

# City of Redmond



## Agenda Study Session

**Tuesday, March 23, 2021  
7:00 PM**

**Remote Viewing: [Redmond.gov/rctlive](http://Redmond.gov/rctlive), Facebook (@CityofRedmond),  
Comcast Channel 21, Ziply Channel 34, or listen at 510-335-7371**

## City Council

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Angela Birney*

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**FOR ASSISTANCE AT COUNCIL MEETINGS FOR THE HEARING OR VISUALLY IMPAIRED:  
Please contact the City Clerk's office at (425) 556-2194 one week in advance of the meeting.**

**Redmond City Council Study Session****1. Redmond 2050: Outreach Results and Policy Discussion***(60 minutes)*[Attachment A: Existing Conditions Report Draft 1.0](#)[Attachment B: Community Input on Existing Conditions Report Draft 1.0](#)[Attachment C: Presentation](#)[Attachment D: Council Input on Existing Conditions Report Policy Considerations](#)**2. Form of Government Review***(20 minutes)*[Attachment A: Washington Cities, Classification and Form of Government](#)[Attachment B: King County Cities, Classification and Form of Government](#)[Attachment C: Articles of Incorporation as a Fourth Class Town, December 1912](#)[Attachment D: Resolution Changing Redmond's Classification to a Third Class City, June 1961](#)[Attachment E: Ordinance Adopting the City of Redmond Classification of Non-Charter Code City with Mayor-Council Plan of Government, October 1970](#)[Attachment F: Redmond Governance Study, Citizens' Committee Final Report, August 2002](#)**3. Initial CIP Proviso Report***(30 minutes)*[Attachment A: Initial Report](#)[Attachment B: Presentation](#)**4. Council Talk Time***(10 minutes)*



## Memorandum

**Date:** 3/23/2021

**Meeting of:** City Council Study Session

**File No.** SS 21-010

**Type:** Study Session

**TO:** Members of the City Council

**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	Beverly Mesa-Zendt	Deputy Director
Planning and Community Development	Jeff Churchill	Long Range Planning Manager
Planning and Community Development	Becky Frey	Principal Planner
Planning and Community Development	Caroline Chapman	Senior Planner
Planning and Community Development	Ian Lefcourte	Planner

**TITLE:**

Redmond 2050: Outreach Results and Policy Discussion

**OVERVIEW STATEMENT:**

At the Council's March 23 Study Session, staff will ask Council, "*What is missing?*" from the set of policy considerations in the draft Existing Conditions Report, delivered to Council on February 9. The draft report is re-attached as Attachment A and community input on the report is re-attached as Attachment B. After receiving Council input staff will finalize the reports and begin to develop draft updates to Comprehensive Plan elements.

☒ **Additional Background Information/Description of Proposal Attached**

**REQUESTED ACTION:**

☐ **Receive Information**

☒ **Provide Direction**

☐ **Approve**

**REQUEST RATIONALE:**

- **Relevant Plans/Policies:**  
[Redmond Comprehensive Plan <http://www.redmond.gov/CompPlan>](http://www.redmond.gov/CompPlan), Redmond Transportation Master Plan, implementing functional and strategic plans, and Redmond Zoning Code.

- **Required:**

The Growth Management Act requires that Washington cities and counties periodically review and, if needed, revise their comprehensive plans and development regulations every eight years. For King County cities the periodic review must be completed by June 30, 2024, per WAC 365-196-610.

- **Council Request:**  
The City Council requested quarterly reports on project milestones, staff progress, and public involvement.
- **Other Key Facts:**

**First and Second Quarter Activities and Initiatives**

First Quarter Activities	Second Quarter Activities
<ul style="list-style-type: none"><li>• Completion of the Existing Conditions Report draft 1.0</li><li>• Outreach to small- and minority-owned businesses</li><li>• Monthly Community Advisory Committee (CAC) meetings</li><li>• Monthly Planning Commission briefings</li><li>• Future population and employment growth modeling</li><li>• Public input on the form of growth</li><li>• Public input on Redmond 2050 themes</li><li>• Overlake Neighborhood Plan update kick-off</li><li>• Completion of the base-year travel demand model</li><li>• Selection of travel demand modeling consultant</li></ul>	<ul style="list-style-type: none"><li>• Completion of Existing Conditions Report</li><li>• Monthly CAC meetings</li><li>• Monthly Planning Commission meetings</li><li>• Sharing population and employment growth model outputs</li><li>• Continued public input on Redmond 2050 themes</li><li>• Public input on growth alternatives</li><li>• Technical Advisory Committee kick-off</li><li>• Stakeholder outreach for Overlake Plan update</li><li>• Developing policy options and alternatives for Phase 1 elements</li><li>• Integration of Climate Vulnerability Assessment</li><li>• Begin drafting updated Phase 1 elements</li><li>• Council authorization of travel demand modeling contract</li></ul>

**OUTCOMES:**

Completion of periodic review of the Comprehensive Plan, Redmond 2050, on schedule with state-mandated deadlines will result in compliance with Growth Management Act requirements. Additionally, first and second quarter work, identified here, will contribute greatly to ensuring updates to the Comprehensive Plan reflect the community's vision for the future of Redmond.

**COMMUNITY/STAKEHOLDER OUTREACH AND INVOLVEMENT:**

- **Timeline (previous or planned):**  
Previous (Q1 2021)
  - Form of Growth questionnaire: design principles
  - Form of Growth questionnaire: look and feel
  - Themes discussion board
  - Small and minority-owned business focus group
  - Community stakeholder interviewsPlanned (Q2 2021) - methods to be determined
  - Themes (continued)
  - Growth alternatives
  - Overlake Plan update needs
  - Policy options and alternatives
- **Outreach Methods and Results:**  
Outreach methods have included or will include:
  - Press release



- Social media
- Posters & yard signs
- Emails to City eNews, Redmond2050, and Parks & Recreation lists
- Emails to partner organizations
- Virtual Lobby (3D & alternative versions)
- Community Advisory Committee input
- Technical Advisory Committee input
- Community and small group workshops
- **Feedback Summary:**  
Summaries of specific engagement activities can be found online at [Redmond.gov/1495/Engagement-Summaries](http://www.redmond.gov/1495/Engagement-Summaries) <<http://www.redmond.gov/1495/Engagement-Summaries>>.

**BUDGET IMPACT:**

**Total Cost:**

\$4,535,222 is the total appropriation to the Community and Economic Development offer and is where most staff expenses related to Redmond 2050 are budgeted. A portion of this budget offer is for consultant contracts that the Council authorized with IBI Group for visioning (\$190,000) and BERK for State Environmental Policy Act analysis (\$290,000).

Approved in current biennial budget: ☒ Yes ☐ No ☐ N/A

**Budget Offer Number:**

000250 Community and 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):**

General Fund

**Budget/Funding Constraints:**

N/A

☐ Additional budget details attached

**COUNCIL REVIEW:**

**Previous Contact(s)**

Date	Meeting	Requested Action
10/6/2020	Business Meeting	Approve
11/17/2020	Business Meeting	Receive Information

2/9/2021	Committee of the Whole - Planning and Public Works	Receive Information
3/9/2021	Committee of the Whole - Planning and Public Works	Receive Information
3/16/2021	Business Meeting	Receive Information

**Proposed Upcoming Contact(s)**

Date	Meeting	Requested Action
N/A	None proposed at this time	N/A

**Time Constraints:**

All Phase I and Phase II updates to the Comprehensive Plan must be completed no later than June 30, 2024.

**ANTICIPATED RESULT IF NOT APPROVED:**

Staff is not requesting action at this time.

**ATTACHMENTS:**

Attachment A: Existing Conditions Report Draft 1.0

Attachment B: Community Input on Existing Conditions Report Draft 1.0

Attachment C: Presentation Slides

Attachment D: Council Input on Existing Conditions Report Policy Considerations

# REDMOND »»» 2050

**PRELIMINARY DRAFT FOR  
REVIEW**

## **Existing Conditions Report**

*Introduction*

Supporting information about report  
can be included on the cover if  
applicable.

DRAFT

# Table of Contents

DRAFT

# Redmond 2050: Existing Conditions

Understanding today to inform how we plan for tomorrow

## Introduction

The purpose of the Redmond 2050 Existing Conditions Report is to summarize existing conditions and trends in Redmond, Washington in preparation for the periodic review and update of the Redmond Comprehensive Plan. An existing conditions report summarizes community characteristics and technical information related to existing land use, zoning, demographic trends, market potential, transportation networks, community facilities, parks, environmental features, and open spaces. This catalogue of information facilitates informed decision making by allowing all community members to start with the same set of facts. An understanding of existing conditions and trends is needed to inform the development of future goals, policies, and regulations. This report will provide important baseline information that will serve as the foundation for Redmond 2050 periodic review and update of the Redmond Comprehensive Plan.

This report will be comprised of seven technical reports on the following topics.

1. Land Use
2. Housing
3. Natural Resources
4. Economic Vitality
5. Utilities
6. Capital Facilities
7. Transportation

Each technical report will provide the following information as it relates to the subject of the individual technical reports.

- State and Regional Planning Context
- Local Planning and Regulatory Context
- Current Conditions: Inventory (land uses, facilities, existing housing, natural resources, parks and open space etc.)
- Level of Service Analysis
- Trends Analysis
- Policy Considerations

## State and Regional Planning Context

The Growth Management Act (GMA) requires that each Washington city and county periodically review and, if needed, revise its comprehensive plan and development regulations every eight years (RCW 36.70A.130). Redmond must complete its next periodic review and update no later than June 30, 2024 ([HB 2342](#)).

**Puget Sound Regional Council and VISION 2050.** The region's local governments come together at the Puget Sound Regional Council ([PSRC](#)) to make decisions about transportation, growth management, and economic development. PSRC serves King, Pierce, Snohomish, and Kitsap counties, along with cities and towns, tribal governments, ports, and state and local transportation



agencies within the region. PSRC is the federally designated Metropolitan Planning Organization for the region.

PSRC, together with its membership, has articulated a vision of the future of the Puget Sound region, through VISION 2050. VISION 2050 is the regional planning document that provides a framework for how and where development occurs and how the region supports efforts to manage growth. VISION 2050 coordinates actions across jurisdictional boundaries, informs both countywide and local planning documents, and sets the framework for updates to both local comprehensive plans and countywide planning policies (more fully discussed below). The PSRC General Assembly adopted VISION 2050 on October 29, 2020.

**Core Cities, Regional Centers and Centers.** VISION 2050 identified Redmond as a Core City. A Core City is a regional geography within VISION 2050 that refers to a city that contains one or more regionally designated centers and is connected to the high-capacity transit network. Redmond has two regionally designated centers, referred to locally as urban centers: Downtown and Overlake.

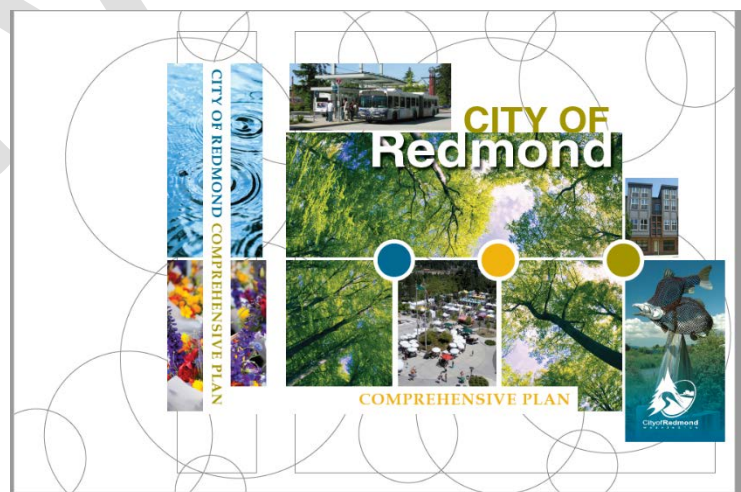
Urban centers include housing, employment, retail and entertainment uses and are pedestrian-oriented, and are well-served by transit. They allow people to reach destinations or attractions using a variety of travel modes. Under the VISION 2050 Regional Growth Strategy, urban centers are areas where significant growth is planned. Redmond also has one designated local center, Marymoor Village, which provides a local gathering place, serves as a community hub, and is also a focal point for additional growth.

**The King County Countywide Planning Policies** (CPPs, update pending) address growth management issues in King County. The Growth Management Planning Council (GMPC) brings together elected officials from King County and the jurisdictions within King County to develop the CPPs. Local jurisdictions must update their comprehensive plans to ensure consistent and coordinated implementation of the CPPs.

## Local Planning Context

The last major update to the Comprehensive Plan took place in 2010-2011 (Ordinance 2638). This update was completed ahead of the 2015 state deadline for completion of comprehensive plan periodic review and updates for King County. The 2010-2011 update included document-wide changes to text, maps, and figures. Since the last major update, amendments have continued almost yearly by through the annual docketing process. Below are some of the major plan updates since 2011:

- February 17, 2013: Urban Centers
- August 31, 2013: Capital Facilities
- March 29, 2014: Housing



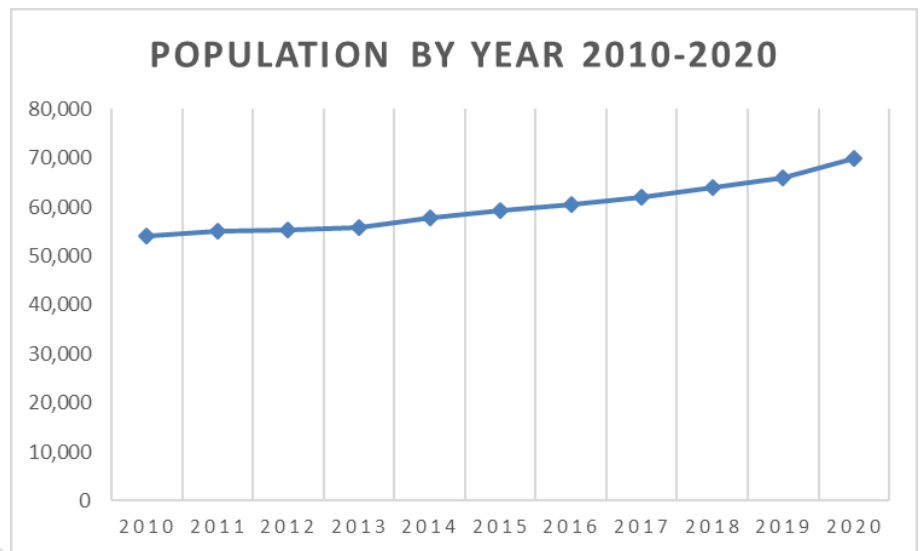
- July 5, 2014: Land Use
- November 1, 2014: Neighborhoods and Land Use
- April 18, 2015: Land Use
- March 2015: Economic Vitality
- June 2017: Goals, Vision, and Framework; Land Use; Housing; Economic Vitality; Transportation; Capital Facilities; and Neighborhoods.

FIGURE 1: POPULATION 2010-2020

## Community Profile

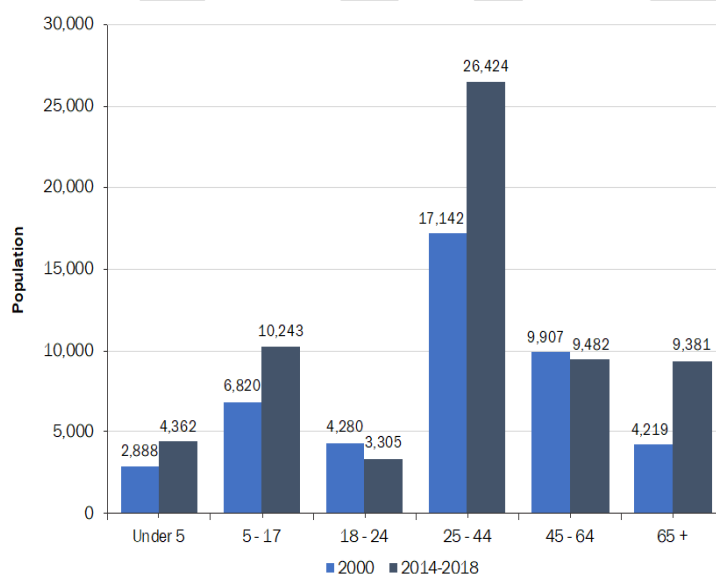
### Population

Redmond has a 2020 population of 69,900 people and is the 17<sup>th</sup> most populous city in the state of Washington and the 10<sup>th</sup> most populous city in King County. Redmond has experienced steady growth since 2010, growing faster than King County as a whole and at a similar rate as Bellevue. Redmond grew by over two percent per year on average while King County grew by 1.34 percent between 1990 and 2018.



Sources: Office of Financial Management (OFM), 1990 Census Demographic Profiles; OFM Census 2000 Public Law 94-171 Redistricting Data; U.S. Census Bureau, 2010 Summary File 1; American Community Survey (ACS) 5-year Estimates

FIGURE 2 - AGE DISTRIBUTION



U.S. Census Bureau, 2000 Summary File;  
ACS 2014-2018 5-year Estimates.

Forty-one percent (41%) of Redmond residents are between the ages of 25 to 44, comprising the single largest age category among all residents. This age group together with the 65+ age group have grown disproportionately to other age groups since 2010.

- Residents that are 65+ represented 9 percent of the population in 2010 and by 2019 accounted for 14 percent of the population.
- Residents that are 25-44 represented 38 percent of the population in 2010 and by 2018 accounted for 41 percent of the population.



Two age groups have decreased as a proportion of total population since 2010:

- Residents that are 18-24 represented 9 percent of the population in 2010 and by 2018 accounted for 5 percent of the population
- Residents that are 45-64 represented 22 percent of the population in 2010 and by 2018 accounted for only 15 percent of the population.

## Race and Ethnicity

Redmond has become more racially and ethnically diverse since 2000, when those who identified as white represented 79 percent of the population. Asians comprised the second largest racial/ethnic category in 2000, representing 13 percent of the population.

TABLE 1 - REDMOND RACE AND ETHNICITY

Race/Ethnicity	2000	2014-2018
White	79%	56%
Asian	13%	35%
Black or African American	2%	2%
Some other race alone	3%	2%
Two or more races	3%	5%
Hispanic or Latino	6%	7%

## Languages in Redmond

The 2018 American Community Survey 5-year estimates indicates that 45.5 percent of residents speak a language other than English at home with 11.9 percent of those indicating that they speak English less than very well. After English, the top languages spoken at home are Asian and Pacific Islander languages, other Indo-European languages, and Spanish.

TABLE 2 - PREDOMINANT LANGUAGES IN REDMOND

Language	Percent
English Only	54%
Asian and Pacific Islander Language	19.5%
Other Indo-European Language	17.0%
Spanish	6.1%

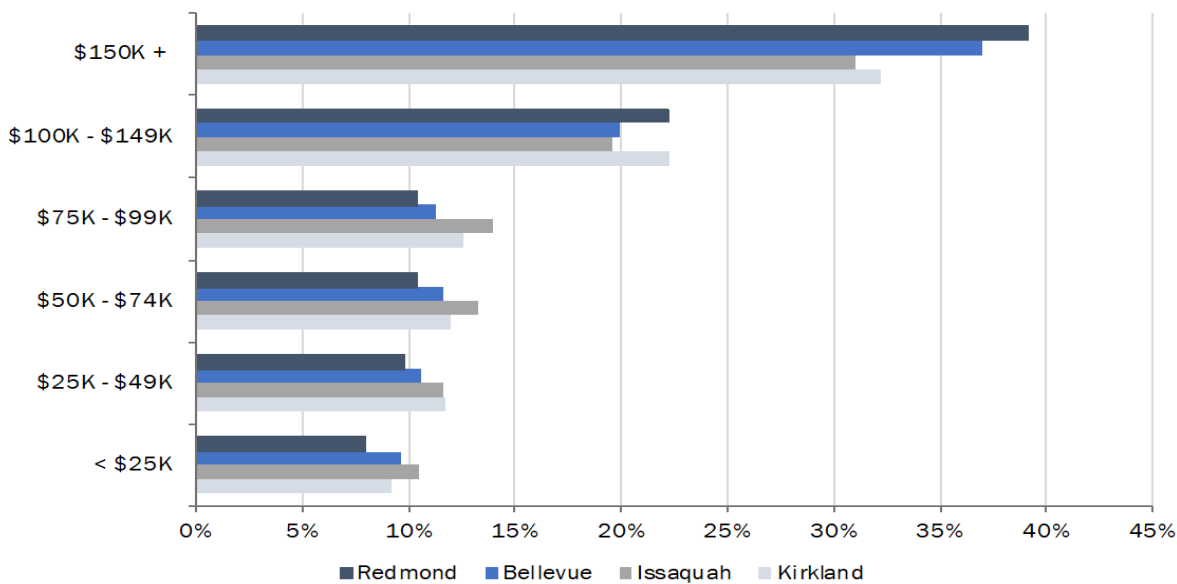
Because the languages of India are combined into an "Other Indo-European languages" category, it is difficult to identify specific percentages that capture Hindi speakers only. The 2018 Public Use Microdata Sample that in Northwest King County, which includes the cities of Redmond, Kirkland and Inglewood and Finn Hill areas, identifies Hindi as the third most common language after Spanish and Chinese. [2018: ACS 5-Year Estimates](#)

## Household Income

The City of Redmond's median household income is estimated at \$123,449 for with almost 40 percent of its population earning over \$150,000. Despite the occurrence of a recession, Redmond's

median household income increased by 40 percent, from \$88,194 in 2000 to \$123,449 in 2018. (Sources: U.S. Decennial Census, 2000, US Census Bureau; 2014-2018 ACS 5-year Estimates). The 2018 median income for Redmond is above King County's median income of \$95,009 000 (Sources: U.S. Census Bureau, 2010 ACS 5-Year Estimates; King County (2018), accessed at: [www.kingcounty.gov/independent/forecasting](http://www.kingcounty.gov/independent/forecasting)). In comparison to the neighboring cities, Redmond has the highest share of \$150,000 household incomes and the lowest share of household incomes under \$25,000. The median household income in Redmond is \$123,449 per year. This has risen steadily since 2000. Redmond has the highest share of \$150k+ household incomes among its jurisdictional peers.

**FIGURE 3: HOUSEHOLD INCOME, REDMOND, BELLEVUE, ISSAQUAH, AND KIRKLAND, 2014-2018**



Source: U.S. Census Bureau, 2014-2018 ACS 5-year Estimates.

Source: [Redmond Housing Needs Assessment](#)



## Existing Conditions

# Land Use Element

### Introduction

The Land Use Element provides information on land use patterns at the city and subarea scale, forming the basis for planning for growth, including needs for transportation, parks and open space, water, and other public facilities and services. This section of the report provides information on the current land use planning framework in Redmond, including adopted land use plans, existing land uses, and future land use designations and zoning applied by the City of Redmond.

### State & Regional Planning Context

#### State Regulations

The Washington State Growth Management Act (GMA, [RCW 36.70A](#)) is the preeminent legislation for land use planning in Washington state. The GMA identifies three distinct landscapes: urban lands, rural lands, and natural resource lands. The GMA makes clear that the long-term sustainability of rural and resource lands depends on accommodating most development within designated urban growth areas. The GMA requires local governments to prepare comprehensive plans to accommodate 20 years of expected growth. Each comprehensive plan must include land use, transportation, housing, capital facilities and utilities elements. Redmond is within the King County urban growth area and as such must plan to accommodate the 20-year growth allocation assigned to Redmond through the countywide growth target allocation process.

While the GMA requires counties and cities to provide capacity to accommodate 20-year projected growth targets, capacity may be greater than land use growth assumptions used in comprehensive plans.

The GMA also requires that all elements of a comprehensive plan shall be consistent with the future land use map ([RCW 36.70A.070](#)). A land use element must:

- Designate the proposed general distribution, location and extent of the uses of land;
- Include population densities, building intensities, and estimates of future population growth;
- Provide for protection of the quality and quantity of groundwater used for public water supplies;
- Promote physical activity where possible; and,

### Fast Facts

- 65%: Land designated for residential use
- 2: Urban Centers, Downtown and Overlake
- 10: Neighborhoods
- 49: Types of zones
- 13: Land use designations (within city limits)

- Review drainage, flooding, and stormwater runoff in the area and nearby jurisdictions and provide guidance for corrective actions to mitigate or cleanse those discharges that pollute waters of the state, including Puget Sound or waters entering Puget Sound.

## Puget Sound Regional Council

In the four-county central Puget Sound region, local governments have collaborated through the Puget Sound Regional Council (PSRC) to establish a Regional Growth Strategy, contained in VISION 2050. VISION 2050 addresses a spectrum of land use planning issues, including aligning transportation investments with rates of development, involving diverse voices in planning, community design, and preserving special land uses. Each of these is important for achieving the Regional Growth Strategy that accommodates most new growth in urban centers throughout the region while supporting and enhancing existing communities.

VISION 2050 envisions a future where the region:

- Maintains a stable urban growth area.
- Focuses the great majority of new population and employment within the urban growth area.
- Maintains a variety of community types, densities, and sizes.
- Achieves a better balance of jobs and housing across the region.
- Within the urban growth area, focuses growth in cities.
- Within cities, creates and supports centers to serve as concentrations of jobs, housing, services, and other activities.
- Builds transit-oriented development around existing and planned infrastructure.
- Uses existing infrastructure and new investments efficiently.

Redmond is designated as a "core city" with two regional growth centers within the VISION 2050 plan, which means it has access to high-capacity frequent transit that connects to other regional centers. Downtown Redmond is designated as an "Urban" growth center with a target density of 45 units per acre, while Redmond Overlake is designated as a "Metro" growth center with a target density of 85 units per acre. Urban centers are planning districts intended to provide a mix of housing, employment, commercial, and cultural amenities in a compact form. Within urban centers, PSRC requires that cities plan for a mix of uses, including housing, employment, retail and entertainment uses, that are served by multiple transportation options. Urban centers are focal points of vibrant city life and activity, as well as strategic locations for accommodating a significant share of future population and employment growth. They also are priority areas for PSRC's federal transportation funding.

Vision 2050 contains the following key land use development requirements. A full list can be found at the PSRC website ([Vision 2050](#)):

- **MPP-DP-1** Develop high-quality, compact urban communities throughout the region's urban growth area that impart a sense of place, preserve local character, provide for mixed uses and choices in housing types, and encourage walking, bicycling, and transit use.
- **MPP-DP-2** Reduce disparities in access to opportunity for the region's residents through inclusive community planning and targeted public and private investments that meet the needs of current and future residents and businesses.

- **MPP-DP-3** Enhance existing neighborhoods to provide a high degree of connectivity in the street network to accommodate walking, bicycling, and transit use, and sufficient public spaces.
- **MPP-DP-9** Support urban design, historic preservation, and arts to enhance quality of life, support local culture, improve the natural and human-made environments, promote health and well-being, contribute to a prosperous economy, and increase the region's resiliency in adapting to changes or adverse events.
- **MPP-DP-11** Identify and create opportunities to develop parks, civic places (including schools) and public spaces, especially in or adjacent to centers.

Specific goals for accommodating growth are provided through the Regional Growth Strategy and include:

- **MPP-RGS-8** Attract 65% of the region's residential growth and 75% of the region's employment growth to the regional growth centers and high-capacity transit station areas to realize the multiple public benefits of compact growth around high-capacity transit investments. As jurisdictions plan for growth targets, focus development near high-capacity transit to achieve the regional goal.
- **MPP-RGS-9** Focus a significant share of population and employment growth in designated regional growth centers.
- **MPP-RGS-11** Encourage growth in designated countywide centers.
- **MPP-RGS-12** Avoid increasing development capacity inconsistent with the Regional Growth Strategy in regional geographies not served by high-capacity transit.

## Countywide Planning Policies

Countywide planning policies (CPPs) address a wide variety of growth management topics at the countywide scale. The 2012 King County CPPs were updated to address changes to the GMA, take into account the passage of 20 years since their initial adoption, and to specifically reflect the Regional Growth Strategy. For the purposes of this report, the 2012 CPPs, as amended in 2016, will be referenced because proposed amendments to the CPPs will not be adopted until 2021. The primary focus of this chapter will be applicable policies that are firmly grounded in GMA requirements and are consistent with regional objectives.

Redmond's land use policies must be consistent with King County CPPs. Countywide planning policies addressing land use are found primarily in the Development Pattern Chapter. Some are also found in the Environment Chapter and Economy Chapter. The following provides a high-level summary of key CPP policy directives.

## Development Patterns Chapter

- **DP-3** Efficiently develop and use residential, commercial, and manufacturing land in the Urban Growth Area to create healthy and vibrant urban communities with a full range of urban services, and to protect the long-term viability of the Rural Area and Resource Lands. Promote the efficient use of land within the Urban Growth Area by using methods such as;

- Directing concentrations of housing and employment growth to designated centers;
  - Encouraging compact development with a mix of compatible residential, commercial, and community activities;
  - Maximizing the use of the existing capacity for housing and employment; and
  - Coordinating plans for land use, transportation, capital facilities and services.
- **DP-4** Concentrate housing and employment growth within the designated Urban Growth Area. Focus housing growth within countywide designated Urban Centers and locally designated local centers.
- **DP-13** All jurisdictions shall plan to accommodate housing and employment targets. This includes:
  - Adopting comprehensive plans and zoning regulations that provide capacity for residential, commercial, and industrial uses that is sufficient to meet 20-year growth needs and is consistent with the desired growth pattern described in VISION 2050;
  - Coordinating water, sewer, transportation and other infrastructure plans and investments among agencies; and
  - Accommodating unincorporated area housing and employment targets as annexations occur.
- **DP-32** Adopt a map and housing and employment growth targets in city comprehensive plans for each Urban Center, and adopt policies to promote and maintain quality of life in the Center through:
  - A broad mix of land uses that foster both daytime and nighttime activities and opportunities for social interaction;
  - A range of affordable and healthy housing choices;
  - Historic preservation and adaptive reuse of historic places;
  - Parks and public open spaces that are accessible and beneficial to all residents in the Urban Center;
  - Strategies to increase tree canopy within the Urban Center and incorporate low impact development measures to minimize stormwater runoff;
  - Facilities to meet human service needs;
  - Superior urban design which reflects the local community vision for compact urban development;
  - Pedestrian and bicycle mobility, transit use, and linkages between these modes;
  - Planning for complete streets to provide safe and inviting access to multiple travel modes, especially bicycle and pedestrian travel; and
  - Parking management and other strategies that minimize trips made by single occupant vehicle, especially during peak commute periods.

## Environment Chapter

- **EN-16** Plan for land use patterns and transportation systems that minimize air pollution and greenhouse gas emissions, including:
  - Maintaining or exceeding existing standards for various air pollutants;
  - Directing growth to Urban Centers and other mixed use/ high density locations that support mass transit to reduce personal vehicle trips

- Facilitating transportation alternatives to single occupancy vehicles;
  - Incorporating energy-saving strategies;
  - Encouraging green building techniques; and
  - Increasing the use of low emission vehicles.
- **EN-20** Plan and implement land use, transportation, and building practices that will greatly reduce consumption of fossil fuels.

## Economic Chapter

- **EC-2** Support economic growth that accommodates employment growth targets through local land use plans, infrastructure development, and implementation of economic development strategies.
- **EC-16** Add to the vibrancy and sustainability of our communities and the health and well-being of all people through safe and convenient access to local services, neighborhood-oriented retail, purveyors of healthy food (e.g. grocery stores and farmers markets), and transportation choices.

## Local Planning & Regulatory Context

### Local Planning Context

Redmond plans under the GMA as described above. As such, Redmond's local land use plan must be consistent with the King County CPP's, PSRC's VISION 2050, and the GMA. Redmond's Comprehensive Plan details goals, vision, and framework for the city. Framework Policy 13 establishes the parameters for land use patterns within the city.

- **FW-13** Ensure that the land use pattern in Redmond meets the following objectives:
  - Takes into account the land's characteristics and directs development away from environmentally critical areas and important natural resources;
  - Encourages redevelopment of properties that are underutilized or inconsistent with the Comprehensive Plan designation;
  - Supports the preservation of land north and east of the city, outside of the Urban Growth Area, for long-term agricultural use, recreation and uses consistent with rural character;
  - Provides for attractive, affordable, high-quality and stable residential neighborhoods that include a variety of housing choices;
  - Focuses and promotes office, housing and retail development in the Downtown and Overlake Urban Centers;
  - Provides for the transition of the Marymoor Local Center to be a location that includes housing, services and a diversity of employment opportunities;
  - Retains and encourages research and development, high technology and manufacturing uses in portions of Overlake, Downtown, Willows and Southeast Redmond;
  - Provides for industrial uses in suitable areas, such as portions of the Southeast Redmond neighborhood;

- Provides opportunities to meet daily shopping or service needs close to residences and work places;
- Provides and enhances the geographic distribution of parks and trails to support active, healthy lifestyles; and Advances sustainable land development and best management practices, multimodal travel and a high-quality natural environment.

The Comprehensive Land Use Plan Map (see Map LU-1 at the end of the Land Use Element) graphically displays the preferred land use pattern. The different areas on the Comprehensive Land Use Plan Map are referred to as land use designations. The policies with the Redmond Comprehensive Plan provide guidance regarding the purpose of each designation, appropriate land uses and other considerations. Below is a summary of the land use designations and the corresponding zones that fall under those designations.

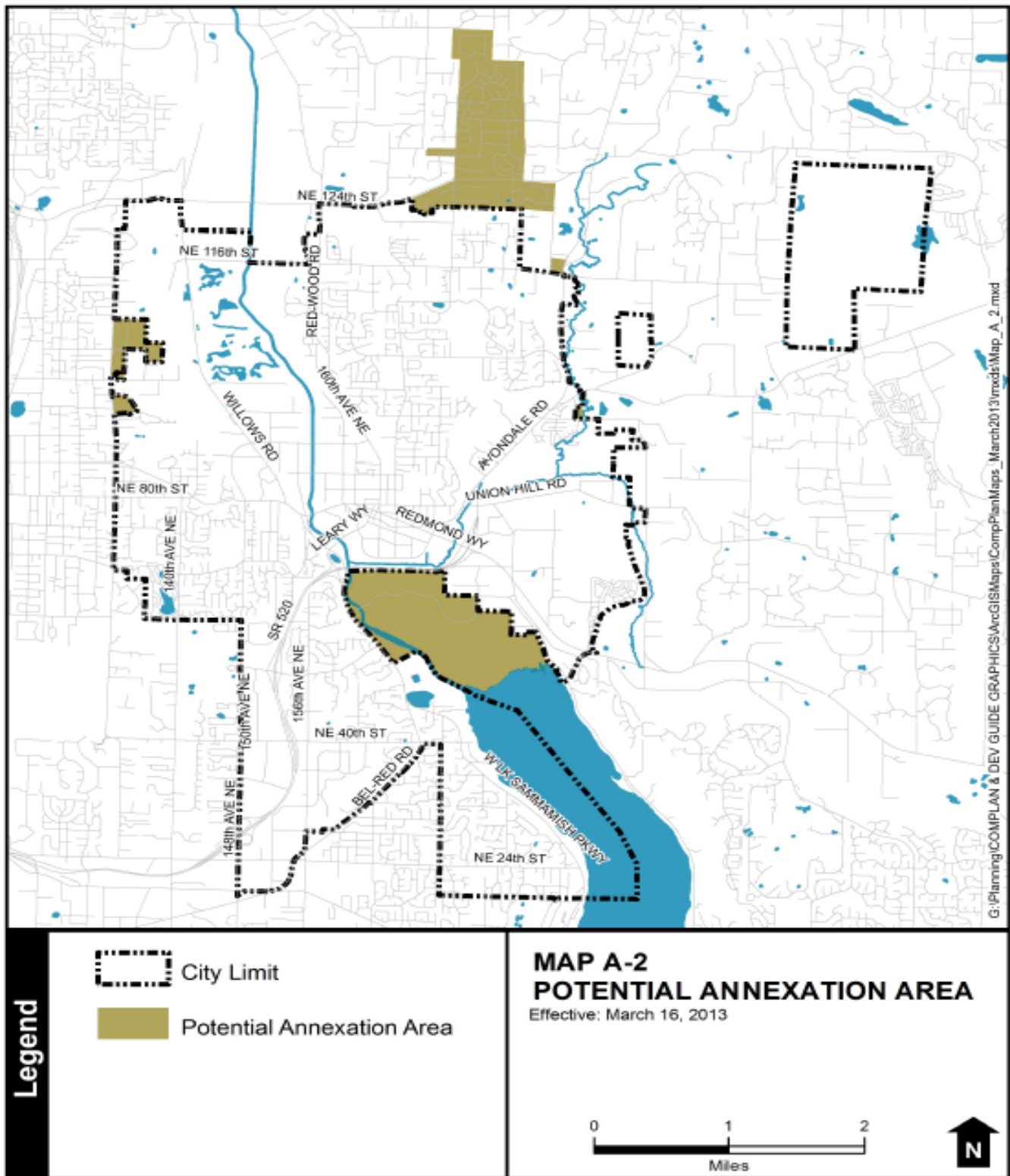
In addition to planning for areas within city limits, Redmond expects to annex areas adjacent to the city that are within the UGA yet remain in unincorporated King County. These areas are identified as Potential Annexation Areas (PAA). Together with the Utilities Element, the Annexation and Regional Planning Element of the Comprehensive Plan provide policies and guidance for managing growth and change in these areas.

FIGURE 1 LAND USE DESIGNATIONS

Land Use Plan Map Designation	Consistent Zones
Single-Family Constrained	R-1, R-2, R-3
Single-Family Urban	R-4, R-5, R-6, R-8 and Residential Innovative (RIN)
Multifamily Urban	R-12, R-18, R-20, R-30
Neighborhood Commercial	NC-1, NC-2
General Commercial	General Commercial
Downtown Mixed-Use	Downtown Zones
Overlake Mixed-Use	Overlake Zones
Business Park	Business Park
Manufacturing Park	Manufacturing Park, Industry
Design District	Design District
Marymoor Design District	MDD1, MDD2, MDD3, MDD4, MDD5
Urban Recreation	Urban Recreation
Semirural	RA-5
Park and Open Space	All zones



FIGURE 2 POTENTIAL ANNEXATION AREA MAP



While most policies related to land use can be found in the Land Use Element, the Redmond Comprehensive Plan also contains policies for land use in other elements, as shown in the table below.

TABLE 1 LAND USE POLICIES IN COMPREHENSIVE PLAN

Element	Summary
Land Use	Designed to help Redmond achieve its vision by setting forth policy for land development across the entire city
Neighborhoods	Contains neighborhood-specific policies for ten distinct neighborhoods. Neighborhood planning addresses neighborhood-level issues and opportunities in a manner consistent with overall City land use policy to develop solutions that foster opportunities and address problems.
Urban Centers	Contains policies for Redmond's two urban centers: Downtown and Overlake. Note that the urban centers are located within, but are smaller than, the associated neighborhood. For example, the Downtown Urban Center is located completely within the Downtown neighborhood, but the urban center is not comprised of the entire downtown neighborhood.

### Redmond Land Use Regulations

The Redmond Zoning Code (RZC), which is Title 21 of the Redmond Municipal Code, regulates land use in Redmond. The RZC contains regulations addressing land use, building form, site development standards, architectural design, environmental standards, land division, and development review procedures. The Zoning Map (RZC 21.04 and appended to the end of this section) is required to be consistent with the Comprehensive Land Use Map and categorizes Redmond's zoning districts into one of four categories.

1. Recreation,
2. Residential,
3. Commercial/Industrial, and
4. Mixed Use.

### Sound Transit

A total of four light rail stations will be constructed in Redmond. Sound Transit Link light rail will be coming to Redmond's Overlake neighborhood in 2023 and to Southeast Redmond and Downtown in 2024. Link will give riders a fast, frequent and reliable connections among the Eastside's biggest population and employment centers and destinations, as well as to the wider region. Sound Transit partners with private and non-profit developers to build transit-oriented development (TOD) on its surplus property, where housing affordable to a range of income levels, as well as new retail, restaurants, offices, and community spaces, contribute to creating vibrant neighborhoods with direct access to transit.

## Current Conditions

### Inventory of Existing Conditions

The City of Redmond has a hierarchy of broader land use designations (see Figure 1), each of which contain a subset of land use zones (Table 2). The most intense land uses are directed to Overlake, Downtown, and Marymoor Village.

The RZC identifies 49 zoning districts. Each zone contains unique development regulations to:

- Guide growth in a logical and orderly manner;
- Maintain a quality environment; and
- Provide for the conservation, protection and enhancement of the public health, safety and general welfare of the city.

The largest zones as a percent of all zoned areas in Redmond are R-4 (17.8%), R-5 (12.5%), and Semi-Rural Residential (9.2%) (Table 2). In contrast, the sum of all Overlake zones comprises 8.3% of all zoned areas in Redmond.

Table 2 City of Redmond Zones by Land Use Designation

Land Use	Consistent Zones	Percent of All Land Area
Single-Family Constrained	R-1, R-2, R-3	7.0%
Single-Family Urban	R-4, R-5, R-6, R-8 and Residential Innovative (RIN)	40.3%
Multifamily Urban	R-12, R-18, R-20, R-30	8.9%
Neighborhood Commercial	NC-1, NC-2	0.2%
General Commercial	GC	0.6%
Downtown Mixed-Use	AP, BC, CTR, EH, OT, RR, RVBD, RVT, SMT, TR, TSQ, TWNC, VV	5.7%
Design District	MDD1, MDD2, MDD3, MDD4, MDD5, NDD1, NDD2, NDD3, NWDD, BDD1, BDD2	3.2%
Overlake Mixed-Use	OBAT, OV1, OV2, OV3, OV4, OV5	8.3%
Semi-Rural	RA-5	9.2%
Urban Recreation	UR	5.3%
Parks & Open Space	All Zones	N/A
Manufacturing Park	MP, I	6.7%
Business Park	BP	4.7%
	<b>TOTAL</b>	<b>100.0%<sup>1</sup></b>

<sup>1</sup> Differences from 100.0% due to rounding

FIGURE 3 - LAND USE IN REDMOND BY GENERAL CATEGORY

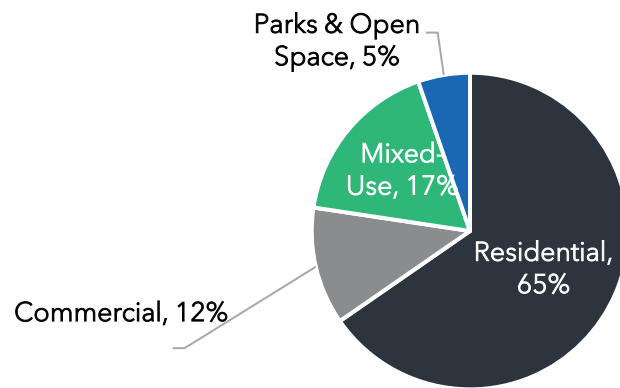
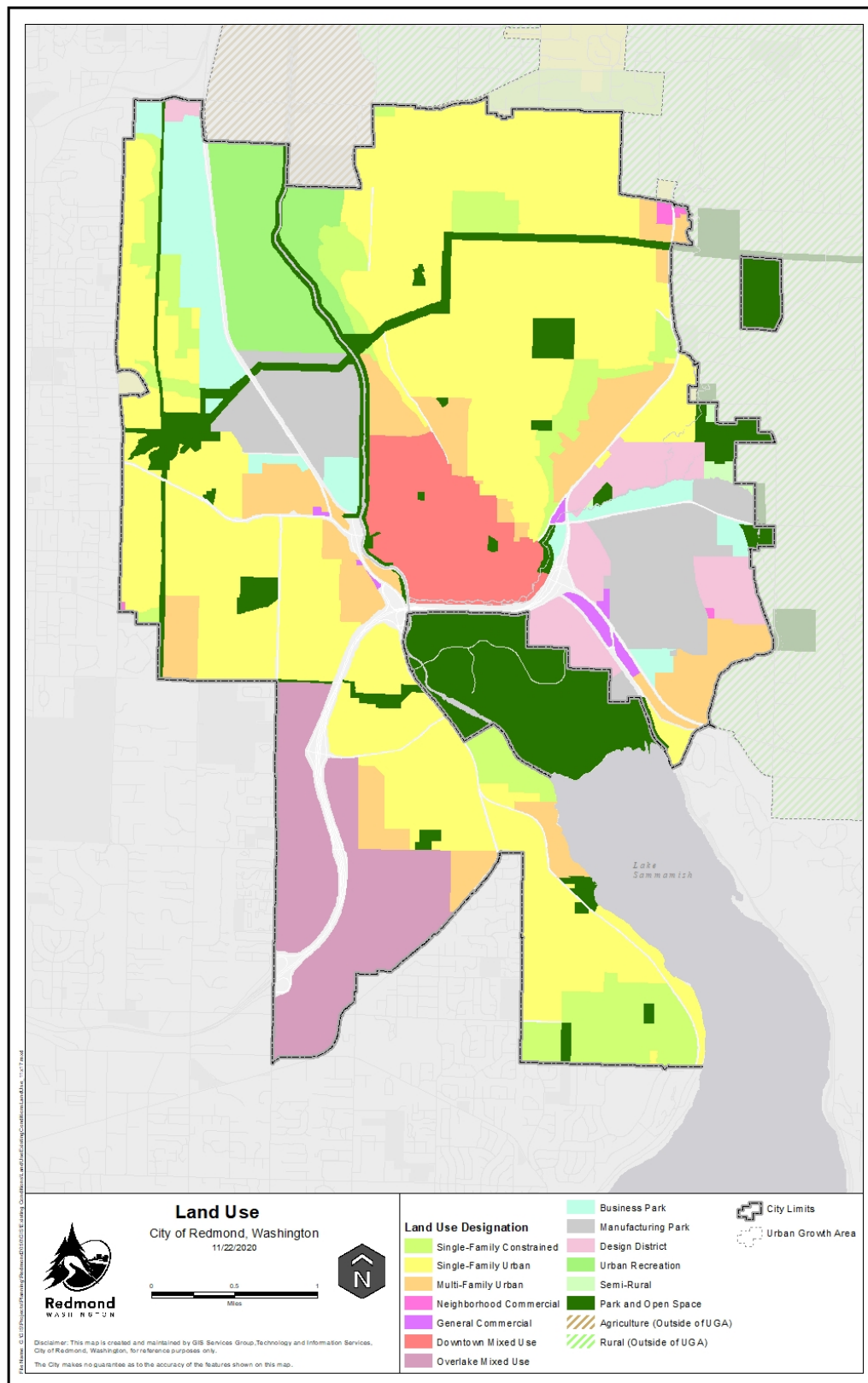


FIGURE 4 - MAP OF LAND USE DESIGNATIONS



## Neighborhoods

The City of Redmond is divided into 10 neighborhoods (Figure 5 and Table 3). Downtown, Overlake, and Southeast Redmond are the most intensely developed neighborhoods. This corresponds with the Regional Growth Strategy to accommodate most growth in urban centers and around light rail stations.

FIGURE 5 MAP OF NEIGHBORHOODS AND URBAN

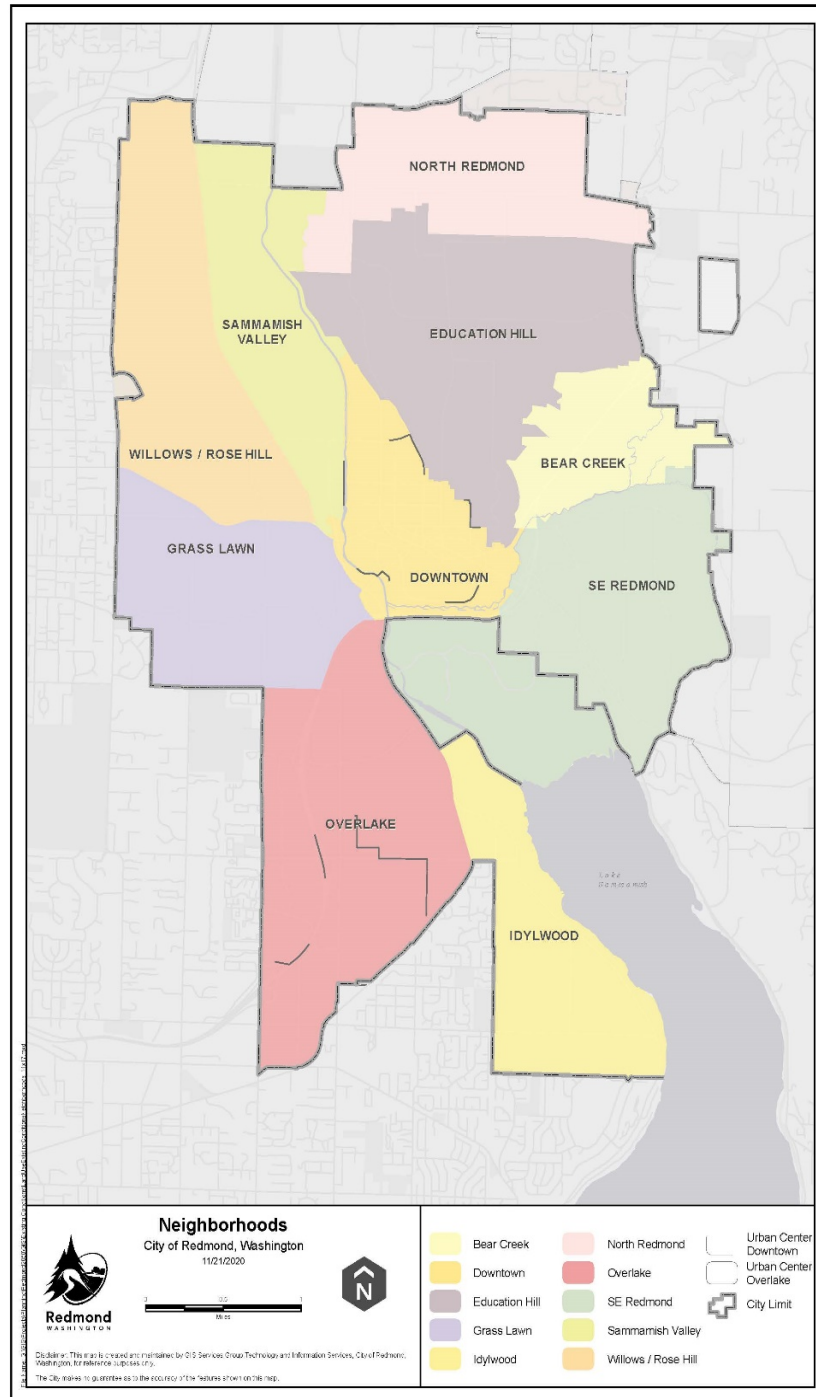


TABLE 3 - NEIGHBORHOOD ACREAGE

Neighborhood	Acres	Percent Area of All Neighborhoods
Idylwood	840	8%
Overlake	1,493	14%
Grass Lawn	944	9%
SE Redmond	1,624	16%
Bear Creek	486	5%
Downtown	659	6%
Education Hill	1,482	14%
Sammamish Valley	801	8%
Willows / Rose Hill	1,113	11%
North Redmond	1,011	10%

### Urban Centers

Redmond contains two urban centers: Downtown and Overlake. They are focal points for development, transit and employment and account for 20% of the city's land (Table 3).

Downtown Redmond is currently home to 6,000 residents and 10,000 jobs with 1.1 million square feet of commercial space and 1.6 million square feet of retail space. There are 4,336 multi-family dwellings up to 85' or 7 stories in height. There are 2-5 parking spaces per 1,000 square feet of commercial space available. Current land use is predominantly low to mid-rise commercial. Blocks are small, creating a strong foundation for a comfortable pedestrian environment. Housing is primarily renter occupied. (The IBI Group, 2020)

The Overlake neighborhood contains more than 48,000 jobs, making it the third largest job center in the region (City of Redmond, 2019). Overlake has a much more diverse population than the regional average. This regional center contains primarily multi-family housing developments with more than 20 homes per development. Around Overlake Village station and the Redmond Technology Station, the current land use is predominantly commercial. The small residential population has a higher level of education on average, and 59% are a racial or ethnic minority. Around Overlake Village, the median income for the residents is \$57,732, lower than the city's average while the Overlake Transit Center median income is closer to the citywide average at \$91,214 (The IBI Group, 2020).

The City of Redmond's growth strategy is to accommodate most growth in its two urban centers. An estimated 26% of dwelling units are in our urban centers, with a goal of approximately 1/3 of all the housing to be in Urban Centers by 2030. The City is on track to reach that goal with 70% of the dwelling units that were built between 2010 and 2019 taking place in the Urban Centers.



TABLE 4 GROWTH IN URBAN CENTERS VS. CITYWIDE

	2010 <sup>2</sup>	2019 Actuals	2010- 2019 Growth	2030 Comp Plan Projection
Urban Center Housing Units	3,140	7,532	4,392	11,900
Overall Citywide Housing Units	25,000	31,316	6,316	36,500

### Transfer of Development Rights Program

The City of Redmond has codified a Transfer of Development Rights (TDR) program ([RZC 21.48](#)). The purpose of the TDR program is to advance Comprehensive Plan goals and policies that address the protection of environmentally critical areas, historic resources (including archeological resources), open spaces, and the ability to provide affordable housing, by transferring the right to develop on the land needing protection to land more suitable for urban development.

### Level of Service Analysis

Redmond is on-track to meet the 2035 growth targets that had been set at the last Comprehensive Plan update.

TABLE 5 REDMOND GROWTH VS. 2035 GROWTH TARGETS

	2035 Growth Target	2006-2018 Growth	% of Target Achieved
Housing	11,832 new housing units	4,946 new housing units	42% - ahead of target (41% of time period has elapsed)
Jobs	26,680 new jobs	11,967 new jobs	45% - ahead of target (41% of time period has elapsed)

### Trends Analysis

#### Office Developments

Microsoft is replacing 12 office buildings with 3 million square feet of office space at its corporate campus in Redmond's Overlake neighborhood. The net increase in office space for the Microsoft redevelopment is approximately 2,094,000 square feet. The project has a clustered village design that will encourage multimodal travel and include shops, restaurants, and sports facilities.

Additional technology-based jobs in a campus setting are expected along Willows Road with Facebook/Oculus developing a 678,000-square-foot campus that will feature green roofs to mimic the surrounding forest. At the Redmond Town Center, the former 111,000-square-foot department store will be transformed into office space for approximately 600 Amazon employees.

<sup>2</sup> From the Comprehensive Plan



## Overlake Mixed Use Communities

The Esterra Park 26-acre and Seritage 13-acre Master Planned Developments in Overlake are examples of how Redmond land use patterns are changing. These two sites will include housing, hotels, office, retail and public amenities that are well served by transit as light rail arrives to Redmond. The developments replace a hospital and 1- and 2-story developments with mid-rise, mixed use buildings.

	Housing	Retail	Hotel	Office	Parks
Seritage	500 multifamily units (476,865 square feet)	185,000 square feet	210-room hotel (121,565 square feet)	266,800 square feet	2.4 acres
Esterra Park	No less than 1,400 units	Not less than 25,000 square feet	Accommodate groups of at least 300 people		2.67 acres
		1,384,656 square feet of GFA			

## Downtown Housing Developments

As Redmond plans for light rail, land use intensification near station areas in Downtown is expected and encouraged through land use policy and regulations. A typical example is Porch & Park: a planned, 6-story mixed-use, multifamily building that will replace a one-story fast food restaurant and strip mall. The building will have a reduced parking ratio of .86 spaces per unit and will implement measures to reduce reliance on personal vehicles.

## Marymoor Village

Although Marymoor Village is not envisioned to become an urban center like Downtown and Overlake, it will begin to feature additional and more diverse uses and buildings than currently present. Marymoor Village is currently a diverse mosaic of manufacturing, education, distribution industrial, and religious uses. Much like a small urban village, the area already offers many options but is now beginning to add transit-oriented development that includes housing in advance of the arrival of light rail service.

LMC Marymoor is an example of a TOD planned near the Southeast Redmond light rail station. It will include 450 residential units, underground parking, and 37,000 square feet of commercial space. The development will include sustainable design elements like solar panels, bioretention facilities, and electric vehicle charging.

## Light Rail Stations

Light rail stations are mobility hubs around which to build transit-oriented developments, and more broadly, transit-oriented communities. Sites near light rail stations can be developed with housing affordable to a range of income levels, as well as new retail, restaurants, offices, and community spaces, contributing to vibrant neighborhoods with direct access to transit. The City collaborates with Sound Transit to develop TOD on properties that Sound Transit determines are surplus to its needs.

## Annexations

Redmond's regulates and plans for annexations. The Annexation and Regional Planning Element defines the areas that are eligible for annexation. These areas are also known as Potential Annexation Areas (PAA). The Annexation and Regional Planning Element harmonizes with the Land Use Element to guide annexation into the City. The City regulates how facilities and service provisions are integrated into annexed areas, including how to handle facility and service issues within the PAA, as called for in the King County CPPs.

The City of Redmond has annexed much of its PAA. One large "peninsula" of PAA exists north of Redmond city limits. Although there have been sporadic inquiries for many years, no formal annexation process for this area has begun.

## Policy Considerations

### Policies

All relevant Comprehensive Plan policies concerning land use are under review as part of this Comprehensive Plan update. How the City chooses to accommodate its growth targets is a key consideration in determining which policies should be considered for revision. Policies will also be reviewed for alignment with Redmond 2050 themes of equity and inclusion, sustainability, resiliency, and being technology forward.

At least 65% of growth is required to be allocated to Redmond's two urban centers (Overlake and Downtown). However, the City has discretion on how to allocate the remaining 35%. If the City pursues a more distributed allocation of growth, several major corridors and neighborhood retail hubs may need new land use and/or zoning designations in order to accommodate growth. This may require revisions to associated Land Use policies and would have impacts to equity and inclusion, sustainability, and resiliency themes within the comprehensive plan.

The list below includes some of the more far-reaching policies that could be amended as part of this plan update depending on the growth strategy that the City pursues. Note, these policies are from both the Land Use and other elements in the Comprehensive Plan.

Policy Consideration	Relationship to Themes
LU-36 Multifamily Urban Designation. This purpose of this policy is to provide guidance for designating certain lands for multifamily developments based on three conditions.	Equity & Inclusion
OV-66 Allow a mix of housing types and a range of choices, while maintaining the overall single-family character of established developments within Overlake. This maintenance of overall single-family character component of this policy may need to be revised in order to meet the mandated growth target allocations.	Equity & Inclusion Sustainability Resiliency

LU-27 Apply zones consistent with the Comprehensive Land Use Plan Map designations. This policy organizes zones into land use categories. The policy must be updated because the City has adopted additional types of zones since this policy was last updated.	
N-BC-21 Consider allowing neighborhood commercial zoning. This policy provides a list of criteria for considering neighborhood commercial zoning designations within the Bear Creek neighborhoods. This may be revised to meet corridor planning goals for allocated growth targets.	Sustainability Resiliency
Urban Centers & Transit Oriented Development: The City of Redmond is growing, as is the greater Seattle metropolitan area. To accommodate this growth, the PSRC assigns jurisdictions a regional growth allocation share. As planning for the Redmond Comprehensive Plan continues, growth is planned to largely be concentrated near High-Capacity Transit areas, Light Rail Stations, and in the Urban centers. There is often overlap between these three areas.	Equity & Inclusion Sustainability Resiliency

Land Use considerations involve policies across many other elements, especially Housing and Urban Centers. As such, continued analysis of policies will be viewed through several lenses. One such example comes from Housing Action Plan recommendations to promote more uniformity of development standards across neighborhoods to facilitate ease of multiplex development.

## Existing Conditions

# Housing

### Introduction

The Redmond Comprehensive Plan's Housing Element describes the existing conditions and community vision for the future of housing in Redmond. The Housing Element also describes the goals and requirements of the state Growth Management Act and the King County Countywide Planning Policies.

Over the years, Redmond has changed substantially from a suburban bedroom community to an urban employment center offering various housing, jobs, and community amenities.

While the community only makes up a small portion of King County's total population, Redmond is growing at a faster rate than King County and at a similar rate as Bellevue.

This growth has resulted in increased housing scarcity and increased housing costs.

### Fast Facts

- 31,316: Housing units (2019)
- \$2,256: Average Rent for 2-Bedroom Apartment (2019)
- \$823,300: Median Home Price (2019)
- 24%: Households that are Cost-Burdened.

### State & Regional Planning Context

#### State Regulations

The Washington State Growth Management Act requires an inventory and analysis of existing and projected housing needs as part of each jurisdiction's comprehensive plan housing element ([RCW 36.70A.070\(2\)](#)).

Local housing elements should ensure the vitality and character of established residential neighborhoods and include the following components:

1. An inventory and analysis of existing and projected housing needs;
2. Goals, policies, objectives, and mandatory provisions for the preservation, improvement, and development of housing;
3. Identification of sufficient land for a range of housing types to match community needs; and
4. Adequate provisions for the needs of all economic segments of the community. (WAC 365-196-410).

The housing element shows how a county or city will accommodate anticipated growth, provide a variety of housing types at a variety of densities, provide opportunities for affordable housing for all economic segments of the community.

## Puget Sound Regional Council

The Puget Sound Regional Council's [VISION 2050](#) regional plan identifies the primary housing objective: the region preserves, improves, and expands its housing stock to provide a range of affordable, accessible, healthy, and safe housing choices to every resident. The region continues to promote fair and equal access to housing for all people.

VISION 2050 directs jurisdictions to plan for housing and job growth in places designated for higher densities, a mix of land uses, and transportation choices. The region's continuing expansion of high-capacity transit provides one of the best opportunities to expand accessible housing options to households with a wider range of incomes. Promoting or requiring affordable housing in walking distance – about ¼ to ½ mile – from high-capacity transit stations and in regional growth centers can help to ensure all residents have opportunities to live in accessible and connected communities. Such housing will be particularly valuable to low-income households, who are the most dependent on transit and are at risk for displacement as housing costs rise.

The PSRC has collaborated with member jurisdictions to develop Local Housing Actions, which provide guidance and direction for Countywide Planning Policy Updates. Local Actions include:

- H-Action-4: Local Housing Needs: Conduct a housing needs analysis and evaluate the effectiveness of local housing policies and strategies to achieve housing targets and affordability goals. Analysis should include access to jobs and transportation to determine total household costs.
- H-Action-5: Affordable Housing Incentives: Evaluate and adopt techniques such as inclusionary or incentive zoning to provide affordability.
- H-Action-6: Displacement: Develop and implement strategies to address displacement of at-risk populations.
- H-Action-7: Housing Choice: Update regulations and strategies to reduce barriers to the development and preservation of moderate density housing.
- H-Action-8: Housing Production: Review and revise development standards and regulations to reduce barriers to the development of housing.

A full list of policies and actions can be found at <https://www.psrc.org/sites/default/files/vision-2050-plan.pdf>

## Countywide Planning Policies

The King County Countywide Planning Policies provide a framework for all jurisdictions to plan for and promote a range of affordable, accessible, and healthy housing choices for current and future residents. Within King County, there is an unmet need for housing that is affordable for households earning less than 80 percent of area median income (AMI).

