

# City of Redmond



**Redmond**  
WASHINGTON

## **Agenda** **Study Session**

**Wednesday, November 12, 2025**

**7:00 PM**

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

## **City Council**

*Mayor*

*Angela Birney*

*Councilmembers*

*Vanessa Kritzer, President*

*Jessica Forsythe, Vice President*

*Jeralee Anderson*

*Steve Fields*

*Angie Nuevacamina*

*Osman Salahuddin*

*Melissa Stuart*

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**AGENDA**

ROLL CALL

**1. Old Fire House Facility Recommendation**

*Department: Parks and Recreation, 45 minutes*

[Attachment A: Old Fire House Facility Recommendation Process](#)

[Attachment B: Community and Stakeholder Outreach and Involvement](#)

[Attachment C: OFH Stakeholder Group Final Report](#)

[Appendix A - Stakeholder Group Charter](#)

[Appendix B - Stakeholder Group Meeting Materials](#)

[Attachment D: Redmond OFH Engagement - Community Focus Groups Summary](#)

[Attachment E: Presentation](#)

**Legislative History**

10/28/25	Committee of the Whole - Parks and Environmental Sustainability	referred to the City Council Study Session
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**2. Budget Update**

*Department: Finance, 60 minutes*

[Attachment A: PowerPoint Presentation-Budget Update](#)

[Attachment B: Sample Performance Report](#)

[Attachment C: Draft Long-Range Financial Strategy](#)

[Attachment D: 2026 Business License Ordinance](#)

**3. 2025 Environmental Sustainability Action Plan - Draft Document Review**

*Department: Executive, 45 minutes*

[Attachment A: Draft 2025 ESAP](#)

[Attachment B: Issues Matrix](#)

[Attachment C: Presentation](#)

**Legislative History**

- |  |         |   |  |
|--|---------|---|--|
|  | 7/22/25 | Committee of the Whole -<br>Parks and Environmental<br>Sustainability | referred to the City Council Study Session |
|  | 9/23/25 | City Council  | referred to the City Council Study Session |
4. Council Appointment Process  
*10 minutes*
  5. Council Talk Time  
*10 minutes*

#### ADJOURNMENT

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Memorandum

**Date:** 11/12/2025  
**Meeting of:** City Council Study Session

**File No.** SS 25-074  
**Type:** Study Session

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

Parks	Loreen Hamilton	425-979-8280
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**DEPARTMENT STAFF:**

Parks	Lindsey Falkenburg	Parks Planning Manager
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**TITLE:**  
Old Fire House Facility Recommendation

**OVERVIEW STATEMENT:**

At this study session the Parks and Recreation Department, with support from Stepherson & Associates, will present the Stakeholder Group recommendation and report on the future of the Old Fire House Facility for discussion.

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

**REQUESTED ACTION:**

**Receive Information**                       **Provide Direction**                       **Approve**

**REQUEST RATIONALE:**

- **Relevant Plans/Policies:**  
The Parks, Arts, Recreation, Culture, and Conservation Plan (PARCC)  
Teen Services Engagement Report (2025)  
Community Priorities for the Future of Redmond’s Community Centers (2017)
- **Required:**  
N/A
- **Council Request:**  
N/A
- **Other Key Facts:**  
To keep Council apprised of the Old Fire House Facility Recommendation community engagement process.

**OUTCOMES:**

The Stakeholder Group evaluated options and formed a majority and minority recommendation for City Council consideration. The final report summarizes the rationale for the recommendation, highlights key community priorities,

and provides Council with insight into the benefits, challenges, and trade-offs of each option to support an informed decision.

**COMMUNITY/STAKEHOLDER OUTREACH AND INVOLVEMENT:**

- **Timeline (previous or planned):**
  - Stakeholder Group Meeting 1: September 10, 2025
  - Stakeholder Group Meeting 2: September 17, 2025
  - Focus Group Meeting 1: September 22, 2025
  - Focus Group Meeting 2: September 24, 2025
  - Stakeholder Group Meeting 3: October 1, 2025
  - Stakeholder Group Meeting 4: October 8, 2025
  - Stakeholder Group Meeting 4: October 22, 2025
  - Stakeholder Group Meeting 6: October 29, 2025
- **Outreach Methods and Results:**

The Stakeholder Group was formed through a collaborative process with input from City Staff and the City Council Teen Center Subcommittee and ultimately approved by City Leadership.

The Focus Groups were open to the public - information was shared with the public through targeted emails, social media, eNews, online updates, flyers, etc.
- **Feedback Summary:**

Takeaways from the community engagement process will be summarized in the final report.

**BUDGET IMPACT:**

**Total Cost:**  
\$115,000

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

**Budget Offer Number:**  
100.50100.00410.57121.9023-100-85

**Budget Priority:**  
Vibrant and Connected

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

**If yes, explain:**  
N/A

**Funding source(s):**  
One-time general fund 2025-2026 budget

**Budget/Funding Constraints:**  
N/A

**Additional budget details attached**

**COUNCIL REVIEW:**

**Previous Contact(s)**

<b>Date</b>	<b>Meeting</b>	<b>Requested Action</b>
7/22/2025	Study Session	Provide Direction
9/23/2025	Committee of the Whole - Parks and Environmental Sustainability	Receive Information
10/28/2025	Committee of the Whole - Parks and Environmental Sustainability	Receive Information

**Proposed Upcoming Contact(s)**

<b>Date</b>	<b>Meeting</b>	<b>Requested Action</b>
11/18/2025	Business Meeting	Approve

**Time Constraints:**

Current facility conditions - including the roof - will necessitate facility investments in the next 6 months. A proactive decision is necessary to invest where appropriate and should be made by the end of 2025 if possible.

**ANTICIPATED RESULT IF NOT APPROVED:**

The facility will continue to deteriorate, and decisions will need to be made in a reactive manner.

