future CIPs and programmatic improvements.

Deliverables:

The following deliverables are associated with this subtask:

- Up to 4 in-person workshops to discuss prioritization methodologies. The workshops will last no more than 2 hours, and up to 2 Consultant staff will attend. Consultant will develop agendas and provide meeting minutes.
- Draft, revised draft, final and revised final prioritization tools in excel, with narrative documentation for CIP and for programmatic project prioritization.
- Up to 3 example prioritization methodologies used by other jurisdictions.

Task 4.6. CIP Program Update to address gaps and infrastructure needs.

This task involves reviewing and prioritization of capital improvement projects and capital improvement programs to address infrastructure needs in the short-term CIP and the long-term 2050 Comprehensive Planning time horizon.

Assumptions:

The following assumptions are associated with this subtask:

- Using the information gathered in Task 4.2, the consultant team will develop a draft CIP list of up to 100 CIP projects to be prioritized. This list includes City provided Preliminary CIP List (up to 50 projects), and stormwater and surface water related projects identified by the consultant team in other City plans (up to 50 projects).

- Public comments from the public engagement effort (Task 3), staff interviews, and other stakeholder input will be reviewed to determine if there are additional problem areas not already identified. Not to exceed 20 hours.
- In the Preliminary CIP List in Task 4.2, the City will provide a list and summaries of potential projects not included in the existing CIP to be potentially added to the future CIP list, for which concepts and planning level costs would need to be developed if they are determined to be high priority projects. The remaining new projects will be summarized in the plan at a preliminary level and deferred to later planning efforts.
- Consultant and City staff will apply the prioritization methodology developed in Task 4.5 to rank and prioritize the draft CIP list of up to 100 projects, including existing CIPs, potential new CIPs identified by the City, existing unfunded CIP list, and newly identified problems from stakeholders requiring a CIP.
- CIP project summary sheets will be prepared for up to 11 high priority projects (assumed to be 7 existing CIPs and 4 new CIPs) for the 2027 – 2032 CIP.
- The consultant team will evaluate feasibility and create conceptual designs (size, type, and location) for up to 4 new high priority CIPs. Site visits for each of the new CIP locations will be conducted. Planning level cost estimates for each of the new CIPs will be prepared.
- For new CIP concept designs that require modeling, planning-level modeling will be completed with simplified models to develop preliminary sizing for concept designs. Modeling for hydrology will be completed using WWHM. Flow rates from WWHM will then be used to recommend CIP sizing such as pipe and ditch sizes or required volumes and release rates for flow control facilities. Modeling efforts are limited to 80 hours total for all new CIPs.
- For concept designs that do not require modeling, a qualitative approach will be followed in cases where existing infrastructure will be replaced in-kind or when sizing assumptions can be used that do not require modeling.
- The CIP project summary sheets will include the following information:
 - Project name and ID number
 - Project location vicinity map
 - GIS map showing CIP location and general layout of the project.
 - Project short description
 - Planning level opinion of cost estimate
- Consultant will conduct a high-level review of up to 7 existing high priority CIP projects to determine project assumptions. Consultant will update planning level cost estimates to 2024 dollars and include cost contingencies for design standard updates, if necessary. The remaining total project costs for existing projects will be escalated to current dollars. Deferred projects with costs will be escalated to current dollars. Cost estimates will not be prepared for deferred projects without costs.
- The CIP Program Component of the Stormwater and Surface Water System Plan will serve as the Functional Plan per policy CF-2 of the Capital Facilities Element of the City's Draft Comprehensive Plan (Redmond 2050 Draft). The following elements will be included to the extent information is available:
 - Current 6-year detailed CIP and budget
 - Up to 4 CIP programs designed to meet repair and replacement needs of infrastructure.
- CCTV data will not be reviewed or collected as part of this effort.

- Culvert repair and replacement will not be included as an individual program. If there are known culverts in need of repair or replacement, these will be included as individual CIP projects, and they will be prioritized with other CIPs.
- The CIP program summary sheets will include the following information:
 - Program name and ID number
 - Bluebeam figure showing general layout of the assumed representative project, if applicable
 - Short description of program
 - Planning level opinion of cost estimate

Deliverables:

The following deliverables are associated with this subtask:

- Draft list of CIP projects, including Preliminary CIP List and potential additional CIP projects.
- Draft and Final CIP project summary sheets for up to 4 new projects.
- Draft and Final Updated CIP project summary sheets and planning level cost estimates for up to 7 existing CIP projects.
- List of deferred projects.
- WWHM modeling output and documentation, if necessary, for new CIP projects only.
- Draft and final CIP program summary sheets for up to 4 programs.

Task 4.7. Programmatic Actions to address gaps and align with other City goals

This task involves developing programmatic strategies and planning level cost estimates for projects identified from staff interviews, program review, or public input.

Assumptions:

The following assumptions are associated with this subtask:

- Up to 15 prioritized programmatic actions and strategies identified in Task 4.4 will be developed into project summary sheets and planning level cost estimates to be incorporated into Stormwater and Surface Water Program implementation.
- Project actions may include operational modifications, policies, or new programs (i.e., education and outreach, equipment or technological needs, asset management, code enforcement, stormwater retrofit, water quality monitoring, technical assistance, property acquisition, etc.).
- Project summary sheets will include the following information:
 - Project description
 - Project need
 - Project elements
 - Anticipated outcomes
 - Resource needs (one-time or annual staffing and/or outside costs)
 - Deliverables

Deliverables:

The following deliverables are associated with this subtask:

- Up to 15 draft and final programmatic project action sheets and planning level cost estimates.
- Summary table of prioritized programmatic projects and costs for funding analysis.

Task 5 Cost Analysis and Rate Evaluation

This task involves developing a funding strategy for the needs identified in this Plan and evaluating the resulting stormwater rate impacts.

Task 5.1 Cost Analysis Data Needs and Task Initiation

FCS GROUP will submit a request for needed data and arrange for a meeting with City staff to confirm project understanding and set a course for completing the work. This meeting will provide an opportunity for the project team to identify and discuss key policy and technical issues to be addressed in the study, along with any data-related questions.

Assumptions:

The following assumptions are associated with this subtask:

- Up to 3 members of the Consultant team will attend the Cost Analysis Meeting and the meeting will last no more than 1 hour. The meeting will be held virtually.
- FCS GROUP will review, analyze, and validate data received and identify any data limitations, gaps, or issues of concern. Subsequent status meetings will also be scheduled and facilitated.

Deliverables:

The following deliverables are associated with this subtask:

- Request necessary information needed to perform the study.
- Prepare for and participate in one (1) virtual meeting.
- Follow-up data request and ask clarifying questions as needed.

Task 5.2 Revenue Requirement Forecast & Alternatives Matrix

The revenue requirement is defined as the total amount of rate revenue needed to meet the utility's annual financial obligations including operation and maintenance, capital outlay, debt service (if applicable), and policy-driven commitments (such as reserve funding). This analysis will estimate the annual stormwater rate increases that would be needed to support the additional operating and capital costs identified for each alternative funding scenario discussed in the Plan.

Assumptions:

The following assumptions are associated with this subtask:

- FCS GROUP will incorporate the additional costs identified in the Plan into the City's existing stormwater rate model, developing stormwater rate scenarios for alternative funding levels.
- FCS GROUP will develop a matrix summarizing the rate impacts under the various alternative funding level scenarios for communication to Council.

Deliverables:

The following deliverables are associated with this subtask:

- Stormwater rate model (electronic [Excel]) scenarios for different alternatives.
- Present revenue requirement results in a matrix format, describing options by program or service line, and corresponding rates for up to four (4) alternatives.
- Prepare for and attend two (2) review meetings with City staff and the consultant team to discuss the revenue requirement and options.

Task 5.3 Cost Analysis Documentation

This task involves documenting results of the cost analysis for inclusion in the Stormwater and Surface Water System Plan.

Assumptions:

The following assumptions are associated with this subtask:

- FCS GROUP will document findings in a comprehensive chapter / study report and provide a copy of the spreadsheet analyses for future use by City staff.
- Draft Report. After completing the analytical tasks, FCS GROUP will provide up to two (2) draft report iterations for City review. The report will summarize the methodology and analysis undertaken in completing the project, the results, and conclusions of the study, and noted recommendations.
- Final Report. Upon receipt of comments from the City, FCS GROUP will incorporate the comments, as appropriate, into a Final Report to be submitted to the City. FCS GROUP will submit one electronic copy in both Word and PDF formats.
- Spreadsheet Model. FCS GROUP will deliver a final copy of the Excel-based spreadsheet model for City use. The models will provide for 1) evaluation of revenue and cost changes on rates, 2) analysis of fiscal policy implementation options, 3) analysis of changes in economic and financial indicators, 4) rate smoothing, and 5) variances to any other key rate evaluation inputs including the capital plan, the operating budget, etc.

Deliverables:

The following deliverables are associated with this subtask:

- Provide draft & final financial analysis report (electronic [Word and PDF]).
- Provide final analytical model (electronic [Excel]).

Task 6 Documentation, Program Implementation, and Performance Measures

This task involves summarizing results of all previous tasks into a Plan document and laying out a roadmap for Stormwater Program implementation for the next 6 to 10 years.

Assumptions:

The following assumptions are associated with this task:

- An outline of the Plan will be developed by the Consultant for review and approval by the City prior to development of the Plan.
- Three meetings will be held to discuss alternatives for program implementation, including short- and long-term CIP schedule, and alternatives for meeting preferred goals against staffing and

funding constraints. The preferred program implementation will be documented in the draft plan. Up to 2 members of the Consultant team will attend each meeting and the meetings will last no more than 2 hours.

- Draft and final performance measures will be developed and incorporated into the Plan document for the City to measure progress in Plan implementation. Up to 3 meetings will be held to discuss desired metrics for measuring performance and implementation strategies for ensuring that progress is measured. Up to 2 members of the Consultant team will attend each meeting and the meetings will last no more than 2 hours.
- The Consultant will deliver draft, revised draft, and final versions of the Plan in electronic format.
- The Plan will be prepared following the City of Redmond Brand Style Guide.
- Review meetings will be held with the City to discuss comments on the draft and revised draft Plans. The review meetings will last no more than 1.5 hours.
- The City will provide consolidated review comments on each draft submittal. Conflicting comments from reviewers will be resolved prior to delivering review comments to the Consultant. The Consultant will submit revised versions with changes tracked to show how comments were addressed.
- The City review team will be consistent throughout the review process. If new reviewers are added to later drafts of the Plan, additional budget may be necessary to address comments from new reviewers if review comments result in substantive changes not addressed in earlier drafts.

Deliverables:

The following deliverables are associated with this subtask:

- Draft and final Plan outline.
- Three program implementation meetings, including agendas, and meeting minutes.
- Three meetings to discuss performance measures, including agendas and meeting minutes.
- Two Plan review meetings, including agendas and meeting minutes.
- Draft Plan in electronic format (Word), with figures, and tables. It is assumed that the City will provide a consolidated set of review comments with conflicting comments resolved, using track changes on the Word document to the consultant team.
- Revised Draft Plan. The consultant team will provide a revised draft document as a clean version and edited version that shows how City comments were addressed in track changes. It is assumed that the City will provide a consolidated set of review comments with conflicting comments resolved using track changes on the Word document to the consultant team.
- Final Draft Plan document in Word and .pdf formats. A clean and edited version will be provided to the City showing how comments were resolved.

Task 7. Management Reserve

The Management Reserve will cover additional work identified during execution of other project tasks, if needed. Scope and cost for items outside the scope and cost estimate will be agreed upon by the City and Consultant and authorized by the City prior to executing work under the Management Reserve.

Optional Tasks

These optional tasks are not included in the attached cost estimate, but the City could decide during the project that the tasks are needed and direct the consultant to implement them using the management reserve or additional funding should that become available.

Optional Task 1 Open House

This task involves facilitation and content development for a public open house.

Assumptions:

The following assumptions are associated with this optional task:

- The Consultant team will conduct one on-line open house to gather input on the plan.
 - If conducted early in the project, the open house will be used to inform the public about the Stormwater and Surface Water System Plan and to get initial input on their level of satisfaction with the Utility and on their ideas for priorities for the Plan.
 - If conducted later in the project, the open house will be used to provide an update on the Plan development and to get input on the Plan draft recommendations.
- The Consultant will prepare all content (agenda, presentation, discussion topics, etc.) for the open house.
- The City will be responsible for advertising the event through City channels.
- The open house will be promoted on the Let's Connect web site, e-news, social media posts and hand-outs at events.

Deliverables:

The following deliverables are associated with this optional task:

- Open house materials, and/or presentations (1)
- Draft and final open house summaries (1)

Estimated Cost: The estimated cost for Optional Task 1 is \$10,808.00.

Optional Task 2 Conceptual Design of Four Additional High-Priority CIPs

The consultant will create conceptual designs (size, type, and location) for up to 4 new high priority CIPs in addition to those created under task 4.6.

Assumptions:

The following assumptions are associated with this optional task:

- Site visits for each of the new CIP locations will be conducted.
- Planning level cost estimates for each of the new CIPs will be prepared.
- For new CIP concept designs that require modeling, planning-level modeling will be completed with simplified models to develop preliminary sizing for concept designs. Modeling for hydrology will be completed using WWHM. Flow rates from WWHM will then be used to

recommend CIP sizing such as pipe and ditch sizes or required volumes and release rates for flow control facilities. Modeling efforts are limited to 80 hours total for all new CIPs.

- For concept designs that do not require modeling, a qualitative approach will be followed in cases where existing infrastructure will be replaced in-kind or when sizing assumptions can be used that do not require modeling.
- The CIP project summary sheets will include the following information:
 - Project name and ID number
 - Project location vicinity map
 - GIS map showing CIP location and general layout of the project.
 - Project short description
 - Planning level opinion of cost estimate

Deliverables:

The following deliverables are associated with this optional task:

- Draft and Final CIP project summary sheets for up to 4 new projects.
- WWHM modeling output and documentation, if necessary, for the 4 new CIP projects.

Estimated Cost: The estimated cost for Optional Task 2 is \$39,684.

Optional Task 3 SEPA and Plan Adoption

This task involves conducting the State Environmental Policy Act (SEPA) environmental review for the Stormwater and Surface Water System Plan and supporting the City through the Plan adoption process.

Assumptions:

The following assumptions are associated with this optional task:

- The Consultant will prepare a draft and final SEPA environmental checklist for City review and determination by appropriate designated authorities.
- The Consultant will assist in preparation of a PowerPoint presentation documenting the Draft Plan.
- The Consultant will assist in preparation of a PowerPoint presentation documenting the Final Plan for adoption.

Deliverables:

The following deliverables are associated with this optional task:

- Draft and final SEPA checklist.
- Draft PowerPoint presentation for City Council meetings (2).

Estimated Cost: The estimated cost for Optional Task 3 is \$5,525.

Cost Estimate

The cost estimate for the above scope of work is provided in Exhibit B

Schedule

The anticipated project schedule is provided in Exhibit C.

Exhibit B – Cost Estimate

Exhibit B - Cost Estimate

TASK	Description	Deliverables	Labor Hours	Expenses	Total Cost with Expenses	Task Total
1	Project Administration	Project Management Plan	6	0	\$ 1,326.00	\$ 39,549.00
		Project Kick-off Meeting (1 hr)	7	0	\$ 1,602.00	
		Progress Reports/Invoices (1 hr)	117	0	\$ 23,031.00	
		Bi-weekly PM meetings (0.5 hrs)	60	0	\$ 13,590.00	
2	GIS HUB and support	GIS Hub Meetings (1 hr each)	8	0	\$ 1,572.00	\$ 29,923.00
		Esri Hub	23	0	\$ 3,781.00	
		3 webmaps	162	0	\$ 24,570.00	
3	Public Engagement	Public Involvement Plan	25	0	\$ 4,542.00	\$ 57,579.00
		Let's Connect	42	0	\$ 8,598.00	
		Survey Development	49	0	\$ 10,745.00	
		External Stakeholder Interviews	75	0	\$ 13,550.00	
		Events	72	0	\$ 11,946.00	
		Promotional Handouts	23	0	\$ 4,902.00	
		Social Media Posts	18	0	\$ 3,296.00	
4	Technical Analyses	Clarify Strategic Goals and Objectives	44	20	\$ 10,258.00	\$ 256,874.00
		Review relevant data	149	0	\$ 31,647.00	
		Interview staff and stakeholders	88	0	\$ 19,832.00	
		Conduct Project and Program Review and Gap Analysis	40	0	\$ 17,814.00	
		Develop Prioritization Methodology for CIPs	119	40	\$ 24,656.00	
		CIP Program Update to address gaps and infrastructure needs	20	0	\$ 126,147.00	
		Programmatic Actions to address gaps and align with other City goals	120	0	\$ 26,520.00	
5	Cost Analysis and Rate Study	Cost analysis Data Needs and Project Management	13	0	\$ 2,632.00	\$ 17,976.00
		Revenue Requirement Forecast and Alternatives Matrix	44	0	\$ 8,182.00	
		Cost Analysis Documentation	38	0	\$ 7,162.00	
6	Documentation, Program Implementation, and Performance Measures	Outline, Performance Measures, and implementation discussions	26	0	\$ 5,842.00	\$ 49,414.00
		Draft Plan	110	0	\$ 24,470.00	
		Revised Draft Plan	64	0	\$ 14,208.00	
		Final Draft Plan	22	0	\$ 4,894.00	
7	Management Reserve				\$48,685.00	
TOTAL ALL TASKS					\$ 451,315.00	
TOTAL WITH MANAGEMENT RESERVE					\$ 500,000.00	
Optional Tasks	Task 1	Open House- virtual (zoom)	58	0	\$ 10,808.00	0
	Task 2	Conceptual Designs for 4 CIPs	210	0	\$ 39,684.00	
	Task 3	Draft Sepa	15	0	\$ 3,315.00	
		Final Sepa	10	0	\$ 2,210.00	\$ 5,525.00
TOTAL OPTIONAL TASKS					\$ 56,017.00	

FIRM: Altaterra Consulting

Assumed Consultant Staff

TASK	Description	Deliverables	Units	Erin Nelson				Subtotal	Task Totals	Labor Hours
				Enter Rate Here	221					
1	Project Administration	Project Management Plan	1	Altaterra	6			\$ 1,326.00		6
		Project Kick-off Meeting (1 hr)	1	Representative from each firm	3			\$ 663.00		3
		Progress Reports/Invoices (1 hr)	18	All	1			\$ 3,978.00		18
		Bi-weekly PM meetings (1 hrs)	36	Altaterra, each firm assume attendance at 6 meetings	1			\$ 7,956.00	\$ 13,923.00	36
2	GIS HUB and support	GIS Hub Meetings (1 hr each)	4	Aspect	1			\$ 884.00		4
		Esri Hub	1	Aspect	3			\$ 663.00		3
		3 webmaps	3	Aspect	2			\$ 1,326.00	\$ 16,796.00	6
3	Public Engagement	Public Involvement Plan	1	Conсор	2			\$ 442.00		2
		Let's Connect	3	Conсор	2			\$ 1,326.00		6
		Survey Development	1	Conсор, Altaterra	5			\$ 1,105.00		5
		External Stakeholder Interviews	10	Conсор	2			\$ 4,420.00		20
		Events	3	Conсор, Altaterra	2			\$ 1,326.00		6
		Promotional Handouts	1	Conсор	2			\$ 442.00		2
		Social Media Posts	8	Conсор	1			\$ 1,768.00	\$ 10,829.00	8
4	Technical Analyses	Clarify Strategic Goals and Objectives	1	Altaterra, Conсор, OCI	20			\$ 4,420.00		20
		Review relevant data	1	Altaterra, Aspect, OCI	30			\$ 6,630.00		30
		Interview staff and stakeholders	8	Altaterra, OCI	8			\$ 14,144.00		64
		Conduct Project and Program Review and Gap Analysis	1	Altaterra, Aspect	40			\$ 8,840.00		40
		Develop Prioritization Methodology for CIPs and Programmatic Projects	1	OCI, Altaterra	40			\$ 8,840.00		40
		CIP Program Update to address gaps and infrastructure needs	1	OCI	20			\$ 4,420.00		20
		Programmatic Actions to address gaps and align with other City goals	15	Altaterra	8			\$ 26,520.00	\$ 84,643.00	120
5	Cost Analysis and Rate Study	Cost analysis Data Needs and Project Management	1	FCS	2			\$ 442.00		2
		Revenue Requirement Forecast and Alternatives Matrix	1	FCS	2			\$ 442.00		2
		Cost Analysis Documentation	1	Altaterra	2			\$ 442.00	\$ 1,326.00	2
6	Documentation, Program Implementation, and Performance Measures	Outline, Performance Measures, and implementation discussions	1	Altaterra	20			\$ 4,420.00		20
		Draft Plan	1	Altaterra	100			\$ 22,100.00		100
		Revised Draft Plan	1	Altaterra	60			\$ 13,260.00		60
		Final Draft Plan	1	Altaterra	20			\$ 4,420.00	\$ 44,200.00	20
Optional	Task 1 Task 2 Task 3	Open Houses (virtual- zoom)	1	Conсор, Altaterra	8			1768		8
		Conceptual Design for 4 CIPs	1	OCI						
		Draft Sepa	1	Altaterra	15			3315		15
		Final Sepa	1	Altaterra	10			2210	5525	10
				Hours	665		\$ 146,965.00			

