



Healthy and Sustainable

We value a healthy environment that supports an active community

Outcomes	Environmental preservation responsibly balanced with growth	Climate action goals achieved through green practices and policies	Places and programs that support an active and involved community
Dashboard Indicators	<ul style="list-style-type: none"> Percentage of drinking water quality tests that meet compliance regulations Freshwater Water Quality Index 	<ul style="list-style-type: none"> Community-wide greenhouse gas emissions (metric tons) 	<ul style="list-style-type: none"> Recreation expenditures per capita Percentage of residents and employees in Redmond that have convenient access to outdoor sports and fitness facilities from their residence or place of employment
Objectives	<p>Objective 1: Use the City's environmental and park plans to guide strategic investments and partnerships that support a healthy and sustainable environment and community</p> <p>Objective 2: Provide engagement, education, and outreach opportunities to promote actions that preserve the natural environment</p> <p>Objective 3: Measure performance to improve service delivery and program effectiveness</p> <p>Objective 4: Support efforts that improve the sustainability of natural resources and the community's ability to connect with the natural environment</p> <p>Objective 5: Maintain Redmond's quality of life and healthy local ecosystem through compliance to local, state, and federal environmental regulations</p> <p>Objective 6: Inspect, clean, and maintain infrastructure to prevent pollutants from entering streams and groundwater</p> <p>Objective 7: Provide activities, recreation, and spaces to gather and celebrate our diverse community and learn with each other</p>		

Measures	Actual			Target		
	2019	2020	2021	2022	2023	2024
Recreation expenditures per capita	\$75.25	\$73.10	\$48.46	\$42.48	\$75.00	\$75.00
Number of people served through recreation activities	16,065	7,825	16,312	15,000	16,000	18,000
Number of hours indoor and outdoor facilities are scheduled for use	67,324	26,114	63,270	70,000	70,000	80,000
Community-wide greenhouse gas emissions (metric tons)	N/A	631,000	N/A	740,000	N/A	700,000
City of Redmond government operations greenhouse gas emissions (metric tons)	N/A	6,050	N/A	5,700	N/A	4,000
Community energy consumption (New)	N/A	N/A	N/A	N/A	5,300,000	5,200,000
Percentage of community-wide solid waste diverted from the landfill	47%	45%	43%	49%	46%	50%
Number of business and multi-family complexes participating in organics recycling	201	232	197	200	220	230
Percentage of drinking water quality tests that meet compliance regulations	100%	100%	100%	100%	100%	100%
Percentage of groundwater monitoring wells that meet quality standards	65%	56%	53%	57%	57%	57%
Percentage of high-risk sites provided with technical assistance	100%	91%	100%	100%	100%	100%
Percentage of water system assets that meet the level of service standards	20%	0.02%	20%	80%	20%	20%
Maintenance Report Card: Number of water main breaks per 100 miles	1.21	1.50	3.31	<3	<3	<3
Percentage of residents and employees in Redmond that have convenient access to outdoor sports and fitness facilities from their residence or place of employment	46%	47%	47%	48%	48%	48%
Percentage of total Redmond land area covered by tree foliage	38%	38%	N/A	38%	38%	38%
Average number of maintenance hours per active community park	4,859	2,732	3,598	4,656	4,656	4,656
Freshwater Water Quality Index	38.6	N/A	N/A	80	80	80
Percentage of stormwater system assets that meet level of service standards	86%	N/A	97%	80%	48%	48%
Percentage of the City with adequate stormwater flow control	25%	22%	23%	25%	25%	25%
Percentage of wastewater system assets that meet level of service standards	13%	17%	16%	14%	14%	14%
Maintenance Report Card: Number of sanitary sewer overflows	0	1	2	0	0	0