**ATTACHMENTS:**

- Attachment A - Old Fire House Facility Recommendation Process
- Attachment B - Stakeholder, Focus Group, and Community Engagement and Outreach
- Attachment C - Old Fire House Facility Recommendation Final Recommendation and Report
- Attachment D - Redmond OFH Engagement - Community Focus Groups Summary
- Attachment E - Presentation

# Attachment A - Old Fire House Facility Recommendation Process

October 28, 2025 Update

<p>Overview</p>	<p>Below are pertinent details regarding the Stakeholder Group Process.</p>
<p>Elements</p>	<ul style="list-style-type: none"> <li>• Image 1: An updated description of how Stakeholder Groups and Focus Groups interact and how they form a recommendation to inform City Council's decision.</li> <li>• Image 2: Outlines the Multi-Objective Decision Analysis (MODA) process by which the Stakeholder Group will consider various factors.</li> <li>• Image 3: Updated list and detail for the factors the Stakeholder Group has discussed and used to determine their recommendation.</li> </ul>

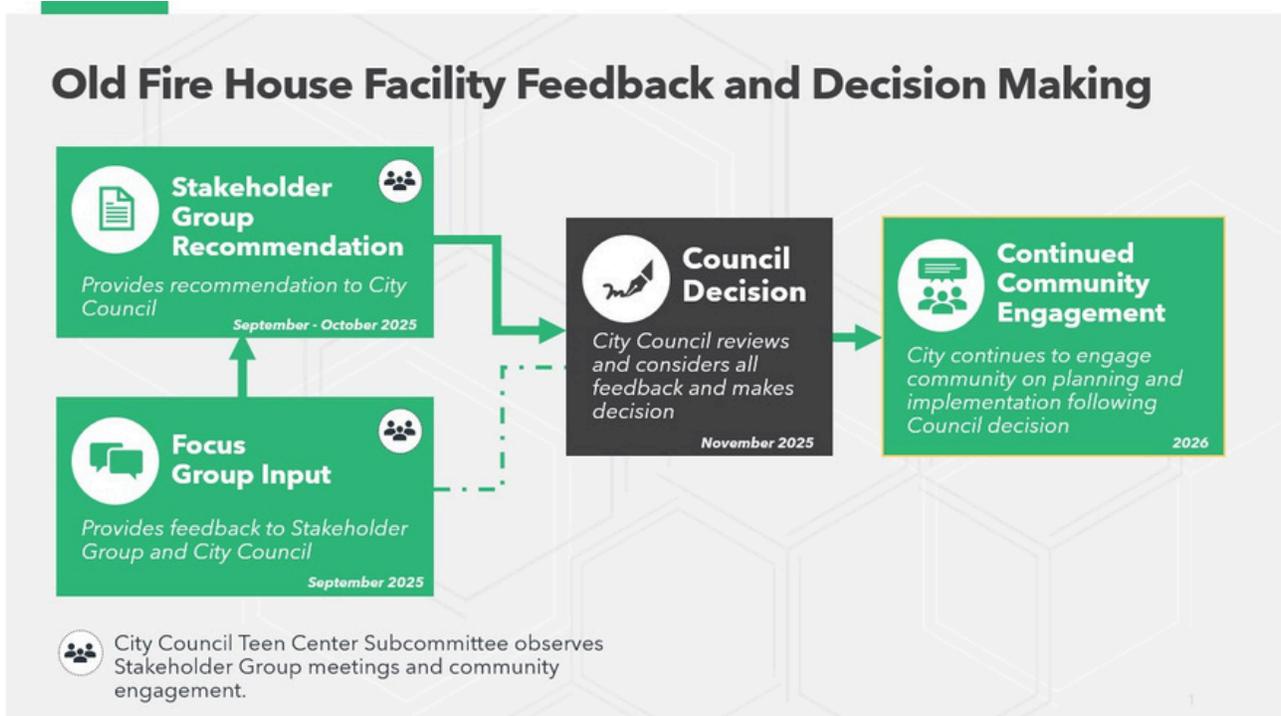


Image 1



Image 2

Factor	Definition
Accessibility	How each option addresses building accessibility requirements and community access needs.
Community sentiment	Community attitudes towards each option, including appreciation for history/legacy, and affection for the space.
Environmental sustainability	How well each option supports the City's goals of reducing environmental footprint of City facilities.
Estimated costs	Estimated costs of each option (includes potential expansion).
Equity and inclusion	How each option promotes access for underserved residents.
Expansion	Potential of each option to expand or reconfigure the facility.
Functionality and user needs	How each option meets the community's evolving and future needs in capacity, layout, programming, etc.
Lifespan of facility	How long each option could be used by the community.
Location	How each option meets the community's location needs.
Maintenance and operations	Each option's expected annual and long-term operations/upkeep/maintenance needs and costs.
Safety and regulatory compliance	Each option's safety and regulatory compliance needs (e.g., ADA, seismic).
Strategic planning	How each option aligns with the City's long-term strategic planning (e.g., Parks Plan, RSCC process) and previous feedback gathered from the strategic planning's community engagement efforts.
Timeline to open	How long it would take for each option to begin operations and be used by the public.

Image 3

## Old Fire House Facility Recommendation Process Update

### Attachment B – Community/Stakeholder Outreach and Involvement

- **Old Fire House Facility Recommendation Engagement Timeline (previous and planned)**

7/22/2025	Study Session - OFH
9/10/2025	Stakeholder Group Meeting 1
9/17/2025	Stakeholder Group Meeting 2
9/22/2025	Focus Group Meeting
9/23/2025	Committee of the Whole - PES
9/24/2025	Focus Group Meeting
10/1/2025	Stakeholder Group Meeting 3
10/8/2025	Stakeholder Group Meeting 4
10/22/2025	Stakeholder Group Meeting 4
10/28/2025	Committee of the Whole - PES
10/29/2025	Stakeholder Group Meeting 6
11/12/2025	Study Session - OFH
12/9/2025	Study Session - OFH

- **Outreach Methods and Results**

#### Digital:

- Parks Social Media
  - Parks Facebook on 9/15
  - Parks Facebook on 9/20
  - Parks Facebook on 9/22
- City Facebook:
  - [Sept. 22](#)
  - [Sept. 22](#)
  - [Sept. 17](#)
- City News:
  - [Sept. 22](#)
- OFH Instagram
  - Three posts on the OFH Instagram
- Parks eNew
  - Parks eNews on 9/17
- Parks Facebook
- News Release
- Direct email outreach
- Print flyers for focus groups

**Additional Outreach:** Direct emails to community members that had expressed interest or engaged on the topic prior.

- **Teen Services Engagement Timeline (previous)**

03/06/2025	RYPAC meeting
03/10/2025	Meeting regarding relocation of Teen Services
03/18/2025	Staff Report on relocation of Teen Services
03/20/2025	Senior Advisory Committee
04/03/2025	RYPAC/Teen Poster Co-Creation Workshop
04/03/2025	Parks, Trails, Recreation Commission
04/04/2025	Tour the new space at Redmond Community Center at Marymoor Village
04/10/2025	Redmond Arts & Culture Commission
04/12/2025	Beat the Bunny
04/22/2025	Study Session
04/25/2025	Anderson Park Planting Event
04/26/2025	Parks, Trails, Recreation Commission Youth Advocate/Teen Work Party at Perrigo Park
04/28/2025	Community Listening Session
04/29/2025	Tabling at Rose Hill Middle School
05/02/2025	Tabling at Redmond High School
05/04/2025	Cinco de Mayo
05/06/2025	Tabling at Evergreen Middle School
05/08/2025	Tabling at Redmond Middle School
05/10/2025	Sound Transit Link Opening
05/17/2025	RSCC turns one
05/19/2025	Shape the Space - RCCMV
05/23/2025	Live Music at RSCC
05/27/2025	Committee of the Whole - PES
05/28/2025	Community Meeting - Services
05/30/2025	Redmond High School Jazz Band Concert – Downtown Park
06/06/2025	Middle School Field Trip – City Hall
06/07/2025	Promenade at the Park
06/22/2025	Vegfest
06/23/2025	Club World Cup Watch Party - RTC
06/24/2025	KCLS RedTab
06/27/2025	Battle of the Bands - RSCC
06/28/2025	Youth4Us Children’s Business Fair
07/11-12/2025	Derby Days
07/22/2025	Committee of the Whole - PES
07/22/2025	Study Session - OFH
09/09/2025	Study Session – Teen Engagement Report