FIRM: **Aspect Consulting**

Assumed Consultant Staff

TASK	Description	Deliverables	Number of Units	Staff							Subtotal	Task Totals	Labor Hours
				Enter Rate Here	Pepin 172	Berkom 245	Barnett 217	Ratcliffe 130	Olason 126	Admin 126			
1	Project Administration	Project Management Plan	1	Altaterra							\$ -		0
		Project Kick-off Meeting (1 hr)	1	Representative from each firm							\$ 172.00		1
		Progress Reports/Invoices (1 hr)	18	All						0.5	\$ 4,230.00		27
		Bi-weekly PM meetings (1 hrs)	6	Altaterra, each firm assume attend							\$ 1,032.00	\$ 5,434.00	6
2	GIS HUB and support	GIS Hub Meetings (1 hr each)	4	Aspect							\$ 688.00		4
		Esri Hub	1	Aspect						7	\$ 3,118.00		20
		3 webmaps/applications	3	Aspect							\$ 23,244.00	\$ 27,050.00	156
3	Public Engagement	Public Involvement Plan	1	Conсор							0		0
		Let's Connect	3	Conсор							0		0
		Survey Development	1	Conсор, Altaterra									
		External Stakeholder Interviews	10	Conсор									
		Open Houses	1	Conсор, Altaterra									
		Events	3	Conсор, Altaterra							0		0
		Promotional Handouts	1	Conсор							0		0
		Social Media Posts	8	Conсор							0		0
4	Technical Analyses	Clarify Strategic Goals and Objectives	1	Altaterra, conсор, OCI							\$ -		0
		Review relevant data	1	Altaterra, Aspect, OCI		7	18	17	5		\$ 9,953.00		47
		Interview staff and stakeholders	15	Altaterra, OCI									
		Conduct Project and Program Review and Gap Analysis	1	Altaterra, Aspect			26	12			\$ 8,974.00		
		Develop Prioritization Methodology for CIPs and Programmatic Projects	2	OCI, Altaterra									
		CIP Program Update to address gaps and infrastructure needs	1	OCI							\$ -		0
		Programmatic Actions to address gaps and align with other City goals	20	Altaterra							\$ -	\$ 18,927.00	0
5	Cost Analysis and Rate Study	Cost analysis Data Needs and Project Management	2	FCS							0		0
		Revenue Requirement Forecast and Alternatives Matrix	2	FCS							0		0
		Cost Analysis Documentation	1	Altaterra							0	0	0
		Documentation, Program Implementation, and Performance Measures											
6	Documentation, Program Implementation, and Performance Measures	Outline, Performance Measures, and implementation discussions	1	Altaterra							0		0
		Draft Plan	1	Altaterra							0		0
		Revised Draft Plan	1	Altaterra							0		0
		Final Draft Plan	1	Altaterra							0	0	0
Optional	Task 1	Open Houses (virtual- zoom)	1	Conсор, Altaterra									
	Task 2	Conceptual Design for 4 CIPs											
	Task 3	Draft Sepa	1	Altaterra									0
		Final Sepa	1	Altaterra							0	0	0
				Hours	127	44	29	5	85	9	\$ 51,411.00		

FIRM: Consor

TASK	Description	Deliverables	Number of Units	Assumed Consultant Staff				PIC	PM	Project coordinator or Admin	Expenses	Subtotal	Task Totals	Labor Hours
				Staff	Chris Hoffman	Nancy Thai	Ziqi Wang							
1	Project Administration	Project Management Plan	1	Altaterra							\$ -		0	
		Project Kick-off Meeting (1 hr)	1	Representative from each firm		1					\$ 280.00		1	
		Progress Reports/Invoices (1 hr)	18	All		0.5				1	\$ 3,996.00		27	
		Bi-weekly PM meetings (1 hrs)	6	Altaterra, each firm assume attendance at 6 meetings		1					\$ 1,680.00	\$ 5,956.00	6	
2	GIS HUB and support	GIS Hub Meetings (1 hr each)	4	Aspect							\$ -		0	
		Esri Hub	1	Aspect							\$ -		0	
		3 webmaps	3	Aspect							\$ -		0	
3	Public Engagement	Public Involvement Plan	1	Consor	3	15	5				\$ 4,100.00		23	
		Let's Connect	3	Consor (original content + 3 updates)	4	6	2				\$ 7,272.00		36	
		Survey Development	1	Consor, Altaterra	4	30	10			\$ 2,000.00	\$ 9,640.00		44	
		External Stakeholder Interviews	10	Consor	0.5	3	2				\$ 9,130.00		55	
		Events	3	Consor, Altaterra	2	10	10				\$ 10,620.00		66	
		Promotional Handouts	1	Consor	1	10	10			\$ 1,200.00	\$ 4,460.00		21	
		Social Media Posts	8	Consor	0.25		1				\$ 1,528.00	\$ 46,750.00	10	
4	Technical Analyses	Clarify Strategic Goals and Objectives	1	Altaterra, consor, OCI	10	5					\$ 3,685.00		15	
		Review relevant data	1	Altaterra, Aspect, OCI							\$ -		0	
		Interview staff and stakeholders	15	Altaterra, OCI										
		Conduct Project and Program Review and Gap Analysis	1	Altaterra, Aspect										
		Develop Prioritization Methodology for CIPs and Programmatic Projects	2	OCI, Altaterra										
		CIP Program Update to address gaps and infrastructure needs	1	OCI							\$ -		0	
		Programmatic Actions to address gaps and align with other City goals	20	Altaterra							\$ -	\$ 3,685.00	0	
5	Cost Analysis and Rate Study	Cost analysis Data Needs and Project Management	2	FCS							\$ -		0	
		Revenue Requirement Forecast and Alternatives Matrix	2	FCS							\$ -		0	
		Cost Analysis Documentation	1	Altaterra							\$ -	\$ -	0	
6	Documentation, Program Implementation, and Performance Measures	Outline, Performance Measures, and implementation discussions	1	Altaterra							\$ -		0	
		Draft Plan	1	Altaterra							\$ -		0	
		Revised Draft Plan	1	Altaterra							\$ -		0	
		Final Draft Plan	1	Altaterra							\$ -	\$ -	0	
Optional	Task 1 Task 2 Task 3	Open Houses (virtual- zoom)	1	Consor, Altaterra	10	25	15			\$ -	\$ 9,040.00		50	
		Conceptual Design for 4 CIPs												
		Draft Sepa	1	Altaterra							\$ -		0	
		Final Sepa	1	Altaterra							\$ -	\$ -	0	
				Hours	59	138	89	18	\$ 3,200.00	\$ 56,391.00				

FIRM: FCS

Assumed Consultant Staff

TASK	Description	Deliverables	Number of Units	Assumed Consultant Staff						Subtotal	Task Totals	Labor Hours
				Enter Rate Here	Chris Gonzalez	John Ghilarducci	Luke Nelson	Diane Harmon	Amanda Smith			
1	Project Administration	Project Management Plan	1	Altaterra						\$ -		0
		Project Kick-off Meeting (1 hr)	1	Representative from each firm		1				\$ 250.00		1
		Progress Reports/Invoices (1 hr)	18	All		1				\$ 4,500.00		18
		Bi-weekly PM meetings (1 hrs)	6	Altaterra, each firm assume attendance a		1				\$ 1,500.00	\$ 6,250.00	6
5	Cost Analysis and Rate Study	Cost analysis Data Needs and Project Management	1	FCS	4		4	3	3	\$ 2,190.00		11
		Revenue Requirement Forecast and Alternatives Matrix	1	FCS	10	2	30			\$ 7,740.00		42
		Cost Analysis Documentation	1	FCS	12		24			\$ 6,720.00	\$ 16,650.00	36
6	Documentation, Program Implementation, and Performance Measures	Outline, Performance Measures, and Implementation discussions	1	Altaterra						\$ -		0
		Draft Plan	1	Altaterra						\$ -		0
		Revised Draft Plan	1	Altaterra						\$ -		0
		Final Draft Plan	1	Altaterra						\$ -	\$ -	0
Option	Task 1	Open Houses (virtual- zoom)	1	Conсор, Altaterra								
	Task 2	Conceptual Design for 4 CIPs										
	Task 3	Draft Sepa	1	Altaterra						0		0
		Final Sepa	1	Altaterra						0	0	0
				Hours	51	2	58	3	3	\$ 22,900.00		

FIRM: **Osborn Consulting Inc**

Assumed Consultant Staff

TASK	Description	Deliverables	Number of Units	Staff						Expenses	Subtotal	Task Totals	Labor Hours
				Principal	Senior Engineer	Project Engineer	EIT	Tech Editor	Senior Admin				
1	Project Administration	Project Management Plan	1	Altaterra							\$ -		0
		Project Kick-off Meeting (1 hr)	1	Representative from each firm		1					\$ 237.00		1
		Progress Reports/Invoices (1 hr)	18	All	1						\$ 6,327.00		27
		Bi-weekly PM meetings (1 hrs)	6	Altaterra, each firm assume attendance at 6 mee		1					\$ 1,422.00	\$ 7,986.00	6
2	GIS HUB and support	GIS Hub Meetings (1 hr each)	4	Aspect							\$ -		0
		Esri Hub	1	Aspect							\$ -		0
		3 webmaps	3	Aspect							\$ -		0
3	Public Engagement	Public Involvement Plan	1	Conсор							\$ -		0
		Let's Connect	3	Conсор							\$ -		0
		Survey Development	1	Conсор, Altaterra							\$ -		0
		External Stakeholder Interviews	10	Conсор							\$ -		0
		Open Houses	1	Conсор, Altaterra							\$ -		0
		Events	3	Conсор, Altaterra							\$ -		0
		Promotional Handouts	1	Conсор							\$ -		0
Social Media Posts	8	Conсор							\$ -		0		
4	Technical Analyses	Clarify Strategic Goals and Objectives	1	Altaterra, Conсор, OCI		9					\$ 20.00	\$ 2,153.00	9
		Review relevant data	1	Altaterra, Aspect, OCI			22	50			\$ 15,064.00		72
		Interview staff and stakeholders	8	Altaterra, OCI			3	0			\$ 5,688.00		24
		Conduct Project and Program Review and Gap Analysis	1	Altaterra, Aspect							\$ -		0
		Develop Prioritization Methodology for CIPs and Programmatic Projects	1	OCI, Altaterra		3	24	40	12		\$ 40.00	\$ 15,816.00	79
		CIP Program Update to address gaps and infrastructure needs	1	OCI		23	128	300	200	19	\$ 80.00	\$ 121,727.00	670
5	Cost Analysis and Rate Study	Programmatic Actions to address gaps and align with other City goals	20	Altaterra							\$ -	\$ 160,448.00	0
		Cost analysis Data Needs and Project Management	2	FCS							\$ -		0
		Revenue Requirement Forecast and Alternatives Matrix	2	FCS							\$ -		0
6	Documentation, Program Implementation, and Performance Measures	Cost Analysis Documentation	1	Altaterra							\$ -	\$ -	0
		Outline, Performance Measures, and implementation discussions	1	Altaterra			6				\$ 1,422.00		6
		Draft Plan	1	Altaterra			10				\$ 2,370.00		10
		Revised Draft Plan	1	Altaterra			4				\$ 948.00		4
		Final Draft Plan	1	Altaterra			2			\$ 474.00	\$ 5,214.00	2	

Optional	Task 1	Open Houses (virtual- zoom)	1	Conсор, Altaterra									
	Task 2	Conceptual Design for 4 CIPs	1	OCI	14	32	112	48	4		80	\$ 39,684.00	210
	Task 3	Draft Sepa	1	Altaterra							\$ -		0
		Final Sepa	1	Altaterra							\$ -	\$ -	0
				Hours	44	236	390	212	19	9	\$ 140.00	\$ 173,648.00	910

Exhibit C – Project Schedule

Schedule

The anticipated schedule is summarized in the table below.

Item	Anticipated Completion
Project Initiation	March 2024
Data Request to City	April 2024
Task 2 (ArcGIS Hub and Webmaps)	August 2025
Task 3 (Public Engagement) Public Involvement Plan Let's Connect Survey External Stakeholder Interviews Events Promotional Handout Social Media Posts	June 2025 May 2024 June 2025 August 2024 November 2024 June 2025 June 2025 June 2025
Task 4 (Technical Analyses) Clarify Strategic Goals and Objectives Review Relevant Data Interview Staff and Stakeholders Gap Analysis Prioritization Methodology CIP Program Update Programmatic Projects	March 2025 May 2024 July 2024 August 2024 January 2025 October 2024 March 2025 March 2025
Task 5 (Cost Analysis and Rate Evaluation) Cost Analysis Data Request Revenue Requirement Forecast Cost Analysis and Alternatives Documentation	May 2025 March 2025 April 2025 May 2025
Task 6 (Documentation) Plan Outline Program Implementation Plan Performance Measures Draft Plan Revised Draft Plan Final Draft Plan	September 2025 April 2025 May 2025 June 2025 July 2025 August 2025 September 2025
Issue final draft SSWS Plan	9/1/2025

Optional Task	
SEPA Review (using Redmond 2050 FEIS)	August 2025
SSWS Plan Adoption – follow Type VI adoption process - https://redmond.municipal.codes/RZC/21.76.050.K.1	
Technical Committee Review/Approval	Sept 2025
Planning Commission Review/Approval	October 2025
Present to Council Study Session	January 2026
SSWS Plan adopted by City Council	February 2026



Memorandum

Date: 3/5/2024

Meeting of: Committee of the Whole - Planning and Public Works

File No. CM 24-087

Type: Committee Memo

TO: Committee of the Whole - Planning and Public Works

FROM: Mayor Angela Birney

DEPARTMENT DIRECTOR CONTACT(S):

Planning and Community Development	Carol Helland	425-556-2107
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DEPARTMENT STAFF:

Planning and Community Development	Seraphie Allen	Deputy Director
Planning and Community Development	Jeff Churchill	Long Range Planning Manager
Planning and Community Development	Odra Cardenas	Planner

TITLE:

Rose Hill (NE 97th Street) Annexation Petition

OVERVIEW STATEMENT:

Staff recommends that Council set a public hearing for April 16, 2024, to accept testimony concerning the proposed annexation of the Rose Hill (NE 97th street) Potential Annexation Area as described in Attachment A, in accordance with RCW 35A.14.130 and .140. The City Council may adopt an ordinance annexing the territory at the conclusion of the hearing.

The City Council accepted the Notice of Intent to commence annexation proceedings on September 5, 2023. Since then, proponents have gathered the signatures of owners of more than 60%, by assessed value, of the territory for which the annexation is petitioned. The petition has been certified as sufficient by the King County Assessor. City staff transmitted materials to the Washington State Boundary Review Board for King County on February 23, 2024, commencing a 45-day review period by the Board.

Additional Background Information/Description of Proposal Attached

REQUESTED ACTION:

Receive Information Provide Direction Approve

REQUEST RATIONALE:

- **Relevant Plans/Policies:**
Redmond Comprehensive Plan Policies in the Annexation Element A-8 through A-17 call for the City to support annexation of designated potential annexation areas.
- **Required:**

RCW 35A.14.130 establishes that when a sufficient petition is filed, the city council may consider it, fix a date for a public hearing, and provide notice specifying the time and place of the hearing to invite interested persons to appear and voice approval or disapproval of the annexation.

RCW. 35A.14.140: following the hearing, if the City Council determines to effect the annexation, it shall do so by ordinance.

- **Council Request:**
N/A

- **Other Key Facts:**

The proposal is located within the City of Redmond Potential Annexation Area (PAA). The area in the proposal is 13.5 acres and contains 13 parcels, of which 4 are vacant.

The current population of the proposed annexation is estimated to be 20 residents in 8 dwelling units (7 single family units and 1 mobile home).

The annexation was initiated through the 60% Direct Petition method under RCW 35A.14.120 through .150.

- The City Council accepted the Notice of Intent to Annex this Potential Annexation Area on September 5, 2023.
- After the Notice of Intent to Annex was accepted, the proponent gathered signatures of the owners of more than sixty percent, by assessed value, of the proposed annexation.
- The petition was certified as sufficient by the King County Assessors on February 13, 2024.
- The Boundary Review Board for King County received the Notice of Intention to Annex by the City on February 23, 2024.

The following steps must be followed to annex the territory:

- City Council sets the date for the public hearing (RCW 35A.14.130)
- Following the public hearing, the City Council decides on whether to approve the annexation. (RCW 35A.14.140)
- City staff provide various notifications and materials as provided by state law.

OUTCOMES:

Setting a date for the public hearing moves the annexation process forward. After the public hearing the City Council can take final action on the annexation.

COMMUNITY/STAKEHOLDER OUTREACH AND INVOLVEMENT:

- **Timeline (previous or planned):**

The proponent began outreach to the property owners of the Potential Annexation Area to gather signatures for the petition in January of 2024.

- **Outreach Methods and Results:**

The proponent circulated the petition among the property owners by mail. The petition was signed by owners of 85% of the property value in the area, computed according to the assessed valuation of the property in the proposed annexation area.

- **Feedback Summary:**

N/A

BUDGET IMPACT:

Total Cost:

Staff time to process the annexation is budgeted in the Community and Economic Development offer, which has a total value of \$4,616,401.

Approved in current biennial budget: Yes No N/A

Budget Offer Number:

0000040

Budget Priority:

Vibrant and connected

Other budget impacts or additional costs: Yes No N/A

If yes, explain:

None

Funding source(s):

General Fund

Budget/Funding Constraints:

N/A

Additional budget details attached

COUNCIL REVIEW:

Previous Contact(s)

Date	Meeting	Requested Action
8/2/2023	Committee of the Whole - Planning and Public Works	Provide Direction
9/5/2023	Special Meeting	Approve

Proposed Upcoming Contact(s)

Date	Meeting	Requested Action
3/19/2024	Business Meeting	Approve
4/16/2024	Business Meeting	Approve

Time Constraints:

The Annexation cannot be effective until after the 45-day review period by the Boundary Review Board period closes. City staff recommends holding the hearing on April 16, 2024.

Date: 3/5/2024

Meeting of: Committee of the Whole - Planning and Public Works

File No. CM 24-087

Type: Committee Memo

ANTICIPATED RESULT IF NOT APPROVED:

If the City Council declines to hold a public hearing, the annexation will not move forward. The initiating parties have no right of appeal. The property owners maintain the right to file another petition at any time.

ATTACHMENTS:

Attachment A: Direct Petition

Attachment B: King County Certificate of Sufficiency

Attachment C: Vicinity Map

Direct Petition for NE 97th street (Rose Hill) Annexation

I/We, the undersigned, being the owners of the real property lying contiguous to the City of Redmond, Washington herein depicted on **Exhibit A** and legally described in **Exhibit B**, do hereby petition that such territory be annexed to and made a part of the City of Redmond.

I/We understand that this petition must be signed by the owners of not less than sixty (60) percent in value, according to the assessed valuation for general taxation purposes, of the property described in **Exhibit B** in order for that property to be annexed.

I/We understand and agree to accept our proportionate share of the City of Redmond's outstanding indebtedness. I/We also understand and agree that the property proposed for annexation will be zoned as provided in the City of Redmond Comprehensive Plan and zoning ordinance, with much of the property being zoned R-5, single family urban.

I/We also understand and agree that the property proposed for annexation shall be subject to the Redmond Comprehensive Plan and the subsequent proceeding pursuant thereto.

WARNING: Every person who signs this petition with any other than his true name, or who knowingly signs more than one of these petitions or signs this petition when he is otherwise not qualified to sign, or who makes herein any false statement, shall be guilty of a misdemeanor.