The policies below recognize the significant countywide need for affordable housing to focus on the strategies that can be taken both by individual jurisdictions and in collaboration with other partners to meet the countywide need. These policies envision cities and the county following a specific process;

1. Plan for countywide need;
2. Conduct a housing inventory, analysis, and evaluation;
3. Collaborate regionally;
4. Implement policies and strategies to equitably meet housing needs;
5. Measure results and hold the region accountable; and
6. Respond to measurement with reassessment and adjustment of strategies.

The overarching goal of the housing countywide planning policies is that the housing needs of all economic and demographic groups are met within all jurisdictions.

## Local Planning & Regulatory Context

The Housing Element of the Comprehensive Plan was last updated on March 18, 2014. However, several other updates to housing related regulations and programs were completed since the last Comprehensive Plan Periodic Update in 2011. One noteworthy example is the adoption of Multifamily Property Tax Exemption regulations in 2017.

### Redmond Regulations

While the City of Redmond has a wide range of policies, regulations, and programs related to housing, two are especially relevant to affordable housing: inclusionary zoning and alternative compliance.

The City's **inclusionary zoning regulations** ([RZC 21.20](#)) require that residential projects in most areas of Redmond with 10 or more units provide at least 10% of the units affordable at 80% of the Area Median Income (AMI). The regulations also provide the option that instead of 10% of the units at 80% AMI, 5% of the units can be at 50% AMI. In addition, for each affordable unit, one bonus unit is allowed (up to 15% above the maximum density for the zone) except Downtown, where the City raised height limits and eliminated density limits. Affordable units are kept affordable for the life of the project in the case of rental housing, or 50 years in the case of homeownership. The regulations have resulted in the creation of 531 affordable homes, with a further 69 in the development pipeline.

The City's inclusionary requirements allow a developer to meet the provisions of the regulations through **alternative compliance**, which can be implemented by either providing affordable units off site or by providing cash payments "in lieu" of providing affordable housing within the project itself ([RZC 21.20.050](#) and [RMC 3.38.170](#)). Fee-in-lieu payments will only be used for the provision of affordable housing units by the City or other housing provider and must demonstrate that any alternative achieves a result equal to or better than providing the housing units on site. The City has used fee-in-lieu payments primarily to assist in funding non-profit housing developments that provide greater levels of affordability.

The **Multifamily Property Tax Exemption** (MFTE) program in Redmond ([RMC 3.38](#)) provides a tax exemption to encourage the development of affordable units within new multifamily rental projects at greater levels of affordability within three designated “Residential Targeted Areas” in Redmond. The MFTE provides a tax exemption on eligible multifamily housing in exchange for affordable income- and rent-restricted units. By supporting mixed-income residential development in the urban centers, the MFTE program ensures affordability as the community grows.

- The exemption provides either an 8 or a 12-year property tax exemption on the assessed improvements for those projects.
- Land, and nonresidential improvements are nonexempt.
- Affordability levels for an 8-year exempted project are typically 60% of Area Median Income (AMI) for 10% of the units.
- Affordability levels for a 12-year exempted project are typically 60% to 85% AMI for 20% of the units.
- Affordable units must remain affordable for the life of the project, similar to Redmond’s inclusionary requirements.
- MFTE regulations have resulted in the creation of 41 affordable homes, with a further 17 homes in the development pipeline.

### Redmond Partnerships

A Regional Coalition for Housing ([ARCH](#)) is a partnership of the County and East King County cities who have joined together to assist with preserving and increasing the supply of housing for low- and moderate-income households in the region. The City of Redmond collaborates with ARCH to create ARCH work programs, budgets, and special projects.

ARCH assists member governments in developing housing policies, strategies, programs, and development regulations; coordinates the cities' financial support to groups creating affordable housing for low- and moderate-income households; and assists people looking for affordable rental and ownership housing.

ARCH's member governments have supported a wide range of housing created and operated by local organizations and private developers that serve individuals, families, seniors, the homeless, and persons with special needs.

### Current Conditions

In 2019, Redmond received a grant to develop a Housing Action Plan. The Plan includes an analysis of the existing housing stock, current and projected housing needs, and opportunities for housing. The Plan also conducted outreach with community members, special stakeholder groups, and housing specialists, to gain a better understanding of existing conditions for housing in Redmond.

The information provided in this section was first provided in the Redmond Housing Needs Assessment is available on the City of Redmond [website](#).

### Household Size and Count

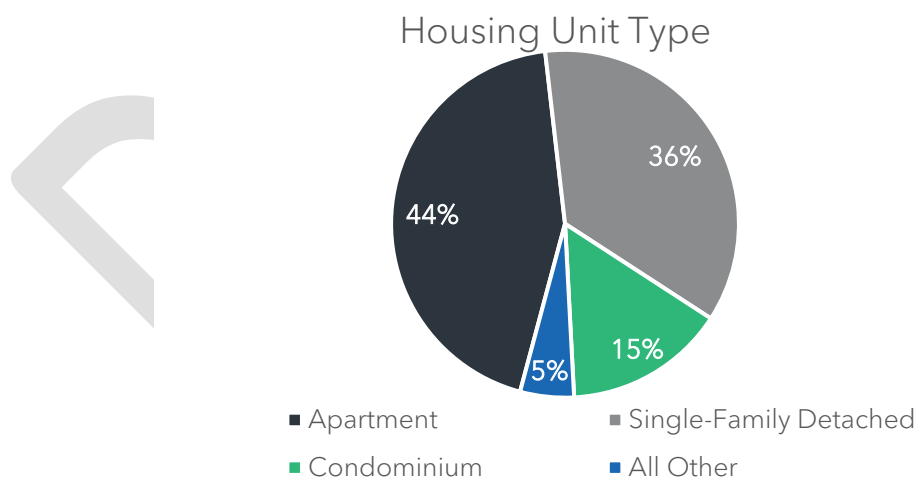
Two-person households represent the most common household size within Redmond. Redmond's 32 percent of two-person households is the lowest of all city comparisons within the eastside collection of jurisdictions (Table 1). Redmond has the highest share of households with over three persons (42 percent) in comparison to neighboring cities.

**TABLE 1 - HOUSEHOLD SIZE AND COUNT, REDMOND, NEIGHBORING CITIES, 2014-2018<sup>1</sup>**

Geography	1-Person Households	2-Person Households	3-Person Households	4-or-More Person Households
Redmond	26%	32%	16%	26%
Bellevue	26%	34%	15%	25%
Issaquah	29%	34%	16%	21%
Kirkland	28%	37%	16%	19%

### Redmond's Housing Units are Mainly Single-Family Detached and Multifamily

In 2019, the City of Redmond had 31,316 housing units. Most of the housing units were Apartments (13,721), Single-Family Detached (11,235), and Condominiums (4,550) (Figure 1).



**FIGURE 1 - REDMOND HOUSING TYPES, 2019<sup>2</sup>**

### Redmond Has the Highest Share of Rental Units in Comparison to Neighboring Cities

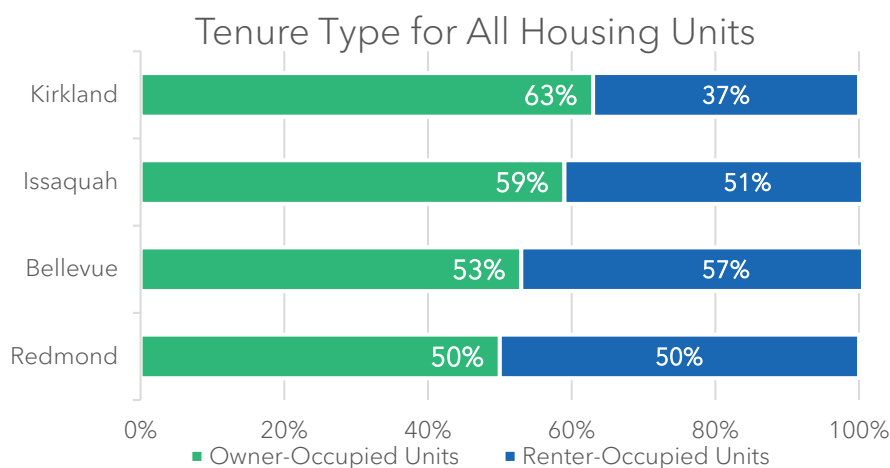
<sup>1</sup> Sources: U.S. Census Bureau, 2014-2018 ACS 5-Year Estimates. Redmond Housing Action Plan Needs Assessment. EcoNorthwest.

<sup>2</sup> Sources: King County Assessments, 2019



Redmond has the highest percent of renter-occupied units in comparison to Bellevue, Issaquah, and Kirkland (Figure 2). This is likely attributable to Redmond's continual decrease in home ownership rates, from 58 percent in 1990 to 50 percent between 2014 and 2018.<sup>3</sup> Most new housing built in Redmond has been multifamily housing and this housing tends to be rental units. In fact, 86 percent of people rent an apartment rather than own in Redmond and from 2010-2019, 64 percent of the new units built were multifamily rentals.<sup>4</sup>

Redmond's share of renter and owner-occupied units is split evenly, giving the city the lowest share of owner-occupied units in comparison to neighboring cities. Redmond's households with incomes below \$150,000 primarily rent rather than own. Ownership opportunities are generally in the less dense periphery of city limits. Rental opportunities are generally in the denser urban centers.



**FIGURE 2 - TENURE, OCCUPIED UNITS, REDMOND, BELLEVUE, ISSAQUAH, AND KIRKLAND, 2014-2018<sup>5</sup>**

### Cost Burdened

The U.S. Department of Housing and Urban Development (HUD) guidelines indicate that a household is cost burdened when they pay more than 30 percent of their gross household income for housing and severely cost burdened when they pay more than 50 percent of their gross household income for housing. About 24 percent of Redmond's households are cost burdened overall (Table 2).<sup>6</sup>

<sup>3</sup> Sources: U.S. Census Bureau, 2014-2018 ACS 5-Year Estimates; ARCH, 2011.

<sup>4</sup> Sources: U.S. Census Bureau, 2014-2018 ACS 5-Year Estimates; OFM, 2019; and Decennial Census, 2010.

<sup>5</sup> Source: U.S. Census Bureau, 2014-2018 ACS 5-year Estimates.

<sup>6</sup> Source: CHAS, 5 year 2012-2016

TABLE 2 - COST-BURDENED HOUSEHOLDS BY TENURE, 2014-2018

<b>Tenure</b>	<b>Cost Burdened</b>	<b>Severely Cost Burdened</b>	<b>Total Cost Burdened</b>
<b>Renter</b>	7.3%	6.5%	13.8%
<b>Homeowner</b>	6.4%	3.4%	9.8%

Redmond's renters are more likely to be cost burdened or severely cost burdened than homeowners. Renters are more likely to be cost burdened than homeowners because renters tend to have lower incomes.

Cost burdening for owner-occupied households is not terribly common because mortgage lenders typically ensure that a household can pay its debt obligations before signing off on a loan. However, cost burdening can occur when a household secures a mortgage and then sees its income decline.

### Jobs to Housing Ratio

The jobs-to-housing ratio is another metric for describing the availability of housing for local workers. King County uses the jobs-to-housing assessment to improve the jobs/housing balance within the county, and as a factor in determining the allocation of residential and employment growth for different jurisdictions.

Redmond has a higher jobs-to-housing ratio compared to neighboring cities (Table 3).

TABLE 3 - REDMOND JOBS TO HOUSING RATIO, 2018<sup>7</sup>

<b>Geography</b>	<b>Jobs-to-Housing Ratio</b>
<b>Redmond</b>	3.4
<b>Bellevue</b>	2.5
<b>Issaquah</b>	1.6
<b>Kirkland</b>	1.9
<b>King County</b>	1.5

### Housing Supply

Using population forecasts from the Washington State Office of Financial Management (OFM), the Puget Sound Regional Planning Council (PSRC), and selected Census information we can estimate both the current underproduction and future housing need for Redmond.

Combining the existing underproduction units and future housing need, Redmond has a need for about 8,897 units (Table 4). This number should be considered the minimum number of additional housing units needed to support the expected population growth in 2050.

<sup>7</sup> Sources: Puget Sound Regional Council, Washington State Office of Financial Management (OFM).

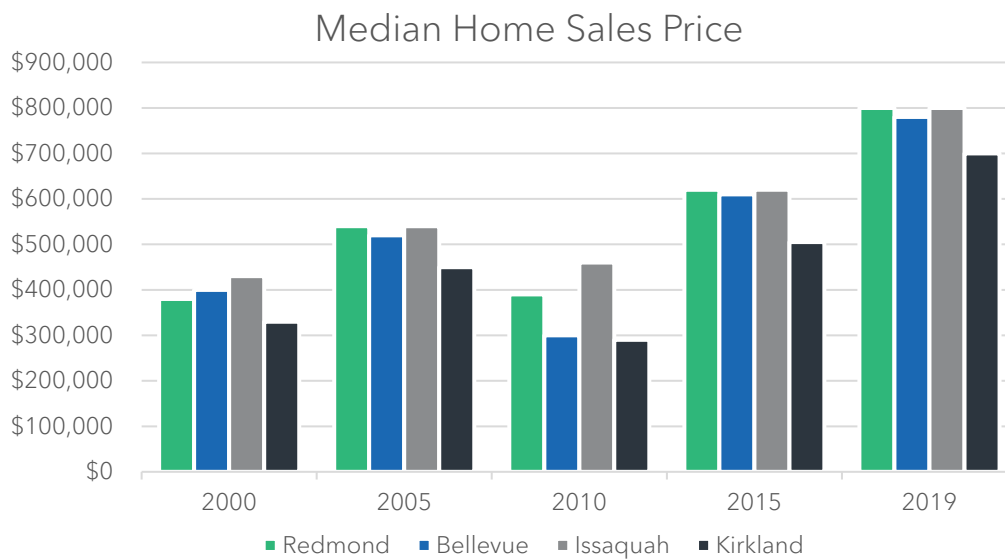
TABLE 4 - HOUSING NEED AND GAP ANALYSIS FOR REDMOND BY 2040<sup>8</sup>

City	Current Estimated Underproduction, Units	Future Housing Need, Units	Total Housing Need, Units
Redmond	309	8,589	8,897

## Trends Analysis

### Housing Cost Trends: Median Sales Price Doubled

Redmond median home sale price has more than doubled since 2000, rising from \$378,595 in 2000 to \$823,300 in 2019.<sup>9</sup> This increase in Redmond's median home sale price represents a four percent compound annual growth rate which is similar to Kirkland's and a little higher than Bellevue and Issaquah's rates. However, the cities of Bellevue and Issaquah have had relatively similar median home sales prices as Redmond between 2015 and 2019, while Kirkland's median home sales price is currently closer to \$700,000 (Figure 3).



<sup>8</sup> Source: ECONorthwest calculation, Washington Office of Financial Management, 2019 and PSRC, 2019.

Notes: Current estimated underproduction provides the number of the existing shortage of housing units from the past 10 years based on household formation. Future housing need shows the estimated housing demand up to 2040. The "total units" number is the sum of the current estimated underproduction and future housing needs.

<sup>9</sup> Source: King County Assessor's Office, 2020.

### FIGURE 3 - HOUSING COST TREND OF MEDIAN SALES PRICE, REDMOND, BELLEVUE, ISSAQUAH, AND KIRKLAND, 2000-2019<sup>10</sup>

#### Average Rent has Remained Above 100 Percent AMI Over Last Few Decades

In addition to home sale prices, rental rate changes across time should be recognized. Over the last 20 years, Redmond's average apartment pricing has been higher than the King County average, but lower than that of Seattle and Bellevue. Redmond's average rent in 2019 was \$2,256, a number that is not far off from its rent prices of the last few decades but is much higher than the \$570 to \$1,519 affordable range for household earning 30-80 percent of AMI—a group comprising 28 percent of Redmond's population.

#### Policy Considerations

Several themes have been identified for Redmond 2050, and will be woven into each element throughout the process:

- Resiliency/Recovery,
- Equity & Inclusion,
- Technology Forward ("Smart City"), and
- Sustainability.

These themes should be considered in identifying policy updates. The need to achieve equitable outcomes should be an important consideration in the development of housing policy and advance distributional, process, and cross-generational equity.

**Distributional equity**—Fair and just distribution of benefits and burdens to all affected parties and communities across the community and organizational landscape. This should include providing for a mix of incomes and housing choices throughout the community. Currently renters are concentrated in Urban Centers with limited ownership opportunities outside of Redmond's neighborhood. Members of the community should have housing choices throughout the community and a balance of tenure, income, and housing types should be available throughout Redmond.

**Process equity**—Inclusive, open and fair access by all stakeholders to decision processes that impact community and operational outcomes. Process equity relies on all affected parties having access to and meaningful experience with civic and employee engagement, public participation, and jurisdictional listening. Process equity should be a goal for all regulatory and policy updates.

**Cross-generational equity**—Effects of current actions on the fair and just distribution of benefits and burdens to future generations of communities and employees. Opportunities for entry-level homeownership and missing middle housing should be a priority to provide opportunities for wealth building and cross generational transfer of wealth to community members for whom that has been historically out of reach.

<sup>10</sup> Source: King County Assessor's Office, 2020. \*Note: All values are in 2019 inflation-adjusted dollars.

## Existing Conditions

# Transportation

### Introduction

The Comprehensive Plan Transportation Element describes the future vision for mobility to and through Redmond and the City's policies to achieve that vision. The Transportation Element is supplemented by the Transportation Master Plan, a functional plan that describes how the City will achieve the transportation vision in additional detail.

Redmond's 2030 transportation vision is: *"Redmond's 2030 transportation system supports Redmond's vision for vibrant urban centers in Downtown and Overlake, connected neighborhoods and a sustainable community. Movement of people, goods, and freight both locally and regionally is provided by street, light rail, transit, pedestrian, and bicycle systems that are complete and fully integrated."*

As Redmond continues to grow, mobility in and around Redmond will depend increasingly on travel modes other than single-occupancy vehicles. Redmond's transportation plans and policies support the land use vision and intersect with economic vitality and other areas of the Comprehensive Plan. Those connections will be highlighted and referenced throughout this report.

### State & Regional Planning Context

#### Growth Management Act Requirements

Transportation is one of several required elements of comprehensive planning under the Growth Management Act. RCW 36.70A.070(6) requires that the transportation element include:

1. Land use assumptions used when estimating travel;
2. Estimated traffic impacts to state-owned facilities;
3. An inventory of facilities and service needs;
4. Level of service standards for transportation facilities;

### Fast Facts

- Redmond operates and maintains 197 miles of streets, 107 traffic signals, 1,857 streetlights, 229 miles of sidewalks and 72 miles of bicycle lanes.
- Redmond will have four light rail stations by 2024, with an expected 43,000 – 52,000 daily riders on East Link by 2026.
- Transit ridership in Redmond has tripled since 2004.
- The Southeast Redmond parking garage will have more parking stalls (1,400) than the rest of Redmond's park-and-rides combined.
- Three new pedestrian-bicycle bridges over roads and water will open between 2020 and 2024.
- Redmond's pavement condition is worsening as infrastructure ages.
- Downtown Redmond has 1,156 on-street parking stalls and over 12,000 off-street stalls.

5. Traffic forecasting based on the land use plan;
6. A financial plan based on needs identified in the comprehensive plan and potential funding sources;
7. Intergovernmental coordination efforts;
8. Demand-management strategies; and,
9. A pedestrian and bicycle component.

Redmond fulfills several of the required elements in the Transportation Master Plan, which is adopted by reference as part of the Redmond Comprehensive Plan.

### Regional Coordination

Redmond's transportation plans must also be consistent with policies in the Puget Sound Regional Council's VISION 2050 and PSRC's Regional Transportation Plan. From VISION 2050: *"The region has a sustainable, equitable, affordable, safe, and efficient multimodal transportation system, with specific emphasis on an integrated regional transit network that supports the Regional Growth Strategy and promotes vitality of the economy, environment, and health."* As the federally designated Metropolitan Planning Organization (MPO) and Regional Transportation Planning Organization (RTPO), PSRC administers federal transportation funds throughout in King, Snohomish, Pierce, and Kitsap counties.

Like other parts of the Redmond Comprehensive Plan, the Transportation Element and Transportation Master Plan must also be consistent with the King County Countywide Planning Policies for transportation, which in turn are consistent with VISION 2050 and the Regional Transportation Plan.

This regional coordination also includes ongoing collaboration with the Washington State Department of Transportation (WSDOT) regarding state highways, which in Redmond are SR 202 (Redmond Way) and SR 520. Redmond also has interests in I-405 and I-90 planning since those highways are major travel corridors in the region and how they operate affects Redmond.

King County Metro Transit and Sound Transit provide service to Redmond on streets owned and maintained by the City, requiring ongoing collaboration to best serve people traveling to and through Redmond. Over the last decade, transit ridership has experienced robust growth, with the central Puget Sound region being one of only four regions across the country with consistent growth in transit boardings. The City will continue to work closely with Sound Transit to bring light rail service to Overlake and Downtown, and with King County Metro to improve bus service into and within the community.

Finally, Redmond coordinates closely with neighboring jurisdictions to ensure that the transportation system functions across city boundaries. For example, Redmond and Kirkland share a long border along 132<sup>nd</sup> Avenue NE, a street that Kirkland owns and operates but is also the sole access for Redmond residents on the east side of the street. Redmond and Bellevue share ownership of 148<sup>th</sup> Avenue NE and Bel-Red Road in Overlake.

### Transportation Funding

Redmond funds its transportation system with a mix of federal, state, local, and private funds subject to various requirements and restrictions. This makes the overall financial plan complex and subject to uncertainty as regulatory and economic conditions evolve. In 2019-2020, Redmond's budget

allocated about \$44 million to transportation capital projects and about \$21 million to transportation operations. While the mix of funding is not paramount when establishing the transportation vision, it is important to keep in mind when drafting policies and implementing programs and projects that achieve the vision.

## **Local Planning & Regulatory Context**

The transportation context in Redmond has evolved over the past few decades as the city has grown from a semi-rural bedroom community to an employment center with emerging urban transportation characteristics. Today, Redmond's transportation system ranges from a well-developed system of streets and pathways in Downtown to more suburban development patterns in single-family neighborhoods.

### **Transportation Strategic Direction**

Redmond's Transportation Master Plan, last updated in 2013, is organized around five strategies for achieving the vision quoted earlier in this report. These strategies and how they support the vision are shown in Figure 2.

FIGURE 1 TRANSPORTATION MASTER PLAN STRATEGIES



Redmond Transportation Master Plan, 2013

### Redmond Regulations

The strategies above are implemented through regulations in the Redmond Zoning Code. These regulations generally fall into three categories:

1. Requirements for what physical improvements must be built as part of development;
2. Requirements for how such improvements must be built; and,
3. Requirements concerning non-capital improvements, such as for programs encouraging use of non-single-occupant vehicle modes of travel.

Regulations for *what* physical improvements must be built can be found in the Redmond Zoning Code, its appendices, and the Transportation Master Plan. These improvements may include streets (including pedestrian and bicycle facilities and on-street parking), multi-use paths, and off-street parking. Requirements for *how* such improvements are constructed are found in those same documents, as well as the Redmond Standard Specifications and Details book published each year. These documents all contain design standards for the streets, pathways, and other infrastructure that



constitute Redmond's transportation system. Regulations for non-capital improvements are also found in the Redmond Zoning Code.

### Redmond Partnerships

As noted in the State and Regional Planning section of this report, Redmond is a partner with WSDOT, King County Metro Transit, and Sound Transit in operating facilities and services that make it possible to travel in and around Redmond. The City also partners with neighboring jurisdictions to coordinate street, pathway, and transit plans that have effects beyond any one city's boundaries.

## Current Conditions

### Inventory of Existing Conditions

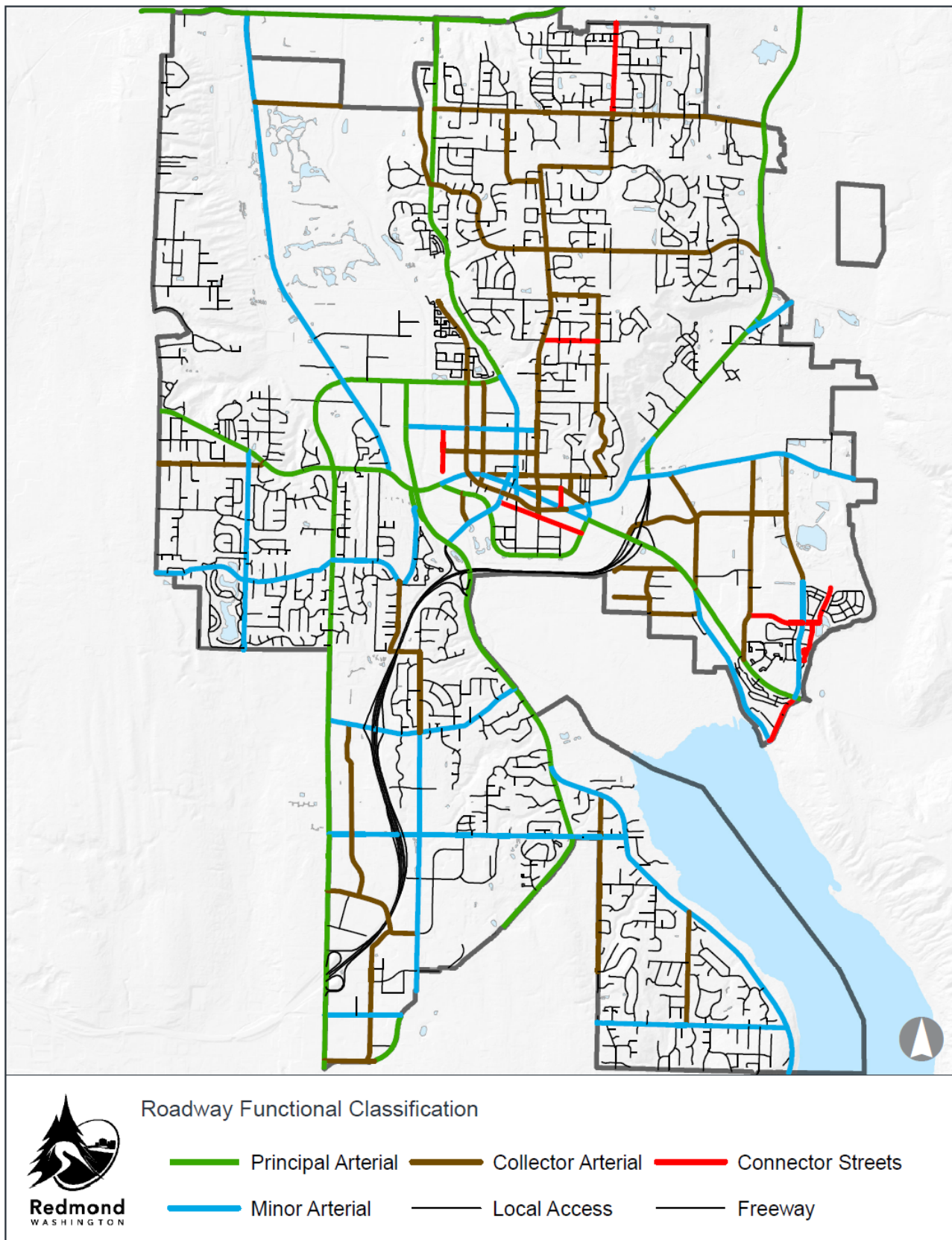
#### Street System

Redmond's street system comprises 197 centerline miles of streets ranging from the SR 520 freeway that supports regional mobility to local streets that provide property access. Table 1 summarizes Redmond's street system. Figure 3 shows a map of Redmond's street system.

TABLE 1 - REDMOND STREET SYSTEM

Functional Class	Centerline Miles
Principal Arterial	17.7
Minor Arterial	20.5
Collector Arterial	23.7
Connector	2.8
Local Access	123.9
Freeway	8.0

FIGURE 2 REDMOND STREET SYSTEM MAP



## Transit System

King County Metro Transit and Sound Transit operate public transit service in Redmond. Table 2 summarizes current transit service in Redmond. Figure 4 shows a map of transit service in Redmond.

**TABLE 2 - TRANSIT SERVICE IN REDMOND**

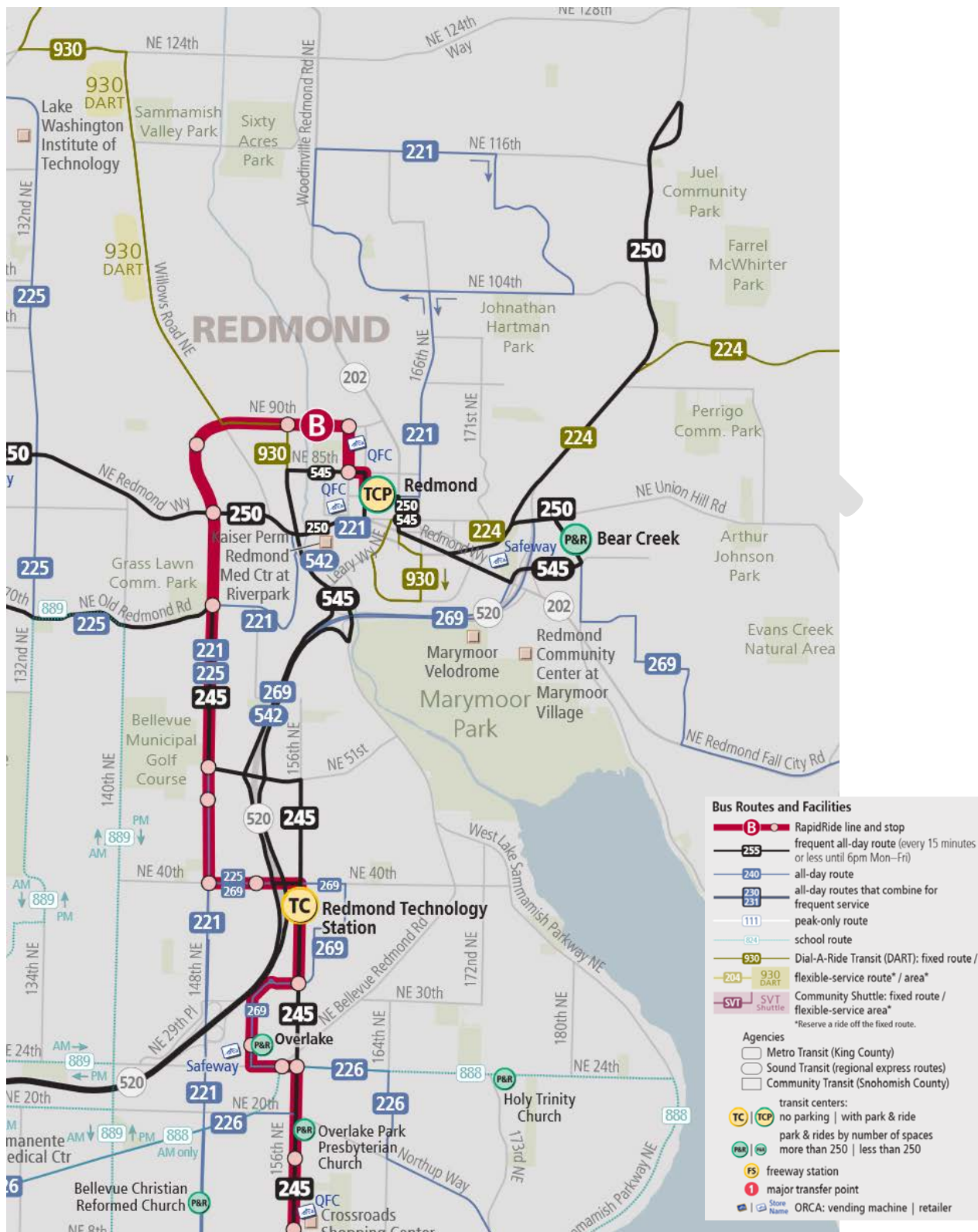
Route <sup>1</sup>	Service Area	Type <sup>2</sup>	COVID-19 Status <sup>3</sup>
<b>B</b>	Redmond TC-Bellevue TC	RapidRide	Full
<b>224</b>	Duvall-Novelt Hill-Redmond TC	DART all-day	Full
<b>930</b>	Totem Lake-Redmond TC	DART all-day	Full
<b>221</b>	Ed Hill-Bellevue College	All-day	Reduced
<b>245</b>	Kirkland TC-Overlake-Eastgate	Frequent all-day	Reduced
<b>269</b>	Issaquah-SE Redmond-Overlake	All-day	Reduced
<b>225</b>	Kenmore-Overlake/RTS	All-day	Reduced
<b>226</b>	Bellevue TC-Overlake-Eastgate	All-day	Reduced
<b>250</b>	Avondale-Kirkland-Bellevue TC	Frequent all-day	Reduced
<b>ST 542</b>	Redmond TC-Green Lake	All-day	Reduced
<b>ST 545</b>	SE Redmond-Downtown Seattle	Frequent all-day	Reduced
<b>232</b>	Duvall-Redmond TC-Bellevue TC	Peak-hour	Suspended
<b>249</b>	Idylwood-Overlake-Bellevue	All-day	Suspended
<b>268</b>	SE Redmond-Downtown Seattle	Peak-hour	Suspended
<b>931</b>	UW Bothell-Woodinville-Redmond	All-day	Suspended
<b>ST 541</b>	Overlake-U District	Peak-hour	Suspended
<b>ST 544</b>	Overlake-S Lk Union	Peak-hour	Suspended

<sup>1</sup>"ST" means "Sound Transit"

<sup>2</sup>"Frequent" means 15-minute service frequency

<sup>3</sup>Sound Transit and King County Metro have temporarily reduced or suspended service on some routes due to the COVID-19 pandemic. "Full" means that the transit agency is operating all or almost all service in place prior to the COVID-19 pandemic. Although service reductions are expected to be temporary, the reduced service levels accurately represent existing conditions and so are reported here.

FIGURE 3 REDMOND AREA TRANSIT



Route 249 serving Idylwood and route 931 serving NE 124<sup>th</sup> St. and Red-Wood Road are currently suspended due to COVID-19 and are not shown on the map.

Metro and Sound Transit also operate park-and-ride lots in Redmond, summarized in Table 3 below.

**TABLE 3 – REDMOND PARK-AND-RIDES**

<b>Park-and-Ride</b>	<b>Location</b>	<b>Owner</b>	<b>Parking Stalls</b>
Bear Creek P&R	7760 178 <sup>th</sup> Pl. NE	King County Metro	283
Overlake Village P&R	2650 152 <sup>nd</sup> Ave. NE	King County Metro	203
Redmond P&R	16201 NE 83 <sup>rd</sup> St.	King County Metro	377
Redmond Technology Station	15590 NE 36 <sup>th</sup> St.	Sound Transit	*
Southeast Redmond Station	176 <sup>th</sup> Ave. NE & NE 70 <sup>th</sup> St.	Sound Transit	*

\* Redmond Technology Station (320 stalls) and Southeast Redmond Station (1,400 stalls) will open with light rail service in 2023-24

### Pedestrian System

Redmond's pedestrian system comprises 278 miles of pedestrian facilities, including sidewalks, paved trails, and soft-surface trails. Table 4 summarizes Redmond's pedestrian system by facility type. Figure 5 shows a map of Redmond's pedestrian system.

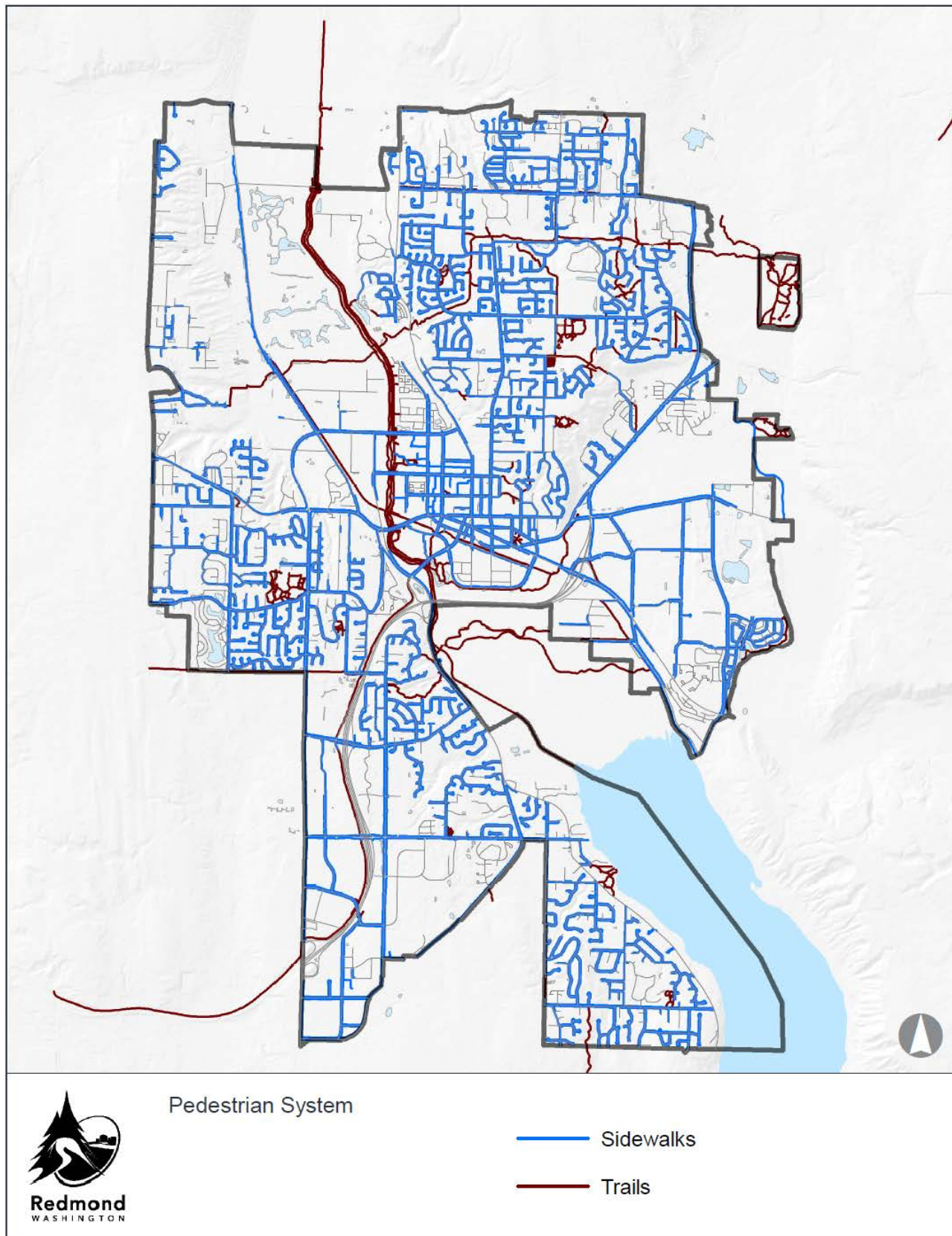
**TABLE 4 – REDMOND PEDESTRIAN SYSTEM**

<b>Facility Type</b>	<b>Miles</b>
Sidewalk	228.9
Trail – Paved (City)	15.7
Trail – Paved (County)	3.1
Trail – Paved (State)	3.0
Trail – Soft (City)	21.6
Trail – Soft (County)	3.6
Trail – Paved or Soft (Private)	1.9

\* SOFT TRAILS DO NOT COMPLY WITH TRANSPORTATION ADA REQUIREMENTS AND AS SUCH, ARE NOT TECHNICALLY A PART OF THE TRANSPORTATION SYSTEM.



FIGURE 4 REDMOND PEDESTRIAN SYSTEM MAP



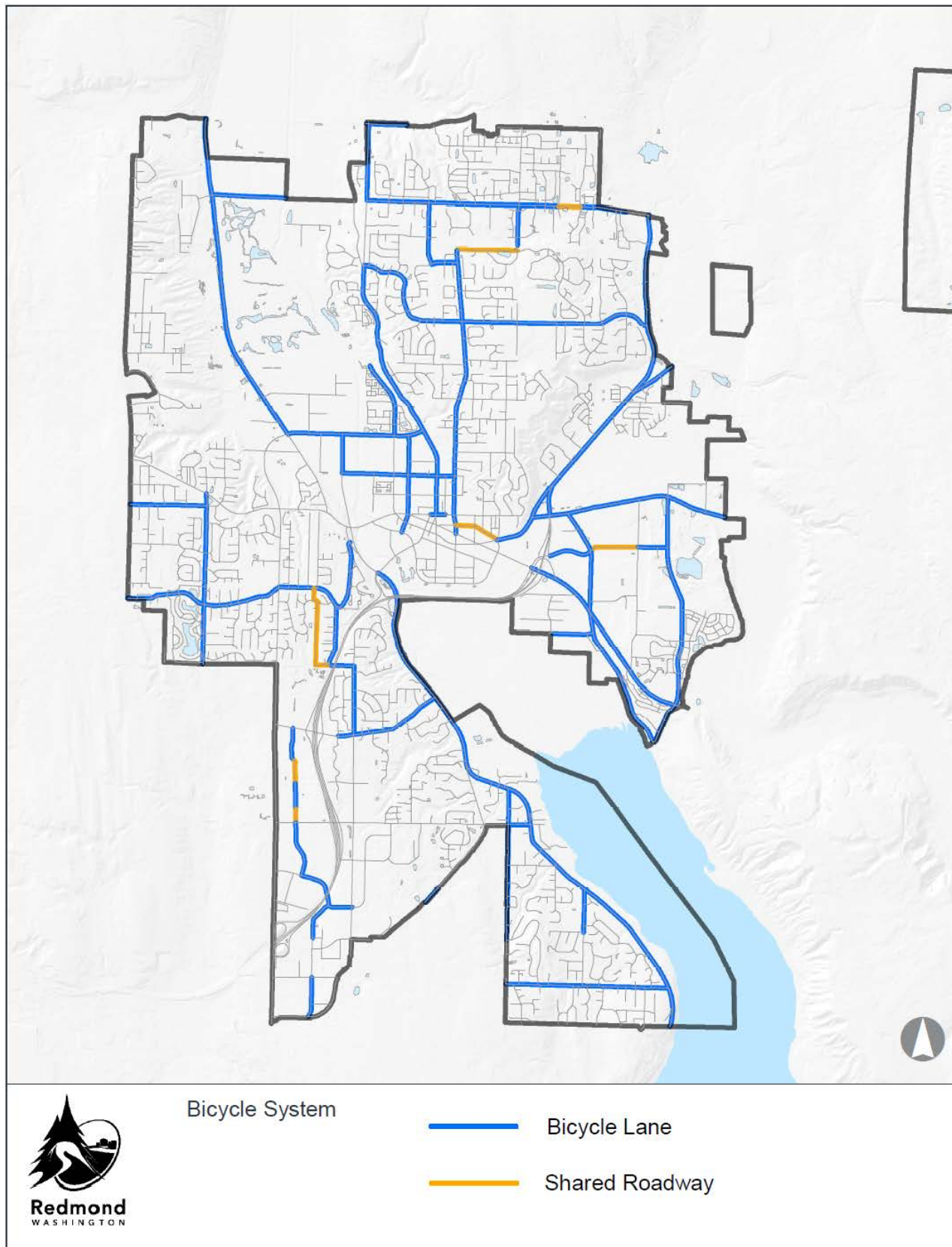
## Bicycle System

Redmond's bicycle system comprises 98 miles of bicycle facilities, including bicycle lanes, shared lanes, and multiuse paths/trails that are also counted as part of the pedestrian system. Table 5 summarizes Redmond's bicycle system by facility type. Figure 6 shows a map of Redmond's bicycle system.

TABLE 5 - REDMOND BICYCLE SYSTEM

Facility Type	Miles
Bicycle Lane	71.5
Shared Lane (Sharrow)	4.5
Trail - Paved (City)	15.7
Trail - Paved (County)	3.1
Trail - Paved (State)	3.0

FIGURE 5 REDMOND BICYCLE SYSTEM MAP





## Freight Access and Distribution

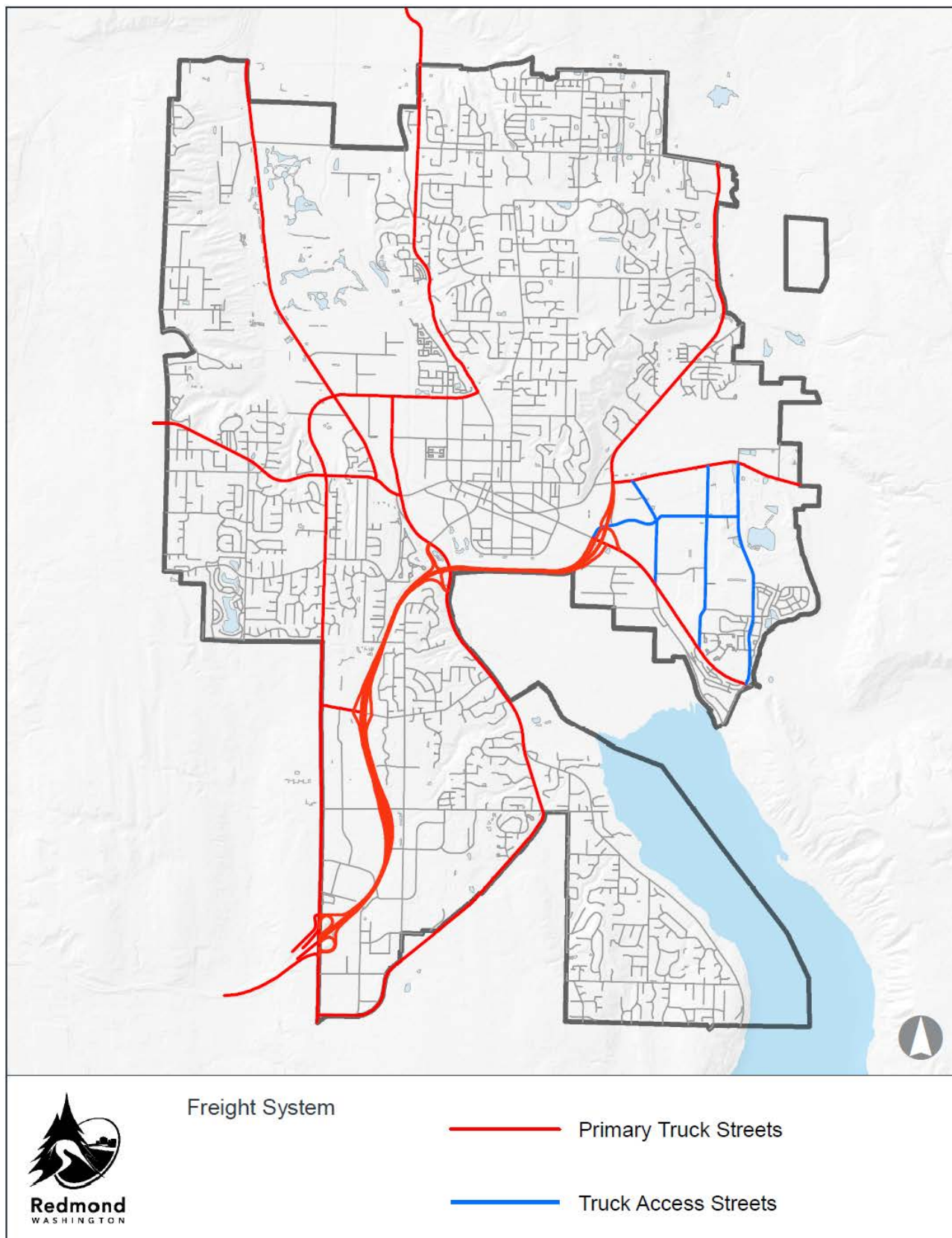
Redmond maintains a 36-mile two-tier freight route system that includes “primary truck streets,” “truck access streets,” and the SR 520 freeway. Primary truck streets accommodate through truck traffic in Redmond. They are arterials that directly connect with regional roadways like SR 520 or that currently have high volumes of trucks and are predicted to have high volumes of trucks in the future. Truck access streets connect the major industrial and commercial area in the Southeast Redmond neighborhood with primary truck streets. Truck access streets support access and movement of trucks between manufacturing companies and primary truck streets, which are important to the economic vitality of manufacturing companies. Designating truck access streets is not meant to increase truck volumes on those streets, nor intended to increase the speed of trucks on truck access routes.

Table 6 summarizes Redmond’s freight route system by facility type. Figure 7 shows a map of Redmond’s freight route system.

**TABLE 6 - REDMOND FREIGHT SYSTEM**

<b>Facility Type</b>	<b>Centerline Miles</b>
Primary Truck Street	20.8
Truck Access Street	4.1
SR 520 (including ramps)	10.9

FIGURE 6 REDMOND FREIGHT SYSTEM MAP



## Parking

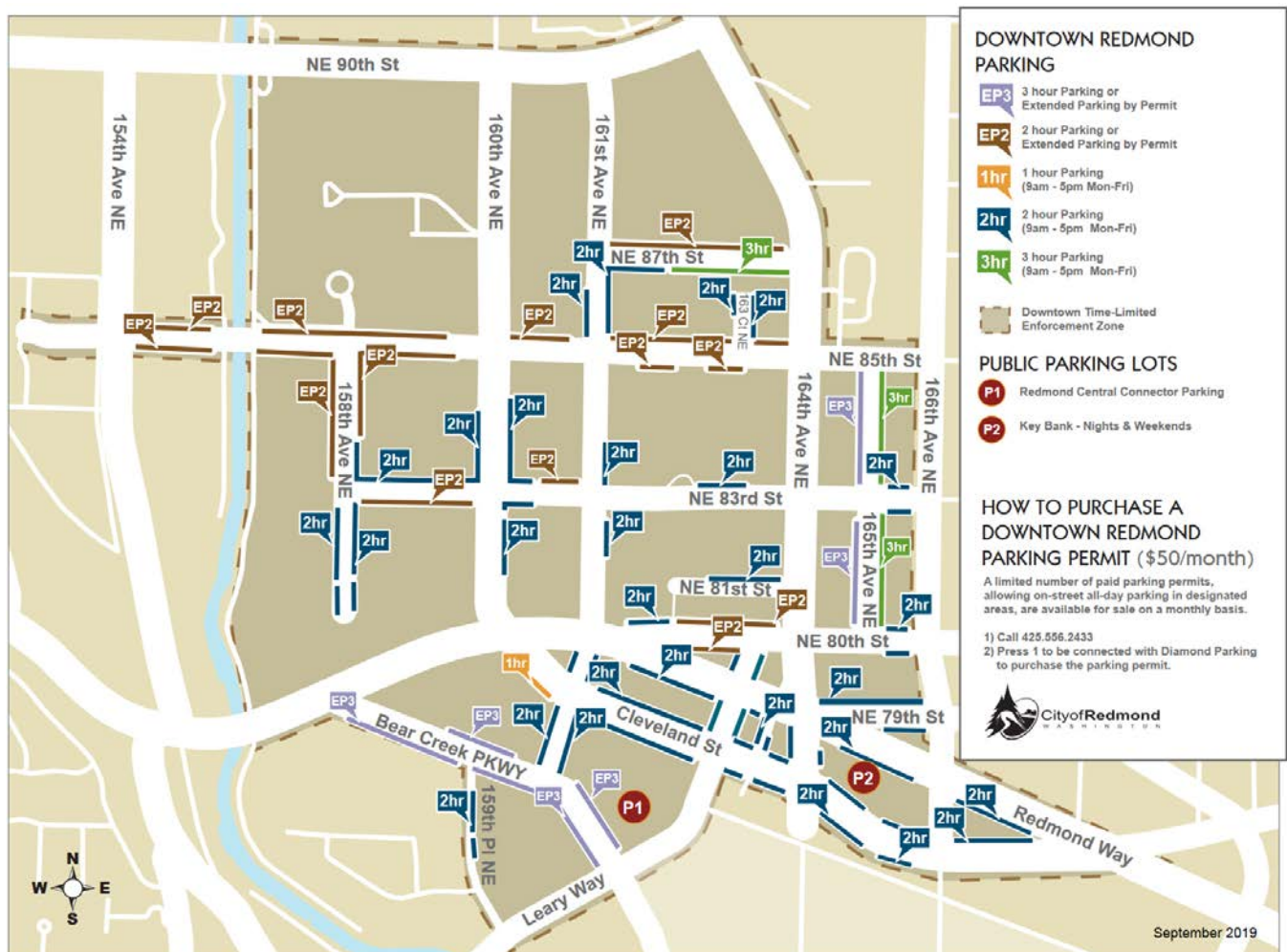
Outside of Downtown Redmond, Redmond's public parking supply consists almost entirely of on-street parking. This parking is distributed throughout the city, with the majority being on-street parking on local streets in residential neighborhoods. In most parts of Redmond, on-street parking supply far exceeds demand. Redmond does not track the total amount of on-street parking citywide. Downtown Redmond is an exception, where the City has begun to manage the on-street parking through time limits and all-day permits to bring supply and demand into better balance in high-demand areas.

Information about the parking supply in Downtown is summarized in Table 7. In Table 7, "commercial" means a lot or garage with a mixture of different shared of single use types; "city" means parking for City-related uses and services; "civic" means parking for civic, county, or municipal-related uses like schools, fire stations, community centers, and the library; "public" means park-and-ride and publicly-managed free or pay lots; "private" means not for public use and access may be restricted. Figure 8 shows a map of where the City manages the on-street parking supply.

**TABLE 7 - DOWNTOWN REDMOND PARKING**

Type	Stall Count
On-Street	1,156
Off-Street - Commercial	9,882
Off-Street - City	613
Off-Street - Civic	433
Off-Street - Public	613
Off-Street - Private	524

FIGURE 7 DOWNTOWN ON-STREET PARKING MANAGEMENT MAP



## Inventory of Programs

### Transportation Demand Management

The City sponsors a robust transportation demand management (TDM) program to expand mobility and access, improve travel choices, and support continued growth and development. TDM includes strategies that change travel behavior – how, when, and where people travel – in order to increase transportation system efficiency and achieve specific objectives, such as improved mobility, road and parking cost savings, increased safety, energy conservation, and pollution emission reductions (Victoria Transport Policy Institute).

Redmond's programs include:

- GoRedmond. The GoRedmond program provides incentives and other resources for commuters, employers, and schools, helping them make travel choices that benefit them and the community. Redmond's large employers have robust programs of their own, substantially reducing single-occupant vehicle travel in favor of other modes.

- Transportation Management Programs. Since the mid-1980s, all new major commercial developments in Redmond have been required to implement programs that reduce single-occupancy vehicle travel. Some multifamily developments also require transportation management programs when developers seek reduced off-street parking. Elements of these programs include on-site information and resources for alternative travel choices, designated carpool and vanpool parking spaces, and ongoing monitoring and measurement of program success.

## Regional Transportation

Redmond participates in a variety of statewide and regional forums to advance its transportation interests in the region. Redmond's regional interests include:

- SR 520, I-405 corridors, and I-90 corridors. Redmond supports completion of multimodal improvements throughout these corridors to support regional mobility.
- Eastside arterials. Redmond shares key arterials with neighboring jurisdictions that often function as alternatives to freeway use, subjecting arterials to significant regional pass-through traffic. Redmond's interest is in connecting regional destinations while ensuring that arterial corridors are compatible in scale with the City's land use and community character goals.
- Regional trails. Redmond is connected to an exceptional regional trails network and works with partners to connect and improve these trails to improve mobility for those walking, rolling, and biking.
- Public transit. As noted elsewhere, Redmond partners with Metro and Sound Transit to deliver public transit service in Redmond. The City advocates with both agencies on both policy and service decisions. Both Metro and Sound Transit have governing or advisory bodies that include local elected officials. Redmond currently has a councilmember appointed to the Regional Transit Committee, which advises the King County Council on transit-related policy.
- Transportation funding. The City advocates for transportation funding to support capital projects – such as freeway tolling that supports capital improvements in freeway corridors – as well as system maintenance.
- Environmental sustainability. Redmond's pursuit of environmental sustainability goals is enhanced by working regionally. Specific issue areas include alternative fuels that reduce pollution from ozone, particulates, and greenhouse gases; and water quality improvements.
- Parking. Parking in Redmond is a regional issue in that regional entities like transit agencies control some of the off-street parking supply in Redmond. Transit agencies are beginning to manage parking through pricing, a strategy supported in regional planning documents.
- Technology. Transportation technology is rapidly evolving, as are the potential applications of technology to improving mobility. For example, Redmond together with other jurisdictions is implementing technology like Intelligent Transportation Systems and adaptive signals to use the existing system efficiently. As more devices become more connected, Redmond and others will have the ability to gather and analyze large amounts of data to make both operational and policy decisions. This ability has privacy and ethical implications that must be considered.

## Maintenance and Operations

The Traffic Operations, Safety, and Engineering Division, together with the Street Maintenance Division, are responsible for the day-to-day maintenance and operations of Redmond's transportation system. Key responsibilities include:

- Pavement maintenance. Redmond owns and maintains 191 centerline miles of pavement, including 62 miles of arterials and 127 miles of local and connector streets. The performance target for pavement management is an average pavement condition index score above 70, out of a possible 100. The current average score is 65, down from 79 in 2013. Declining condition scores are due to the aging of Redmond's street network, utility- and construction-related trenching operations, and increased vehicular traffic – especially heavy trucks and buses.
- Bridge inspection and repair. Redmond owns 19 bridges and regularly inspects and repairs them to maintain structural integrity and safety. The NE 95<sup>th</sup> Street Bridge over Bear Creek has structural deficiencies that make it susceptible to earthquake damage.
- Sidewalks, curbs, and gutters. Redmond owns 229 miles of sidewalks. Some sidewalks are in poor condition, often due to heaving caused by tree roots. The City does not have comprehensive sidewalk condition data. Along with replacing sidewalks in poor condition, Redmond upgrades sidewalk curb ramps to be compliant with the Americans with Disabilities Act (ADA). Redmond owns about 5,000 ramps. While ramps were generally ADA compliant when constructed, approximately 80 percent are not compliant with current ADA standards, including locations where there should be a ramp but there is not a ramp.
- Traffic signal and communication devices. Redmond owns 107 traffic signals. The signal and communications devices for these traffic signals have a useful life ranging from five to 30 years. There is currently no systematic program to replace electronic traffic signal devices. Equipment replacements are currently completed as failures occur or as part of other capital improvement projects.
- Intelligent Transportation Systems. Redmond uses Intelligent Transportation Systems (ITS) to improve traffic safety and mobility. ITS is a broad category and includes web-based traffic cameras, traffic signal coordination, and dynamic messaging signs. In Redmond, ITS information is fed both to the public (traffic cameras) and the Traffic Management Center inside Redmond city hall.
- Streetlights. Redmond owns 1,857 streetlights. Redmond has transitioned all of its streetlights to LED technology, extending the life of the lamp and reducing energy and maintenance costs. City-owned streetlights are equipped with technology allowing staff to control their operations remotely. Puget Sound Energy owns the streetlights in large parts of Redmond (especially on local access streets), and those streetlights are not included in the total above.
- Street upkeep. City staff conduct minor street repairs, regular street sweeping, snow/ice-related upkeep, landscape management, and inspection and repair of stormwater facilities like catch basins, underground vaults, and ponds.

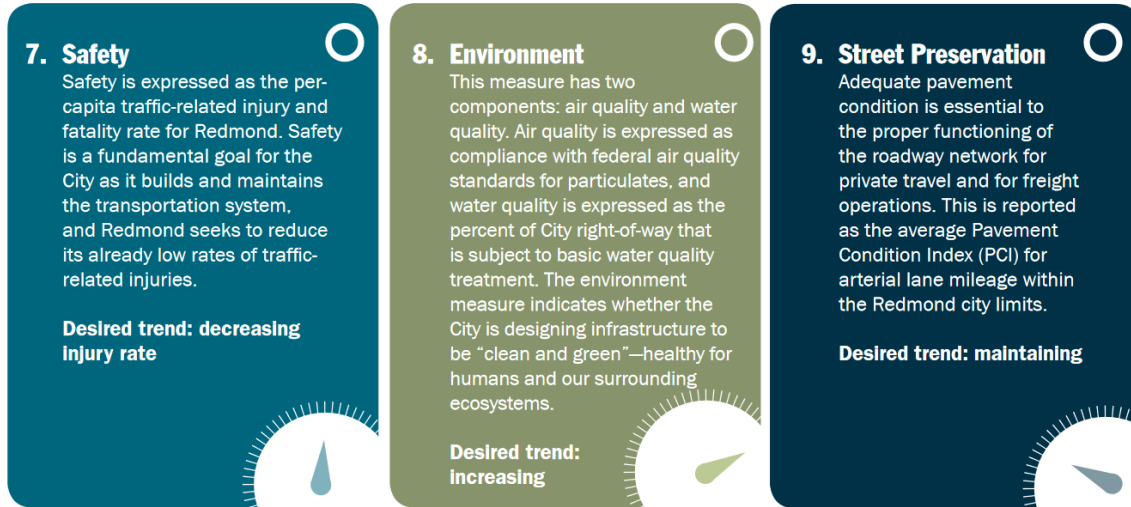


## Level of Service Analysis

Redmond assesses the performance of its transportation system using nine dashboard measures described in Figure 9. The most recent information for each measure is shown in Figures 10-24.

FIGURE 8 TRANSPORTATION DASHBOARD MEASURES

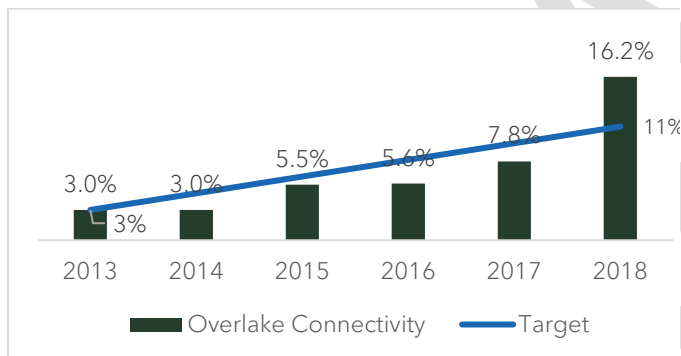




(CITY OF REDMOND, 2020)

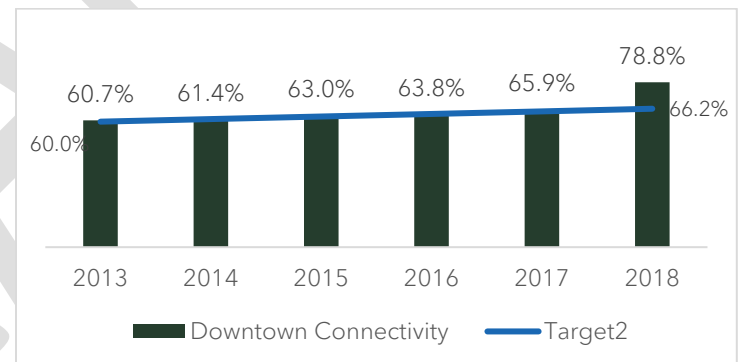
### Connectivity

FIGURE 9 OVERLAKE CONNECTIVITY VS. TARGET<sup>1</sup>



(CITY OF REDMOND, 2020)

FIGURE 10 DOWNTOWN CONNECTIVITY VS. TARGET



(CITY OF REDMOND, 2020)

<sup>1</sup> The increase in 2018 resulted both from improved connectivity and data correction.