- **Outreach Methods and Results**

**Digital:**

- Parks Social Media:
  - 3/11 News release of program relocation
  - 3/31 Lets Connect
  - 4/9 Teen programs at RCCMV (may not apply)

- 4/14 Lets Connect
  - 4/17 Community Listening Session and Lets Connect
  - 4/19 Lets Connect
  - 4/24 Lets Connect
  - 4/25 Lets Connect and Community Listening Session
  - 5/1 Teen Activities for the month of May
  - 5/2 Lets Connect
  - 5/9 Community Listening Sessions and Let's Connect
  - 5/14 Let's Connect
  - 5/24 Listening Session and Let's Connect
- City Facebook:
    - [Sept. 22](#)
    - [Sept. 22](#)
    - [Sept. 17](#)
    - [June 13](#)
    - [June 9](#)
    - [May 21](#)
    - [May 13](#)
    - [April 25](#)
    - [April 24](#)
    - [April 21](#)
    - [April 21](#)
    - [April 9](#)
    - [April 9](#)
    - [April 7](#)
    - [April 5](#)
    - [April 1](#)
    - [March 31](#)
    - [March 18](#)
    - [March 17](#)
    - [March 11](#)
- OFH Instagram:
    - 3/20 Program Relocation
    - 3/31 Lets Connect
    - 4/1 Teen activities at RCCMV in April
    - 4/17 community Listening session and Lets Connect
    - 4/17 let's connect in stories (also pinned to highlights on IG page)
    - 4/18 community listening session and lets connect in stores
    - 4/21 Lets Connect
    - 4/28 Lets Connect and Community Listening Session
    - 4/29 Teen activities at RCCMV in May
    - 5/1 Community Listening Session

- Parks eNews:
  - 4/23 Listening Session
  - 4/16 Lets Connect
  - 4/9 Teen activities at RCCMV
  - 4/2 Lets Connect
  - 3/12 Initial announcement of program relocation
  
- City News:
  - [Sept. 22](#)
  - [May 29](#)
  - [April 21](#)
  - [April 7](#)
  - [March 31](#)
  - [March 17](#)
  
- News Releases:
  - [March 31](#)
  - [March 11](#)
  
- Q-alert Service Tickets
  - Staff received and responded to 28 tickets

**Additional Outreach:**

- Utility bill insert sent to 7,800 customers, plus a digital version for those who don't receive mailed bills
- Teen programming calendar (April/May) with activities and QR code to take questionnaire
- Posters with QR code to website distributed to:
  - Redmond Library
  - Brightmont Academy
  - Willows Preparatory School
  - The Bear Creek School
  - The Overlake School
  - Redmond Community Center at Marymoor Village
  - Redmond Town Center
  - Old Redmond Schoolhouse Community Center
  - Redmond Senior & Community Center
  - Hopelink Redmond – Food Distribution Center
  - Anderson Park
  - Luke McRedmond Park
  - Downtown Park
  - Redmond City Hall

- Staff have reached out to the following organizations with an explanation of the Teen Services project, a communications toolkit to share on our behalf, and an open offer for city staff to table at events, meetings, gatherings, etc.
  - Redmond Library
  - Youth Eastside Services
  - Friends of Youth
  - Washington Teen Link
  - King County Teen Health Clinics
  - Lambert House
  - 4 Tomorrow
  - YMCA
  - Boys and Girls Club
  - Together Center
  - King County Housing Authority
  - A Regional Coalition for Housing (ARCH)
  - Consejo Counseling
  - Hopelink
  - Pride Across the Bridge
  - Eastside Pride
  - YWCA
  - Open Doors for Multicultural Families
  - Lake Washington School District
  - Bellevue School District
  - King County Metro
  - Sound Transit
  - Muslim Association of Puget Sound
  - Centro Cultural Mexicano
  - Islamic Center of Redmond

# Old Fire House Teen Center Facility Recommendation Stakeholder Group

## Final Report

*Oct. 30, 2025*



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# Executive Summary

Teen programs and services in the City of Redmond were housed at the Old Fire House Teen Center from 1992 until March 2025. After an updated facility condition assessment was completed in 2024, the City relocated teen programming in order to avoid the risk of sudden building failure that would interrupt operations. Further condition assessments by consultants in 2025 revealed significant concerns, the most urgent of which was the building's deteriorating roof, structural deficiencies, and water intrusion throughout the facility. A decision on the building's future is needed quickly, before the facility's declining condition necessitated reactive decision-making.

In September 2025, the City convened a Stakeholder Group to inform the decision on the future of the Old Fire House Teen Center facility. The Stakeholder Group enabled a diverse group of people to be engaged with focused discussions, and individually and collectively provide insight, input, values, and feedback on the community's needs and experiences related to the future of the Old Fire House Teen Center. The Stakeholder Group was a selected group of diverse Redmond community members chosen from the community and existing City advisory groups, including teens, parents, service providers, commission representatives, Old Fire House alumni, City staff, and others.

## Meeting Schedule

The Stakeholder Group met six times between Sept. 10 and Oct. 29, 2025. The group discussed the following topics at each meeting:

- **Sept. 10:** Role of the Stakeholder Group and introduction to the process and background.
- **Sept. 17:** Recommendation factors scoring and presentations on OFH facility and City planning.
- **Oct. 1:** Review recommendation factor scores, discuss feedback heard at community focus group meetings, and discuss options and factors.
- **Oct. 8:** Review option scores, identify areas of agreement around options.
- **Oct. 22:** Review updated option rating results, describe vision for a successful teen center, and revise draft recommendation.
- **Oct. 29:** Confirm group recommendation and thank the Stakeholder Group for their contributions.

Additional meeting details are included in the [Stakeholder Group activities](#) section and in meeting summaries (Appendix B).

## City Council Teen Center Subcommittee

This subcommittee of the Redmond City Council reviewed the Stakeholder Group member composition, observed Stakeholder Group and focus group meetings, met with Parks and City leadership to provide input on the process, and provided feedback to the full Council.