Safe and Resilient

We value a thriving community where all people feel safe

Outcomes	<p>Effective emergency prevention strategies</p>	<p>Well-executed emergency responses</p>	<p>Comprehensive investigations that provide appropriate resolutions</p>
Dashboard Indicators	<ul style="list-style-type: none"> • Fire Protection Class rating • Fatal and serious injuries per year on all roads per 1,000 residents • Building code effectiveness grading schedule 	<ul style="list-style-type: none"> • Violent and property crimes per year per 1,000 residents • Percentage of fires confined to object or room of origin • Cardiac arrest survival rate 	<ul style="list-style-type: none"> • Police case clearance rates are equal to or more than the Washington State average
Objectives	<p>Objective 1: Use the City's Police, Fire, Comprehensive Emergency Management, Transportation Management Plans and the City's Comprehensive Plan to guide programs and develop partnerships</p> <p>Objective 2: Develop programs and seek opportunities to partner and collaborate with the public in creating a trusting, self-reliant, and safety-conscious community</p> <p>Objective 3: Measure performance to improve service delivery and program effectiveness</p> <p>Objective 4: Provide Public Safety programs that educate for and emphasize crime deterrence and prevention of fire, infrastructural, and medical emergencies</p> <p>Objective 5: Properly train and equip personnel dedicated to responding to emergencies</p> <p>Objective 6: Ensure that the Redmond Municipal Code, and Standards and Specifications required by development or public projects is updated as needed</p> <p>Objective 7: Invest in infrastructure preservation and replacement across the City to maintain the current level of service, reliability, and safety of capital assets and provide timely and cost-effective replacement</p>		

Measures	Actual			Target		
	2019	2020	2021	2022	2023	2024
Building code effectiveness grading schedule	2	2	2	2	2	2
Percentage of inspections completed within 24 hours	99%	99%	99%	95%	100%	100%
Percentage of cases resolved through forced compliance	0%	1%	4%	4%	4%	4%
Police case clearance rates are equal to or more than the Washington State average	RPD: 32.4% WA: 29.3%	RPD: 26.0% WA: 22.8%	RPD: 19.5% WA: 18.9%	34%	34%	34%
Number of criminal cases per prosecutor	418	274	356	400	400	400
Number of criminal cases assigned to the public defender	N/A	N/A	926	972	960	960
Number of cases per investigator	32.2	34.5	41.6	40.0	40.0	40.0
Percentage of cases assigned to legal advocate	N/A	N/A	366 (5.5% of all cases)	3%	4%	5%
Cardiac arrest survival rate	59%	42%	48%	60%	60%	60%
Percentage of response time from dispatch to arrival on scene for emergency medical services calls in an urban setting	84%	82%	73%	90%	90%	90%
Percentage of time that daily minimum staffing requirement is met	100%	100%	100%	100%	100%	100%
Fire Protection Class Rating	3	3	3	3	3	3
Percentage of scheduled Fire and Life Safety Inspections completed	97%	11%	0%	90%	90%	90%
Percentage of fire systems with current test reports	73%	73%	81%	75%	75%	75%
Percentage of fires confined to object or room of origin	71%	93%	88%	80%	80%	80%
Percentage of response time from dispatch to arrival on scene for fire suppression calls in an urban setting	85%	82%	87%	90%	90%	90%
Percentage of time fire stations respond to calls within their service area	84%	80%	82%	90%	90%	90%
Violent and property crimes per year per 1,000 residents	43.60	42.60	44.50	44.00	45.00	46.00
Response time from police dispatch to arrival on scene (minutes)	7.07	5.80	5.99	5.50	6.00	6.50
Average number of seconds to answer 911 calls	4.70	4.84	4.86	<10	<10	<10
Percentage of officers that have met training requirements	100%	100%	100%	100%	100%	100%
Fatal and serious injuries per year on all roads per 1,000 residents	0.11	0.08	N/A	0.00	0.00	0.00
Accident rate on all roads per 1,000 residents	11.40	5.80	N/A	<30	<30	<30
Number of actionable complaints about street flooding incidents resulting from leaves blocking catch basins	3	4	3	0	0	0