## Network Completion

FIGURE 11 NETWORK COMPLETION FOR DRIVERS



FIGURE 12 NETWORK COMPLETION FOR BICYCLISTS



FIGURE 13 NETWORK COMPLETION FOR PEDESTRIANS IN PRIORITY ZONES

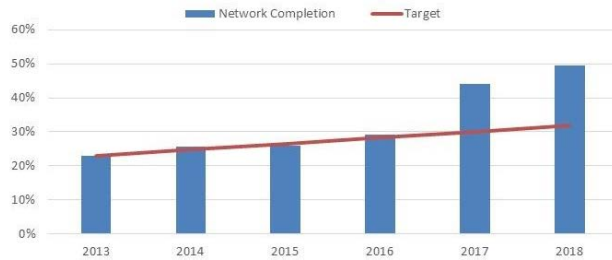


FIGURE 14 NETWORK COMPLETION FOR PEDESTRIANS IN NEIGHBORHOODS



FIGURE 15 NETWORK COMPLETION FOR TRANSIT USERS

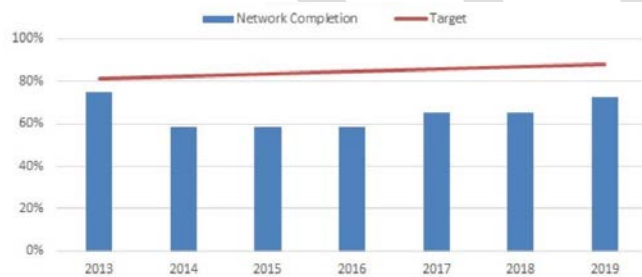


FIGURE 16 NETWORK COMPLETION FOR FREIGHT



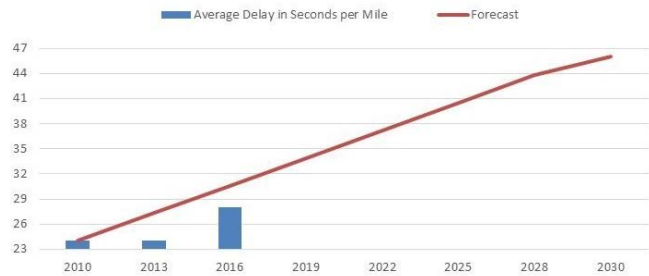
## Mode Share

FIGURE 17 MODE SHARE



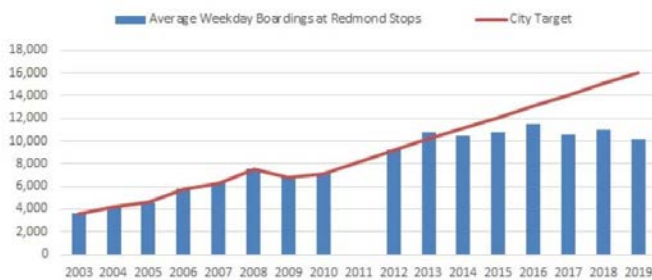
## Vehicular Congestion

FIGURE 18 TRAFFIC CONGESTION



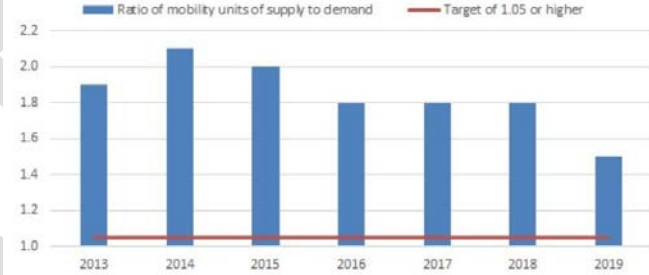
## Transit Ridership

FIGURE 19 TRANSIT RIDERSHIP



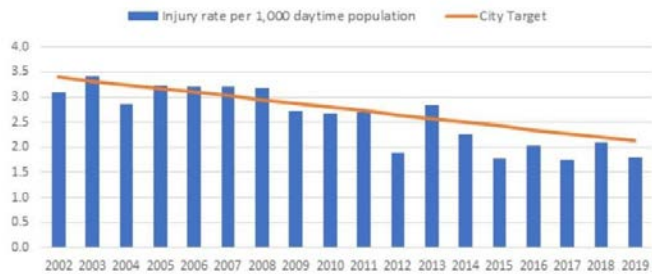
## Concurrency

FIGURE 20 CONCURRENCY



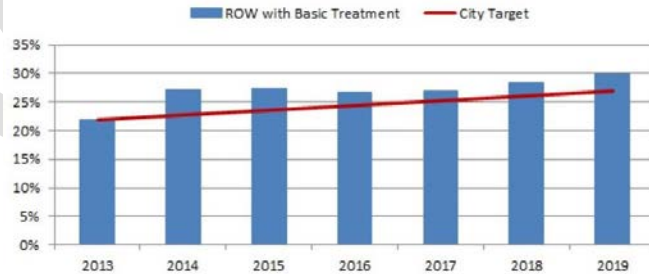
## Safety

FIGURE 21 TRAFFIC SAFETY



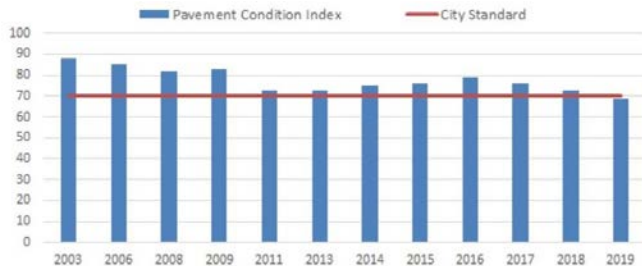
## Environment

FIGURE 22 WATER QUALITY



## Street Preservation

FIGURE 23 STREET PRESERVATION



## Trends Analysis

This section addresses trends in transportation that Redmond should consider in planning for the future.

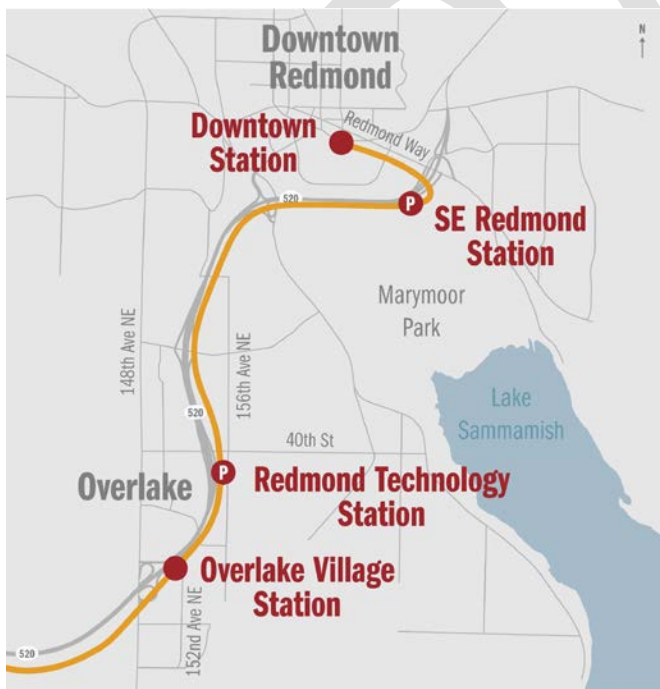
### Growth in Urban Centers

Redmond is expected to accommodate about 65 percent of its growth between now and 2050 in its urban centers and light rail station areas. These urban centers are already more transit-dependent than other parts of Redmond and will become more so as growth occurs faster there than in other parts of Redmond. This will increase the need and demand for transit and other non-single-occupancy-vehicle travel options.

### Arrival of Light Rail

Light rail service will begin in Overlake in 2023 and in Southeast Redmond and Downtown in 2024. The advent of light rail to Redmond will reshape Redmond's public transit network as bus service is redeployed to connect more people to more places. The planning work to redeploy service is expected to occur in 2021-22 for implementation in 2023 and 2024. Moreover, fast, frequent, and reliable transit service will make it possible for more households to own fewer vehicles or no vehicles. This will have an impact on street use, including pedestrian and bicycle facilities, and the overall need for off-street parking.

FIGURE 24 LIGHT RAIL IN REDMOND



## Shared Mobility

Recent years have seen the introduction of shared mobility, also called mobility as a service. The fundamental idea behind shared mobility is that a person can be mobile without needing to own an expensive device like a car. Shared mobility is not new – taxis have been around for many decades – but it has expanded to other forms of mobility like bicycles and scooters. Modern shared mobility is often built on technology platforms that match users with a mobility device. Sometimes the mobility devices are owned by the creator of the technology platform (e.g., Lime scooters in Redmond), and sometimes they are owned by a third party (e.g., drivers for Uber or Lyft).

As driverless vehicle technology advances, there may be many more people who opt out of vehicle ownership in favor of hailing a driverless fleet vehicle. Or, people may choose to own a driverless car and rent it out while not using it themselves.

Shared mobility is one of the potential solutions to the “first mile-last mile” problem, that is, the problem of getting from the nearest fixed-route public transit stop to one’s destination.

## Delivery of Freight

E-commerce continues to grow rapidly, most recently because of the COVID-19 pandemic. How personal shopping behaviors change after the pandemic is difficult to forecast, but it will be important to monitor the impact of both long-haul and local delivery trucks on the local transportation system. Part of the impact of increased local deliveries is on the demand for loading zones along streets, especially in the urban centers.

This trend is also intertwined with advances in technology as robotic and aerial delivery vehicles are being tested that would in part replace traditional vehicles with drivers.

## Long-Term Commute Pattern Changes

The pandemic has scrambled commuting patterns and it will be important to monitor how changes wrought by the pandemic “stick” after the pandemic wanes. Will many people opt for part- or full-time telecommuting? Will employers adopt more flexible work location and hours policies? How will that affect how communities and transit agencies make transportation investment decisions? The answers are as yet unknown, but, given the magnitude of the possible effects, it will be important to be adaptive going forward.

## Transportation Technology

Driverless vehicles, automated and connected vehicles, drones, high-speed rail, and technologies not yet discovered: any or all of these could have significant impacts on how, when, and where people travel. Will driverless vehicles mean that more parking is needed, or less? Will drone deliveries supplant local truck deliveries or just dramatically expand the market?

Changes in how people travel may also be driven by advances in non-transportation technology. Videoconferencing has advanced to the point that many millions of people have not set foot in their workplace for months. What other technology advances will make travel unnecessary?

As above, the magnitude of possible impacts calls for adaptiveness; it also calls for focusing on the future community vision, which transcends these questions.

## Policy Considerations

This section identifies transportation policy considerations for meeting regional or regulatory imperatives and community priorities. Transportation policy considerations are organized by draft Transportation Master Plan strategies, subject to refinement throughout the planning process. Each policy consideration has a relationship to one or more of the Redmond 2050 themes of sustainability, equity and inclusion, technology forward, resiliency, and – specific to transportation – safety.

### Orient around Light Rail

Deploy transit service to connect people to light rail. When light rail service begins in 2023 (Overlake) and 2024 (Downtown and Southeast Redmond), it will be the spine of Redmond's public transportation system. Concurrent with the Redmond 2050 effort, City staff will be working with Metro, Sound Transit, and the community to develop changes to bus transit to best serve the Redmond community going forward.

Prioritize investments that improve access to light rail. To best leverage the region's investment in high capacity transit, Redmond should consider prioritizing mobility investments that improve access to light rail and the mobility it affords.

These two policy considerations support sustainability by encouraging transit use; they support equity by making more opportunities available to more people; they support resiliency by increasing the number of ways that people can get around Redmond; they support safety by encouraging use of modes other than driving.

Encourage transit-oriented development in light rail station areas. To achieve the community's vision for focusing growth in urban centers, and to best leverage the region's investment in high-capacity transit, Redmond should consider encouraging transit-oriented development in light rail station areas. This policy consideration supports sustainability by encouraging lower carbon footprint lifestyles; it supports equity and inclusion by making more housing available closer to public transit and the mobility it affords.

Reform parking regulations around light rail stations to maximize desired uses like housing and employment. The combination of new light rail service and redeployed bus service will enable more households to choose to own fewer vehicles or no vehicles. The desire to accommodate most of Redmond's growth in urban centers also argues for balancing the need for parking with the need to accommodate housing and jobs. Therefore, Redmond should consider reforming parking regulations around light rail stations to maximize desired uses like housing and employment. This policy consideration supports sustainability by encouraging use of travel modes other than driving; it supports equity and inclusion by increasing the affordability of housing near transit; it can be supported by a technology forward approach, which can help people find available parking faster.

### Maintain Transportation Infrastructure

Maximize the cost-effectiveness of transportation system maintenance expenditures. Maintaining the existing system will become an increasing financial challenge as Redmond's infrastructure ages. Part of meeting that challenge will be investing wisely in system maintenance. This policy aligns with the

principle of technology forward, to the degree that technology can be harnessed to make strategic investments, as well as safety, as maintenance investments are often safety investments.

Design and build infrastructure that is resilient and can be efficiently maintained. Resiliency and the ability to efficiently maintain a system are the result of thoughtful planning and design. Redmond should plan for, design, and build transportation infrastructure considering resiliency and efficient maintenance from the beginning. This policy consideration closely aligns with the principle of sustainability.

Identify level-of-service requirements and funding for long-term maintenance and operations of infrastructure. Redmond should consider formalizing a system for identifying and budgeting for the long-term maintenance and operations of transportation infrastructure. Like the above policy consideration, this closely aligns with the principle of sustainability; it also promotes safety.

### Improve Travel Choices and Mobility

Complete modal networks. Redmond has adopted vehicle, bicycle, freight, and transit modal networks. Continuing this policy to complete the modal networks supports equity and inclusion by making more mobility choices to more people; it supports resiliency by diversifying the transportation system; it supports sustainability by making mobility less reliant on fossil fuels; it supports safety by eliminating network gaps.

Two policy considerations are elements of completing modal networks and support the same principles described above:

- Improve pedestrian and bicycling connections within and between neighborhoods
- Invest in bus transit speed, access, and reliability

Maximize the use of transportation infrastructure through transportation demand management programs. Making the most of the existing transportation systems maximizes the value of past capital investments while making more mobility choices available to travelers. This policy consideration supports the principles of technology forward, as data is harnessed to improve the efficient use of infrastructure; and sustainability, as travelers make choices that have less negative environmental impacts.

Manage limited right-of-way and curb space to achieve community goals. Improving travel choices and mobility will require Redmond to make considered decisions in how limited right-of-way is allocated to various uses. These decisions should be guided by community goals for land use, economic vitality, mobility, and more, and should align with the principles of sustainability, equity and inclusion, technology forward, resiliency, and safety.

### Enhance Freight and Service Mobility

Complete the freight modal network. The freight modal network provides for the movement of goods and services to and through Redmond. This policy consideration aligns especially with the principle of resiliency, as the network is critical to economic well-being.

Monitor freight and service delivery patterns and adjust transportation system operations if warranted. This policy consideration calls for continued monitoring of travel patterns in an era of change in how goods and services are delivered. This consideration supports the principles of technology forward - using information and technology to inform decisions, and resiliency insofar as Redmond makes adjustments that make the system more resilient.

- **Sustainability:** Investments to encourage a shift from driving alone by providing convenient, safe and accessible options are critical to achieving climate action goals.
- **Equity & Inclusion:** Policies that supports mobility and connectivity, prioritize affordable and effective public transportation network that connects communities with access to employment, education, and health and social services are important to creating an equitable and inclusive transportation system.
- **Tech Forward:** Technological innovations are evolving quickly and may potentially transform our transportation systems. Planning with flexibility in mind will support resiliency efforts and allow for technological innovations ranging from shared and on-demand mobility, improvements in traveler information, and a reduced reliance on personal vehicles. Technology may also impact how our freight and delivery systems work, fleet management and the ways in which we use publicly managed curb lanes.
- **Resiliency:** Transportation is a backbone of our economy, connecting people, freight, jobs, and services. Planning for a resilient, multimodal system allows for a smooth transition to alternatives should there be unexpected events that impact one or more travel modes. Revenue should come from multiple streams and mechanisms, including user-based fees, to manage and improve the transportation system even during times of economic uncertainty or shifts in development trends.



## Existing Conditions

# Economic Vitality

### Introduction

Redmond's strong economic performance has made the city a magnet for growth. The strength of the economy relies heavily on the technology sector but does not end with Redmond having Microsoft's international headquarters. Stryker, Genie Terex, and Nintendo also host headquarters in Redmond. SpaceX, Facebook, Amazon, and Google all have a presence in the city, diversifying the technology-based jobs in our community. Numerous locally owned businesses add to Redmond's strong base of 5,900 employers.

A vibrant community anticipates and plans for the future, is adaptable to change and fosters a positive economic climate that supports the evolving needs of the community. When strategic plans, regulations and programs align with the community's vision, both public and private development decisions are more effective in advancing that vision.

### State & Regional Planning Context

#### State Context

In 2019, Washington ranked fourth among the 50 states in economic growth and competitiveness, up from fifth in 2018 (Economic and Revenue Forecast Council, 2019). Washington has consistently ranked in the top states in exports during the last decade, and in 2019 ranked 5th in total value of exports behind Texas, California, New York and Louisiana. (Office of Financial Management, 2019)

The Washington State Department of Commerce focuses on the aerospace, agriculture/food manufacturing, clean technology, information and communication technology, forest products, life science/global health, maritime, and military/defense sectors. They do so by working closely with the governor, industry and government leaders to forge and promote public-private partnerships, enhance the workforce for the 21st century in targeted, high-growth industries, and advance broad-stroke strategies that support small business growth and expansion statewide.

### Fast Facts

- Approximately 95,000 jobs are in Redmond, with an anticipated 119,000 jobs by 2030.
- 75% of jobs are in services sector
- Manufacturing accounts for 8% of jobs in Redmond
- Digital gaming, aerospace, and software development are key industry clusters
- Redmond's median household income is \$123,449
- 5.7% of households live in poverty
- 70% of jobs are in the Overlake Urban Center
- The number of jobs in Redmond exceeds available housing, resulting in a large daytime population.

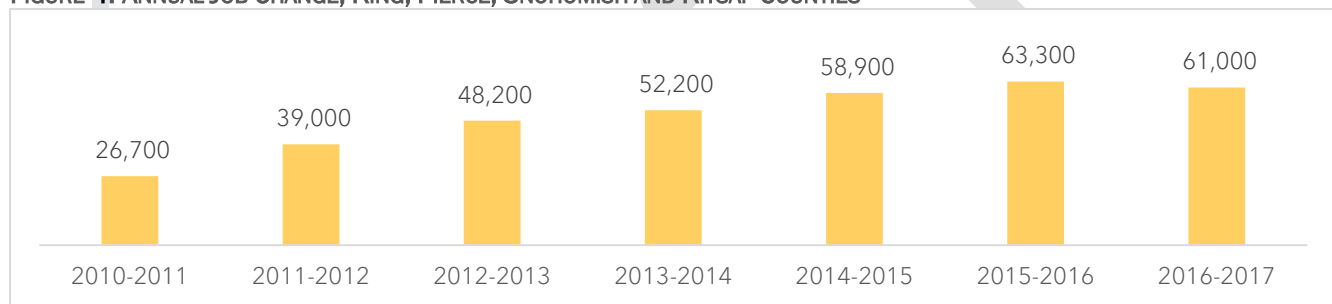


## Puget Sound Region

Between 2010 and 2017, the Puget Sound region has seen robust economic growth with 349,000 jobs added in the four-county region of King, Snohomish, Pierce and Kitsap Counties. While Washington added 52,500 jobs between October 2018 and October 2019, 79% of those jobs (or 41,600) were in the Seattle metropolitan area. Jobs across the four-county region of King, Pierce, Snohomish and Kitsap Counties have grown annually by an average of 2.7% per year, with a one year high of 3.2% in 2015/2016 (Figure 4).

The top economic sectors in the region are the services sector (46%), government & education (15%), retail (11%), and manufacturing (10%). This job share is a close match with that of the nation, with manufacturing and services sector being 1% higher than the national average. The services sector is further broken down into healthcare (27%), food services (19%), professional/scientific/technical (16%), and information (12%). The two subsectors of information and professional, scientific and technical services together surpass the share of health care jobs (PSRC, 2017).

**FIGURE 4: ANNUAL JOB CHANGE, KING, PIERCE, SNOHOMISH AND KITSAP COUNTIES**



(ESD, 2018)

## King County

King County is the largest labor market in the state with nearly 42 percent of all nonfarm jobs in Washington state located here. King County job growth was largest in the technology sector with the addition of 52,000 jobs. Conversely, manufacturing saw the greatest decline with a loss of 34,500 jobs over the same time period between 2010 and 2016.

Before COVID-19, unemployment in King County had a long-term average of 4.9 percent. Unemployment rates reached a peak of 14.9 percent in April 2020 and dropped again to 7.2 percent in August 2020 (Statistics, 2020). The long-term economic impacts from COVID-19 remain unknown but will be monitored and addressed as part of the resiliency theme in the Comprehensive Plan.

The overarching goal of King County Countywide Planning Policies (CPPs) for economic vitality is for all people in King County to have opportunities to prosper and enjoy a high quality of life through economic growth and job creation.

Business creation, retention, expansion, and recruitment are the foundations of a strong economy. Local communities play a significant role through local government actions, such as developing and operating high-quality basic services like water, sewer, transportation, public health, and public safety; developing and implementing a land use plan that accommodates economic growth;

implementing a fair and predictable regulatory framework; engaging in public-private partnerships; and by nurturing a business-supportive culture, particularly for Black, Indigenous and people of color (BIPOC)- and women-owned businesses.

The following subset of CPPs related to economic vitality warrant special attention as they relate to Redmond's circumstances as a core city include the following (a full list of the economic vitality countywide planning policies can be found online):

- Coordinate local and countywide economic policies and strategies with VISION 2050 and the Regional Economic Strategy.
- Support economic growth that accommodates employment growth targets and prioritizes a diversity of living-wage jobs, through local land use plans, infrastructure development, and implementation of economic development strategies. Prevent the loss of middle-wage, middle skill jobs from the region.
- Help businesses thrive through:
  - Transparency, efficiency, and predictability of local regulations and policies;
  - Communication and partnerships between businesses, government, schools, and research institutions; and
  - Government contracts with local businesses.
- Support advanced manufacturing, aerospace, and technology industry clusters and related sub clusters within King County as integral components of the Regional Economic Strategy or given their significance to King County's economy.
- Foster a broad range of public-private partnerships to implement economic development policies, programs and projects
- Encourage commercial and mixed-use development that provide a range of job opportunities throughout the region to create a much closer balance and match between jobs and housing.
- Prevent economic displacement of small, culturally relevant businesses during periods of growth and redevelopment through targeted resource provision.

## Local Planning & Regulatory Context

### Redmond Regulations

The community vision expressed in the Comprehensive Plan is the foundational framework for guiding City activities. With respect to economic development, the 2030 Future Vision states in part that:

The Comprehensive Plan contains the following policy direction for economic vitality.

- Focus major employment and a variety of businesses, including retail, office, services and entertainment uses that are compatible with a mixed-use urban environment, in the Downtown and Overlake Urban Centers and the Marymoor Local Center;
- Focus additional employment in the Willows/Rose Hill and SE Redmond Neighborhoods.;
- Maintain properties currently developed with manufacturing uses for manufacturing and other uses permitted within the zone, recognizing that the types of manufacturing uses and needs change over time;

- Concentrate businesses where uses are complementary and can make efficient use of the existing infrastructure; and,
- Identify, construct and maintain infrastructure and utility systems and facilities that support economic vitality.
- The City's policies for capital facilities generally state that growth should pay for growth.

**Redmond has acted to maintain a strong economy and a diverse job base. The City is the home to many small, medium-size and locally owned businesses and services, as well as nationally and internationally recognized corporations.**

## Current Conditions

### Inventory of Existing Conditions

In Redmond, there are over 5,900 businesses with more than 95,000 jobs<sup>1</sup>. Seventy-five percent of these jobs are in the services sector which encompasses information; professional, scientific, and technical services; educational services (private sector); health care and social assistance; arts, entertainment and recreation; and other services.

The number of jobs in Redmond grew by 50 percent between 1995 and 2019. The greatest growth came in the services industry, with 66 percent growth, or 47,514 jobs added. Manufacturing jobs declined the most, at 16 percent (1,273 jobs) over the same time period.

TABLE 1 REDMOND JOBS BY SECTOR

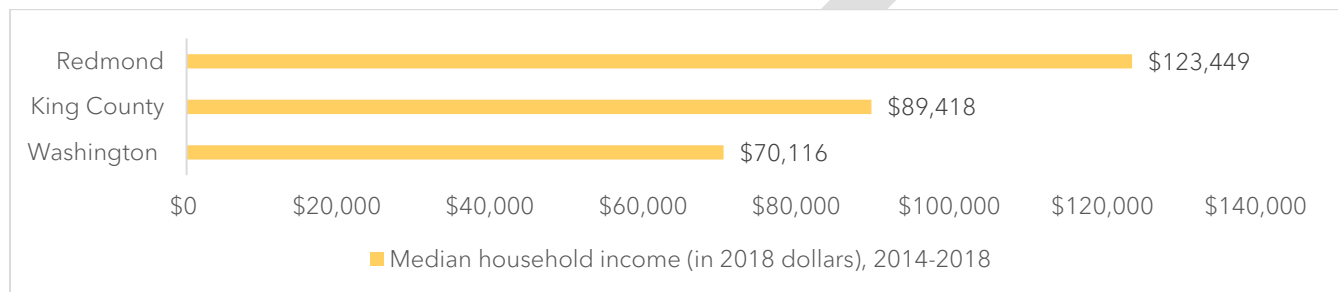
Jobs By Sector	1995 Jobs	2019 Jobs	% of total jobs (2019)	Change in Jobs	% Change over time
Government	886	1,045	1.1%	159	15%
Education	767	1,368	1.4%	601	44%
Finance, Insurance, Real Estate	2,380	1,991	2.1%	(389)	-20%
Construction & Resources	3,063	3,272	3.4%	209	6%
Wholesale Trade, Transportation & Utilities	3,261	3,899	4.1%	638	16%
Retail	3,303	3,942	4.1%	639	16%
Manufacturing	9,226	7,953	8.3%	(1,273)	-16%
Services	24,517	72,031	75.4%	47,514	66%
TOTAL	47,405	95,501	100%	48,096	15%

<sup>1</sup> The unit of measurement for this table and discussion is jobs, rather than working persons or proportional full-time employment (FTE) equivalents. Part-time and temporary positions are included.

(PSRC)

In addition to the robust job market, workers receive competitive compensation. Redmond residents have a median household income of \$123,449, higher than the average for King County and for Washington state. Within Redmond, 5.7 percent of the population is living in poverty, compared to 9.2 percent in King County and 9.8 percent in Washington state. Redmond also has a high median home price of \$823,300, which results in part from the high demand for housing in Redmond relative to supply (see Housing Existing Conditions Report for more).

**FIGURE 1 MEDIAN HOUSEHOLD INCOME BY AREA**



(United States Census Bureau, 2018)

### Business Clusters

The *OneRedmond Business Plan*, 2012, included a strengths, weaknesses, opportunities and threats (SWOT) analysis that identifies opportunities and challenges facing Redmond based on the community's resources and location<sup>2</sup>. The analysis indicated that:

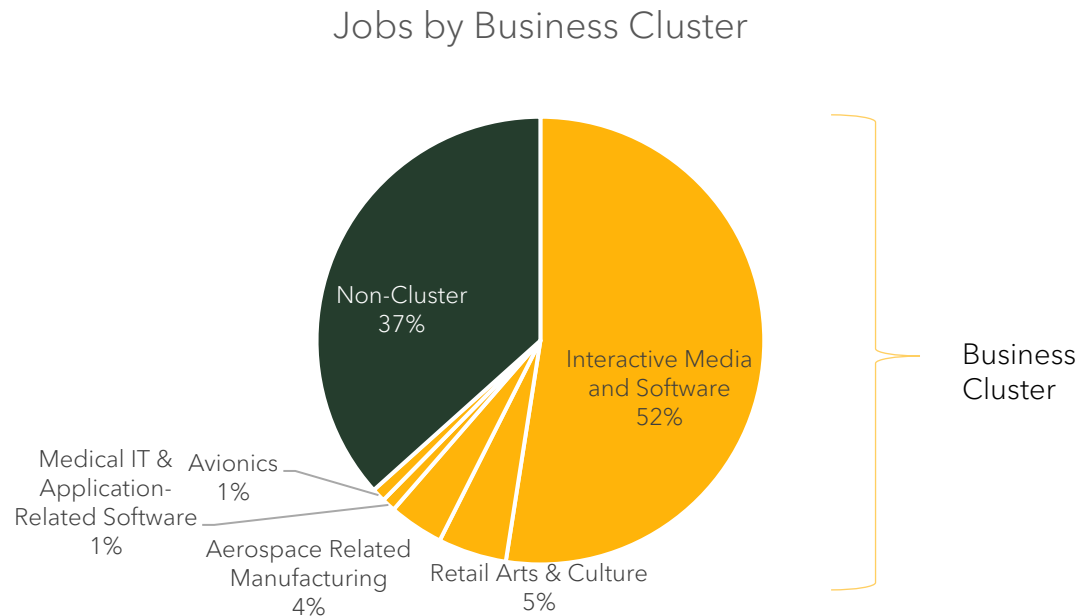
- The best opportunities for economic development are by targeting specific industries;
- Targeting business sectors helps to diversify Redmond's economy by using existing assets in the near-term, and sustaining economic growth in the long-term; and
- Activities should center on business startups, retention, attraction and expansion, particularly in targeted industries.

Both City of Redmond and private sector economic development activities therefore focus on retaining and attracting businesses in the following targeted areas, known as business clusters:

- Aerospace-related advanced manufacturing
- Avionics
- Interactive media and software
- Medical information technology and application-related software
- Retail, arts and culture

Cluster employment from the time of this study is shown in Figure 2, with data indicating that approximately 63 percent of all jobs (53,210 jobs) were in these clusters, and 37 percent (31,250 jobs) were in non-cluster industries.

FIGURE 2 NUMBER OF JOBS IN REDMOND'S BUSINESS CLUSTERS (2014)



### Employment Centers

Redmond has two urban centers that act as major employment centers: Downtown and Overlake. Employment centers are also found along Willows Road, in Southeast Redmond, and in Marymoor Village (see Land Use Chapter for reference maps). The Willows Road corridor has a diverse range of business including light manufacturing, digital gaming development, aerospace, and regional headquarters. The Southeast Redmond Business Corridor is home to manufacturing, research and development, light industry, wholesale, assembly, and distribution businesses. The Marymoor Village area adjacent to the Southeast Redmond Business Corridor is planned to accommodate an additional 12,000 jobs by 2030.

TABLE 2 LOCATION OF REDMOND EMPLOYMENT

Employment Center Location	Approximate FTEs	Percent of Jobs in Employment Centers
Overlake	48,000	70%
Downtown	10,000	15%
Marymoor Village/SE Redmond	5,100 <sup>3</sup>	7.5%
Willows Road Business Corridor	5,200	7.5%

(CITY OF REDMOND, 2020)

<sup>3</sup> Marymoor Village and SE Redmond jobs numbers are an estimate based on employers with more than 100 employees from the Commute Trip Reduction survey. This neighborhood is projected to house 12,000 jobs by 2030.

## Major Redmond Employers

Redmond's top 20 businesses by number of employees represented less than 1 percent of all licensed businesses, but 51 percent of jobs in Redmond (**City of Redmond, 2016**). Redmond hosts the headquarters of several corporations including Aerojet Rocketdyne, Genie/Terex, Microsoft, Nintendo of America, and Oculus. Microsoft is the largest employer in Redmond, representing approximately 40 percent of employees in Redmond. Eurest Dining Services, which supports the Microsoft campus, is also in the top 5 employers in the city.

**TABLE 3 TOP 20 REDMOND EMPLOYERS, 2019**

Rank	Company	Full Time Equivalent (FTE) Jobs	Percent of 95,501 Total FTEs
1	Microsoft Corporation	36,087	38%
2	Terex Washington & USA	2,044	2.1%
3	Eurest Dining Services	1,352	1.4%
4	Lake Washington School District	1,294	1.4%
5	Nintendo of America	972	1.0%
6	Honeywell International Inc.	923	1.0%
7	City of Redmond	792	0.8%
8	United Parcel Service	755	0.8%
9	Stryker Corporation	694	0.7%
10	Facebook Technologies LLC	590	0.6%
11	CBRE, Inc.	553	0.6%
12	AT&T Mobility	434	0.5%
13	Aerojet	432	0.5%
14	Accenture	380	0.4%
15	MV Public Transportation Inc.	352	0.4%
16	Pactera Technologies Inc.	324	0.3%
17	Costco	279	0.3%
18	Wyndham Vacation Ownership Inc.	275	0.3%
19	Puget Sound Energy	263	0.3%
20	Novitex Enterprise Solutions Inc.	261	0.3%

(CITY OF REDMOND, 2019)

## Redmond Workforce

Redmond has a highly educated workforce with 70 percent of the population over the age of 25 having at least a bachelor's degree, compared to the 35 percent for Washington state and 51 percent for King County. Residents over 25 who are a high school graduate or higher is 97 percent (United States Census Bureau, 2018). Additional information on Redmond's demographics can be found in the Introduction section.

## Inventory of Actions and Programs

Past studies completed by the City of Redmond stated that economic development cannot be successfully achieved acting alone; successful outcomes depend on the City engaging in a variety of

partnerships. The following are a list of partnerships the City maintains as they relate to Economic Vitality.

### **Experience Redmond Tourism**

The Experience Redmond Tourism organization collects and shares information to promote tourism in Redmond. The organization maximizes outreach through social media to serve as a virtual tour guide.

### **One Redmond**

OneRedmond is a public-private partnership that supports and advocates for local businesses, non-profits, and community. OneRedmond is an alliance of various business, government, education, and community entities to promote economic vitality in Redmond.

### **Go Redmond**

Go Redmond is a partnership between the City of Redmond, Greater Redmond Transportation Management Association, and King County Metro. The program aids commuters and employers to improve access to local businesses and help get 95,000 employees in Redmond to work.

### **Local Schools**

Successful programs & companies return benefits directly and indirectly to the community. A prime example of this is the support that residents and the business community have given to the school system that has resulted in a high-quality educational system that serves the needs of people of all ages, from K-12 public education by the Lake Washington School District to technical training at Digipen Institute of Technology.

### **Washington Interactive Network**

Washington Interactive Network is a nonprofit organization with the mission to promote, nurture, and grow the Interactive Media industry cluster in Washington state.

### **Innovation Triangle**

The Innovation Triangle is a partnership between the cities of Bellevue, Kirkland, and Redmond—as well as the Port of Seattle—dedicated to building and maintaining the world's foremost innovation and technology center.

### **Pacific Northwest Aerospace Alliance**

Pacific Northwest Aerospace Alliance is a non-profit organization made up of a coalition of aerospace companies that serve North America's largest commercial aerospace manufacturing hub. With members and affiliates around the world, PNAA strengthens the manufacturing supply chain through dynamic events designed to inform aerospace leaders, connect aerospace interests, and inspire industry collaboration and innovation.

### **Startup 425**

Startup 425 is a collaborative effort to expand entrepreneurship opportunities across Eastside communities by helping you turn that idea into reality.



## Level of Service

Five percent (\$27,888,978) of the 2019-2020 budget supported the Vibrant Economy budget priority. This included projects and staffing that support the goal of growing a diverse and vibrant range of businesses and services in Redmond.

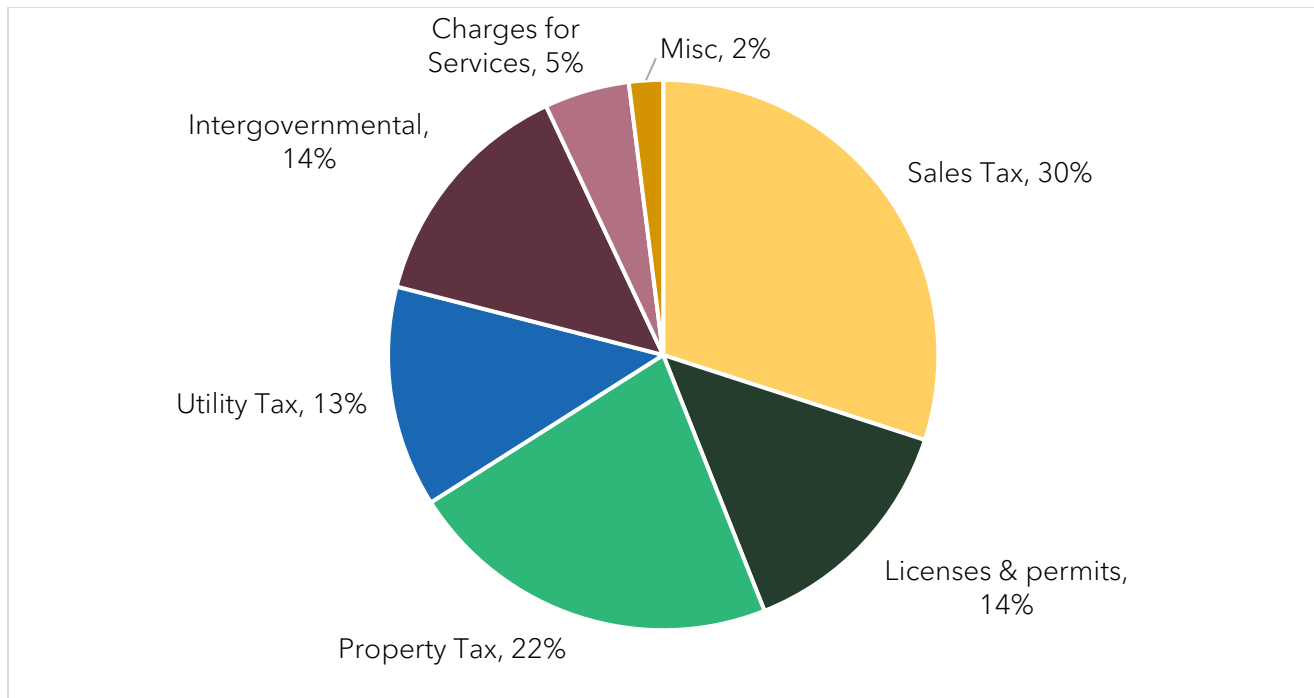
As part of the budget planning process, Redmond uses several metrics to track progress on Economic Vitality. The number of businesses that have been in Redmond for more than seven years measures Redmond's ability to attract and retain a vibrant business community and a diversity of established businesses creates local choices and opportunities. Redmond's residents indicated that convenient access to the types of services and business amenities was important and is measured by community satisfaction with the local services.

**TABLE 4 VIBRANT ECONOMY BUDGET OFFER METRICS**

<b>Performance Measure Actual Target</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>
Jobs to Housing Ratio	2.35	2.31	TBD
Percentage of Redmond residents either very satisfied or satisfied with the type and variety of employers, restaurants, retail shops and services in Redmond	87%	86%	86%
The number of active businesses in Redmond that have held a business licensed for seven years or more (City of Redmond, 2018) (City of Redmond, 2018)	1,472	1,501	1,283

Strong economic performance supports the work of the City by helping to fund local government. For example, one-third of general fund revenues comes from sales taxes paid at local businesses (Figure 4).

**FIGURE 3 GENERAL FUND BUDGET SOURCES (CITY OF REDMOND, 2020)**



## Trends Analysis

### Technology-Based Jobs

Redmond continues to be a magnet for high tech employers with Microsoft, Facebook Oculus, Google and Amazon all having a presence in Redmond. Overreliance on one sector may reduce Redmond's resilience to changes in any industry-specific or economic downturn.

### Teleworking/Commuting:

Before COVID-19, there was 159 percent increase telework between 2005 and 2017, with 3.4 percent of the population working remotely. Knowledge sector employees are prevalent in Redmond and these types of jobs lend themselves to teleworking. If employees no longer need a physical presence in the office, there are positive repercussions for the environment, but potentially negative impacts on the local economy that supports these employees. Redmond should consider enhancing educational, environmental, cultural and social qualities to attract a future workforce who may be able to live anywhere but chooses Redmond. Telework may also provide an opportunity expand business diversity beyond current employment clusters.

### Traffic Congestion

OneRedmond has flagged that traffic congestion in certain corridors in Redmond may have negative impacts on economic growth, impacting the delivery of freight and the talent that works in Redmond. Traffic congestion is a factor firms consider when locating or expanding in Redmond. Mitigation strategies should be considered in the Transportation Master Plan & Transportation Element update.

### Recovery Efforts

The full extent and scale of disruption from COVID-19 is still unknown. However, we are seeing trends that indicate negative impacts on businesses could result in a higher number of business closures and the ripple effects of staff layoffs and impacts to the broader economy that may need to be addressed.

## Policy Considerations

- **Equity**
  - Identify strategies to retain and support existing, local businesses and help them succeed
  - Maintain manufacturing land uses
  - Ensure all businesses have access to recovery resources through clear and supportive processes
  - Focus retention and recruitment efforts on businesses that provide living wage jobs, women- and minority-owned small businesses and start-up companies
- **Resiliency**
  - Diversify and expand the job sector and business clusters to enhance economic resiliency
  - Review policies for “Artisan and Craft” businesses that blend light manufacturing and retail zones
  - Enhance local cultural and social qualities to attract workforce
  - Evaluate the City’s policies for capital facilities that generally state that growth should pay for growth
- **Sustainability & Technology Forward**

Focus retention and recruitment efforts on established and emerging industries, technologies, and services, that promote environmental sustainability, especially those addressing climate change and resilience

## Existing Conditions

# Capital Facilities Element and Public Safety

## Introduction

The Capital Facilities Element of the Redmond Comprehensive Plan provides information on topics related to capital facilities planning including:

- An inventory of existing facilities;
- Financial planning; and
- Identifying lands useful for public purposes.

In addition, the element adopts through reference many functional plans.

Capital facilities plans guide the investment and development of the physical structures that help our community efficiently maximize limited funding. Capital facilities planning allows the City of Redmond to determine the needs and priorities for capital facilities, and how capital facilities projects can be coordinated and successfully financed to meet those needs and priorities.

Information about capital facilities for utilities is contained in the Utilities chapter of this report.

## State & Regional Planning Context

### State Laws and Regulations

#### Washington State Growth Management Act (GMA)

The GMA requires jurisdictions that fully plan under the GMA, including Redmond, to include a capital facilities plan element in their comprehensive plans ([RCW 36.70A.070\(3\)](#)). The capital facilities element is required before a jurisdiction can implement GMA impact fees. In addition, because Redmond has a population greater than 5,000 and fully plans under the GMA, a capital facilities plan is required before the City can impose certain taxes such as the real estate excise tax. In addition, a capital facilities plan is required before the City can qualify for certain state funding opportunities.

The capital facilities plan implements the land use element of the comprehensive plan, and these two elements, including the financing plan within the capital facilities element, must be coordinated and be consistent.

## Fast Facts

As reported by the 2019 City of Redmond Facilities Strategic Management Plan:

- Approximately 500,000 gross square feet of city-owned facilities.
- 27 Buildings
- 13 Sites
- Most of the City's facilities were constructed between 1952 and 2005.
- 73% of facilities require investment by 2030 to address functional or building condition issues

## Washington Administrative Code (WAC)

[WAC 365-196-415](#) requires that the capital facilities element of a comprehensive plan must contain:

- An inventory of capital facilities owned by public entities (aka “public facilities”), including the location and capacities of the facilities;
- A forecast of future needs for such capital facilities based on the land use element;
- Proposed locations and capacities of expanded or new capital facilities;
- A (minimum) six-year financing plan for capital facilities; and
- A reassessment of the land use element if expected funding falls short of meeting existing needs.

## Puget Sound Regional Council

In the four-county central Puget Sound region, local governments have collaborated through the Puget Sound Regional Council (PSRC) to establish a regional growth strategy, contained in VISION 2050. Puget Sound Regional Council’s VISION 2050 addresses a spectrum of capital facilities planning issues, which aims to create planning consistency across design, land use, transportation, and other considerations.

Growing public services to accommodate development can create challenges in how and where to locate new facilities. While capital facilities are essential to communities, they often impact the environment and adjacent jurisdictions. Infrastructure such as sewage treatment plants and power substations become hard to site and must be designed and operated with minimal negative impacts to communities.

PSRC emphasizes that communities must carefully consider equity when planning capital facilities. The historic provision of public services often systematically and disproportionately created worse conditions for people of color and people with low incomes. This in turn caused less access to economic opportunity and a lower quality of life. Redmond’s capital facility planning will need to incorporate equity to be consistent with PSRC guidance and the Redmond 2050 theme of equity and inclusion,

Vision 2050 contains the following key capital facilities development requirements. A full list can be found at the PSRC website ([Vision 2050](#)):

- **MPP-T-3** Reduce the need for new capital improvements through investments in operations, pricing programs, demand management strategies, and system management activities that improve the efficiency of the current system.
- **MPP-PS-1** Protect and enhance the environment and public health and safety when providing services and facilities.
- **MPP-PS-2** Promote affordability and equitable access of public services to all communities, especially the historically underserved. Prioritize investments to address disparities.
- **MPP-PS-3** Time and phase services and facilities to guide growth and development in a manner that supports the Regional Growth Strategy.
- **MPP-PS-29** Site or expand regional capital facilities in a manner that (1) reduces adverse social, environmental, and economic impacts on the host community, especially on historically

marginalized communities, (2) equitably balances the location of new facilities away from disproportionately burdened communities, and (3) addresses regional planning objectives.

- **MPP-PS-30** Do not locate regional capital facilities outside the urban growth area unless it is demonstrated that a non-urban site is the most appropriate location for such a facility.
- **PS-Action-2** Facilities Siting and Design: PSRC will facilitate cooperative efforts with special purpose districts and local jurisdictions to site and design facilities that enhance local communities in accordance with growth management goals and VISION 2050

## Countywide Planning Policies

The 2012 King County Countywide Planning Policies (CPPs) were prepared to address changes to the Growth Management Act. For the purposes of this report, the 2012 CPPs, as amended in 2016, will be referenced because proposed amendments to the CPPs will not be adopted until 2021. The primary focus of this chapter will be applicable policies that are firmly grounded in GMA requirements and are consistent with regional objectives.

Redmond's capital facilities policies must be consistent with King County CPPs. The following provides a high-level, non-comprehensive, summary of key CPP policy directives.

- **DP-3** Efficiently develop and use residential, commercial, and manufacturing land in the Urban Growth Area to create healthy and vibrant urban communities with a full range of urban services, and to protect the long-term viability of the Rural Area and Resource Lands. Promote the efficient use of land within the Urban Growth Area by using methods such as;
  - Directing concentrations of housing and employment growth to designated centers;
  - Encouraging compact development with a mix of compatible residential, commercial, and community activities;
  - Maximizing the use of the existing capacity for housing and employment; and
  - Coordinating plans for land use, transportation, capital facilities and services.
- **PF-20** Site or expand public capital facilities of regional or statewide importance within the county in a way that equitably disperses impacts and benefits and supports the Countywide Planning Policies.
- **T-7** Ensure state capital improvement policies and actions are consistent with the Regional Growth Strategy and support VISION 2040 and the Countywide Planning Policies.

## Local Planning & Regulatory Context

The Capital Facilities Element establishes policies to direct the development of the City's capital investment program in support of the community's vision for the future.

Broadly, capital facilities policy guidance in Redmond's Comprehensive Plan can be summed up by policies CF-1 and CF-6.

**CF-1** Develop and regularly update functional plans that assess capital facility needs and strategies for addressing such needs. Provide opportunities for public involvement appropriate to the nature of the update. Use functional plans to guide the development of capital priorities and investment decisions within each of the following functional areas:

- Fire protection and response, including the city and Fire District #34
- Police protection

- Stormwater and surface water management
- Water and sewer systems
- Parks, arts, recreation, culture and conservation
- Transportation
- Emergency preparedness and management
- General government facilities
- Other functional areas as identified

**CF-6 Establish capital facility service standards that help determine long-term capital facility and funding requirements.**

- Water system
  - A flow volume that meets instantaneous demand together with projected fire flows.
- Sewer system
  - A level that allows collection of peak wastewater discharge plus infiltration and inflow.
- Transportation facilities
  - Transportation service standards help identify the need for growth-related transportation services, programs and projects, as well as those that serve people already living and working in Redmond. Redmond has adopted a type of standard based on person mobility, which encompasses all modes of travel including trips by vehicles, walking, biking and transit. Redmond adopts standards based on personal mobility, which encompasses all modes of travel including trips by vehicles, walking, biking and transit.
  - Mobility-based standards support transportation concurrency, meaning the transportation system is continually balanced as programs and projects are implemented proportionally with the level of growth and implement the City's land use vision. Refer to the Transportation Master Plan and policies TR 26-28 for further information on mobility.
  - The target threshold for Redmond's mobility-based transportation service standard strives for a condition where enhancement of the transportation system occurs concurrently, proportionately, in parallel with City growth, and in a manner consistent with the Comprehensive Plan and the State Growth Management Act.
  - In addition, the mobility-based service standard is designed to have the effect of prioritizing future improvements and expanding travel choices to achieve a multimodal travel environment. Programs, projects and services in response to existing and growth-related travel include those that improve access and connections, including motor vehicle operations, public transit service levels, the walking and bicycling environment, and transportation demand management.
- Parks and recreational facilities
  - Children's Play Areas & Outdoor Sports & Fitness Facilities Service Areas: All residents should have convenient access (within one mile) to these facilities, which is calculated as within one mile depending on the quantity and quality of facilities.
  - Outdoor Sports Fields Usage Rates: Sports fields should operate at 80% capacity or less. If used at a higher rate, triggers the need to plan for additional capacity.



- Urban Parks Criteria: Both of Redmond's urban centers, Downtown and Overlake, should contain enough urban park acreage to meet all urban park service criteria:
  - Serve the daily recreational needs of neighboring residents, and at the same time, are destination gathering places,
  - Approximately two acres in size or larger,
  - Urban parks within an urban center combined or individually can accommodate crowds of up to 10,000 people for community events,
  - Enough infrastructure to support community events, and
  - Designed and constructed with quality amenities and materials.
- Trails: The target population has convenient access to public trails from home or office. This is calculated as a quarter mile from trail access points. The target population is 100% of residents and 25% of workers in Redmond.
- Recreation: Achieve or exceed projected number of registrations per year by program area (exercise, recreation, special events, and arts).

## Redmond Plans, Policies, Regulations, and Programs

The City of Redmond has a wide range of plans, policies, regulations, and programs related to capital facilities and public safety. Redmond's functional plans are major components of the City's overall capital facilities program. The functional plans may be consulted for more detailed information regarding existing and planned facilities, service standards and facility development:

A selection of these adopted plans is listed below:

- Transportation Master Plan, 2013-2030. Update anticipated in 2022.
- Lake Washington School District (LWSD), Six-Year Capital Facility Plan, updated and adopted annually by LWSD staff.

In addition, a non-motorized trails plan is proposed to be developed. Utility-related plans are addressed in the Utilities chapter of this report.

More detailed descriptions of plans, policies, regulations, programs, and partnerships for the following topics are located within their individual sections of this report.

- City Hall
- Parks and Recreation
- Maintenance and Operations Campus
- Fire and Emergency Management Services
- Police Service

## Current Conditions

This section will address current conditions for City services that require capital facilities. However, not all Redmond services require a capital facility and, therefore, maintenance and replacement costs will not apply to those services. The following city services do not have city-owned facilities and services are contracted by outside providers:

- Solid waste: Services are provided through a City contract with Waste Management for the collection of garbage, recycling, yard debris, and food scraps.
- Sewer treatment: Services are provided by King County and depending on where a property is in Redmond, there is one of two facilities that will treat its sewage – either the Brightwater Treatment Plant north of Woodinville or the South Treatment Plant in Renton.
- Telephone and Cable: Telephone service for Redmond is provided by Frontier and Comcast Communications and wireless phone service is provided by various providers. Cable services are provided by Comcast. These services are provided by negotiated mutually beneficial franchise contract agreements.

## City Hall

City Hall is the core facility for City administration, housing most City department offices, City Council spaces, conference rooms and a customer service center for the public to access City services such as permitting, business licensing, bill payments and issue reporting. City Hall is a LEED Silver certified building and opened in December 2005 as part of the Municipal Campus. The large expanse of lawn adjacent to City Hall is the site of the former Redmond City Hall, demolished in early 2005. The current four-story, 113,068 square-foot building showcases a two-story lobby with 25-foot windows, a prominent staircase to the second-floor lobby or “bridge” and exterior decks.

In 2017, the City moved the customer service desk to a newly designed customer service counter on the ground floor of City Hall. The Customer Service Center provides a single and centralized location for Redmond residents, businesses, and visitors to access City services. At the same time the City added seven new conference rooms on the first floor of City Hall, increasing the amount of meeting room space and its accessibility.

Parking for employees and guests is provided by an above-ground parking garage, as well as limited on-site parking directly east of City Hall. In recent years, electric vehicle charging stations have been installed at the City Hall parking lot, which provide electricity to electric vehicles at no cost to the user.

## Plans, Policies, Regulations, and Programs

Some key observations identified in the *2019 Facilities Strategic Management Plan*:

- Some spaces in City Hall are at capacity, while others are underutilized or vacant.
- Department locations within the building do not necessarily reflect ideal adjacencies to support collaborative relationships. (Since the report, office space in some departments have been reconfigured and, in some cases, staff have been relocated near other groups to foster synergy between working groups.)
- The City has recorded an increase in security incidents at City Hall. In response, access control measures have been implemented in the building.

## Partnerships

The facility is maintained by Wright Runstad property management, with its own on-site staff.

## Maintenance and Operations Campus

Park Operations and Public Works perform maintenance on City facilities and infrastructure. They are based at the 8.63-acre Maintenance and Operations Campus (MOC) in southeast Redmond. The City of Redmond reviewed existing conditions and capital facilities for the MOC as part of the 2019 City of Redmond Facilities Strategic Management Plan.

The MOC has twelve primary buildings, including administrative offices, core crew support facilities, shops, a decant facility, a fuel station used by all City departments, and multiple structures used to store vehicles and materials. The MOC facilities do not support their function; their condition, size, and layout limit workforce efficiency, collaboration opportunities, emergency response, inventory security and management, and workplace quality. These deficiencies were compounded by the Fall 2016 relocation of staff from the Sammamish River Business Park to the MOC.

### Plans, Policies, Regulations, and Programs

Key considerations identified in the *2019 Facilities Strategic Management Plan*:

- Inadequate reporting, dispatch, and meeting areas.
- Undersized and poorly equipped office space with respect to A/V support and pinup or whiteboard space.
- Undersized crew locker rooms, restrooms, and storage.
- Undersized fleets shop.
- Inadequate or nonexistent gear drying, decontamination, and laundry facilities
- Inefficient and poorly defined site circulation, creating operational challenges and potential safety risks.
- Unavailable heated parking required for certain vehicles
- Undersized, inefficient, and outdated warehousing, inventory control, and storage of materials and equipment

Remediating all these conditions will require capital expenditures funded through the budget process.

## Parks and Recreation

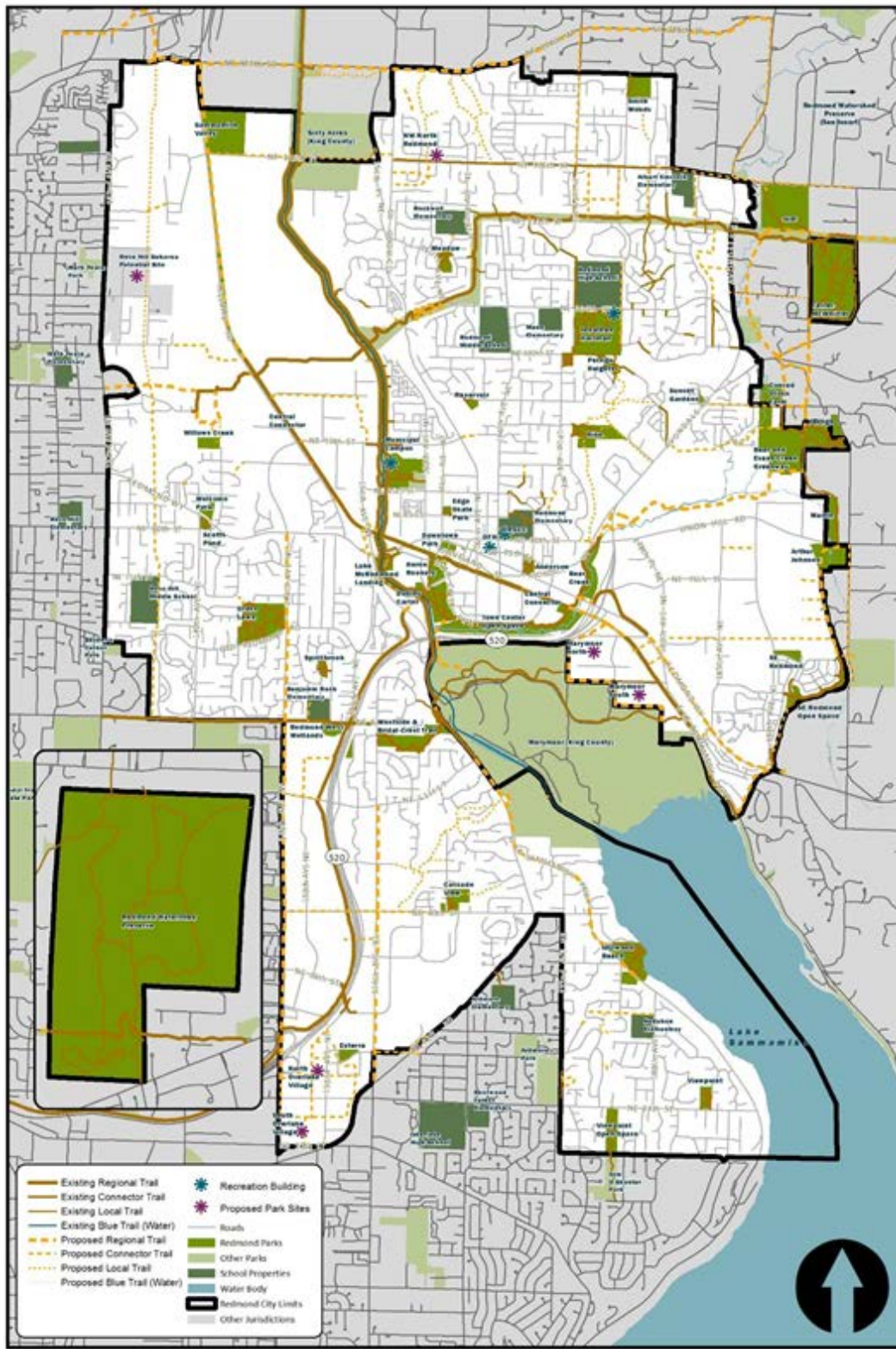
Redmond's park system consists of 1,351 acres of land and is comprised of 36 developed parks, six undeveloped parks, and five partially developed parks. The Redmond Watershed Preserve, a Resource Park east of the main city limits, represents more than half of the total acres. The parks are classified by the following categories:

- Community Parks provide opportunities for active and passive recreation to the region.
- Neighborhood Parks are small and typically accessed by foot or by bicycle.
- Resource Parks are natural areas that the City intends to preserve.
- Urban Parks are located primarily in Redmond's urban center and function as spaces to host community events and provide recreation opportunities.
- Trail Corridors are park spaces that prioritize public trails.
- Community Center Properties support community centers and other recreation facilities and do not provide any opportunities for outdoor recreation.
- Private Parks are created to comply with zoning regulations to serve developments.

Capital projects in the 2017-30 PARCC Plan were prioritized using rating criteria. Each of the categories (e.g. parks and recreation, trails, and maintenance and operations projects) had a separate set of rating criteria. The criteria addressed the following:

- Safety Hazard
- Preserve/Replace Asset
- Geographic Equity
- Walkability/ Connectivity
- Community Demand
- Service Delivery
- Unique Benefits
- Customer Service

Chapter 10 of the 2017-30 PARCC Plan includes a complete list of capital projects prioritized by existing and projected needs. The adopted 2021-22 Budget lists the funded Parks Department capital projects. The budget also includes a list of priority projects that could be funded in 2023-26 if funding becomes available.

FIGURE 1 - EXISTING AND PROPOSED PARK SYSTEM MAP<sup>1</sup><sup>1</sup> City of Redmond Parks Department 2017



### Capital Facilities

The Parks Department operates all park facilities, the Old Fire House Teen Center, the Redmond Pool and the Redmond Community Center at Marymoor Village, a 20,000 square-foot leased building offering activities and room rentals seven days a week.

Key considerations that may impact future policies and funding decisions:

- Old Fire House Teen Center
  - Although the Teen Center is well-liked by users, it is not purpose-built; its configuration does not adequately support its program and impedes supervision (*2019 Facilities Strategic Management Plan*)
  - The facility's live music programming may not be compatible with future development in the surrounding area. (*2019 Facilities Strategic Management Plan*)
- Senior Center
  - The Redmond Senior Center closed in September 2019 after it was discovered that the structural integrity of the building was compromised and could not be occupied until structural repairs were made. City Hall was used to partially fill the programmatic role of Senior Center before the COVID pandemic.
  - A structural review of the Center showed the building needed to be renovated or demolished and rebuilt. The Center was demolished in November 2020.
  - In October 2020, Council unanimously authorized the Mayor to repurpose \$15 million allocated for a Redmond Senior and Community Center in the 2019-2020 budget. The budget will fund additional community involvement and the design of a new facility to be located on the site of the former Redmond Senior Center.
- Redmond Pool
  - The pool was closed in 2019 for substantial rehabilitation work and is expected to be completed in the 1Q 2021.
  - Currently, the City is investigating the viability of partnering with neighboring jurisdictions on a joint regional aquatic center.
- Other Community Spaces
  - The PARCC Plan calls for parks and public gathering spaces especially in Downtown and Overlake where population densities are highest, including indoor recreation space.
  - The City leases space for the Redmond Community Center at Marymoor Village and will need to determine how that space factors into long-term plans, especially considering its location in an area of Redmond that is expected to redevelop with additional density.