### *Members:*

- Vanessa Kritzer, Council President
- Angie Nuevacamina, Councilmember, Parks and Environmental Sustainability Committee of the Whole Chair
- Steve Fields, Councilmember

## Community engagement

### *Focus Groups*

The Stakeholder Group process was supplemented by community engagement through two focus group meetings open to the public. Key audiences were current teen drop-in users, teen music program participants, parents and caregivers, service providers, OFH alumni, and future teens. At focus groups, the community learned about outcomes of the Stakeholder Group process to date and submitted feedback that the group considered in their discussions. Feedback heard was shared with the Stakeholder Group to inform their recommendation to City Council. Staff briefed City Council on these meetings and additional details are in the focus group Summary (Appendix C).

### *Ongoing Community Input Opportunity*

Along with feedback collected at these engagement events, members of the community could also submit input to the City directly via an online comment form on the City's website.

## Recommendation

On Oct. 29, the Old Fire House Facility Recommendation Stakeholder Group recommended the City of Redmond **rebuild the Teen Center at its current location.**

The group's second choice is to renovate the existing building at its current location. Rebuilding at a new location is the least preferred option.

A minority of the Stakeholder Group (4 of 23 members) recommended renovating the existing Teen Center as their top choice.

The final recommendation was based on the Stakeholder Group's work in September and October 2025, including discussion of community feedback received through focus groups.

## Next steps

Following the completion of the Stakeholder Group's process, the City's next steps are to:

- Submit the Stakeholder Group's recommendation to the City Council for consideration in advance of their decision.
- Begin planning the next phase of engagement to support implementation of the Council's decision.

# Introduction

Teen programs in the City of Redmond were housed at the Old Fire House Teen Center from 1992 until March 2025. After an updated facility condition assessment was completed in 2024, the City relocated teen programming in order to avoid the risk of sudden building failure that would interrupt operations.

City leadership made an operational decision to relocate teen programming to the Redmond Community Center at Marymoor Village (RCCMV) and other city facilities to allow the City to conduct more in-depth condition assessments, determine next steps for the building, and move programming prior to a building failure. Further condition assessments by consultants in 2025 revealed significant concerns, the most urgent of which was the building's deteriorating roof, structural deficiencies, and water intrusion throughout the facility. A decision on the building's future is needed quickly, before the facility's declining condition necessitates reactive decision making.

Initially the City considered two options:

1. **Renovate** the current building structure, OR
2. **Investigate rebuilding** the structure, location to be determined by follow up engagement.

During the course of the Stakeholder Group engagement process, the second option was specified into two options: investigate a rebuild on the current location or investigate a rebuild with the location determined by future engagement. After considering a recommendation shaped through robust engagement with the Stakeholder Group, the Redmond City Council will decide on the building's future by the end of 2025.

## *Purpose of report*

The purpose of this report is to document the work and summarize the recommendation of the Stakeholder Group convened by the City of Redmond to explore community preferences, priorities, and concerns, and to make a recommendation to the City Council regarding the future of the Old Fire House Teen Center facility.

# Background

## Teen Services in Redmond, Past and Present

Teen services in Redmond began in the 1990s with the goal of engaging teenagers who were not finding the support they needed from their schools, families, and other community institutions. While initially based around providing teens with spaces for music and performance, offerings quickly evolved to include community dinners and social services in partnership with local community-based organizations.

Currently, Redmond provides teen-specific programming that includes arts, music, leadership, community service, and adaptive recreation. There are also teen-specific opportunities to socialize, study, and receive mental and behavioral health services. An emphasis on teen-driven peer-to-peer programming has remained a consistent part of teen services in Redmond.

Teen programs that were located at the Old Fire House Teen Center have transitioned to the RCCMV and other city facilities. This proactive relocation allowed the City to ensure continuous teen services while engaging the community and exploring options for the building's future.

## Old Fire House Teen Center Facility

The City completed a comprehensive, citywide Facilities Condition Assessment in 2013 that documented detailed information about the condition of all facilities in the city's portfolio. Additionally, a Hazardous Materials Study (also known as a Good Faith Study) was conducted in 2014. Since then, City staff have invested significant time and resources in keeping it safe and habitable. In 2024, an additional Facilities Condition Assessment was completed that provided up-to-date information about the building's condition. This assessment offered an updated picture of the long-term challenges the facility faces and clarified the need for a decision to be made about an investment in the facility for the current and future generations of Redmond residents.

The City has maintained the building throughout its 72-year history, including a significant renovation in 2000. The 2024 Facility Condition Assessment notes that the condition index has only lowered slightly since the previous assessment due to the diligent care provided by the City. However, buildings of this age inevitably develop issues that go beyond routine maintenance and require significant investments.

Many of the current challenges stem from original construction methods and materials that were standard in the 1950s but are now known to be problematic. The presence of hazardous materials throughout the building (common in buildings of this era) makes even simple repairs complex and expensive, as any work that might disturb these materials requires abatement and remediation. The City has continuously invested in keeping the building safe and operational but has reached a point where the efforts and cost of ongoing maintenance have become challenging to sustain.

The Facility Condition Assessment identified numerous significant issues, including:

- Structural issues (particularly in the hose tower)
- Hazardous materials (including asbestos and lead-based paints)
- Failing roof with leaks, failing flashings, and pooling
- Original windows and building envelope which allow for air and water infiltration
- Lack of centralized HVAC system (cooling limited to recording studio)
- Electrical, fire, and mechanical systems are obsolete and do not meet current code
- Plumbing systems with slow drainage and failing waste pipes
- Does not meet ADA standards

## Timeline

- **Early 2025:** The City began planning for the future of teen services in Redmond through a comprehensive Teen Services Engagement process to understand what teens need, where they need services, and how the City can best serve them.
- **March 2025:** Teen programs relocated from the Old Fire House Teen Center to the Redmond Community Center at Marymoor Village.
- **March - June 2025:** The Teen Services Engagement project continued, gathering input from over 300 community members—including teens, families, and service providers—through 26

workshops, community meetings, and an online questionnaire. City Council heard the findings of the 2024 Facility Conditional Assessment at their April 22, 2025, meeting.

- **July 2025:** Additional facility condition assessments were completed. These findings were presented at the Council Study Session on July 22, 2025.
- **September 2025:** The Teen Services Engagement findings were presented to City Council on September 9, 2025. The report provides crucial input about what teens need and value in their programming and spaces.
- **September - October 2025:** Stakeholder Group is convened, and community focus group meetings take place.
- **November 2025:** Stakeholder Group recommendation and final report are presented to City Council to guide decision on the future of the Old Fire House facility.
- **Following Council decision:** Additional community engagement will guide next phase decisions.