1. NAME: **Mike Wierleski**

SIGNATURE: _____ DATE: _____

ADDRESS: 13209 NE 97th Street, Redmond, WA 98033-5249

Tax Lot Number: 032505-9160

2. NAME: **Suresh Kumar Buddhavarapu or Venkata Ramana Buddhavarapu**
(please circle name of person signing)

SIGNATURE: _____ DATE: _____

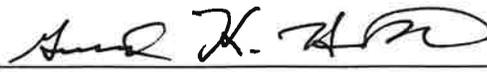
ADDRESS: 9548 132nd Ave NE, Redmond, WA 98033-5298

Tax Lot Number: 032505-9155

3. NAME: **Apurva Dalia or Parul Dalia**
(please circle name of person signing)

SIGNATURE: _____ DATE: _____
ADDRESS: 9534 132nd Ave NE, Redmond, WA 98033-5298
Tax Lot Number: 032505-9051

4. NAME: **Gerald K. Hirschler, as Trustee of The Gerald K. Hirschler Living Trust under Declaration of Trust dated November 12, 1991**

SIGNATURE:  DATE: 1-12-24
ADDRESS: N/A
Tax Lot Number: 032505-9134

5. NAME: **Gerald K. Hirschler, as Trustee of The Gerald K. Hirschler Living Trust under Declaration of Trust dated November 12, 1991**

SIGNATURE:  DATE: 1-12-24
ADDRESS: N/A
Tax Lot Number: 032505-9039

6. NAME: **Gerald K. Hirschler, as Trustee of The Gerald K. Hirschler Living Trust under Declaration of Trust dated November 12, 1991**

SIGNATURE:  DATE: 1-12-24
ADDRESS: 13255 NE 97th Street, Redmond, WA 98033-5249
Tax Lot Number: 032505-9045

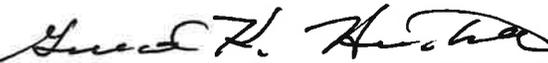
7. NAME: **Gerald K. Hirschler, as Trustee of The Gerald K. Hirschler Living Trust under Declaration of Trust dated November 12, 1991**

SIGNATURE:  DATE: 1-12-24
ADDRESS: N/A
Tax Lot Number: 032505-9052

8. NAME: **Gerald K. Hirschler, as Trustee of The Gerald K. Hirschler Living Trust under Declaration of Trust dated November 12, 1991**

SIGNATURE:  DATE: 1-12-24
ADDRESS: N/A
Tax Lot Number: 032505-9108

9. NAME: **Gerald K. Hirschler, as Trustee of The Gerald K. Hirschler Living Trust under Declaration of Trust dated November 12, 1991**

SIGNATURE:  DATE: 1-12-24
ADDRESS: 9521 134th Place NE, Redmond, WA 98033-5260
Tax Lot Number: 032505-9053

10. NAME: **Gerald K. Hirschler, as Trustee of The Gerald K. Hirschler Living Trust under Declaration of Trust dated November 12, 1991**

SIGNATURE:  DATE: 1-12-24
ADDRESS: 9561 134th Place NE, Redmond, WA 98033-5260
Tax Lot Number: 032505-9082

11. NAME: **Gerald K. Hirschler**

SIGNATURE:  DATE: 1-12-24
ADDRESS: 9348 132nd Ave NE, Redmond, WA 98052-6426
Tax Lot Number: 032505-9087

12. NAME: **Denis Trapido**

SIGNATURE: _____ DATE: _____
ADDRESS: 9334 132nd Ave NE, Redmond, WA 98052-6426
Tax Lot Number: 032505-9257

13. NAME: **Petko Vasilev or Joanna Podgoetsky**
(please circle name of person signing)

SIGNATURE: _____ DATE: _____
ADDRESS: 9336 132nd Ave NE, Redmond, WA 98052-6426
Tax Lot Number: 032505-9093

8. NAME: **Gerald K. Hirschler, as Trustee of The Gerald K. Hirschler Living Trust under Declaration of Trust dated November 12, 1991**

SIGNATURE: _____ DATE: _____
ADDRESS: N/A
Tax Lot Number: 032505-9108

9. NAME: **Gerald K. Hirschler, as Trustee of The Gerald K. Hirschler Living Trust under Declaration of Trust dated November 12, 1991**

SIGNATURE: _____ DATE: _____
ADDRESS: 9521 134th Place NE, Redmond, WA 98033-5260
Tax Lot Number: 032505-9053

10. NAME: **Gerald K. Hirschler, as Trustee of The Gerald K. Hirschler Living Trust under Declaration of Trust dated November 12, 1991**

SIGNATURE: _____ DATE: _____
ADDRESS: 9561 134th Place NE, Redmond, WA 98033-5260
Tax Lot Number: 032505-9082

11. NAME: **Gerald K. Hirschler**

SIGNATURE: _____ DATE: _____
ADDRESS: 9348 132nd Ave NE, Redmond, WA 98052-6426
Tax Lot Number: 032505-9087

12. NAME: **Denis Trapido**

SIGNATURE:  _____ DATE: 1/26/2024
ADDRESS: 9334 132nd Ave NE, Redmond, WA 98052-6426
Tax Lot Number: 032505-9257

13. NAME: **Petko Vasilev or Joanna Podgoetsky**
(please circle name of person signing)

SIGNATURE: _____ DATE: _____
ADDRESS: 9336 132nd Ave NE, Redmond, WA 98052-6426
Tax Lot Number: 032505-9093

8. NAME: **Gerald K. Hirschler, as Trustee of The Gerald K. Hirschler Living Trust under Declaration of Trust dated November 12, 1991**

SIGNATURE: _____ DATE: _____

ADDRESS: N/A

Tax Lot Number: 032505-9108

9. NAME: **Gerald K. Hirschler, as Trustee of The Gerald K. Hirschler Living Trust under Declaration of Trust dated November 12, 1991**

SIGNATURE: _____ DATE: _____

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SIGNATURE: _____ DATE: _____

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Tax Lot Number: 032505-9082

11. NAME: **Gerald K. Hirschler**

SIGNATURE: _____ DATE: _____

ADDRESS: 9348 132nd Ave NE, Redmond, WA 98052-6426

Tax Lot Number: 032505-9087

12. NAME: **Denis Trapido**

SIGNATURE: _____ DATE: _____

ADDRESS: 9334 132nd Ave NE, Redmond, WA 98052-6426

Tax Lot Number: 032505-9257

13. NAME: **Petko Vasilev or Joanna Podgoetsky**

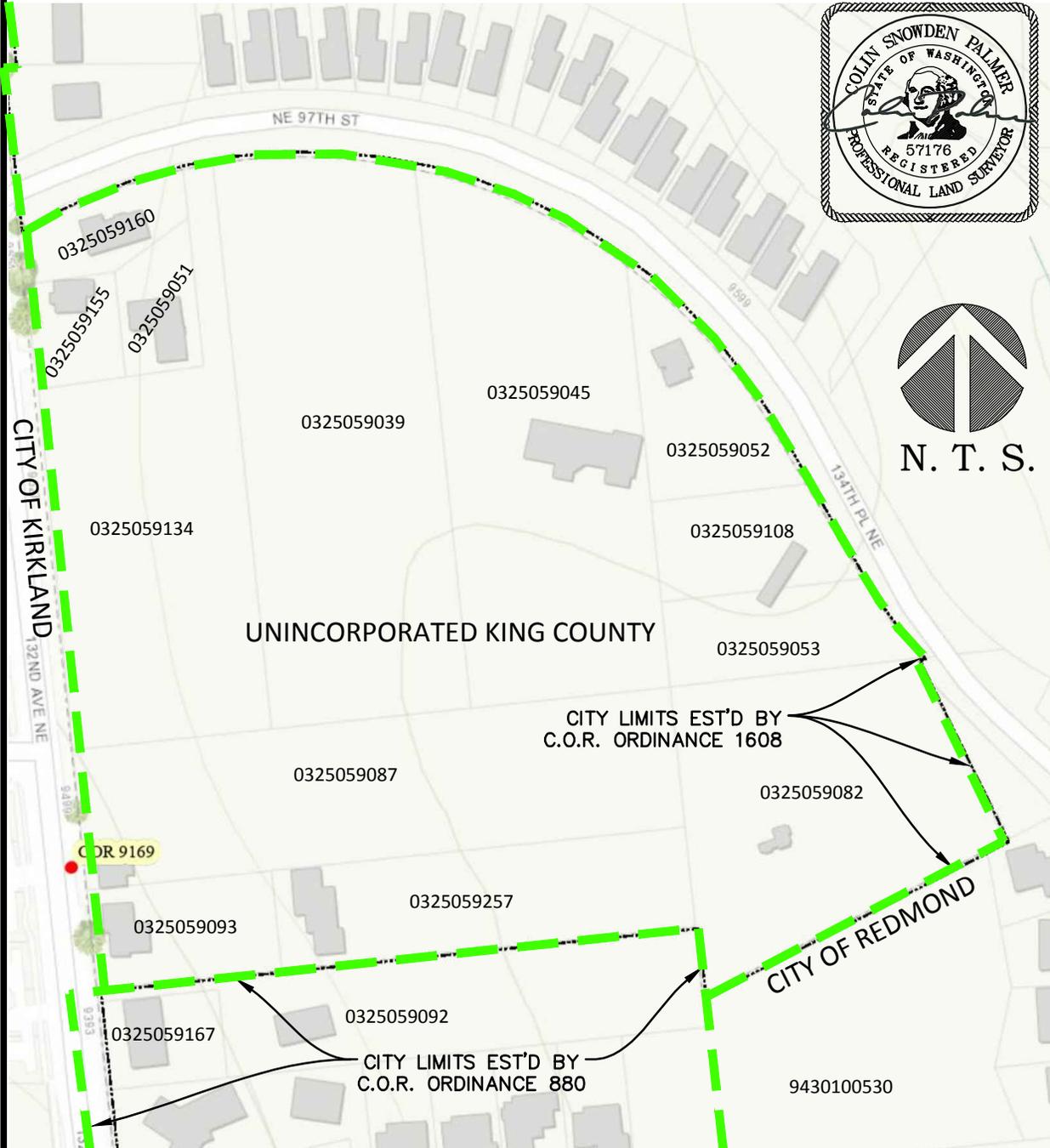
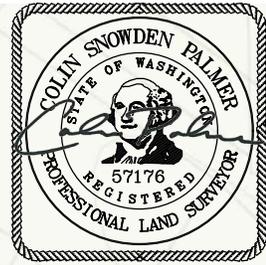
(please circle name of person signing)

SIGNATURE: Petko Vasilev _____ DATE: 1/23/24

ADDRESS: 9336 132nd Ave NE, Redmond, WA 98052-6426

Tax Lot Number: 032505-9093

EXHIBIT "A"



ANNEXATION
EXHIBIT
HIRSCHLER PROJECT
KIRKLAND, WA 98033

JOB NO. 231866
DATE: 12/06/23

TERRANE

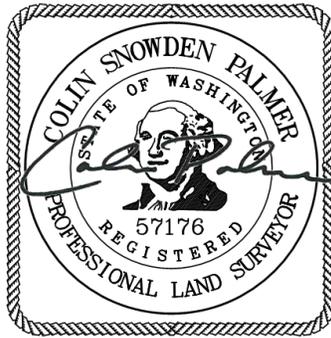
10801 Main Street, Suite 102
Bellevue, WA 98004
p: 425-458-4488 | e: info@terrane.net

EXHIBIT B

LEGAL DESCRIPTION

THAT PORTION OF THE NORTHWEST QUARTER OF SECTION 3, TOWNSHIP 25 NORTH, RANGE 5 EAST, W.M., IN KING COUNTY, WASHINGTON, DESCRIBED AS FOLLOWS:

LYING NORTH AND WEST OF THE CITY LIMITS ESTABLISHED BY CITY OF REDMOND ORDINANCES 880 AND 1608, WEST OF THE WESTERLY RIGHT-OF-WAY LINE OF 134TH PLACE NE, SOUTH OF THE SOUTHERLY RIGHT-OF-WAY LINE OF NE 97TH STREET, AND EAST OF THE EASTERLY RIGHT-OF-WAY LINE OF 132ND AVE NE.





Frequently Asked Questions about Annexation
Prepared for you by City of Redmond Planning Department



Taxes & Fees

Will my taxes increase because of annexation?

The table below compares property taxes levied in unincorporated King County vs. within Redmond city limits.

2023 Tax Rate Comparisons	Unincorporated	City of Redmond
State School Fund	2.31104	2.31104
(King) County	1.09023	1.09023
Port	0.09429	0.09429
(King County) Road	1.24031	0
School	2.15080	2.15080
Fire	0.84137	0
Hospital	0.18890	0.18890
Library	0.26223	0.26223
EMS	0.20922	0.20922
Flood	0.06717	0.06717
Sound Transit	0.15576	0.15576
(Redmond) City	0	0.81014
Total	8.61132	7.33978

Note: the City and County assess stormwater fees differently, and the City assesses utility taxes whereas the County does not.

Bonded Indebtedness

The city has no Unlimited Tax General Obligation Bonds (UTGO) that are paid for by an excess property tax levy. Nor do we have a Local Improvement District that would encompass that part of the city.



Home Address

Will my address change as a result of annexation?

If you currently have a home address in Redmond, there will be no change. If you have a Kirkland address, the Post Office will change the city and zip.



Streets and Sidewalks

Will the streets and sidewalks in the neighborhood change because of annexation?

The City of Redmond consistently applies a method to determine the need for signals and stop signs across the city. The City maintains transportation plans to ensure rational, fair and orderly improvements to the transportation infrastructure. This includes streets, sidewalks, signals, and signs.



Emergency and General Services

Will emergency services change because of annexation?

Fire/Emergency medical service will continue to be provided by Redmond Fire/Fire District 34. Police protection will change from King County Sheriff to the Redmond Police Department.

Who will issue permits and licenses?

The City of Redmond issues permits such as building permits and business licenses.



Voting

Will my political representation change?

You will continue to vote for a King County council member. You will be able to vote for Redmond mayor and all city council positions.



Septic Systems and Sanitary Sewer

After annexation, will the City of Redmond require existing homes with working septic systems to be connected to sanitary sewer?

The Public Works Director has the authority to require properties to connect to the sanitary sewer system if they are within 200 feet of the pipe even if a property’s septic system is working. For at least the last 20 years, it has not been the City’s practice to exercise that authority. There is currently no indication that the practice will change.

After annexation, will the City of Redmond allow a property owner to repair a failing septic system?

The King County Board of Health is the lead agency for septic repairs, and they would decide whether a septic system can be repaired. In these cases, the Board of Health typically contacts the City to determine if sewer is available. If it is available, the Board of Health would most likely not permit the repair and the property owner would need to work through Redmond to connect to the sewer. If sewer is not available, the King County Board of Health would work with the property owner to repair the septic system if feasible.

Who can I contact if I have more questions?

Odra Cardenas (425) 556-2414
ocardenas@redmond.gov

Direct Petition for NE 97th street (Rose Hill) Annexation

I/We, the undersigned, being the owners of the real property lying contiguous to the City of Redmond, Washington herein depicted on **Exhibit A** and legally described in **Exhibit B**, do hereby petition that such territory be annexed to and made a part of the City of Redmond.

I/We understand that this petition must be signed by the owners of not less than sixty (60) percent in value, according to the assessed valuation for general taxation purposes, of the property described in **Exhibit B** in order for that property to be annexed.

I/We understand and agree to accept our proportionate share of the City of Redmond's outstanding indebtedness. I/We also understand and agree that the property proposed for annexation will be zoned as provided in the City of Redmond Comprehensive Plan and zoning ordinance, with much of the property being zoned R-5, single family urban.

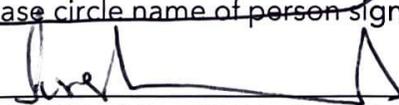
I/We also understand and agree that the property proposed for annexation shall be subject to the Redmond Comprehensive Plan and the subsequent proceeding pursuant thereto.

WARNING: Every person who signs this petition with any other than his true name, or who knowingly signs more than one of these petitions or signs this petition when he is otherwise not qualified to sign, or who makes herein any false statement, shall be guilty of a misdemeanor.

1. NAME: **Mike Wierleski**

SIGNATURE: _____ DATE: _____
ADDRESS: 13209 NE 97th Street, Redmond, WA 98033-5249
Tax Lot Number: 032505-9160

2. NAME: **Suresh Kumar Buddhavarapu or Venkata Ramana Buddhavarapu**
(please circle name of person signing)

SIGNATURE:  _____ DATE: 01/30/2024
ADDRESS: 9548 132nd Ave NE, Redmond, WA 98033-5298
Tax Lot Number: 032505-9155



King County

Department of Assessments

Accounting Division

201 S. Jackson Street KSC-AS-0708
Seattle, WA 98104

(206) 263-2308 FAX (206) 296-0106

Email: assessor.info@kingcounty.gov

<http://www.kingcounty.gov/assessor/>

John Wilson

Assessor

ANNEXATION PETITION CERTIFICATION

THIS IS TO CERTIFY that the petition submitted February 1, 2024, to the King County Department of Assessments by Odra Cardenas, Planner with City of Redmond, supporting annexation of the property described in the NE 97th Street (Rose Hill) Annexation of Petition Agreement has been examined, the property taxpayers, tax parcel numbers, and assessed values of each property listed thereon carefully compared with the King County tax roll records, and as a result of such examination, found to be sufficient under the provisions of the Revised Code of Washington, Section 35A.01.040.

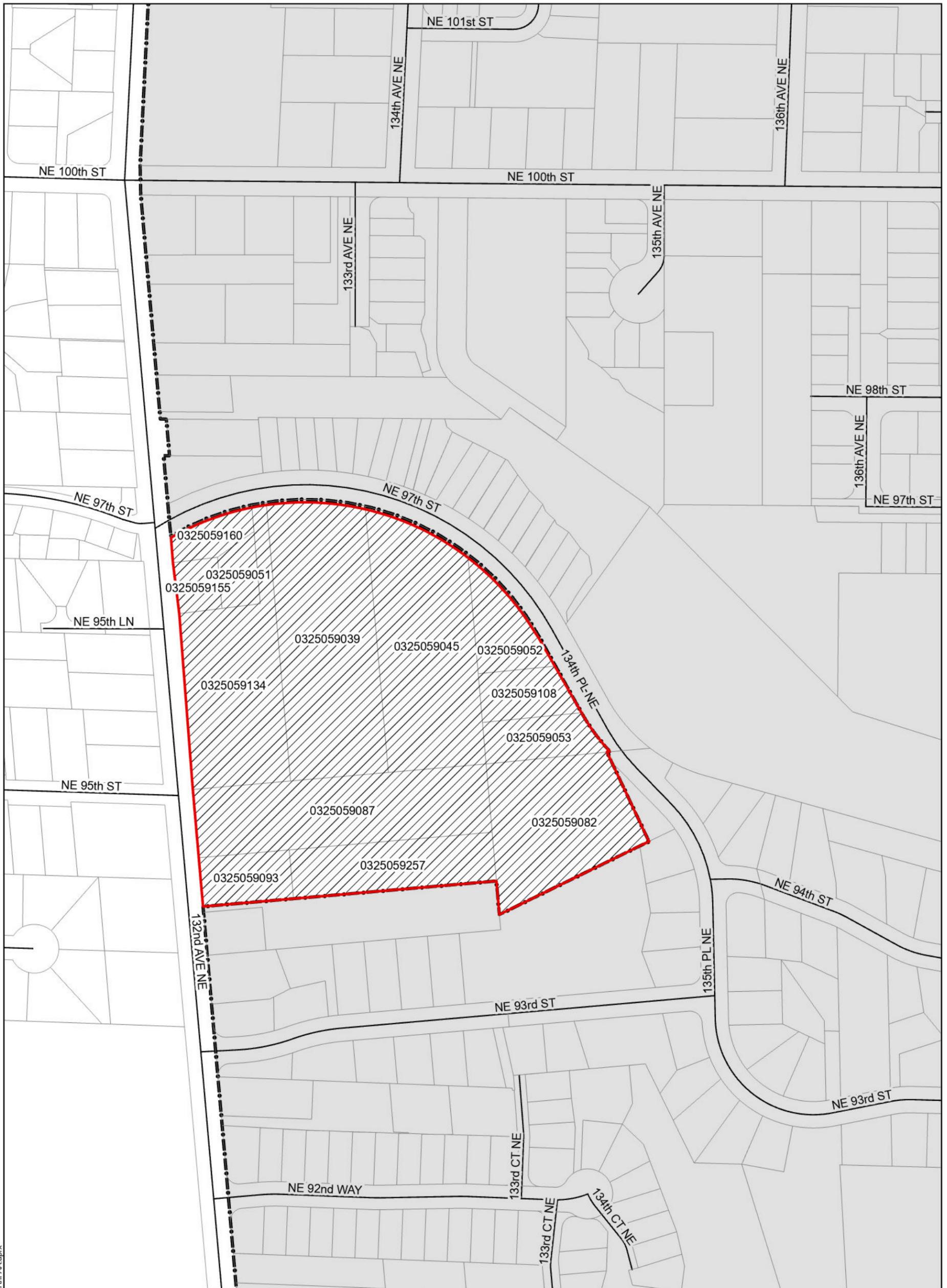
The Department of Assessments has not verified that the signatures on the petition are valid through comparison with any record of actual signatures, nor that the signatures were obtained or submitted in an appropriated timeframe and this document does not certify such to be the case.