Strategic and Responsive

We value a City that is welcoming, service oriented and fiscally responsible

Outcomes	Fiscally responsible organization	Welcoming, innovative and continuous learning culture		Leadership that aligns community needs with strategic planning and City operations
Dashboard Indicators	<ul style="list-style-type: none"> Bond Rating 	<ul style="list-style-type: none"> Turnover Rate 	<ul style="list-style-type: none"> Community Satisfaction Rating 	<ul style="list-style-type: none"> Trend in Price of Government
Objectives	<p>Objective 1: Use the Long-Term Financial Strategy and the Community Strategic Plan to guide the City in fiscal matters</p> <p>Objective 2: Connect with the local and regional community through broad and inclusive communication and public engagement strategies</p> <p>Objective 3: Measure performance and improve service delivery and program effectiveness</p> <p>Objective 4: Leverage City financial resources with matching grants and partnerships that support and benefit the community</p> <p>Objective 5: Continue to develop strategies that advance the City towards its goals, mission, vision, and values</p> <p>Objective 6: Use asset management, performance measurement and data to drive decisions regarding City operations, capital expenditures, policy, and strategic initiatives</p> <p>Objective 7: Modernize and maintain key business applications and external facing systems</p>			

Measures	Actual			Target		
	2019	2020	2021	2022	2023	2024
Trend in Price of Government	5.26%	4.98%	5.01%	5-5.5%	5-5.5%	5-5.5%
Percentage of Ombuds issues that are formally acknowledged, closed and reported within established timeframes	100%	100%	100%	100%	100%	100%
Percentage of agendas that are published three days in advance of Committee of the Whole meetings	100%	100%	100%	100%	100%	100%
Annual Community Quality of Life Rating (New)	N/A	N/A	N/A	N/A	80%	81%
Number of barriers to access city services equitably; e.g., translation, mobility, age, etc. (New)	N/A	N/A	N/A	N/A	TBD	TBD
Community Satisfaction Rating	78%	N/A	78%	79%	80%	82%
Number of responses to the annual community survey and online questionnaires	480	N/A	3,369	3,500	3,750	4,000
Percentage of community members responding that they feel informed regarding City programs, initiatives, projects, and issues	61%	N/A	47%	48%	50%	50%
Percentage of community members who feel the City is utilizing community feedback on priority project decision making	N/A	N/A	33%	33%	35%	35%
Number of staff and members of boards, commissions and committees receiving training on equity or cultural competency	274	25	515	624	750	750
Percentage of members of boards, commissions and committees who identify as part of an under-represented community	N/A	N/A	N/A	N/A	50%	50%
Percentage of time vehicles and equipment are available as compared to out of service	95%	95%	97%	94%	94%	96%
Percentage of light-duty alternative fuel vehicles within the City fleet	29%	40%	36%	40%	45%	48%
Percentage of City Staff who have completed the yearly Security Awareness Training (New)	N/A	N/A	N/A	N/A	90%	90%
Percentage of Service Desk requests resolved within published service level agreement parameters	71%	75%	80%	90%	90%	90%
Bond Rating	AAA	AAA	AAA	AAA	AAA	AAA
Number of material misstatements from audits performed	1	0	N/A	0	0	0
Percentage of month-end closures completed by the 10th working day	100%	100%	100%	100%	100%	100%
Percentage of reserves maintained at policy levels	100%	100%	100%	100%	100%	100%
Percentage of equipment replaced within the appropriate timeframe	100%	100%	100%	100%	100%	100%
Turnover Rate	13.20%	8.40%	14.50%	11.60%	12.00%	10.00%
Percentage of new employees retained following their probationary period	94%	88%	84%	90%	90%	90%
Average numbers of days to fill a vacancy	66	56	82	55	55	55