## About the Stakeholder Group

### Purpose

The purpose of the Stakeholder Group was to inform City Council's decision on the future of the Old Fire House Teen Center facility. The Stakeholder Group enabled a diverse group of people to be engaged with focused discussions, and individually and collectively provide insight, input, values, and feedback on the community's needs and experiences related to the future of the Old Fire House Teen Center. Stakeholder Group members also served as conduits for information to help ensure that community issues, concerns, and needs were raised during meetings.

Throughout the engagement process, the Stakeholder Group:

- Developed an understanding of the background and history of the Old Fire House Teen Center, the facility condition assessment findings, details about each option for recommendation, and findings from recent teen engagement.
- Reported feedback they heard from others in their community and shared progress updates with the communities they represented.
- As community representatives, provided advice on ways to address community concerns.
- Participated in community focus group meetings to increase understanding of concerns and values.
- Worked collaboratively and constructively to help consider community values.
- Engaged in a focused process to evaluate recommendation options.
- Determined a final facility recommendation for the City's consideration.

The group's purpose, process, and guidelines are documented in its Charter (Appendix A).

### Membership

The Stakeholder Group was a selected group of diverse Redmond community members chosen from the community and existing City advisory groups, including teens, parents, service providers, commission representatives, and others. The list of Stakeholder Group members was developed by

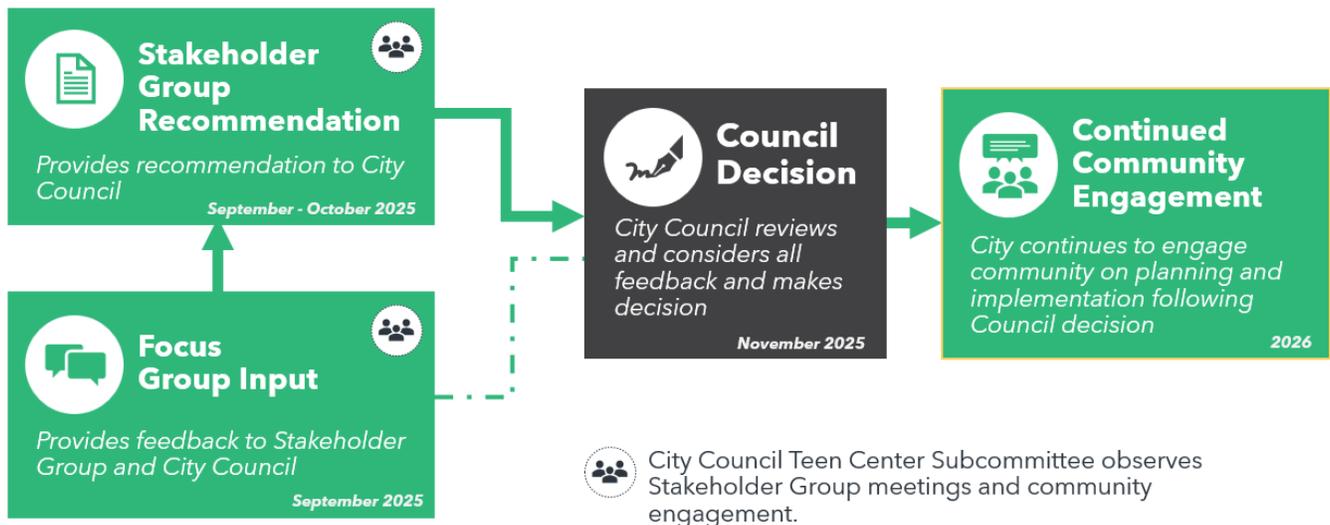
City staff and leadership with review and input from the City Council Teen Center Subcommittee. Table 1 for members, including which interests each member represented and their specific organization or affiliation.

**TABLE 1 - STAKEHOLDER GROUP MEMBERS**

<b>Name</b>	<b>Community Affiliation</b>
Alana O’Neill Gaulin	Teen Services Librarian – Redmond Library – King County Library System
Cameron Boher	Redmond Staff (Teen Services), Community Member, and former Teen Music Program Participant
Cari Scotkin	Redmond Arts & Culture Commission
Caroline Chapman	Former Redmond Teen and Former Redmond Parks Staff Member
David Cline	Community Member and Parent of Former Teens
Freya Reiger	Current Teen and Redmond Youth Partnership Advisory Committee
Jeff Lee	Teen Service Provider – Bach to Rock
Jodi Peña	Parks, Trails, & Recreation Commission
John Crosley	Senior Advisory Committee
Kate Becker	Founder of OFH Teen Services and Vera project co-founder
Kathy O’Keefe	Redmond Arts & Culture Commission and parent of past OFH drop-in participant
Kristie Neklason	Teen Service Provider – Youth Eastside Services
Kristina Wayland	Parks, Trails & Recreation Commission
Mark Peterson	Redmond Staff (Facilities)
Pat Vache	Senior Advisory Committee
Rob Leavitt	Community Member and Parent of Former OFH Teens
Tanvi Kulkarni	Current Teen and Redmond Youth Partnership Advisory Committee
Teen	Current Teen and Redmond Library Teen Advisory Board
Teen	Current Teen and Redmond Library Teen Advisory Board
Teen	Current Teen and Past OFH drop-in participant
Teen	Current Teen and Past OFH drop-in participant
Teen	Current Teen and Past OFH drop-in participant
Teen	Current Teen and Past OFH drop-in participant

*The names of some teen group members are not listed for privacy.*

# City Council and community engagement



## City Council Teen Center Subcommittee

This subcommittee of the Redmond City Council reviewed the Stakeholder Group member composition, observed meetings, and provided feedback to the full Council.

### Members:

- Vanessa Kritzer, Council President
- Angie Nuevacamina, Councilmember, Parks and Environmental Sustainability Committee of the Whole Chair
- Steve Fields, Councilmember

## Focus Groups

The Stakeholder Group process was supplemented by community engagement through two focus group meetings open to the public. Key audiences were current teen drop-in users, teen music program participants, parents and caregivers, service providers, OFH alumni, and future teens.

Outreach efforts to attract attendees to these meetings were conducted through Parks and City social media, email newsletters, and print materials, as well as direct outreach to key audiences, including teen drop-in users, teen music participants, parents and caregivers, teen leaders, service providers, and Old Fire House alumni. The two meetings were held on Monday, Sept. 22, in person at the Redmond Senior & Community Center and on Wednesday, Sept. 24, in person and online at the Redmond Community Center at Marymoor Village.

During the focus group meetings, the community learned about outcomes of the Stakeholder Group process to date and submitted feedback that the group considered in their discussions. Feedback heard was shared with the Stakeholder Group to inform their recommendation to City Council.