Dated this 12th day of February 2024

John Wilson

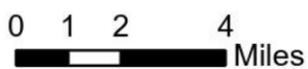
John Wilson (Feb 12, 2024 22:06 EST)

John Wilson, King County Assessor



**NE 97th Street
Annexation Area**

Vicinity map



Legend

-  Annexation Boundary
-  Parcel

-  City Limit
-  Centerline



Date: 2/26/2024



Memorandum

Date: 3/5/2024
Meeting of: Committee of the Whole - Planning and Public Works

File No. CM 24-097
Type: Committee Memo

TO: Committee of the Whole - Planning and Public Works
FROM: Mayor Angela Birney
DEPARTMENT DIRECTOR CONTACT(S):

Planning and Community Development	Carol Helland	425-556-2107
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DEPARTMENT STAFF:

Planning and Community Development	Seraphie Allen	Deputy Director
Planning and Community Development	Philly Marsh	Economic Development Manager

TITLE:
Economic Development Plan Draft Vision, Goals and Strategies

OVERVIEW STATEMENT:

In July of 2023, Council approved a consultant contract with Community Attributes, Inc. to work with staff to develop the City of Redmond’s first Economic Development Strategic Plan. In November 2023, data findings were shared with Council. At the March 26, 2024, Study Session, the vision, goals, and strategies of the Economic Development Strategic Plan will be shared for Council discussion and feedback.

Additional Background Information/Description of Proposal Attached

REQUESTED ACTION:

Receive Information Provide Direction Approve

REQUEST RATIONALE:

- **Relevant Plans/Policies:**
Redmond Comprehensive Plan: This strategic plan will advance the Economic Vitality policies set through the Redmond Comprehensive Plan.
- **Required:**
N/A
- **Council Request:**
N/A
- **Other Key Facts:**
N/A

OUTCOMES:

The Economic Development Strategic Plan process draws on previous studies and reports, current quantitative and qualitative data, and best practices to develop an aligned and organized suite of strategies and actions that will guide the City of Redmond’s economic development program implementation over the next five years.

COMMUNITY/STAKEHOLDER OUTREACH AND INVOLVEMENT:

- **Timeline (previous or planned):**
The Economic Development Strategic Plan was launched in August 2023 and conducted research, data analysis, and stakeholder engagement. Draft strategies are presented to Council in Q1 with final adoption anticipated in Q2 2024.
- **Outreach Methods and Results:**
In addition to incorporating feedback from recent studies and engagement efforts, this planning effort included stakeholder interviews, focus groups, and a questionnaire available in five languages. A “Let’s Engage” Webpage is currently active and inviting feedback on the draft strategies.
- **Feedback Summary:**
Attached.

BUDGET IMPACT:

Total Cost:

The consultant contract was approved by Council on July 18, 2023, for \$80,850. Staff working on this plan are funded through the adopted budget.

Approved in current biennial budget: Yes No N/A

Budget Offer Number:
0000040 Community/Economic Development

Budget Priority:
Vibrant and Connected

Other budget impacts or additional costs: Yes No N/A

If yes, explain:
N/A

Funding source(s):
American Rescue Plan Act (ARPA): \$60,000
General Fund: \$20,850

Budget/Funding Constraints:
N/A

Additional budget details attached

COUNCIL REVIEW:

Previous Contact(s)

Date	Meeting	Requested Action
7/18/2023	Business Meeting	Approve
11/6/2023	Committee of the Whole - Planning and Public Works	Provide Direction
11/28/2023	Study Session	Provide Direction

Proposed Upcoming Contact(s)

Date	Meeting	Requested Action
3/26/2024	Study Session	Provide Direction

Time Constraints:

Approval of the plan will provide direction for program implementation.

ANTICIPATED RESULT IF NOT APPROVED:

There will be less direction for program implementation.

ATTACHMENTS:

- Attachment A: Economic Development Plan Data Findings and Stakeholder Engagement Summary
- Attachment B: Economic Development Plan Draft Vision, Goals and Strategies

Economic Development Plan

Data Findings
Q1 2024





Population

Population Growth

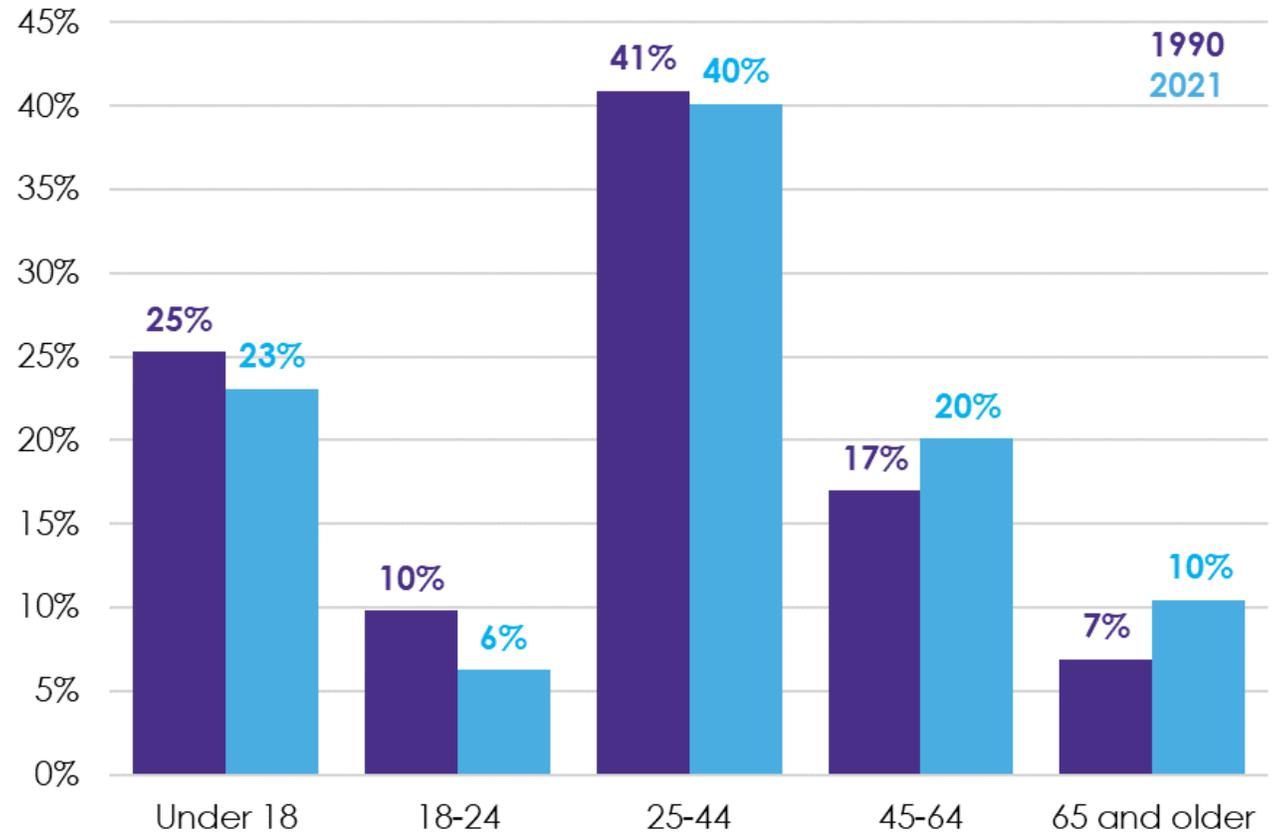
- Redmond's population has doubled since 1990
- Population is expected to grow at a faster pace than the Puget Sound region through 2050.

	% Growth (1990-2022)	CAGR (1990-2022)
Redmond	110%	2.3%
Bellevue	77%	1.8%
Bothell	296%	4.4%
Mountain View	20%	0.6%
Hillsboro	186%	3.3%
Raleigh	129%	2.6%
Puget Sound Region	60%	1.5%

Source(s): OFM Intercensal, 1990; US Census Bureau ACS 5-Year Estimate, 2021; PSRC LUV-it Model, 2023; CAI, 2023.

Population by Age

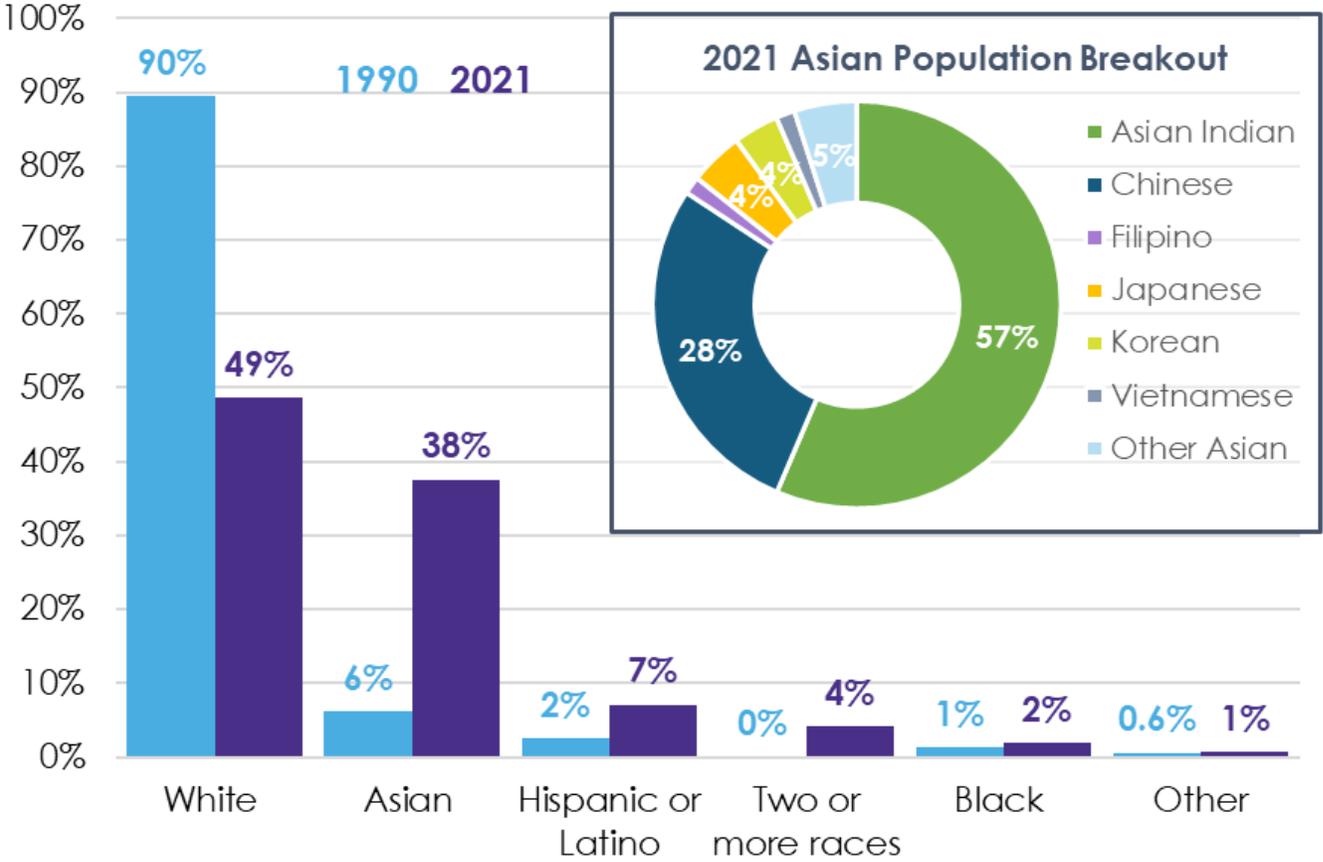
- Redmond residents' median age has increased from 32.1 in 1990 to 34.6 in 2021.
- Those between the ages of 25 and 44 continue to be the most prevalent age group in Redmond and have seen the most growth in absolute terms since 1990. More than 14,000 residents were added in this age category.
- Residents aged 65 and older tripled and their proportion of the total population increased to 10% in 2022



Source(s): U.S. Census ACS 5-Year estimates 2010, 2021; CAI, 2023.

Population Distribution by Race and Ethnicity

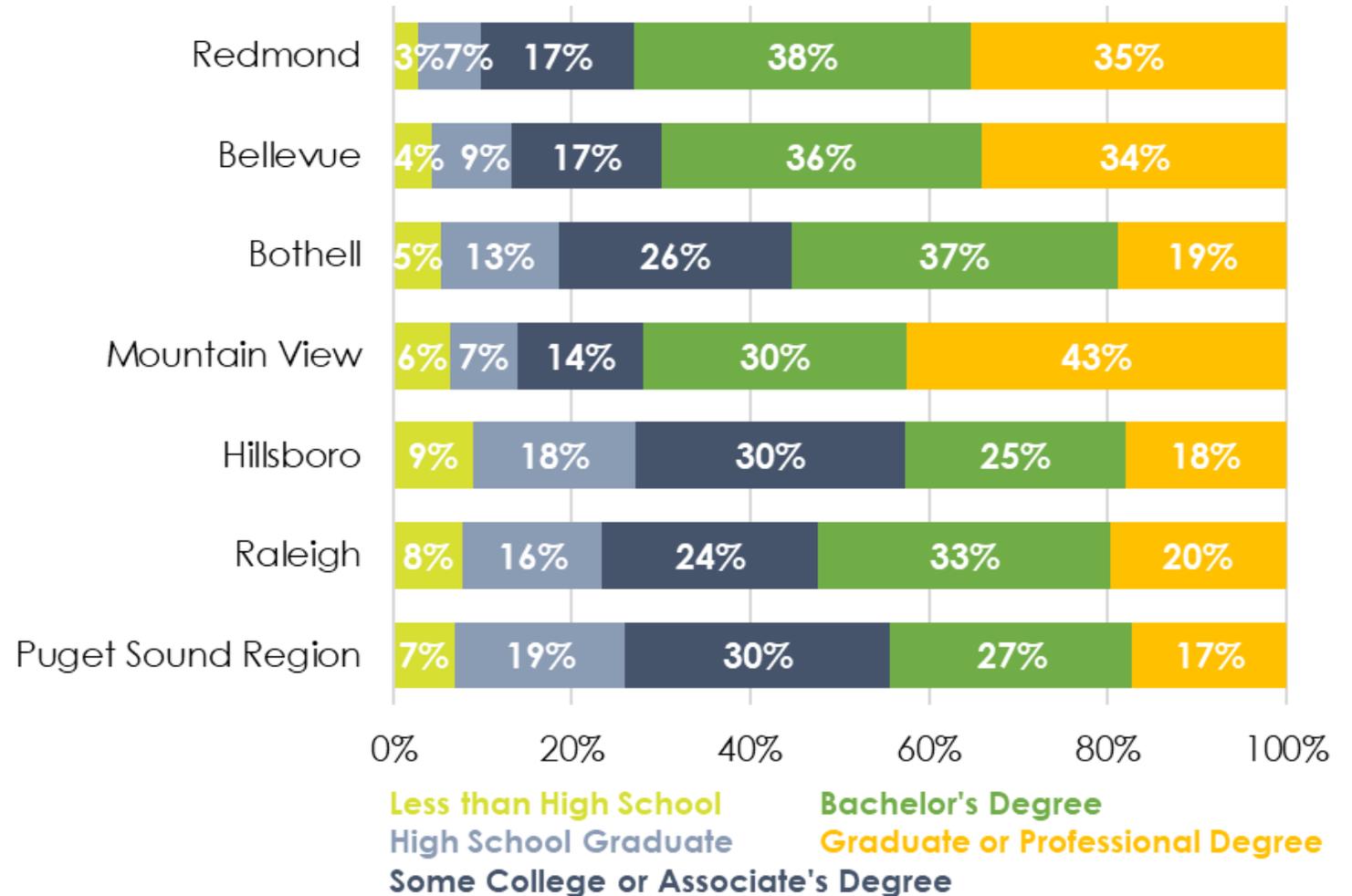
Redmond's share of non-white population has grown from 10% of the population in 1990 to 51% of the population in 2021, much higher than the 39% for the Puget Sound Region.



Source(s): U.S. Census ACS 5-Year estimates 2010, 2021; CAI, 2023.

Redmond's Education Attainment

- **Redmond is the most educated community amongst all benchmark cities**
- **Redmond** has the lowest share of residents with less than a high school diploma – only 3% of all residents 25 and older.



