

City of Redmond

Pavement Management Strategic Plan

Public Works Department
Implementation Plan 2027-2037



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1. Introduction

The City's Pavement Management Strategic Plan (PMSP) establishes a clear vision and framework for restoring and sustaining the City's 362 lane-mile street network. The network — with an estimated replacement value of \$450 million — is a critical public asset supporting the daily movement of residents, businesses, and visitors. After two decades of steady decline, the citywide Pavement Condition Index (PCI) has dropped from 88 (Good) in 2003 to 68 (Fair) today, and projections show the network slipping into Poor condition within seven years if current funding levels persist.

This Implementation Plan translates the goals, strategies, and priorities of the Strategic Plan into a concrete roadmap for action. It defines the specific initiatives, responsible parties, timelines, resource requirements, and performance metrics needed to reverse the decline in pavement condition, move the network toward a Satisfactory condition, and sustain that condition over the long term.

Critically, this plan reflects the City's commitment to operationalizing the Municipal Asset Management Policy (MAMP), adopted in October 2025, by embedding data-driven decision making, lifecycle cost optimization, and transparent reporting into every aspect of the pavement program.

2. Vision, Goals & Guiding Principles

2.1 Vision Statement

Redmond's vision is to operationalize the Municipal Asset Management Policy through a formal, data-driven Pavement Management Program that ensures the City's street network is safe, reliable, and sustainably managed by all users. Anchored in lifecycle asset stewardship principles, the program is designed to extend asset service life, optimize lifecycle costs, and align infrastructure investment with community outcomes — supporting safety, connectivity, resilience, and equitable service delivery as defined in Redmond 2050.

2.2 Strategic Goals

The PMSP establishes the following measurable goals:

- **PCI Milestone Goal:** Achieve a citywide network PCI of 71 (Satisfactory) by year 2039.
- **Long-Term PCI Goal:** Reach a network PCI of 75 (Satisfactory) beyond year 2039
- **Arrest the Decline:** Stop the current rapid deterioration of Principal Arterials, which have seen 38% of lane-miles slip to Poor or worse conditions.
- **Preventive Investment:** Shift from reactive, worst-first repairs to a proactive, lifecycle-based maintenance strategy.
- **Budget Establishment:** Implement a progressive annual budget starting in 2027, beginning at \$5 million and increasing by \$500,000 bi-annually through 2036.
- **Performance Metrics:** By 2030, establish and track additional performance metrics including maintenance backlog, cost per lane-mile, percentage of roads in Satisfactory condition, and community satisfaction.

- **Equitable Investment:** Ensure pavement investments are distributed equitably across all neighborhoods.

2.3 Guiding Principles

- **Data-Driven Decision Making:** All project selection and resource allocation will be grounded in biannually updated pavement condition data stored in StreetSaver or equivalent pavement management software, ensuring transparent, consistent, and defensible decision making.
- **Lifecycle Cost Optimization:** Emphasis will be placed on preventive maintenance and rehabilitation applied at the right time to extend pavement service life and reduce long-term costs — moving away from the expensive emergency repairs that result from deferred investment.
- **Proactive Over Reactive:** The program will avoid the "worst-first" approach and instead apply a strategic, lifecycle-based methodology to maximize the return on every dollar invested.
- **Equity:** Pavement investments will consider geographic equity and the needs of all residents, including those in underserved neighborhoods, ensuring that the more than 52% of the network comprising Residential and Local Streets is not neglected in favor of arterials alone.
- **Alignment with MAMP:** This plan operationalizes the City's Municipal Asset Management Policy — demonstrating data-driven prioritization (MAMP §5.1.1), lifecycle cost optimization (MAMP §3.2), proactive maintenance (MAMP §4.1), and transparent reporting (MAMP §5.3.2).
- **Collaboration:** Coordination across City departments and with utility agencies will minimize redundant work, reduce disruption to residents, and maximize the value of every pavement investment.

3. Why a Formal Program Is Essential

The Strategic Plan identifies this moment as a critical juncture for the City of Redmond. Without a formal, consistently-funded pavement management program, the City's street network is on a trajectory toward Poor condition — a point where cost-effective preservation treatments are no longer viable and only expensive rehabilitation and reconstruction can restore the network. The City is currently at the inflection point of the pavement degradation curve, where a relatively small increase in investment today can yield significantly better outcomes than a much larger investment in the future.

A formal Pavement Management Program provides the following benefits that an ad hoc approach cannot:

- **Optimizes lifecycle costs** by shifting from expensive emergency repairs to cost-effective preventive maintenance.
- **Improves transparency and accountability** in how funds are allocated and projects are selected.
- **Enables the City to leverage grant funding** and coordinate with other infrastructure projects, maximizing the return on local investment.
- **Supports environmental sustainability** by maintaining smoother pavements that reduce vehicle emissions and minimize the materials and energy needed for reconstruction.
- **Enhances community satisfaction** by delivering safer, quieter, and more comfortable streets — particularly on Residential and Local Streets, which represent the most tangible reflection of City performance for the public.
- **Fulfills the City's MAMP obligations** and will inform the first State of the Asset Report (2027).

4. Implementation Framework

This Implementation Plan is organized around six core program areas, each directly corresponding to strategies identified in the Strategic Plan:

- Program Area 1: Pavement Management Software & Data Management
- Program Area 2: Budget Establishment & Funding Strategy
- Program Area 3: Project Prioritization & Work Plan Development
- Program Area 4: City Resources & Project Delivery
- Program Area 5: Performance Monitoring, Reporting & MAMP Alignment
- Program Area 6: Pilot Programs & Preventative Maintenance Expansion

Each program area includes specific action items, responsible parties, timelines, and status. All program areas are designed to work in concert to reverse the decline in the City's pavement network and achieve the goals established in the Strategic Plan.

5. Program Areas & Action Items

Program Area 1: Pavement Management Software & Data Management

StreetSaver — or equivalent pavement management software — is the foundation of the City's pavement management program. The Strategic Plan identifies continued use of StreetSaver or equivalent software as a critical element of data-driven decision making. Accurate, current pavement condition data enables transparent project selection, lifecycle cost modeling, and budget scenario analysis. The 2025 pavement condition data sets the baseline for the strategic plan in the context of PCI data collected since 2008.

Action Item	Responsible Party	Timeline	Status
Collect new pavement condition data City-wide	Consultant	Q2 2025	Completed
Evaluate 2025 PCI data collected and Stored in StreetSaver by Capitol Asset and Pavement Services.	Pavement Mgmt/Consultant	Q3 2025	Completed
Update treatment costs and decision tree in StreetSaver for use in Strategic Plan	Consultant	Q3/Q4 2025	Completed
Collect pavement condition data City-wide using Streetlogix as pilot	Consultant	Q3 2025	Completed
Streetlogix delivers data	Consultant	Q4 2025	Completed

Action Item	Responsible Party	Timeline	Status
Evaluate Streetlogix automated collection pilot results and determine role in future condition surveys	Pavement Mgmt Staff/ APM Team	Q3 2026	Planned
Select consultant for future pavement condition data collection	Pavement Mgmt	Q1 2027	Planned
Conduct biannual network-wide pavement condition survey	Pavement Mgmt Staff / Consultant	Biannually (next: Q2 2027)	Planned
Update StreetSaver database or other Software with 2027 condition data and confirm all inputs (PCI, degradation curves) are current and accurate	Pavement Mgmt/Consultant	Biannually (next: Q3 2027)	Planned
Update StreetSaver or other Software treatment cost inputs biannually to reflect current Puget Sound Region construction costs	Pavement Mgmt Staff or Consultant	Biannually (next: Q4 2027)	Ongoing
Develop and maintain GIS pavement condition layers integrated with StreetSaver for public dashboard and internal planning	APM Team/GIS / Pavement Mgmt	Future	Future

Program Area 2: Budget Establishment & Funding Strategy

A sustainable Pavement Management Program depends on three core funding principles: a dedicated, recurring revenue source that does not compete with other City priorities; annual increases that keep pace with inflation; and sufficient flexibility to redirect resources as conditions and priorities change.