## Ongoing Community Input Opportunity

All community members could leave their comments about the future of the OFH building at [www.redmond.gov/OFHcomments](http://www.redmond.gov/OFHcomments).

# Stakeholder Group activities

## Meeting schedule

The Stakeholder Group met six times from September to October 2025 (Table 2). To reference group meeting materials, presentations, and summaries, see Appendix B.

TABLE 2 - STAKEHOLDER GROUP MEETING SCHEDULE AND TOPICS

Date	Purpose
Sept. 10, 2025	Learn about facility background, recommendation need, and Stakeholder Group process.
Sept. 17, 2025	Learn about the recommendation factors, the OFH Facility Condition Assessment, day-to-day facility maintenance needs, City sustainability goals, and City strategic planning; complete scoring of recommendation factors.
Oct. 1, 2025	Review and discuss recommendation factor scores, discuss feedback heard at community focus group meetings, and discuss options and factors.
<i>Online activity between meetings: Complete option performance scoring by factor</i>	
Oct. 8, 2025	Review option scores and discuss member reactions and observations, identify areas of agreement to inform development of the recommendation by independently rating support for each of the renovation and rebuild/new build options.
<i>Online activity between meetings: Complete updated option rating with third option of "rebuild on site"</i>	
Oct. 22, 2025	Review and discuss updated option rating results, work in groups to describe their vision for a successful teen center and revise the draft recommendation to align with the group's perspective more closely.
Oct. 29, 2025	Discuss and confirm group recommendation, reflect on the process, and share feedback for future engagement, and thank the Stakeholder Group for their contributions.

## Key activities

### Chartering, learning, and context-setting

The Stakeholder Group began their process by learning about the background and history of the Old Fire House Teen Center and other key topics, receiving presentations from City staff and consultants to support the development of an informed recommendation, and including time for Q&A and discussion. Topics covered included:

- Background and history of the Old Fire House Teen Center.
- Timeline and decision-making that led to the building's closure in early 2025.
- Facility condition assessment findings.
- Day-to-day maintenance needs.
- Details about each option, including projected costs, timeline to open, and opportunities and challenges each option presents.
- Results of engagement by the City in spring 2025 to understand teens' needs and priorities for city services and programming.
- Environmental and sustainability goals for City facilities.
- How the City strategically plans community center facilities.

## Recommendation factors and MODA scoring

After developing a shared understanding of the background and options, the Stakeholder Group reviewed and discussed the 13 recommendation factors (see Table 3). These are factors that the group used to score and evaluate the recommendation options through a process called Multi-Objective Decision Analysis (MODA).

### Multi-Objective Decision Analysis

MODA is a process for making decisions when there are very complex issues involving multiple criteria and multiple parties who have an interest in the outcome.

Using MODA allows individuals to consider and weight factors and trade-offs while evaluating each option (in this case, to renovate or rebuild the facility). Recommendation factors are weighted to reflect the relative importance ascribed to each factor. After scoring each option for each recommendation factor, the group then discusses the combined group results – with the factors’ weighted values applied to the raw scores – to help inform their recommendation.

### How the Stakeholder Group used MODA

The Stakeholder Group used their scores from each MODA step to inform their perspectives and help them develop the recommendation to City Council. *Scores were used to inform the recommendation; scores did not directly determine it.*

MODA Step	Key question
1. <b>Established factors:</b> The group first discussed recommendation factors, creating a shared understanding of each factor between the City and Stakeholder Group members (Table 3).	<b>“What factors or criteria are we considering?”</b>
2. <b>Assigned scores to factors:</b> Group members individually scored each factor that corresponded to that factor’s importance, or weight, in the recommendation (Tables 3 and 4).	<b>“Do the factors influence the recommendation equally?”</b>
3. <b>Scored options:</b> Group members individually scored the two options (renovate and rebuild/new build) by how well they met each of the 13 recommendation factors (Table 4).	<b>“How do the options compare?”</b>
4. <b>Applied factor weight scores to option scores:</b> The average factor scores the group created in step 2 were multiplied by the group’s option score for that factor, resulting in a score that reflects the group’s value of that factor <u>in addition to</u> its performance (Table 4).	<b>“How are the scores affected when we apply weighted values?”</b>
5. <b>Considered MODA results:</b> The group reviewed and discussed the MODA scoring results, considering the scores along with community feedback heard and other information gleaned through the process to develop an informed recommendation.	<b>“All things considered, what do we recommend?”</b>

TABLE 3 – RECOMMENDATION FACTORS AND STAKEHOLDER GROUP AVERAGE FACTOR SCORES (1 LOW IMPORTANCE - 5 HIGH IMPORTANCE)

<b>Factor</b>	<b>Definition</b>	<b>Group average scores (1-5)</b>
<b>Accessibility</b>	<i>How each option can incorporate universal design and accessibility and address community access needs.</i>	<b>4.11</b>
<b>Community sentiment</b>	<i>Community attitudes towards each option, including appreciation for history/legacy, and affection for the space.</i>	<b>3.95</b>
<b>Environmental sustainability</b>	<i>How well each option supports the City's goals of reducing environmental footprint of City facilities.</i>	<b>3.16</b>
<b>Estimated costs</b>	<i>Estimated costs of each option.</i>	<b>3.21</b>
<b>Equity and inclusion</b>	<i>How each option promotes access for underserved residents.</i>	<b>4.05</b>
<b>Expansion</b>	<i>Potential of each option to expand or reconfigure the facility.</i>	<b>2.26</b>
<b>Functionality and user needs</b>	<i>How each option meets the community's evolving and future needs in capacity, layout, programming, etc.</i>	<b>4.53</b>
<b>Lifespan of facility</b>	<i>How long each option could be used by the community.</i>	<b>3.68</b>
<b>Location</b>	<i>How each option meets the community's location needs.</i>	<b>4.39</b>
<b>Maintenance and operations</b>	<i>Each option's expected annual and long-term operations/upkeep/maintenance needs and costs.</i>	<b>3.21</b>
<b>Safety and regulatory compliance</b>	<i>Each option's safety and regulatory compliance needs (e.g., seismic safety, life safety).</i>	<b>3.95</b>
<b>Strategic planning</b>	<i>How each option aligns with the City's long-term strategic planning (e.g., Parks Plan, RSCC process, etc.) and previous feedback gathered from the strategic planning's community engagement efforts.</i>	<b>3.22</b>
<b>Timeline to open</b>	<i>How long it would take for each option to begin operations and be used by the public.</i>	<b>3.16</b>

## Scoring options and applying factor weights

On the following page, Table 4 presents the MODA results for each step, first showing the group's factor weight scores (importance of each factor from 1 to 5), raw option scores by factor for each option (how well each option meets or satisfies each factor from 1 to 3), and the weighted option scores by factor for each option (from 1 to 15).