### **Plans, Policies, Regulations, and Programs**

The Parks, Arts & Culture, Recreation, and Conservation Plan (PARCC Plan), adopted in 2017, serves as the strategic document for the Parks and Recreation Department from 2017-2030. This plan was an update to the 2010 PARCC Plan, as required by the Washington State Growth Management

Act<sup>2</sup>. Also, the Washington Recreation and Conservation Office (RCO) requires that the PARCC Plan be updated every six years as a condition for grant funding. This guiding document provides a priority list for capital project implementation, as well as a strategic direction to further policies and priorities outlined in the City's Comprehensive plan. An update to this plan is anticipated by early 2023.

## **Partnerships**

There are several entities that own and operate public lands or facilities that are available to Redmond residents and visitors including King County, City of Bellevue, Lake Washington School District, Puget Sound Energy, and other private entities. There are about 1,800 acres of park land owned by others and located within one-quarter mile of Redmond.

King County Parks & Recreation Division is responsible for the most popular King County park operating adjacent to Redmond city limits: Marymoor<sup>3</sup>, a 640-acre park with recreational activities, rare amenities such as a bird watching sanctuary, P-patch, velodrome; event venues and an off-leash dog area.

## **Fire and Emergency Management Services**

The Mission of the Redmond Fire Department is to continuously protect and preserve life and property through quality education, prevention, disaster preparedness, and rapid emergency response within their 45 square mile service area which includes the City of Redmond and the surrounding area of unincorporated King County within King County Fire District 34.

The King County Fire District 34 was created in 1948 to provide fire protection services for the unincorporated areas surrounding Redmond. The Fire District provided services to the City of Redmond during the early years of the District. However, the current partnership is for the City of Redmond to provide services to the Fire District through a contract that is set to expire in 2022. The District is approximately 28 square miles and has an estimated population of 23,000 residents. Fire protection services are provided from three fire stations located in the District. The District is governed by a three-member Board of Commissioners that are elected to a six-year term.

The fire department has four divisions to provide services to the City and surrounding areas: fire suppression, emergency medical services, emergency management and preparedness, and fire prevention. Additional support services are also provided to include apparatus maintenance and purchasing.

## **Capital Facilities**

The Fire Department's nine facilities include seven fire stations, a fleet maintenance building, and a storage building for the Community Emergency Response Team. The fleet (engines, medic,

<sup>2</sup> City of Redmond PARCC Plan, 2017.

<sup>3</sup> King County, Marymoor Webpage, 2020.



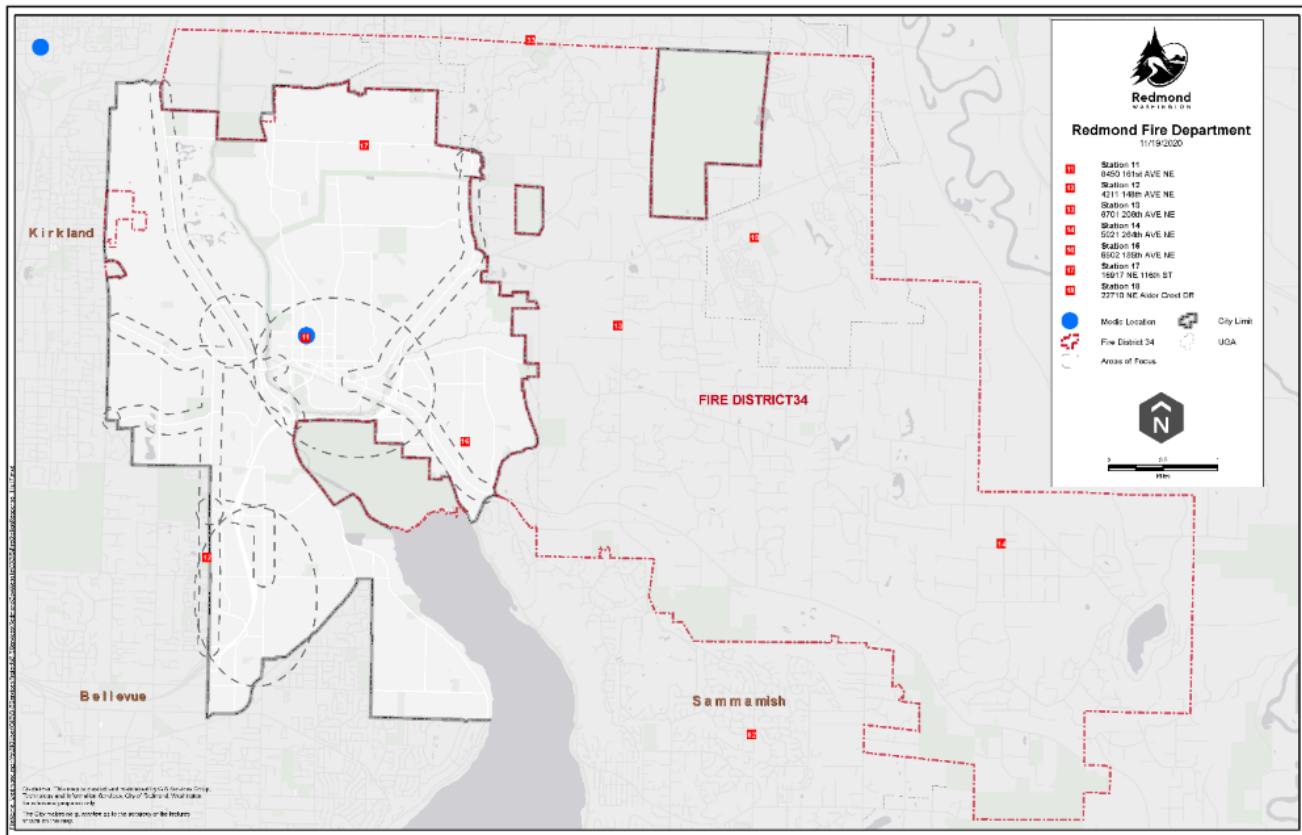
command vehicles, etc.) contains 30 vehicles, including six fire engines, two ladder vehicles, and six medic units.

Station 11 in Downtown Redmond serves as the headquarters for fire services.

TABLE 1 - FIRE STATION NEIGHBORHOOD ASSIGNMENTS

Neighborhood	Stations
Bear Creek	11
Downtown	11
Grass Lawn	11/12
Willow/Rose Hill	11
Idylwood	12
Overlake	12
SE Redmond	16
Education Hill	17
North Redmond	17
Sammamish Valley	11/17

FIGURE 2 –FIRE SERVICE AREA<sup>4</sup>



Fire stations, along with hospitals and police stations, are designated as essential facilities by building code. Fire station seismic upgrades are crucial to ensure safe and uninterrupted operation of regional critical facilities after an earthquake. Seismic upgrades for essential facilities must go beyond “life safety” standards to a higher level of protection. This is to minimize damage so that these facilities have an improved capability to respond to emergencies after an earthquake.

To address this concern, seismic upgrades are underway at fire stations: 14, 16 (along with its adjacent fleet shop), and 18. Upgrades at fire stations 14 and 18 are funded by Fire District 34's 2019 budget.

Three fire stations located outside of city limits are owned by Fire District 34 but operated by Redmond through a use agreement. The quantity and locations of existing fire stations are generally adequate, but facility condition and size challenges remain.

The Training Division uses three different facilities:

1. The Captain and Lieutenant are located at Station 17
2. The Battalion Chief and administrative support are located at Station 11
3. The Fire Department has limited access to the training tower and associated training facilities at Bellevue Fire Department.

<sup>4</sup> City of Redmond GIS Services, 2020

There is no fire training ground that meets the Washington Surveying and Rating Bureau (WSRB) requirements for a facility dedicated to the full range of required training. Not having one impacts the WSRB rating. The City of Redmond does have some towers which can be used for hose stretching exercises, where firefighters can charge the hose line up the tower and spray the water outside. However, because firefighters are unable to perform any smoke training at those towers, the WSRB does not consider these sites to be full training towers.

### **Plans, Policies, Regulations, and Programs**

At the time of this existing conditions report (January 2021), the City of Redmond is drafting an updated Redmond Fire Strategic Plan. The plan is expected to be completed and adopted in 2021. The scope of the plan will include the following assessments of the Fire Department:

- Operations
- Response capabilities
- Staffing
- Facility Conditions
- Facility Renovation/Replacement Recommendations
- Financing
- Community Risk Factors
- Demand Projections
- Other resources necessary for the delivery of services to the community.

Other plans, regulations, policies, and programs that are relevant to Fire service include:

- RCW 19.27 and WAC 51-54A-0404 Fire safety and evacuation plans.
- The City of Redmond has adopted the International Fire Code (IFC) applicable to new construction.
- The City of Redmond established Fire regulatory authority is contained within [2.52 RMC](#). This chapter creates the Fire Department, defines its composition, and provides authority for right of entry.
- The City has adopted impact fees for fire-related capital improvements to meet City fire levels of service. The rate schedule applies to residential and non-residential uses. The Fire impact fees will be recalibrated in 2021 with the adoption of the Fire Functional Plan update.
- There is a firefighter/paramedic assigned to the Training Division. This position is a liaison to the Medic One program. Through this connection, emergency medical services training is conducted for the Fire Department. The Medic One system provides support to Redmond and other departments to provide basic EMT classes for new recruits.
- Redmond Comprehensive Emergency Management Plan (CEMP), 2015. The CEMP specifies the authorities, functions, and responsibilities that pertain to establishing collaborative action plans between City departments, local, state, federal, volunteer, public, non-profit and private sector organizations. It also contains detailed information on participant Emergency Support Functions (ESFs). By coordinating all phases of emergency management, the CEMP helps minimize the impacts of incidents in the City of Redmond.
- King County Regional Hazard Mitigation Plan (KCRHMP), 2020 and associated Redmond Specific Annex, 2015 and Redmond Pandemic Plan Annex 2020. The plan addresses Redmond's risk of vulnerability and impact of hazards such as: avalanche, earthquake, flood,

landslide, severe weather, tsunami/seiche, volcano, wildfire urban interface, civil disturbance, cyber-attack, dam failure, hazardous materials incidents, public health emergency, structure fire, terrorism. The plan enumerates mitigation strategies and describes how they are managed by a city interdepartmental collaborative process with monitoring by King County.

## Partnerships

The Emergency Management Division (EMD) currently coordinates volunteers in the following programs under the umbrella organization Redmond Citizen Corps Council (RCCC): Amateur Radio Emergency Services (ARES) Community Emergency Response Team (CERT), Medical Reserve Corps (MRC). Use of an umbrella organization permits the growth of services that are tailored to the needs of the City and community. It provides for expansion or contracting based on resource gaps, current technology, and available resources.

Chapter V, Section C.5 of the City's Comprehensive Emergency Management Plan (CEMP) states "mutual aid agreements (MAAs) should be implemented to assure support from alternate sources" for when the City's resources have been depleted. The City has two mutual aid agreements (MAAs) with WSDOT that allow the City to request and receive requests for assistance in responding to emergencies. In this way, MAAs increase Redmond's emergency response capabilities. The Agreements do not obligate any agency to provide resources to others but will serve as an additional tool available for emergency response. Many of Redmond's neighboring cities and agencies are currently signatories to these agreements, including: King County, Bellevue, Kirkland, Sammamish, Issaquah, and Seattle Department of Transportation.

## Police Service

The Police Department is based out of the Public Safety Building (PSB) on the Municipal Campus. The PSB contains a variety of specialized functions in addition to department offices, including the City's 911 dispatch center and data center. The PSB recently underwent a phased renovation. The initial phase addressed water intrusion and seismic deficiencies. The 2019-20 budget allocated funds for Phase II to resolve deficiencies that would extend the service life of the building and improve energy efficiency including upgrades to the electrical, fire, and mechanical systems. So far, PSB capital improvement work has included:

1. Roof replacement
2. Roof and wall insulation
3. Installation of energy-efficient windows
4. New metal siding
5. Addition of steel structural bracing for seismic purposes
6. Replacement of all lockers in the men's and women's locker rooms
7. Modification of the fire suppression system
8. Replacement of several heat pumps

Key challenges identified in the *2019 Facilities Strategic Management Plan*:

- Reconfigured spaces at the Public Safety Building created through incremental renovations over time are not well served by the building's HVAC systems.
- Electrical and mechanical systems are poorly documented and coordinated and reaching the end of their useful lives.

- PSB parking is inadequate for the personal and fleet vehicles required to support 24/7 operations.

### **Plans, Policies, Regulations, and Programs**

Peace officer power and duties are defined by state statute in RCW 43.34 and RCW 10.93 and adopted by the Redmond Municipal Code. The guiding document for police service is the 2014 Police Functional Plan. An update to this functional plan is anticipated for adoption in 2Q 2021.

Programmatic components in the Police Department include:

- Contracted services with IKRON Greater Seattle to provide grant-funded Mental Health Professionals to co-respond with police to people in crisis and provide follow-up services and training. The grant is funded by WASPC - Washington Association of Sheriffs & Police Chiefs.
- Community Court: The establishment of a community court as an alternative problem-solving court. It differs from a traditional court in that it seeks to identify and address the underlying challenges of court participants that may contribute to further criminal activity. Its goal is to build stronger and safer neighborhoods and reduce recidivism. Seattle and Burien have both adopted this Redmond model.
- Partnering with Redmond's Homeless Outreach Coordinator by the police Mental Health Professional, Police Bike Unit, and Patrol Officers to assist with court diversion.

### **Partnerships**

The Redmond City Police Department collaborates with numerous entities to facilitate programmatic training, create financial efficiencies, and optimize services. A brief summary of partnerships is listed below.

- King County Regional Force Investigation Team (to independently investigate critical incidents, such as officer-involved use of deadly force)
- FEMA grant-funded Tri-County Regional Complex Coordinated Terrorist Attack (CCTA) program (King, Pierce, Snohomish Counties) to provide training, preparation, and coordination of fire and the police response to mass casualty incidents
- Redmond police participate cooperatively with federal task forces, such as ICAC - Internet Crimes Against Children Task Force, FBI Safe Streets Task Force, JTTF Joint Terrorism Task Force, USSS (Secret Service) Electronic Crimes Task Force
- Board Membership and dedicated Crime Analyst grant-funded Financial Fraud and Identity Theft Task Force through WA State Commerce Dept
- Marine Patrol for Lake Sammamish is provided via contract with KCSO. Animal Control Services are provided via contract with
- Jail services are provided via contract with South Correctional Entity & King County.
- For scenes requiring major investigations, Redmond's Criminal Investigation Division partners with the WSP Crime Scene Response and Crime Lab.
- Redmond City Police partner with King County Regional Automated Fingerprint Identification System (AFIS) to provide mobile and field fingerprint capabilities.

## Trends Analysis

The City continues to direct its limited resources, as well as federal and state funding, to those areas which are key to its future. The main trends or guiding principles for capital facilities include:

- Preserving and maintaining existing facilities,
- Resolving existing deficiencies,
- Planning for new facilities to accommodate growth consistent with current levels of service,
- Enhancing community character with projects that enable community building and support economic vitality, and
- Creating a financing plan to fund capital improvement projects at city facilities.

The City of Redmond strives to conduct effective asset management, by meeting a required level of service in the most cost-effective way through the planning, acquisition, operation, maintenance, rehabilitation and disposal of assets to provide for present and future customers.

## Policy Considerations

The Redmond 2050 comprehensive plan update will include review of the policies in the Capital Facilities Element (last updated partially in 2018), with a focus on addressing the considerations raised by each section in this report. The overall goal of policy revisions is to address major facility needs and the framework used to fund and build capital projects that align with the comprehensive plan vision and the Redmond 2050 themes of equity and inclusion, sustainability, resilience, and being a technology forward community.

Below is a discussion on broad framing tools that guide policy review for the various capital facility topics. After the topics are discussed, this report provides a preliminary collection of policies that have been identified for review based on the four themes of the comprehensive plan update.

### City Hall

Policy review would include focus on the following considerations:

- Redefining level of service expectations with the community through outreach
- Identifying possible synergies through co-location and partnership opportunities
- Resolving facility issues
- Maintaining facility conditions

### Parks and Recreation

Policy review would include focus on the following considerations:

- About half of the City's resident population has access to children's play, whereas the City's goal is 100%.
- About 54% of the target population can access outdoor sports and fitness facilities. The City's goal is 100% of residents and 25% of employees.
- Currently, the trail system provides access to trails for 34% of the target population; up to 66% are within one-quarter mile of a trail access point. The City's LOS is to achieve access by 100% residents and 25% employees.

- While there are parks in the Downtown Urban Center, none exist in the Overlake Urban Center though one is planned to open in 2022.

In addition, the PARCC Plan contains policies that have been impacted by recent budget constraints due to the COVID pandemic, such as policy PR-3 Provide opportunities to improve personal health and community connections by providing a variety of parks and recreation facilities and programs.

## Fire and Emergency Management Services

Policy review focuses on the considerations listed below:

- Population growth for the City of Redmond (and across the region) is expected to continue increasing. To accommodate the Puget Sound Regional Council growth target allocations, it is likely that Redmond will see an increase in low-rise, mid-rise and high-rise structures. These types of structures require a much different approach than a residential structure in terms of firefighting strategies and tactics.
- Comprehensive Plan policies that involve services for the urban centers will be most relevant to Fire service due to concentrated populations and taller structures. This includes policies centered around infrastructure, levels of service, and growth allocations.

## Police Service

Policy review focuses on the considerations listed below:

- Though the Public Safety Building has been seismically upgraded, it is in a liquefaction zone, where an earthquake may render access to the area impassible. This could impact the capabilities of the 911 Dispatch Center and Emergency Coordination Center.
- It is best practice to provide secure parking for personal and patrol vehicles due to safety and vandalism concerns. The existing secure parking at the PSB is inadequate for the number of vehicles required to support 24/7 operations with overlapping shifts. The Mobile Command post is an oversized vehicle without adequate secure parking.
- Regional efforts, including Redmond joining a regional SWAT team and a potential shared dispatch center, have unknown implications for Police's facilities needs but may require construction or modification of Police facilities in the future.
- Growth in Overlake and light rail expansion will likely impact policing needs and may require additional Police presence in the area. As congestion increases, satellite storage for emergency response equipment, e.g. barricades, may be needed.

## Policy Review – Four Themes

Broadly, the policy review for Comprehensive Plan elements are framed within four themes:

1. Resiliency & Economic Recovery
2. Equity & Inclusion
3. Technology Forward ("Smart City")
4. Sustainability

Specific policies for review are discussed below, organized by the four themes



## **Resiliency & Economic Recovery**

**CF-2.5 Ensure that functional and strategic plans address emergency preparedness needs as applicable including:**

- Seismic retrofits;
- Infrastructure resiliency ("Safe-to-fail") mechanisms including backup power generation, resilient network infrastructure, and communications; and
- Methods and facilities ("Alternative Service Centers") to provide essential services including shelter, food and water, medical care, cleanup, and restoration. Local alternative Service Centers in areas of the City less susceptible to hazards liquefaction, landslides, and floods.

This policy will be reviewed in the context of the global COVID-19 pandemic to determine if other types of emergency preparedness should be included.

**CF-12 Use capital facilities to attract growth to centers by:**

- Giving priority to funding for public facilities and services within the Downtown and Overlake Urban Centers,
- Creating a mechanism to provide ongoing capital funds for Redmond's Urban Centers, and
- Prioritizing projects outside these Urban Centers that will increase mobility to and from the centers.

This policy bolsters growth in urban centers by prioritizing urban centers. As part of the Redmond 2050 update, future considerations for urban centers include up-zoning to accommodate allocated growth targets. Redmond's urban centers will also contain multiple light rail stations. This policy will be reviewed to determine if any additional clauses or considerations should be added to further resiliency and economic recovery.

## **Equity & Inclusion**

**CF-5.5 Engage the community during the capital planning and implementation process to seek input, inform direction and provide updates.**

This policy will be reviewed to determine if any additional clauses or considerations should be added to strengthen engagement in order to find opportunities for increased effectiveness in actualizing equity and inclusion throughout the capital facility planning process. The focus should be on process equity to ensure inclusive, open and fair access for all stakeholders to decision processes that impact community and operational outcomes.

## **Technology Forward ("Smart City")**

Multiple policies will be reviewed to determine how technology and "smart city" principles could be included. Further review will be conducted to determine appropriate levels of specificity for technology language in policies. The Focus should be on utilizing technology to respond more rapidly and effectively to incidents and service interruption.

## **Sustainability**

**CF-5 Require that properties, when they develop or redevelop, construct or contribute to improvements as identified in adopted plans.**

Redmond is undergoing significant population growth, and environmental sustainability considerations may warrant adding provisions to this policy to meet community goals.

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## Existing Conditions

# Utilities

## Introduction

The Utilities Element of the Redmond Comprehensive Plan provides policy direction for planning for and placing utilities in Redmond to support the community's vision for planned growth, contribute to a high quality of life for Redmond residents and businesses, and protect Redmond's natural environment and resources.

The City operates four utilities: water, wastewater, solid waste/recycling and stormwater, which fall under the management and oversight of staff in the Public Works, Planning, Technology and Information Services, and Finance Departments. In addition, the Utilities Element contains policies related to energy, telecommunications, and hazardous liquid pipelines. City staff engage in a variety of daily tasks – from cleaning sewer lines, inspecting hydrants and wells, reviewing utility plans for construction sites, to restoring salmon habitat. This work ensures that City utilities function in a safe, cost-effective, and efficient manner.

## Federal, State, and Regional Planning Context

### Federal Context

Among federal laws and regulations that affect local utility planning, the 1972 Clean Water Act and federal telecommunications regulations merit a brief discussion.

The 1972 Clean Water Act (CWA) is the primary federal regulation for stormwater management. The CWA establishes the basic structure for regulating discharges of pollutants into the waters of the United States and regulating quality standards for surface waters.

Under the CWA, the National Pollutant Discharge Elimination System (NPDES) permit program controls water pollution by regulating point sources that discharge pollutants into waters of the United States. The Washington State Department of Ecology administers the

## Fast Facts

### In 2019..

- Redmond's wells pumped over one billion gallons of water.
- Redmond supplied water to more than 19,500 businesses, houses, and multifamily units.
- Redmond delivered 35-40% of drinking water from groundwater.
- Redmond operated and maintained 333 miles of water main and 12,650 water main valves
- Construction Site inspectors logged more than 5,100 utility inspections at new and redeveloped sites
- Redmond's Private Drainage Inspection Program visited 265 sites including more than 100 stormwater vaults.
- Redmond's Business Inspectors offered direct stormwater pollution prevention support to 150 businesses.
- Under the City's Solid Waste Program, 643 tons of organics (including food waste) were collected from businesses, multifamily residences and schools and converted to compost at an industrial composting facility.
- 1,360 gallons of hazardous materials were removed and properly disposed of by Redmond businesses.
- Wastewater Utility crews "de-ragged" 38 wastewater pumps or valves to clear blockages.
- Development Services engineers and planners reviewed plans for more than 90 development projects in 2019.
- Construction inspectors logged more than 5,100 utility inspections at new and redeveloped sites.

NPDES program in Washington state. The program requires the implementation of local stormwater management programs. Phase I of the NPDES stormwater permit program applied to only six local governments. Phase II of the NPDES rules extended coverage to operators of regulated small municipal separate storm sewer systems (MS4s), including Redmond, serving less than 100,000 people.

In recent years the Federal Communications Commission (FCC) updated 47 CFR Part 1 regarding telecommunication equipment deployment which prompted municipalities, including Redmond, to revise local codes for compliance. The FCC regulates health concerns of RF frequencies and restricts local jurisdictions from setting additional regulations on frequencies. As the telecommunication regulations and technology progress in the upcoming years, the City of Redmond anticipates that further updates will be needed.

## State Context

Utility planning in Washington is guided by the Growth Management Act (GMA), adopted in 1990 in response to rapid population growth and concerns with suburban sprawl, environmental protection, quality of life and related issues. The GMA requires the establishment and maintenance of the Urban Growth Areas (UGAs). The land within UGAs is designated for urban uses; the land outside UGAs is set aside for rural uses. This division makes the provision of public facilities and services more efficient by providing for contiguous and compact urban lands, while protecting rural resources, such as farming, logging, and fish and wildlife habitats. The GMA requires jurisdictions that fully plan under the GMA, like Redmond, to include a utilities element in their comprehensive plans ([RCW 36.70A.070\(3\)](#)).

Utility planning and operations are also governed by various state laws and regulations. Among these are:

- [WAC 365-196-420](#), which requires that the utilities element of a comprehensive plan contain the general location, proposed location, and capacity of all existing and proposed utilities, including, but not limited to, electrical lines, telecommunication lines, and natural gas lines.
- [WAC 173-240-050](#) sets minimum requirements for general sewer plans adopted by local governments.
- [Chapter 90.48 RCW](#) addresses water pollution control. RCW 90.47.035 provides the Washington State Department of Ecology rule-making authority to regulate water quality standards; implemented by WAC 173-240-010.
- [Chapter 35.99 RCW](#) addresses Telecommunications and Cable service permitting in right-of ways.
- [Chapter 70A.205 RCW](#) requires that each county, in cooperation with the cities located in the county, prepare a coordinated, comprehensive solid waste management plan. Redmond approved the King County Solid Waste Management Plan on July 2, 2019.

## Regional Planning Context

Redmond participation in regional issues simultaneously advances the interests of the Redmond community and works toward regional goals. Some of these collaborative efforts are with:

- Puget Sound Regional Council, the metropolitan planning organization that develops overarching multicounty planning policies for the four-count Seattle metropolitan area. A deeper analysis of specific multicounty planning policies is discussed later in this report.
- Cascade Water Alliance (CWA), a regional water supplier. Redmond's drinking water aquifer provides roughly 40% of Redmond's drinking water needs; the remaining 60% comes from the CWA.
- American Public Works Association Stormwater Managers
- Puget Sound Partnership, a state agency leading the region's collective effort to restore and protect Puget Sound. The Partnership created and now manages the infrastructure needed to enable and encourage partners to come together to develop and implement priority actions needed to accelerate ecosystem recovery.

## Puget Sound Regional Council

The Puget Sound Regional Council (PSRC) develops policies and makes decisions about transportation planning, economic development, and growth management throughout the four-county Seattle metropolitan area surrounding Puget Sound.

Puget Sound Regional Council's VISION 2050 establishes the following goal for public services, including the provision of utilities: "The region supports development with adequate public facilities and services in a timely, coordinated, efficient, and cost-effective manner that supports local and regional growth planning objectives" (PSRC, 2020). Relevant policies from the VISION 2050 Public Services chapter include:

- **PS-2:** Promote affordability and equitable access of public services to all communities, especially the historically underserved. Prioritize investments to address disparities
- **PS-3:** Time and phase services and facilities to guide growth and development in a manner that supports the Regional Growth Strategy.
- **PS-8:** Develop conservation measures to reduce solid waste and increase recycling.
- **PS-9:** Promote improved conservation and more efficient use of water, as well as the increased use of reclaimed water, to reduce wastewater generation and ensure water availability.
- **PS-13:** Promote the use of renewable energy resources to meet the region's energy needs.
- **PS-16:** Plan for the provision of telecommunication infrastructure to provide access to residents and businesses in all communities, especially underserved areas.
- **PS-22:** Provide residents of the region with access to high quality drinking water that meets or is better than federal and state requirements.

## Countywide Planning Policies

King County has created countywide planning policies (CPPs) that provide a framework for utility planning across local jurisdictions. King County and all cities and towns of King County are responsible for ensuring that their respective comprehensive plans are consistent with and implement the CPPs. Utilities include services and infrastructure that provide water supply, sewage

treatment and disposal, solid waste disposal, energy, and telecommunications. Providing these utilities in a cost-effective way is crucial to upholding the health and safety of King County residents and to implementing the Regional Growth Strategy.

Redmond's utility policies must be consistent with King County CPPs. The following provides a high-level, non-comprehensive, summary of key CPP policy directives.

- **PF-4:** Develop plans for long-term water provision to support growth and to address the potential impacts of climate change on regional water resources.
- **PF-6:** Coordinate water supply among local jurisdictions, tribal governments, and water purveyors to provide reliable and cost-effective sources of water for all users, including residents, businesses, fire districts, and aquatic species.
- **PF-11:** Require all development in the Urban Growth Area to be served by a public sewer system except:
  - a. single-family residences on existing individual lots that have no feasible access to sewers may utilize individual septic systems on an interim basis; or
  - b. development served by alternative technology other than septic systems that:
    - Provide equivalent performance to sewers;
    - Provide the capacity to achieve planned densities; and
    - will not create a barrier to the extension of sewer service within the Urban Growth Area.
- **PF-13:** Reduce the solid waste stream and encourage reuse and recycling.
- **PF-15:** Promote the use of renewable and alternative energy resources to help meet the county's long-term energy needs, reduce environmental impacts associated with traditional energy supplies, and increase community sustainability.
- **PF-16:** Plan for the provision of telecommunication infrastructure to serve growth and development in a manner consistent with the regional and countywide vision.

In addition to the countywide planning policies, King County has its own comprehensive plan. The King County Comprehensive Plan is particularly relevant to utility planning because the plan presents other agencies, such as cities and special purpose districts, with King County's position on large-scale matters such as annexation, urban growth areas, environmental protection and others. For instance, Chapter 9 of the King County Comprehensive Plan addresses services, facilities, and utilities, and includes public sewer systems in urban and rural areas. The provisions and policies generally reflect the premise of countywide planning policies that sewer systems will serve urban areas and, in general, that they are not appropriate to serve rural areas.

Utility planning and operations is also guided by the following King County planning documents:

- **2019 King County Hazard Mitigation Plan – Annex.** This plan assesses natural and human-caused hazards that can impact our region and develops strategies to reduce risk and build resilience. Nearly 60 planning partners (including school districts, water districts, and cities) participated in the process and developed annexes to this plan. Redmond City Council approved the City's annex to this plan in 2019. The annex includes a hazard risk summary for sixteen hazards, addresses vulnerable populations, and outlines goals and strategies.
- **2019 King County Solid Waste Plan.** Redmond participates in a coordinated solid waste management plan with other King County cities. This plan establishes policy guidance for the

King County solid waste system, which includes six urban transfer stations and four rural transfer facilities, the Cedar Hills landfill, and waste prevention and recycling programs

- Snoqualmie Valley/NE King Community Service Area. This subarea plan is currently underway with anticipated adoption in mid-2023. The plan will establish a vision, goals, and policies to guide development decisions and address future King County services, programs, facilities, and capital improvements. This plan will replace the outdated East King County Community Plan.
- Title 13 of the King County Code sets requirements for water and sewer systems, including a requirement that sewer and water comprehensive plans consider opportunities for reclaimed water. Although Redmond does not operate a wastewater treatment plant, reclaimed water is available to the City from the Brightwater Treatment Plant located in Woodinville.

## Local Planning & Regulatory Context

The Utilities Element of the Redmond Comprehensive Plan guides the planning and operation of utilities in Redmond. The general policy direction of the Comprehensive Plan is that infrastructure and services should meet the needs of a growing population and promote a safe and healthy community. Private utilities, such as solid waste removal and recycling, gas, electric, telecommunications and cable services are provided under franchise or other agreements. For these utilities, the City ensures that sufficient area is available to locate such facilities and provides a reasonable regulatory climate.

Key Utilities Element policies include:

- **UT-27** Ensure that the City of Redmond is the primary provider of wastewater service within the city limits.
- **UT-28** Require connection to the City wastewater system for all new development and for existing uses when development, such as a short plat, subdivision or other significant land use action, occurs to that property. Extend a waiver in limited circumstances where the economic impact of connection is high and there is no public safety concern.
- **UT-31** Support a regional approach to wastewater treatment by contracting with King County for transmission and treatment of Redmond's wastewater.
- **UT-75** Promote decreased energy consumption and enhanced energy efficiency throughout the City's building stock
- **UT-83** Promote a wide range of telecommunications options. This can include:
  - Making City facilities available for placement of antennas,
  - Treating attached cellular base antennas as other building or rooftop appurtenances, and
  - Support website communication between the City and its residents and customers.
- **UT-88** Maintain Redmond's competitiveness in support of businesses, residents and visitors by promoting access to advanced and affordable communications technology citywide.

Other local planning documents that guide the provision of utilities include:

- Stormwater Comprehensive Plan. This is the City's long-range Stormwater and Natural Resources planning document. The plan provides goals and guidance for managing all



aspects of stormwater management and basin planning within Redmond. The plan update is anticipated in 2023.

- The Stormwater Technical Notebook locally adopts and modifies the Washington State Department of Ecology Stormwater Management Manual for Western Washington, as amended, and contains requirements and design standards for stormwater management systems.
- The Watershed Plan will support and reside in the Stormwater Master Plan. This work is anticipated to begin in 2021. Water System Plan, 2011-2017. Some foundational work was completed in 2020 in preparation for the anticipated in 2023 update. This 2011 Water System Plan (Plan) describes the City's water production and distribution facilities, operations, and compliance with State and federal drinking water regulations. This Plan also identifies capital improvements needed to resolve deficiencies, to support continued system maintenance, and to supply future growth within the water service area.
- 2014 General Sewer Plan. The General Sewer Plan is currently being updated with adoption anticipated in late 2021. The Plan will be consistent with the strategy and policies presented in the 2018 King County Comprehensive Plan and will comply with the adopted Countywide Planning Policies, including separate sections addressing the various required planning elements mandated by the GMA. The current plan includes an evaluation of the existing sewer system and identification of additional facilities needed to accommodate the planned growth to comply with state regulations.

## Redmond Regulations

Utility regulations protect Redmond's natural environment and resources. Conservation and protection of existing resources ensures a continued supply of clean water and energy. For example, the City protects the natural environment by developing stormwater systems to prevent or reduce excess stormwater runoff, by designing and upgrading systems and plans to prevent damage to the environment, by fostering conservation operationally and by implementing low-impact development practices. Specific regulations are discussed in the relevant current condition section for each utility.

## Redmond Partnerships

Some issues cross jurisdictional boundaries and so require coordination with federal, state, and local governments, non-governmental organizations, business associations, and other potential partners to ensure that Redmond's interests are fully represented in regional, state and national dialogues. Specific partnerships are detailed in each current condition section. Rather than list every partnership for each utility here, relevant partnerships are described under each utility below.

## Current Conditions

### Water and Stormwater

Utility Infrastructure that keep our water safe, clean and flowing represent a complex mix of pipes, valves, pumps, reservoirs and tanks. Approximately 40% of the City's water supply is provided by groundwater, with the remainder supplied from the Cascade Water Alliance (Cascade). Redmond's Water utility supplies water to more than 19,500 businesses, houses, and multifamily units. City staff operate and maintain:

- 333 miles of water main and 12,650 water main valves (also called isolation valves)

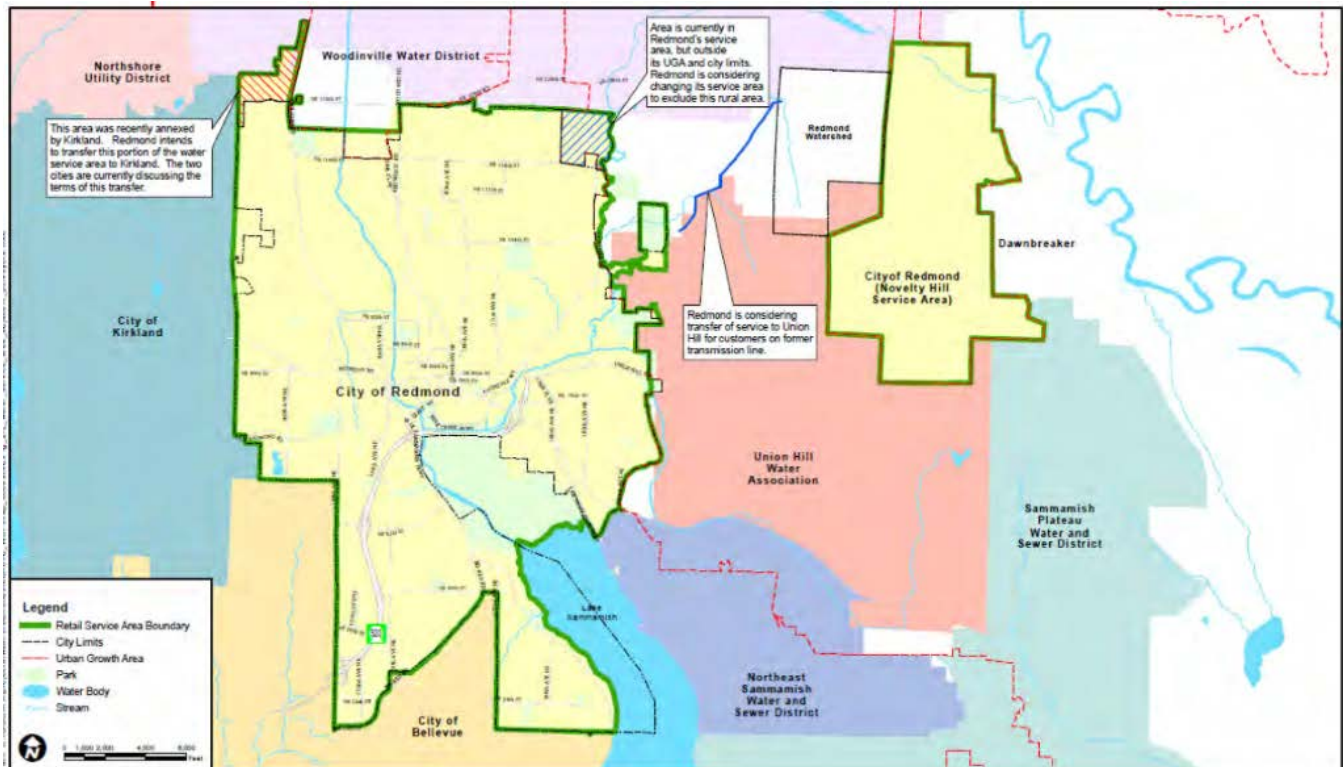
- A groundwater monitoring network of 96 wells throughout the City
- 4,150 hydrants
- Three City-owned pump stations and three pump stations jointly owned with neighboring cities
- Seven City-owned reservoirs three reservoirs jointly owned with neighboring cities.
- Four water service areas: Well Service, Rose Hill, Overlake/Viewpoint, and Novelty Hill, in total containing 22 pressure zones.
- Compliance for 7,395 backflow assemblies to help protect the City's potable water supply (drinking water) from contamination as part of the Cross Connection Control Program.

Customers on the west side of Lake Sammamish and the Sammamish River, as well as those who live in Redmond Ridge and Trilogy Urban Planned Developments, are served with water that comes from the Tolt Watershed in the Cascade Mountains. Customers east of Lake Sammamish and the Sammamish River are served by well water from Redmond's aquifer. During the summer, water from the Tolt is blended with the groundwater to help meet peak summer demand. Water delivered to Redmond's customers is produced from a combination of sources, including five wells owned and operated by the City, as well as regional water supply produced from Seattle Public Utilities' (SPU's) Tolt River source. This regional supply is provided through Redmond's membership in the Cascade Water Alliance (Cascade).

A total of nine reservoirs, one shared with the City of Bellevue and two shared with the City of Kirkland, provide storage capacity to meet routine system operational needs, as well as to support fire suppression and emergency standby requirements. Over 320 miles of piping delivers water throughout the City's distribution system.

See Figure 1 for a map of the service area. The 19,500 customers include a residential population of approximately 70,000 that swells to approximately 115,000 during business hours. Major employers receiving water from the Redmond system include the Microsoft and Nintendo headquarters. The 2016 water demand forecast was 8.2 million gallons per day<sup>1</sup>.

<sup>1</sup> City of Redmond Water System Plan, 2011.

FIGURE 1 – WATER SERVICE AREA<sup>2</sup>

The City of Redmond uses a combination of traditional onsite stormwater management facilities, low-impact development techniques and regional stormwater management facilities. Such facilities may include vaults, ponds, and swales for each development where the developer finances the design and construction of these controls. In commercial sites, property owners are responsible for maintaining the facilities. In residential neighborhoods, these may be turned over to the City to maintain.

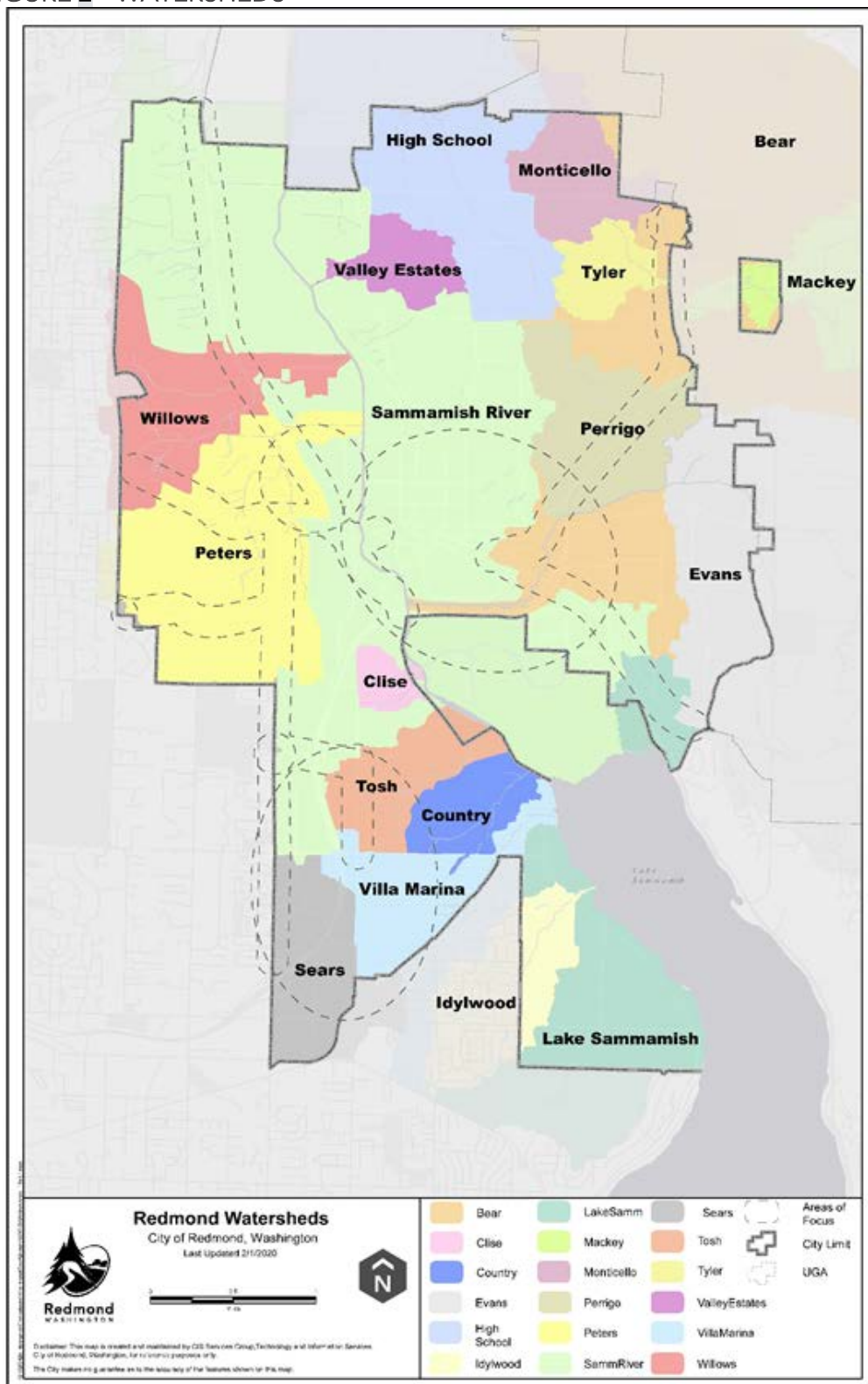
Stormwater utility staff:

- Ensure that public and private stormwater systems are planned, developed, and maintained to prevent flooding, protect water quality, and preserve natural stormwater systems,
- Monitor water quality and provide leadership and focus for community efforts working toward improved stormwater management,
- Identify needs for capital improvement of the stormwater systems including streams and habitat, and prioritize, select, and construct those improvements,
- Ensure that City construction and maintenance projects are planned and implemented to cause as little, short- and long-term harm as possible to the environment, and
- Are responsible for ensuring proper maintenance and operation of all public and private stormwater systems within the City limits under the City's NPDES permit.

<sup>2</sup> City of Redmond Water System Plan, 2011

A quick “by the number” overview of the stormwater utility reveals:

- More than 323 miles of City-owned pipes, over 11,000 catch basins, and more than 400 stormwater ponds, vaults, and other stormwater management facilities.
- 11 billion gallons of rain that falls on Redmond in an average year to prevent flooding and protect local streams. (Estimate based on the average of 40 inches of rain per year and the 16-square-mile area encompassed by Redmond.)
- Redmond is home to more than 50 miles of streams, in addition to two major creeks (Bear and Evans), the Sammamish River, and Lake Sammamish. Chinook, sockeye, Coho salmon, and other native fish and wildlife call Redmond home.
- Redmond’s Illicit Discharge Detection and Elimination Program investigates all reports of illegal discharges or connections to the City’s stormwater or receiving water networks. City staff respond to 200+ reports annually.
- There are approximately 19 watersheds that lie at least partially within the city limits.
- City stormwater crews inspected 100% of the 2,733 City-owned catch basins and cleaned 1,423 of those that required cleaning.

FIGURE 2 - WATERSHEDS<sup>3</sup><sup>3</sup> Source: City of Redmond GIS Services, 2020.

## Regulations and Programs

Water resources are important City assets that require significant management, capital investment and maintenance. The local regulatory framework that guide the management of these resources includes the following:

- RMC 15.24 contains stormwater management regulations for development and redevelopment; it codifies the Stormwater Technical Notebook as a supplement to the code.
- RMC 13.06 authorizes the Illicit Discharge Detection and Elimination (IDDE) program designed to prevent contamination of groundwater and surface water by monitoring, tracking, and removing non-stormwater discharges into the stormwater drainage system.
- RMC 13.29 requires that the Mayor shall approve a Water Shortage Response Plan that establishes actions and procedures for managing water supply and demand during anticipated or actual water shortages.
- RZC 21.17.010 sets standards for low-impact development, a stormwater management technique that helps preserve the quality of Redmond's groundwater.

Redmond's stormwater management programs focus on stormwater runoff, groundwater recharge, surface waters, and riparian (water-related) habitat. Programs address basic conveyance of runoff, food hazard reduction, water quality issues, riparian habitat protection, and protection of groundwater quality. It is especially important that new development or significant redevelopment effectively manages stormwater with appropriate facilities to ensure the public's protection.

## Partnerships

The Cascade Water Alliance (Cascade) is a municipal corporation comprised of five member cities (Bellevue, Issaquah, Kirkland, Redmond, and Tukwila) and two water and sewer districts (Sammamish Plateau Water and Sewer District, and Skyway Water and Sewer District). These cities and districts approach water management collaboratively to provide a safe, clean, and reliable water supply.

Kirkland-Redmond-Bellevue Interlocal Agreements address how portions of a water system are owned and operated. These interlocal agreements describe how several water facilities are shared and operated, including;

- Two water tanks with Bellevue and Kirkland
- One reservoir with Kirkland
- Three pump stations with Bellevue and Kirkland

**FIGURE 3 LEASED TELECOM EQUIPMENT MOUNTED ON TOP OF THE ROSE HILL WATER TANK**





To effectively perform their work, stormwater staff collaborate with several organizations including:

- American Public Works Association (APWA) Stormwater Managers Group, an interjurisdictional association of regional stormwater practitioners which share regulatory, technical, product and project information to develop and grow effective stormwater programs.
- STORM (Stormwater Outreach for Regional Municipalities), the focus of which is to design and implement regional public awareness and behavior change programs focused on reducing stormwater pollution impacts.
- NPDES Eastside Coordinators Group, an informal consortium of local governments that work together to understand and implement municipal stormwater permit requirements.

## Wastewater and Solid Waste

Redmond's wastewater system consists of a network of mains, trunks, force mains, and pump stations that transport the collected sewage to King County Water Treatment Division interceptors. The City does not operate a wastewater treatment plant. Most of Redmond's sewage is ultimately transported to the County's Brightwater Treatment Plant. The exception is sewage collected from the Overlake area, which flows to Bellevue and ultimately to the King County Water Treatment Division Renton Treatment Plant.

- Redmond's Wastewater Utility has more than 16,000 sanitary sewer connections.
- The Wastewater Utility actively inspects and cleans more than 233 miles of pipes every seven years.
- The Wastewater Utility routinely inspects and cleans 7,336 manholes.
- Redmond's Wastewater Utility operates 22 wastewater lift stations. City personnel clean these lift stations on a monthly schedule.
- The wastewater system serves a residential population of 69,900 in 9,600 acres (2020) within the City limits and 3,500 residential households in 2,000 acres in the Novelty Hill area.

Aside from serving the area within the city limits, Redmond also provides water and sewer services to Redmond Ridge and Trilogy Urban Planned Developments within the Novelty Hill area located east of Redmond in unincorporated King County. Novelty Hill has been designated as urban and Redmond has agreed to be the service provider for sewer but for pipes only, not treatment. The City will continue to provide service to new growth within the urban growth area that is consistent with City and County planning and service policies.

A portion of this area is located north of the Redmond/Woodinville Water District interlocal line. An interlocal agreement with the District allows Redmond to serve Novelty Hill which is now almost completely developed. The single family and multi-family areas have been built out, two schools have been constructed, and only a few undeveloped parcels remain in the business park area, some of which are currently under construction.

While most of Redmond's residents are served by the wastewater utility, some areas still use onsite sewage (OSS) disposal systems. This term typically refers to a system using a septic tank in combination with a drainfield, such as a leachfield or mound. When operating properly, onsite sewage disposal systems are an acceptable means of treating and disposing of sewage on



a small scale. If onsite systems are improperly maintained or constructed in soils with poor percolation rates, OSS disposal systems can fail. Poorly treated septic waste can surface or pond on the site or percolate into the groundwater. Approximately 500 parcels within City of Redmond boundaries are estimated to be on OSS systems.

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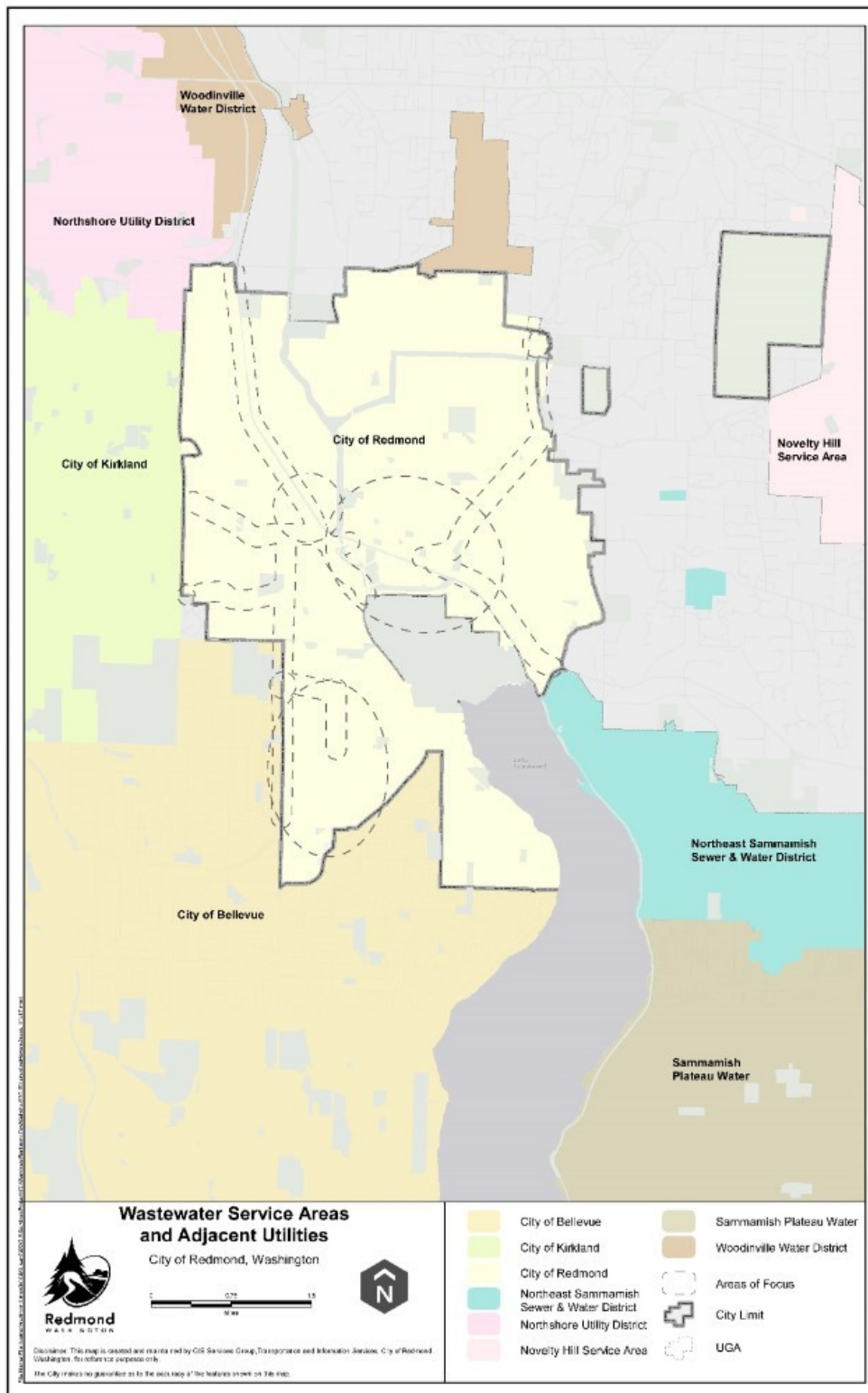
FIGURE 4 - WASTEWATER SERVICE AREA<sup>4</sup><sup>4</sup> City of Redmond General Sewer Plan Update, 2019.

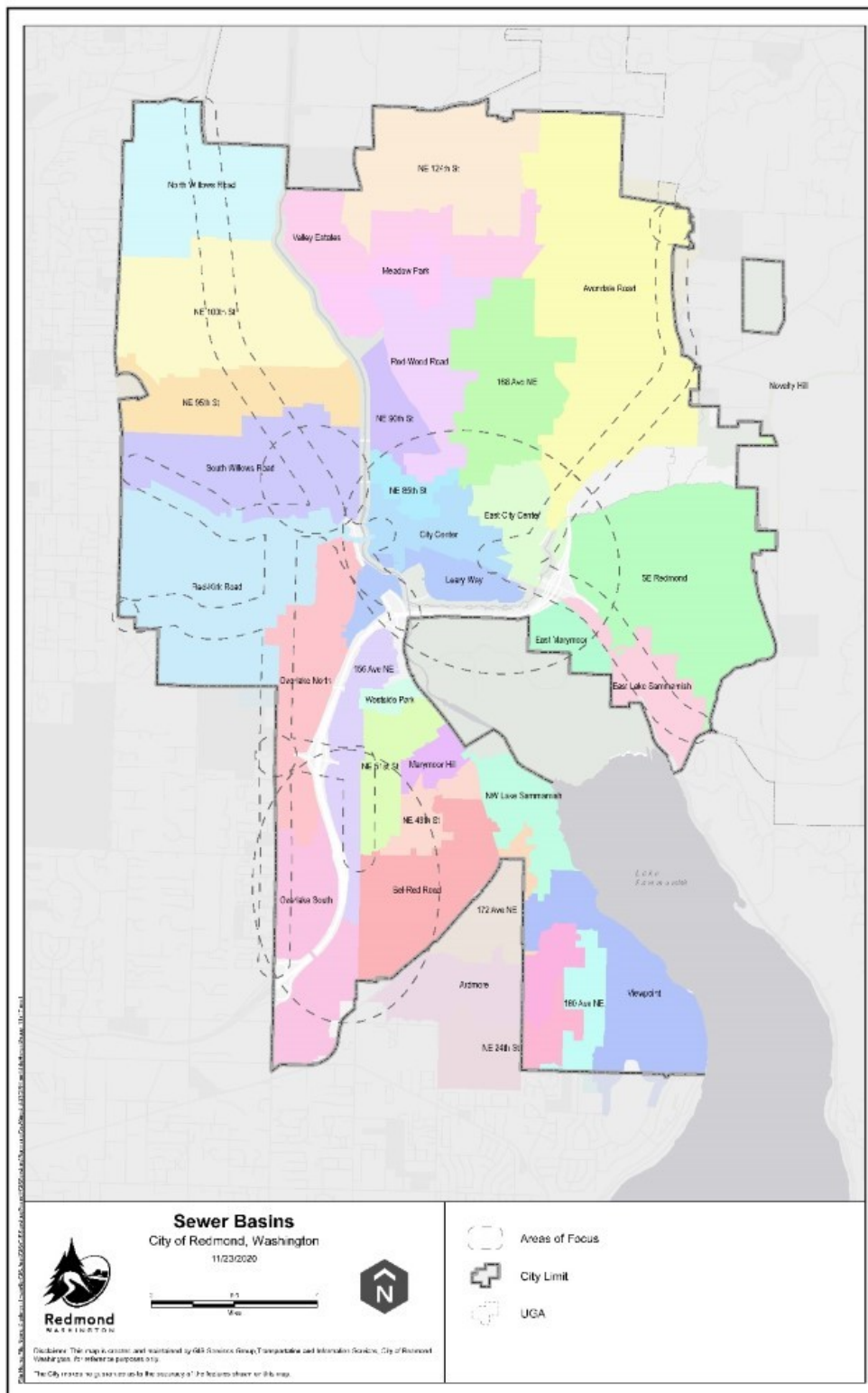
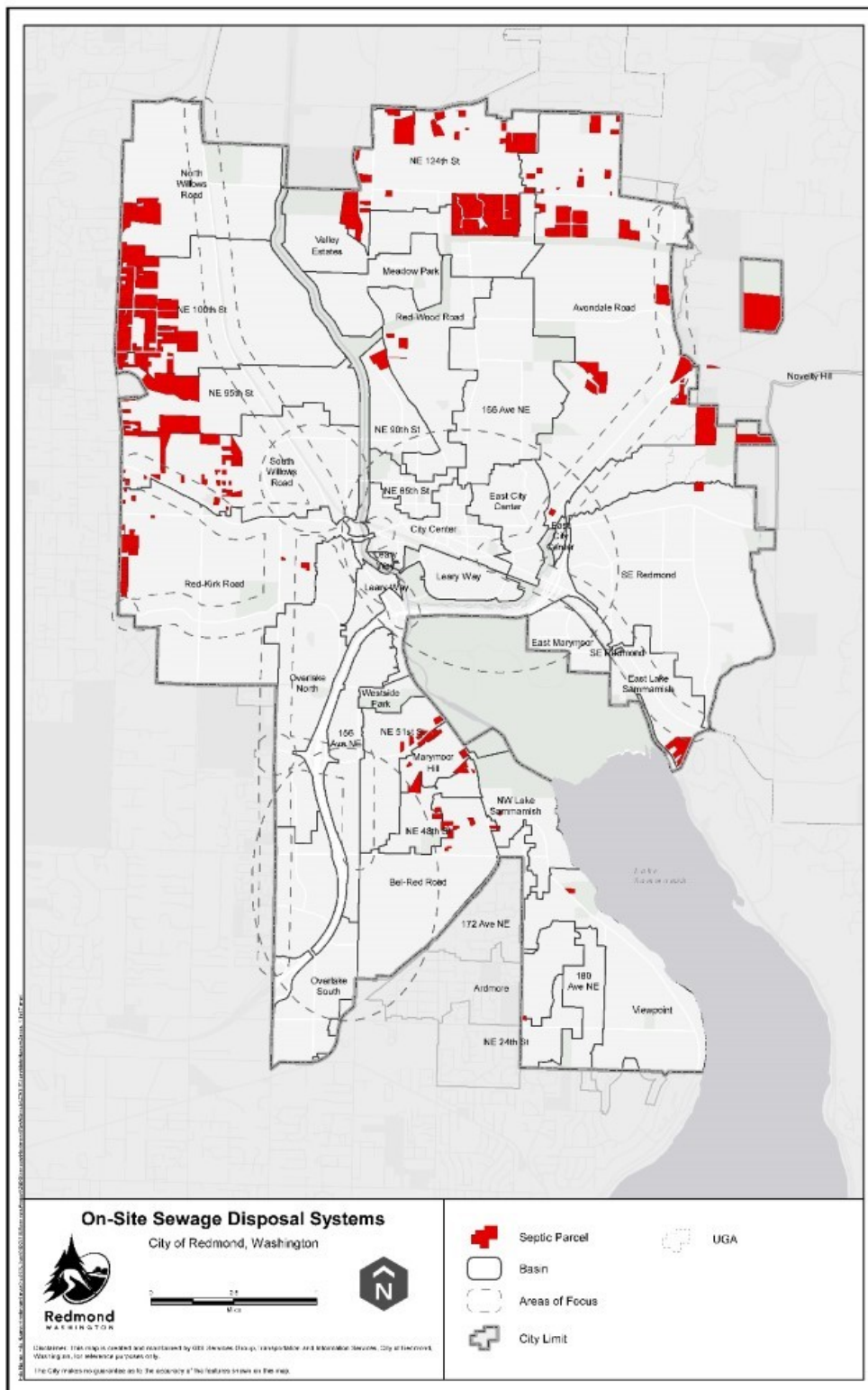
FIGURE 5 – SEWER BASINS<sup>5</sup><sup>5</sup> City of Redmond General Sewer Plan Update, 2019

FIGURE 6 – ON-SITE SEWAGE DISPOSAL SYSTEMS<sup>6</sup><sup>6</sup> City of Redmond General Sewer Plan Update, 2019

## Regulations and Programs

Current discharge regulations contained in RMC [13.04](#) provide the basis and support for elements of a Source Control Program such as inspections and education. The primary purpose of Redmond's Source Control Program is to limit what materials enter the water supply through wastewater and solid waste pathways.

## Partnerships

King County Wastewater Treatment Division (WTD) operates and maintains several interceptors and trunks within Redmond's service area. City of Redmond wastewater facilities include joint-use pipes, which are owned with the City of Bellevue or Northeast Lake Sammamish Sewer and Water District.

King County Department of Health provides standards for the environmentally safe operation of septic systems. In addition, Redmond's sewer treatment services are provided by King County and depending on where a property is in Redmond, there is one of two facilities that will treat its sewage - either the Brightwater Treatment Plant which opened in 2011 or the South Treatment Plant in Renton. King County published a Comprehensive Solid Waste Management Plan in 2019, which guides aspects of regional solid waste management.

The Northeast Lake Sammamish Sewer and Water District is located at the southeastern corner of Redmond and primarily serves the northern portion of the Sammamish Plateau. Redmond and the Northeast Sammamish Sewer and Water District share pipeline facilities to convey the wastewater to King County WTD's system.