The Strategic Plan identifies the funding gap as the primary driver of the City's declining pavement conditions. Over the past six years (2020–2025), the City has averaged just \$1.7 million per year in pavement investment — well below what is needed to reverse the downward trend. Modeling indicates that achieving the minimum target Pavement Condition Index (PCI) of 71 requires a progressive budget beginning at \$4 million and growing by \$1 million annually. The recommended approach — a \$5 million baseline with \$250,000 in annual increases — is projected to stabilize the network and position it for long-term improvement, particularly when combined with grant funding and the future establishment of a dedicated paving crew.

In the program's initial phase (2027–2028), the full \$5 million budget proposal could be used to support the establishment of a new in-house paving crew and its operations. By 2029, annual increases will bring the budget to approximately \$5.5 million. At that point, the paving crew and its project delivery could be funded through a separate budget line, and the pavement management program budget will transition to funding projects identified on the 10-Year Paving List.

Projects scheduled for 2027 and 2028 on the 10-Year Paving List are already funded and will be delivered by contractors under the management of the Capital Division. Going forward, contractor delivery will remain the primary method for list projects, while the project map identifies additional corridors well suited for completion by the paving crew.

Current Funding Mechanism:

Currently, larger rehabilitation paving projects are submitted every two years for CIP funding consideration along with other City projects. Smaller programmatic paving projects are delivered outside the CIP process using the limited annual \$500,000 programmatic paving budget. This approach requires paving projects to compete with other city projects and does not establish a reliable and consistent funding source, making long-term asset management difficult. Coordination to include multimodal and utility scopes of work requires the paving project to bundle these scopes of work into one paving project. This approach delays paving with added scopes of work that often require long-lead permitting and more complex contracting.

Proposed Funding Mechanism:

Paving projects starting in 2029 on the paving list are proposed to be funded through a dedicated \$5 million base budget that starts in 2027, increasing by \$250,000 per year. This funding source must be consistent, reliable, and separate from the biannual CIP proposal process to prevent paving projects from competing with other City projects. A fund source that meets this requirement is the Transportation Benefit District. In addition, projects with non-paving scopes of work such as utility, safety, or multimodal work should be classified as separate CIP projects and delivered separately prior to the paving project. Non-paving scopes of work should also be delivered as standalone projects, while paving work is contracted separately. This structure keeps paving contracts simple, focused, and free from CIP competition.

Effective coordination between paving and non-paving projects remains essential. The gap between these efforts should not exceed two years, as this interval is critical for maintaining long-term pavement performance. Cost savings are still achievable through coordination with utility or multimodal safety projects. When these projects align with scheduled paving, they will not be required to repave curb-to-curb; instead, they will complete only the necessary trench patching in accordance with City Standard Details. This approach reduces redundant paving work while preserving pavement quality and longevity.

Table 1: Existing and Proposed Budget through 2036

Year	Current Funded	New Budget Ask (5M+250K increase)	Biennium funding	Year	Biennium Project Costs*	Comments			
2027	\$ 14,660,000	\$ 5,000,000	\$ 25,410,000	27-28	\$ 15,178,050.00	2027: Currently funded are 3 CIP paving projects + yearly \$500K programmatic			
2028	\$ 500,000	\$ 5,250,000				2028: Current funded is the \$500K programmatic through 2028			
2029	\$ -	\$ 5,500,000	\$ 11,250,000	29-30	\$ 11,223,740.00				
2030	\$ -	\$ 5,750,000							
2031	\$ -	\$ 6,000,000	\$ 12,250,000	31-32	\$ 12,880,000.00	Project costs included high contingency as submitted in 27-32 CIP. Costs will be revaluated near project start.			
2032	\$ -	\$ 6,250,000							
2033	\$ -	\$ 6,500,000	\$ 13,250,000	33-34	\$ 13,351,560.00	Overage negligible. Project costs and scopes to be adjusted to fit within budget near project start.			
2034	\$ -	\$ 6,750,000							
2035	\$ -	\$ 7,000,000	\$ 14,250,000	35-36	\$ 14,189,000.00				
2036	\$ -	\$ 7,250,000							
Total		\$ 61,250,000							
	Proposed to fund paving crew in 2027 and 2028								
	Currently Funded Projects and Pavement Management Program. See 10-Year Paving Project List								
	* See 10-Year Paving Project List								

Action Item	Responsible Party	Timeline	Status
Confirm budget to propose from several budget options	Pavement Mgmt/Director/Deputy Director	Q1 2026	Completed
Finalize recommended programmatic budget scenario (proposed: \$5M base + \$250K annual increase, starting 2027) and present to Mayor and COO for confirmation.	Director /Deputy Director	Q2 2026	In Progress
Establish a dedicated programmatic paving budget separate from CIP to eliminate annual competition with other capital projects	Finance / Director	2027 Budget Cycle	Planned
Increase Transportation Benefit District (TBD) contribution to fully fund the annual programmatic paving budget or seek another reliable fund source	Finance / Director / Council	2027 Budget Cycle	Planned
Implement progressive budget structure with annual increases of \$250,000 to keep pace with inflation and rising Puget Sound construction costs	Finance / Pavement Mgmt	Biannually during Budget Cycles	Planned
Pursue state and federal grant funding annually (STP, PSRC, STBG, TIB, etc.) using programmatic budget as local match; prioritize arterial rehabilitation projects eligible for grant funding	Pavement Mgmt / Grants Staff/Transportation Planning and Engineering	Annually	Planned
Classify projects with utility, safety or multimodal improvements as separate CIP projects; clearly delineate CIP vs. programmatic project scope. Non-paving scopes of work must be done as a separate project before the paving project.	Utility / Pavement Mgmt/Capital Division	Biannually during Budget Cycles (next Q3/Q4 2027)	Planned
Track project expenditures for budget reporting	Finance / Pavement Mgmt	Biannually(next Q4 2026)	Ongoing

Program Area 3: Project Prioritization & Work Plan Development

The Strategic Plan calls for a prioritization framework that moves beyond worst first decision making and incorporates life-cycle based investment logic. Project prioritization is driven by pavement condition data, traffic volumes, and roadway functional classification, with an initial focus on rehabilitating

arterials to slow the most significant decline. Community driven considerations, including equity and safety, are also integrated. In the near term, over 70% of the annual programmatic budget is recommended for arterial rehabilitation, with the remainder allocated to residential preventive maintenance.

Projects were prioritized using the following criteria:

- 2025 Pavement Condition Index (PCI) rating and deterioration rate
- Safety risks identified in the City's 2025 Safety Action Plan
- 2025 roadway classification and traffic data
- Accessibility and proximity to key destinations such as hospitals and schools
- Field verified conditions and community feedback

Each project candidate receives a score from 1 to 5 in five rating categories: PCI, average annual daily traffic (AADT), roadway functional classification, safety risk, and accessibility. Higher scores are assigned to locations with low PCI, high AADT, principal arterial classification, elevated safety risk, and strong accessibility needs. Safety scores reflect the high risk and high injury network identified in the City's 2025 Safety Action Plan, while accessibility scores are based on proximity to facilities such as schools, hospitals, fire stations, and police stations. The full scoring methodology and prioritization map are provided in Appendix A.

Action Item	Responsible Party	Timeline	Status
Develop prioritization framework	Pavement Mgmt	Q1 2026	Completed
Incorporate prioritization framework into GIS mapping	Pavement Mgmt/APM Team	Q1 2026	Completed
Develop 10-year project list based on PCI thresholds, functional classification, treatment type, and available budget; maintain 70/30 arterial/residential budget split.	Pavement Mgmt Staff	Q2 2026	Completed
Conduct review of 10-year project list for alignment with priorities, alignment with most recent pavement data available, recent customer service requests, and emerging needs.	Pavement Mgmt Staff	Q4 2026(then annually)	In Progress
Update and maintain APM Team treatment selection maps and prioritization maps for arterials and residential roads to guide project selection and support workload planning for any future in-house paving crew.	APM Team	Q3 2026, then annually	In Progress
Coordinate project list with utility agency and City department project calendars to identify coordination opportunities and avoid pavement-cut conflicts.	Engineering / Utilities / Pavement Mgmt/Other Departments	Biannually (next Q3 2027)	Ongoing
Evaluate and refine prioritization criteria as the program matures, and as the network condition improves toward Satisfactory.	Pavement Mgmt Staff	By 2031	Planned

Work Plan Development

Project development is based on selecting the right treatments at the right time over the life cycle of a pavement. Appendix B shows treatment selection developed for the City's arterials and residential roads.