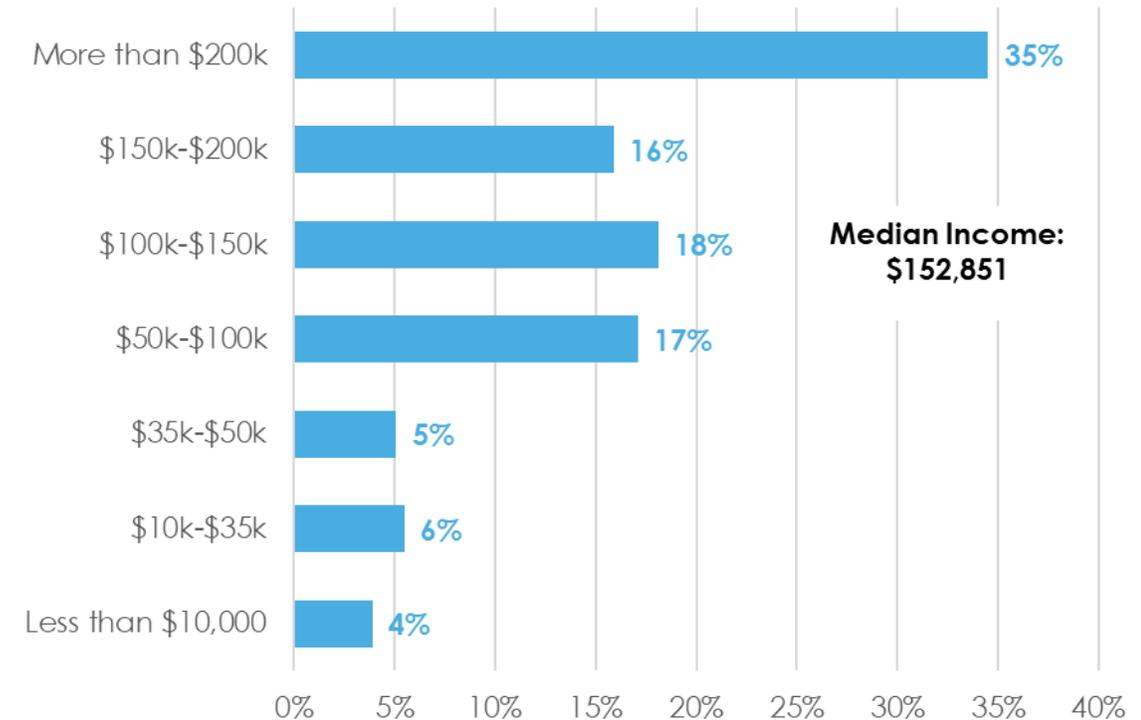
Source(s): U.S. Census ACS 5-Year estimates 2021; CAI, 2023. 6

Redmond Resident Income

Redmond's median household income has increased from approximately \$93,000 in 2011 to over \$147,000 in 2021

	Median Household Income		% Change (2011-2021)	CAGR (2011-2021)
	2011	2021		
Redmond	\$92,851	\$147,006	58%	4.7%
Bellevue	\$84,503	\$140,252	66%	5.2%
Bothell	\$70,935	\$116,578	64%	5.1%
Mountain View	\$91,446	\$158,104	73%	5.6%
Hillsboro	\$64,197	\$91,540	43%	3.6%
Raleigh	\$52,819	\$72,996	38%	3.3%
Puget Sound Region	\$67,023	\$97,675	46%	3.8%

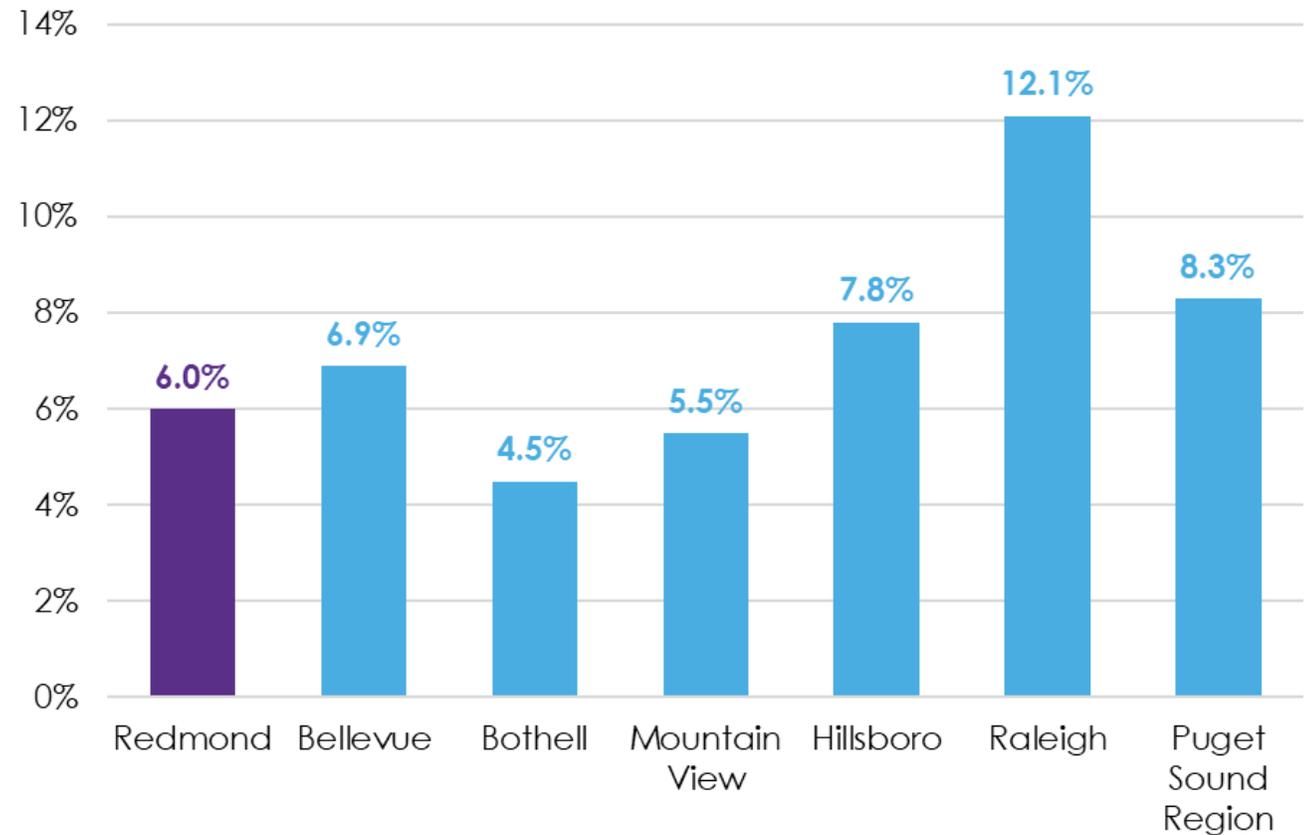
Source(s): U.S. Census Bureau ACS 5-Year Estimates, 2011-2021; CAI, 2023.



Source(s): U.S. Census Bureau ACS 1-Year Estimates, 2022; CAI, 2023.

Poverty in Redmond

- The share of Redmond residents living below the federal poverty line declined from 6.6% in 2012 to 6% in 2021.
- Children under 5 and residents aged 18 and 34 have the highest poverty rate (8.1%), as well as residents who identify as Hispanic or Latino (24.3%), two or more races (17.1%), and Black or African American (16.2%).



Source(s): U.S. Census ACS 5-Year estimate, 2017-2021; CAI, 2023.

Housing

Housing

Median Sale Price and Median Monthly Rent, City of Redmond, 2012-2023

	Median Sale Price, Oct 2023	% Change (Jan 2012 - Oct 2023)
Redmond	\$940,000	166%
Bellevue	\$1,403,190	252%
Bothell	\$939,750	244%
Mountain View	\$1,830,500	344%
Hillsboro	\$515,000	194%
Raleigh	\$415,000	152%
Puget Sound Region	\$773,475	209%

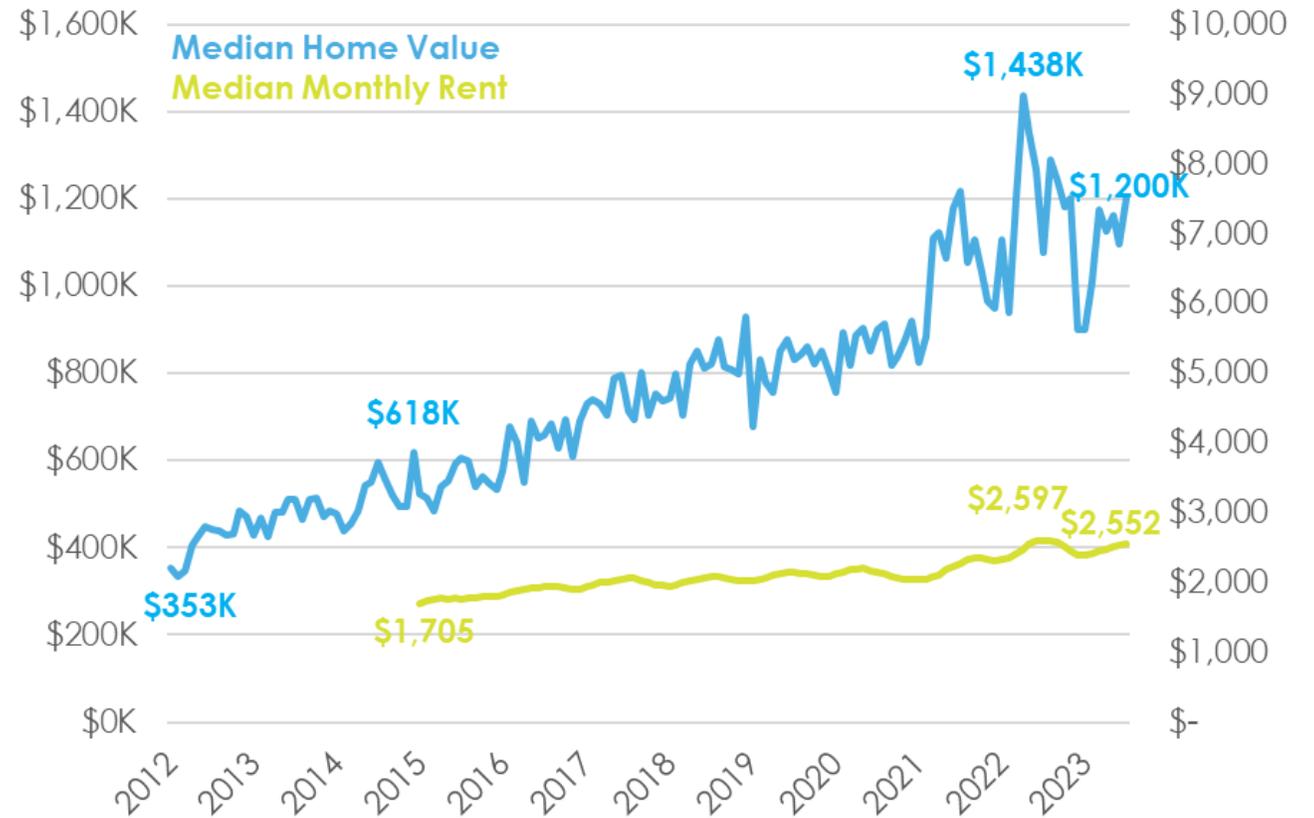
Source(s): Redfin, 2012 to 2023; CAI 2023.

Home Purchase income requirements

A household in Redmond would need to earn about \$262,200 annually to purchase a home with that price. That represents 172% of the median household income of \$152,900 in 2022. Only 35% of households in Redmond earned more than \$200,000 in 2022

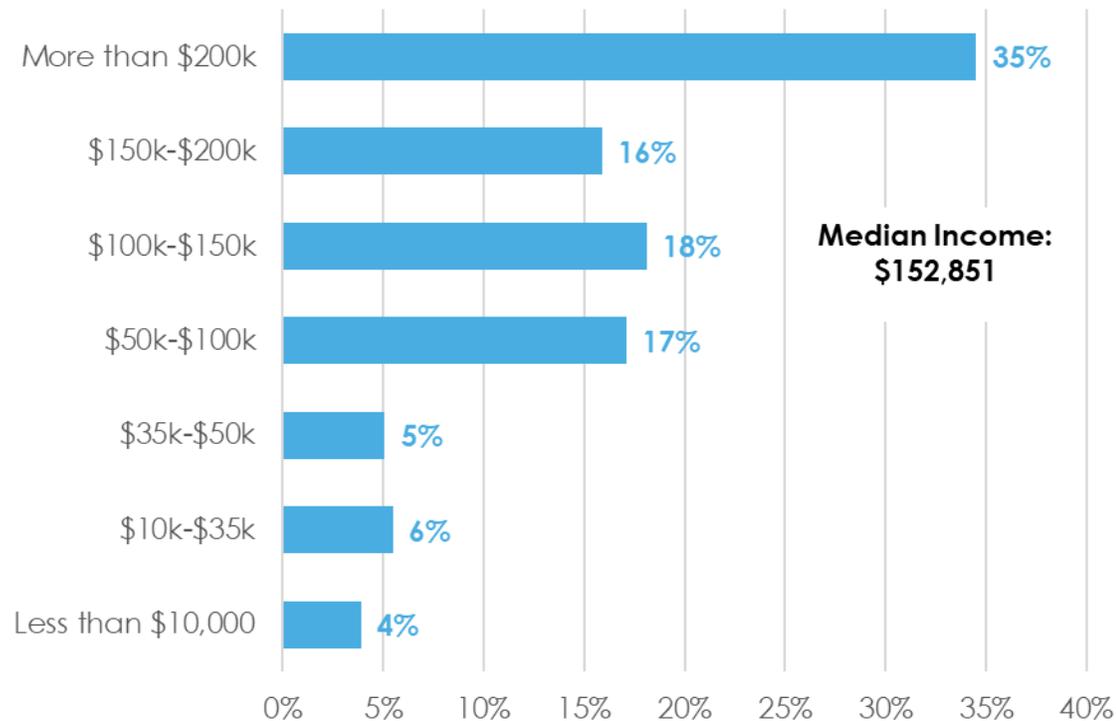
Rental income requirements

A household in Redmond would need to earn about \$104,000 per year to afford the July 2022 median rent in Redmond of \$2,600. Nearly one third of households in Redmond make less than \$100,000 per year and would struggle to rent a home in Redmond



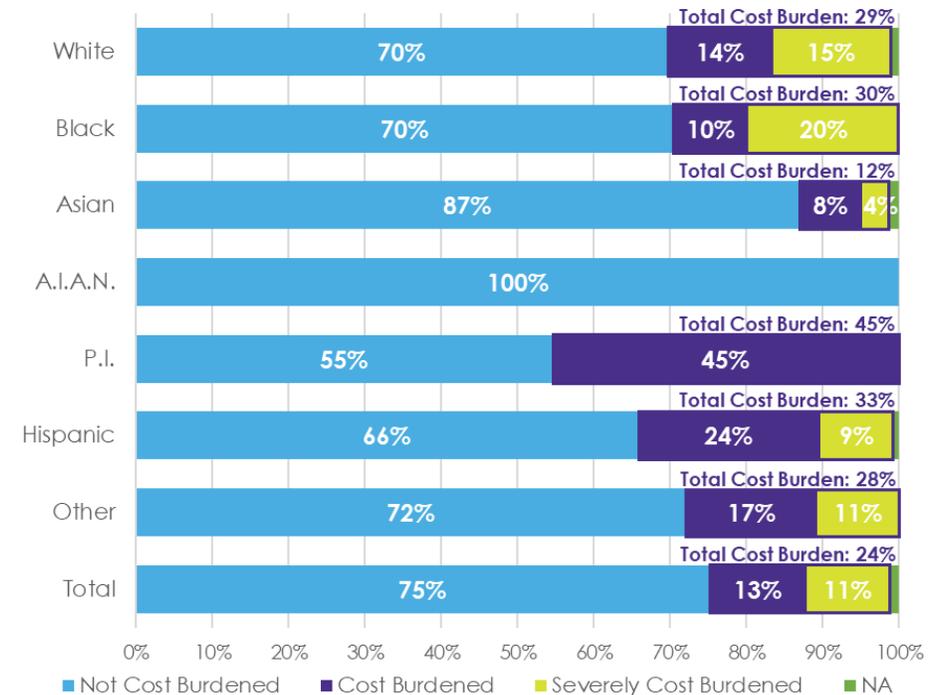
Source(s): Redfin, 2012 to 2023; CAI 2023.

Total Households by Income



Source(s): U.S. Census Bureau ACS 1-Year Estimates, 2022; CAI, 2023.

Housing Cost Burden by Race and Ethnicity, City of Redmond, 2020



Source(s): HUD CHAS, 2020; CAI 2023.

Note: A.I.A.N. = American Indian or Alaska Native; P.I. = Pacific Islander

Cost burden is defined as those households spending between 30% and 50% of total income on housing. Severe cost burden is defined as households spending more than 50% of total income on housing.



Employment

Employer Size

Roughly 93% of businesses in Redmond have less than 50 employees and these firms employ just over 18% of all workers in Redmond.

Of the total 3,875 Redmond businesses in 2020:

1. Two thirds had 4 or less employees. Those businesses employed 2.5% of workers in the city.
2. Businesses with 100 employees or more represented 4% of all businesses in the city and employed 73% of the workers

Size	% of Total Employment	% of Total Businesses
1 to 4	2.5%	67%
5 to 9	2.9%	10%
10 to 19	4.7%	8%
20 to 49	8.3%	7%
50 to 99	8.6%	3%
100 or more	73.1%	4%

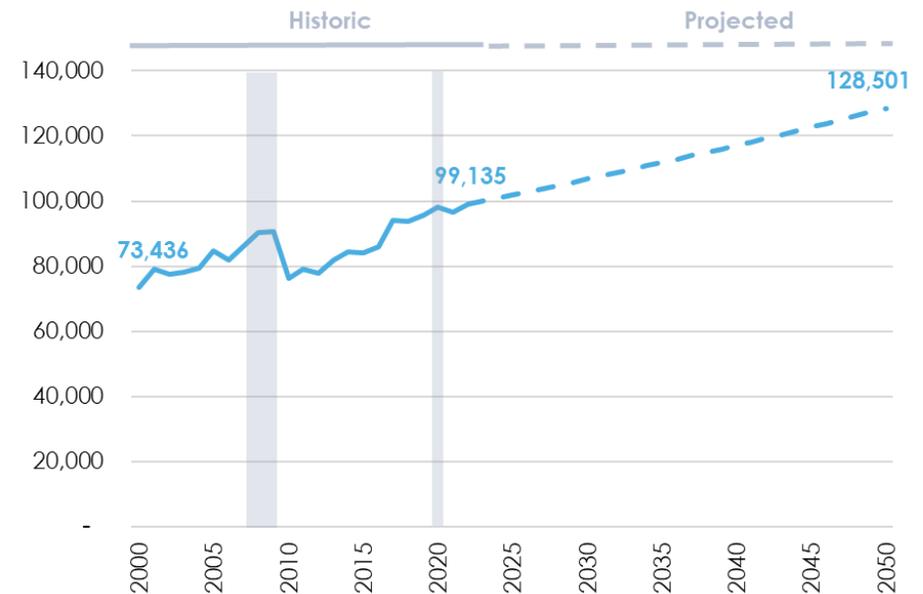
Source(s): Puget Sound Regional Council, 2020; Community Attributes, 2023.

Total Business Licenses including Redmond endorsements of non-resident businesses are sometimes included in reporting and increase the business license number to around 6,000. Business license endorsements necessary to conduct business in Redmond are more volatile from year to year.

Employment Growth

From 2011 to 2021, employment growth in Redmond outpaced the Puget Sound Region average.

	2011-2021	
	% Change	CAGR
Redmond	22%	2.0%
Bellevue	19%	1.7%
Bothell	22%	2.0%
Mountain View	45%	3.8%
Hillsboro	26%	2.4%
Raleigh	13%	1.2%
Puget Sound Region	19%	1.7%

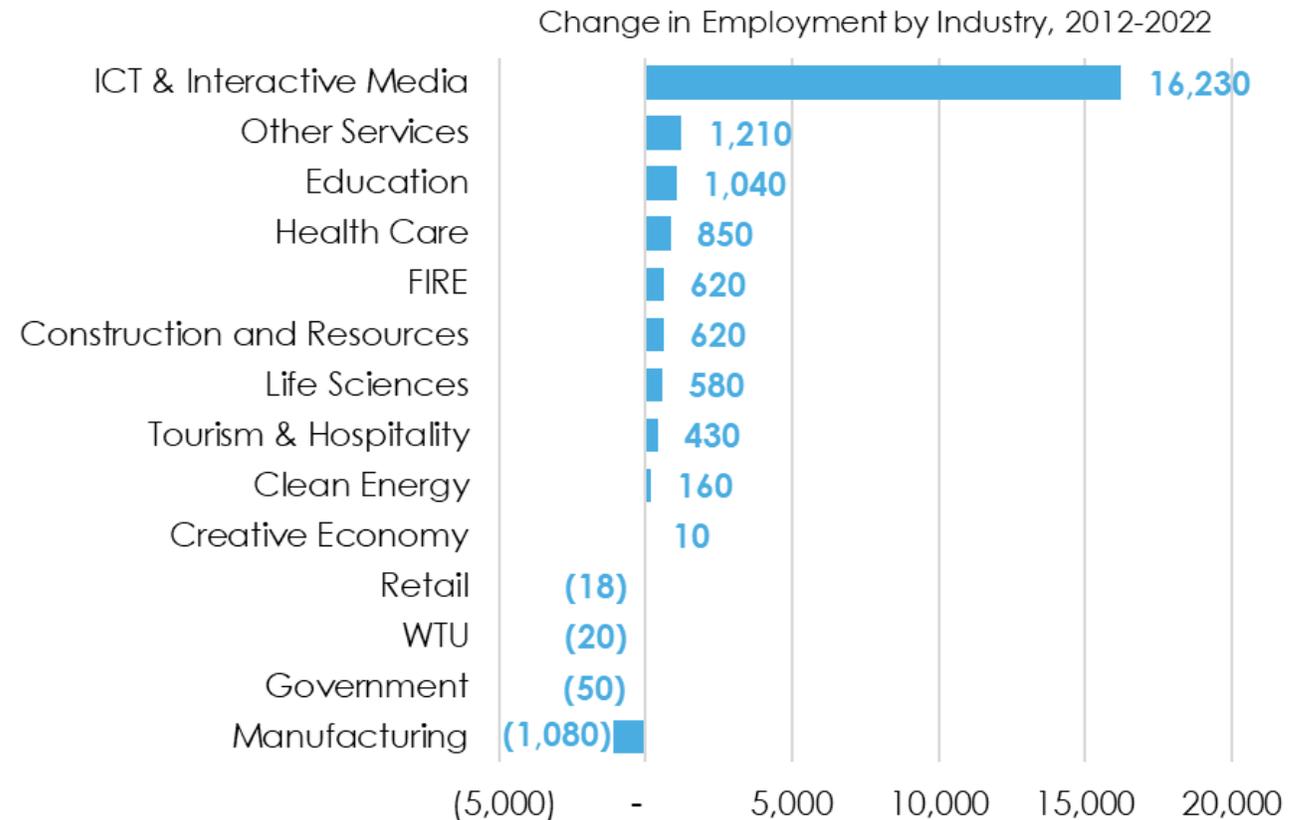


Source(s): Puget Sound Regional Council, 2023; City of Mountain View Economic Vitality Element, 2023; US Census Bureau OnTheMap, 2023; Community Attributes, 2023.