Weighted option scores were calculated by multiplying the factor weight score by the raw option score for that factor, for example:

$$(\text{Factor score}) \times (\text{Raw RENOVATION Score for Factor}) = \text{Weighted RENOVATION Score for Factor}$$

$$\text{Accessibility example: } (4.11) \times (2.11) = 8.64$$

The above calculation was repeated for all factors and both options; the minimum weighted score is 1 and the maximum weighted score is 15. A higher score indicates higher performance for that individual factor and in total; the totals for each column are in the bottom row.

**TABLE 4 - STAKEHOLDER GROUP MODA AND WEIGHTED SCORING RESULTS**

Factor	Factor Scores Group averages, 1-5	Raw option scores		Weighted option scores	
		RENOVATION Scores Group averages, 1-3	REBUILD/NEW BUILD Scores Group averages, 1-3	RENOVATION Scores Group averages, 1-15	REBUILD/NEW BUILD Scores Group averages, 1-15
Accessibility	4.11	2.11	2.68	8.64	11.02
Community sentiment	3.95	2.84	1.37	11.22	5.40
Environmental sustainability	3.16	1.56	2.67	4.91	8.42
Estimated costs	3.21	2.33	2.17	7.49	6.96
Equity & inclusion	4.05	2.28	2.22	9.23	9.01
Expansion	2.26	1.67	2.83	3.77	6.41
Functionality & user needs	4.53	2.22	2.67	10.06	12.07
Lifespan of facility	3.68	1.61	2.94	5.94	10.85
Location	4.39	2.94	1.89	12.92	8.29
Maintenance & operations	3.21	1.50	2.44	4.82	7.85
Safety & regulatory compliance	3.95	1.94	2.72	7.68	10.75
Strategic planning	3.22	2.00	2.28	6.44	7.34
Timeline to open	3.16	2.39	1.94	7.54	6.14
<b>TOTALS</b>	<b>n/a</b>	<b>27.39</b>	<b>30.83</b>	<b>100.66</b>	<b>110.50</b>

## Mentimeter Polling Platform

Mentimeter ([www.mentimeter.com](http://www.mentimeter.com)), or “Menti” for short, is an interactive feedback collection platform designed to facilitate engagement and real-time feedback during meetings. Menti enables presenters to pose questions to participants, who respond via their personal devices. Responses are aggregated and displayed live, visualizing group perspectives, encouraging participation, and dynamically guiding discussion.

Mentimeter was used throughout the Stakeholder Group process for all MODA scoring activities and to gather additional feedback from members.

## Identifying areas of agreement

At their Oct. 8 meeting, the Stakeholder Group each individually rated their support of each option (renovate or rebuild/new build) on the 1-7 agreement gradient:

1	2	3	4	5	6	7
Strongly oppose	Oppose	Generally oppose, <u>but</u> could live with if certain conditions are met	Neutral / unsure	Generally support <u>if</u> certain conditions are met	Support	Strongly support

Both options received the exact same score: 4.7



21 members submitted scores on Oct. 8, 2025

Discussions after the scoring results were revealed provided additional insights; while many group members were interested in the opportunities a rebuild/new build would offer, the fear of losing the

location of the current OFH site drove many members to rate the renovation option higher and the rebuild/new build option lower.

After the meeting, the facilitation team sent Stakeholder Group members the same scoring activity with one change: the rebuild/new build option was now split into two options, one whose location was to be determined, and one that was guaranteed to be at the existing OFH location.

The results were more definitive this time, with rebuild/new build at existing OFH location receiving a score of **5.8**, renovation receiving a **4.0**, and rebuild/new build at a TBD location receiving a **3.6**.



18 members submitted scores between Oct. 16 and Oct. 22, 2025

## Key Stakeholder Group discussion topics

The Stakeholder Group discussed many topics over the course of the process. The following topics were most commonly addressed. Descriptions include the group’s expressed concerns or interests and the City’s response, where applicable. Several of the conversations included operational feedback; while operational decisions are not part of this process, the group’s input provides valuable feedback for the City to consider in the future.

### Accessibility and Universal Design

Accessibility is an important priority for a majority of the Stakeholder Group, with discussion focusing on how this factor differs between the renovation and rebuild options. The level of accessibility achievable under each option varies. City staff clarified that while the renovation option would bring the building up to ADA (Americans with Disabilities Act) code compliance, the rebuild/new build option would allow for universal design principles—a higher standard of accessibility that goes beyond minimum legal requirements. Universal design is a cornerstone of the City’s Parks, Arts, Recreation, Culture and Conservation Plan for expanding access for all in Redmond’s parks and recreation system.

### Building Amenities and Features

Stakeholder Group members shared ideas for specific amenities and features in the future teen center. Members identified several key amenities for the future teen center, including a recording studio, performance stage, kitchen space, game room, art room, and adequate storage. Interior

décor and artwork should be informed by teens and reflect their input. It was highlighted that ensuring adequate soundproofing for music performances will be necessary due to its location. Creating spaces that feel cozy, welcoming, and comfortable was identified as a key value.

## **Community Sentiment and Teen Engagement**

Community sentiment ranked as one of the top recommendation factors for consideration. Members across all demographics emphasized that if teens don't feel comfortable in a space, they will not use it, regardless of function or design.

Honoring and memorializing the OFH's history and legacy was discussed as a high priority. This could be reflected through building design, layout, interior displays, décor, and programming. The facility's music heritage and role as a concert venue where musicians started their careers were highlighted repeatedly. Group members envisioned that continuing a strong focus on music programming, including performance spaces, a recording studio, and opportunities for diverse creative activities, would honor this legacy. By memorializing the OFH's history and character in the new teen center's design, the community sentiment and historical legacy carry into the future.

Renovation was noted as aligning more strongly with community sentiment due to preserving the existing building's character. However, group members also recognized that community sentiment could be built with a new facility if teens are meaningfully engaged in its design and development. Over the years, the OFH grew organically and met the needs of its users in that generation. A rebuild has the potential to recreate that environment if executed correctly with strong teen engagement.

## **Facility Lifespan and Long-Term Value**

The projected lifespan of the facility emerged as an important factor as members weighed the renovation option against the rebuild/new build option. Mackenzie and Perteet (consultants who assessed the facility) indicated that renovation would provide approximately 15-25 years of use before requiring another major facility decision, while rebuilding now would offer a building lifespan of over 50 years. Renovation appears relatively less expensive in the short term, but it becomes the more costly option over time, particularly with unknown future costs such as unforeseen structural issues. A rebuild requires a higher initial investment but would be more cost-effective and sustainable in the long term.

## **Layout and Space Design**

Teen group members expressed a preference for a layout featuring separate but interconnected rooms similar to the existing OFH building. This layout helped teens feel comfortable in the space. It provided choice and flexibility in where they spend time while still feeling part of the teen center community.