The 10-year project list spans five biennium budgets (2027–2036) and includes several large-scale programmatic paving projects annually. The project list was developed from the 2025 pavement condition assessment conducted by Capitol Asset and Pavement Services, treatment tables in Appendix B, incorporating citizen complaints, coordination with Maintenance and Operations, and field observations by staff. Projects were then prioritized as noted in Program Area 3.

Projects submitted in 2025 as part of the 2027-2032 CIP, identified on the paving project list in Table 2 with orange highlight were estimated using the City's CIP estimating template that is based on costs produced by KPG in 2021 and escalated to the construction year. Scope of work on these projects includes transportation planning safety elements and utility work. The costs shown on the project list only reflect the investment in paving and not the utility or safety elements. The estimated costs of other projects on the project list are based on completed CIP paving project costs over the last five years escalated at 5% inflation and 4% interest beginning in 2026. Projects that are not based on the CIP cost estimating template include a base cost for removal and replacement of 3 inches of asphalt, curb ramps, and limited curb, gutter, and sidewalk replacement. The total cost includes all soft costs including project administration.

Investment Strategy

The project list prioritizes the arterial network, which represents over 70% of total investment. Preventative maintenance activities — such as slurry seals — are directed toward residential roads. Any future Paving crew efforts are expected to focus on rehabilitation work and preventative maintenance work in residential roads and lower-volume arterials. It is anticipated any future Paving crew-identified projects would be funded separately from the pavement management program budget. Projects proposed per year are constrained by a recommended funding level of \$5M/year plus \$250K/year escalating. Projects removed from the list due to funding constraints are identified in Appendix B. Future paving crew could do spot repairs on these corridors or complete paving on the whole corridor depending on crew expertise. Notable corridors not included due to funding — such as Bellevue-Redmond Road — remain important City priorities. The City will pursue safety coordination opportunities with Transportation Planning and Engineering to advance those projects and could utilize a future paving crew for some of those locations. Residential road rehabilitation work is also not included in the project list, as that scope is expected to be carried out by the paving crew.

Funding

The Pavement Management Program is currently funded at \$500,000 annually through 2028, providing \$1 million in programmatic funding for the 2027–2028 biennium in addition to allocations to CIP paving projects show on Table 2 of the paving project list. Beginning in 2029–2030, biennium investment is proposed to increase with the recommended budget ask with an estimated 2029-2030 biennium total of \$11.2 million, rising to \$14.2 million in the 2035–2036 biennium. Please see Table 1 on page 7 for additional funding details

2027–2028 Biennium: Currently Funded Projects

The following projects in the 2027–2028 biennium are already funded and have CIP Project Managers assigned:

Paving Year	Street	Limits	Status
2027	NE 40th Street	156th Ave to Bel-Red Road	Funded; delivered through Shared Use Path project
2027	24th Street	City limits to West Lake Sammamish Parkway	In construction. Included coordination with utility work.
2027	Avondale Road	NE 90th to Novelty Hill Road	Bidding in 2026; paving 2027 in coordination with utility work

Given the concentration of large investments in 2027, the program is limited to two programmatic preventative maintenance project proposal in 2028 below.

Paving Year	Street	Limits	Treatment
2028	153rd Ave NE	Programmatic area	Preventative maintenance (slurry seal)
2028	North of 104th	Education Hill	Preventative maintenance (slurry seal)

2029–2036 Biennium: Planned Projects with Additional Scope

The following projects have been identified for future biennium and include expanded scope elements coordinated with Transportation Planning and Engineering (TP&E) and utility programs. These projects were submitted for funding consideration in Winter 2025 for the 2027-2032 CIP. The paving costs for these projects are proposed to be funded with the recommended budget of \$5M+ \$250K/year. The cost of the utility and TP&E scopes of work is not shown for these projects in the 10-year paving project list. It is expected the cost of the utility and TP&E scope items will be funded separately from the recommended paving budget.

Paving Year	Street	Limits	Additional Scope
2029	NE 40th Street	148th Ave to SR 520	Shared use path, in coordination with TP&E
2029	Old Redmond Road	148th Ave to W. Lake Sammamish Pkwy	Utility work; buffered bike lanes
2031	Avondale Road NE	NE 104th to NE 116th	New pedestrian signal and medians, in coordination with TP&E
2032	154th Ave NE	Redmond Way to Leary Way	Utility work

Table 2: 10-Year Paving Project List

Biennium	Year	Street/Neighborhood	Extents	Treatment	Total Project Cost	Annual Total	Biennium Total	Year	Project Rank	2025 PCI	Funding status
27-28	2027	NE 24TH ST	CITY LIMITS TO W LK SAMMAMISH PKWY	Overlay	\$ 4,500,000	\$ 14,160,000	\$ 15,178,050	2027	3	43	Funded
	2027	AVONDALE RD NE	90TH TO NOVELTY HILL	Overlay	\$ 6,800,000				4	28	Funded
	2027	NE 40TH ST	156TH TO BEL-RED	Overlay	\$ 2,860,000				3	62	Funded
	2028	EDUCATION HILL SLURRY SEAL	N OF 104TH AVE	Slurry Seal	\$ 736,800	\$ 1,018,050		2028	1		
	2028	153RD AVE NE	N OF OLD REDMOND RD	Slurry Seal	\$ 281,250				1		
29-30	2029	NE 40TH ST	148TH TO SR 520	Overlay	\$ 3,100,000	\$ 7,400,000	\$ 11,223,740	2029	4	53	Submitted in 27-32 CIP
	2029	OLD REDMOND RD	148TH TO W LK SAMMAMISH PKWY	Overlay	\$ 4,300,000				4	44	Submitted in 27-32 CIP
	2030	148TH AVE NE	REDMOND WAY TO WILLOWS RD NE	Overlay	\$ 2,755,800	\$ 3,823,740		2030	4	36	
	2030	NORTH REDMOND SLURRY	172ND TO 176TH AVE NE	Slurry Seal	\$ 1,067,940				1		
31-32	2031	AVONDALE RD NE	NE 104TH TO NE 116TH	Overlay	\$ 7,600,000	\$ 7,600,000	\$ 12,880,000	2031	5	41	Submitted in 27-32 CIP
	2032	154TH AVE NE	REDMOND WAY TO LEARY	Overlay	\$ 5,280,000	\$ 5,280,000		2032	3	55	Submitted in 27-32 CIP
33-34	2033	AVONDALE WAY	REDMOND WAY TO AVONDALE WAY	Overlay	\$ 4,655,340	\$ 5,593,420	\$ 13,351,560	2033	4	45	
	2033	156TH AVE NE	N OF NE 51ST ST	Slurry Seal	\$ 938,080				2		
	2034	148TH AVE NE	NE 61ST ST TO REDMOND WAY	Overlay	\$ 6,769,100	\$ 7,758,140		2034	4	60	
	2034	BRAE BURN	NE 24TH ST TO W LK SAMMAMISH PKWY	Slurry Seal	\$ 989,040				2		
35-36	2035	WILLOWS RD NE	NE 90TH ST TO REDMOND WAY	Overlay	\$ 3,521,760	\$ 3,760,440	\$ 14,189,000	2035	3	52	
	2035	167TH PL NE	NE 116TH TO NE 120TH ST	Slurry Seal	\$ 238,680				2		
	2036	166TH AVE NE	NE 85TH TO NE 108TH PL	Overlay	\$ 9,725,310	\$ 10,428,560		2036	3	51	
	2036	REDMOND MIDDLE SCHOOL	NE 100TH ST TO NE 104TH ST	Slurry Seal	\$ 703,250				1		
					\$ 66,822,350						
Project Slurry Seal Funded Submitted in 2025 for 27-32 CIP for funding consideration All overlays have base cost for 3inch overlay with some patching including curb ramps, select sidewalk, and select curb, gutter replacement. Costs include soft costs.											