Redmond also partners with other partners via interlocal agreements (ILA) to provide utility sewer service.

- The City has partnered with the Woodinville Water District to provide water and sewer service to a portion of the City (ILA Contract 5359).
- The City has previously partnered with the City of Kirkland with two different ILAs to provide various utilities (ILA Contracts 8679 and 6465)

## Energy

Electricity and natural gas is provided in Redmond by Puget Sound Energy (PSE). PSE is regulated under various federal and state statutes. PSE operates in Redmond under a franchise agreement with the City that addresses the operation of PSE facilities in public right-of-way, among other topics.

## Partnerships

The City is represented on Puget Sound Energy (PSE) advisory groups for new utility line siting, such as the Stakeholder Advisory Group (SAG) for the proposed Sammamish-Juanita line. In the recent past the City developed a good working partnership with PSE with respect to green power and energy efficiency. The City has hosted multiple events at City Hall where PSE offered energy efficient lighting at deep discounts to Redmond citizens. In addition, the City coordinated with PSE to arrange small business energy retrofits in the Downtown and to hold a campaign for the residential Green Power Program. Also, the City executed an agreement with PSE for their Green Direct Program. Lastly, PSE continues to offer many rebates for energy efficiency programs. The City has

qualified for multiple PSE rebates over the years for our Energy Services Company (ESCO) projects with the State Department of Enterprise Services.

## Telecommunications

Telecommunication facilities can be located on private land, city land or in the public right-of-way. Examples of city-owned locations are city parks, on top of city water tanks. All requests for telecommunication facilities are reviewed by city plan reviewers as well as staff from relevant departments, such as Parks staff for facilities located at parks or, Public Works staff for facilities located on water tanks, reservoirs, or light poles in the right-of way. Redmond's three major cellular providers are AT&T, T-Mobile and Verizon.

## Regulations and Programs

To be compliant with FCC rule updates, in 2018 Redmond substantially revised RMC 1.214, RZC 21.56 (siting and design) and RZC 21.76 (review process) to accommodate small cell technology, enable their deployment within the city, and to address permit review timelines or "shot clocks", minor aesthetic standards, and clarify definitions. Then in 2019, Redmond amended local regulations again to comply with updated FCC rulings which imposed limitations on local municipalities regarding processing and review of all permits associated with the deployment of Fourth Generation (4G) and Fifth Generation (5G) mobile communication system infrastructure. 5G deployments are typically deployed as small cell wireless facilities that feature equipment which is smaller and more densely sited than past generations of equipment. Staff developed a streamlined review process to efficiently administer the review of telecommunication permit applications including additions of new design guidance.

## Partnerships

The Federal Communications Commission (FCC) develops and executes policies and procedures for the licensing of wireless services. This ranges from amateur radio to mobile broadband services.

A local telecommunication stakeholder group meets regularly to discuss how neighboring municipalities would change their codes to accommodate the recent FCC rulings.

## Trends Analysis

Keeping pace with land use changes is one of the salient trends facing utilities planning. Utility system planning has been particularly important in recent decades to prepare for the City's higher growth areas in the Downtown and Overlake neighborhoods, and will be important going forward in those areas and Marymoor Village, which will transform over time into a small urban village. At the same time, maintaining and replacing infrastructure will be an important trend over the life of the Comprehensive Plan as infrastructure ages. Investing in system replacement is exemplified in the City's capital investment strategy (CIS) approach, which includes on-going investment to replace or upgrade system components when routine maintenance is no longer prudent or when the integration of new technology provides more reliability, allows the City to achieve sustainability goals by becoming more green and efficient.



Since the last Comprehensive Plan update, several land use changes and improvements have occurred within the City's utility service areas, including:

- The North Redmond and North Rose Hill neighborhoods have experienced hundreds of new homes and more construction planned.
- The SE Redmond area has seen significant commercial growth with Costco, Fed Ex, and MV Transportation developing along 188th Ave. NE, and some multi-family growth along East Lake Sammamish Parkway.
- Redmond's downtown and Overlake areas have several mixed-use developments, including the hundreds of units built in Overlake Village, and many others such as Seritage, Esterra Park, Modera Overlake, and Capstone Avalon under construction.
- In late 2017 Microsoft began redeveloping its world headquarters which will add about 3 million additional square feet of office space. Relevant to utility planning, all new office buildings will reuse harvested rainwater in flush fixtures and low-flow systems, which is projected to save more than 5.8 million gallons annually.

## Policy Considerations

The following policy considerations are organized by four Redmond 2050 themes of equity and inclusion, sustainability, resilience, and being a technology forward community. They represent broad framing tools that can guide policy review for the various utility topics discussed above.

### Sustainability

- Climate change will affect how the City delivers utility services. We expect drier summers and more intense winter storms in the coming decades. These changes will directly impact regional drinking water supply and stormwater management practices. As stewards of the environment, the City also needs to be conscious of how the utilities' actions contribute to climate change.
- Growth allocations for the Redmond 2050 comprehensive plan update require the City to accommodate a significant increase in population and employment. Policies should address keeping pace with planned growth.
- Redmond strives to be a regional leader in all our endeavors and revising the language in UT-6, shown below, could focus City direction

**UT-6 Conduct City operations in a manner that leads by example through activities, such as recycling, water conservation, energy conservation and low-impact development processes whenever possible.**

### Technology Forward

- Technology is changing. The City's asset management program, use of real time systems management tools, adoption of in the field data capture and entry systems, and other innovative technologies offer us new ways to gather information and optimize management of utility systems. Advances in technology could also allow the utilities to use data to respond to



problems more quickly and effectively. UT-3 addresses the use of technology in utilities and is shown below.

**UT-3 Encourage the use of innovative technologies to:**

- Provide and maintain utility services;
- Reduce the negative impacts of additional utility service demands;
- Improve the existing service; and
- Reduce, where appropriate, the overall demand on utility systems.

## **Resiliency**

- The City is becoming denser and more urban. As Redmond continues to grow, the Utilities will need to adapt design standards and operations to land development patterns.
- The City's infrastructure is aging. Policies should address timely and systematic maintenance and replacement activities and financing across all utility systems.
- Education, employment, and emergency communications all continue to rely more and more upon telecommunications. Effective telecommunications reduce the transaction cost in different sectors of the economy and allow for independent economic agency. A resilient telecommunications network is essential to economic vitality and equitable access to information, goods and services, and opportunities for social connection. Policy UT-83 addresses this topic as shown below.

**UT-83 Promote a wide range of telecommunications options. This can include:**

- Making City facilities available for placement of antennas,
- Treating attached cellular base antennas as other building or rooftop appurtenances, and
- Support website communication between the City and its residents and customers.

## **Equity and Inclusion**

Policies UT-7 and UT-8 address how utilities are financed and thus have a strong nexus with the theme of equity and inclusion; they are shown below. As part of this update, the City should also be mindful of ensuring a fair distribution of utility service in the community.

**UT-7 Require development to pay for or construct the growth-related portion of infrastructure needs.**

**UT-8 Create equity in financing of capital facilities among city residents and those outside the city by reflecting the full cost of providing service outside city limits; for example, in the Novelty Hill service area.**

## Existing Conditions

# Natural Environment

### Introduction

The Redmond Comprehensive Plan's Natural Environment Element includes policies related to sustainability and environmental stewardship, green infrastructure, critical areas<sup>1</sup>, tree preservation and landscape enhancement, climate change, air quality, noise, and light pollution. These topics may be added to or supplemented by updated regulations and regional policies. The themes of the Redmond 2050 update are resiliency, equity & inclusion, sustainability, and technology forward ("smart city"); community discussions around themes will impact the contents of this chapter for the 2050 Plan.

### Federal, State, & Regional Planning Context

#### Federal & State Regulations

Many environmental policies and regulations are set at the federal level, including but not limited to through the National Environmental Policy Act (NEPA), Clean Air Act, and Clean Water Act. For example, the City's National Pollutant Discharge Elimination System (NPDES) permit requires numerous actions to reduce the amount of polluted stormwater runoff flowing into our lake, river, groundwater, and streams (in compliance with the Clean Water Act).

At the State level, the Growth Management Act (GMA), the State Environmental Policy Act (SEPA), Shoreline Master Program, and many more regulations impact City programs, regulations, and project review processes. The GMA has requirements for environmental planning in relation to land use and comprehensive plans, including the classification and designation of natural resource lands and critical areas and the use of Best Available Science in decision-making processes.

### Fast Facts

- The City hosts Green Redmond Day, where 11,000+ volunteers have cumulatively contributed over 33,000 hours of service. This program has resulted in almost 12,00 trees and 23,550 shrubs and small plants planted.
- Between 2013 & 2018, volunteer hours for stewardship efforts increased 37%.
- Redmond met the 2020 Air Quality target of 20% below 2008 levels.
- Redmond has met 100% of water quality standards
- eCO<sub>2</sub> emissions have declined 49% since 2008.
- The City dedicates 7% of the budget on environmental programs.

<sup>1</sup> The Comprehensive Plan critical areas policies address geologically hazardous areas, Critical Aquifer Recharge Areas (CARAs), frequently flooded areas, wetlands, water quality and basin planning, and Fish and Wildlife Habitat Conservation Areas (FWHCAs).

Counties and cities must include the "best available science" when developing policies and development regulations to protect the functions and values of critical areas and must give "special consideration" to conservation or protection measures necessary to preserve or enhance anadromous fisheries. RCW 36.70A.172(1).<sup>2</sup>

SEPA requires that public agencies identify environmental impacts likely to result from plans and projects, and reviews are conducted at all levels, as appropriate for the project. An Environmental Impact Statement will be prepared for the Redmond 2050 project components.

## Puget Sound Regional Council – VISION 2050

The Puget Sound Regional Council (PSRC), the regional planning authority for our region, has adopted [VISION 2050](#) -- the long-range growth management, environmental, economic and transportation strategy for the central Puget Sound region. Vision 2050 includes both general environmental policies and a chapter with policies specific to climate change<sup>3</sup>.

***Goal:** The region cares for the natural environment by protecting and restoring natural systems, conserving habitat, improving water quality, and reducing air pollutants. The health of all residents and the economy is connected to the health of the environment. Planning at all levels considers the impacts of land use, development, and transportation on the ecosystem. (22 policies, 4 actions)*

**En-Action-4 | Local Open Space Planning:** In the next periodic update to the comprehensive plan, counties and cities will create goals and policies that address local open space conservation and access needs as identified in the Regional Open Space Conservation Plan, prioritizing areas with higher racial and social inequities and rural and resource land facing development pressure. Counties and cities should work together to develop a long-term funding strategy and action plan to accelerate open space protection and enhancement.

***Goal:** The region substantially reduces emissions of greenhouse gases that contribute to climate change in accordance with the goals of the Puget Sound Clean Air Agency (50% below 1990 levels by 2030 and 80% below 1990 levels by 2050) and prepares for climate change impacts. (12 policies, 4 actions)*

**CC-Action-3 | Policies and Actions to Address Climate Change:** Cities and counties will incorporate emissions reduction policies and actions that contribute meaningfully toward regional greenhouse gas emission goals, along with equitable climate resiliency measures, in their comprehensive planning. Strategies include land uses that reduce vehicle miles traveled and promote transit, biking, and walking consistent with the Regional Growth Strategy, developing and implementing climate friendly building codes, investments in multimodal transportation choices, and steps to encourage a transition to cleaner transportation and energy systems.

**CC-Action-4 | Resilience:** Cities and counties will update land use plans for climate adaptation and resilience. Critical areas will be updated based on climate impacts from sea level rise, flooding, wildfire hazards, urban heat, and other hazards. The comprehensive plans will identify mitigation measures addressing these hazards including multimodal emergency and evacuation routes and prioritizing mitigation of climate impacts on highly impacted communities and vulnerable populations.

<sup>2</sup> The inclusion of the best available science in the development of critical areas policies and regulations is especially important to salmon recovery efforts, and to other decision-making affecting threatened or endangered species. [WAC 365-195-900]

<sup>3</sup> PSRC published a white paper in 2019 on climate change that summarizes state, regional, and local climate change efforts and goals. <https://www.psrc.org/sites/default/files/vision2050climatepaper.pdf>

## Other Regional & Countywide Policies & Plans

- PSRC coordinates the creation of the multi-county planning policies, which King County uses to create countywide planning policies (CPPs) that all communities in King County, including Redmond, must comply with. [The current CPPs](#) include 21 policies for environmental sustainability, earth and habitat, flood hazards, water resources, air quality, and climate change. The CPPs are being updated to comply with Vision 2050.
- The Regional Open Space Conservation Plan was adopted in 2018. The Plan maps the regional open space network and identifies priority actions needed to increase access and sustain open spaces for the long term.
- Redmond is a founding member of the King County-Cities Climate Collaborative (K4C), a voluntary but formal partnership between cities and King County on climate change outreach, coordination, solutions, and funding.

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### CPP Overarching Goal for Environment:

The quality of the natural environment in King County is restored and protected for future generations

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## Local Planning & Regulatory Context

### Redmond Policies & Regulations

The City of Redmond has numerous environmental regulations, policies, and programs, as described in the Trends & Best Practices report prepared by BERK Consulting and the 2020 Environmental Sustainability Action Plan.

City of Redmond plans that incorporate goals, policies, and actions related to natural resource management and sustainability include:

- [Comprehensive Plan](#)
- [Community Strategic Plan](#)<sup>4</sup>
- [Climate Action Plan](#)
- [Comprehensive Emergency Management Plan](#)
- [Environmental Sustainability Action Plan](#)
- [Facilities Strategic Management Plan](#)
- [Flood Hazard Management Plan](#)
- Overlake Village Stormwater & Park Facilities Plan
- [PARRC Plan](#)
- [Regional Stormwater Facilities Plan](#)
- [Stormwater Management Program \(SWMP\) Plan](#)
- [Temporary Construction Dewatering Operating Policy](#)
- [Transportation Master Plan](#)
- [Tree Canopy Strategic Plan](#)
- Utilities Strategic Plan
- Watershed Management Plan

<sup>4</sup> The 2019 Community Strategic Plan included a number of objectives, strategies, measures, and actions related to environmental sustainability. The programmatic vision for this work is: *A Redmond that creates a healthy, sustainable environment for all generations and conserves our natural resources, affords a high quality of life, and draws from scientific evidence-based data.*

Regulations adopted in the Redmond Municipal Code (RMC) and Redmond Zoning Code (RZC)<sup>5</sup> include but are not limited to:

- [RZC 21.64 Critical Areas Regulations](#)
- [RZC Appendix 1 Critical Areas Reporting Requirements](#)
- [RZC 21.67 Green Building Incentive Program](#)
- [RZC 21.68 Shoreline Master Program](#)
- [RZC 21.72 Tree Protection](#)<sup>6</sup>
- [RMC 6.12 Noxious Weed Control & Tree Regulations](#)
- [RMC 6.36 Noise Standards](#)
- [RMC 13.07 Wellhead Protection](#)
- [RMC 13.25 Temporary Construction Dewatering](#)
- [RMC 15.04 Flood Control](#)
- [RMC 15.24 Clearing, Grading, and Stormwater Management](#)

The 2030 Redmond Comprehensive Plan adopted the following **sustainability principles**<sup>7</sup>:

- Having a shared community identity that is special and unique, based on Redmond's beautiful natural environment, its vibrant employment areas and diverse community of residents;
- Having equitable access to goods, services and employment;
- Having housing choices that are accessible to residents with various incomes, ages and abilities;
- Valuing environmental quality and supporting choices that minimize impacts to the environment;
- Recognizing the importance of community awareness, education and engagement; and
- Having a strong local economy.

## 2030 Comprehensive Plan Environmental Framework Policies

- Protect, enhance and restore habitat and natural ecosystems to levels of function that provide resilience and adaptability, prevent natural hazards, and support biological imperatives for clean water and air.
- Protect and restore the natural resources and ecological functions of shorelines, maintain and enhance physical and visual public access, and give preference to uses that are unique or dependent on shoreline locations.
- Improve the response and resiliency of the City to climate change impacts in built, natural and social environments with an emphasis on public health.
- Support Redmond as an urban community that values clean air and water, views of stars at night, and quiet neighborhoods.
- Achieve reductions and mitigate impacts community-wide from greenhouse gas emissions and criteria air pollutants.
- Additionally, promote efficient energy performance and use of energy sources that move beyond fossil fuels.
- Emphasize Redmond's role as an environmental steward...

<sup>5</sup> Many of Redmond's environmental regulations are found in [Article IV of the Redmond Zoning Code](#).

<sup>6</sup> The City is currently drafting updates to the Tree Regulations.

<sup>7</sup> 2030 Redmond Comprehensive Plan, [Introduction](#); page 1-1.

The [Natural Environment Element](#) includes 142 policies for environmental stewardship, critical areas, tree preservation and landscape enhancement, climate change, air quality, noise and light pollution, with an additional 87 policies specifically related to [Shorelines](#).<sup>8</sup>

## Redmond Partnerships

In many areas the City has direct control of outcomes, but in environmental issues and natural resource management issues cross boundaries more often than not, so partnerships are critical to both setting and meeting natural resource related goals and targets. Some of Redmond's key partnerships include:

- [King County-City Climate Collaborative](#) (K4C)
- Metro Connects Plan
- Comprehensive Solid Waste Management Plan
- Cascade Water Alliance
- WRIA8 Chinook Conservation Plan

## Current Conditions

### Inventory of Existing Conditions, Actions, and Programs

BERK Consulting has prepared an [Environmental & Natural Resources Existing Conditions report](#) for environmental topics including earth, air, water, air quality / greenhouse gases. In addition, the [2020 Environmental Sustainability Action Plan](#) is also important and contains a significant amount of information, with an implementation matrix (Appendix A) and a sustainability inventory as Appendix B. Some of the highlights of those reports are included below, but a large amount of additional information is available on these topics and readers are encouraged to reference those documents.

### Level of Service Analysis: Targets & Attainment

For environmental topics, targets are established by federal, state, regional, and local regulations, standards, and policies. Redmond's environmental sustainability goals and targets (shown in Figure 1) were developed through an iterative process that included consideration of regional and peer city targets, existing City planning documents, community and City staff preferences and perceptions, and analysis of what is achievable through the identified strategies and actions of the plan.<sup>9</sup>

<sup>8</sup> Additional environmental and sustainability policies can be found in the Parks, Neighborhoods, Urban Centers, Capital Facilities, Utilities Elements, and Economic Vitality, for a total of over 300 environmental and/or sustainability related policies. One of the goals of the Redmond 2050 update is to consolidate, simplify, and remove duplication. The recent adoption of the Environmental Sustainability Action Plan will facilitate this goal by allowing us to keep items in the Comprehensive Plan at a high level and those items that are required to be there, with more detailed policies and actions will be in the Sustainability Action Plan and implementing regulations.

<sup>9</sup> For supporting source/rationale for targets, see the Environmental Sustainability Action Plan, page 28.







FOCUS AREA & GOAL	METRIC	TARGET
 <b>Transportation &amp; Land Use:</b> Reduce transportation emissions and enhance community mobility.	<b>Per-capita passenger vehicle miles traveled (VMT)</b>	30% reduction by 2035 50% reduction by 2050
	<b>Electric vehicle use</b> (% of VMT by EVs)	100% light duty by 2050 60% medium duty by 2050 40% heavy duty by 2050
 <b>Buildings &amp; Energy:</b> Increase sustainable buildings practices, renewable energy use, energy efficiency, and energy resiliency.	<b>Community energy consumption</b> (MMBTU)	25% reduction by 2030 45% reduction by 2050
	<b>Fossil fuel consumption</b> (MMBTU)	20% reduction by 2030 80% reduction by 2050
	<b>Electricity fuel mix</b>	100% renewable electricity by 2050
 <b>Materials Management &amp; Waste:</b> Move towards more sustainable consumption and zero waste.	<b>Community waste diversion rate</b> (% total waste diverted from landfill)	70% waste diversion rate by 2030 Zero waste of resources (80%) by 2050**
 <b>Natural Systems:</b> Enhance green space, tree canopy, habitat quality, and natural drainage systems.	<b>Tree canopy cover</b> (%)	40% by 2049
	<b>BIBI index of streams</b>	60 by 2060*
	<b>Surface water quality index</b> (# out of 100)	80 by 2060
	<b>Accessible habitat and wetlands</b> (acres)	2,600 by 2050
 <b>Water Management:</b> Protect and conserve water resources, including water quality and quantity.	<b>Potable water consumption</b> (per capita gallons per day)	TBD by Water Reduction Strategy
	<b>Sanitary sewer inflow/infiltration</b> (gallons per acre per day)	1,100 by 2050
	<b>Stormwater retrofits for flow</b> (total acres)	5,646 by 2050
	<b>Stormwater retrofit for quality</b> (total acres)	7,463 by 2050
 <b>Climate Change:</b> Reduce GHG emissions and enhance communitywide resilience to climate impacts.	<b>Community GHG emissions</b> (MTCO <sub>2</sub> e)	50% reduction by 2030 80% reduction by 2050*** Carbon neutrality by 2050 (aspirational)
	<b>Municipal GHG emissions</b> (MTCO <sub>2</sub> e)	50% reduction by 2030 Carbon neutral by 2050

FIGURE 1 - REDMOND ENVIRONMENTAL SUSTAINABILITY GOALS &amp; TARGETS.

## Earth

Community planning and building codes exist for erosion hazard areas, landslide hazard areas, and seismic hazard areas, all of which exist in some format within Redmond but vary by location. Table 1 summarizes hazards by area of focus.

TABLE 1 - GEOLOGIC HAZARDS SUMMARY

Approximate Area	Erosion Hazards	Landslide Hazards	Seismic Hazards
Downtown	Minimal	Minimal	Significant
Overlake Village	Moderate	Moderate	Minimal
SE Redmond/Marymoor	Moderate	Moderate	Significant
Arterial Corridors	Minimal	Significant (varies by corridor)	Significant (varies by corridor)



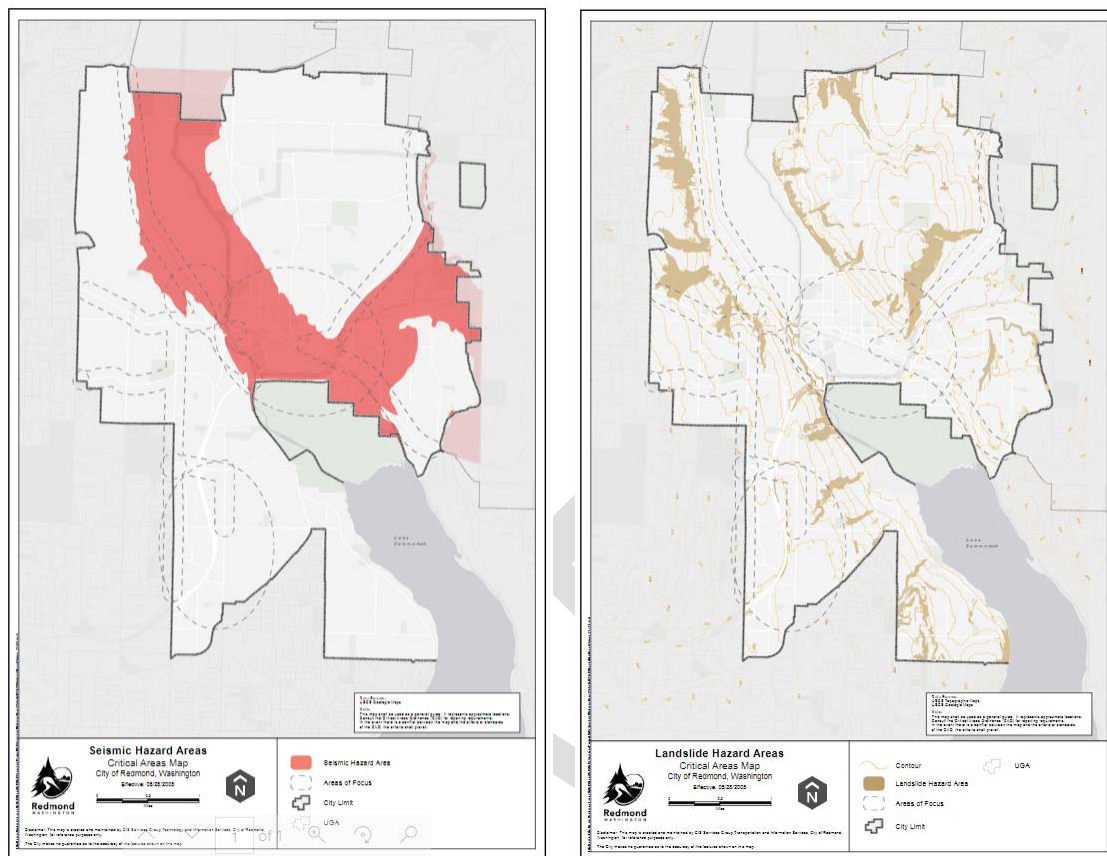


FIGURE 2 - REDMOND SEISMIC AND LANDSLIDE HAZARD AREA MAPS.

## Water

The City is focused on protecting and conserving water resources, including both water quality and quantity. Redmond has many valuable water resources that enhance and protect the City, including rivers, lakes, streams, and wetlands. Many are located in or near areas that are developed and growing.

- There are 19 watersheds that lie at least partially within the city limits.
- Wetland, stream, and buffer enhancement opportunities are present throughout Redmond.
- Downtown area and SE Redmond are located within a Critical Aquifer Recharge Area (CARA).
- A water table is close to the surface below Downtown and Marymoor Village, in several places only a few feet below ground. This limits the number of below-ground stories a building may have (and thus limits underground parking options).
- Redmond/Bellevue joint use waterlines along Bel-Red Road & 148th Ave NE need improvements to serve Overlake Village South area.
- Redmond utilizes a combination of traditional, low-impact development techniques, and regional stormwater management facilities.
- Regional stormwater facilities are in Downtown and Overlake; more are planned for Overlake.

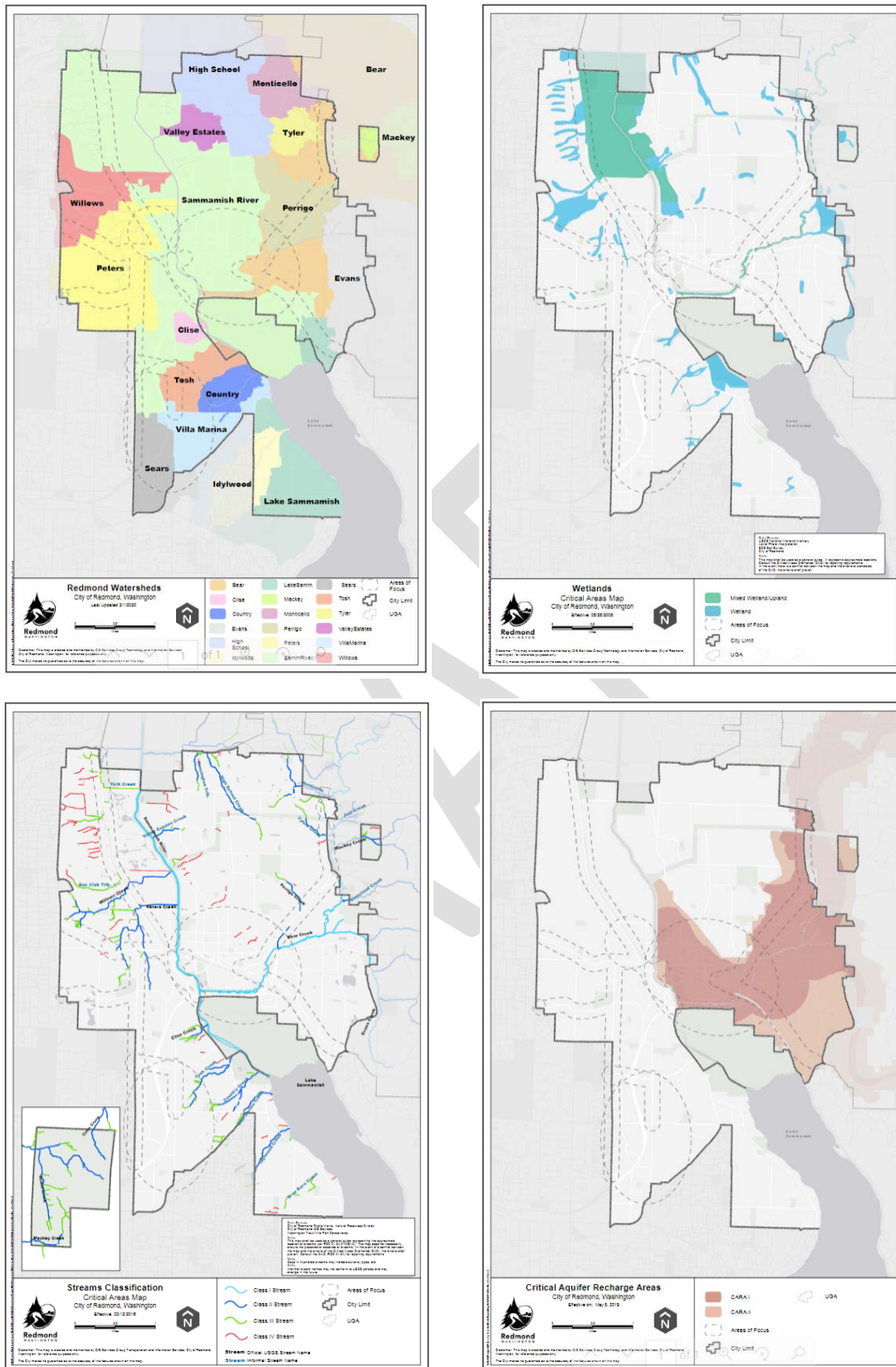


FIGURE 3 - REDMOND WATER RESOURCE MAPS.

## Air

The City air quality and greenhouse gas goals and targets were last updated in 2015<sup>10</sup>, with a goal of achieving 20% below 2008 levels by 2020 and 80% below 2008 levels by 2050.<sup>11</sup> The City is on target with those goals (Figure 2) and is below the Federal Air Quality standards for particulate pollution (Figure 3).

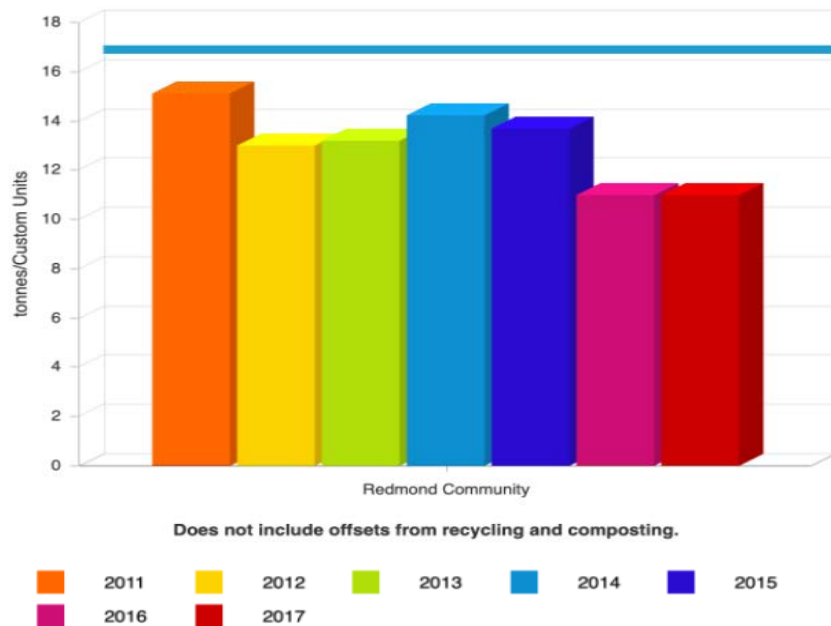


FIGURE 4 - REDMOND GREENHOUSE GAS EMISSIONS PER CAPITA.

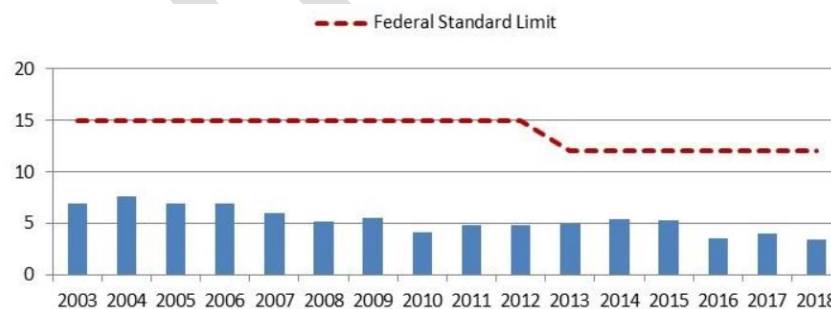


FIGURE 5 - REDMOND AIR QUALITY BY AVERAGE PARTICULATE POLLUTION CONCENTRATION.

<sup>10</sup> The Climate Action Implementation Plan was adopted in 2014, and included an initial greenhouse gas inventory to benchmark the City's emissions with ongoing monitoring based on electricity and natural gas consumption for city buildings, facilities, water and sewer utilities, streetlights and traffic signals, vehicle fleet, and employee commuting travel. The Plan was followed by the adoption of Resolution 1436 in 2015 that set targets for emissions, relative to 2008 levels.

<sup>11</sup> The City relies on data from Puget Sound Energy, Cascade Water Alliance, Waste Management, WSDOT, and various City departments, among others.

## Trends Analysis

- BERK Consulting has prepared a [Trends & Best Practices report](#) that reviews the environmental topics that are anticipated to be included in the EIS (to be determined by scoping and agency comments). For each environmental topic anticipated, it provides:
  - performance metrics,
  - methods of measuring impacts,
  - linkages to Redmond priorities,
  - thresholds of significance to consider in EIS, and
  - best practices for alternatives and mitigation measures.
- The [BERK Environmental & Natural Resources Existing Conditions report](#) includes an extensive review of existing conditions and trends.
- The [2020 Environmental Sustainability Action Plan](#) includes an **extensive** review of trends and potential actions that can be taken.

## Policy Considerations

Redmond 2050 has four themes: sustainability, equity and inclusion, resiliency, and being a technology forward City ("smart city"). The policy considerations for the Natural Resources Element described below align most closely with the sustainability and resiliency themes of Redmond 2050.



**Effective stewardship of Redmond's natural impacts the quality of life and community vitality of Redmond residents, employees, businesses and visitors. Fostering Redmond's green, environmentally-conscious character increases the City's desirability as a community.**

- BERK Consulting is preparing a Best Available Science review and report to outline recent changes to scientific best practices for managing natural resources and mitigation measures. The report may result in recommendations for policy and regulatory updates or new methods to be considered for avoiding or mitigating impacts of growth.
- Erosion and landslide hazards are likely to increase with climate change and subsequent effects on local soil moisture, runoff, and streamflow conditions. Mitigation of these hazards includes increased monitoring of streamflow patterns to identify specific areas of concern, restoration of natural storage functions in the watershed to reduce peak flows resulting from past construction and land use changes, and adaptation to changing plant communities by planting drought tolerant and warmer weather species.
- Wetland, stream, and buffer enhancement opportunities are present throughout the City of Redmond. The most valuable enhancement areas should be considered at a watershed-scale and include undeveloped areas adjacent to Bear Creek and Evans Creek. Restoration

activities, especially those within and adjacent to the Keller Farm Mitigation Bank, could mitigate for potential development impacts to critical areas.

- The City is currently on track with its greenhouse gas emissions and air quality targets for City operations. Additional strategies will need to be pursued, particularly related to transportation, to achieve the City's long-term aspirational 2050 target.
- [Vision 2050](#) incorporated new and updated policies related to equity, environmental stewardship, air quality, open space conservation, watershed planning, tree canopy, and Puget Sound recovery. It also created a separate chapter for a focus on climate change impacts. These updates will need to be reviewed to see how they will impact the Redmond Comprehensive Plan.

DRAFT

## Attachment B: Community Input on Existing Conditions Report

This attachment summarizes input that City staff have received on the Existing Conditions Report draft 1.0 as of January 25, 2021. Staff sought input from the Redmond 2050 Community Advisory Committee, Redmond Planning Commission, and the following stakeholders: Bellevue School District, Cascade Water Alliance, Futurewise, the Greater Redmond Transportation Management Association (GRTMA), Hopelink, Lake Washington School District, OneRedmond, and the Watertenders.

Staff asked two specific questions when soliciting input:

1. What other information should be included in this report to aid readers in understanding current conditions in order to evaluate policy choices?
2. What policy considerations are missing, i.e., what else do you think the City should be considering as part of this Comprehensive Plan update?

### Introduction

Suggested information to include in final draft of report	Suggested policy considerations
<b>Stakeholder Input</b>	
<i>Cascade Water Alliance:</i> <ul style="list-style-type: none"> <li>• Include a vision statement or overall goal</li> <li>• Include a timeline</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>

### Land Use

Suggested information to include in final draft of report	Suggested policy considerations
<b>Community Advisory Committee Input</b>	
<ul style="list-style-type: none"> <li>• Add considerations of the PAAs</li> <li>• Parking requirements in single family and missing middle homes</li> <li>• Amount of vacant land by zone</li> <li>• Demographics of single-family neighborhoods, or demonstrate any changes in economics (property tax rates, average household income)</li> </ul>	<ul style="list-style-type: none"> <li>• Additional, small scale neighborhood commercial</li> <li>• Flexibility and streamlined process for single family updates and ADUs</li> <li>• Address missing middle housing more aggressively</li> <li>• Set aside percent of commercial space for small and legacy businesses in new developments (similar to 10% for low income housing)</li> <li>• Better define “maintain neighborhood character” to not unduly exclude some desired changes and updates</li> <li>• Find ways to encourage smaller homes</li> <li>• Requirements for parks and open space access, supporting community building and character</li> <li>• Community Land Trust and ability to donate or add to public lands, especially in high priority areas like Lake Sammamish</li> </ul>



<b>Planning Commission Input</b>	
• N/A: meeting held 1/27	• N/A: Meeting held 1/27
<b>Stakeholder Input</b>	
<p><i>Futurewise:</i></p> <ul style="list-style-type: none"> <li>• Estimates of affordable housing by income group that could be constructed on surplus Sound Transit land</li> <li>• Capacity for residential, commercial, and employment uses by zone</li> </ul> <p><i>Hopelink:</i></p> <ul style="list-style-type: none"> <li>• Add information about what the community has set about growth and what that means</li> </ul>	<p><i>Bellevue School District:</i></p> <ul style="list-style-type: none"> <li>• Consider impacts of growth to the following schools in the Bellevue School District: Ardmere Elementary, Sherwood Forest Elementary, Stevenson Elementary, Highland Middle School and Interlake High School. All of the elementary schools are at or approaching capacity. Highland (newly constructed) has capacity. Interlake is beyond current capacity.</li> </ul> <p><i>Futurewise:</i></p> <ul style="list-style-type: none"> <li>• Expand mixed-use development opportunities in employment areas, along arterials, in areas with underused retail spaces, and near existing residential areas. Include required affordable housing and affordable commercial space for smaller stores and offices.</li> <li>• Locate neighborhood commercial areas so that residential neighborhoods are a 15-minute walk or bicycle ride to daily goods and services. Allow multifamily on upper floors of neighborhood commercial development. Provide incentives for small, affordable spaces.</li> <li>• Encourage redevelopment of strip malls to small scale mixed-use developments with small, affordable spaces fronting streets.</li> <li>• Review existing residential zoning to identify areas suitable to higher residential densities.</li> </ul> <p><i>Greater Redmond Transportation Management Association (GRTMA):</i></p> <ul style="list-style-type: none"> <li>• Include more mixed-use zones along arterials outside of the urban centers</li> </ul> <p><i>Hopelink:</i></p> <ul style="list-style-type: none"> <li>• Consider how new housing and rent will drive-out underserved minorities and lower-income families and individuals</li> <li>• Consider capacity of school system to handle growth</li> <li>• Consider ability of emergency services to keep pace with growth</li> <li>• Consider universal design to accommodate all ADA needs</li> <li>• Consider impact of growth-related tax increases on lower-income families and individuals</li> <li>• Consider need for space for pets as density increases</li> </ul>

## Housing

Suggested information to include in final draft of report	Suggested policy considerations
<b>Community Advisory Committee Input</b>	



<ul style="list-style-type: none"> <li>• Projections for long-term remote working trends based on how COVID-19 Pandemic has altered business practices. If not possible to create accurate long-term projections, perhaps some brief narrative within the report. Are there any new best design practices?</li> <li>• Possible for more information on housing preferences of aging community members (70+) on whether they want to move out of homes and into smaller downtown units.</li> <li>• Reflect on distribution of school students across housing relative to which school they attend.</li> <li>• Include legal background on the challenges of constructing condominiums in Washington state.</li> <li>• Recognize the nexus of outdoor amenities, recreation, housing, and employment.</li> <li>• Any nuanced demographic projections which are particularly relevant to housing (and are not already discussed in the introduction).</li> </ul>	<ul style="list-style-type: none"> <li>• Promote and provide housing options that factor in pandemic health considerations as future pandemics are possible. For example, garden apartments have exterior entrances to the individual housing units while taller podium housing typically provides access to the individual housing units through interior hallways.</li> <li>• Review standards and regulations for HVACs; consider updating if prudent to increase human health and environmental efficiency.</li> <li>• Promote infill development through incentives (e.g. expedited permitting) and less stringent codes.</li> <li>• Promote infill, explore innovative infrastructure strategies to facilitate annexations and increasing housing unit density in neighborhoods that are currently low density.</li> <li>• Revise regulations to facilitate the development of ADUs, multiplexes, and townhomes, across single family neighborhoods, similar to Portland or Minneapolis.</li> <li>• Focus the redevelopment/retrofitting of existing large houses into multiplexes. Where possible, minimize tear downs and new construction.</li> <li>• Allow a wider variety of housing types in detached single-family zones.</li> <li>• Develop regulations that allow individual units to be sold as private, individual housing units. For example, selling ADUs to a different person than the main homeowner.</li> <li>• Recognize that, and plan that, housing will become more reliant on quality internet service as vital for independence.</li> <li>• Cluster housing units to create dense walkable areas, and where possible, locate small local businesses within those areas.</li> <li>• Create safe walkable/bikeable connections between housing and amenities (transit, jobs, recreation, education). This includes pathways, trails, and sidewalks that are ADA compliant and built with “universal design” principles. Also</li> </ul>
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	<p>design these components with an eye towards pandemic best health practices.</p> <ul style="list-style-type: none"> <li>• Consider partnerships between the city and other organizations to develop affordable housing on surplus City land.</li> <li>• Create regulations that allow multifamily buildings to create the most affordable units, with an emphasis on units lower area median income (AMI) units. Consider expanding the range of AMIs for affordable units.</li> <li>• Consider establishing a City employee position that focuses on educating people on housing: buying a home, affordable rental opportunities, how to build an ADU, etc.</li> </ul>
<b>Planning Commission Input</b>	
<ul style="list-style-type: none"> <li>• Historical context for jobs-housing ratio in Redmond</li> <li>• Redmond rents compared to neighboring communities</li> </ul>	<ul style="list-style-type: none"> <li>• Incentives that drive affordability to 60% of area median income or lower</li> <li>• Connecting affordability to unit size to generate production of larger units (need identified in Housing Action Plan)</li> <li>• Policies that would influence compensation for less well-paid workers</li> <li>• Capturing some of the increased value of the resale of affordable homes (resale covenant)</li> <li>• Policies that result in housing choices across the income spectrum</li> </ul>
<b>Stakeholder Input</b>	
<p><i>Futurewise:</i></p> <ul style="list-style-type: none"> <li>• Provide recent trends in housing production and compare to peer jurisdictions</li> <li>• Provide information on homeless population and housing and other programs directed toward that population</li> <li>• Provide number of units produced by each affordable housing program and assessment of how well programs are working, and suggestions for improvement</li> <li>• Project housing need by income category to aid in planning housing for all income groups</li> <li>• Identify densities needed to produce housing for various income levels and compare to capacity for housing at those densities</li> </ul>	<p><i>Futurewise:</i></p> <ul style="list-style-type: none"> <li>• Policies for pre-approved accessory dwelling unit plans</li> <li>• Encouraging use of green building materials</li> <li>• Expanding public-private partnerships to produce more affordable housing</li> <li>• Expanding allowance of “missing middle” housing</li> </ul> <p><i>GRTMA:</i></p> <ul style="list-style-type: none"> <li>• Expand housing options throughout Redmond, including duplexes, triplexes, and row houses that provide entry level ownership opportunities</li> <li>• Incorporate equity analysis for all policy considerations</li> </ul> <p><i>OneRedmond:</i></p>

<p><b>GRTMA:</b></p> <ul style="list-style-type: none"> <li>• Include information about those who looked to live in Redmond but could not afford it, as was provided in the Housing Action Plan</li> <li>• Provide COVID-era data on cost burdened households</li> <li>• Identify number of households by income bracket</li> </ul> <p><b>OneRedmond:</b></p> <ul style="list-style-type: none"> <li>• Include graph showing trend in apartment sizes</li> <li>• Data on apartment rents per square foot</li> <li>• Data on rental vs. ownership by age cohort</li> <li>• Data on rental vs. ownership by ethnicity</li> <li>• Percent of Redmond residents who work in Redmond vs. elsewhere</li> </ul>	<ul style="list-style-type: none"> <li>• Amend development regulations to encourage office construction and employment in Downtown Redmond</li> </ul>
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## Transportation

Suggested information to include in final draft of report	Suggested policy considerations
<b>Community Advisory Committee Input</b>	
<ul style="list-style-type: none"> <li>• Information about park and rides and other parking facilities.</li> <li>• Information about business partnerships that support transportation demand management (TDM) program goals (e.g. Greater Redmond Transportation Management Association (GRTMA), Go Redmond, Hopelink)</li> <li>• Information about how the City does now, and plans to, implement TDM programs in support of the Comprehensive Plan and Transportation Master Plan.</li> <li>• Information about what is needed to expand and enhance existing modes. For example, what needs to happen to support better transit along Willows Road and improve transit speed and reliability?</li> </ul>	<ul style="list-style-type: none"> <li>• Promote and provide efficient transportation to move people from their homes to the light rail stations. Consider improved regional bus service; consider sufficient parking at stations.</li> <li>• Establish or strengthen partnerships with Redmond businesses to help promote efficient commuting that meets the City's transportation vision (i.e. non-single-occupant-vehicle travel)</li> <li>• Consider micromobility options (e.g. scooters) as a viable alternative and policy focus area. Explore how other cities partner with businesses and neighborhoods to promote micromobility, and to offer more specific metrics or outcomes that operators could work toward meeting.</li> <li>• Support (or more support) for better transit along Willows Road and improved transit speed and reliability, for example by investing in queue jumps and other techniques that keep buses moving.</li> <li>• Support for prioritizing bicycle facilities for all ages and abilities.</li> </ul>

<ul style="list-style-type: none"> <li>Information about what we know/don't know about how teleworking and broader travel trends will change/not change after the pandemic</li> </ul>	<ul style="list-style-type: none"> <li>Consideration of how autonomous vehicles will shape the transportation system, and for pilot autonomous vehicle projects in Redmond.</li> <li>Support for public-private partnerships that utilize private assets (e.g. Microsoft Connector vehicles) for public mobility purposes when they are not needed for private use.</li> <li>Improved mobility options in single-family neighborhoods where household size or other factors may preclude residents from choosing to live somewhere in Redmond with broader mobility options.</li> <li>Support for electronic charging infrastructure and other techniques to reduce reliance on vehicles powered by fossil fuels.</li> <li>Consideration of how teleworking and broader travel patterns will shape how we plan for mobility after the pandemic.</li> </ul>
<b>Planning Commission Input</b>	
	<ul style="list-style-type: none"> <li>Improving transportation options within Redmond.</li> <li>Improving access from home (or other origin/destination) to light rail station or other transit stop</li> <li>Small amounts of parking at neighborhood bus stops</li> <li>Improving access to transit</li> <li>Bicycle lockers at light rail stations</li> <li>Managing congestion around large parking structure at light rail station in Marymoor Village</li> <li>Keeping connectivity options as flexible as possible in policy, including public-private partnerships</li> <li>Safety for users of micromobility services (e.g. scooters)</li> </ul>
<b>Stakeholder Input</b>	
<p><i>Futurewise:</i></p> <ul style="list-style-type: none"> <li>Include measure related to greenhouse gas pollution generated by transportation sector</li> <li>Estimate magnitude of financial challenge of aging infrastructure</li> <li>Identify number of culverts to be replaced and estimate cost</li> </ul> <p><i>GRMTA:</i></p>	<p><i>Futurewise:</i></p> <ul style="list-style-type: none"> <li>Employ multimodal approach to managing street network, evaluating areas where multiuse streets – streets that accommodate motor vehicles and active transportation and active recreation – make sense long term.</li> <li>Encourage electrification of the transportation system. For example, provide on-street charging stations, electric buses, or electric shuttles. Encourage conversion of existing private transit fleet.</li> </ul>

<ul style="list-style-type: none"> <li>• Include analysis of creash data on Redmond's streets over past 10 years</li> <li>• Include analysis of bus speeds to understand where riders get stuck in traffic</li> <li>• Identify how much of the bicycle network is protected and comfortable for riders of all abilities</li> <li>• Include data on access to ORCA Business Passport transit passes in Redmond</li> <li>• Include data on accessibility of streets and sidewalks, including on where curb ramps are located or missing</li> <li>• Include data on percentage of households within 10-minute walk of all-day frequent transit</li> <li>• Identify what mode split would be needed to meet goals in Environmental Sustainability Action Plan</li> </ul> <p><i>Hopelink:</i></p> <ul style="list-style-type: none"> <li>• Define DART</li> <li>• Identify key transit destinations, such as hospitals, non-profit centers, affordable housing, schools</li> <li>• Include current list of locations to purchase ORCA cards</li> <li>• Add information on community transportation services such as Hopelink Medicaid transportation, Metro Access, volunteer driver programs, and potential for new services like Community Van</li> <li>• Highlight 1-2 transportation demand management (TDM) programs to make TDM less theoretical, e.g., supplying Hopelink with pedestrian trolley carts to facilitate bus use by foodbank clients</li> </ul>	<p><i>GRTMA:</i></p> <ul style="list-style-type: none"> <li>• Consider a Transportation Benefit District to help people access light rail (e.g. curb ramps, pedestrian safety, purchased transit, ORCA passes, maintenance)</li> <li>• Reduce speed limits citywide to enhance safety and decrease serious injuries</li> <li>• Add "accessibility" as a policy consideration, with a focus on making system accessible to those with disabilities or pushing a stroller, for example.</li> <li>• Reclassify regional trails projects in key transportation corridors as transportation projects, e.g., Redmond Central Connector phase 3</li> <li>• Include on-street protected bicycle network</li> <li>• Do not include shared streets or streets with sharrows when counting bicycle facility mileage</li> <li>• Establish quick-build program to install paint-and-post protected bike lanes and curb bulbs</li> <li>• Eliminate parking minimums on all development</li> <li>• Incorporate equity analysis for all policy considerations</li> </ul> <p><i>Hopelink:</i></p> <ul style="list-style-type: none"> <li>• Incorporate the human element of transportation and emphasize underserved communities including older adults, people with disabilities, immigrants, refugees, and low-income populations</li> <li>• Policies for education and outreach around using the light rail system</li> <li>• Consider cost to use light rail system, and how that cost would impact plan to reduce reliance on personal vehicles</li> <li>• Consider sequencing of transportation investments and growth to avoid parking problems</li> </ul> <p><i>OneRedmond:</i></p> <ul style="list-style-type: none"> <li>• Meet need for public parking in Downtown as demand increases</li> <li>• Encourage transit-oriented development in light rail station areas that includes office</li> </ul>
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## Economic Vitality

Suggested information to include in final draft of report	Suggested policy considerations
<b><i>Community Advisory Committee Input</i></b>	
<ul style="list-style-type: none"> <li>• What “levers” or ways does the city have to influence economic vitality?</li> <li>• Reasons behind manufacturing’s decline and details on the types of manufacturing that has declined.</li> <li>• More information on small businesses and what businesses (and types) are Redmond outside of the major employers</li> <li>• Economic and housing: what are the rough salaries by sectors? More information on workforce housing and wages.</li> <li>• More data on regional picture, especially with the Innovation Triangle</li> <li>• Income by race</li> <li>• Data on rent and lease costs for the city, especially retail and class C office space</li> <li>• Trends and predictions in workforce and types of jobs going forward</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Considerations for small businesses including in the manufacturing sector. “Makers spaces” and warehousing for co-working spaces that would also have retail. Might include “just in time” manufacturing as technology like 3D printing becomes more readily available.</li> <li>• What policies will support a green economy and ways to enhance sustainability?</li> <li>• Develop impactful programs and policies that further the goals of equity and affordability.</li> <li>• Mitigate the displacement of existing businesses as development occurs to maintain business diversity and support local establishments.</li> <li>• Develop policies that will support and maintain a diversity of businesses to meet the needs of residents at all income levels.</li> <li>• Retain existing character of the city and attract small, locally owned businesses.</li> <li>• Support and encourage small neighborhood-based businesses and startups.</li> <li>• Consider regional resources and strengths in developing Redmond’s economic strategic plan.</li> <li>• Plan for flexible spaces for office, manufacturing, and retail to be ready for unknown changes in the market</li> <li>• Nodes or small, neighborhood scale retail to enhance walkability and support teleworking residents.</li> <li>• Consider rental caps for businesses, potentially only on smaller locations to encourage small entrepreneurs.</li> </ul>
<b><i>Planning Commission Input</i></b>	
<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Improving support for small businesses</li> <li>• Encouraging a green economy</li> <li>• Supporting “maker spaces” – blend of artisan/craft and manufacturing</li> <li>• Universal access to high-speed internet</li> </ul>
<b><i>Stakeholder Input</i></b>	
<p><i>Hopelink:</i></p> <ul style="list-style-type: none"> <li>• Explain decrease in manufacturing and finance, insurance, and real estate employment</li> <li>• Say more about high home prices being a result of supply and demand</li> </ul>	<p><i>Hopelink:</i></p> <ul style="list-style-type: none"> <li>• After improving/adding to equity discussion in report, identify policy considerations that follow from that</li> </ul> <p><i>OneRedmond:</i></p> <ul style="list-style-type: none"> <li>• Maintain manufacturing jobs, versus manufacturing land uses</li> </ul>

<ul style="list-style-type: none"> <li>• Improve/add to discussion of equity <i>OneRedmond:</i></li> <li>• Data on household income by ethnicity, and by age</li> </ul>	<ul style="list-style-type: none"> <li>• Significantly increase office employment in Downtown Redmond</li> </ul>
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## Capital Facilities

Suggested information to include in final draft of report	Suggested policy considerations
<b><i>Community Advisory Committee Input</i></b>	
<ul style="list-style-type: none"> <li>• Demographic trends, for use in planning for parks, e.g.</li> <li>• City facility use information, such as where there are rental facilities the City owns</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Future of Redmond Pool and Old Firehouse Teen Center – they are important to significant parts of the community</li> <li>• Equity considerations such as: response times and coverage; funding of infrastructure not falling disproportionately on low-income households; and internet connectivity</li> <li>• Sustainability considerations such as ensuring all facilities can accommodate growth and improving the environmental sustainability of facilities over the long term</li> </ul>
<b><i>Planning Commission Input</i></b>	
<ul style="list-style-type: none"> <li>• Future demand for fire stations</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>
<b><i>Stakeholder Input</i></b>	
<i>GRTMA:</i> <ul style="list-style-type: none"> <li>• Remove sentence stating that light rail service will impact policing needs and may require additional police presence</li> </ul>	<i>OneRedmond:</i> <ul style="list-style-type: none"> <li>• Consider corporate partnerships for recreational facilities or amenities</li> </ul>

## Utilities

Suggested information to include in final draft of report	Suggested policy considerations
<b><i>Community Advisory Committee Input</i></b>	
<ul style="list-style-type: none"> <li>• Discussions about charging stations. Personal electric vehicles are useful, but the city will still need an expanded local transit system. Greater interest in the last mile, and options to enhance greater pedestrian mobility in and around Redmond.</li> </ul>	<ul style="list-style-type: none"> <li>• Resilience in utilities is a high priority- that can withstand climate change and geo-seismic instability.</li> <li>• Guide capital facility considerations with an emphasis on resilience and recovery, especially for large geo-seismic events.</li> </ul>



	<ul style="list-style-type: none"> <li>• Minimize geographic disparities for communications and telecommunications - are all the areas covered equally.</li> <li>• Possible to provide community with choices in the selection of service providers throughout the community?</li> <li>• High Speed and fiber and internet speed should be equally provided for - there should be access to facilities for everyone at a reasonable rate. Can we work with lower income families to ensure equitable access.</li> </ul>
<b>Planning Commission Input</b>	
<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Universal high-speed internet access to address</li> <li>• Water supply resiliency in the face of climate change</li> <li>• Explore how policy of growth-pays-for-growth impacts ability to deliver affordable housing</li> </ul>
<b>Stakeholder Input</b>	
<p><i>Cascade Water Alliance:</i></p> <ul style="list-style-type: none"> <li>• Include information about what Redmond does, including through Cascade, on public engagement and education to achieve sustainability goals</li> <li>• Include discussion of Redmond's role through Cascade in maintaining its future water supply</li> <li>• Add reference to Redmond's water system plan</li> <li>• Note that Cascade has a contract with Seattle for provision of water, with volumes beginning to decline in 2040 and expiring in 2064 unless extended</li> <li>• Consider adding recommendations from</li> </ul>	<p><i>OneRedmond:</i></p> <ul style="list-style-type: none"> <li>• Rapidly update design standards to reflect urbanization of Overlake, Downtown, and Marymoor</li> <li>• Locate and document location of all city underground utilities</li> </ul>

## Natural Environment

Suggested information to include in final draft of report	Suggested policy considerations
<b>Community Advisory Committee Input</b>	

<ul style="list-style-type: none"> <li>• Electrical vehicles - bring that into this element</li> <li>• Shoreline and view corridors - given the development that is coming</li> </ul>	<ul style="list-style-type: none"> <li>• There was a reference to CO2 reductions since 2008 but the goal was related to 1990 levels. (Need to update to match 2020 Environmental Sustainability Action Plan.)</li> <li>• Opportunities to partner with business on these topics, and what accountability looks like for these topics.</li> <li>• Noise needs to be addressed both current levels and how traffic will impact that</li> <li>• Policy considerations for off-grid residences; consider incentives or tax break - individual or at neighborhood level</li> <li>•</li> </ul>
<b>Planning Commission Input</b>	
<ul style="list-style-type: none"> <li>• N/A: meeting held 1/27</li> </ul>	<ul style="list-style-type: none"> <li>• N/A: Meeting held 1/27</li> </ul>
<b>Stakeholder Input</b>	
<i>Cascade Water Alliance:</i> <ul style="list-style-type: none"> <li>• Explain the “water reduction strategy” mentioned in the document</li> </ul>	<i>Futurewise:</i> <ul style="list-style-type: none"> <li>• Substitute electricity for natural gas in heating and cooling systems and new construction</li> <li>• Encourage, and in appropriate situations require, solar energy facilities on large roofs</li> <li>• Encourage, and for public buildings require, construction of solar energy facilities on roofs and microgrids.</li> <li>• Provide for 15-minute city and allow additional mixed-use development to reduce greenhouse gas pollution and increase health of community members.</li> </ul>

# Redmond 2050

## Outreach Results and Policy Discussion

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March 23, 2021



# Agenda

- Community Input on Policy Considerations
- Council Input on Policy Considerations



# Land Use and Urban Centers

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## Policy Considerations

- Multifamily housing locations (LU-36)
- Middle housing
- Neighborhood commercial uses
- Transit Oriented Development (TOD):  
uses, intensities, boundaries

## Feedback

- Define “neighborhood character”
- Address parks, open space to support community building and character
- Consider school impacts
- Expand mixed-use opportunities
- Address displacement
- Consider demands on emergency services

# Housing

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## Policy Considerations

- Housing equity
  - Distributional equity
  - Process equity
  - Cross-generational equity

## Feedback

- Consider lessons from pandemic
- Promote infill housing
- Facilitate middle housing
- Connect housing to amenities
- Facilitate more affordable housing
- Encourage green building materials

# Economic Vitality

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## Policy Considerations

- Flexibility in size, location, uses
- Mitigate displacement
- Support "makers spaces"
- Maintain manufacturing land uses and jobs
- Encourage more office uses in Downtown

## Feedback

- Retain, recruit, and support small, local, women- and BIPOC- owned businesses & start ups
- Encourage neighborhood scale retail & home-based business
- Establish city liaison to develop on-going business relationships
- Pursue economic diversity to meet the needs of people at all income levels.