Note: CAGR stands for Compound Annual Growth Rate and measures average annual growth rate over a given period.

Employment Growth by Industry

- In 2022, the ICT and Interactive Media cluster employed over 62,000 workers in Redmond and made up 63% of the covered employment,
- Microsoft alone accounting for over 47,000 jobs.
- Employment multiplier of Microsoft 5.9.

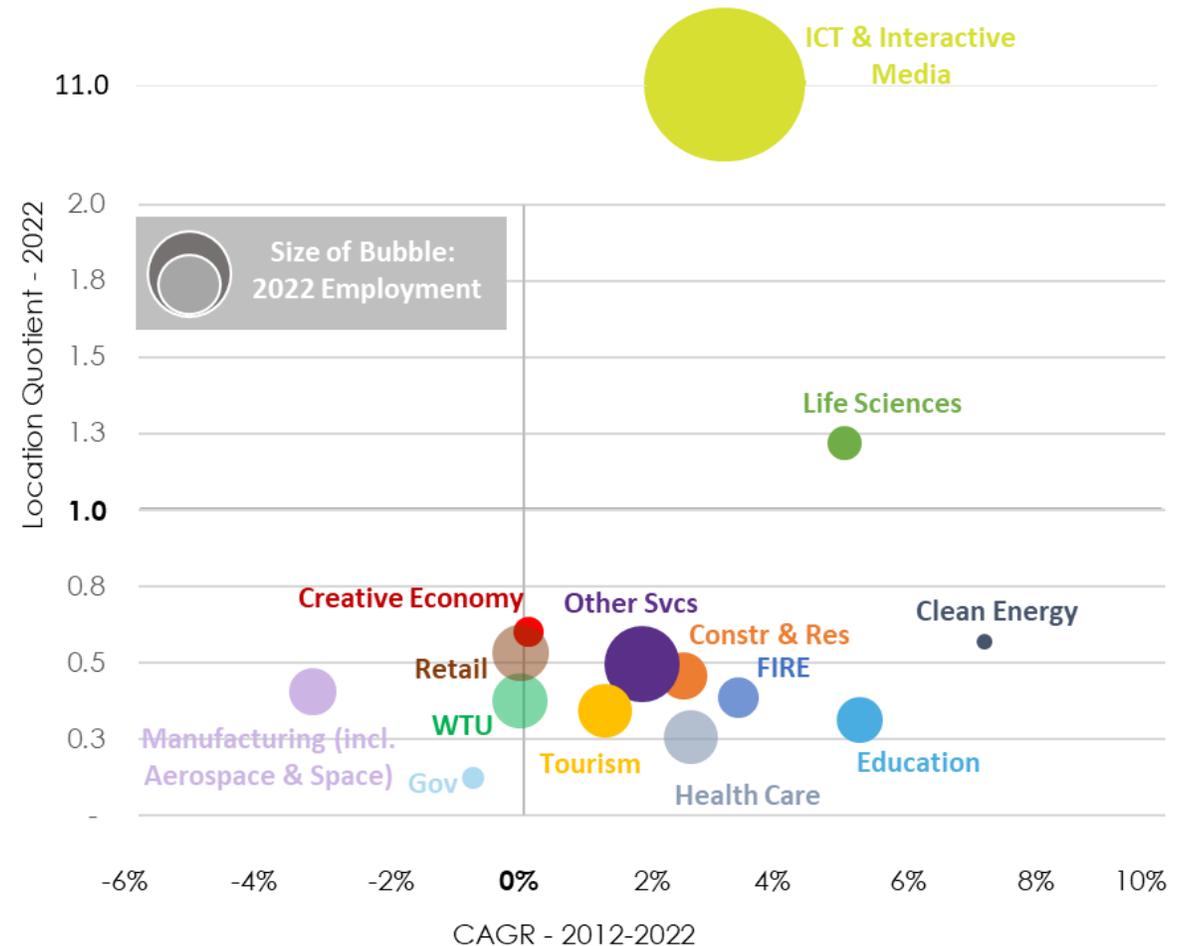


Source(s): Puget Sound Regional Council, Preliminary Estimates, 2023; Community Attributes, 2023.

Note: ICT stands for Information and Communication Technology; WTU stands for Wholesale, Transportation, and Utilities; FIRE stands for Finance, Insurance and Real Estate.

Industry Segment Growth

- ICT & Interactive Media is by far the most concentrated industry in Redmond - with a location quotient (LQ) of 11.3 - meaning that on a per job basis, the industry is 11 times more concentrated than the US average
- Life sciences is the only other industry with a location quotient higher than 1.
- The fastest growing clusters in Redmond from 2012 to 2022 were Clean Energy (7.2%), Education (5.2%), and Life Sciences (5%).
- **Retail, tourism creative economy and manufacturing all have growth opportunity in comparison with national averages**



Source(s): Puget Sound Regional Council, Preliminary Estimates, 2023; Community Attributes, 2023.

Note: ICT stands for Information and Communication Technology; WTU stands for Wholesale, Transportation, and Utilities; FIRE stands for Finance, Insurance and Real Estate.

Self Employment

Among benchmark communities, Redmond ranks the lowest in the proportion of households that reported self-employment income and self-employed workers in Redmond earn very low incomes.

While Redmond's average income reported for self-employment is slightly higher than that of Hillsboro, it is lower than that of Raleigh and significantly lower than Mountain View's (\$58K) and Bellevue's (\$100K).

	Self employment rate	Average income for self employed
Redmond	8.6%	\$35,800
Bellevue	11.6%	\$99,700
Bothell	13.8%	\$40,900
Mountain View	10.9%	\$57,800
Raleigh	10.6%	\$36,100
Hillsboro	9.2%	\$25,400
Puget Sound Region	11.9%	\$47,600

Source(s): U.S. Census ACS 5-Year estimate, 2017-2021; CAI, 2023.

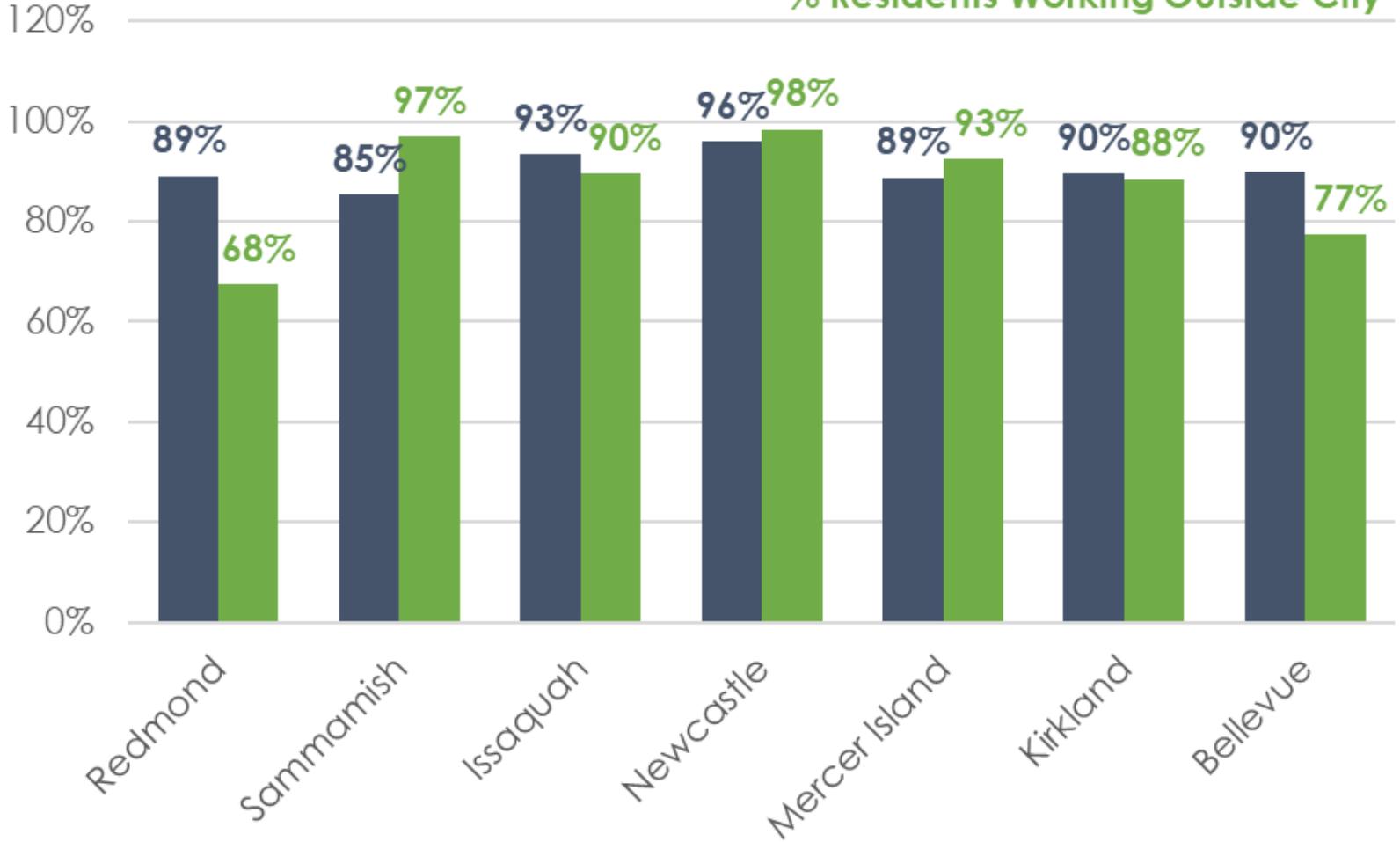


Commuter Data



Commute Trend - Outbound

% Workers Living Outside City
% Residents Working Outside City



Compared to regional peers, Redmond has the lowest share residents working outside the City

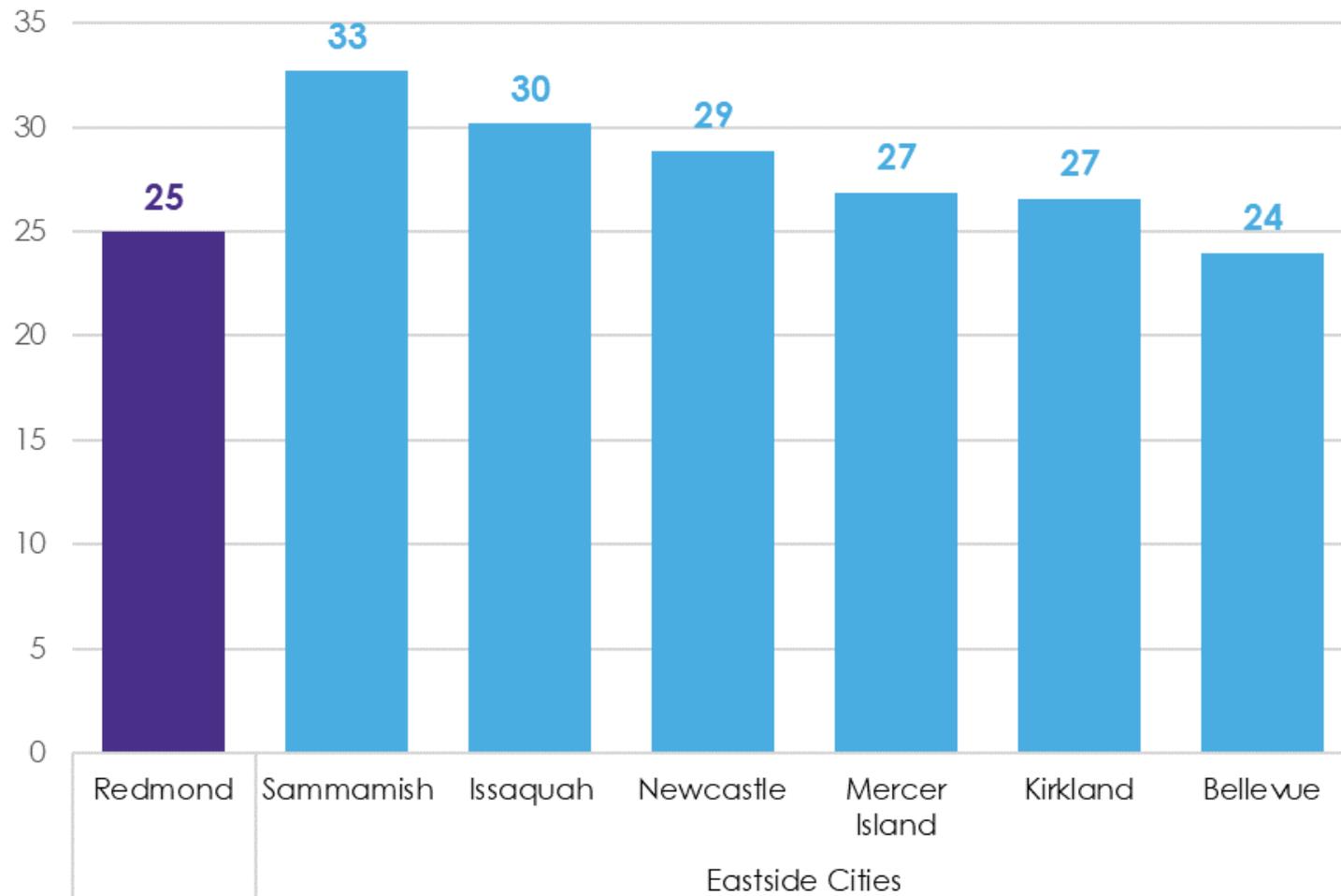
Source(s): LEHD, 2021; Community Attributes, Inc., 2023.



Redmond Resident Average Commute Time

In 2021, the average commute time for Redmond residents was 25 minutes, shorter than other surrounding Eastside cities

The city's lower average commute times may be because although many workers and residents commute outside of Redmond for work, they mostly commute to nearby communities on the Eastside and Seattle.