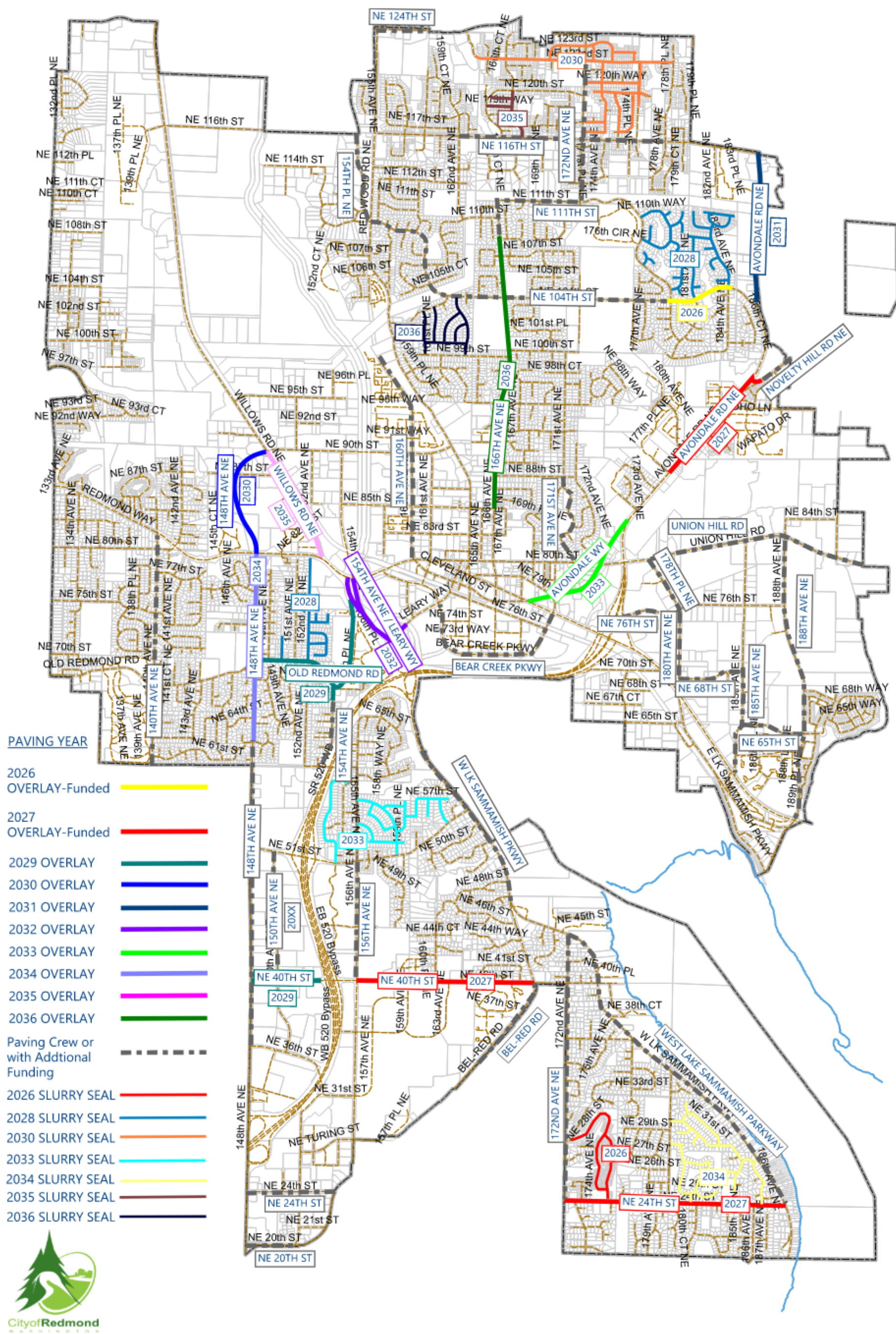


Figure 1: 10-Year Paving Project Map

Program Area 4: City Resources and Project Delivery

City resource needs must be tied to the adopted funding level. The resource needs identified in the Strategic Plan include exploring a future dedicated in-house paving crew (similar to the existing concrete crew). Resources must be scaled to the program level to ensure the annual work plan can be executed efficiently and within budget.

Current Staffing and Delivery

Current project delivery consists of one larger rehabilitation project every other year, with smaller programmatic paving occurring annually. Preventative maintenance (slurry seals) occurs on an every-other-year cycle. The City Pavement Manager currently manages all paving projects including CIP paving through 30% design, then transfers primary responsibility to the Capital Division Project Manager.

Proposed Staffing and Delivery

Resources for 2027-2028 biennium are already identified within the Capital Division for existing paving projects. The significant increase in annual paving volume warrants dedicated delivery resources beginning in the 2029-2030 biennium. It is recommended that at least one dedicated Project Manager and one Inspector be assigned within the Capital Division to manage yearly programmatic paving projects from initiation through closeout. Paving projects with safety and utility scopes of work are also proposed to be managed by the Capital Division.

Action Item	Responsible Party	Timeline	Status
Following Council adoption of budget scenario, develop a staffing plan that aligns City resource needs with the approved annual program level	Director / Pavement Mgmt / HR	Q4 2026 (post-Council)	Planned
Use APM Team treatment selection maps for arterials and residential roads to define workload targets in conjunction with Pavement Management	APM Team / Operations	Q2-Q3 2026	In Progress
Develop training program for project teams and inspection staff on treatment-specific quality standards and StreetSaver data entry requirements	Pavement Mgmt / Operations/Capital Division	By Q3 2027	Planned

Program Area 5: Performance Monitoring, Reporting & MAMP Alignment

The Strategic Plan establishes clear measurable goals and calls for transparent reporting to the community. This program area ensures accountability by tracking progress against PCI goals, budget performance, and other key metrics — and by communicating results clearly to decision makers and

the public. It also fulfills the City's MAMP obligations, including informing the first State of the Asset Report in 2027.

Action Item	Responsible Party	Timeline	Status
Establish baseline KPIs using 2025 condition data; document in performance dashboard for ongoing tracking	Pavement Mgmt Staff	Q2 2026	Completed
Publish biannual pavement program report: network PCI, lane-miles treated, budget spent, and treatment type, and progress toward goals	Pavement Mgmt / Communications	Biannually (Q4), next Q4 2026	Planned
Identify and adopt additional performance metrics such as: maintenance backlog, cost per lane-mile, % network in Satisfactory condition, community satisfaction survey results	Pavement Mgmt	By 2030	Planned
Develop public-facing pavement condition map and annual project tracker (GIS-integrated) to improve transparency and community awareness	GIS / Communications	By 2030	Planned
Prepare annual contribution to State of the Asset Report beginning 2027 per MAMP §5.3.2 requirements	Pavement Mgmt / APM Team	Annually (Q1), next 2027	Planned
Conduct mid-cycle Strategic Plan review in 2030: assess progress toward PCI 71 milestone and long-term goal of 75, evaluate effectiveness of budget and treatment strategy, and update plan as needed	Pavement Mgmt/PW Management	2030 in preparation for 2031-2032 biannual budget	Planned
Initiate next full Strategic Plan cycle in 2035 with updated condition data, revised PCI targets, and update Implementation Plan for 2037 and beyond	Pavement Mgmt/PW Management	Initiate in 2035 after updated PCI data is available for 2037-2038 budget.	Planned

Program Area 6: Pilot Programs & Preventative Maintenance Expansion

New Asphalt Treatments

Pilot programs provide a controlled way to test innovative treatments and evaluate their performance in Redmond’s climate and traffic conditions. Recent pilots in the City, such as expanded crack sealing and slurry sealing programs, have already demonstrated value. Going forward, the City will evaluate additional pilot treatments—such as micro surfacing, fiber-reinforced overlays, or cape seals—to diversify its preventive maintenance toolkit.

New innovations in asphalt mix technology including aramid fiber reinforcement, stress absorbing interlayers, and geosynthetic materials can increase the service life of rehabilitation projects. Expanding these treatments and using new asphalt mix technology will help extend the service life of arterial and residential streets and reduce the need for costly future reconstruction. City will evaluate use of reflective pavements to reduce urban heat island effect as mentioned in the City’s 2025 Environmental Sustainability Action Plan.