# Capital Facilities and Public Safety

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## Policy Considerations

- Pursue Equity
  - Response times and coverage
  - Funding and low-income areas
  - Internet connectivity
- Promote Sustainability
  - Accommodate growth with appropriate levels of service
  - Improve environmental sustainability
  - Spend the money necessary

## Feedback

- Revitalize, expand existing facilities
- Adapt to changing public safety needs as light rail is extended
- Regional fire service collaboration
- New technologies for a Smart City

# Utilities

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## Policy Considerations

- Minimize geographic disparities
- Sustainability
  - Water management and climate change
  - Improving environmental sustainability
- Prioritize resilience and recovery

## Feedback

- Resilience in utilities
- More choices in utility options
- Municipal high-speed internet service
- Electric vehicle charging stations

# Natural Environment

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## Policy Considerations

- Monitoring hazards increased by climate change
- Enhancement areas considered at a watershed-scale.
- Additional strategies to achieve GHG emissions aspirational goals
- Additional considerations based on Vision 2050 directives & Best Available Science report

## Feedback

- Incentivize off-grid residences at home or neighborhood scale
- Substitute electricity for natural gas in heating and cooling systems
- Encourage or require solar energy
- Allow more mixed-use

# Policy Considerations: What's Missing?

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## Attachment D: Council Input on Existing Conditions Report Policy Considerations

Initial Council Question or Input	Initial Staff Response	Further Discussion
<b>Policy Considerations</b>		
<p>Consider policy for addressing displacement of businesses due to growth, for example, a moving fund. (Forsythe)</p> <p>Consider policy for mitigating business displacement as land values rise with the light rail extension. (Kritzer)</p>	<p><b>Topic for Economic Vitality Element and Urban Centers Elements.</b> The Countywide Planning Policies require jurisdictions to evaluate potential physical, economic, and cultural displacement of residents and businesses and to identify a range of strategies to mitigate displacement impacts in their comprehensive plans. This will be a policy topic in Redmond 2050. Staff will work with the City’s Economic Development team and local businesses to identify risks and strategies.</p> <p><i>Policy consideration: evaluate potential physical, economic, and cultural displacement of residents and businesses and to identify a range of strategies to mitigate displacement impacts.</i></p>	
<p>Will placemaking, public spaces, and design standards be addressed in Redmond 2050? (Fields)</p> <p>There is concern in the community about neighborhood character and the built environment. What do we want to change? What can we preserve as we grow to maintain Redmond’s character? (Kritzer)</p>	<p><b>Topic for Land Use, Urban Centers, and Community Character and Historic Preservation Elements.</b> Redmond 2050 recently completed two rounds of public engagement that focused on the question of “What will growth look like?”. These questionnaires addressed both urban design principles and community preferences on the look and feel of certain design elements. Discussions on public spaces, neighborhood character, material selection, façade styles, and more will all be evaluated in this part of the process. Results from this outreach will be put up on the Redmond 2050 website when completed, and the feedback received will be incorporated into policy updates including updates to design guidelines.</p> <p><i>Policy consideration: address placemaking, public spaces, and design standards in support of the land use vision and community character objectives.</i></p>	

Would like to hear more about accessibility, walkability, and traffic safety for non-motorized modes. (Anderson)	<p><b>Topic for Transportation Element and TMP.</b> The guiding principle of “safety” resonated strongly with stakeholders and Councilmembers when staff solicited input on transportation policy considerations.</p> <p><i>Policy consideration: prioritize capital and programmatic investments that enhance safety and accessibility.</i></p>	
Consider a policy that results in green roofs and vertical gardens. (Forsythe)	<p><b>Topic for Natural Environment Element.</b> Green roofs and vertical gardens will be included in the Redmond 2050 sustainability and green infrastructure conversations.</p> <p><i>Policy consideration: encourage the construction of green infrastructure in support of environmental sustainability goals including vertical gardens and green roofs.</i></p>	
<b>Questions</b>		
Will the Climate Vulnerability Assessment address utilities? (Anderson)	<p>The analysis of projected impacts will cover at a minimum the following critical systems:</p> <ul style="list-style-type: none"> <li>i. Physical infrastructure and built environment: transportation, drinking water, wastewater, stormwater, buildings, as well as energy and communications components (at a high level where service is not provided by the city).</li> <li>ii. Social and community systems: public health, air quality, emergency response (including evacuation and shelter challenges), social services, vulnerable populations, neighborhoods, underserved communities, accessibility, etc. The social and human systems element of the assessment is a critical component to inform future climate mitigation programming as well.</li> <li>iii. Natural systems: surface and groundwater quality and quantity, green space, urban forest, regulated critical areas, fish and wildlife.</li> <li>iv. Economic systems: Redmond businesses, future development and planned growth, local and regional employment centers.</li> </ul>	

How are staff coordinating the multiple outreach efforts to small businesses, e.g., COVID outreach and Redmond 2050 outreach? (Fields)	Staff are coordinating engagement efforts. For example, staff engaged in long-term recovery planning suggested contacts for the small-business focus group, and Redmond 2050 project staff reported back findings from that engagement. While the efforts are asking different questions, staff understand the importance of coordinating elements such as timing and audience to minimize confusion and engagement fatigue.	
Regarding Overlake planning, would like to hear more about coordination and collaboration with Bellevue. (Kritzer)	Coordination and collaboration with our neighbors is essential to the success of Redmond 2050. Neighboring jurisdictions are identified as a stakeholder group to facilitate an exchange of interest and ideas, to identify specific areas for coordination – such as outreach in Overlake and Northeast Bellevue – and to keep each other up to date on our respective plan updates.	
How does Redmond 2050 integrate with tree canopy work? (Anderson)	<p>The Tree Canopy Strategic Plan, adopted in January 2019, implemented Comprehensive Plan Policy PR-57, which read: “Develop a cross-departmental strategic plan to increase tree canopy across the city that will include a canopy coverage goal, proposed timeline and methods for achieving the goal.” In November 2020 policy PR-57 was repealed and the City Council adopted new policies related to tree canopy in line with the Tree Canopy Strategic Plan (Ord. 3012), including a target of 40% tree canopy by 2049. Staff anticipates bringing updates to tree regulations to Council for review in the third or fourth quarter of 2021 as an additional implementation action of the Tree Canopy Strategic Plan.</p> <p>Updates to the Parks, Arts, Recreation, Conservation, and Culture Element of the Comprehensive Plan are part of Redmond 2050. Increasing the citywide tree canopy is also a strategy in the Environmental Sustainability Action Plan. While there are no plans to substantially change policy direction for tree canopy given its recent adoption, any updates would be reviewed considering Redmond 2050 themes, existing conditions, mandates, community input, Council input, and new data and analysis.</p>	





## Memorandum

**Date:** 3/23/2021  
**Meeting of:** City Council Study Session

**File No.** SS 21-021  
**Type:** Study Session

**TO:** Members of the City Council  
**FROM:** Mayor Angela Birney  
**DEPARTMENT DIRECTOR CONTACT(S):**

Executive	Malisa Files	425-556-2166
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**DEPARTMENT STAFF:**

Executive	Nina Rivkin	Chief Policy Advisor
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**TITLE:**

Form of Government Review

**OVERVIEW STATEMENT:**

At the December 3, 2020, Council meeting on the proposed 2021-2022 budget, Council requested a study session in the first quarter of 2021 to discuss the classification and form of government for the City. The City of Redmond is a Non-Charter Code City with a Mayor-Council form of government, also referred to as a "Strong Mayor" form of government.

☒ **Additional Background Information/Description of Proposal Attached**

**REQUESTED ACTION:**

☒ **Receive Information**      ☐ **Provide Direction**      ☐ **Approve**

**REQUEST RATIONALE:**

- **Relevant Plans/Policies:**  
N/A
- **Required:**  
N/A
- **Council Request:**  
Council requested information on options and forms of government in other cities, historical information on the City's classification and form of government, and information on the 2003 ballot measure that proposed to change the City's form of government from Mayor-Council to Council-Manager.
- **Other Key Facts:**  
See information below

**OUTCOMES:**

Council will discuss Redmond's classification as a Non-Charter Code City and the options of a First Class City or Charter-

Code City, as well as changing from a Mayor-Council to a Council-Manager form of government.

### ***City Classifications***

There are four classifications of cities:

- First Class Cities: city with a population of 10,000 or more at the time of organization or reorganization that has adopted a charter; the charter defines the structure and authorities under which the city operates
- Second Class Cities: city with a population over 1,500 at the time of organization or reorganization that does not have a charter and does not operate as a code city under the Optional Municipal Code (RCW 35.01.020)
- Towns: population of less than 1,500 at the time of organization and does not operate under the Optional Municipal Code; it is no longer possible to incorporate as a town
- Code Cities: cities that operate under the Optional Municipal Code (RCW 35A, authorized in 1967); a city with a population over 10,000 may adopt a charter to become a Charter-Code city.

Code cities have the greatest degree of local control and flexibility, as they have any power not prohibited by the State Constitution nor in conflict with State law. In First Class and Charter cities, the charter determines the roles, structure, and authorities for the city. The charter must be approved by the voters, and any change to the charter requires voter approval.

### ***City Form of Government***

There are two principal forms of government for a city, Mayor-Council and Council-Manager.

- A Mayor-Council form of government consists of a mayor elected at-large, responsible for administration of the city, and an elected city council, elected at-large or from districts, which serves as the legislative authority responsible for the adoption of policy for the city (RCW 35A.12).
- A Council-Manager form of government consists of an elected city council which serves as the legislative authority responsible for the adoption of policy for the city, and appoints a city manager who is responsible for administration of the city; the city council may only deal with the administrative service solely through the city manager (RCW 35A.13.110). The mayor presides at council meetings and is generally selected by the council, though the voters of an Optional Municipal Code City or the charter of a First Class City or Charter-Code City may provide for the mayor to be directly elected by the voters.

Information on classification and form of government in other cities is attached. The number of cities in Washington by classification and form of government, including First Class cities, is included in Attachment A. Information on cities in King County, their classification, and form of government is included in Attachment B.

### ***Historical Information on the City of Redmond's Classification and Form of Government***

The City incorporated as a Fourth Class Town on December 30, 1912, changed its classification to a Third Class Town on June 14, 1961, and became a Non-Charter Code City on October 6, 1970. These documents are included in Attachments C-E.

### ***2003 Ballot Measure Proposing to Change the City's Form of Government to Council-Manager***

In spring 2002, the Council decided to re-examine the Mayor-Council form of government and appointed an eight-member citizen committee to study the issue and provide recommendations. The committee was aided by a consultant, the Cedar River Group, and a citizen survey was conducted that summer by the Gilmore Research Group.

In August, the committee recommended a change in the form of government to Council-Manager with a directly elected full-time mayor; the Report is included in Attachment F. Both recommendations required a separate ballot measure to implement. If the Council-Manager ballot measure was successful, the incumbent mayor would join the council as an 8<sup>th</sup> member until the expiration of the mayor's term. Only a city council operating under a Council-Manager form of

government can propose a ballot measure to directly elect a mayor in a Council-Manager form of government.

The City Council adopted a resolution on December 3, 2002, to place a measure before the voters at a special election on March 11, 2003, to change the form of government to Council-Manager. Of the 23,898 registered voters, 7,382 voted (30.9%) in the election. The ballot measure failed, with 2,207 yes votes (29.9%) and 5,175 no votes (70.10%).

**COMMUNITY/STAKEHOLDER OUTREACH AND INVOLVEMENT:**

No community or stakeholder outreach has occurred.

- **Timeline (previous or planned):**  
N/A
- **Outreach Methods and Results:**  
N/A
- **Feedback Summary:**  
N/A

**BUDGET IMPACT:**

**Total Cost:**

Funding has not been provided in the adopted 2021-2022 budget for a potential change to the classification of the City or form of government.

**Approved in current biennial budget:** ☐ Yes ☒ No ☐ N/A

**Budget Offer Number:**

N/A

**Budget Priority:**

N/A

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

***If yes, explain:***

Any change in the classification of the City or form of government would require extensive community involvement including citizen survey work (conducted by a consultant with expertise in conducting surveys) to inform a Council decision, preparation of legal documents, and King County election costs for any ballot measure to be submitted to the voters. City costs in 2002 for consultant work were \$63,750. King County election costs for a 2022 election range from \$61,000-\$97,000 depending on when an election would be held, at the spring (February or April), primary, or general election.

**Funding source(s):**

N/A

**Budget/Funding Constraints:**

N/A

☐ **Additional budget details attached**

**COUNCIL REVIEW:**

**Previous Contact(s)**

Date	Meeting	Requested Action
N/A	Item has not been presented to Council	N/A

**Proposed Upcoming Contact(s)**

Date	Meeting	Requested Action
N/A	None proposed at this time	N/A

**Time Constraints:**

There are no time constraints for Council discussion. If Council chooses to continue discussion and ultimately advance any change in the City classification or form of government, Council will need to provide direction on a scope of work, and funding will need to be provided for community engagement and potential legal and election costs.

**ANTICIPATED RESULT IF NOT APPROVED:**

No action is proposed.

**ATTACHMENTS:**

- Attachment A: Washington Cities, Classification and Form of Government
- Attachment B: King County Cities, Classification and Form of Government
- Attachment C: Articles of Incorporation as a Fourth Class Town, December 1912
- Attachment D: Resolution Changing Redmond's Classification to a Third Class City, June 1961
- Attachment E: Ordinance Adopting the City of Redmond Classification of Non-Charter Code City with Mayor-Council Plan of Government, October 1970
- Attachment F: Redmond Governance Study, Citizens' Committee Final Report, August 2002

## Washington State Cities – Classification and Form of Government

<b>Classification</b>	<b>Mayor-Council</b>	<b>Council-Manager</b>	<b>TOTAL</b>
First	6	4	10
Second	5	0	5
Town	68	0	68
Code	147	50	197
Unclassified	1	0	1
<b>TOTAL</b>	<b>227</b>	<b>54</b>	<b>281</b>

## Washington State “First Class Cities” and Form of Government

<b>City</b>	<b>Population</b>	<b>County</b>	<b>Form of Government</b>
Aberdeen	16,890	Grays Harbor	Mayor-Council
Bellingham	91,610	Whatcom	Mayor-Council
Bremerton	41,750	Kitsap	Mayor-Council
Everett	112,700	Snohomish	Mayor-Council
Richland	58,550	Benton	Council-Manager
Seattle	761,100	King	Mayor-Council
Spokane	223,600	Spokane	Mayor-Council
Tacoma	213,300	Pierce	Council-Manager
Vancouver	189,700	Clark	Council-Manager
Yakima	95,490	Yakima	Council-Manager

*April 1, 2020 Population*

## King County Cities – Classification and Form of Government

	City	2020 Pop	Classification	Form of Government
1	Skykomish	205	Town	Mayor Council
2	Beaux Arts Village	300	Town	Mayor Council
3	Hunts Point	420	Town	Mayor Council
4	Yarrow Point	1,030	Town	Mayor Council
5	Clyde Hill	3,055	Code	Mayor Council
6	Algona	3,210	Code	Mayor Council
7	Black Diamond	5,205	Code	Mayor Council
8	Pacific (King & Pierce)	6,925	Code	Mayor Council
9	North Bend	7,455	Code	Mayor Council
10	Duvall	7,950	Code	Mayor Council
11	Milton (King & Pierce)	8,400	Code	Mayor Council
12	Enumclaw	12,610	Code	Mayor Council
13	Lake Forest Park	13,280	Code	Mayor Council
14	Snoqualmie	13,680	Code	Mayor Council
15	Tukwila	21,360	Code	Mayor Council
16	Issaquah	38,690	Code	Mayor Council
17	REDMOND	69,900	Code	Mayor Council
18	Auburn (King & Pierce)	81,940	Code	Mayor Council
19	Federal Way	98,340	Code	Mayor Council
20	Renton	105,500	Code	Mayor Council
21	Kent	130,500	Code	Mayor Council
22	Seattle	761,100	First Class	Mayor Council
1	Carnation	2,265	Code	Council Manager
2	Medina	3,300	Code	Council Manager
3	Normandy Park	6,625	Code	Council Manager
4	Woodinville	12,790	Code	Council Manager
5	Newcastle	12,870	Code	Council Manager
6	Covington	20,530	Code	Council Manager
7	Kenmore	23,450	Code	Council Manager
8	Mercer Island	24,690	Code	Council Manager
9	Maple Valley	26,630	Code	Council Manager
10	SeaTac	29,180	Code	Council Manager
11	Des Moines	32,260	Code	Council Manager
12	Bothell (King & Snohomish)	48,400	Code	Council Manager
13	Burien	52,300	Code	Council Manager
14	Shoreline	56,980	Code	Council Manager
15	Sammamish	65,100	Code	Council Manager
16	Kirkland	90,660	Code	Council Manager
17	Bellevue	148,100	Code	Council Manager

*April 1, 2020 Population*

Shaded = cities over 60,000

Information from Municipal Research Services Center (MRSC)



CERTIFICATE OF INCORPORATION OF REDMOND, KING COUNTY,  
STATE OF WASHINGTON, INTO A TOWN OF THE FOURTH  
CLASS.

- - - - -

This is to certify that in response to a petition signed by over sixty residents of Redmond, King County, Washington, filed with the Board of County Commissioners of said King County, on the 3rd day of December, 1912, asking for the incorporation of said Town of Redmond into a Town of the Fourth Class, due and legal notice of such filing having previously been given, an election was called by said Board of County Commissioners to be held on the 23rd day of December, 1912, within the boundaries of said proposed incorporation for the purpose of determining the advisability of incorporating said town of Redmond into a town of the 4th class and for the election of officers to govern said town in the event of said incorporation. Due and legal notice of such election having been given by publication, and it appearing to the full satisfaction of the Board of County Commissioners that all proceedings heretofore had in this matter were legal and in accordance with law governing such matters, and the election having been held in due form, the Board of County Commissioners did on the 30th day of December, 1912, being the first Monday succeeding said election, proceed to canvass the vote cast with the following result:-

For Incorporation, - - - - - 94 votes.

Against Incorporation, - - - - - 9 "

For Mayor:

F. A. Riel - - - - - 89 "

For Treasurer:

C. A. Shinstrom - - - - - 89 ""

For Five members Municipal Council:

Henry Weiss - - - - - 88 "

C. R. Kern - - - - - 91 "

Theo Youngerman - - - - - 91 "

Ed Majors - - - - - 89 "

A. G. Adams - - - - - 88 "

J. H. Woodide - - - - - 3 "

At the conclusion of said canvass, the Board did then

FILE No. 1



declare and proclaim Redmond to be duly incorporated into a town of the 4th class, under the name and style of <sup>TOWN OF</sup> REDMOND, and that the following named officers have been elected to fill the respective offices to serve until their successors are elected and qualified:-

For Mayor:

F. A. Riel.

For Treasurer:

C. A. Shinstrom.

For Five Members Municipal Council:

Henry Weiss

C. R. Kern

Theo Youngerman

Ed Majors

A. G. Adams.

The territory embraced within said incorporation of the Town of Redmond is declared to be as follows:-

Beginning on the north line of Section 11, Township 25, North of Range 5 East of the Willamette Meridian at a point 40 rods west of the northeast corner of said Section; thence westerly along said Section line 40 rods; thence southerly along the west side of the North east quarter ( $NE\frac{1}{4}$ ) of the Northeast quarter ( $NE\frac{1}{4}$ ) of said Section Eleven (11) to a point 200 feet south of the right-of-way of the Northern Pacific Railway; thence southeasterly along a line parallel with the said Railway right-of-way to the east line of Section Eleven (11); thence northerly along the said east line of Section Eleven (11) to the right-of-way of the Northern Pacific Railway; thence southeasterly along the south line of said railway right-of-way to where the same intersects with the south line of the North half ( $N\frac{1}{2}$ ) of the North half ( $N\frac{1}{2}$ ) of Section Twelve (12); thence easterly along the said south line of the North half ( $N\frac{1}{2}$ ) of the North Half ( $N\frac{1}{2}$ ) of Section twelve (12) to a point ten (10) rods east of the southeast (SE) corner of the Northeast quarter ( $NE\frac{1}{4}$ ) of the Northwest quarter ( $NW\frac{1}{4}$ ) of Section Twelve (12); thence north 100 rods; thence westerly 130 rods; thence northerly 60 rods; thence westerly 20 rods; thence northerly 80 rods to the north line of the southwest quarter ( $S.W.\frac{1}{4}$ ) of Section one (1); thence westerly 60 rods; thence southerly 160 rods to the point of beginning.

SIGNED and SEALED this 30th day of December, 1912.

BOARD OF COUNTY COMMISSIONERS  
KING COUNTY, WASHINGTON.

Attest:

*Otto Aase*

By

*David McKernie*  
Chairman.

Clerk of said Board

By

*W. W. Wardley*  
Deputy.



C E R T I F I C A T E

OF

INCORPORATION

R E D M O N D

KING COUNTY WASHINGTON.

TOWN OF 4th CLASS.

Filed in the office of the  
Secretary of State **DEC 31 1912**

I. M. HOWELL

Secretary of State

*By H.A.P.*

Entered at page 24  
of Register of Cities  
Special Certificate  
no **370** mailed

**JAN 9- 1913** to Bd County  
Comrs Seattle

Fee \$5.00 (56263)

**Indexed**



RESOLUTION NO. 106

WHEREAS, a petition of the electors of the Town of Redmond, Washington, has been heretofore filed and certified to the Town Council seeking advancement of the Town of Redmond from a fourth class town to a third class city, and the Town Council thereupon caused a census to be taken of the inhabitants of the Town of Redmond, Washington; and

WHEREAS, upon the filing of said census, duly verified, containing an enumeration of 1524 inhabitants, the Town Council caused a special election to be held in the Town of Redmond on June 13, 1961, through the Auditor of King County, State of Washington, as ex officio supervisor of elections, upon the question submitted to the voters of said Town of Redmond of whether they are for or against advancement of the Town of Redmond from a town of the fourth class to a city of the third class; and

WHEREAS, the majority of the votes cast at said special election were in favor of advancement of the Town of Redmond, Washington, from a town of the fourth class to a city of the third class, as duly certified thereto by the Superintendent of Elections and Registration, King County Auditor, State of Washington, on the 14th day of June, 1961; NOW, THEREFORE,

BE IT RESOLVED that the voters of the Town of Redmond, Washington, have decided in favor of advancement of the Town of Redmond, Washington, from a town of the fourth class to a city of the third class;

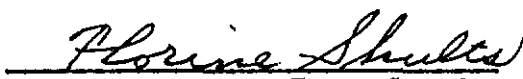
BE IT FURTHER RESOLVED that the Clerk of the Town of Redmond is hereby directed to certify this resolution to the Clerk of the Board of Commissioners of King County, Washington, to be entertained by said Board in the matter required by law.

Regularly passed and adopted by the Town Council of Redmond, Washington, this 14th day of June, 1961.

TOWN OF REDMOND

  
MAYOR

ATTEST:

  
Town Clerk

*Resolution 107 in Puget Sound Power & Light File*

CITY OF REDMOND, WASHINGTON

ORDINANCE NO. 538

AN ORDINANCE, adopting for the City of Redmond the classification of noncharter code city with the mayor-council plan of government under RCW Title 35A.

WHEREAS, Title 35A of the Revised Code of Washington, provides an Optional Municipal Code, whereby an existing incorporated city or town may change its classification to that of a noncharter code city and be governed by the laws contained in RCW Title 35A; and

WHEREAS, the City Council determined that it would be in the best interests and to the general welfare of the City of Redmond to so change the classification of the City and duly adopted Resolution No. 253, on June 16, 1970, declaring its intention to change the classification of the City of Redmond from that of a city of the third class to that of a noncharter code city; and

WHEREAS, said Resolution was duly published on June 24, 1970, in the manner required by law, and more than ninety (90) days have elapsed since the date of the first publication thereof; and

WHEREAS, no referendum petition has been filed with respect to such Resolution as provided for in RCW 35A.02.030, Now, Therefore, THE CITY COUNCIL OF THE CITY OF REDMOND DO ORDAIN AS FOLLOWS:

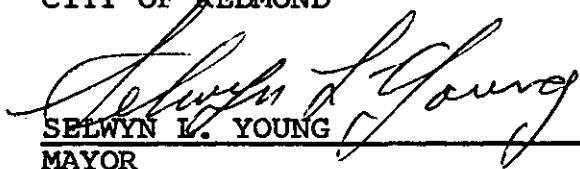
Section 1. That the City of Redmond, Washington, hereby adopts the classification of a noncharter code city operating under the mayor-council plan of government as set forth in RCW Chapter 35A.12, endowed with all of the applicable rights, powers, privileges, duties and obligations of noncharter code cities as set forth in RCW Title 35A as the same now exists, including, but not by way of limitation, those set forth in RCW 35A.11, and further including any and all supplements, amendments or other modifications of said Title 35A which may hereafter be enacted.

Section 2. The City Clerk is hereby directed to forward to the Secretary of the State of Washington a certified copy of this ordinance as provided in RCW 35A.02.040.

Section 3. This ordinance shall take effect and be in force five (5) days after the date of its publication in the manner provided by law.

PASSED by the Council of the City of Redmond, Washington at a regular meeting thereof, AND APPROVED by the Mayor this 6 day of October, 1970.

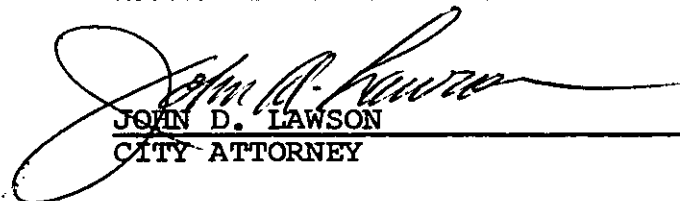
CITY OF REDMOND

  
SELWYN L. YOUNG  
MAYOR

ATTEST:

  
ELEANOR J. HAYDEN  
CITY CLERK

APPROVED AS TO FORM:

  
JOHN D. LAWSON  
CITY ATTORNEY

Published in the Sammamish Valley News OCT 14 1970.



# **Redmond Governance Study**

## **CITIZENS' COMMITTEE**

## **FINAL REPORT**

Prepared by  
**Cedar River Group**

August 2002



## CONTENTS

I.	Executive Summary .....	1
II.	Charge from Council.....	2
III.	Methodology .....	3
IV.	Forms of Government in Optional Municipal Code Cities.....	4
V.	Future Challenges .....	5
VI.	Qualities of Leadership of a Chief Executive Officer .....	7
VII.	Strengths and Weakness of Mayor-Council and Council-Manager Forms of Government.....	8
VIII.	Findings & Recommendations.....	10
Appendix A: Committee Membership.....		A-1
Appendix B: Local Official Survey .....		B-1
Appendix C: Citizen Survey .....		C-1



## **I. EXECUTIVE SUMMARY**

The Redmond Governance Committee was charged by the Redmond City Council to “determine whether a council-manager form of government or a mayor-council form of government will best address the issues/challenges likely to face Redmond in the next 10-20 years and develop recommendations to the Council, Mayor and citizens.”

The Committee met throughout the summer of 2002, studied the issues and challenges facing Redmond, heard through survey research and in person from elected officials and citizens, and analyzed the strengths and weaknesses of the mayor-council and council-manager forms of government.

In examining the strengths and weaknesses of the mayor-council and council-manager forms of government, Committee members viewed the experience, training and professionalism of the city manager in managing large, complex municipal organizations as the greatest strength of the council-manager form. The Committee identified the greatest strength of the mayor-council form to be the vision and political leadership provided by a directly elected mayor. Committee members formed two conclusions:

1. The strategic, vision-setting, ceremonial and political role of the mayor should be separated from the administration of the city and a professional manager should be employed to carry out the administrative duties.
2. There is value in having a directly elected mayor, whether in a mayor-council or council-manager form.

There are two forms of government that meet these requirements: (1) A council-manager form with a directly elected mayor, and (2) A modified mayor-council form with a chief administrative officer.

In January 1991, a committee that studied whether Redmond should change its form of government recommended the retention of the mayor-council form with a chief administrative officer who would be responsible for the day-to-day operations of the city. The change recommended in the 1991 report was not implemented.

A strong majority of the 2002 Governance Committee recommends:

***Redmond should adopt a council-manager form of government with a directly elected, full-time mayor, pursuant to the provisions of the Optional Municipal Code.***

## **II. CHARGE FROM THE CITY COUNCIL**

In the spring of 2002, the Redmond City Council decided to re-examine whether the structure of city government should be changed to better meet the needs of citizens as the city enters the 21<sup>st</sup> century. Redmond has experienced rapid growth over more than three decades and shares in the region's transportation problems. City government is changing in size and complexity as a result.

Redmond elected officials appointed a committee of eight citizens, assisted by Cedar River Group, to study the strengths and weaknesses of the mayor-council and council-manager forms under the Optional Municipal Code and to make recommendations to the Council at the end of August, 2002. Specifically, the council charged the committee to: "Determine whether a council-manager form of government or a mayor-council form of government will best address the issues/challenges likely to face Redmond in the next 10-20 years and develop recommendations to the Council, Mayor and citizens."

### III. METHODOLOGY

In 1990, a citizen committee was appointed by Redmond city officials to examine whether Redmond should change its form of government. In January, 1991, they recommended that the mayor-council structure be retained. Their recommendations included proposed modifications, however, such as the appointment of a Chief Administrative Officer, who would be responsible for the day-to-day operations of the city; improvements in the compensation of the mayor and in the process of establishing compensation for senior officials; and development of procedures for, and active council participation in, a confirmation process for department heads. All but the first of these recommendations were subsequently implemented. The 2002 Redmond Governance Study Citizens' Committee determined to follow a similar research process, in part so that comparisons could be made between circumstances and citizen attitudes in 1990-91 and 2002.

The Committee met eight times from May 16 to August 22. In its initial meeting, the Committee reviewed provisions of the Optional Municipal Code relating to the mayor-council and council-manager forms of government and the mechanisms for changing from one to the other. They were ably assisted in this review by Byron Katsuyama and Jim Doherty of Municipal Research and Services Center, who provided numerous studies and data sets and answered committee questions. In June, Lenda Crawford, Redmond Finance Director, Roberta Lewandowski, Redmond Planning Director, and Stan Finkelstein, Executive Director of the Association of Washington Cities, presented information on challenges facing Redmond specifically and cities in general over the next decade. This information augmented information about growth trends and issues published by Redmond, King County and the Puget Sound Regional Council.

The Committee then studied information provided by surveys of elected and appointed municipal officials serving in both forms of government in the King County area (see Appendix B). Respondents were asked, among other things, about challenges facing their cities, strengths and weaknesses of the two forms of government, and how much time they devote to local vs. regional matters. Committee members questioned three officials in person: Dick Cushing, City Manager of the City of Olympia; Connie King, former Council Member and Mayor of the City of Shoreline; and Pete Lewis, Mayor of Auburn. Committee members also received a survey of citizen opinion prepared by Gilmore Research Group and presented by JoElla Weybright.

Starting in late June and continuing through July, Committee members began to evaluate the challenges facing Redmond, the strengths and weaknesses of the mayor-council and council-manager forms of government, and the qualities of leadership they would like to see in the executive branch of Redmond city government. From this effort emerged a discussion about which forms of government committee members believed would most benefit the city as Redmond moves through the next decade and beyond. Meetings in August focused on decisions and recommendations. The final report was approved on August 22, 2002 and presented to the City Council in a meeting scheduled for September 10.

#### **IV. FORMS OF GOVERNMENT IN OPTIONAL MUNICIPAL CODE CITIES**

The City of Redmond has a mayor-council form of government organized under the Optional Municipal Code, Title 35A RCW. Cities have two choices regarding the form of government under the Code. The following is a brief description of them.

The mayor-council form of government includes a mayor, directly elected by the people for a four-year term, and a city council consisting of seven members, elected to staggered four-year terms. This is the form under which Redmond has operated for over 70 years. In cities organized under the mayor-council form, the mayor serves not only as the chief spokesperson for the city but also as the chief executive officer of the government and is responsible for all administrative functions. The mayor may serve part-time or full-time. Part-time mayors are most common in small cities, where an appointed clerk or city administrative officer carries out day-to-day responsibilities. Redmond's mayor has served full time for over two decades. In Optional Municipal Code cities, the mayor attends and chairs meetings of the city council, but does not vote. The mayor can veto ordinances, but a majority plus one of the council can override vetoes. The council, which serves part-time, cannot employ independent staff. The mayor-council form of government is used by 226 of Washington's 280 municipalities. The vast majority of these are cities with populations under 25,000. In addition to Redmond, the cities of Auburn, Renton and Kent use this form of government with a full-time mayor. Renton and Kent have also added a chief administrative officer to the executive office of their cities.

The council-manager form of government is organized differently to carry out municipal functions. The city council consists of seven members elected by the people who serve part-time. The mayor is elected either by the council from among their number or directly by the people for a two or four-year term. The mayor acts as the president of the council, votes, and serves as the chief spokesperson for the city. The mayor does not have a veto. The council appoints a city manager who is responsible for the operations of city government and carries out policies adopted by the council. Managers are professionally trained and typically bring extensive experience to the position. The council may not employ independent staff nor interfere directly in the management of city departments. Fifty-three of Washington's cities, most of which are 25,000 to 100,000 in population, use the council-manager form of government. Kirkland and Bellevue are local examples of the council-manager form, which has also been adopted by all of the cities that have recently incorporated in King County.

Washington cities may also adopt a charter and design their own system if neither of these forms of government meet their needs. Seattle is an example of a charter city in which the mayor does not chair council meetings, council members serve full time, and have independent staff.

## **V. FUTURE CHALLENGES**

Following the study process adopted in 1990, the 2002 Governance Committee began its deliberations with an investigation of the issues facing Redmond in the coming decade. Problems associated with growth, particularly transportation, remain key issues both for citizens and elected officials surveyed as part of this study. King County's population, already over 1.6 million, is expected to reach roughly 2 million in 2010. Redmond's population of 46,000 is expected to increase by 1,000 per year in the first decade of the new century, according to Redmond's Comprehensive Plan projections. The composition of Redmond's population is also changing. Over 20% of Redmond's residents are foreign-born, the second highest number on the Eastside.

In addition to concerns about growth and transportation, many officials have worries about the fiscal health of jurisdictions in the King County area. The County's widely publicized budget difficulties are already having serious repercussions in municipalities throughout the area, as are state cutbacks. Many public officials surveyed for this study indicated that such issues may well drive growth and economic development decisions throughout the coming decade.

As was the case in 1990-91, solutions to many of these problems lie outside the jurisdiction of Redmond officials. Transportation, then as now, is a prime example. There has also been a significant change over the last 10-12 years in the number of regional boards and committees in which issues of significance to Redmond are discussed and in the complexity of those issues. Recent negotiations over the jail contract are a good example. The increasing tendency of higher levels of government, federal, state and county, to push functions down to lower levels may also mean a growth in responsibilities at the municipal level not always matched by a growth in resources. All of these problems put an emphasis on capable political leaders and government administrators who can engage the broad Redmond community in constructive dialogue, timely decision-making, and effective implementation.

In light of all these considerations, members of the Governance Committee adopted the following statement of the challenges facing Redmond:

### **Identity**

As a community that continues to grow rapidly and change economically and ethnically, Redmond's most important challenge will be to develop a shared vision and strategic plan that address:

- Community cohesion
- Appropriate levels of growth
- Needed infrastructure investments, especially in transportation
- Economic and ethnic diversity
- Affordable housing
- Quality of life

## **Leadership**

Redmond needs leaders who can successfully:

- Manage a \$355 million budget and 565 employees
- Assure economic viability
- Implement policies and plans reflecting the needs of the community
- Respond to the devolution of new responsibilities from federal, state and county governments
- Advocate regionally for the community's needs
- Work openly and honestly with citizens to provide realistic choices

## **Civic Life**

In a wired and rapidly changing world, Redmond must seek a different level of participation for citizens, one that motivates and involves the entire community in a realistic conversation about revenue and the demand for services. Redmond must also continue to develop and attract new leadership in elective office to address these challenges successfully. That leadership must continuously establish implementable goals that all community stakeholders may connect to the vision.

## **VI. QUALITIES OF LEADERSHIP OF A CHIEF EXECUTIVE OFFICER**

Members of the Governance Committee believe that the individual who serves as the chief executive officer of Redmond should have strong executive leadership skills. It is assumed that the individual who is elected to serve as mayor, whether in a mayor-council or a council-manager form of government, will have the political skills that committee members believe are essential at the top of city government. The committee has focused its efforts on describing the skills and attributes of the individual who serves as the chief executive officer of the government (whether a strong mayor, a chief administrative officer serving under the mayor, or a city manager appointed by the city council).

The chief executive officer should be able to identify and carry out those goals which Redmond's residents hold most important and by which they define themselves. The chief executive officer should be a strong manager, with significant operational experience in his/her own right or able to recruit, develop and retain an administrator who can effectively run the administration of city government. The city's leader must also be an effective player in the regional arena.

In addition, the Governance Committee believes the following qualities of leadership to be desirable for our community:

- Ethical
- Courageous
- Flexible
- Good listener
- Articulate
- Energetic
- Un-self-interested
- Dynamic
- Motivational/Charismatic
- Organized
- Sense of Humor
- Represents the Public
- Responsive
- Smart



## **VII. STRENGTHS AND WEAKNESSES OF MAYOR-COUNCIL AND COUNCIL-MANAGER FORMS OF GOVERNMENT**

Through the survey of elected officials, materials provided by Municipal Research and Services, and their own experiences, Governance Committee members assessed the strengths and weaknesses of both the mayor-council and council-manager forms of government. The factors that seemed most important to Redmond in light of the challenges the city will likely face and the qualities of leadership that are most desirable are listed in Table 1.

In examining the strengths and weaknesses of the mayor-council and council-manager forms of government, the committee identified the greatest strength of the mayor-council form to be the vision and political leadership provided by a directly elected mayor. Committee members viewed the experience, training and professionalism of the city manager in managing large, complex municipal organizations as the greatest strength of the council-manager form.

A significant number of weaknesses were identified in both forms but no strong consensus about them emerged. In general, the weaknesses of one form of government were the strengths of the other (e.g., concern about political leadership and responsiveness to citizens in the absence of a directly elected mayor under the council-manager form, versus concerns about lack of professional management and council-mayor conflict under the mayor-council form).

**Table 1. Strengths & Weaknesses of Forms of Municipal Government**

<i>Mayor-Council Form</i>	
<b>Strengths</b>	<b>Weaknesses</b>
Mayor is the direct representative of the electorate, the “go to” guy ( <i>3 mentions</i> )	Mayor may only represent narrow constituency, not all people
Mayor has a closer sense of the community, passion about his/her vision for the city; mayor has lived in city and lives there now; the way the city is run is more likely to be influenced by people in the city ( <i>5 mentions</i> )	Mayor can be so responsive that practical reality can be ignored; mayor may not be able to reconcile all views on all issues so maybe paralysis results
Mayor is accountable to citizens ( <i>2 mentions</i> )	If mayor and council in opposition, can create conflict or paralysis; change can only occur in 4-year increments
Full-time mayor has time to devote to local and regional issues ( <i>2 mentions</i> )	Accountability: Mayor not called to account for as long as 4 years
Checks and balances – may be slower but checks bad ideas; it’s messy, which is the way government is; mayor proposes, council disposes ( <i>3 mentions</i> )	Mayor may lack experience in substantive areas or people management (anyone coming into the mayor’s job is by definition inexperienced)
Mayor has more visibility and, with mandate from people, has more clout in region	Lack of stability in overall staff
	More likely to have non-professional manager; lack of broad and adequate experience can lead to cronyism (antithesis of strength of being the rep of the community)
	Possible to have a lot of conflict; reduces productivity and citizen involvement
	Policy direction can become muddled or unclear; some special interests may find this to their advantage
	Possibility that council doesn’t get independent professional advice (or at least that perception may exist)
<i>Council-Manager Form</i>	
<b>Strengths</b>	<b>Weaknesses</b>
Manager has education, training & experience (esp. financial) needed for large, complex organizations ( <i>5 mentions</i> )	May get stuck with mediocre person
There is a quicker link between policy & implementation	No other avenue for citizens to bring up policy issues other than through the council; could be more difficult for citizens ( <i>2 mentions</i> )
Policy direction is very clear	City manager may be less responsive to citizens
The direct cause & effect between policy & implementation (council to manager) makes government more responsive and immediate ( <i>2 mentions</i> )	Potential for city manager to manipulate council
Reduces amount of purely political considerations in city management	Lack of connectedness if turnover is high
Potential strong regional representation (mayor freed from management)	Non-elected staff may influence policy and priority of city council unduly
	Potential lack of heart, passion; manager is more of a technician

## VIII. FINDINGS & RECOMMENDATIONS

As difficult and complex as the issues with which Redmond has grappled for three decades have been, Committee members agree that the future will hold many new challenges: Continued growth; the difficulty of achieving regional transportation solutions; increasingly complex intergovernmental challenges as federal, state, and county governments attempt to move more responsibility to the local level; and the fiscal challenge of limited tax resources coupled with an economy that still experiences sharp downturns.

The executive leadership provided to the city by elected and appointed officials will be crucial to Redmond's success in shaping the future that its citizens desire. In light of the City Council's charge to re-examine whether the structure of Redmond government should be changed to better meet the needs of citizens as the city enters the 21<sup>st</sup> century, the Redmond Governance Committee spent most of its time on the fundamental issue of how to shape that leadership.

A strong majority of Committee members agrees that a fundamental change in governance is necessary:

***The strategic, vision-setting, ceremonial and political role of the mayor should be separated from the administration of the city and a professional manager should be employed to carry out the administrative duties.***

Reasons most frequently cited include:

- Redmond is too large and too complex to rely exclusively upon an elected executive who may not have the qualifications to carry out the administrative duties of the position.
- The surest way to obtain the professional management skills necessary to run the city over the long-term is through a well-founded, professional hiring process.
- The job has become too big for any one person, no matter how capable, to carry out successfully. Separating the two aspects of the job will make it more likely to attract good candidates to elective office.
- More cities are adopting either a city manager form of government or a mayor-council form of government with a strong chief administrative officer in recognition of the challenges of managing in today's government environment.

To support the traditions which may come from a directly elected mayoral position, a strong majority of Committee members also agrees on a second principle:

***There is value in having a directly elected mayor, whether in a mayor-council or council-manager form.***

Reasons most frequently cited include:

- Citizens are accustomed to electing the mayor.
- A mayor directly elected by the people is the best person to articulate the strategic vision for the city and to rally political support for it.
- Direct election and full-time status allow the mayor to better focus on regional issues.

There are two forms of government available to Optional Municipal Code cities that meet these principles: (1) A modified council-manager form with a directly elected mayor and (2) A modified mayor-council form with a chief administrative officer. The 1990-91 Governance Committee recommended hiring a chief administrative officer. However, elected officials in Redmond have not transitioned to an administration in which a strong chief administrative officer has direct responsibility for day-to-day management of the city. In a city operating under the Optional Municipal Code, there is no mechanism to require an elected mayor to delegate responsibilities to a chief administrative officer. The mayor-chief administrative officer-council form of government can only work when the mayor and council agree to implement this form. Therefore, for these reasons, among others, a strong majority of the Committee believes that Redmond should adopt the modified council-manager plan with a directly elected mayor.

## **Recommendation**

*Redmond should adopt a council-manager form of government with a directly elected, full-time mayor, pursuant to the provisions of the Optional Municipal Code.*

## **Action Needed**

The steps involved in this process include:

- A ballot measure to change the form of government to a council-manager form
- A companion measure on the same ballot asking the citizens if the newly formed council under the council-manager form should approve a subsequent measure to designate a specific council position as the mayor.

Under RCW 35A.06, the Redmond City Council may put on the ballot a proposition to change the form of government to a council-manager form. If successful, the change in form will take effect as soon as the election results are certified and the incumbent mayor will join the council as an 8<sup>th</sup> member until the expiration of the mayor's term.<sup>1</sup>

In the council-manager form of government, citizens typically elect seven council members from whom the council elects a mayor. RCW 35A.13.033 provides, however, for a council operating under the council-manager plan to place before the voters a proposition to elect the mayor directly by designating one position (typically Position One) as the mayor. Only a council already operating under the council-manager form may do so, however. Thus, in order for the citizens of Redmond to express their intention to form a council-manager government with a directly elected mayor, they must not only approve the council-manager form but also advise the council to bring back a subsequent ballot measure establishing the directly elected mayor.

Under this scenario, the council would move immediately upon the effective date of the new system to appoint an interim city manager and to recruit a permanent manager. In addition, the

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<sup>1</sup> When voter approval of changes in form of government was followed immediately by election of a new city council, the change took effect as soon as the election was certified. In light of the amendment of RCW 35A.06.030 in 2001 to eliminate the requirement for new elections, it may be possible for the ballot measure to specify a different date for the transition to the council-manager form. Redmond might be advised to work with a state legislator to request an advisory opinion from the Attorney General if the Redmond City Council wishes to specify a specific later date for the transition to the council-manager form of government.

Council would have to choose a date for the subsequent ballot measure to directly elect the mayor and to adjust the mayor's compensation accordingly at the next available opportunity.

### **Rationale**

- This system combines the greatest strengths of the two forms of government: A dependable form of professional management and a directly elected mayor, who can articulate a vision for the city and represent Redmond in regional forums.
- Mayor-council conflict would be minimized; the mayor would have a vote on all matters before the council, but would not have a veto.
- Cities go through various stages in their evolution. Bellevue has been very well served in its mid-life by the council-manager form. The council-manager form will best suite Redmond during the next stage in its growth. Perhaps at a future time, the mayor-council form can be reconsidered.
- The mayor cannot be forced to hire, and delegate specific responsibilities to, a chief administrative officer. Moving to a council-manager form is the only way to ensure that professional management will be introduced to Redmond.
- The council-manager form provides the immediacy of accountability that is needed in this increasingly complex world of municipal government.
- All of the newly incorporated cities in King County have adopted the council-manager form of government.

### **A Minority Perspective**

Two members of the Citizens' Committee dissent from this recommendation. They believe that Redmond should retain the current mayor-council form of government without change. Their rationale is:

- Redmond is a successful city operating under a mayor-council government.
- The mayor-council form provides needed checks and balances.
- City government is a political institution; the head of that institution should be a directly elected mayor accountable to the citizens.
- While the demands of the mayor's job have no doubt increased significantly over the last decade, the mayor should have the power and authority to carry out his or her duties in whatever way he or she believes is in the best interests of the city and its citizens. Whether a mayor chooses to hire a chief administrative officer or an assistant should be the mayor's decision.
- Citizens do not appear dissatisfied with the present system.
- There is no compelling evidence that a change is needed

*This is an accurate representation of the work of this committee.*


*Respectfully submitted,*

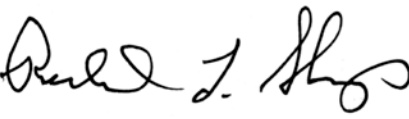
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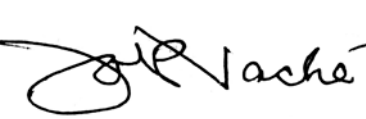
  
Jeff Blake

  
Tom Jones


  
Roger Harbin

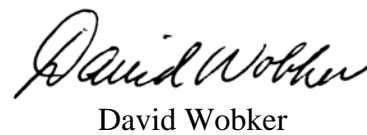
  
Sue Pearce

  
Redmond Sharp

  
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For the Minority Perspective:

  
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## GOVERNMENT OFFICIAL SURVEY 2002

Based on the model developed during the 1990 Governance Study that issued a final report in January 1991, nineteen elected and appointed local government officials were extensively interviewed to provide the Citizens' Committee for the 2002 Governance Study with information identifying problems in the future, the strengths and weaknesses of various government structures, and the components of leadership. Those interviewed represent a good mixture of perspectives between elected and appointed officials, and individuals from both the council-manager and mayor-council forms of government. The purpose of the study was to provide Committee members with information from a broad range of people without investing hours of committee time listening to presentations. The sample is not scientifically balanced and should not be construed to be representative of all officials or any subgroup of officials in King County and the immediate surrounding area. Nor is this report meant to reflect on the performance of any individuals or groups in office. It does not provide information that can be used to measure performance. It is subjective data, illustrative in nature. Unattributed quotes are used liberally to provide Committee members with a feel for the answers. The Appendix contains more detailed information regarding the sample interviewed, questions asked and analytical purpose. Where findings are the same, or for purposes of comparison, this report draws heavily on the language of the earlier document.

## MAJOR FINDINGS

- Local officials share many common concerns about the challenges of the next decade: growth and growth-related impacts, particularly transportation. Many officials share a growing concern about the fiscal problems created by tax initiatives, the economic downturn, and the transfer of functions such as social services and parks from higher levels of government.
- Most jurisdictions believe they have done a good job in the past and are relatively well prepared to meet these challenges, recognizing at the same time that many factors are outside of their control.
- Intergovernmental interactions are becoming more complex and more specialized, which is placing increasing burdens on all officials. The importance of these larger, regional forums makes a city's ability to influence their decisions a key factor in achieving some goals. It is a widespread, though not universal, view that full-time elected officials have an advantage in this arena.
- Full- and part-time officials devote long hours to municipal business. Increasingly, some part-time officials are specializing in regional matters while others concentrate on municipal affairs. Issues require a great deal of preparation, which makes good staff support essential. Most regional meetings are held during business hours when part-time officials may have other obligations.
- Officials across the board spend most of their time on local and constituent matters.
- Respondents see the greatest strength of the council-manager form of government to be the professional training of the manager.
- Most respondents see the greatest strength of the mayor-council system as the vision and political leadership of the mayor.
- Full- and part-time elected officials, city managers and chief administrative officers were all mentioned as people who have the respect of their colleagues and would likely be consulted on strategic questions. Staff were most likely to be consulted on technical matters. Respondents overwhelmingly believe that elected officials must negotiate on behalf of their cities in regional matters. Full-time mayors were thought by many to be the most effective negotiators, although a number of council members were also named by respondents.. City managers are slightly more visible in regional matters than they appear to have been 12 years ago.
- Most officials strongly favor the form of government in which they serve. Some believe the form of government does not matter; the quality of the people in government is paramount.

## ANALYSIS

### Major Challenges in the Next 10-20 Years

As in 1990, respondents to the survey of elected and appointed government leaders were in substantial agreement on the major issues. The foremost problem mentioned is managing growth and its consequences, particularly mobility. Transportation problems were on every official's mind. A number of other issues related to growth were also mentioned, such as affordable housing and refurbishing or building infrastructure such as parks. Unlike 1990, however, there was little interest in developing new regional governance structures. Instead, financial constraints resulting from citizen initiatives coupled with the economic downturn were a major theme mentioned by many respondents. This dichotomy – growth coupled with large changes in revenue – appears to be heightening the tension surrounding the growth/no growth debate in many jurisdictions.

Typical comments include:

*“It’s a huge problem to maintain a high quality of life in the face of conflicting demands from citizens, businesses and others.”*

*“Our toughest problem is finding consensus between growth and no-growth factions.”*

*“The real challenges are regional, particularly transportation.”*

*“Transportation is killing us.”*

*“We are seeing lots of increases in neighborhood traffic because regional transportation strategies are not working.”*

*“We’ve waited in line for regional transportation solutions that have not happened. Now, we’re beginning to solve the problem on our own.”*

*“70-80% of taxes ultimately come from businesses. That will only increase as property tax limitations begin to bite. So we have to have economic development that does not make the city unlivable.”*

*“Fiscal challenges will place more emphasis on regional cooperation to increase efficiencies.”*

*“Wages and benefits are 60% of the general fund. The public funding pie is only so big.”*

*“How are we going to grow the revenue base to provide services that people want? Taking spending measures to the ballot will be a challenge with an aging population.”*

Other problems identified are: demographic change and socio-economic diversity; jails and courts; water supply; creating an identity for the city in the region; economic development; cutbacks in human services coming from other levels of government; unfunded mandates; and the lack of new leaders emerging to assume elected posts in municipal government.

Asked if their jurisdiction is very well, fairly well, or not well prepared to address these problems, most respondents, as in 1990, expressed pride in their efforts. Sample comments

include: *“At the end of the day, we deliver pretty good services,”* and *“We’re as well prepared as any local government.”*

At the same time, respondents recognize how many things that affect their jurisdictions are out of their control. Examples of problems in preparing for the future include financial concerns and worries about the region’s capacity to make sound decisions. For these reasons, with rare exceptions, they rate their jurisdictions “fairly well” prepared to meet these problems.

*“We don’t have much influence on the development of regional systems.”*

*“Do we have the economic base to sustain services and take on more?”*

*“Our comp plan will only keep things from getting worse, no more.”*

*“The problem is our inability to persuade the rest of the region to do what’s necessary. If you can’t get to [my city], the jobs will go to Denver.”*

*“A few years ago, we were seen as a region that was getting its act together. Now regionalism is dead.”*

## Strengths and Weaknesses of Various Forms of Government

### Mayor/Council

Strengths mentioned by a significant number of respondents closely parallel the strengths identified in 1990.

<i>Principal Strengths</i>	
<i>1990</i>	<i>2002</i>
Mayor is accountable; serves at will of people and can be removed by them	Mayor establishes agenda, is accountable to people
Mayor elected by all; it’s democratic	4-year term provides more certainty and gives a mayor more standing
Mayor is visionary and independent spokesperson for the city	Mayor is political spokesperson and advocate for the city
System provides checks and balances through separation of powers	System provides checks and balances through separation of powers
Mayor gives a city regional presence, more clout	Mayor gives a city regional presence, more clout
Translation of policy to action; lines of authority clear	Mayor can act when council is divided

1990	Other Advantages	2002
System responsive to citizen concerns and issues		Mayor can quickly effect change in direction of city
Council gets better information		Separation of powers provides healthy tension between legislative and executive branches
System provides more opportunities for minorities and women		The person in charge is not a bureaucrat

*“A mayor and council, supported by staff, combine the technical and political skills necessary to allow the population of a city to define itself. You don’t want to put a technical person in charge of defining the future of the city.” —a mayor*

*“The strong mayor system is what important governments (e.g. Seattle, King County) recognize. They don’t want to meet with city managers.” —a mayor*

*“People like to directly elect the mayor.” — a council member*

The weaknesses of the mayor-council system also closely track the findings of 1990:

<i>Principal Weaknesses</i>	
<i>1990</i>	<i>2002</i>
People may elect a mayor who proves to be a weak or inexperienced administrator	The elected mayor may prove to be a weak or inexperienced administrator
There is no long-term guarantee of continuity	There is no guarantee of continuity
	System can generate a lot of conflict between the mayor and council

<i>Other Disadvantages</i>	
<i>1990</i>	<i>2002</i>
Mayor-led government is less efficient	Mayor-led government is less efficient and more costly
Council has no staff; can't get good information	Council can be marginalized because it has no staff and can't get good information
Advisory role unhealthy among political rivals	Conflict can occur when Council members aspire to mayor's job
More "lurches" (mayor steps out on an issue, retreats when political opposition appears)	The business of the city is second to the politics of the city
	Mayor-council cities often have trouble hiring staff before each election

*“The mayor-council form creates tension between the mayor and council which is generally not healthy and portrays to the public a perception of government conflict. The council-manager form leads to a perception of government cooperation.”—a city manager*

*“If the mayor doesn’t have management experience, you’re handing them an organization with a \$100-150 million budget and 500-700 employees, which can put the entire city at risk.”—a chief administrative officer*

*“You’re at the whim of whoever is elected. If a mayor hires political types or friends, as opposed to the best available people, you can get in real trouble.”—a mayor*

A major difference from the 1990 study relates to the use of a chief administrative officer (CAO) position, which has been adopted in the intervening years by a number of mayor-council cities. The comments of two mayors, one with and one without a CAO, are illustrative:

*“The importance of this role is tremendous. The CAO handles administrative details. I have great confidence in him. I treat him like an alter ego. Department heads meet with the mayor bi-monthly. They have a full staff meeting every week with the CAO. I can tell you right now that I run the city. But without him I’d have great difficulty. I’d be swamped in detail. This permits me to operate as more of a visionary.” – a mayor*

*“To me the mayor-CAO combination is the best of all worlds. [My city] is just not ready to accept that yet. But we’ll get there because we have to. If I had my druthers, I’d have a CAO tomorrow morning.” – a mayor*

#### Council/Manager

<i>Principal Strengths</i>	
<i>1990</i>	<i>2002</i>
The system is more professional, more efficient	City manager is a trained professional; you get the skills you need
A manager is accountable to the Council	Manager is accountable to Council; can help Council move toward consensus and quickly implement decisions
Fewer political considerations in decisions	Fewer political considerations in decisions
<i>Other Advantages</i>	
<i>1990</i>	<i>2002</i>
The system is less adversarial	The system is less adversarial
It’s cheaper	The system leads to more efficient administration of government
With a manager, a city can pay a decent salary	Council members are all on equal footing
Managers stay longer, which provides more continuity	There is more continuity in city policy
Council can fire a poor manager without waiting for the next election	Council can fire a poor manager without waiting for the next election

- “A city manager cannot do something contrary to the direction or policies of the Council. The relationship between the city manager and council makes the city work better.”  
—a council member
- “The council-manager form unifies the direction of the community. When you have a strong mayor, separation of powers can mean conflicting values and direction. At the federal level, separation of powers was designed to provide constraints on what government can do. That’s not an appropriate model for the limited powers and service orientation of a local government. There’s no need to balance political values when it comes to things like garbage collection, street maintenance, and park programs.” —a city manager
- “The idea that a full-time mayor has a bigger regional voice is over-rated. The part-time officials who are interested and involved in regional matters can more than hold their own.”  
—a council member
- “A Manager is more accountable to the Council than a mayor is to all of the electorate.”  
—a council member

<i>Principal Weaknesses</i>	
<i>1990</i>	<i>2002</i>
Manager not accountable to public; just has to keep four people happy	Manager’s loyalty to the community not the same as a mayor’s; most come from outside the city
Managers have a shorter tenure than mayors	Managers solve problems from technical, not political point of view
Citizens don’t understand this system	Leads to confusion in public’s mind; mayor is always seen as CEO, but isn’t
Managers are not regional players; can’t sit on METRO or COG; part-time mayors rarely have time to play regional roles	Managers not regional players; part-time mayors don’t have time to participate in regional forums
Deal-cutting around council election of mayor leads to hard feelings that adversely affects council functioning	Council-manager form tends toward paralysis
It’s hard to fire a manager	It takes only four votes to make a change; can be destabilizing
Hours required for a part-time mayor to do a good job limit mayoral candidates to people who don’t need to hold full-time job	



<i>Other Disadvantages</i>	
<i>1990</i>	<i>2002</i>
Managers lack visibility	Managers do not have clout of elected officials
There is no check and balance	Council members can come to be overly-reliant on the Manager to set the city's agenda
Managers are almost always from outside the community and have no investment in it	Most managers are men
There is no guarantee of competence in either system	There is no guarantee of competence in either system
<p><i>"We need elected officials to push on [regional] issues. A part-time mayor can never out-gun a fully staffed, full-time council member at the County."</i>—a council member</p> <p><i>"The council-manager form is a small city form of government with a make-believe mayor. In a larger city, you have a surplus of experts."</i> —a mayor</p> <p><i>"When somebody says 'My professional reputation is at stake', that is nowhere near as good as saying my home or children or next door neighbors are at stake."</i> —a mayor</p> <p><i>"The city manager only has to count to 4."</i> —a council member</p>	

Most of those interviewed, although they offered strengths and weaknesses for each system, clearly preferred one over the other. Most often they preferred the form of government in which they currently serve. Of those taking a more neutral view, a common sentiment was, "In the end, it's about the quality of the people, not the form of government." Someone else observed, "There is no right answer. Both forms of government can work depending on the circumstances." One council member remarked, "Neither form of government makes the council's job easier. The council must exercise oversight in both systems."

## How Elected and Appointed Officials Describe Their Jobs

The 1990 survey asked elected and appointed officials how much time should be spent on local issues. There was no agreement. Opinions ranged from 40% to 95%. The report stated, "Almost all respondents feel the majority of local officials' time should be given to local matters, even though they identify regional issues as the most important. . . . All respondents believe city managers should devote less time to regional issues than either mayors or council members . . ." (pp. 8-9).

The 2002 survey of elected and appointed officials asked questions about how officials actually spend their time, how well they feel they understand the needs of their constituents, and how well prepared they feel to make decisions on regional and local questions.

### Allocation of Time

All of the *council members* interviewed serve part-time. All but one has another paying job. Hours worked per week on municipal business by council members range from a low of 12 hours to a high of 35 hours, with an average of just over 20 hours per week. The allocation of time

spent on municipal matters among local, regional and constituent issues varies greatly among council members depending on how long they have been on the job and whether they have volunteered for, or been assigned to participate in, a regional body such as Sound Transit or the Puget Sound Regional Council. The majority of their time is spent on local and constituent issues, however. Council members spend as little as 35% to as much as 75% of their time on local issues. Attention to regional issues commands from 5% to 50% of time. Time involved in constituent issues ranges from 5% to 30% of council members' time.

*Part-time mayors* also spend on average slightly more than 20 hours per week on municipal issues. Their allocation of time also varies widely depending on the extent of their regional involvement. In some cities, these responsibilities fall heavily on the mayor; in others they are shared among council members. Time spent on local issues ranged from 35% to 60%. Regional issues occupy from 10% to 60% of mayors' time. Constituent issues take a low of 5% to a high of 30% of mayors' time.

*Full-time mayors and appointed managers/chief administrative officers* all report working an average of 60 hours per week. Mayors report spending between 10% and 33% of their time on regional issues, with the balance on local and constituent matters. City managers and CAOs report spending 10% to 25% on regional matters. Not surprisingly, city managers and CAOs are more likely to spend more of their time on local issues and internal management than full-time mayors and slightly less on constituent matters.

#### Constituent Needs and Decision-Making

A large majority of elected and appointed officials feel that they understand constituent needs very well and are well prepared to make decisions on local issues. Only full-time mayors feel equally secure about their ability to make decisions on regional matters. A number of part-time officials noted that most regional meetings occur during normal business hours, which makes it difficult for those with other jobs to attend. Several respondents also noted the complexity of issues and the volume of study materials.

Typical comments include:

*"When I was mayor, I spent 40 hours per week and regional issues took 65% of my time."*  
—a council member who now spends 20 hours a week on municipal business

*"We have good staff. I get good briefings. We try to think and act regionally."* —a council member

*"I attend every event to which I'm invited. I get feedback [from constituents] in letters, phone calls, emails and one-on-one."* —a full-time mayor

*"My emphasis is on [my city.] Therefore, I'm not well prepared on regional issues."*  
—a council member

*"I have access to excellent staff work. That's one of the reasons I keep it up [i.e. remain in public office]."* —a part-time mayor

*"You really become effective in your second term."* —a council member

*“As mayor, I spend a lot of time with the city manager discussing and preparing for each issue.”* —a part-time mayor

*“It’s tough to stay up on all the regional issues because there are so many of them. It’s hard to feel like you’re 100% on top of them all.”*—a city manager

*“I’m mayor 24 hours a day.”* —a full-time mayor

## **Leadership**

The complexity of the issues and the growing number of forums in which multi-jurisdictional or regional problems are discussed has changed the nature of the responses to questions about which municipal leaders in the area are most respected, are most turned to for advice on strategic and technical questions, and are best at negotiating on behalf of suburban cities. A considerable number of respondents, when pressed to name the person(s) they would consult on strategic or technical questions replied, “That depends on the issue.” A few respondents, when asked whom they respected most replied, “None” or “Not too many.” Many respondents, although asked to name municipal officials, mentioned County elected officials, either executives or full-time council members. Full-time elected or appointed officials were named far more frequently than part-time officials.

### Respect

When asked whom they respect most, respondents in all types of positions mention every category of official: full- and part-time mayors, part-time council members and city managers/chief administrative officers. Full-time mayors named part-time mayors as frequently as their full-time colleagues. Both part-time mayors and council members mentioned other part-time officials most frequently. City managers and CAOs also mentioned part-time elected officials more frequently than any other group. Unlike the responses in 1990-91, when professional municipal managers were not named once, city managers or CAOs were named four times by officials outside their jurisdictions, two times by other managers/CAOs and once each by a full-time and part-time mayor. This may suggest that, while they continue to be seen as internal managers, their regional presence is beginning to change, in part perhaps in response to issues like the jail contract. Based on responses to these questions, Redmond is a respected participant in regional questions.

### Strategy

Each group of officials reported relying on their colleagues in the same type of office. Thus, full-time mayors relied on their counterparts, council members on theirs, and so on. City managers/CAOs were as likely to rely on full-time mayors as other professional municipal managers.

### Technical Expertise

Not surprisingly, elected officials, whether part- or full-time, were rarely mentioned as sources of technical expertise. City managers, CAOs and staff were overwhelmingly mentioned in response to this question. Staff of other regional organizations like the Puget Sound Regional Council, King County, or the Suburban Cities Association were also cited a number of times by officials of all types. Which staff members are consulted depends on the nature of the issue involved.