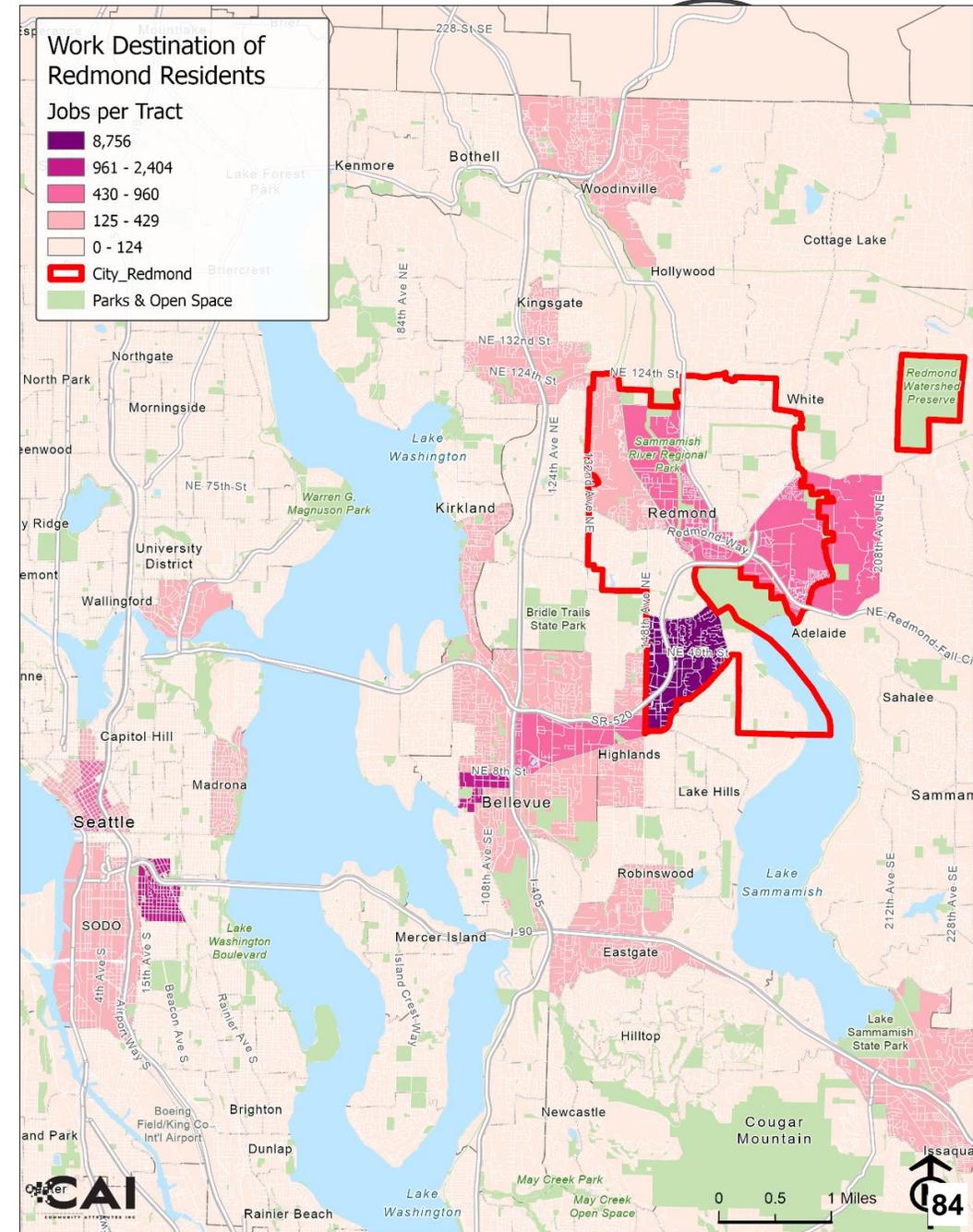


Commute Trends

Work Destinations

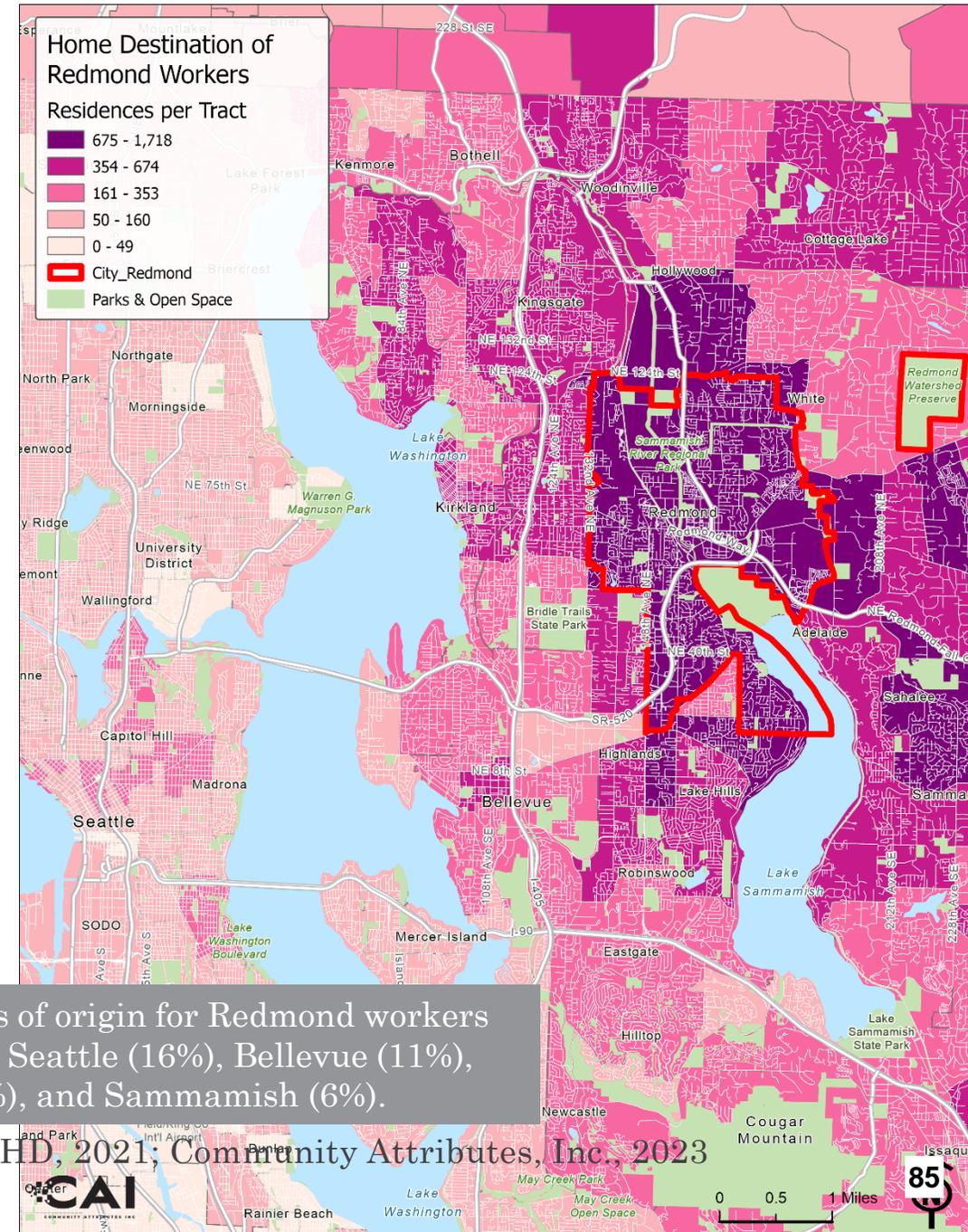
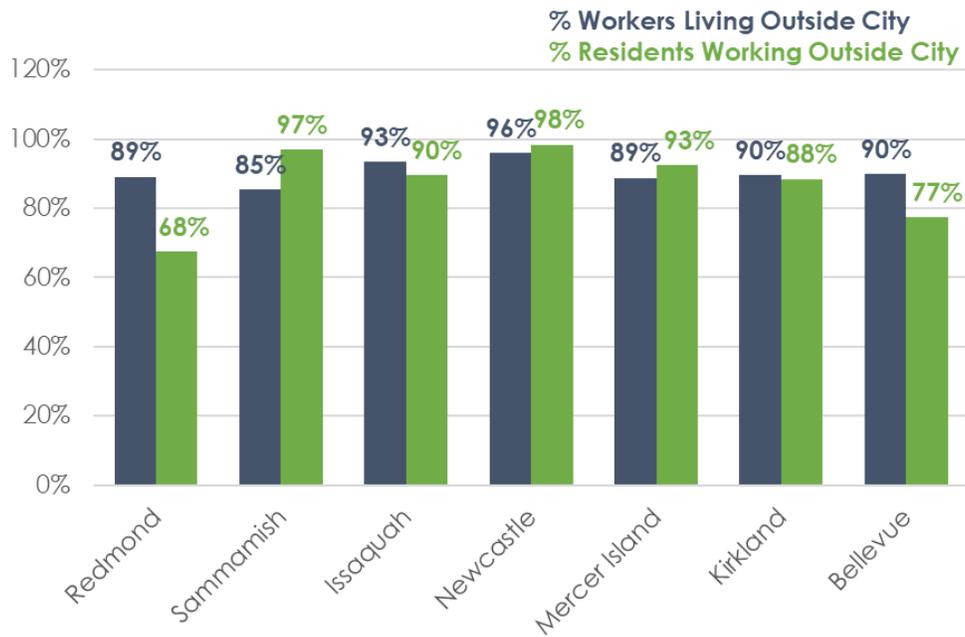
- 11,600 residents or 32% of Redmond's population work in the city. (the U.S. Census Longitudinal Employer-Household Dynamics (LEHD) program reports that)
- 77% of these resident workers work in Overlake (8,756 residents)
- Roughly 68% of residents work outside Redmond and commute for work to Seattle (25%), Bellevue (16%), Kirkland (5%), and other cities on the Eastside and in the region.

Source(s): LEHD, 2021; Community Attributes, Inc., 2023.



Redmond Worker Home Destinations

- 89% of all Redmond workers commuted into the city for work from nearby communities
- However, among other Eastside cities, only Sammamish had a lower share of residents working outside the city.



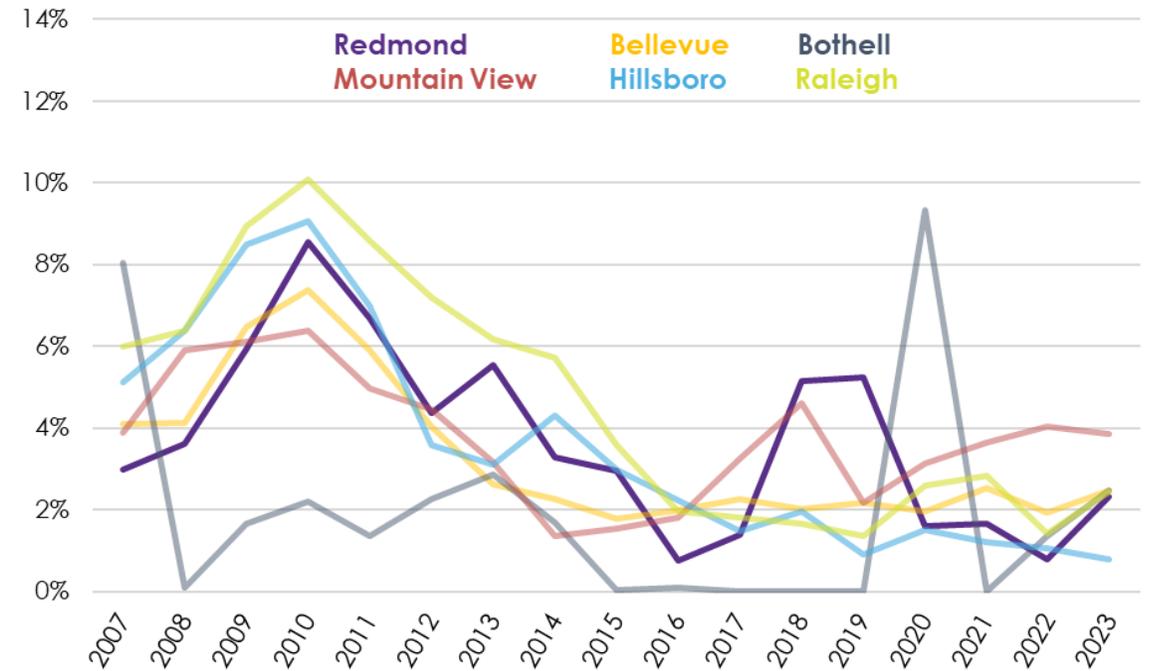
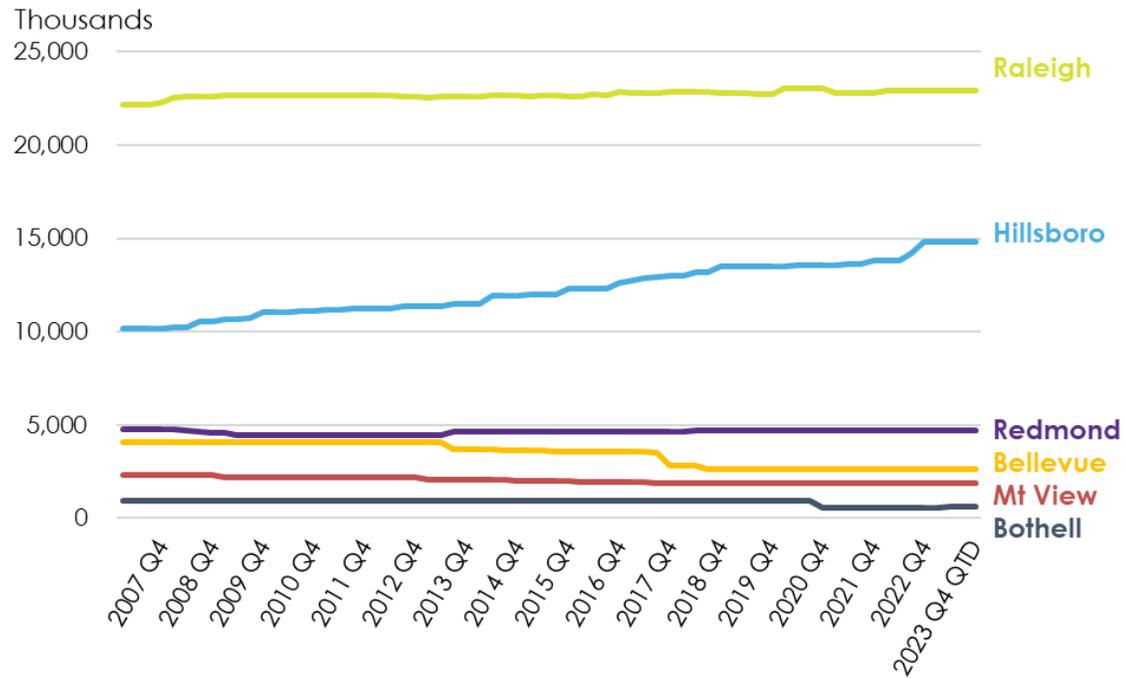
The top cities of origin for Redmond workers in 2021 were Seattle (16%), Bellevue (11%), Kirkland (7%), and Sammamish (6%).

Source(s): LEHD, 2021; Community Attributes, Inc., 2023



Real Estate Market

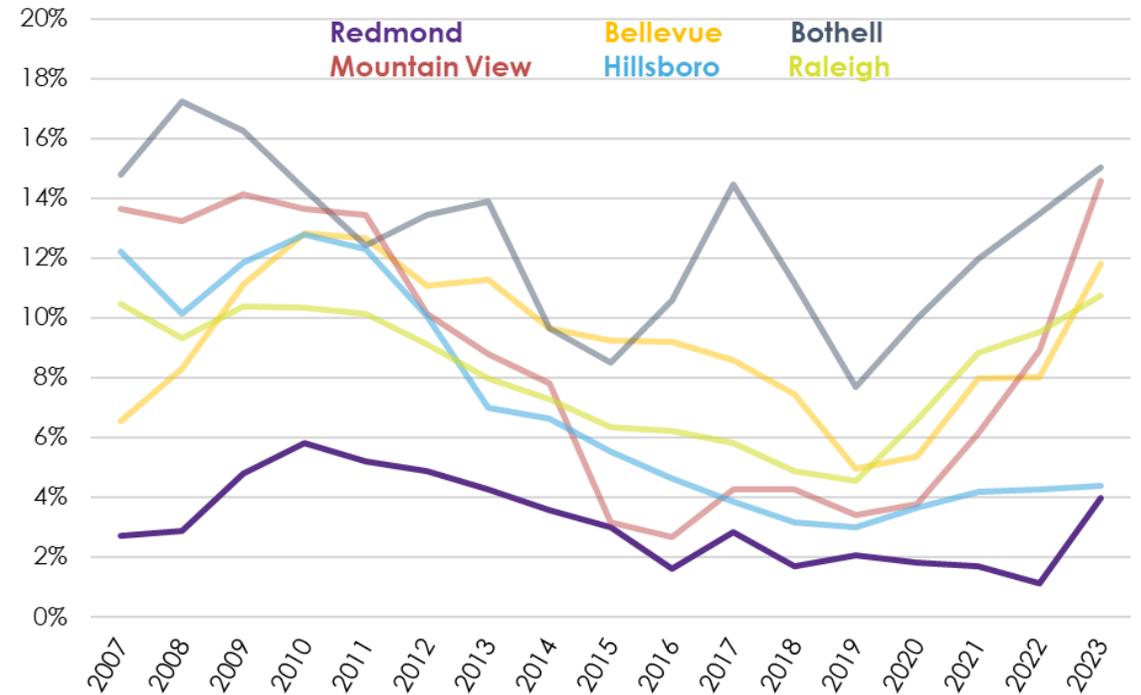
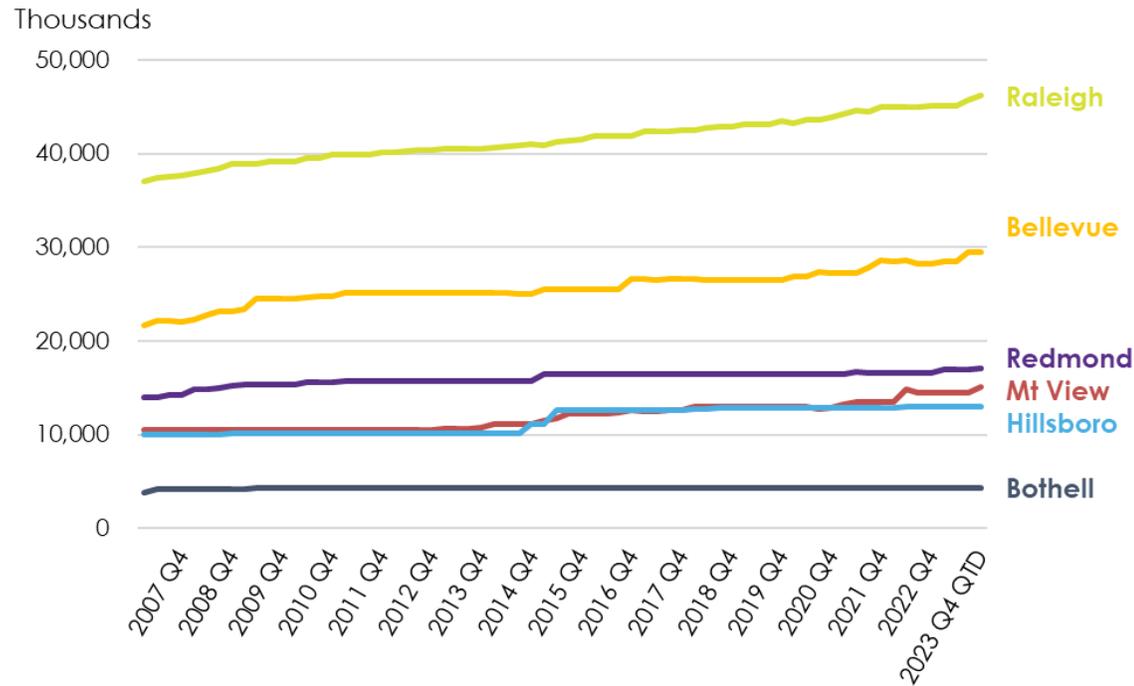
Retail Estate Market- Industrial Space



Source(s): CoStar 2023; CAI, 2023.

Redmond’s industrial vacancy rate experienced an all-time low of .1% in Q3 of 2022 but has since risen to 2.9% - still a too-low rate for the health of the market that may be impeding locations or expansions in the city (**Exhibit 34**). In the last decade, only four buildings, totaling 284,000 square feet, have been delivered to the Redmond industrial market.

Real Estate - Office

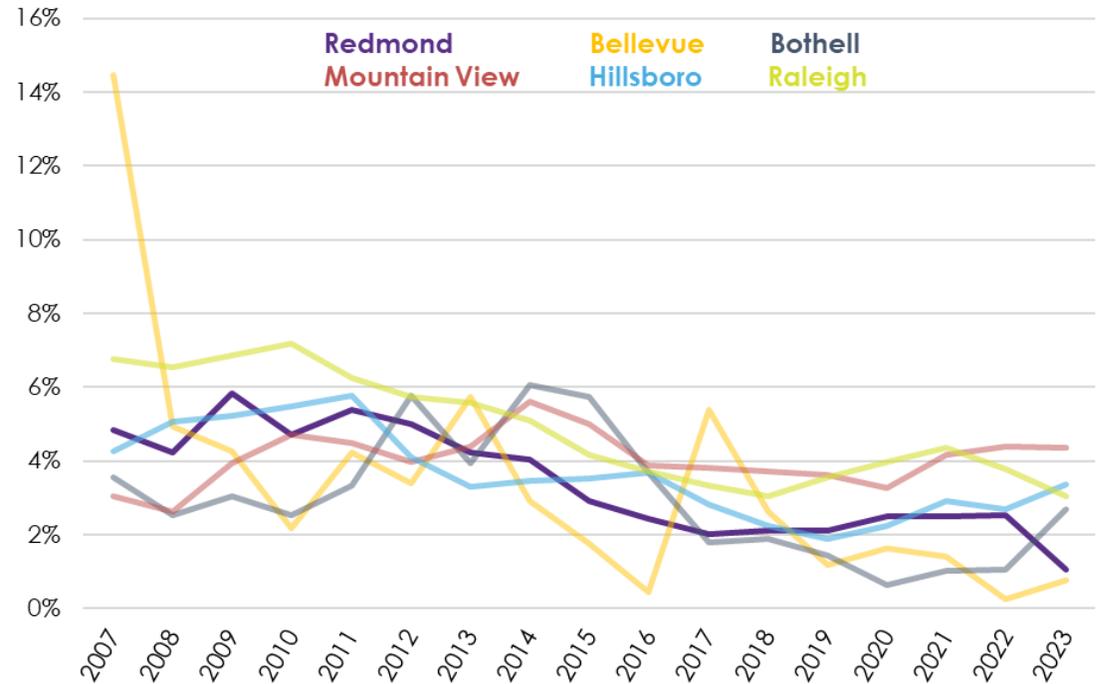
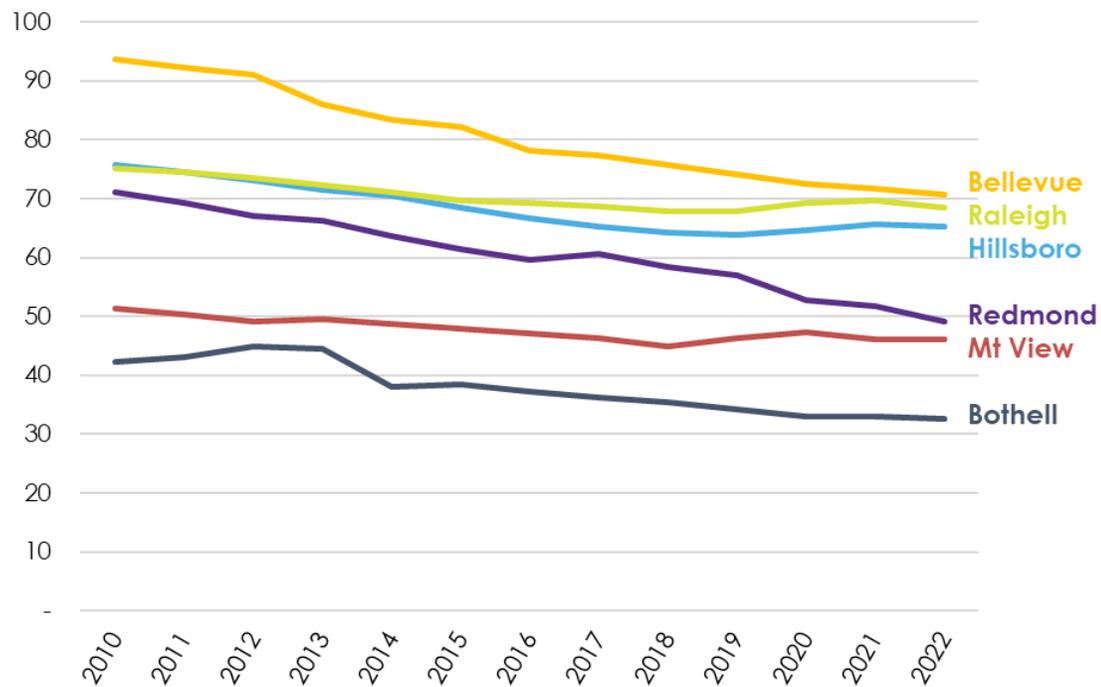


Source(s): CoStar 2023; CAI, 2023.

Redmond’s office vacancy rate remains much lower than all benchmark communities and the Puget Sound region average of 13% in Q3 of 2023.

Real Estate - Retail

From 2010 to 2022, Redmond's retail square feet per capita declined by 31%, the most of all benchmark cities, and retail vacancies at 1% are extremely low.



Source(s): CoStar 2023; CAI, 2023.