Concrete Bus Lanes

Concrete bus lanes and concrete intersections offer significant advantages at high volume locations. Concrete’s superior durability withstands the constant loads from heavy buses and turning traffic far better than asphalt, reducing rutting, deformation, and maintenance needs. This means fewer service interruptions, smoother operations, and longer pavement life. Concrete also provides better load distribution and improved skid resistance, enhancing safety for all road users. Over the long term, these benefits could translate into lower lifecycle costs and more reliable performance in the areas that experience the greatest stress and traffic demand.

Implement a Pavement-cut Moratorium

As part of the City’s right-of-way restoration standards and through a City code update, a pavement-cut moratorium could be implemented. This moratorium would establish a time frame that will not allow pavement cuts for work such as trenching for utilities in new streets, or newly rehabilitated streets. Typically, pavement-cut moratoriums apply to utilities, developers, and other groups that do work within public right-of-way. This may even apply to City owned utilities. Trenching in existing streets typically decreases the service life and a pavement-cut moratorium is a way to effectively minimize pavement cut activities. In addition, a pavement cut moratorium can result in more coordination between City departments and outside users regarding construction projects resulting in more cost-effective projects.

Fee in-lieu

The City could adopt a fee in lieu system that allows pavement cuts on newly or recently paved streets when unavoidable, with responsible parties paying a fee to the pavement program to offset long term impacts. This approach maintains existing standards for trench restoration and grind and overlay requirements while providing a structured alternative to strict moratoriums. Funds collected would help preserve pavement conditions and support future resurfacing, ensuring the City is compensated for the reduced lifespan caused by early pavement cuts.

Action Item	Responsible Party	Timeline	Status
Continue and expand preventive maintenance program for Residential and Local Streets (crack sealing, slurry seal, cape seal, chip seal); allocate approximately 30% of annual programmatic budget	Pavement Mgmt / Operations/Capital Division	Annually	Ongoing

Action Item	Responsible Party	Timeline	Status
Prioritize arterial rehabilitation in near-term project selection (~70% of budget) using fiber-reinforced overlays and other durable treatments to arrest decline of Principal Arterials	Pavement Mgmt /Capital Division	2029 onward	Planned
Pilot and evaluate innovative treatment technologies: micro surfacing, fiber-reinforced overlays (aramid fiber), stress-absorbing interlayers, geosynthetic materials, and cape seals	Pavement Mgmt/Capital Division	2031 onward	Planned
Conduct life-cycle cost analysis for use of concrete at bus lanes and high-volume intersections. Evaluate benefit of including this as a City standard.	Pavement Mgmt/Operations	2031 onward	Planned
Evaluate feasibility and scope of a pavement-cut moratorium, fee-in-lieu for newly constructed or recently rehabilitated streets; develop draft policy and right-of-way restoration standards	Pavement Mgmt/Finance	2031 onward	Planned

6. Implementation Schedule

The schedule below summarizes key milestones across all program areas. The near-term focus (2026–2028) is on establishing the foundational elements of the program — budget adoption, resource allocations, exploring an internal paving crew, and project delivery infrastructure. The mid-term focus (2029–2036) is on executing the annual program to achieve the PCI 71 milestone with established budget. The long-term focus (2037 and beyond) is on sustaining Satisfactory condition and reaching PCI 75.

Milestone / Deliverable	Responsible Party	Program Area	Target Date	Status
Finalize StreetSaver inputs and confirm budget/performance scenarios	Pavement Mgmt / Perteet	PA 1 & 2	Q2 2026	Completed
Finalize prioritization criteria maps and treatment selection maps (arterials & residential)	Pavement Mgmt / APM Team	PA 3	Q2 2026	Completed

Milestone / Deliverable	Responsible Party	Program Area	Target Date	Status
Establish KPI baseline and targets using 2025 condition data	Pavement Mgmt Staff	PA 6	Q2 2026	Completed
Complete first draft of Implementation Plan	Pavement Mgmt Staff	All	Q2 2026	In Progress
Develop in-house paving crew requirements for a future paving crew	Operations / Finance/Pavement Mgmt	PA 5	Q1-Q4 2026	In Progress
Finalize and adopt Pavement Management Strategic Plan (including Implementation Plan)	Director / Council/Pavement Mgmt	All	Q4 2026	Planned
Present recommended budget scenario to Council; seek adoption of \$5M + \$250K recommended budget starting 2027	Director / Finance / Council/Pavement Mgmt	PA 2	Q3-Q4 2026	Planned
Launch 2027 programmatic paving program under new budget	Pavement Mgmt / Finance/Operations	PA 2 & 4	2027	Planned
Prepare first State of the Asset Report contribution (MAMP §5.3.2)	Pavement Mgmt / Asset Mgmt	PA 6	Q1 2027	Planned
Publish biannual pavement program report	Pavement Mgmt / Communications	PA 6	Q4 2027	Planned
Conduct next biannual pavement condition assessment	Pavement Mgmt / Consultant	PA 1	Q3 2027	Planned
Adopt additional performance metrics (backlog, cost/lane-mile, community satisfaction)	Pavement Mgmt Staff	PA 6	By 2030	Planned
Mid-cycle Strategic Plan review; assess PCI 71 trajectory and adjust strategy as needed	Pavement Mgmt / Director	All	2030	Planned
Achieve milestone PCI of 71 (Satisfactory) citywide	All	All	2037 Goal	Goal
Achieve long-term goal PCI of 75 (Satisfactory) citywide	All	All	2039+ Goal	Goal

7. Key Performance Indicators

The following Key Performance Indicators (KPIs) are directly derived from the measurable goals established in the Strategic Plan. Baseline values will be established using 2025 condition data.

Additional metrics will be developed by 2030 as the program matures. All KPIs will be reported biannually in pavement report.

KPI	Baseline (2025)	2039 Milestone Target	2039+ Long-Term Target	Source / Notes
Citywide Network Average PCI	68 (Fair)	71 (Satisfactory)	75 (Satisfactory)	Strategic Plan §3.3;
Arterial Average PCI	64 (Fair)	71 (Satisfactory)	≥ 75 (Satisfactory)	Strategic Plan §2.2;
Principal Arterial % in Poor or worse Condition	38% Poor or worse	Improving	TBD (Develop by 2030)	Strategic Plan §2.2;
Minor Arterial % in Poor or Worse Condition	21% Poor or worse	Improving	TBD (Develop by 2030)	Strategic Plan §2.2;
Residential Average PCI	71(Satisfactory)	71(Satisfactory)	≥75(Satisfactory)	Strategic Plan §2.2;
Residential % in Poor or worse Condition	13% Poor or worse	Improving	TBD(Develop by 2030)	Strategic Plan §4.2 Table 8
% Network in Satisfactory or Better Condition (PCI ≥ 71)	49.2%	Increasing	TBD(Develop by 2030)	Strategic Plan §3.1
Remaining Service Life	21 years	Increasing	TBD(Develop by 2030)	StreetSaver
Annual Programmatic Budget	\$1.7M avg (2020-2025)	\$5M base (2027)+\$250K/year=\$8M in 2039	TBD-Reevaluate in 2035	Strategic Plan §4.3
% Budget Allocated to Arterials vs. Residential	Majority to arterials	~70% arterial / ~30% residential	Adjusted per network condition	Strategic Plan §5.1
Lane-Miles Treated Annually	12 lane-miles (2020-2025)	≥ Prior Year	Sustain or increase	StreetSaver / Biannual Report
Maintenance Backlog,	TBD	TBD (develop by 2030)	TBD (develop by 2030)	Strategic Plan §3.3

KPI	Baseline (2025)	2039 Milestone Target	2039+ Long-Term Target	Source / Notes
Cost/Lane-Mile, Community Satisfaction				

8. Roles & Responsibilities

Successful implementation requires clear ownership and coordination across multiple roles and divisions. The table below outlines primary responsibilities aligned with the Strategic Plan's program areas.