The change in the nature of intergovernmental relations and the growing specialization of regional discussions appear to be creating a situation in which, although full-time elected officials clearly have an edge, it is possible for part-time officials to develop an expertise or presence on one or more regional issues that commands respect and invites consultation. A number of people noted that the system makes it particularly difficult for part-time officials to participate effectively, yet officials in every type of position named part-time council members and/or mayors as having respect and influence in regional bodies. Size of jurisdiction does not appear to create dominance in intergovernmental conversations. The individuals most frequently mentioned had been in office for two or more terms, suggesting that longevity is an important factor in the influence exercised by local officials. Suburban city officials clearly see their interests as distinct from either county government or Seattle, the dominant city in the region. County elected officials were named by almost every respondent as individuals suburban officials respect and would likely consult. Seattle elected officials were named by very few. Bellevue received special mention by several respondents as a jurisdiction “willing to take on issues, spend resources, and aid other cities.”

#### Qualities of Leadership.

Individuals who were most respected were described as having the following characteristics:

- Capable, charismatic, courageous
- Articulate, accessible
- Hard working and well prepared
- Smart, clever
- Honest, dedicated, willing to see the other point of view
- Follows through, gets things done

#### Negotiation

In 1990, full-time mayors were overwhelmingly named as the individuals who best represent the interests of suburban cities. Not so in 2002, again perhaps reflecting the changing nature of regional organization and the type of issues with which jurisdictions are now grappling. While full-time mayors were often mentioned, council members and part-time mayors were also frequently named by full- and part-time mayors and by their professional colleagues. City managers or CAOs were named four times. The Suburban Cities Association was also named twice. Comments ranged widely. Nevertheless, there was a consensus that, under the current system, elected officials must represent their jurisdictions in regional discussions.

*“The best people are the ones who know something about the issue, even if part-time, especially if they get good staff support. There’s plenty of talent in the council member pool.”*—a part-time mayor

*“The city manager or some one at that level should negotiate for suburban cities. Electeds do a miserable job. Only if you are a strong mayor do you have enough time to participate and to figure it out.”* —a part-time mayor

*“We could be more efficient if we relied more on city managers. But the current system is driven to have elected officials at the table, which benefits full-time mayors.”* —a council member

*“City managers are the best negotiators. That’s what you pay them for. By accident, you may have a council member or mayor who could negotiate jail services, for example, but it helps to have somebody who knows the ins and outs of the ‘business’. Electeds should set parameters and goals.”* —a city manager

*“Full-time mayors should take the lead. Part-time people can do it if staffed well, but it’s a killer in terms of time.”* —a chief administrative officer

*“In the council-manager form, the Council has a greater dialogue and comes to the table with more information and a richer perspective.”*—a council member

*“It’s more based on the individual.”* —a council member

*“The best negotiators are those who have a long background in a public position, who know the players and how the system works.”* —a council member

*“King County loves to deal with the managers and the technical staff because they can be manipulated, but the mayors and the electeds make the decisions. Strong mayor cities dominate the Suburban Cities Association and do better in regional negotiations.”* —a full-time mayor

*“The idea that a full-time mayor has a bigger regional voice is over-rated. Among suburban cities, there is a perception that full-time mayors are unduly influential. I’m not sure that’s true.”* —a part-time mayor

## **ADDITIONAL CONSIDERATIONS**

Asked if they thought of any other things the 2002 Redmond Governance Study Citizens’ Committee should consider, a number elected and appointed officials offered additional comments, including:

*“What’s wrong? Is it form of government or something else? What are you trying to fix?”* —a council member

*“You need to overlay the long-term potential of the community. Redmond will explode over coming years. It might be wiser to have a city manager over that period. Any community is lucky to have four good mayors in a row.”* —a council member

*“The council-manager form would put them at a distinct disadvantage in a regional setting. In a regional setting, they would not have the clout that strong mayors do. The realistic chances of that changing are slim.”* —a full time mayor

## APPENDIX

### Methodology

Nineteen elected and appointed local government officials serving in both mayor-council and council-manager forms of government were selected for interviews to help the committee assess the following:

- The issues respondents believe will be most difficult, challenging and important over the next 10-20 years
- How well they believe their governments are prepared to handle those challenges and what are the principal obstacles they anticipate as they try to meet those challenges

These questions were designed to assist the committee to determine the issues the future executive and council will have to tackle so that members can then determine what skills will be needed to ensure that Redmond continues to be in a good position to meet its objectives.

- How respondents perceive the strengths and weaknesses of the mayor-council and council-manager forms of government

These questions provide the committee with an evaluation by a broad range of people who have first-hand government experience, although most have direct experience with only one form of government. Since much of the discussion was duplicative, this steps saves the committee considerable time. Committee members, having the advantage of these perspectives, will also be able to interact with current and former local officials from outside the City of Redmond in a panel discussion.

- How respondents spend their time and relate to their constituents
- How well prepared respondents feel to make decisions on local and regional matters

This set of questions was designed to address the workload and allocation of time spent on municipal matters, as well as sources of information, and approach to constituent interactions and decision-making of a variety of local officials. It was designed to explore whether there were any major differences among full-time appointed and elected officials and among full- and part-time elected officials.

- What types of local officials are most respected and why
- What officials are most likely to be consulted in developing strategy or on technical questions
- Who best represents suburban cities in negotiations

These questions were not about individuals. Rather, the purpose was to determine if there is a noticeable difference in the way part-time vs. full-time officials, elected vs. appointed officials, mayors vs. council members are perceived. Size of jurisdiction and longevity were also analyzed. The purpose of asking the question about negotiations was to determine if a particular position is associated with a particular set of skills and whether individuals relied

on persons in the same position in another jurisdiction (e.g. do council members turn to council members, mayors to mayors, etc.). The answers to these questions also gave us a measure of Redmond's 'clout' in the region.

The sample includes all Redmond elected officials and 11 from nearby jurisdictions in the following categories:

- 6 Mayors

- 10 Council members

- 3 Managers and Chief Administrative Officers

Aside from Redmond's eight elected officials, five work in a mayor-council form of government and six in a council-manager form. Mayors working in governments with and without chief administrative officers were interviewed as well as mayors serving in council-manager forms. Of the 11 respondents working in jurisdictions other than Redmond, one works in a smaller jurisdiction, five in jurisdictions about the same size, and five in jurisdictions larger than Redmond.

Each interview took approximately 45 minutes. Questions were open-ended. All respondents were given the opportunity to provide any other pertinent information not included in the formal interview.





## APPENDIX C

# REDMOND CITY GOVERNANCE STUDY CITIZEN SURVEY

Prepared for:  
**City of Redmond**

Prepared by:  
**Gilmore Research Group**

July 2002

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## TABLE OF CONTENTS

<b>BACKGROUND AND METHODOLOGY .....</b>	<b>1</b>
Sampling Methodology.....	2
Intercept versus Random Telephone .....	4
<b>EXECUTIVE SUMMARY .....</b>	<b>5</b>
Conclusions .....	6
<b>DETAILED FINDINGS .....</b>	<b>7</b>
Most Important Challenges .....	8
Comparison to 1990 Study.....	11
Government's Ability to Handle Challenges .....	13
Comparison to 1990 Study.....	14
Confidence or Uncertainty.....	15
Style of Government .....	16
Preference for Style of Government.....	18
Comparison to 1990 Study.....	19
Demographic Profile.....	19
<b>APPENDIX.....</b>	<b>21</b>
Questionnaire.....	21

## BACKGROUND AND METHODOLOGY

In the fall of 1990, the Municipal League of King County commissioned a study among citizens of Redmond, Washington with a two-fold purpose. First, to determine what the citizens believed would be the important challenges facing the City of Redmond government over the coming decade and secondly, what form of government would be best able to handle those challenges. The study consisted of 141 intercept interviews with primarily Redmond residents. The interviews were conducted in the main shopping areas of the city on October 4<sup>th</sup> and 5<sup>th</sup> 1990. Results were tabulated and reported to the City of Redmond.

In June of 2002, the City of Redmond contracted with Gilmore Research Group to conduct a similar study. However, rather than doing another intercept study, it was determined that the survey should be done over the phone with a random sampling of Redmond residents in order to provide a more scientific methodology. The purpose of the study and several of the questions remained the same as the 1990 study. Once again the goal was to determine what residents feel are the most important challenges facing the city government over the next decade and what form of governance can handle those challenges.

A total of 353 telephone interviews were conducted between June 11<sup>th</sup> and 26<sup>th</sup>, 2002. All interviewing was done from the Gilmore Research Group telephone center in Bremerton, Washington. Interviews were conducted in daytime, evening and weekend hours with all sample being called a minimum of 5 times or until an interview was completed or refused. The interview took an average of approximately 3 minutes to complete. Respondents were asked if they were residents of Redmond and 18 years of age or older, if they were not, the interview did not continue.

# Sampling Methodology

During this same time period, June 2002, Gilmore Research had also been commissioned by the City of Redmond to conduct another survey of residents regarding priorities for city services and budgeting and whether the city should put more emphasis on certain city services such as police, fire, parks and maintenance needs. The sample used in this study was a random draw of phone numbers defined by zip code. Participants in this study were asked if they would be interested in participating in a second survey regarding city government that would be taking place in the near future. Almost three-quarters (74%) agreed to be contacted again.

In a cautionary move to avoid bias, it was determined that a separate random sample of Redmond residents would be drawn and interviews from this second group of respondents would be statistically compared to the responses gathered from those who had agreed to be called for a second interview. Consequently, 252 interviews were conducted with respondents who had completed the earlier city services survey and 101 interviews were conducted with residents not previously interviewed, drawn from the separate random sample of Redmond citizens. For the purposes of discussion and to point out any differences, during the course of this report the respondents who participated in both surveys will be referred to as Group 1 respondents and those who took part only in this brief governance survey will be identified as Group 2.

In a further attempt to identify any bias which this methodology might engender, the respondents to the City services study were compared to each other on the basis of whether they said yes or no when asked if they would like to be called again to participate in a future survey. There were some statistically significant differences that should be kept in mind when viewing the results of the governance study contained in this report. Respondents who agreed to be called a second time tended to rate the quality of life in Redmond higher than did those who asked not to be called again. When asked why they rated the quality of life as they did, the second-time respondents were more likely to mention the schools and teachers, the public services and amenities, the parks and the quiet, private aspects of living in Redmond, country-style living. These respondents are also more likely to be regular readers of the city's newsletter, "Focus",

and to be in favor of the city putting more emphasis on increased police and fire protection and education. They also were more favorable toward more programs for teens, seniors and for the public in general. Demographically, the second-time respondents tended to be younger and more likely to be employed outside the home than those who said they did not want to be called again.

Taken as a whole, these differences probably mean that Group 1 respondents are somewhat more aware of city issues and more inclined to favor increased emphasis on improving and expanding city services to the public.

## Intercept versus Random Telephone

It is also important to examine the differences in methodology between an intercept study, which occurred in 1990, and a random telephone study which is the method used in the current study. It should be kept in mind that unless survey research subjects are selected randomly (that is without any subjective, human influences involved in the selection process) they cannot be considered representative of the population as a whole. Intercept interviews are considered to be non-random in nature because they lack stringent methods for selecting the sample and do not provide a sampling frame that represents the entire survey population. The random sample used in the current study was based on the Redmond zip code 98052 and listed phone numbers with addresses known to be within that zip code. The results produced by this methodology can be considered representative of that entire sampling frame.

The maximum margin of error is  $\pm 5.4\%$ . What this means is that we can be 95% confident that when using the entire sample, any reported percentage does not differ from the value reported by more than 5.4%. As sample size decreases, the margin of error increases. Thus, sub-samples will have larger margins of error. The margin of error for any given sub-sample will vary with relation to the sample size.

## EXECUTIVE SUMMARY

- Citizens of Redmond are primarily concerned about the issues of traffic (72%) and growth (52%) when they look into the future and think about the challenges facing their city and its leadership. They are also concerned about affordable housing (11%), crime and quality of life issues (7% each).
- About one-third (32%) expressed confidence that the city government can handle these challenges while 9% said they do not have that confidence. Half (50%) were not able to definitively say “yes” or “no” when asked if the present structure of Redmond’s city government can handle these challenges, and the last 9% did not have an opinion.
- When asked why they feel as they do about the governments’ ability to handle these challenges, a sizable proportion (33%) admit they don’t know enough about city government to be able to say how the city will handle these important issues. Two in ten (19%) said their confidence is based on the fact that things are working adequately at the present time. A few (5%) said they think city government could do a better job and close to one in ten (8%) are negative about the future because they think the leaders are not doing a good job now.
- The strong majority of respondents (78%) know that Redmond currently has a Mayor-Council form of government. A few (5%) think the government is composed of a Council and City Manager and 17% admit they don’t know what type of government is in place.
- Given a choice, about half of all respondents (48%) would choose to live in a city whose government was the Mayor-Council form, while one-quarter (26%) would prefer Council-Manager governance. Close to two in ten (17%) said it wouldn’t matter to them what style of government their city had.



- In comparing the current results with those of the similar study in 1990, it seems that in many ways, little has changed. Residents are still primarily concerned with traffic and growth issues as were residents in the previous study. Current residents, however, tend to be more confident that the city government will be able to handle these challenging issues. In some measure, what in 1990 was expressed as lack of confidence in the government, has been replaced with a level of uncertainty. While this may not be measurable progress, it nonetheless presents perhaps a more open-minded citizenry that is willing to give city government the benefit of the doubt and an opportunity to take the lead on the issues that concern the people.

## Conclusions

As was the case in 1990, the issues that are of most concern to the residents of Redmond, namely traffic and growth, are issues that cut across the authority of local, county and state governments. Recognizing this fact, residents may hope that the leadership of the city does all it can locally and then works in concert with county and state leaders, as well as the leaders of other municipalities, to find effective solutions to what are obviously regional issues.

Some of the other issues that were of concern to residents in 1990 are mentioned less frequently by current respondents. Issues like commercial development, crime and education were more likely to be of concern in the past (11% to 14% of respondents) than they are currently (3% to 7% of respondents). These results indicate that over the past 10-plus years, those issues are indeed being effectively handled in the opinion of more than a few residents.

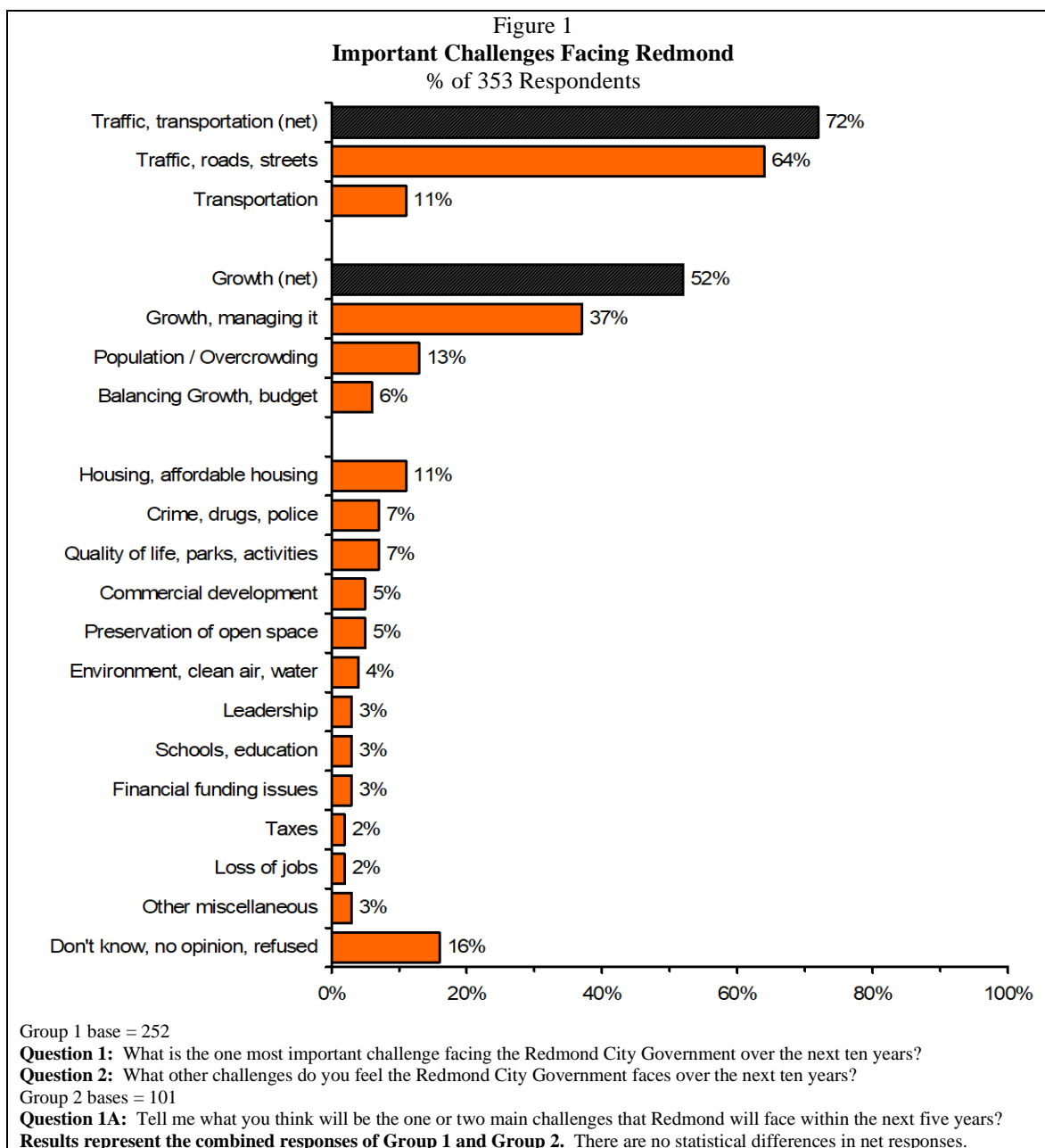
During that same time period, some issues have become of more concern to residents. Issues such as affordable housing and quality of life are mentioned by more respondents currently than in the past. While affordable housing issues may be outside the realm of local government control, certainly the quality of life issues, such as concerns about parks and sports availability can be addressed on the local level.

**DETAILED FINDINGS**

## Most Important Challenges

Echoing the concerns of the citizens interviewed in the 1990 study, respondents remain primarily concerned with issues involving traffic and growth. Also of concern to respondents in this year's study are housing and quality of life issues, as well as crime and safety issues. Respondents want commercial development managed and open spaces preserved.

In a repeat of the question asked in 1990, Group 1 respondents in this study were asked what is the most important challenge facing the Redmond city government over the next 10 years. They were also asked to name other challenges that might arise over the decade to come. Group 2 respondents were asked what they thought would be the one or two main challenges Redmond will face within the next 5 years. Figure 1 demonstrates the combined responses from both groups.



Transportation and traffic issues (72%) top the list of challenges with concerns about handling or fixing traffic issues related to streets and roads in the area at the very top (64%).

- Group 2 respondents, those who participated in this governance survey only, were more likely to mention handling or fixing the traffic or road problems (74%) than were Group 1 respondents (60%).
- The oldest respondents, those 55 and older, were more likely to be concerned about transportation/traffic issues than those age 35-44 (77% compared to 63%).

Growth and related issues were mentioned by 52% of respondents. Managing growth (37%) was the most frequent specific mention, with population concerns (13%) and balancing growth and the budget (6%) brought up by other respondents. Those who mentioned population issues were most often concerned with overcrowding and too many people moving to the area. Several spoke about the impact of the growing population on city services.

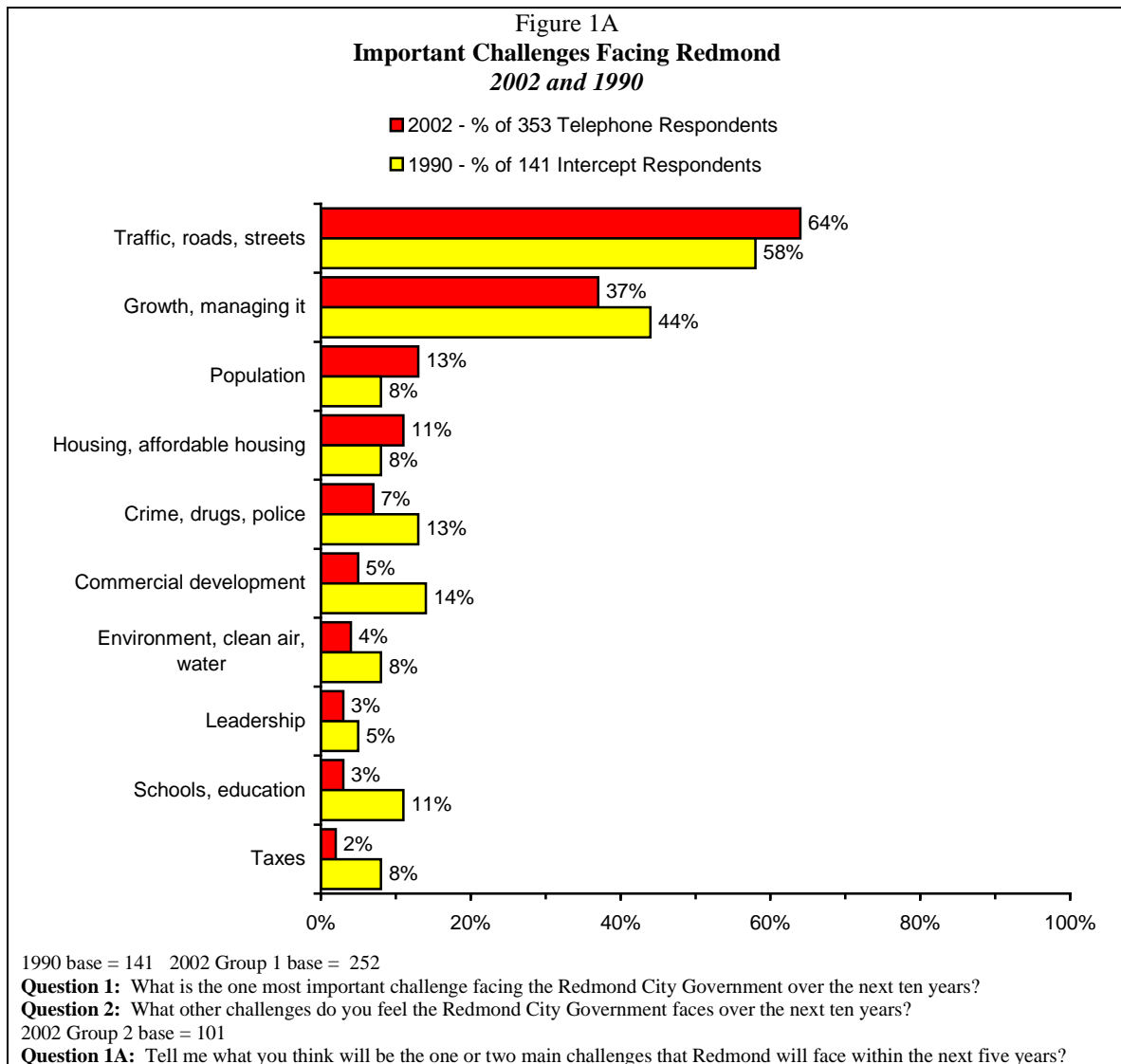
- Group 1 respondents, those who participated in both surveys, were more likely to mention growth (61%) than were Group 2 respondents (29%).
- The youngest respondents, those under the age of 34 (36%), are the least likely to mention growth as a challenge to city government compared to respondents 35 years of age and over (56%), perhaps a reflection of Group 1 having gone through a previous set of questions about city services.

Among the other issues which respondents considered challenges for the future:

- Affordable housing was an important issue to the newest arrivals to the city (24%) compared to those who have lived there over 20 years (7%) and to the youngest respondents, under 34 years of age (24%), compared to those age 35 and over (9%).
- Crime, drugs and police issues were mentioned more often by Group 1 respondents (9%) compared to Group 2 (3%).
- School issues were more likely to be mentioned by women (4%) than men (1%).

## Comparison to 1990 Study

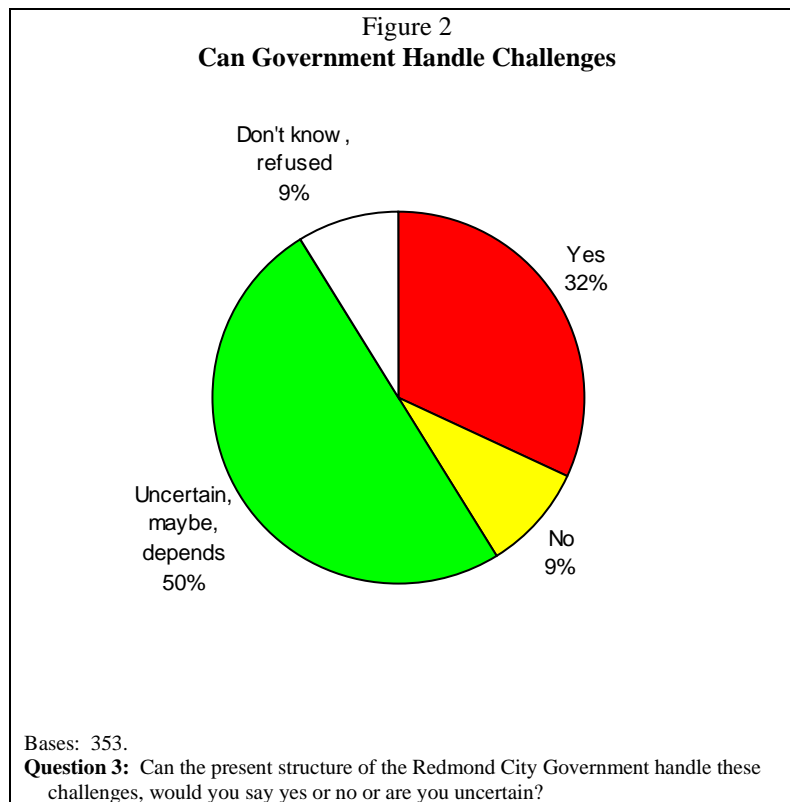
- As can be seen in Figure 1A, improving traffic flow and managing growth were the top two issues on people's minds in 1990 just as they are today. Although traffic is mentioned by a higher proportion of respondents in the current study, and growth was mentioned by a higher proportion in the 1990, the differences are not statistically significant.
- In 1990, issues such as commercial development, crime, police and safety, and schools and education occupied a second level of concerns, mentioned by 11% to 14% of respondents. As can be seen in Figure 1A, those issues are mentioned this year by less than one respondent in ten.
- At the same time, to some residents, issues like affordable housing and the growing population and overcrowding have become greater perceived challenges for the future.



The above results for 2002 present the responses of Group 1 and Group 2 combined.

# Government's Ability to Handle Challenges

One-third of the 2002 respondents (32%) believe the present form of city government can handle the challenges it faces over the coming years. One in ten (9%) said no, he/she did not believe the government could handle the challenges. Half (50%) were not able to definitively state “yes” or “no” when asked if the present structure of Redmond’s city government can handle these challenges. These are respondents who said “maybe”, “it depends”, “yes, but. . .”, or “no, but. . .” in response to the question.



- Middle age respondents, those 45-54 years of age (41%) were more likely to agree that the government can handle the challenge of these issues than are younger respondents (26%).
- Men (14%) were more likely than women (5%) to say that government is not able to handle the challenges.
- Group 2 respondents (14%) were more likely to say they “didn’t know” than were Group 1 respondents (6%).



## Comparison to 1990 Study

In the current study, results have shifted in a positive direction. More respondents believe that the current city government is up to the challenges of the future. This year, one-third (32%) of respondents gave an unqualified “yes” when asked if the government would be able to handle the challenges facing the city in the years to come. This represents an increase over the results in 1990 when one-quarter (25%) said “yes” in response to the question.

In 1990, one-quarter (24%) of respondents did not believe the current form of city government would be able to handle the challenges that faced them in the coming decade. This year, that proportion dropped significantly to just 9% of respondents.

The remaining respondents in 1990, 51%, were divided between those who were uncertain about the government’s ability to handle the challenges (10%), those who said “yes, but. . .” (10%) and those who simply didn’t know (31%) whether the government could handle the challenges or not. In this year’s study, half (50%) expressed either uncertainty in the form of a qualified yes or no, or felt the answer was dependent on other variables. Nine percent (9%) said they didn’t know how to answer the question.

## Confidence or Uncertainty

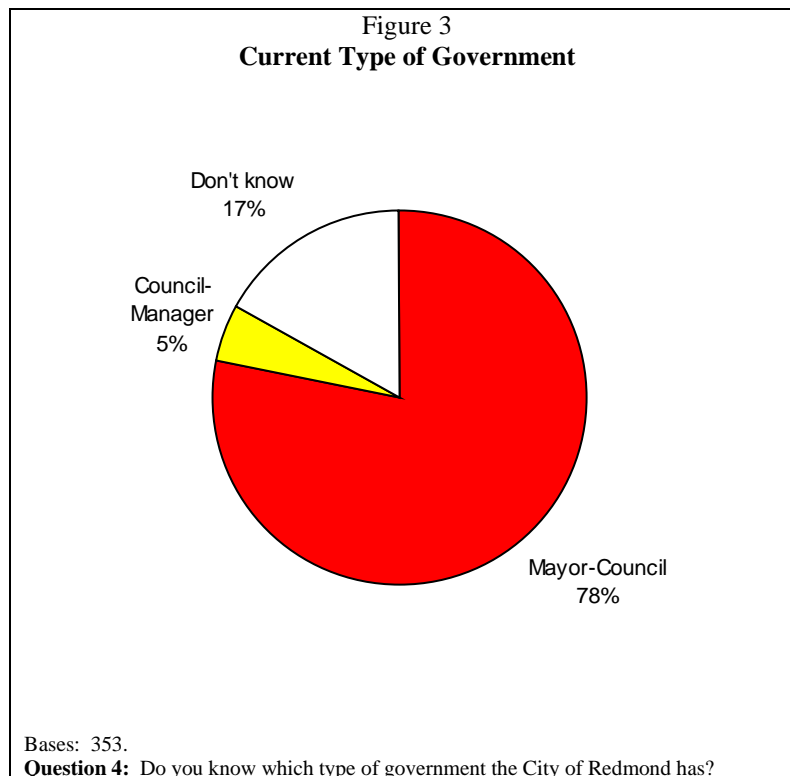
All respondents who said “yes,” “no,” or that they were uncertain about city government handling challenges were further asked the reason for their confidence or lack thereof. One-third of these respondents (33%) said they just did not know enough about the government or don’t follow politics enough to give an opinion. Two in ten (19%) said they think things are all right now as they are. Another 20% said they based their reaction on the current government, with 7% indicating the government is doing fine, 5% thinking things could be better and 8% saying the government is not doing a good job at this time.

- Those who said they didn’t know enough about the government or didn’t follow politics were most likely to be respondents under the age of 44 (47%) compared to older respondents (26%).

# Style of Government

In a departure from the 1990 study, one of the key purposes of this 2002 study was to determine respondents' familiarity with and preference for various styles of government. Each respondent was read a statement with a description of the Mayor-Council type of government and the Council-Manager type of government. Each statement included a few strengths and weaknesses of each type of system. (See attached questionnaire for actual presentation.)

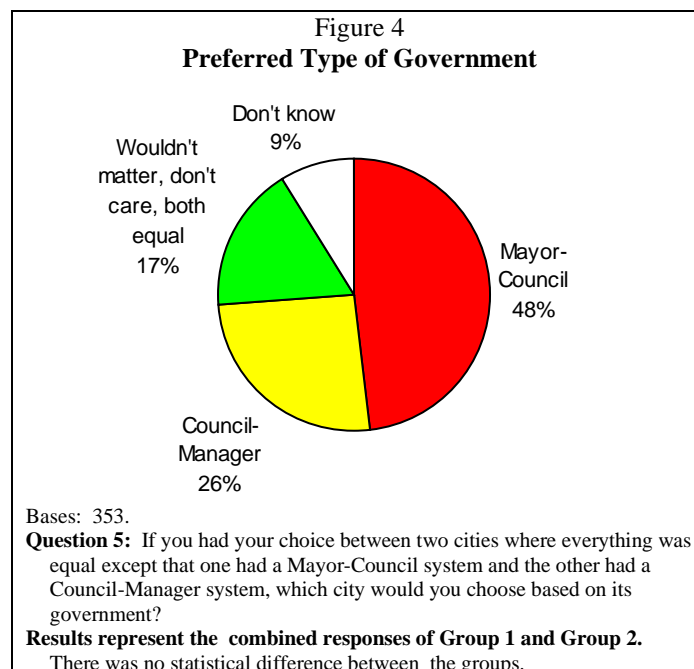
Respondents were first asked what the current form of government is in Redmond. Most respondents (78%) are aware that Redmond currently has a Mayor-Council form of government. Just under one in five (17%) said they didn't know and 5% thought Redmond had the Council-Manager form of government.



- Those respondents who were newest to the city, less than 10 years as a resident, were most likely to say they didn't know (26%) compared to 7% of those who have lived in Redmond 20 or more years.
- The youngest respondents, under 34 years of age (36%) were also the most likely to not be able to identify the current form of government compared to those 35 or older (14%).

# Preference for Style of Government

Having been read a brief description of both styles of government, the respondents were presented with a hypothetical situation wherein they would have a choice of living in one of two cities where everything they wanted was equal except one had a Mayor-Council system and the other had a Council-Manager system. Almost half (48%) chose the Mayor-Council type of government while one-quarter (26%) said they would prefer the Council-Manager system. Nearly one in five (17%) said the type of government didn't matter to them and 9% didn't know which city/system they would choose.



- The oldest respondents, 55 and older (33%) were more likely to choose the Council-Manager system than were those age 35-44 (20%).
- Women (14%) were more likely to say they didn't know which they would pick than were men (4%).

## Comparison to 1990 Study

Neither of the questions about current or preferred governance was asked on the 1990 study.

### Demographic Profile

Table 1 displays a demographic profile of respondents in the 2002 study, with Group 1 and Group 2 combined. There are a few demographic differences between Group 1 and Group 2 respondents.

- Group 1 has more age 55 or older respondents than does Group 2 (36% versus 21%) and the average age of Group 1 respondents is 50 years compared to Group 2, 46 years of age.
- Group 1 respondents are also more likely not to be employed outside the home (42%) versus (30%), a finding probably related to Group 1 being older.

Comparison to the demographics of respondents in the 1990 study is problematical because of the different methodologies and different categories of responses. Broadly speaking, the respondents in 1990 were younger but gender and minority results were comparable.

Table 1 Respondent Profile % of 353 Respondents *			
Age		Dwelling Type	
18-34	17%	Single family	76%
35-44	24	Townhouse, Condo	12
45-54	24	Apartment	11
55+	32	Refused	1
No answer	3	Own / Rent	
Average age	49.2 yrs	Own	85%
Years in Redmond*		Rent	14
<1 year	4%	Refused	1
1-4 years	15	Employed Outside Home	
5-9 years	19	Yes	61%
10-19 years	29	No	38
20-29 years	25	Refused	1
30-39 years	3	Commute Method **	
40-49 years	3	Drive alone	87%
Refused	2	Bus	7
Average number of years	14.7 yrs	Car, Van pool	8
School in Redmond		Walk	2
Yes	23%	Bicycle	1
No	76	Motorcycle	1
Refused	1		
Ethnicity*		Gender	
White	81%	Male	48%
Black	2	Female	52
Asian / Pacific Islander	5		
Hispanic	4		
Other	3		
Refused	5		
* Asked only of Group 2 respondents Base=101.			
**Asked only of those who were employed outside the home.			

# Appendix

## Questionnaire



**2: TYPE**

(49)

Type 1 (Callback) 1

Type 2 (New random) 2

---

---

**4: INTRO**

*simple*

*min = 1 max = 1 l = 2*

IF NOT AVAILABLE, ARRANGE CALL-BACK

Hello, this is \_\_\_\_ with Gilmore Research Group. May I speak to<cont>? IF NOT AVAILABLE, ASK WHEN HE/SHE CAN BE REACHED. WHEN SPEAKING WITH CORRECT PERSON: (Hello, I'm \_\_\_\_ with Gilmore Research Group.) We talked with you not long ago and you said you'd be willing to go through a different, shorter survey on city government. Is this a good time for me to ask you a few questions?

WHEN RESPONDENT IS ON PHONE, REINTRODUCE

=> +1

si TYPE=2

Continue ..... 91

---

---

**5:**

**INT02**

IF NOT AVAILABLE, ARRANGE CALL-BACK

Hello, this is \_\_\_\_ with Gilmore Research Group calling on behalf of the City of Redmond. We are conducting a very brief survey regarding citizen opinion of issues facing our city government. May I speak with a (male)/(female) member of the household age 18 or over? WHEN ON THE LINE: Are you a resident of Redmond? IF NOT, CODE 60 AND THANK AND TERMINATE. IF YES, CONTINUE. AS NEEDED: This takes less than 5 minutes.

WHEN RESPONDENT IS ON PHONE, REINTRODUCE

=> +1

si TYPE=1

Continue ..... 91

---

---

**6:**

**Q1**

DO NOT READ. ONE ANSWER ONLY!

In your opinion, what is the one most important challenge facing Redmond city government over the next 10 years?

=> Q1A

si TYPE=2

Traffic, roads, streets; handling or fixing problems.....	01	N
Growth: managing it, slowing it, annexation.....	02	N
Preservation of open space; land use issues.....	03	N
Housing; enough housing, affordable housing .....	04	N
Commercial development: managing how much and where it goes, zoning.	05	N
Crime, drugs, police.....	06	N
Schools, education.....	07	N
Environment, clean air, clean water.....	08	N
Taxes .....	09	N
Leadership .....	10	N
Population.....	11	N
Transportation.....	12	N
Quality of life .....	13	N
Jobs (loss) .....	14	N
Balancing (growth and budget/services, etc.) .....	15	N
Financing/funding.....	16	N
Other (SPECIFY): .....	97	O
Don't know /no opinion .....	98	
Refused .....	99	

7:

Q2

DO NOT READ. MULTIPLE ANSWERS OK.

What other challenges do you feel the Redmond city government faces over the next 10 years? PROBE ONCE:  
What else?

Traffic, roads, streets; handling or fixing problems.....	01	N
Growth: managing it, slowing it, annexation.....	02	N
Preservation of open space; land use issues.....	03	N
Housing; enough housing, affordable housing .....	04	N
Commercial development: managing how much and where it goes, zoning .....	05	N
Crime, drugs, police.....	06	N
Schools, education.....	07	N
Environment, clean air, clean water.....	08	N
Taxes .....	09	N
Leadership .....	10	N
Population.....	11	N
Transportation.....	12	N
Quality of Life .....	13	N
Jobs (loss) .....	14	N
Balancing (growth and budget/services, etc.).....	15	N
Financing/funding.....	16	N
Other (SPECIFY): .....	97	O
Nothing/Everything else is fine .....	00	NO
Don't know /no opinion .....	98	X
Refused .....	99	X

8:

Q1A

Please think for a moment about the issues related to our city, and tell me what you think will be the one or two main challenges that Redmond will face within the next five years?

=> +1

si TYPE=1

RECORD COMMENTS .....	01	O
Traffic, roads, streets; handling or fixing problems.....	02	NO
Growth: managing it , slowing it, annexation.....	03	NO
Preservation of open space; land use issues.....	04	NO
Housing; enough housing, affordable housing .....	05	NO
Commercial development: managing how much and where it goes, zoning .....	06	NO
Crime, drugs, police.....	07	NO
Schools, education.....	08	NO
Environment, clean air, clean water.....	09	NO
Taxes .....	10	NO
Leadership .....	11	NO
Population.....	12	NO
Transportation.....	13	NO
Quality of life .....	14	NO
Jobs (loss) .....	15	NO
Balancing (growth and budget/ services, etc.).....	16	NO
Financing/funding.....	17	NO
Don't know .....	98	X
Refused.....	99	X

9:

Q3

*simple*  
*min = 1 max = 1 l = 1*

Can the present structure of the Redmond city government handle these challenges, would you say 'yes,' 'no,' or you are 'uncertain?'

Yes..... 1  
 No ..... 2  
 Uncertain (maybe, depends, yes-but, no-but) ..... 3  
 Don't know ..... 4  
 Refused..... 5

10:

Q3A

PROBE AND CLARIFY

Why do you say that?

RECORD COMMENTS ..... 01 O  
 It's O.K. as it is ..... 02 NO  
 City Government is doing a good job ..... 03 NO  
 City Government could do a better job..... 04 NO  
 City Government is not doing a good job..... 05 NO  
 Mayor is doing a good job ..... 06 NO  
 Mayor could do a better job..... 07 NO  
 Mayor is not doing a good job..... 08 NO  
 Don't know enough about/don't follow City Government/structure/  
 politics/what they do..... 09 NO  
 City should have a Manager System..... 10 NO  
 Just moved here ..... 11 NO  
 Traffic issues ..... 12 NO  
 Growth issues (too fast, too much) ..... 13 NO  
 Taxes ..... 14 NO  
 Don't know ..... 98 X  
 Refused..... 99 X

11:

Q4X

I would like to describe to you two types of city government. One is the Mayor & Council form of government and the other is the Council & Manager form of government.

Continue ..... 1 D

12:ROTATED WITH Q4B

Q4A

In the Mayor-Council government, the mayor and the city council are elected directly by the voters. The council is responsible for setting city policies and adopting a budget, while the mayor is responsible for implementing and carrying out those policies, as well as representing the city.

Continue ..... 1 D

13:ROTATED WITH Q4A

Q4B

*simple*  
*min = 1 max = 1 l = 1*

In the Council-Manager government, the council members are elected directly by the voters. The council then chooses one member to serve as mayor to represent the city. The council is responsible for setting city policies and adopting a budget, but hires a professional city manager to implement and carry out the policies set by the council.

Continue ..... 1 D

14:

Q4XX

*simple*  
 $min = 1 \ max = 1 \ l = 1$

There are pros and cons of each type of government. Please listen to these statements.

Continue ..... 1 D

15:ROTATED

Q4AA

*simple*  
 $min = 1 \ max = 1 \ l = 1$

People who favor the Mayor-Council government like the checks and balances and separation of power between a mayor and council, and feel that the person who runs the city-the mayor-should be accountable directly to the voters. Others say that an elected mayor may or may not have the management skills and experience to actually run the city.

Continue ..... 1 D

16:ROTATED

Q4BB

*simple*  
 $min = 1 \ max = 1 \ l = 1$

People who favor the Council-Manager government like having a professional manager to run the city, free of politics and reporting directly to the elected council. Others say that a professional manager, often chosen from outside the city, may not know the community and is accountable only to the city council.

Continue ..... 1 D

17:

Q4

$min = 1 \ max = 1 \ l = 2$

Both of these types of government can be seen in cities across King County. Do you know which type of government the City of Redmond has?

Mayor-Council ..... 01

Council-Manager ..... 02

Other (SPECIFY): ..... 97 O

Don't know ..... 98

Refused ..... 99

18:

Q5

DO NOT READ THE RESPONSES. IF NEEDED: RE-READ THE SECOND PART OF QUESTION

Imagine for a moment that you were planning to move to another city similar in size and atmosphere to Redmond. If you had your choice between two cities where everything you wanted was equal except that one had a Mayor-Council system and the other had the Council-Manager system, which city would you choose based on its government?

The one with the Mayor-Council ..... 1

The one with the Council-Manager ..... 2

Wouldn't matter, don't care, both equal ..... 3

Don't know ..... 4

Refused ..... 5

19:

Q6

*simple*  
 $min = 1 \ max = 1 \ l = 2$

These last questions are to help us group your answers with the answers of other Redmond residents in the study. What is your age?

ENTER 96 IF AGE IS 96 OR OLDER.

Don't know / not sure ..... 98

Refused ..... 99

**20:**

**Q7**

DO NOT READ, ROUND TO NEAREST YEAR

How long have you lived in the City of Redmond?

Less than 1 year .....	01
1 - 4 years .....	02
5 - 9 years .....	03
10 - 19 years .....	04
20 - 29 years .....	05
30 - 39 years .....	06
40 - 49 years .....	07
50 years or longer .....	08
NOT IN CITY LIMITS .....	96
Don't know .....	98
Refused .....	99

---

---

**21:**

**Q8**

Does anyone in your household attend a school in Redmond?

Yes.....	1
No .....	2
Don't know / not sure.....	8
Refused .....	9

---

---

**22:**

**Q9**

READ 1-3

Is your home a ...

Single family residence .....	1
Townhouse or condominium .....	2
Or apartment? .....	3
Don't know / not sure.....	8
Refused .....	9

---

---

**23:**

**Q10**

Do you or your family currently own or rent your residence?

Own .....	1
Rent .....	2
Don't know / not sure.....	8
Refused .....	9

---

---

**24:**

**Q11**

Are you currently employed outside the home?

Yes.....	1
No .....	2
Don't know / not sure.....	8
Refused .....	9

---

---

**25:**

**Q12**

READ 1-6

Do you usually commute to work by...

Driving alone all the way.....	01	
Bus, from home or a park and ride lot .....	02	
Carpool or vanpool .....	03	
Motorcycle.....	04	
Bicycle.....	05	
Or walking? .....	06	
Other NOT ABOVE .....	97	O
Don't know / not sure.....	98	X
Refused.....	99	X

---

**26:**

**Q13**

READ 1-97

Would you say you are . . .

White .....	01	
Black.....	02	
Asian or Pacific Islander.....	03	
Hispanic or Latino .....	04	
Or something else? .....	97	O
Don't know .....	98	X
Refused.....	99	X

---

**27:**

**GENDR**

DO NOT ASK!

RECORD GENDER

Male.....	1
Female .....	2

---

**31:**

**INT01**

That concludes my questions. Thank you very much for your time and cooperation.







## Memorandum

**Date:** 3/23/2021  
**Meeting of:** City Council Study Session

**File No.** SS 21-018  
**Type:** Study Session

**TO:** Members of the City Council  
**FROM:** Mayor Angela Birney  
**DEPARTMENT DIRECTOR CONTACT(S):**

Public Works	Dave Juarez	425-556-2723
Finance	Kelley Cochran	425-556-2748

**TITLE:**  
Initial CIP Proviso Report

**OVERVIEW STATEMENT:**

The CIP Proviso was approved by the City Council on December 10, 2020 as part of the 2021-2022 budget process. The Proviso identified that an Initial Report be prepared and submitted to City Council by 3/31/21.

The Initial Report includes the following as identified in the CIP Proviso:

Summary description of the progress through March 1, 2021

Status, evaluations and expected recommendations from work completed in 2020

Changes and anticipated improvements to the CIP budgeting and monitoring process

Outline and schedule of how changes will be implemented

Council shall determine acceptance by motion of the Initial Report during a regularly scheduled council business meeting within two scheduled business meetings after receipt.

Staff will provide a supporting presentation to put the CIP Proviso work in the context of the Capital program.

Staff will also solicit feedback on approach to the proviso to guide the development of the final Proviso report.

☒ **Additional Background Information/Description of Proposal Attached**

**REQUESTED ACTION:**

☒ **Receive Information**      ☐ **Provide Direction**      ☐ **Approve**

**REQUEST RATIONALE:**

- **Relevant Plans/Policies:**  
Budget
- **Required:**  
N/A
- **Council Request:**  
12/10/2020
- **Other Key Facts:**  
N/A

**OUTCOMES:**

CIP Proviso Initial Report

**COMMUNITY/STAKEHOLDER OUTREACH AND INVOLVEMENT:**

- **Timeline (previous or planned):**  
N/A
- **Outreach Methods and Results:**  
N/A
- **Feedback Summary:**  
N/A

**BUDGET IMPACT:**

**Total Cost:**

No cost to proposal

**Approved in current biennial budget:** ☒ Yes ☐ No ☐ N/A

**Budget Offer Number:**

N/A

**Budget Priority:**

N/A

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

*If yes, explain:*

N/A

**Funding source(s):**

CIP

**Budget/Funding Constraints:**

N/A

☐ **Additional budget details attached**

**COUNCIL REVIEW:**

**Previous Contact(s)**

Date	Meeting	Requested Action
12/10/2020	Special Meeting	N/A

**Proposed Upcoming Contact(s)**

Date	Meeting	Requested Action
N/A	None proposed at this time	N/A

**Time Constraints:**

Council set deadline of 3/31/21 for the CIP Proviso Initial Report

**ANTICIPATED RESULT IF NOT APPROVED:**

If Council does not accept report - revise per Council direction and resubmit

**ATTACHMENTS:**

Attachment A: CIP Proviso Initial Report

Attachment B: CIP Proviso PowerPoint presentation

# CIP Proviso – Initial Report

3/23/21

Dave Juarez, Director of Public Works

Kelley Cochran, Interim Director of Finance

Judy Fani, Senior Planner



# Purpose

- Discuss the status of the CIP Proviso response and Initial Report
- Provide an overview of the development of the Capital Investment Program
  - Capital Investment Strategy
  - 6-Year Plan Development
  - Project Funding and Budget
- Next steps
  - Study Session – 2021-2022 Capital Investment Program Update
  - Study Session – Capital Project Delivery and Final Report



# Initial Report Contents

## **CIP Proviso**

*Initial Report – March 23, 2021*

- Summary description of the progress through March 1, 2021
- Status, evaluations and expected recommendations from work completed in 2020
- Changes and anticipated improvements to the CIP budgeting and monitoring process
- Outline and schedule of how changes will be implemented



# CIP Process Context

The Proviso requirements are components of the Capital Delivery Process.

Presentation provides additional context to support review of the Initial Report:

- Project selection
- Capital Investment Strategy
- Project Funding
- CIP Budget Development



# Project Selection

- Comprehensive and System Plans
  - City Goals
  - Outreach
  - Council Approved
- Potential Projects Identified (Functional Areas)
  - Function priorities
  - Business Case
  - Director Approved



# Portfolio Management Team

## Functional Area Representatives

- Transportation Planning & Engineering
- Traffic Operations
- Environmental Sustainability
- Parks
- Facilities
- Planning
- Water
- Wastewater
- Stormwater
- Police
- Fire

### Resource Staff

- Construction
- Maintenance
- Real Property
- Finance
- TIS

### **CIP Governance Committee**

## Comprehensive Plan - Adopts Vision for the City



## Functional & Strategic Plans - Define How Vision will be Implemented



## Community Strategic Plan



# CIS Process Overview

- Integrate Lessons Learned
- Confirm Thematic Strategies
- Identify candidate projects and investments
- Prioritize based on evaluation criteria
  - Urgency
  - Importance
- Deliver to Construction and Finance
  - Sequence
  - Staff
  - Fund
- Present recommendation to CIP Governance Committee
- Propose the 6-year CIP to Council in Preliminary Budget

## CIS Thematic Strategies


1. Infrastructure preservation and replacement
2. Invest and upgrade facilities and infrastructure to improve reliability and resiliency
3. Invest in the extension and integration of light rail, as well as other projects that leverage light rail investments.
4. Continue investing in Overlake
5. Maintain Downtown as a vibrant center
6. Neighborhood investments (including Marymoor Village)
7. Continue to invest in preservation, restoration and enhancement of natural areas.
8. Continue investments in key opportunity projects that support economic and community vitality.



## CIS Community Outreach and Engagement

- Comprehensive Planning Process
- Functional Plans Update Process
- Planning Commission
- Arts & Culture Commission
- Parks & Trails Commission
- Ped-Bike Advisory Committee
- OneRedmond
- Business Fee & Tax Advisory Committee
- Budget Process
- Civic Results Team
- Project and Program Specific
- Annual Community Survey
- Regional Partners

- Evaluate and Update Criteria
- Enhanced Data Management (Project Management Software)
- Performance Metrics and Council Reporting
- Refine business case
  - Improved Justification
  - Project specific performance measures



City of Redmond

# CIP Business Case

## Standard Form

---

**Project Name** \_\_\_\_\_

**Functional Manager** \_\_\_\_\_ **Title** \_\_\_\_\_ **Ext.** \_\_\_\_\_

**Functional Lead** \_\_\_\_\_ **Title** \_\_\_\_\_ **Ext.** \_\_\_\_\_

**Department** \_\_\_\_\_

**Functional Area(s)** \_\_\_\_\_

**Location** *(enter address or coordinates, if multiple locations, attach list)* \_\_\_\_\_

---

**Geographic Area** \_\_\_\_\_

**CIP Status** ☐ Exists on 2018-2024 CIP ☐ Proposed in Last CIP (not funded) ☐ New

**Project Type** \_\_\_\_\_

**Description** *(1 or 2 sentences)*

**Project Scope** *(list of what's included)*

**Project Management** ☐ Construction Division ☐ Functional Area ☐ Other

Is Real Property support needed? ☐ Yes ☐ No

Is TIS support needed? ☐ Yes ☐ No

What other Functional Areas could be impacted by this project? *(check all that apply)* ☐ None

☐ Facilities ☐ Fire ☐ Parks ☐ Planning ☐ Police

☐ Stormwater ☐ Transportation ☐ Wastewater ☐ Water

Form Rev. 2018-1-20-08

1

Project Ref # \_\_\_\_\_

City of Redmond - Community Development

# Develop Recommended Capital Investment Program

- Process Managed by Public Works
- Includes:
  - Review all business cases
  - Schedules and costs estimating
  - Priorities
  - Capacity
  - Cash flow
  - Funding



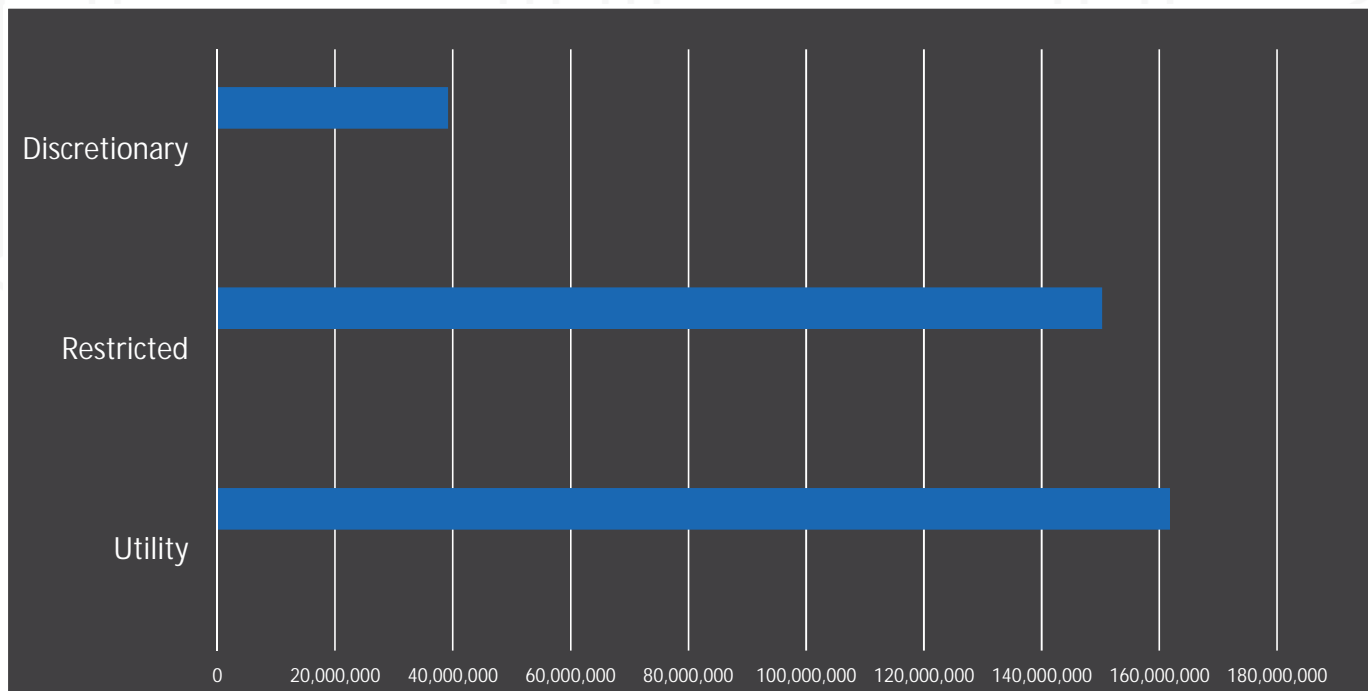
# Funding Capital Projects

- Funding Sources
  - Utilities
  - Discretionary
  - Restricted
  - Existing Allocations
- Tools and Resources
  - Revenue Forecast
  - Fiscal Policies
  - CIS Prioritization
  - Functional Areas/Construction Division
  - Portfolio Management Team
  - CIP Governance Committee





# Revenue Forecast



## Revenue Examples

### Discretionary

- General Fund Transfer
- Miscellaneous

### Restricted

- Business Tax
- Impact Fees
- Real Estate Excise Tax (REET)
- Gas Tax
- Grants and Partnerships

### Utility

- Connection Fees
- Capital Facility Charges
- Depreciation
- Grants and Partnerships

# Budget and Accounting

- 6-Year Plan
  - Budget for biennium
  - Funding allocations in future years
  - Fund level budget appropriation
- Fund Types and Uses
  - General Government
    - General Government (Facilities, Fire, Police)
    - Parks
    - Transportation
    - Capital or Major Maintenance
  - Utilities
    - Water (City, Novelty Hill)
    - Wastewater (City, Novelty Hill)
    - Stormwater
    - Capital
- Policies

# Budget Document

- GFOA Requirements
- Current Material
  - Location approach (Downtown, Overlake, Citywide, Neighborhoods)
  - Estimated financial impacts on maintenance and operations
  - Addendums
  - Maps
- Proposed Material
  - Functional Area approach (Parks, Transportation, Utilities)
  - Estimated financial impacts on maintenance and operations
  - Project One-Pagers
  - Maps



# Recommendations

- Develop Project One-Pager
  - Scope
  - Schedule
  - Budget
  - Goals
  - Performance Measures
  - Funding by year
  - Funding sources
  - Changes from last budget
  - Location
- State Auditor's Office



## Next Steps

- Study Session – 2021-2026 Capital Investment Program Update
  - Status of current projects
  - Project changes and updates
- Study Session – Capital Project Delivery and Final Report
  - Implementation
  - Management
  - Reporting
  - Appropriations

# Thank you

Any Questions?



# CIP Proviso

*Initial Report – March 23, 2021*



**Redmond**  
WASHINGTON

# Table of Contents

INTRODUCTION.....	3
I. SUMMARY DESCRIPTION .....	4
II. STATUS, EVALUATIONS AND RECOMMENDATIONS .....	5
A. STATUS THROUGH 2020 .....	5
B. EVALUATION/EXPECTED RECOMMENDATIONS FROM WORK COMPLETED IN 2020.....	5
C. PROGRESS ON ELEMENTS OF PROVISOR PART 1, SECTION B.....	6
III. BUDGETING AND MONITORING CHANGES .....	8
IV. OUTLINE/SCHEDULE - CHANGE IMPLEMENTATION.....	9
APPENDIXES	
APPENDIX A: CIP PROVISOR	
APPENDIX B: ATTACHMENTS	



# Introduction

The CIP Proviso (Appendix A) was approved by the City Council on December 10, 2020, as part of the 2021-2022 budget. The Proviso has a requirement for an initial report and final report.

According to Part 1, Section A of the Proviso, the Initial Report will include the following:

- I. Summary description of the progress through March 1, 2021
- II. Status, evaluations and expected recommendations from work completed in 2020
- III. Changes and anticipated improvements to the CIP budgeting and monitoring process
- IV. Outline and schedule of how changes will be implemented

The elements of Part 1, Section B, of the Proviso that are contained in this Initial report include:

1. Standardization of definitions
2. Project program planning standards
3. Risk and oversight
4. Investment prioritization

Work is progressing on the remaining elements of the Proviso.

## *Initial Report Acceptance*

*Council shall determine acceptance by motion during a regularly scheduled council business meeting within two scheduled business meetings after receipt.*

# I. Summary Description

Work on the CIP Proviso is actively progressing while capital project management and delivery continues. Project highlights include:

- Evaluating 2019-2020 results and accomplishments
  - Projects completed
  - Spend rate
- Gathering data on definitions, policies, and processes
  - Standardization of definitions – CIP Policies
  - Project program planning standards – Business Case
  - Risk and oversight – Risk Management process
  - Investment prioritization – CIS
- Identifying potential program enhancements
  - Enhanced business case justification
  - Revised project evaluation criteria including incorporating social equity
  - Portfolio and program level performance metrics
  - Continuous improvement of program management
  - Clear and consistent communication with Council
  - Enhanced budget presentation materials
- State Auditor's Office
  - Contacted State Auditor's Office
  - Two meetings to discuss potential support services
  - Recommending process improvements

## II. Status, Evaluations and Recommendations

### A. Status through 2020

Detailed below are the enhancements to the 2020 Capital Project Delivery, including:

- Initiated a more comprehensive business case process
- Updated the Governance Committee process
  - Refined Governance Charter
  - Further defined roles for the Portfolio Management Committee and the Governance Committee
  - Developed CIP SharePoint site to manage process and decisions
- Expanded CIP reporting to include projects not managed by the Construction Division
- Developed programmatic spend reports and initiated quarterly program spending projections
- Refined funding distribution projections through improved scheduling and monthly project spending by phase
- Improved the process to identify projects with issues and potential remedies

Additional program changes due to Covid-19 restrictions:

- Initiated electronic document routing and signing process
- Developed virtual bid opening process
- Numerous changes to inspection and site meeting processes
- Made several revisions to the CIP as funding and staffing projections changed

### B. Evaluation/Expected Recommendations from Work Completed in 2020

2020 was a productive year for Redmond's capital project delivery program. Thirteen of 15 projects were completed in the target year with two lagging projects likely to be completed this April. Spending was in line with projections at just over 80%. Projects targeted for 2021 are on track. However, external issues are likely to result in two projects being moved to 2022. Other concerns that may have an impact on project delivery are increased costs due to a robust building environment, bids coming in higher than expected and materials becoming harder to obtain due to longer lead times. The following observations are based on a preliminary evaluation of 2020:

- Project management software is still needed – project data is not easy to access and data across programs or the portfolio requires manual analysis. Project management software has been prioritized after the City makes progress on the current Big Four technology projects.
- Design schedules for larger projects with external requirements need to be extended. Most common causes for project design delays include:
  - External permitting (Keller Farm – Army Corps permit, and Smith Woods – Muckleshoot Tribe review)
  - Property rights acquisition (Right-of-Way) with limited real property staff resources and longer negotiation timelines
  - Coordination with other projects (Sound Transit and private development)
  - Grants (Fire Station 16 and Central Connector Linkages)

- Scope uncertainty and/or scope changes (90<sup>th</sup> Pond)
  - Internal permitting
- Performance metrics and measurement need enhancing
- Re-examine reporting to City Council

## C. Progress on Elements of Proviso Part 1, Section B

The numbering in this section matches numbering in the Proviso Part 1, Section B.