Vibrant and Connected

We value a well-planned and supported community that provides a sense of place

Outcomes	A transportation system that supports multimodal movement of people and goods	City services and programs that enhance quality of life and community prosperity	City services and future growth facilitated by high-quality public infrastructure and facilities
Dashboard Indicators	<ul style="list-style-type: none"> • Mobility Report Card: Ratio of Redmond’s transportation supply to transportation system demands (i.e., concurrency) 	<ul style="list-style-type: none"> • Number of attendees at City-produced events • Ratio of supply of affordable homes to demand for affordable homes 	<ul style="list-style-type: none"> • Maintenance Report Card - Pavement condition, facility condition, incidence of water main breaks and sewer overflows • Business Longevity: The number of active businesses in Redmond that have held a Redmond business license for seven years or more • Dwelling units in urban centers as percentage of the current comprehensive plan goal
Objectives	<p>Objective 1: Use the City’s Transportation Master Plan, Parks Master Plan, Utilities Strategic Plan and Facilities Master Plan to guide investments for ongoing development and maintenance of the City’s infrastructure and public facilities</p> <p>Objective 2: Plan and produce events and art to connect the community and share a greater understanding of Redmond’s diversity</p> <p>Objective 3: Promote a welcoming community, civic partnerships, and volunteer opportunities to address community needs and human services</p> <p>Objective 4: Increase units of housing supply and variety accessible to all income levels that is aligned with anticipated demand</p> <p>Objective 5: Support well-managed public infrastructure, facilities, and technology infrastructure, with long-range planning, asset replacement, maintenance, and upkeep to meet level of service expectations</p> <p>Objective 6: Promote the use of alternative modes of transportation and invest in transportation infrastructure and programming that supports a variety of modes and choices</p> <p>Objective 7: Support the development community and local businesses by creating and maintaining an environment that invites business</p>		

Measures	Actual			Target		
	2019	2020	2021	2022	2023	2024
Number of attendees at City-produced events	50,800	19,500	12,000	35,000	40,000	45,000
Number of special event permits issued to external organizations	37	10	15	20	20	25
Total value of cash and in-kind contributions for City-produced events	\$157,318	\$23,350	\$91,867	\$139,000	\$120,000	\$132,000
Maintenance Report Card						
1) Pavement Condition Index	73	72	70	>70	>70	>70
2) Facility condition	N/A	N/A	N/A	N/A	TBD	TBD
3) Water main breaks (per 100 miles)	1.21	1.5	3.31	<3	<3	<3
4) Sewer overflows	0	1	2	0	0	0
Percentage of work orders addressed within 24 hours	N/A	88%	86%	80%	85%	85%
Percentage of ADA improvements to City buildings and grounds per the Facilities ADA Access Plan (New)	N/A	N/A	N/A	N/A	80%	85%
Percentage capital projects bid on schedule	63%	77%	50%	80%	80%	80%
Percentage of capital projects completed at or under budget	78%	83%	88%	80%	80%	80%
Business Longevity: The number of active businesses in Redmond that have held a Redmond business license for seven years or more	1,339	1,276	1,233	Increase	Increase	Increase
Job density compared to growth targets	95,501	97,941	N/A	Increase	Increase	Increase
Population density compared to growth targets	68,001	73,256	73,910	Increase	Increase	Increase
Dwelling units in urban centers as a percentage of the current comprehensive plan goal	63%	N/A	54%	60%	65%	70%
Percentage of Building and Fire plan reviews completed within established timeframes	86%	85%	74%	79%	83%	84%
Number of Site Plan Entitlement's multi-family/mixed-use issued by average calendar days	197	352	459	348	300	300
Ratio of supply of affordable homes to demand for affordable homes	57%	53%	31%	39%	42%	45%
Percentage of outreach participants who are housed or maintain housing	19%	22%	50%	20%	20%	20%
Percentage of human services agency partners achieving one or more contracted outcome goals (New)	N/A	N/A	N/A	N/A	90%	90%
Mobility Report Card: Ratio of Redmond's transportation supply to transportation system demands (i.e., concurrency)	1.5	1.23	1.12	1.05	1.05	1.05
Percentage of transportation network completed for all travel modes	66%	69%	69%	65%	65%	66%
Percentage of Redmond commute trips using alternatives to single occupancy vehicle (SOV)	37%	16%	N/A	36%	36%	38%