Role / Division	Primary Responsibilities
Director / Deputy Director	Strategic oversight; approval of budget scenarios; Council presentations; mid-cycle strategic plan review; MAMP governance
Pavement Management Staff	StreetSaver management; condition data oversight; project list development; biannual reporting; plan implementation coordination; State of the Asset Report contributions
APM Team	Pavement Condition mapping; public dashboard development, spatial analysis support, Prioritization criteria development mapping and upkeep; Treatment selection mapping for arterials and residential roads; Workload planning support for in-house crew and pavement management program
Capital Division	Design, Contract development and procurement; construction management; and QA/QC inspection
Finance	Budget development and tracking; TBD fund management; grant accounting; progressive budget administration; fund source reporting
Communications	Assistance with biannual pavement report, project communication support, community engagement.

9. Alignment with City Municipal Asset Management Policy (MAMP)

This Pavement Management Strategic Plan operationalizes the City's Municipal Asset Management Policy (adopted October 2025). The Implementation Plan demonstrates:

- **Data-driven prioritization** per MAMP §5.1.1 — All project selection uses pavement condition data, treatment cost inputs, and documented prioritization criteria.

- **Lifecycle cost optimization** per MAMP §3.2 — The program explicitly shifts from reactive emergency repairs to targeted preventive maintenance and timely rehabilitation, reducing long-term costs.
- **Proactive maintenance strategy** per MAMP §4.1 (Systematic principle) — The 70/30 arterial/residential budget split and annual preventive maintenance program reflect a systematic, proactive approach.
- **Transparent reporting** per MAMP §5.3.2 — Biannual pavement reports, a public-facing project tracker, and contributions to the State of the Asset Report (beginning 2027) fulfill MAMP reporting obligations.

When adopted, this Plan becomes the operational model for pavement asset management within the City's enterprise asset management framework and will inform the first State of the Asset Report in 2027.

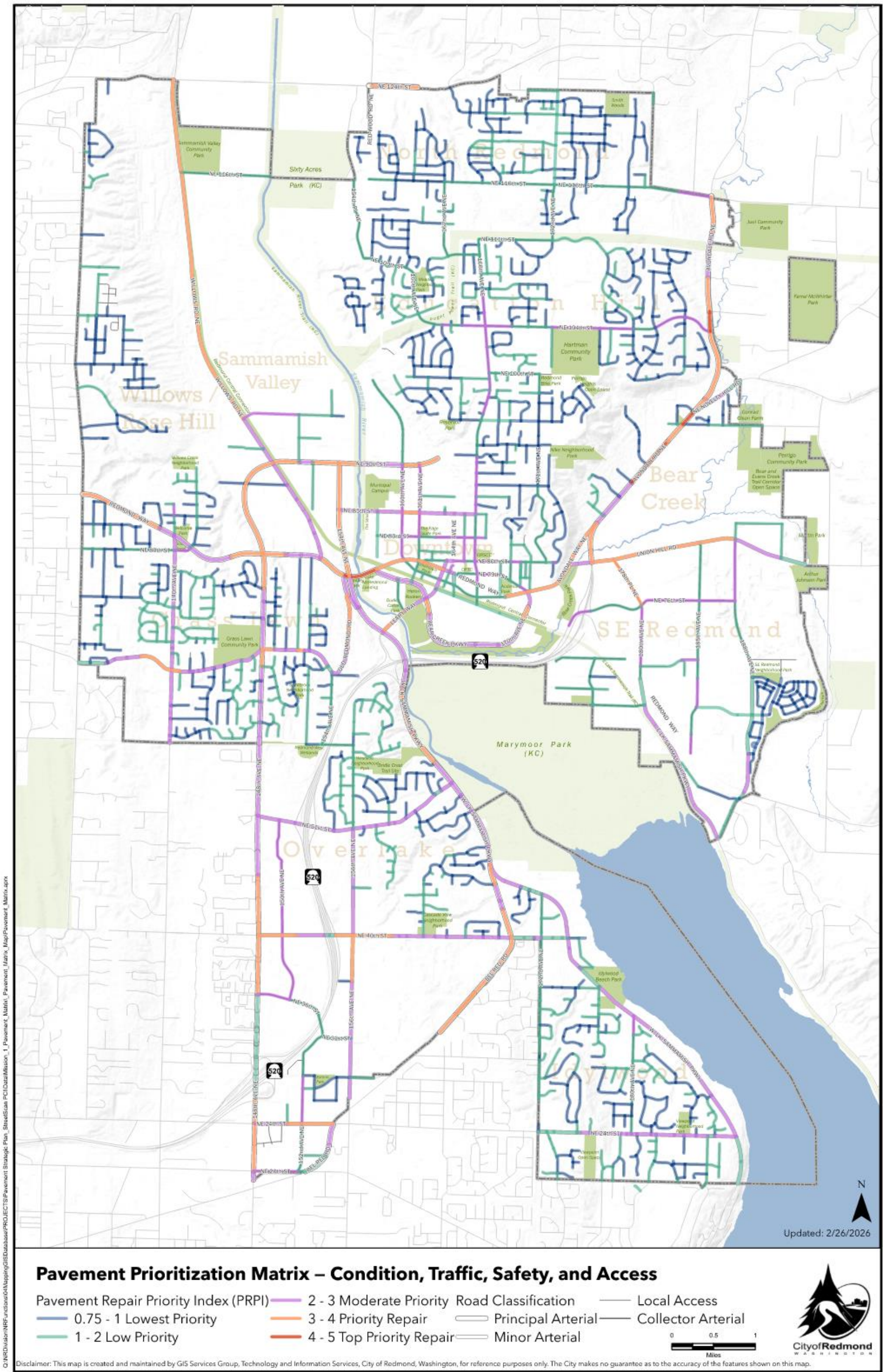
10. Plan Maintenance & Updates

This Implementation Plan is a living document and should be reviewed and updated on a periodic basis to reflect changes in budget, priorities, network condition, and program maturity. The following update schedule is recommended:

- **Annual and Biannual Update:** Review action item status, update project lists, revise timelines, and incorporate new condition data and prior year construction results.
- **Mid-Cycle Review (2030):** Conduct a comprehensive review of progress toward the 2039 PCI 71 milestone and PCI 75 goal. Assess whether the \$5M + \$250K progressive budget scenario remains on track, evaluate treatment effectiveness, and update the plan accordingly.
- **Full Strategic Plan Update (2035):** Initiate a new Strategic Plan cycle with updated condition data, revised performance targets, and a new Implementation Plan for 2037 and beyond — including a fresh 10-year budget scenario analysis.

Appendix A

Pavement Prioritization Map



Narrative: Prioritization Scoring Methodology

Notes:

- The PCI data is from the streetsaver download the 2025 PCI data. Make sure to use the current PCI data.
- The traffic count is using 2024 AADT data stored at the G drive, same as the map that Adnan provide. The original data source is
G:\GIS\Data\Department\Planning\Transportation\TrafficCounts\2024TrafficCounts\Final results
- The HIN and HRN achieved from Chang, get from the TP.E project original from the consultant company. This place might link the folder and the page.

All the data are saved at one geodatabase stored at

Q:\NRDivision\NRFunctions\04MappingGISDatabase\PROJECTS\Pavement Strategic Plan StreetScan PCI\Data\Mission_1_Pavement_Matrix\ Pavement_Matrix_Map called: "Pavement_Matrix.gdb"

1st I selected **PCI_COR_Streetsaver2025** as the base layer because it aligns closely with the City of Redmond centerline geometry and already contains PCI information. This approach avoided performing a spatial join between PCI and the line features, helping prevent potential spatial join mismatches and errors.

score the road based on their 2025 PCI score

PCI Range	PavCondScore
PCI ≤ 40	5
PCI 41–50	4
PCI 51–65	3
PCI 66–70	2
PCI > 70	1

2) AADT assignment to road segments (Traffic Volume Score)

The City's AADT dataset was provided in Excel and mapped as point features. To apply AADT to road line segments, I used **Spatial Join (WITHIN_A_DISTANCE)** and calculated the **mean AADT** from points within **3 feet** of each road segment. This method minimizes over-reliance on a single point and better represents local traffic conditions.

Not all road segments received AADT values because traffic counts are not available everywhere. AADT values are based on **2024** data.