### 1. Standardization of definitions

Existing definitions and policies that determine investments to be included in the CIP are being reviewed and refined. The existing definitions and policies are included in Appendix B.

### 2. Project program planning standards

CIP Project planning is reviewed monthly to evaluate the progress of all active projects. Schedule adjustments and potential cost concerns are identified, and effective course corrections are presented. Schedule information is used for workload planning and is a driver for inspector assignments. The information is displayed as a bar chart including preliminary design, design, construction and close out sections with accompanying milestone dates, budget and costs estimates. A sample of the bar chart is included in Appendix B.

### 3. Risk and oversight

Planning and managing for risks help improve the likelihood that the project will be successfully delivered. The level of risk planning needed is dependent on the size, complexity and inherent risks associated with projects. Generally, the current risk management approach has three levels:

- Minimal risk – no formal process
- Light risk – risks evaluated with business case and used to develop contingencies
- Standard risk – formal risk analysis

Please see Appendix B for further information.

### 4. Investment prioritization

The Capital Investment Strategy process is used to prioritize the projects that are used to plan the investments (see Appendix B). Projects are developed by the functional areas driven by the Comprehensive and system plans and refined by functional priorities. Business cases are developed and are brought together across the City and evaluated by City-wide criteria (sample Business Case included in Appendix B). Priority projects are added to the CIP based on priority, investment timing and available funding. Additional detail on this process will be presented to Council separate from this report.

Work is progressing on the remaining elements of the Proviso; a brief description is provided.

5. Descriptions of major changes - a process currently exists to report individual project changes to the City's Governance Committee. We are considering the format and information refinements for reporting to Council
6. Improvement to budget preparation
  - a. Considering several options to enhance budget presentations
  - b. Considering further enhancements to Budget document materials
7. Communication of revenue
  - a. Considering changes to the presentation of the scope and scale of CIP revenues
  - c. Considering changes to the Budget document materials to be more understandable including, one-page outlines for each project and categorization of presentation
8. Improvements to budget process
  - a. Evaluate continuous project appropriation
  - b. Analyze advantages and disadvantages of expenditure at the project or program
  - c. Improve performance metrics realizing the limitations for software
  - d. Consider options for portfolio reporting and the baseline. Current baseline for each project is at 30% design. project level -
  - e. Consider options to develop qualitative benefits through asset management currently defined in the business case
  - f. Evaluate tools needed to conduct a program or master project level rollup
  - g. Improve and standardize contingency process.
9. Refine approach and focus on cost of the project to complete reporting options

### III. Budgeting and Monitoring Changes

CIP project budgets are consistently monitored, and cost estimates are reevaluated a minimum of nine times throughout the life of the project.

CIP Project budgets, including contingencies based on risk, are established with the approval of the overall City biennial budget. The approved projects are scheduled based on the funding allocations by year, project business case and delivery target are set by the functional area. An outline of the process is below:

- At project initiation the budget is reviewed with the project charter and the project cost estimate is updated.
- Project design commences and is taken through 30% design to review and decide on the preferred alternative. At this point, the cost estimate is updated and the project "baseline" is set for the scope, schedule, and budget. The baseline is used to measure project performance.
- As the design progresses, the cost estimate is typically updated at 60% design, 90% design and 100% design, when the engineer's estimate for bidding is established. If at any point the cost estimate is more than planned, the project is highlighted. These highlighted projects are monitored, and changes are brought to the CIP Governance Committee for consideration. If budget changes are needed, the project is brought to City Council for approval. Change approval can be as part of the budget process or at a strategic point such as, with consideration of consultant agreement, supplemental agreement or grant approval.
- Once the project is ready for construction, it is advertised, bids are received, the apparent low bid is determined, and then the project cost estimate is reevaluated. The project is taken to Council for award with any adjustment to the budget as needed.
- As the project progresses through construction the budget is monitored and any change orders are considered within the project contingency.
- Once the project construction contract work is complete, the work is accepted by Council and any remaining funds are typically sent back to their originating fund.

## IV. Outline/Schedule - Change Implementation

The second quarter of 2021 will be used to develop the final Proviso report with recommendations for Proviso Part 2, Section B elements.

**Enhanced Reporting to City Council** – Commitment was made during the budget process to enhance CIP reporting. Current ideas being considered:

- Quarterly reporting on portfolio and program overall status
- Projects with issues and changes
- Council actions expected in the next 3-6 months
  - Consultant agreements or supplementals
  - Awards
  - Acceptances
  - Other

If Council approves, development could begin as soon as the second quarter of 2021, initial Implementation in the third quarter of 2021, with full implementation in 2022.

**Project Management Software** – The search for Project Management software has been delayed due to implementation of the Big Four technology projects. Project Management Software could be the next priority project after one of the current “Big 4” projects is completed.

**Improve Performance Metrics** – Data management and evaluation is limited without Project Management software, but some performance data is available and could provide a better general understanding on the CIP portfolio. The CIP spend rate and the monthly construction project update presentation are currently used as a reporting mechanism with Council.

**Additional Program enhancements being considered:**

- Improvements to the business case justification section to better tie project to long-range plans and functional area goals.
- Improved reporting on projects managed outside of the Construction Division.
- Refinement to the risk management process to consider changes as potential risks are identified or mitigated.
- Stronger project baselining to formally set the foundation for performance measurement
- Expanded program manager responsibilities and reporting requirements to strengthen broader understanding of the program status, not just individual project status.
- Development of stronger lessons learned. Not just after completion of project but over time to measure performance of project and ensure project goals are met.

Implementation schedules for the above items will be developed for the Final Proviso report.

# **Appendix A**

## **CIP Proviso**



## EXHIBIT D-2

### P1 PROVIDED THAT:

A: Of this appropriation in the General Fund, Fund 100, \$1,700,000 shall not be expended or encumbered until the Mayor transmits the following two reports and are both accepted by Council by motion:

**Initial Report** to be provided to Council on or before March 31<sup>st</sup>, 2021 will provide a summary description of the progress through March 1<sup>st</sup>, 2021, and includes the status, evaluations and expected recommendations from work completed in 2020, of changes and anticipated improvements to the CIP budgeting and monitoring process. This report will also include an outline and schedule of how changes and associated improvements to the CIP process will be implemented in the form of a budget revision prior to December 31<sup>st</sup>, 2021. Council shall determine acceptance by motion during a regularly scheduled council business meeting within two scheduled business meetings after receipt.

**Final Report** to be provided to Council on or before July 1<sup>st</sup>, 2021 will provide the results of an evaluation of the methodologies, reporting, and financial policies as they relate to the Capital Investment Program, and is accompanied within 30 days of submittal and not before 15 days of submittal, by a scheduled council study session with staff presentations of findings and recommendations. Council shall determine acceptance by motion during a regularly scheduled council business meeting within two scheduled business meetings after receipt.

These reports, and required by this proviso, shall be submitted with the purpose of providing Council with the information to determine, and by approved motion and/or ordinance, changes, that will strengthen the City of Redmond's *Capital Investment Plan (CIP)*.

If the Mayor fails to submit either report by the stated due dates herein and completed in a comprehensive manner as defined in section B of this proviso, the expenditure restrictions become in effect until the end of the budget biennium or until Council takes action to amend the budget with a formal budget revision.

B: These reports shall include, but not be limited to, the following:

- 1) An assessment of potential options that will improve CIP definitions in order to provide improved consistency and standardization of what is included in CIP. These definitions shall include nature of assets, dollar amount thresholds, standard project management naming of project phases, life expectancy of asset, staff costs to be charged to CIP, when a study is CIP, equipment purchases, financial plan descriptions and definitions.
- 2) Project and Program planning standards that include defined project phases, business case requirements, benefits justifications, realistic timelines, and measurement and estimates of progress regarding scope, schedule, and budget.
- 3) Improved standardization of risk management planning and oversight communication.
- 4) An assessment of potential options that will improve criteria and communication of investment prioritization and organization of CIP such Safety, Legal Mandates, Grant Opportunities, Maintaining or Improving Service Levels, Cost Savings, Preservation of Assets, Strategic goals,

- 5) Understandable descriptions of major changes to CIP proposed budget that explain change drivers, funding limitations, or other constraints.
- 6) Improvements to budget preparation for the Preliminary Budget and communication with council during the budget adoption process.
  - a) Clear summaries at total CIP, program levels, project levels of expenditures to date, status of planned project milestones, reliable estimates to complete, and timelines.
  - b) Crosswalks that clearly define changes in priorities of CIP budget requests from prior budget period
- 7) Options to improve and communicate a revenue plan that supports appropriation at the project level, establishes fund reserves, and is understandable in its alignment with higher summary levels including budgets by fund levels and other constraints and restrictions of revenues.
- 8) Potential options to improve year over year budget needs of 6 Year CIP
  - a) Evaluate multi-biennial project appropriation implemented in phases with automatic carryover of budget appropriation or continuing appropriation.
  - b) Evaluate advantages and disadvantages of expenditure at the project or program level as compared to expenditure authority at fund level.
  - c) Options to establish improved performance metrics, with emphasis on high cost, high risk projects that monitor scope, schedule, budget, and risk mitigation actions.
  - d) Provide options for establishing a baseline for project budgets that will be used to measure budget to actuals across the life of the project regardless of additional or reduced appropriation not related to scope changes.
  - e) Provide options to measure benefits of project with emphasis on improved safety, measurable cost savings, and improved services in the operating budget
  - f) Evaluation of program or master project level rollup of projects, including potential of expenditure authority at these levels. (Common characteristics, similar in scope, relatively small in scope and budget, and within the biennium duration.
  - g) Options to improve and standardize contingency appropriation consistent with the risk plan and to reflect changes (typically reductions) as risk factors are clarified as a project progresses through the design and construction phases.
  - h) Standard for estimating and presenting costs to complete an existing project based on planned completion of scope, phase, etc. Specifically, a calculated Estimate to Complete by subtracting Estimate at Completion from expenditures to date should not be considered an acceptable number to present to council for budget deliberations.
- 9) Develop reporting options that meet the needs of Council to make informed budget decisions, monitor and provide CIP oversight, strengthen financial policies and collaborate with the Mayor to ensure delivery and investment in capital infrastructure and assets to maintain and improve services to the people in Redmond in a timely, cost effective, and value-driven manner.

**P2 FURTHER PROVIDED THAT:**

A: Of this appropriation, \$ 300,000 shall not be expended or encumbered within the General Fund 100 and in the Finance Department until the Finance Director requests an audit in writing of the Capital Investment Program by the Office of the Washington State Auditor to conduct an objective examination of our 2019/2020 CIP practices and requests that this audit be completed prior to June 1<sup>st</sup>, 2021.

# Appendix B

## Attachments

Capital Investment Program Glossary

Capital Investment Program Fiscal and Accounting Policy

CIP Project and Portfolio Definitions

CIP Project Status and Phase Breakdown/Definitions

Sample Bar Chart

Risk Management Plan Process

Overview of Capital Investment Strategy (CIS) Methodology

Sample Business Case

## **Capital Investment Program Glossary**

# CAPITAL INVESTMENT PROGRAM GLOSSARY

## CITY OF REDMOND

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Appropriation: An authorization by the City Council that allows expenditures of government resources. Appropriations are typically granted for a one-year period.

Beginning Fund Balance: The amount remaining after accounting for the previous year's revenues, less the previous year's expenditures.

Bond (Debt Instrument): A written promise to pay a specified sum of money at a specified future date, at a specified interest rate. Bonds are ordinarily used to finance capital facilities. Redmond typically issues general obligation, revenue or special assessment bonds.

Capital Facilities Plan (CFP): A planning document required by the Growth Management Act that addresses capital projects and anticipated sources of funding over a six-year period.

Capital Investment/ Improvement Program (CIP): A budget and planning process used by the City to determine what capital projects will be carried out during the next six-year period. The first year of the six is included in the annual operating budget and the remaining years' projections are updated annually.

Capital Investment Strategy (CIS): A strategy which ensures capital investments across the City are proposed in a coordinated fashion and focused on the vision as defined by the adopted comprehensive plan. It informs the capital facilities plan and the ability of the City to facilitate growth. An inherent aspect is the ability to maintain the City's past investments into the future.

Capital Assets: Assets of significant value and having a useful life of several years. Capital assets are also called fixed assets.

Community Facilities District: The voluntary landowner financing of community facilities and local, sub-regional, and regional infrastructure by the forming of legal entity called a community facilities district. Community facilities districts may only include land within urban growth areas designated under the state growth management act, located in portions of one or more cities, towns, or counties.

Contingency: A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted.

Ending Fund Balance: The beginning fund balance plus current year revenues, less current year expenditures.

Fund: An independent fiscal and accounting entity with a self-balancing set of accounts recording cash and/or other resources together with all related liabilities, obligations, reserves and equities.

Fund Balance: The excess of a fund's assets over its liabilities.

Intergovernmental Revenue: Funds received from federal, state and other local government sources in the form of grants, shared revenues and payment in lieu of taxes.

Improvements: Buildings, structures or attachments to land such as sidewalks, trees, drives, tunnels, drains and sewers.

Maintenance and Operations Center (MOC): The facility that is the base for most of the City's field operations staff for Public Works and Parks. Also located at the MOC is the City's vehicle maintenance shop.

Maintenance and Operating (M&O) Costs: Expenditures that represent amounts paid for supplies (e.g. office supplies, repair and maintenance supplies, minor equipment and software), and other services (e.g.

ongoing contracts, professional services, communication, utilities and intergovernmental services).

Performance Measure: A numerical expression documenting some aspect of the output or outcomes of an activity, service, process or program.

Revenue Bonds: Bonds issued pledging future revenues (usually water, sewer or drainage charges) to cover debt payments.

Supplemental Appropriation: An appropriation approved by the Council after the initial budget is adopted.

Vision Blueprint: A long-range capital investment strategy that outlines the investment needed in the long-term to realize the City's vision.

## **Capital Investment Program Fiscal Policy**

# **CAPITAL INVESTMENT PROGRAM FISCAL AND ACCOUNTING POLICY**

## **CITY OF REDMOND**

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### Capital Investment Fiscal Policies

- The City will make capital improvements in accordance with an adopted capital investment program. Capital funds may be used on:
  - Non-recurring capital expenditures (such as capital projects).
    - Qualifying non-recurring capital projects should be at least \$50,000 (or part of a system with a value of more than \$50,000); and
    - towards an asset with a useful life of at least five years; or
    - directly for related costs (such as preliminary engineering, monitoring of capital asset performance, etc); or
    - planning efforts that result in specific capital improvements identified in the City's Capital Investment Strategy and approved by the Capital Investment Program Governance Committee.
- The capital investment program and the base operating budget will be reviewed at the same time to ensure that the City's capital and operating needs are balanced with each other and that the capital investment program is aligned with the City's other long-range plans.
- The City will develop a six-year plan for capital improvements including operations and maintenance costs and update it every biennium. Capital expenditures will be forecasted taking into account changes in population, changes in real estate development, or changes in relevant economic condition of the City and the region.
- The City will identify the estimated costs and potential funding sources for each capital project proposal before it is submitted to Council for approval. The City will use intergovernmental assistance and other outside resources whenever possible.
- All staff (FTEs) related to capital project implementation will charge directly to capital projects if the projects are a part of the Capital Investment Strategy and approved by the City's Capital Investment Program Governance Committee.
- The City will determine the least costly financing method for all new projects.
- The City will transfer, annually, five percent (5%) of discretionary General Fund revenues made up of one-time and ongoing funds and the pavement management contribution to the capital investment program as part of the City's biennial budget.
- The City will develop and maintain a "Capital Investment Strategy" (also known as the "Vision Blueprint") that facilitates the planning for meeting the facility and other capital needs of the community consistent with the City's vision, comprehensive plan and functional area plans (in that order).
- Discretionary capital investment revenues collected from the five percent (5%) or more General Fund transfer and real estate excise tax will be utilized for capital improvements that support the vision of the city consistent with the City's Capital Investment Strategy.
- Real Estate Excise Tax will be used for one-time capital project funding, not for general maintenance of the City's infrastructure as allowed by law.



- A contribution (\$1.1 million) from sales tax on construction, adjusted annually for inflation, will be transferred into the capital investment program.
- Applications to receive grant funding will only be submitted if the project receiving the funding is a part of the City's Capital Investment Strategy and/or approve by the Capital Investment Program Governance Committee.
- The City will utilize the Business Fee and Tax Advisory Committee to advise the City on expenditures from the transportation surcharge portion of the Business Tax as outlined in City Council Resolution Number 1375.

### **Short-Term Debt Policies**

- Short-term debt is defined as a period of three years or less.
- The City may use short-term debt to cover temporary cash flow shortages, which may be caused by a delay in receipting tax revenues or issuing long-term debt. The City will not use short-term debt for current operations.
- The City may issue interfund loans rather than outside debt instruments to meet short-term cash flow needs. Interfund loans will be permitted only if an analysis of the affected fund indicates excess funds are available and the use of these funds will not impact the fund's current operations. All interfund short-term borrowing will be subject to Council approval and will bear interest based upon prevailing rates.

### **Long-Term Debt Policies**

- Long Term debt is that debt which exceeds three years.
- The City will utilize long-term borrowing for capital improvements that cannot reasonably be financed on a pay-as-you-go basis from anticipated cash flows.
- Acceptable uses of bond proceeds are items which can be capitalized and depreciated. Refunding bond issues designed to restructure currently outstanding debt is also an acceptable use of bond proceeds provided that the net present value (NPV) of savings is at least 4%.
- The City will determine whether self-supporting bonds (such as special assessment improvement district bonds) are in the City's best interest when planning to incur debt to finance capital improvements.
- The City will not use long-term debt for current operations.
- The City will maintain proactive communications with the investment community about its financial condition. The City will follow a policy of full disclosure on financial reports and bond prospectus including proactive compliance with disclosure to the secondary market.
- General Obligation Bond Policy
  - Every project proposed for financing through general obligation debt shall be accompanied by a full analysis of the future operating and maintenance costs associated with the project.
  - Bonds cannot be issued for a longer maturity schedule than a conservative estimate of the useful life of the asset to be financed.
  - Before general obligation bond propositions are placed before the voters, the capital project under consideration should have been included in the Capital Improvement Program. The source of funds should describe the intended use of bond financing.
- Limited Tax General Obligation Bond Policies

- As a precondition to the issuance of limited tax general obligation bonds, alternative methods of financing should also be examined.
  - Limited tax general obligation bonds should only be issued under certain conditions:
    - A project requires monies not available from alternative sources;
    - Matching fund monies are available which may be lost if not applied for in a timely manner; or
    - Catastrophic conditions.
- Financing of Lease Purchases
  - Under Washington State law, the public may vote to approve bond issues for general government purposes in an amount not to exceed 2.5% of assessed valuation. Within the 2.5% limit, the Redmond City Council may approve bond issues and/or lease purchases up to 1.5% of the city's total assessed value. In addition, state law provides for an additional 2.5% of assessed valuation for parks and open space purposes with a vote of the public.
  - Lease purchase financing may be used when the cost of borrowing or other factors make it in the City's best interest.
- Long Term Interfund Loans
  - The City may issue interfund loans rather than outside debt instruments as a means of financing capital improvements. Interfund loans will be permitted only if an analysis of the affected fund indicates excess funds are available and the use of these funds will not impact the fund's anticipated operations. All interfund borrowing will be subject to prior approval by the City Council and will bear interest based upon prevailing rates.
  - The decision to use interfund loans rather than outside debt will be based on which is deemed to be the most cost effective approach to meet city capital needs. Such assessment will be reviewed by the City's Financial Advisor who shall provide an objective analysis and recommendation to the City Council.
- No bond issued for a capital project of the City shall result in a debt-to-equity ratio of greater than 0.5 for the project without voter approval. All bonds shall include adequate financing to complete all phases of work (Item 5d), unless otherwise limited by law.

## Reserve Fund Policies

- Biennium surpluses in the General Fund will be used to fund one-time operations and capital expenditures, dedicated to the Capital Improvement Program or placed in an economic contingency account if there are surplus balances remaining after all current expenditure obligations and reserve requirements are met.
- In order to maintain the significant investments in utility capital assets there shall be a transfer from the utility operations funds to the utility capital project or reserve funds to be expended on future utility capital projects. The transfer will be calculated on the current year's depreciation expense, less the annual principal payments on outstanding debt.
- Bond reserves shall be created and maintained by the Water/Wastewater and Stormwater Utilities in accordance with the provisions set forth in the bond covenants.

### Capital Investment Accounting Policies

- The costs of normal maintenance and repairs that do not add to the value of the asset or materially extend assets' lives are not capitalized.
- Major outlays for capital assets and improvements are capitalized as projects are constructed.
- Land, construction in progress, and works of art are not depreciated.
- Property, plant, and equipment of the City are depreciated using the straight-line method over the following estimated useful lives:

Assets	Years
Buildings/Building Improvements	50
Other Improvements	15-50
Vehicles	3-15
Machinery and equipment	6-20
Utility infrastructure	10-100
Streets, paths, trails	50
Streetlights and traffic signals	30

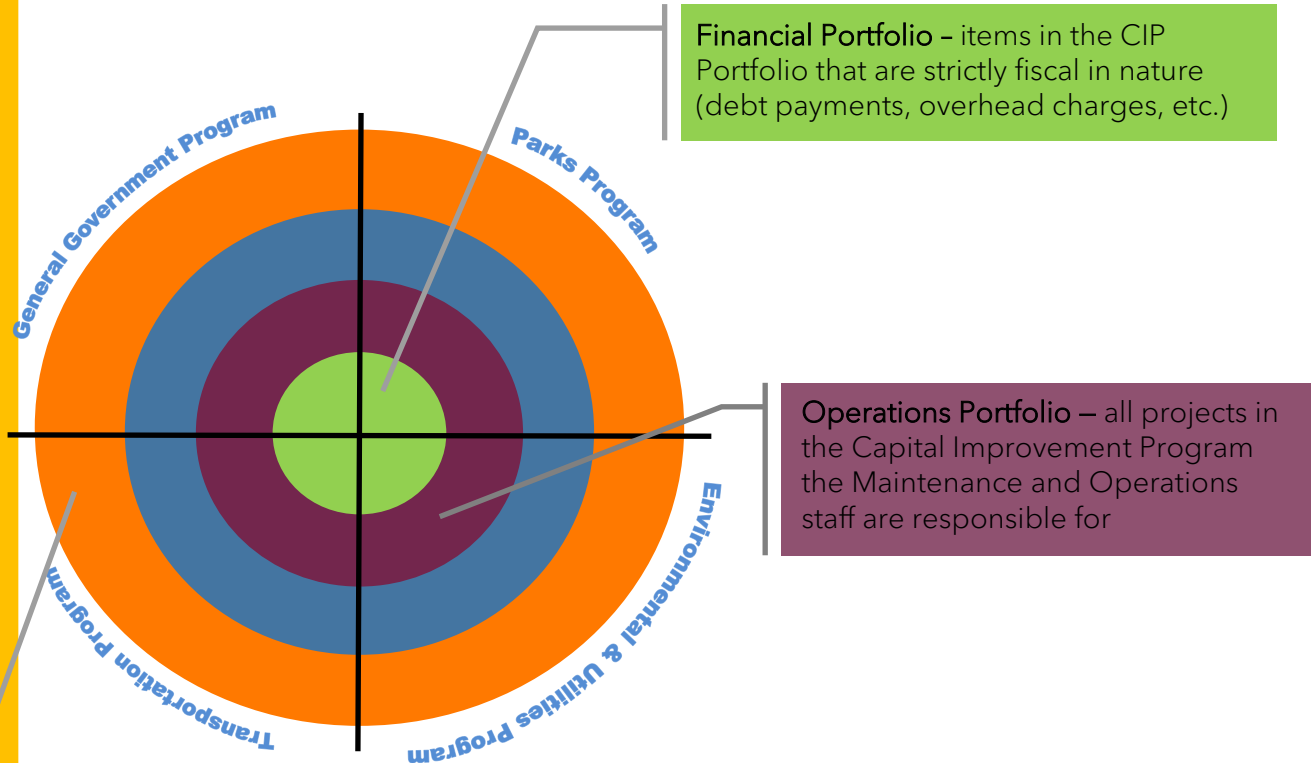
## **CIP Project and Portfolio Definitions**

# CIP Program & Portfolios

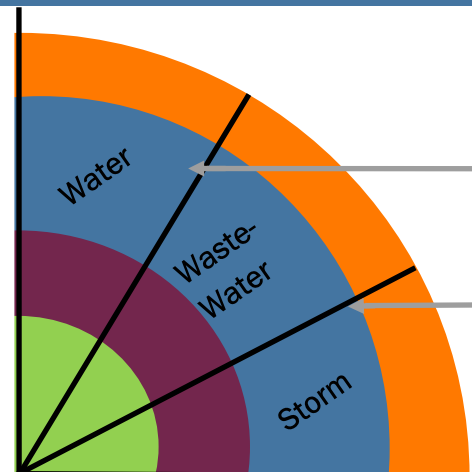
## CIP Project and Portfolio Definitions

**Capital Improvement Program (CIP)**, a dynamic community planning and fiscal management program used to coordinate the location, timing, and financing of capital improvements over a multi-year period

**CIP Portfolio**, all the items and projects in the capital improvement program approved by the City Council



**Program**, a group of related projects managed in a coordinated way to obtain benefits not available from managing individually. Redmond's 4 (four) program areas are Transportation, Utilities, Parks, and General Government



## Portfolio & Project Oversight

- Governance Committee**, the authorization body which provides direction on capital projects; includes Directors and the COO
- Portfolio Management Committee**, made up of program managers, Construction Division manager and fund managers (general fund and utilities). Committee evaluates project progress, considers deviations from plans, provides guidance to project staff and makes recommendations to the Governance Committee
- CIP Portfolio Manager**, the person responsible for facilitating committee meetings, tracking portfolio and program data and bringing project issues to the committees for information and guidance
- Program Managers**, the four (4) program managers are responsible for delivery of all projects within the their respective program area and for supporting the entire CIP Portfolio
- Project Manager** - Construction Division Engineer assigned to lead the project through design and construction
- Functional Area**, the seven (7) main infrastructure types the City manages: water, wastewater, stormwater, facilities, traffic ops, transportation, and parks
- Functional Area Manager**, person with management responsibility over a functional area
- Functional Area Lead**, staff person assigned to be the functional area representative on the project responsible for project initiation/chartering and supporting the project team throughout the project

## Project Type

**Active** - a project that has been initiated and has not yet been accepted and/or is not on hold

**Added** - any project not in the Complete Construction Division Portfolio originally approved by City Council in the budget process but is later assigned to the Construction Division. Also includes any project separated from an approved project creating an additional project.

**Carry Over** - projects that at baseline were planned for substantial completion in a given year but were not completed and were carried over into the next year.

**Inactive** - a project that has 'not started', or is 'on hold'

**Not Started** - a project that is on the CIP plan but has not been started

**On Hold** - a project paused at any time during preliminary design or design

**Open** - a project in any "stage" from Initiation through Warranty/Closeout

**Removed** - a project removed from the CIP, moved from Construction Division to Functional Area or Maintenance to complete; includes projects merged with another project



# Projects Phases & Stages

All active projects have four (4) distinct phases

**Right of Way**, the process of procuring property and easements. The Right of Way phase can occur concurrently with the Preliminary and/or Final Design phases and should be complete before project advertisement.

**Preliminary Design**, the period from project initiation through the completion of 30% design, when the project baseline is established.

**Design**, the period from baseline establishment through contract award by Council or Mayor

**Construction**, the period following project award through physical completion and project acceptance

Projects pass through multiple stages while in a project phase.

**Initiation/Chartering**, the first stage of Preliminary Design when a project number is assigned to it, the project charter is created and ends when a Notice to Proceed is sent to the Consultant

**Preliminary Design (0% - ~30%)**, the second and final stage of Preliminary Design when the preferred alternative is selected, the scope is defined, and the baseline schedule and cost estimate is developed

**60%, 90%, & 100%**, progressive stages during the Design phase of the project

**Bid/Award**, the final stage of the Design phase when the project goes out to bid and the contract is awarded to the lowest responsible bidder

**Pre-Construction**, the first stage of the Construction phase when contract documents are signed and the pre-construction meeting is held

**Construction**, when active construction activities are taking place, this stage ends at substantial completion

**Punchlist**, following substantial completion, construction activities are directed by the punchlist created by the project team after inspection of the project

**Acceptance**, the final stage of the Construction phase. All construction activities have completed and the project is prepared for acceptance by Council or the Mayor

**Baseline** - project statistics at the point in time when preliminary design is completed (~30%), the preferred alternative is selected, scope is defined, schedule defined based on scope, detailed cost estimate developed based on scope and schedule and authorized funding is in place. Project management performance is evaluated relative to the baseline.

## CIP Project Milestones

Key events marking the achievement of significant goals in the development of a project. Typically: initiation, baseline, advertisement, award, substantial completion, acceptance, and close.



02/18/21

## Other Definitions & Project Tools

### Stages of Completion

**Substantial Completion** – point near the end of construction where the City has possession and use of the infrastructure; project looks done to the public. This milestone is used for performance reporting

**Physical Completion** – all contractor project work is complete, including all punch list items

**Completed** – Construction contract accepted by City (Council or Mayor). May still be work for staff or consultants before the project is closed.

**Closed** – all work completed, warranty period & work completed, project number is closed

**Complete Construction Division Portfolio**, all the projects in the CIP Construction Division Portfolio plus any other projects assigned to the Construction Division funded by other means (ex. fire district support projects, Sound Transit projects, maintenance or operations funded projects, projects for other agencies)

### Construction Division Project Planning Bar Chart

Schedule spreadsheet of the Complete Construction Division Portfolio of projects with work proposed in the current six-year CIP

**Monthly Project Progress Meeting** – meeting with Construction Division leadership, Financial and Grant Analyst and Project Coordinators to review the Construction Division project planning bar chart and discuss status of all active projects (scope, schedules and budgets/costs), look ahead at upcoming projects, develop feedback for project management staff and provide information for organizational reporting

**Project Cost Sheets** – financial spreadsheets for each active project, including expenditures, funding breakdown and approved budget. Data is pulled from Dynamics and manually updated – typically monthly.

**Dynamics** – City's electronic financial system





## **CIP Project Status and Phase Breakdown/Definitions**

CIP PROJECT STATUS AND PHASE BREAKDOWN

State	Status	Phase	Phase Description	Stage	Ending Milestone	Description/Comment
Planned	Inactive			Not Started	Initiation	
Open	Active	Right-of-Way	Procuring property and easements	Preliminary Design/ Final Design	ROW settled	Occurs across several stages/phases in Preliminary or Final Design sub phases – should be complete before advertising.
		Preliminary Design	Period from initiation through ~30% design, when the project baseline is established	Initiation/Chartering	Design Start	Assign project number, Project Charter, Consultant Selection. Design start commences with Consultant Notice to Proceed.
				Preliminary Design (0% - ~30%)	Project Baseline (~30%)	Preliminary design is completed (~30%), preferred alternative selected, scope defined, schedule set, detailed cost estimate developed based on scope and schedule and authorized funding in place.
		Design	Period from baseline through award by Council or Mayor	(Final) Design (~30% - 100%)	Ready to Advertise	Design progresses through stages to 100% where bid documents are ready to advertise.
				Bid/Award	Bids Accepted	The Bid period is from ad date to bid acceptance.
					Awarded	The Award period from bid acceptance to award by Council or Mayor.
		Construction	Period from award through acceptance	Construction	Construction Start	The pre-construction period includes activities such as contract signing, submittals, and the pre-construction meeting.
					Substantial Completion	The main construction period is between active construction start and substantial completion when the City has use and possession.
					Physical Completion	The punchlist period is the time between substantial completion and physical completion where work on punchlist items occurs.
				Acceptance	Acceptance	The acceptance period is between physical completion and Council/Mayor acceptance where contractor project paperwork is finalized.
	Warranty/ Closeout	Warranty/ Closeout	Period from acceptance through final closure	Warranty/Closeout	Closed	The Warranty period is typically one year from acceptance. Once any Warranty work is completed and all City paperwork finalized, the project is closed in accounting system.
	Inactive	Preliminary or Final Design	Project put on hold once started	On Hold		Can happen at any point in Preliminary Design or Design.
Closed	Closed	Closed		Closed	Closed	A completed (or cancelled) project as opposed to one that has not started.

## DEFINITIONS

<b>Acceptance</b>	The construction contract is accepted by City (Council or Mayor) after all required closing paperwork received from contractor. Staff and consultants will still have closeout work (e.g., paperwork, record drawings, warranty work) before the project is closed.
<b>Active Project</b>	A project that has been initiated and has not yet been accepted and/or is not on hold.
<b>Baseline</b>	The project baseline is set at the point in time when preliminary design is completed (~30%), the preferred alternative is selected, scope is defined, schedule defined based on scope, detailed cost estimate developed based on scope and schedule and authorized funding is in place. Project management performance is evaluated relative to the baseline.
<b>Closed</b>	A project is closed when all work is completed, the warranty period and associated work are done, all paperwork is finalized and the project number is closed in accounting system. A project that has been cancelled is also considered closed.
<b>Inactive Project</b>	A project is considered inactive if it is in the biennial CIP but has not been started, or it has started but is currently on hold.
<b>Initiation</b>	Initiation begins when a budget account number is established and the Project Manager begins the project charter process.
<b>Open Project</b>	An open project is a project in any "stage" from Initiation through Warranty/Closeout. A project on hold is considered an Open Project even though it is Inactive.
<b>Physical Completion</b>	Physical completion occurs when the contractor has completed all project work, including all punch list items.
<b>Substantial Completion</b>	The point near the end of construction where the City has possession and use of the infrastructure; project looks done to the public. This milestone is used for performance reporting.
<b>Warranty</b>	The warranty period starts on the acceptance date and is typically one year. A warranty inspection is performed shortly before warranty expiration and the contractor is notified of any items requiring replacement/fixing under the warranty.

## Sample Bar Chart

Note: this is only a portion of the full chart  
Red text represents updated information

Updated  
03/02/21

Substantial Completion

Contract Award

Detailed Cost Estimate

CIS Estimate

Mar-21

This month

Scope to Budget

Placeholder

No Estimate

Apr-21

May-21

Functional Area	Lead Inspector	Inspector	Functional Area Lead	Construction PM	Functional Area Mgr	Project Name	Current Approved Budget	Total Cost Estimate	Initiation	Preliminary Design Start	Baseline (30%)	Advertise	Award	Substantial Completion	Acceptance	Closeout	Jan 2021	Feb 2021	Mar 2021	Apr 2021	May 2021	Jun 2021	Jul 2021	Aug 2021	Sep 2021	Oct 2021	Nov 2021	Dec 2021	Jan 2022	Feb 2022
Transportation	Rich H	Ilir D	Peter D.	Eric D.	Don C.	NE 51st St. (CFD) and 156th Hawk Signal	7,348,017	7,348,017	Feb-16	Feb-16	Feb-16	May-19	Jun-19	Jun-20	Apr-21	Apr-22														
TOSE	Pat G	Cody C		John M.	Paul C	Willows Road Rehab & Conduit for TSIP	3,109,099	2,692,357	Mar-17	Apr-17	Jun-18	Apr-19	May-19	Jul-20	Apr-21	Apr-22														
Wastewater			Jeff T.	Mike H.	Scott T.	Control & Telemetry System Upgrades Phs I (PS 1, 4, 5, 6, 7 & 8)	1,082,000	1,082,000	Aug-18	Aug-18	Sep-18	Nov-18	May-19	Mar-21	Apr-21	Apr-22														
Parks		James L	Quinn K.	John M.	Dave T.	Redmond Pool Rehabilitation (Phase 2)	2,774,271	2,755,276	Feb-19	Jun-19	Sep-19	Feb-20	May-20	Apr-21	May-21	May-22														
Transportation	Pat G	Pat G	Peter D.	Bassa m A.	Peter D.	SR520 Trail Grade Separation @ NE 40th St.	14,261,932	14,261,931	Jun-16	Apr-16	May-18	Jan-20	Mar-20	May-21	Jul-21	Jul-22														
Water	Rich H	Rich H		Mike H.		Hypochlorite Generation Unit Replacement	507,700	507,700				Oct-20	Jan-21	May-21	Jun-21	Jun-22														
Water	Consultant	Consultant	Lisa R.	Joe O.	Steve H.	SE Redmond Tank Painting & Seismic Upgrade	5,887,698	5,790,596	Nov-18	Jun-19	Oct-19	Jun-20	Jul-20	Jun-21	Sep-21	Sep-22														
Wastewater	Goldman	Mike P	Scott T.	Mike H.	Scott T.	Pump Station 15 Abandonment (previously Replacement)	2,308,703	3,368,492	Jan-12	Jan-12	Mar-20	Feb-21	Mar-21	Jul-21	Aug-21	Aug-22														
Water	Rich H	Rich H	Lisa R.	Eric D.	Steve H.	VFD Pump Replacement	2,304,151	2,304,151	Apr-20	Apr-20	Jun-20	Oct-20	Jan-21	Aug-21	Oct-21	Oct-22														
Transportation	Goldman	Phillips	Peter D.	John M.	Don C.	31st St. Light Rail Access to Ped/Bike Bridge	644,480	792,181	Nov-19	Nov-19	Mar-20	May-21	Jun-21	Aug-21	Oct-21	Oct-22														
Parks/Facilities	James L	James L	Tom L	Joe O.	Lee Ann S.	KCFD Seismic Repairs 14 & 18	4,178,215	4,075,224	Feb-18	May-18	Jul-19	Sep-20	Nov-20	Sep-21	Sep-21	Sep-22														
TOSE	Rich H	Rich H	Adnan S.	Aaron N.	Paul C	Retaining Walls - RedWay Rockery	1,628,505	1,504,067	Apr-19	Jun-19	Aug-19	Feb-21	Apr-21	Sep-21	Dec-21	Dec-22														
Stormwater	Rich H	Cody C	Emily F.	John M.	Steve H.	Willows Road Culvert Replacement	3,228,318	3,228,318	Mar-17	Apr-17	Jun-18	Dec-20	Feb-21	Oct-21	Dec-21	Dec-22														
Parks	Pat G	Pat G	Jeff A.	Rob C.	Dave T.	Westside Park Renovation	2,600,000	2,600,000	Aug-19	Oct-19	Feb-20	Mar-21	Apr-21	Oct-21	Dec-21	Dec-22														
Wastewater	Otak	Otak	Scott T.	Mike H.	Scott T.	Pump Station 13 Replacement	14,030,795	14,030,795	Jun-18	Oct-18	Feb-19	Feb-20	Mar-20	Nov-21	Jan-22	Jan-23														
Parks/Stormwater	Pat G	Mike P	Roger D	Rob C.	Steve H.	Smith Woods Stream/Pond Rehab	1,396,004	1,169,751	Aug-18	Mar-19	Apr-20	Jun-21	Aug-21	Nov-21	Feb-22	Feb-23														

## **Risk Management Plan Process**



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## Risk Management Plan Process

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Complete brainstorming exercise with the project team to identify all elements on the Risk Management Matrix. Ensure the team assesses the needs specific to the current phase of the project. This document provides direction on how to develop the Risk Management Matrix.

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### I. Risk Identification

Risk Identification is the act of defining all possible risks that may significantly impact the success of the project. Risk identification is a continuous process because new risks and opportunities emerge as the project progresses through its life cycle.

#### Sources to Use While Identifying Risks:

- Team brainstorming / Team Expertise
- Team Meetings
- Emergency Issues
- Project Reports
- Lessons Learned
- Similar Project Risk Management Matrixes

#### 1. Date Identified (A)

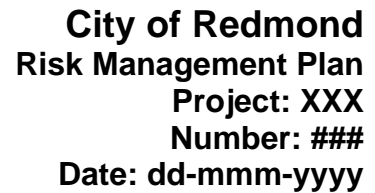
Identify date the risk or opportunity was added.

#### 2. Specific Risk or Opportunity (B)

Define the risk or opportunity specific to the project for the current project phase. The level of detail will vary per project, the team should focus on high level issues. These are specific issues that may affect the successful completion of deliverables.

#### Samples Risk Areas to Consider:

- Technical: Design incomplete, deviations required, unexpected geotechnical issues, etc.
- External: Funding changes, stakeholders request late changes, new stakeholders emerge and add work, conflicting projects, land owner issues, etc.
- Competing Priorities: Other projects having higher priority deadlines.
- Lack of Resources: Not enough staff to complete tasks within identified schedule.
- Environmental: Permit timelines, regulation changes, possible contaminated soils, etc.
- Organizational: Inexperienced staff, changes in staff, etc.
- Project Management: Insufficient time to plan, poor WBS, unplanned work, lack of coordination, etc.
- Right-of-Way: Permit windows, railroad agreements, property owner issues, etc.
- Construction: Unexpected buried objects, utility issues, weather, etc.
- Regulatory: New permits required, new land use regulations, etc.
- Public/Political: Community opposition, political leader interest, etc.
- Scope: Risks associated with changes of scope, need for 'fixes' to achieve the required technical design.
- Quality: Failure to complete tasks to the required level of technical or quality performance.



- ## II. Qualitative Analysis

### 3. Probability (C)

VH	Very High	80 - 99%
V	High	60 - 79%
M	Medium	40 - 59%
L	Low	20 - 39%
VL	Very Low	1 - 19%

Define if the risk were to occur, "What is the level of influence it will have on the project outcome?"

VH	Very High	80 - 99%
V	High	60 - 79%
M	Medium	40 - 59%
L	Low	20 - 39%
VL	Very Low	1 - 19%

Based on the individual risks probability and impact, identify the overall risk rating.





### III. Risk Response

Risk response is identification of specific strategy or mix of strategies to deal with each risk. Items could involve primary and secondary plans, dependent upon level of severity. The strategy is identified and agreed upon by the team.

#### 6. Strategy (F)

Identify person or group responsible for the delivery of the items defined. It is important to include who will communicate with whom.

Definitions:

- Avoid: Change the project plan to eliminate the risk. This is done by adjusting the scope, schedule, and/or the budget.
  - Example: A lower priority project was scheduled to complete the PE phase by year end. Four other high priority projects acquired additional funding, which required the project to go to ad six month earlier than scheduled.
    - Risk: Not meeting project advertisement date.
    - Strategy: Avoid potential for not meeting project advertisement date by expediting project tasks with use of additional staff.
- Transfer: Shift the risk and responsibility to a third party through use of a more capable contractor or consultant. Insurance or financial protection may be an option. Risk is not eliminated by this strategy.
  - Example: Use of geotechnical consultants that have the expertise.
    - Risk: Not able to complete necessary soils testing due to in-experience.
    - Strategy: Transfer the risk of not being able to complete soil testing tasks to Consultant.
- Mitigate: Reduce the probability and/or effect of the risk to an acceptable level.
  - Example: The project team has seen an increase in manufacturing days for signal poles, which has caused a delay in past project delivery times.
    - Risk: Not receiving the signal poles within the allotted working days.
    - Strategy: To mitigate the risk to completion of the project, the team chooses to have a separate contract, in advance of the project, to ensure materials are available once notice to proceed is given to the Contractor.
- Accept: “Do Nothing Strategy” until the risk actually occurs and is dealt with at a future time. Contingency reserve may be considered to cover this strategy.
  - Example: A new finance strategy is being proposed to Council. Acceptance of the program will provide additional funds for three intersection projects. Approval of the new finance program will require all three projects to go to advertisement within six months of approval. If the finance program is not approved project advertisement will be established at a later date.



- Risk: Not having the projects ready for project advertisement if new funding program approved.
- Strategy: Accept the fact the project needs to be at a certain state now and ready for project advertisement in six month. Continue working on project deliverables to ensure project advertisement date can be met.

**7. Planned Response (G)**

A planned response or action, aligned with the strategy, is identified to deal with each risk. Planned responses may change throughout the project, as more details are available and the design progresses.

**IV. Monitoring and Controlling**

Monitoring and Controlling continues through the life of the project. As the team progresses through the design phases, details will become prevalent. This provides the team opportunities to re-assess and monitor the planned responses, add/re-analyze/change the identified risks. All team members will identify risks throughout the preliminary engineering phase and utilize the risk management plan to assess, monitor, and manage them.

**8. Assigned Responsible Person (H)**

Identify person or group responsible to manage the individual risk. It is the responsibility of the assigned individual to provide status on the issue and escalate concerns to the appropriate team member and/or Supervisor.

**9. Current Status, Date (I)**

The Project Lead will identify timing of status updates to the team. As project phases shift and are completed timing will also change. It is the responsibility of each team member to provide timely updates to the Project Lead.



## **Overview of Capital Investment Strategy (CIS) Methodology**

## Overview of Capital Investment Strategy (CIS) Methodology

**History:** The first Capital Investment Strategy (CIS) was completed in 2011 and spanned 18 years of capital investments. CIP Portfolio Mgt. Team includes staff from 11 functional areas (see list below). Every 15 months or so the CIS Team reconvenes to develop a recommended 6-year CIP. During the early development of the CIS, the team has regular check-ins with the CIP Governance Committee for their feedback and guidance. Typically, during 1Q of a budget adoption year, the CIP Portfolio Mgt Team delivers to the CIP Governance Committee a recommendation for capital investments for the 6-year CIP and outer years (together, the CIS).

### CIP Portfolio Management Team's 11 Functional Area Staff Representatives:

- Transportation Planning & Engr.
- Traffic Operations
- Environmental Sustainability
- Parks
- Facilities
- Planning
- Water
- Wastewater
- Stormwater
- Police
- Fire

### Methodology used to develop the current 2021-2030 CIS including the proposed 6-year 2021 –'26 CIP

Step 1: Reflect new processes and tools from lessons learned from prior CIS development.

Step 2: Evaluate and confirm the Thematic Strategies used to elicit key capital investments and are aligned with Redmond's Comprehensive Plan vision for how the City should develop, Budget by Priorities dashboard measures, and the *2019 Community Strategic Plan*. Evaluate and confirm Guiding Principles used to guide how the City will accomplish Thematic Strategies' outcomes.

Step 3: Through business case submissions, candidate projects and investments are identified from approved functional plans, and strategic plans.

Step 4: Candidate projects and investments are scored and ranked based on two sets of criteria:

Urgency criteria evaluate each proposed capital project on a continuum of 0 – 30 points to determine the degree of urgency to list a project in the upcoming CIS. The 7 criteria consider:

1. The status of the project if it is already reflected in the current 2017- 22 CIP,
2. The Impact to grant funding if the investment is not included in 2019- 24 CIP, and whether the investment:
3. Supports an initiative by an elected official,
4. Has a federal or state mandate with a hard deadline,
5. Eliminates or significantly reduces risk or addresses health, life-safety conditions,
6. Is responsive to a substandard physical condition,

7. The infrastructure project's schedule aligns with time-sensitive schedules of private and public partnerships.

Importance criteria evaluate three levels of a project's importance. A 40/40/20 rule requires each functional area to distribute their projects across a High/Med/Low continuum – 40% high importance; 40% medium importance; 20% at the low end of the importance continuum – relative to how each project ranked in its own respective functional plan.

Step 5: Outreach. Staff provides presentations to update the following groups about the CIS process: Planning Commission, Parks and Arts Commission, Ped-Bike Advisory Commission, Budget Finance and Tax Advisory Commission and OneRedmond.

Step 6: Recommendation: After the CIS Team delivers its preliminary ranked CIP list to the CIP Governance Committee, the Construction Operations staff sequence projects, confirm staff capacity and assign construction project managers. The Finance staff develop recommended cash flows to fund the projects. The Governance Committee is presented the recommendation which is reflected as the CIP recommendation in the preliminary budget for Council consideration, as well as for citizen review during public hearings held prior to Council approval of the biennium budget.

Step 7: The Covid-19 pandemic required a re-prioritization of the recommendation due to the changing economy and grim revenue forecasts.

## 2021-2030 CIS (2021-2026 CIP) Evaluation Criteria

7 Urgency Evaluation Criteria	Points
<p>1. Status of Project in Current 2017-22 CIP.</p> <p><i>Purpose is to focus on proposed CIS projects with grants that have either been applied for or have been awarded and recognize that grant funds free up City funds which can be redirected to other City investments.</i></p>	<p><b>5</b> = Contract awarded and project under construction  <b>3</b> = Project in 30-100% design, approved business case  <b>1</b> = Project is in 2017-22 CIP and/or has completed Phase Gate 1 - been initiated, 0-30% design, alternatives analysis/business case completed  <b>0</b> = Project is not included in current 2017-22 CIP</p>
<p>2. Impact to grant funding if investment is not included in 2019-24 CIP.</p> <p><i>Purpose is to focus on proposed CIS projects with grants that have either been applied for or awarded and recognize that grant funds free up City funds which can be redirected to other City investments.</i></p>	<p><b>5</b> = Project already has some construction funding, and if not funded in the 2019-24 CIP, project would lose greater than 50% of its total project costs from outside funding sources.  <b>3</b> = If not funded, project would lose less than 50% of its total project cost from outside funding sources.  <b>1</b> = Grants applied for.  <b>0</b> = No grants have been applied for.</p>
<p>3. Investment supports an initiative by an elected official.</p> <p><i>Purpose is to acknowledge priority projects of the Mayor and Council.</i></p>	<p><b>5</b> = The requested project is reflected in the 2017-18 Executive Summary Strategic Plan.  <b>3</b> = Project is not in the Executive Summary Strategic Plan but has been singled out as a priority by Mayor or Council. E.g. TSIP projects  <b>0</b> = Project is not listed in 2017-18 Executive Summary Strategic Plan nor singled out as a priority by Mayor or Council.</p>
<p>4. Investment has federal or state mandate with hard deadlines.</p> <p><i>Purpose is to acknowledge that even though some projects have hard deadlines, some deadlines can be renegotiated without the City becoming noncompliant.</i></p>	<p><b>5</b> = Consequences of noncompliance are punitive  e.g. 95th Bridge may result in denial of future permits by WA Dept. of Fish and Wildlife  <b>1</b> = Deadline can be deferred by negotiation or another method and progress by City can be demonstrated.  e.g. ADA Compliance (City can show a defensible record of progress)  <b>0</b> = Project is not impacted by a federal or state mandate.</p>
<p>5. Investment eliminates or significantly reduces risk or addresses health, life-safety conditions.</p> <p><i>Purpose is to identify projects that eliminate or significantly reduce the City's exposure to risk of health, life-safety conditions related to systems, facilities, and live and work environments.</i></p>	<p><b>5</b> = Project substantially prevents or remedies a significant health, safety, security condition, or addresses customer problems and issues involving unsafe conditions or has clear safety compliance ramifications. Problems and issues must be well documented.  <b>3</b> = Project mitigates a deficient health, safety, security condition, or addresses customer problems and issues involving unsafe conditions or has clear safety compliance ramifications. Problems and issues must be well documented.  <b>1</b> = Project will have a slight positive improvement on remedying a deficient health, safety, security condition, or in addressing customer problems and issues involving unsafe conditions.  <b>0</b> = No unsafe health, life-safety issues are associated with project.</p>

<p>6. Investment is responsive to a substandard physical condition.</p> <p><i>Purpose is to distinguish among projects that address substandard physical conditions by awarding higher points to those projects that can significantly improve the effectiveness, efficiency, or reliability of system operations and service delivery.</i></p>	<p><b>5</b> = Project will have a slight positive improvement on remedying a deficient health, safety, security condition, or in addressing customer problems and issues involving unsafe conditions.</p> <p><b>3</b> = Asset is in poor condition. Significant maintenance or partial rehabilitation is required, and consequences are moderate if the asset fails.</p> <p><b>1</b> = Asset is in fair condition. Some corrective maintenance is necessary to increase performance or extend useful life, and consequences are low if the asset fails.</p> <p><b>0</b> = Project has no substandard physical condition to remedy, no negative consequences.</p>
<p>7. The infrastructure project's schedule aligns with time-sensitive schedules of private and public partnerships.</p> <p><i>Purpose is to acknowledge that the City has entered into agreements or is negotiating with partners to deliver a capital investment by a certain time.</i></p>	<p><b>5</b> = Project's time-sensitive schedule is acknowledged by an actual or imminent funding agreement between the City and public or private parties.</p> <p><b>3</b> = Project's time-sensitive schedule is acknowledged by an actual or imminent funding agreement between the City and public or private parties.</p> <p><b>0</b> = Project schedule is not driven by an agreement between City and external parties.</p>



## **Sample Business Case**



# CIP Business Case Standard Form

Project Name W Lake Sammamish Pkwy Improvements (51st Street to Bel-Red Road) - Prelim Design

Functional Manager Don Cairns Title Trans Planning Mgr Ext. 2834

Functional Lead Peter Dane Title Senior Planner Ext. 2816

Department Planning

Functional Area(s) Transportation

Location (enter address or coordinates, if multiple locations, attach list)

West Lake Sammamish Parkway between, 51st to Bel-Red Road

Geographic Area Overlake

CIP Status ☒ Exists on 2019-2024 CIP ☐ Proposed in Last CIS (not funded) ☐ New

Project Type New infrastructure

Description (1 or 2 sentences)

Design only. Widen WLSP to one add GP lane both directions (3 to 5 lanes), sidewalk on west side, bike lanes, and extend Sammamish River Trail south from 51st to Bel-Red Road

Project Scope (list of what's included)

some of the units and quantities exclusively for the roundabout portion of work include:  
2,400 TON HMA CL A  
125 LF roundabout truck apron  
5,160 SF soil nail wall  
1,100 curb and gutter

Project Management ☒ Construction Division ☐ Functional Area ☐ Other

Is Real Property support needed? ☒ Yes ☐ No

IS TIS support needed? ☐ Yes ☒ No

What other Functional Areas could be impacted by this project? (check all that apply) ☐ None

☐ Facilities ☐ Fire ☒ Parks ☒ Planning ☐ Police

☒ Stormwater ☐ Transportation ☒ Wastewater ☒ Water

**Project Objectives** *(describe qualitative objectives of the project)*

Improve mobility for vehicles to reduce congestion on West Lake Sammamish Parkway. This reduction in congestion would improve quality of life.  
Increase safety by:  
- providing a space for pedestrians to walk outside of the roadway, and  
- extending the Sammamish River Trail from 51st Street to Bel-Red Road so southbound bicyclists travel on the new Trail instead of southbound in the northbound shoulder like some bicyclists do today

**Justification**

Why are you proposing this project now?

This project is on the Transportation Facilities Plan (contains the top priority projects in the Transportation Master Plan) to be completed by 2030.

Why is this project a high priority?

To improve neighborhood connections by adding vehicle capacity, providing a pedestrian facility for access and safety, extending the Sammamish River Trail from 51st Street to Bel-Red Road

When would you like this project delivered? 2026

How are you expecting this project to be funded? *(check all that apply, describe other)*

☒ CIP Fund      ☐ Grants      ☐ Partnership      ☐ Other: \_\_\_\_\_

How will you measure the quantitative success of the project?

Reduction in vehicle volume to capacity ratio, increases in bicycle and pedestrian volumes

Was this project previously approved in the 2021-2024 CIP? ☒ Yes      ☐ No

If Yes, has it changed? ☐ Yes      ☒ No

**Project Readiness**

☒ Yes      ☐ No      Do you have staff capacity to support this project?

☒ Yes      ☐ No      Are scope and objectives set?

☒ Yes      ☐ No      Are all external feasibility issues resolved?

☒ Yes      ☐ No      Are other impacted functional areas committed to supporting this project?

If No on any explain.

Only projects with all Yes answers will be considered for the CIP.

Are there any other issues, conditions or requirements that could impact the ability of this project to proceed efficiently through design and construction?

☒ Yes      ☐ No. If Yes, explain.

Extensive property acquisition needed along corridor King County jurisdiction, wetland impacts
---

I have reviewed and am approving this project for schedule and cost estimate development.

Donald Cairns  
Functional Area Manager

12/27/2019  
Date

Project Name	West Lake Sammamish Parkway Improvements (51st Street to Bel-Red Road) - Prelim Design		
Functional Area	Transportation		
Manager	Don Cairns		
Department	Public Works		
Director	Carol Helland		
Lead	Peter Dane		
Construction PM (if assigned)	N/A		
Project Schedule			
Proposed Delivery Date (Substantial Completion)	2026		
Project Budget			
Budget 2021-2026	\$3,500,000		
Project Budget is based on	<0	% Design*	
Total Project Budget	\$3,500,000		
Projected Spent through 2020	\$0		
*<0% indicates conceptual level estimate prior to full project scope completion; 0% indicates scope is complete but design not started yet			

# City of Redmond

## Planning Level Opinion of Probable Costs

Roadway Cost Estimate



### Project Cost Summary

**Project Name:** West Lake Sammamish Parkway Improvements (51st Street to Bel-R

**Project ID:** 0

**Created By:** ECD

**Concept No.:** 0

**Date:** 1/20/2020

	Cost	Risk Assessment	Contingency		Total
			%	Amount	
<b>Preliminary Design</b>	\$2,500,000	High	40%	\$1,000,000	<b>\$3,500,000</b>
<b>Final Design</b>	\$0	High	40%	\$0	<b>\$0</b>
<b>Construction</b>	\$0	Medium	30%	\$0	<b>\$0</b>
<b>Right of Way</b>	\$0	Medium	30%	\$0	<b>\$0</b>
<b>Estimate of Probable Cost (2017)</b>			<b>Subtotal</b>		<b>\$3,500,000</b>
<b>Project Escalation</b>					<b>\$0</b>
Year of cost index:	2026				
Midpoint of Construction:	2026				
Escalation Rate:	5.00%				
<b>TOTAL ESTIMATE OF PROBABLE COST</b>					<b>\$3,500,000</b>
<b>Annual Maintenance and Operations Cost</b>					<b>\$0</b>
<b>See Detail Sheets for Assumptions</b>					
<p>The above cost opinion is in 2017 dollars for Comparative Level Evaluation of concepts, Class 4 or Class 5 (0% to 10% design) estimate of the AACE Cost Estimate Classification System. The cost does not include financial costs or operations and maintenance costs. In addition, there are no costs for the mitigation or remediation associated with the potential discovery of hazardous materials. The order of magnitude cost opinion shown has been prepared for guidance in project evaluation at the time of the estimate. The final costs of the project will depend on actual labor and material costs, actual site conditions, productivity, competitive market conditions, final project scope, final project schedule, and other variable factors. As a result, the final project costs will vary from the estimate presented above. Because of these factors, funding needs must be carefully reviewed prior to making specific financial decisions or establishing final budgets.</p>					

## Project Schedule

### WLSP Improvements (51st Street to Bel-Red Road) - Prelim Design Schedule

ID	Task Name	Duration	Start	Finish	
1	Project Initiation	20 days	Mon 6/2/25	Fri 6/27/25	
2	Project Charter	50 days	Mon 6/30/25	Fri 9/5/25	
3	Preliminary Design	250 days	Mon 9/8/25	Fri 8/21/26	

Boilerplate CIP Schedule Date: Fri 1/31/20	Task		External Tasks		Inactive Milestone		Start-only	
	Milestone		Project Summary		Inactive Summary		Finish-only	
	Summary		Split		Manual Task		Progress	
	Rolled Up Task		Rolled Up Split		Duration-only		Deadline	
	Rolled Up Milestone		External Milestone		Manual Summary Rollup			
	Rolled Up Progress		Inactive Task		Manual Summary			



# CIP Business Case Rating Form

Project Name W Lake Sammamish Pkwy Improvements (51st Street to Bel-Red Road) - Prelim Design

Functional Manager Don Cairns Title Trans Planning Mgr Ext. 2834

Functional Lead Peter Dane Title Senior Planner Ext. 2816

Department Planning

Functional Area(s) Transportation

Enter your project's score for each criteria noted below. For more information see [Citywide Rating Criteria](#).

Score	Category	Rating Guidance
0	I. Status of Project in Current 2017-22 CIP	5 Contract awarded & project under construction
		3 Project in 30-100% design, approved business case
		1 Project is in 2019-20 CIP and/or has been initiated, 0-30% design, alternatives analysis/business case completed
		0 Project is not included in current 2019-20 CIP
0	II. Impact to grant funding if investment is not included in 2019-24 CIP	5 Project already has some construction funding, and if not funded in the 2021-26 CIP, project would lose greater than 50% of its total project costs from outside funding sources.
		3 If not funded, project would lose less than 50% of its total project cost from outside funding sources.
		1 Grants applied for.
		0 No grants have been applied for.
5	III. Investment supports an initiative by an elected official	5 The requested project is reflected in the Oct 2019 <i>Community Strategic Plan</i> .
		3 Project is <b>not</b> in the <i>Community Strategic Plan</i> but <b>has been singled out</b> as a priority by Mayor or Council
		1 n/a
		0 Project is <b>not</b> listed in <i>Community Strategic Plan</i> nor singled out as a priority by Mayor or Council.
0	IV. Investment has federal or state mandate with hard deadlines	5 Consequences of noncompliance are punitive
		3 n/a
		1 Deadline can be deferred by negotiation or another method and progress by City can be demonstrated.
		0 Project is not impacted by a federal or state mandate.
5	V. Investment eliminates or significantly reduces risk or addresses health, life-safety conditions	5 Project <b>substantially</b> prevents or remedies a significant health, safety, security condition, or addresses customer problems and issues involving unsafe conditions or has clear safety compliance ramifications.
		3 Project mitigates a deficient health, safety, security condition, or addresses customer problems and issues involving unsafe conditions or has clear safety compliance ramifications.
		1 Project will have a slight positive improvement on remedying a deficient health, safety, security condition, or in addressing customer problems and issues involving unsafe conditions.
		0 No unsafe health, life-safety issues are associated with project.



## CIP Business Case – Rating Form

Score	Category	Rating Guidance
0	VI. Investment is responsive to a substandard physical condition	5 Asset is in very poor condition. Requires <i>complete</i> rehabilitation or replacement. There is a high cost for on-going maintenance and/or the consequences are high if the asset fails.
		3 Asset is in poor condition. <i>Significant</i> maintenance or <i>partial</i> rehabilitation is required, and consequences are moderate if the asset fails.
		1 Asset is in fair condition. Some <i>corrective</i> maintenance is necessary to increase performance or extend useful life, and consequences are low if the asset fails.
		0 Project has <i>no substandard</i> physical condition to remedy, no negative consequences.
0	VII. The infrastructure project's schedule aligns with time-sensitive schedules of private and public partnerships	5 Project's time-sensitive schedule is acknowledged by an <b>actual or imminent funding agreement</b> between the City and public or private parties.
		3 Contract is "in play" – preliminary stages of negotiation
		1 n/a
		0 Project schedule is not driven by an agreement between City and external parties.

10 Total Score

I have reviewed the scope, schedule, cost estimate, and this rating and am approving this project for consideration for inclusion on the CIP.

\_\_\_\_\_  
Director

12/27/2019  
Date



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

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



# City of Redmond

15670 NE 85th Street  
Redmond, WA

## Memorandum

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**Date:** 3/23/2021

**Meeting of:** City Council Study Session

**File No.** SS 21-027

**Type:** Study Session

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Council Talk Time