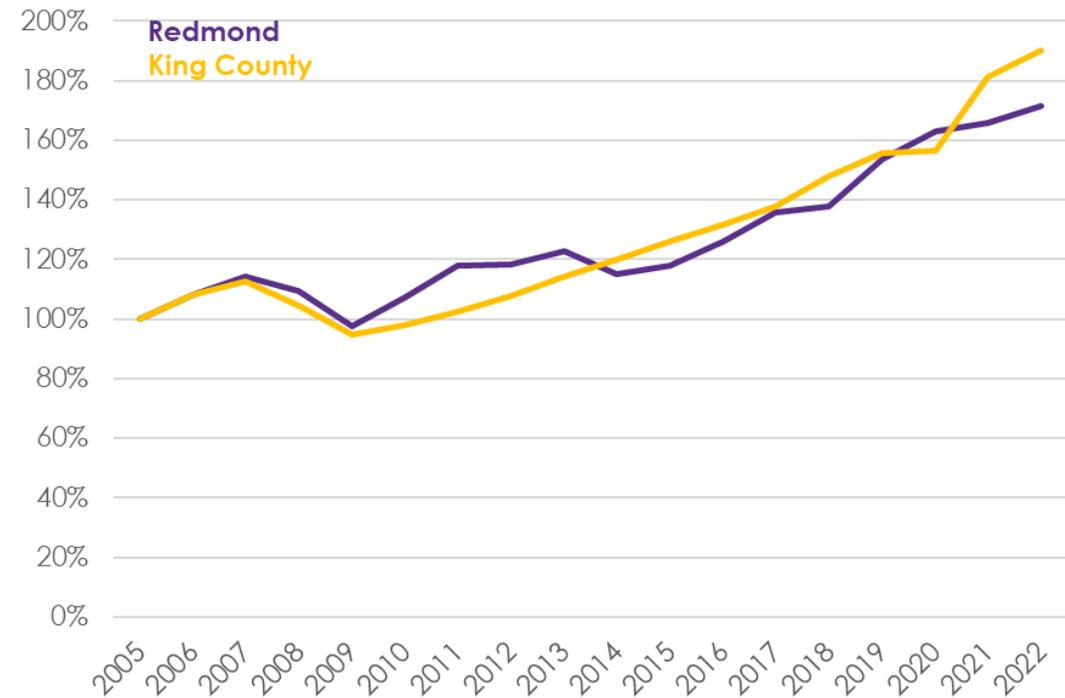
As a vacancy rate of 3% is considered healthy because it represents a market balanced between tenants and owners, these extremely low vacancy rates, and the lack of new deliveries (only two new buildings totaling 162,000 sf built in the last decade in Redmond), indicate that demand is outstripping supply of this commercial typology. **This shortage of space is also driving up lease rates and likely impacting smaller and independently owned business viability in Redmond.**



Retail and Small Business

Retail Sales

- Retail sales in Redmond fluctuated more than the totals for King County and increased at a slower pace (1.2% per year on average compared to 2.2% for King County).



Source(s): Washington State Department of Revenue, 2023; Community Attributes, 2023.

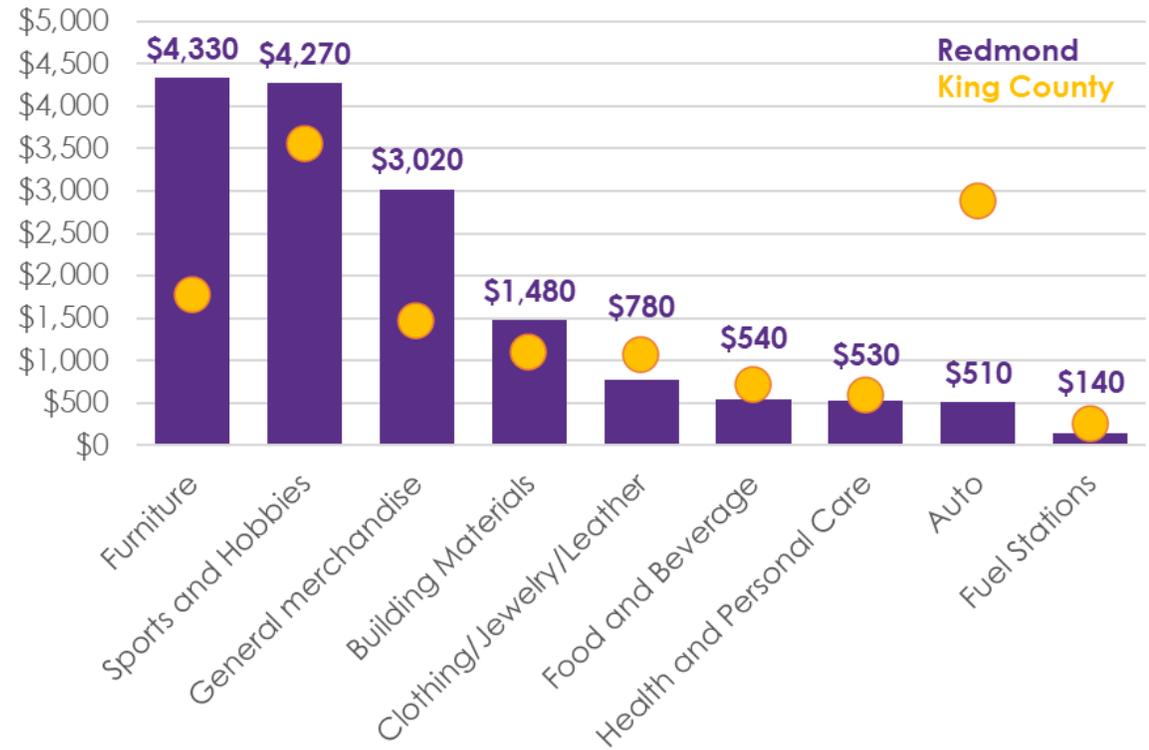
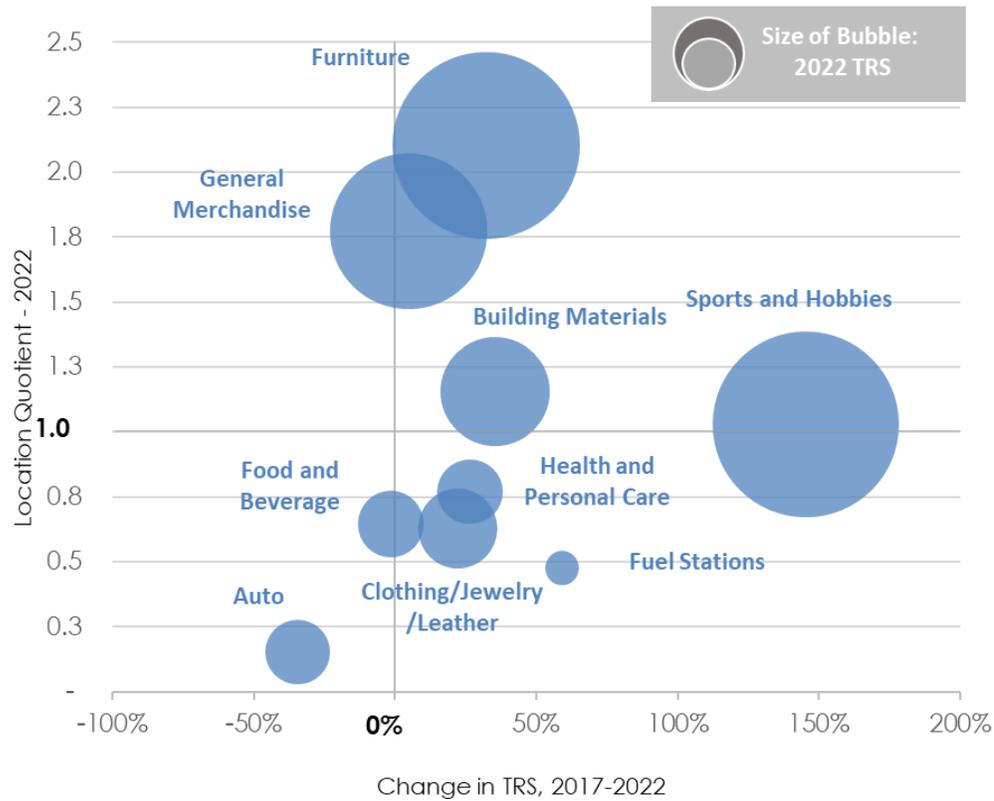
Retail Sales Regional Comparison

Redmond ranked sixth on retail sales per capita among all cities in King and Snohomish County that reported at least \$1 billion in total retail sales or higher in 2022.

Geography	Per Capita Taxable Retail Sales (2022\$)	
	2021	2022
Lynnwood	\$57,100	\$57,300
Tukwila	\$60,100	\$55,900
Bellevue	\$27,700	\$26,600
Renton	\$19,500	\$19,500
Kirkland	\$17,800	\$17,100
Redmond	\$16,600	\$15,600
Everett	\$16,500	\$15,400
Auburn	\$15,500	\$14,600
Seattle	\$13,700	\$13,100
Snohomish County	\$13,300	\$12,600
King County	\$14,000	\$13,400

Source(s): Washington State Department of Revenue, 2023; Community Attributes, 2023

Retail Sales by Industry, Growth, and Concentration Relative to King County, Redmond



Source(s): Washington State Department of Revenue, 2023; Community Attributes, 2023.

Economic Development Plan

Engagement Findings
Q1 2024





Engagement Findings

Engagement Methods

Engagement activities in support of the plan include:

- Online business survey available in six languages.
- Four interviews with major employers in Redmond and one interview with OneRedmond staff.
- Six focus groups of businesses and organizations involved in retail and restaurant, creative economy, tech and interactive media, life sciences, space/aerospace, and manufacturing sectors.
- Let's Engage Webpage will be posted with Draft Vision, Goals and Strategies for public Feedback.

Business Assistance

The top three priorities for businesses were:

- Retaining (and expanding) existing companies and reducing displacement
- Supporting entrepreneurship and innovation
- Supporting small, multicultural, and home-based businesses

Small business services that were ranked as highest priority by respondents with less than 25 employees included:

- Space location/lease negotiation
- Networking opportunities
- Marketing support
- Access to professional support services

Needs included:

- Provide affordable, suitable, safe, and secure space for businesses to locate and operate.
- Provide opportunities for artists to exhibit and sell their artwork and more art walk events.
- Grants for small and small-medium sized businesses to develop and commercialize new businesses.
- Offering regulatory support and incentives.
- Provide periodic industry networking events

Displacement

- **41% of respondents mentioned they feel their business may be at risk of being forced to relocate from Redmond in the next five years.** Only 18% of respondents believe they are not at risk of being displaced from the city.
- **Reasons for potential displacement mentioned included:**
 - Absence or reduction of commercial space
 - Parking issues
 - Rising rents
 - Costs of living
 - Wages
 - Taxation
- Survey respondents provided a range of space configurations that would be most suitable for their business depending on their type of business. These included large spaces, food trucks, modern office spaces, art galleries, loading docks, co-working spaces, and other flex spaces.
- 59% of respondents noted that 1 3,000 square feet or less would be most suitable for their business.

Availability of Space

- The limited availability of commercial space in Redmond, especially in the retail, industrial and manufacturing sectors, poses challenges for businesses.
- Despite the challenges in commercial space availability, many participants express a preference for Redmond when asked what city they would select if asked to reconsider their location choice.
- Hosting events in the city has become increasingly challenging and prohibitive to the creative sector.
- Participants from the creative sector focus group also mentioned that they face difficulties finding space for their businesses, not just events.

Industry Groups

- Unaffordable commercial rents, parking, and finding qualified and skilled employees were most frequently ranked by respondents among the top three challenges their businesses are facing in Redmond today
- Creatives believe that the City of Redmond would benefit from a revival of the commitment to the arts and culture
- The space and aerospace sector sees an opportunity to increase awareness of their industry in Redmond and the region.
- Ideas included: implementing map directories of businesses, fostering regular community gatherings, and improving networking and visibility within the city. These efforts could potentially enhance the overall business environment and community engagement.

City Services

Permitting

- Permitting for development is a contentious issue among participants, and businesses cite challenges such as delays and lack of technical expertise.

Public Safety

- Participants would like to ensure that Redmond will not face similar public safety challenges as Seattle.

Transportation and Parking

- The new light rail opens possibilities to improve the quality of life for Redmond residents and workers.
- Last mile public transportation is important to realize the full potential of the new light rail stations in Redmond
- Participants are concerned about the lack of parking in highly congested areas, such as Downtown Redmond.

Housing

- The cost of living in Redmond is increasing and raising concerns for business owners and employees alike.
- Some participants believe that while Redmond offers low-income housing, the need is greater than the offerings.

Quality of Life

- Employees seek a vibrant city life with diverse recreational options, emphasizing the need for more restaurants (for example, fine dining) and entertainment.
- One fifth of survey respondents mentioned they would like to see more arts, entertainment, and recreation businesses expand or locate in Redmond.

Redmond Economic Development Strategic Plan: DRAFT Framework

DISCUSSION DRAFT

ECONOMIC DEVELOPMENT VISION

Redmond is a diverse, resilient, and growing economy, based on a foundation of innovation, inclusion, collaboration, and sustainability. The city has a welcoming and attractive business environment with a highly educated and international workforce. Connected to the larger region, Redmond is a desirable destination with an exceptional quality of life, and vibrant amenities including recreation, culture, retail and dining.

This vision supports the three economic vitality goals in the Redmond 2050 Economic Vitality Element. These are:

- 1. A sustainable and resilient economy*
- 2. A high quality of life*
- 3. A diverse workforce and business community.*

GOALS AND STRATEGIES

The following strategies and goals represent **the first draft of a framework** for the Redmond Economic Development Strategic Plan. This working draft framework includes foundational strategies, goals, and economic development strategies organized by thematic focus areas; detailed action steps for each strategy will be developed in future drafts. The framework will evolve through continued collaboration with the City of Redmond staff and stakeholders.

Foundational Strategies

Foundational strategies represent city-wide initiatives that support the city's vision for economic development. These ongoing initiatives are essential for economic growth and vitality and a high quality of life in Redmond. The economic development program should support these efforts to strengthen the city's economic development environment.

- **Strategy F1. Regional Collaboration and Partnerships:** Leverage partners across the region for organizational strengths and economies of scale in achieving aligned outcomes.
- **Strategy F2. Communication and Storytelling:** Leverage citywide business engagement for relationship building and storytelling. Amplify a compelling narrative including the economic impact and

benefit for Redmond’s economic development program through strategic communications.

- **Strategy F3. Equitable Economic Mobility:** Support and engage in city efforts that foster equitable economic security and mobility.
- **Strategy F4. Land use:** Track and support the preservation and growth of needed business spaces in Redmond with particular attention to retail, manufacturing, and R&D spaces linked to key clusters in Redmond.
- **Strategy F5. Transportation:** Encourage multimodal transportation infrastructure improvements that support employee travel and foster business development and expansion, and support business districts.
- **Strategy F6. Housing:** Monitor and support policies that contribute to housing affordability and supply for workers at all skills and income levels to increase the workforce both living and working in Redmond.
- **Strategy F7. Livability:** Support investment in quality-of-life amenities to attract and retain businesses and a diverse workforce.
- **Strategy F8. Sustainability:** Embed the City’s sustainability goals within Economic Development business outreach and programing.

Economic Development Strategies and Goals by Focus Area

Focus areas are broad thematic groupings that serve to organize the detailed strategies and actions at the heart of this plan. Six focus areas were identified in collaboration with the City of Redmond and validated through research, analysis, and stakeholder engagement. Each focus area has a **goal** which establishes the desired outcomes for that area. **Economic development strategies**, in turn, are individual, coherent approaches to achieving that goal. The strategies have a short to medium term implementation timeline and are primarily led by the City’s Economic Development Division in collaboration with other City departments and external partners. **Actions** (which will be developed in future drafts) enact strategies. They are tactical or place-based to provide specific interventions, recommendations, or guidance.

The **six focus areas and associated goals** are as follows:

Focus Area 1: Business Retention and Expansion. Continue to build relationships and engage with existing and emerging businesses in Redmond to accurately assess their needs, address displacement risk and other challenges, to support expansion of business operations in Redmond.

Focus Area 2: Equitable Small Business and Entrepreneurship Support. Provide small businesses in Redmond with the right tools to

start, stay, grow, and adapt, and flourish by working in partnership with technical assistance partners and trusted messengers to preserve and increase the number of local establishments.

Focus Area 3: Cluster Diversification and Expansion. Expand established and growing clusters to strengthen competitive advantages and attract businesses that diversify Redmond’s economy and enhance economic resilience and increase tax revenue.

Focus Area 4: Business Attraction and Recruitment. Promote the attractiveness of doing business in Redmond and improve the business climate and opportunity for continued investment.

Focus Area 5: Workforce Development. Work with partners to attract, retain, and develop a broad base of creative and diverse talent in Redmond and increase access for Redmond residents to greater economic mobility.

Focus Area 6: District Development and Placemaking. Create and evolve district identities and branding to leverage district marketing power in support of inclusive and equitable growth and economic impact.

The following are strategies under each focus area:

Focus Area 1: Business Retention and Expansion

- **Strategy 1A.** Cultivate relationships with Redmond’s business community through robust, ongoing communication and invitations for Redmond’s businesses to be engaged in city efforts.
- **Strategy 1B.** Collaborate with Long Range Planning and Development Services to incentivize the creation of needed flexible spaces for retail, manufacturing, creative uses, and recreation uses.
- **Strategy 1C.** Work to proactively understand and predict the threats and opportunities for existing businesses in Redmond, including displacement.
- **Strategy 1D.** Monitor the existing and emerging needs of small businesses in Redmond.
- **Strategy 1E.** Work with public and private partners to foster affordable commercial space solutions.

Focus Area 2: Equitable Small Business and Entrepreneurship Support

- **Strategy 2A.** Collaborate with partners to develop programs that provide culturally trusted small businesses support across industries in Redmond.
- **Strategy 2B.** Foster entrepreneurship across industries and work with partners to ensure support for a diverse community of entrepreneurs.
- **Strategy 2C.** Increase outreach to and understanding of Redmond home-based businesses to help them grow and connect to market opportunities.
- **Strategy 2D.** Encourage development of co-working, maker spaces, commercial kitchens, and other small business and entrepreneurial space needs in Redmond.
- **Strategy 2E.** Encourage an equity in contracting program to increase contracting, procurement and consulting opportunities for small and minority owned businesses.

Focus Area 3: Cluster Diversification and Expansion

- **Strategy 3A.** Invest in tools to collect and maintain data for tracking economic impact, monitoring business cluster trends, and identifying opportunities to expand industries.
- **Strategy 3B.** Continue to support Redmond's highest-employing and highest-growth cluster of ICT and Interactive Media companies while pursuing growth in other tech related sectors.
- **Strategy 3C.** Boost Redmond's Commercial Space and Aerospace cluster by leveraging regional and local competitive advantages, concentration, and multi-jurisdictional supports.
- **Strategy 3D.** Monitor and support expansion in high-growth, emerging clusters of the Life Sciences and Clean Tech industries.
- **Strategy 3E.** Retain and grow independent retail activities that strengthen and differentiate Redmond's sense of place and experiential offerings.
- **Strategy 3F.** Support initiatives to highlight and grow the Creative Economy.
- **Strategy 3G.** Leverage and support tourism assets and initiatives for cluster awareness and growth.

Focus Area 4: Business Attraction and Recruitment

- **Strategy 4A.** Work with regional and state partners to proactively promote Redmond as an attractive place to do business.
- **Strategy 4B.** Support internal efforts to reduce the cost and time of doing business for Redmond's business and development communities.
- **Strategy 4C.** Target recruitment of businesses and companies that strengthen the city's commercial, cultural, and district identities and

prioritize city values of inclusion, sustainability, and corporate engagement.

- **Strategy 4D.** Encourage infrastructure investments, zoning and development that is conducive for business attraction targets.

Focus Area 5: Workforce Development

- **Strategy 5A.** Collaborate with regional partners as well as service providers to improve awareness and access to education, training, and jobs for Redmond residents, including youth, tribe members, immigrants, and those returning to the workforce, to meet needed capacity.
- **Strategy 5B.** Through BRE work, facilitate connections between employers and education and workforce development institutions and increase employer access to qualified workforce.
- **Strategy 5C.** Identify and support opportunities to increase affordable dependent care to facilitate workforce attraction and retention.
- **Strategy 5D.** Build connections with public and private educational institutions within Redmond and monitor opportunities to attract institutions of higher education to Redmond.
- **Strategy 5E.** Collaborate with regional and subregional workforce development partners to track workforce development trends.

Focus Area 6: District Development and Placemaking

- **Strategy 6A.** Foster the creation of district organizations that can convene, brand, program and promote Redmond's unique districts.
- **Strategy 6B.** Leverage the arrival of the light rail and continue to prioritize planning and resources for key investments in growth centers to reinforce unique identities as vibrant cultural and commercial centers.
- **Strategy 6C.** Preserve and promote the arts, entertainment, events, cultural assets, and sciences in Redmond to attract new firms, industries, residents, and visitors.
- **Strategy 6D.** Evaluate opportunities to create and enhance industry cluster districts such as an EcoDistrict.