AADT Range	TrafficVolScore
AADT ≥ 30001	5
AADT 20001–30000	4
AADT 10001–20000	3
AADT 5001–10000	2
AADT 200–5000	1

3) Road Functional Class Score (Principal/Minor/Collector/Local)

Road functional class values were used to generate a categorical score representing roadway classification importance. A new field, **RoadClassScore**, was calculated on the road line feature layer based on the functional class attribute. Scores were assigned as follows: **Principal Arterial = 5**, **Minor Arterial = 4**, **Connector/Collector = 2**, and **Local = 1**. This scoring method prioritizes higher-volume, higher-priority roadway types in the overall analysis.

4) Safety Risk Score

A safety risk score was assigned to each road segment to represent relative safety concern based on proximity to high-risk and high-injury locations, pedestrian activity centers, and recent safety-related service requests (Q-Alerts). A new field, **SafetyRiskScore**, was calculated using the following criteria:

- 5 points: Road segment is located within a High Risk and High Injury area.
- 4 points: Road segment is part of the High Injury Network.
- 3 points: Road segment is part of the High-Risk Network
- 2 points: Road segment is not in a high-risk or high-injury area but is located within a high pedestrian center

The High Pedestrian Centers layer was sourced from the Enterprise dataset ("Center"). It includes four designated centers: Downtown Urban Center, Marymoor Village Center, SE Redmond Industrial Center, and Overlake Metro Center. Road segments that intersect a pedestrian center—but are not part of the High Injury Network (HIN) or High-Risk Network (HRN)—were assigned 2 points for the Safety Risk Score.

- 1 point: All other road segments.

5) Accessibility Score (AccessScore)

An accessibility score was assigned to each road segment to represent proximity to critical community services (schools, hospitals, fire stations, and police stations). Road segments were scored based on their distance to the nearest critical service location as follows:

- **5 points:** Road segment is directly adjacent to a critical service (school, hospital, fire station, or police station). **100 feet**
- **4 points:** Road segment is within **500 feet** of a critical service.
- **3 points:** Road segment is within **0.25 mile** (1,320 feet) of a critical service.
- **1 point:** All other road segments.

$!PavCondScore! * 0.25 + !TrafficVolScore! * 0.25 + !RoadClassScore! * 0.2 + !SafetyRiskScore! * 0.2 + !AccessibilityScore! * 0.1$

Rating Category	Weight %
Pavement Condition:	25
Traffic Volume	25
Functional Classification	20
Safety Risk:	20
Accessibility	10
Total	100

Appendix B

Arterial and Residential Treatment Tables and Maps

Table 3: Arterials Treatment Table

PCI Range	Condition	Typical Pavement Age (yrs)	Recommended Treatment	Typical Activity Description	Estimated Construction Cost (per SY)	Purpose / Benefit	Expected Added Life (yrs)	Who does the work?	2025 SY Totals
86-100	Good	0-3	Crack Seal	Seal early transverse/longitudinal cracks to prevent moisture intrusion	\$2.40	Prevent early deterioration; maintain waterproofing	2–3	Future Internal Paving Crew	173440.2

71–85	Satisfactory	4–10	Preventive Maintenance – Crack Seal / Thin Surface Treatment	Crack sealing, fog seal, or rejuvenator ; light surface restoration	\$2.40-\$15	Slow oxidation and raveling; maintain flexibility	3–5	Future Internal Paving Crew & Contractor	1105253
66–70	Fair	10–13	2" Grind and inlay at spot locations + Crack Seal	Primarily seal cracks with select locations for grind and inlay	\$45 or \$2.40	Restore structural integrity, smoothness, and ride quality	5–8	Future Internal Paving Crew	221698.1
56–65	Fair	13–20	2" Grind and Inlay	Mill 2 inches and replace with new HMA layer	\$45	Restore structural integrity, smoothness, and ride quality	8–10	Primarily Contractors with internal paving crew at low volume arterials	422834.3

41–55	Poor	20-25	3" Grind and Inlay with patching	Mill 3 inches and replace with new HMA; include patching of localized failures	\$64	Strengthen base, address rutting and cracking	10–15	Contractors	286195.9
0–40	Failed	25–40+	Deeper Grind or Full Reconstruction	Full-depth reconstruction with base and subgrade repair	\$190	Replace full pavement structure; reset life cycle	20–40	Contractors	74871.36

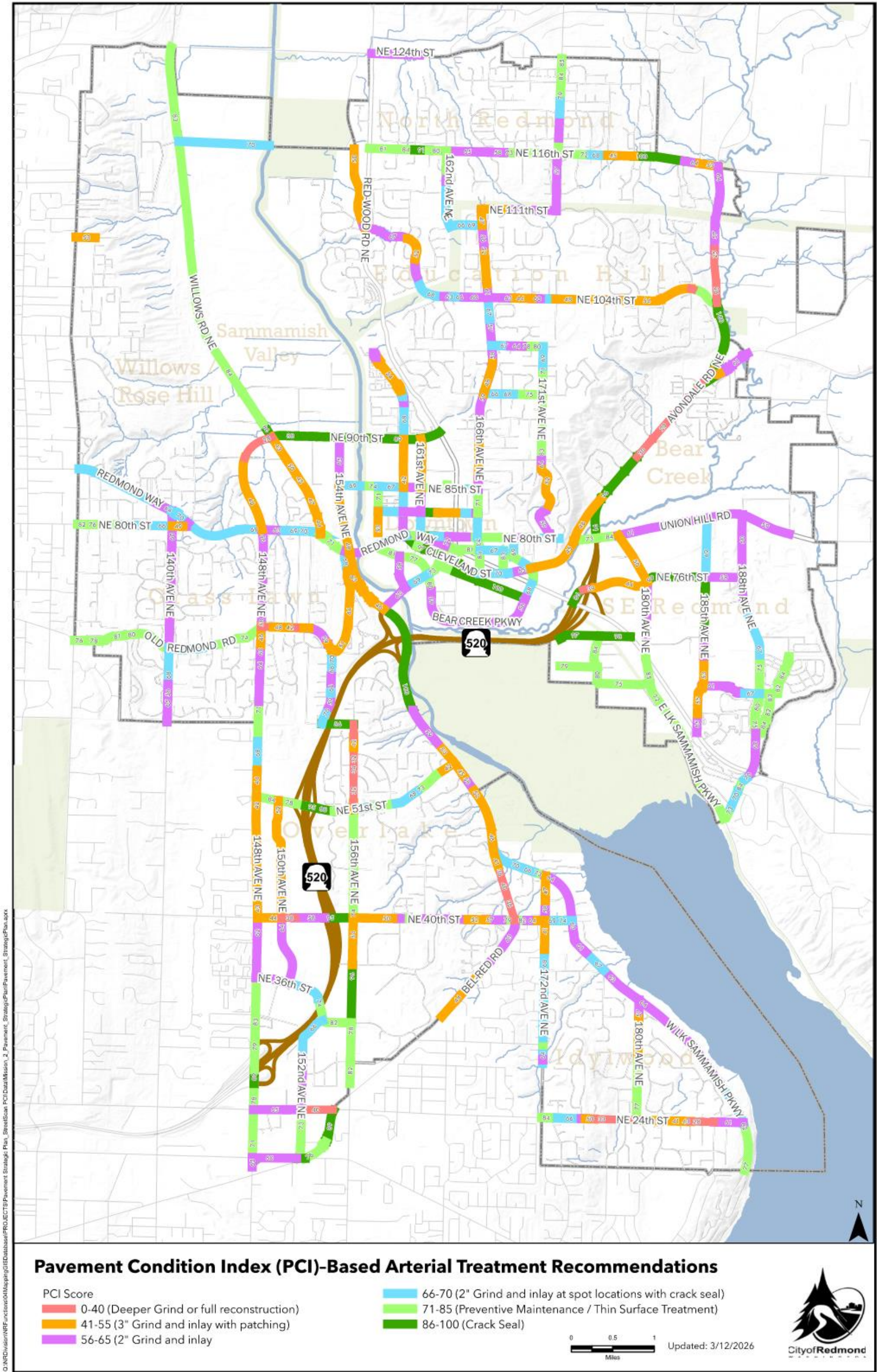
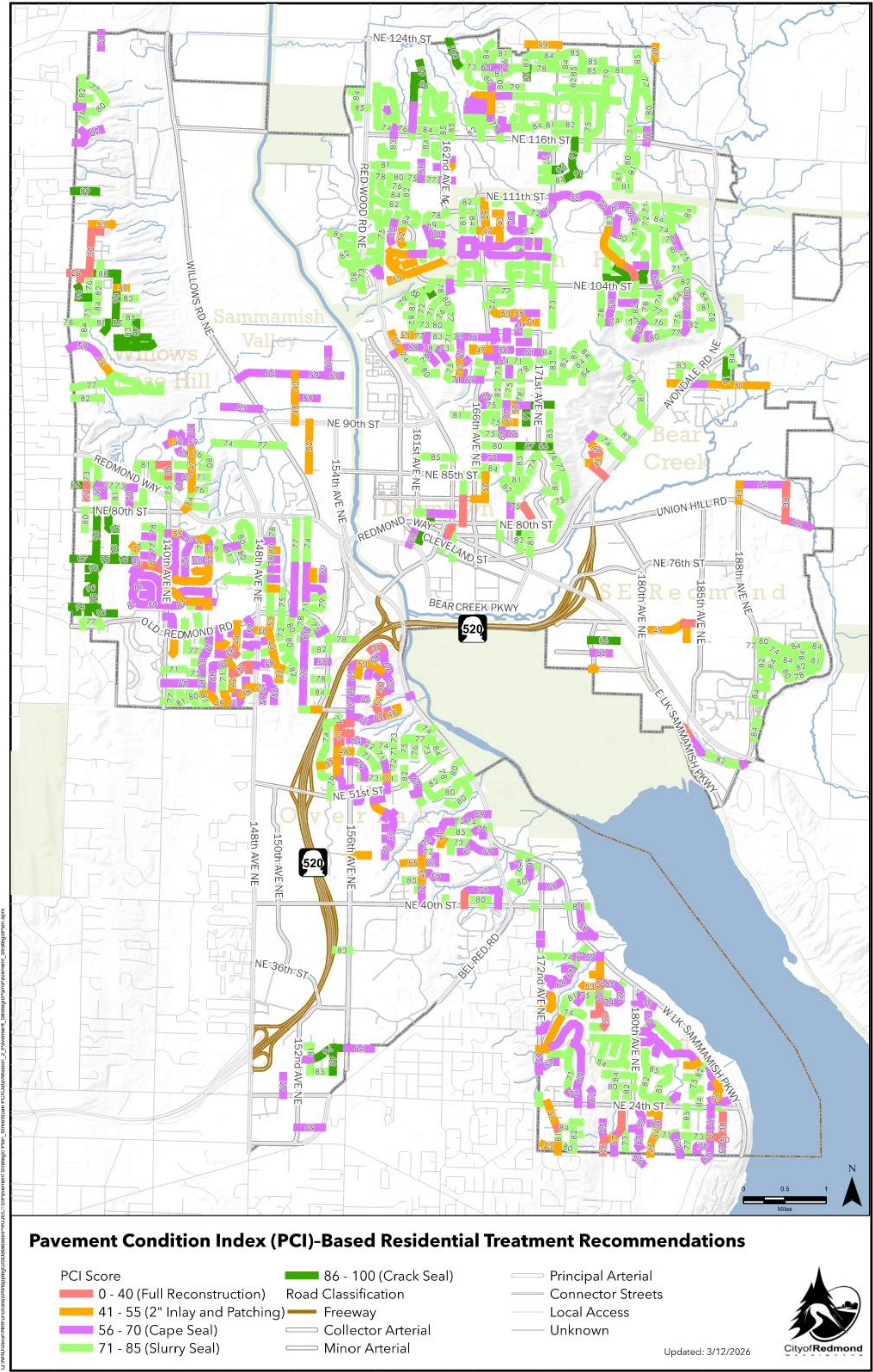


Figure 2: Arterials Treatment Recommendations Map

Table 4: Residential Treatment Table

PCI Range	Condition	Typical Pavement Age (yrs)	Recommended Treatment	Typical Activity Description	Estimated Construction Cost (per SY)	Purpose / Benefit	Expected Added Life (yrs)	Who does the work?	2025 SY totals
86–100	Good	0–5	Crack Seal	Seal cracks as they appear	\$1.50	Prevent moisture infiltration	2–3	Future Internal Paving Crew	89026.57
71–85	Satisfactory	5-15	Slurry Seal & Crack Seal prior to Slurry	Fine aggregate slurry or micro-surfacing	\$8	Restore surface texture and seal	5–7	Contractors slurry & Internal Paving Crew crack seal	1105253
56–70	Fair	15-25	Cape Seal* Or 2” Inlay and Patching at spot locations	Chip seal followed by slurry seal or Mill and replace 2” of HMA, then slurry on top.	\$12 Cape \$60 Inlay	Seal cracks, rejuvenate surface	6–8	Contractors for Cape Seals Future Internal paving crew for Inlay	491003.1
41–55	Poor	25-30	2" Inlay and Patching	Mill and replace 2" of HMA with patch repairs as needed	\$60	Restore surface and partial structure	10-20	Future Internal Paving Crew	195024
0–40	Failed	30-40+	Full Reconstruction	Full-depth rebuild	\$180	Reset pavement life and structure	30-40	Contractors	54481.6

*For future consideration



Disclaimer: This map is created and maintained by GIS Services Group, Technology and Information Services, City of Redmond, Washington, for reference purposes only. The City makes no guarantee as to the accuracy of the features shown on this map.

Figure 3: Residential Treatment Recommendations Map

Project Candidates for Future Paving Crew or with Additional Funding

Street	Extents	Treatment
W LK SAMMAMISH PKWY	BEL-RED RD TO MARYMOOR	Overlay
140TH AVE NE	NE 60TH ST TO REDMOND WAY	Overlay
BEL-RED RD	165th PL NE TO NE 40TH ST	Overlay
NE 104TH ST	RED-WOOD RD TO 178TH AVE NE	Overlay
180TH AVE NE	NE 68TH TO NE 76TH	Overlay
W LK SAMMAMISH PKWY	172ND AVE TO NE 24TH ST	Overlay
148TH AVE NE	NE 36TH ST TO NE 61ST ST	Overlay
NE 24TH ST	EAST CITY LIMITS TO 148TH AVE NE	Overlay
150TH AVE NE	NE 40TH ST TO NE 51ST ST	Overlay
NE 116TH ST	162ND AVE TO 178TH AVE NE	Overlay
NE 68TH ST	180TH AVE TO 185TH AVE NE	Overlay
UNION HILL RD NE	EAST OF AVONDALE RD TO CITY LIMITS	Overlay
178TH PL NE	UNION HILL RD TO NE 76TH ST	Overlay
NE 76TH ST	SR520 TO 178TH/180TH AVE NE	Overlay
172ND AVE NE	W LK SAMMAMISH PKWY TO NE 24TH ST	Overlay
160TH AVE NE	REDMOND WAY TO END	Overlay
171ST AVE NE	NE 80TH ST TO NE 88TH ST	Overlay
188TH AVE NE	REDMOND WAY TO UNION HILL ROAD	Overlay
185TH AVE NE	REDMOND WAY TO NE 68TH ST	Overlay
NE 65TH ST	185TH AVE NE TO 188TH AVE NE	Overlay
NE 111TH ST	NE 108TH PL TO 172ND AVE NE	Overlay
172ND AVE NE	NE 111TH ST TO 122ND ST	Overlay
154TH PL NE	REDWOOD TO NE 116TH ST	Overlay
NE 124TH ST	REDWOOD TO 162ND PL NE	Overlay
NOVELTY HILL RD NE	AVONDALE RD TO CITY LIMITS	Overlay
BEAR CREEK PKWY	LEARY TO REDMOND WAY	Overlay
154TH AVE NE	NE 66TH CT TO NE 60TH ST	Overlay
NE 20TH ST	148TH AVE NE TO 152ND AVE NE	Overlay
Bold	Key Corridors	
All of the corridors are shown on the 10-year paving map as "Paving Crew or With Additional Funding"		



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