Group members envisioned separate rooms for different activities, such as creating art, playing games, recording music, and socializing. Members emphasized the importance of flexible spaces that could accommodate diverse uses from future teens, ensuring the building doesn't limit what teens may organically create in the future.

## **Location**

The location of the teen center emerged as a critically important factor throughout the Stakeholder Group discussions. The existing OFH site is valuable due to its central location within the City of

Redmond, which ensures convenient access for teens through multiple modes of transportation (e.g., walking, biking, public transit). Some group members expressed that they would only support the rebuild/new build option if it was guaranteed to remain at its existing location. The location factor was consistently identified as inseparable from community sentiment and critical to ensuring teens will use the facility.

## **Timeline**

The timeline for reopening a teen center facility was a recurring topic. City staff indicated that renovation would take approximately two years to complete, while the rebuild/new build option would have a longer timeline, depending on project size, design, and whether land acquisition is needed.

## **Teen-Dedicated vs. Multi-Use Space**

The operations and use of the future teen center was a key topic for the Stakeholder Group. For most members, keeping the space teen-oriented with dedicated hours during the times when teens are available was essential and a non-negotiable priority. Members noted that the shared-use model at the OFH, where the building was available for community use outside of teen drop-in and programming hours, should continue. An emphasis on safety and limiting contact with unknown adults was highlighted to ensure teens feel comfortable and are motivated to be in the space. Members agreed that the future teen center should ensure equitable teen-dedicated drop-in and programming spaces, similar to what has operated previously.

# Recommendation of the Stakeholder Group

## Recommendation

The majority of the Stakeholder Group recommends **rebuilding the Teen Center at its current location**. Maintaining the existing site—centrally located and accessible by walking, biking, and public transit—is critical to ensuring equitable access for teens throughout Redmond and to honoring the history and legacy of the Old Fire House Teen Center.

Rebuilding allows for a safe and universally accessible facility that meets today’s codes and sustainability standards, while supporting future generations of Redmond teens.

The group’s **second choice** is to renovate the existing building at its current location to preserve its legacy and open its doors sooner.

Rebuilding at a new location is the **least preferred option**.

## Minority Recommendation

A minority of the Stakeholder Group (4 of 23 members) recommends **renovating** the existing Teen Center as their top choice. This perspective emphasizes preserving the original building’s spirit and history, reopening sooner, and upgrading the facility to meet accessibility and safety standards where possible.

## Vision and Values for the Future Teen Center

Regardless of the approach that City Council advances, the Stakeholder Group envisions a **teen center that is a safe space for Redmond’s youth—rooted in the center’s history and built for the future**.

The Stakeholder Group asks that City Council endorse the following **guiding values** as this project moves forward into design and future engagement:

- **Teen-oriented:** Center teen voices throughout design and opening to ensure the space continues to be dedicated to teens, creating teen-dedicated opportunities for safety, creativity, leadership, and camaraderie.
- **Welcoming and inclusive:** Create a space that is comfortable, creative, and affirming for all teens, including those who identify as LGBTQ+ and alternative.
- **Continuing the OFH legacy:** Keep the building’s legacy alive through design cues, displays, or programming that celebrate its history and unique role as a hub for music and arts in Redmond’s teen culture.
- **Imagining the future:** Design the facility to create more opportunities, improve access, and provide flexible space for future teen generations to explore their diverse and changing interests.

## Themes for Future Engagement

Through this process, the Stakeholder Group shared many ideas about potential design elements, amenities, and program features. These ideas are captured in the Key Discussion Topics section of this report and should be revisited and refined with broader community input during future design and programming phases led by city staff.

## Closing Reflection

The Stakeholder Group began this process with a simple goal: to recommend whether the Teen Center should be **renovated or rebuilt**. The conversations, however, were rich and thoughtful, extending beyond the recommendation at hand to lay important groundwork for future planning and engagement.

The Stakeholder Group encourages City Council to:

1. **Affirm a clear direction** on whether to rebuild or renovate, guided by the priorities identified by the Stakeholder Group above, and
2. **Support continued engagement** with teens and the community to shape the next phase of design, using the details in this report as a foundation for continued work.

# Appendices

Appendix A: Stakeholder Group Charter

Appendix B: Stakeholder Group meeting materials, presentations, and summaries

Appendix C: Focus group summary



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).

# **Appendix A: Stakeholder Group Charter**



# Old Fire House Teen Center Facility Recommendation Stakeholder Group

## Charter and Operational Agreements

*Updated: Aug. 27, 2025*

This document guides the scope and operation of the Stakeholder Group for the City of Redmond's Old Fire House Facility Recommendation. The City of Redmond may periodically evaluate the Stakeholder Group process to determine if adjustments in the Charter and Operational Agreements are warranted.

### Background

Teen programs in the City of Redmond were housed at the Old Fire House Teen Center until early 2025, when comprehensive facility assessments revealed substantial long-term challenges beyond routine maintenance. City leadership made an operational decision to relocate teen programming to the Redmond Community Center at Marymoor Village and other city facilities to allow the City to conduct more in-depth condition assessments and determine next steps for the building. Additional condition assessments revealed various concerns, the most urgent of which was the building's deteriorating roof. A decision on the building's future is needed soon, before roof failure limits City options.

The City is considering two options:

- 1. Renovate** the current building structure, OR
- 2. Investigate rebuilding** the structure, either in the current location or in an unknown new location.

After considering a recommendation shaped through robust engagement with the Stakeholder Group, the Redmond City Council will decide on the building's future in fall 2025.

**Convener:** The City of Redmond

- **Goal:** The goal of the Stakeholder Group is to engage a diverse group of City of Redmond community members in focused discussions to collectively provide input, feedback, perspectives, and recommendations relevant to the future of the Old Fire House Teen Center.
- **Commitment:** The City of Redmond commits to mutually giving information to and receiving information from the Stakeholder Group related to the Old Fire House Teen Center facility and will transparently demonstrate how the City of

Redmond considered or incorporated feedback provided by the Stakeholder Group in the facility recommendation provided to City Council.

### **Contacts**

- City of Redmond Stakeholder Group Liaison: Lindsey Falkenburg, [lfalkenburg@redmond.gov](mailto:lfalkenburg@redmond.gov)
- Stakeholder Group Facilitator: Darcy Edmunds, [dedmunds@stephersonassociates.com](mailto:dedmunds@stephersonassociates.com)

**Outcome:** The Stakeholder Group will provide a recommendation to the City of Redmond by Nov. 12, 2025, to either:

- Renovate the current building, or
- Investigate a rebuild (i.e., conduct further study into rebuilding in the current location or an unknown new location).

*This recommendation will not include proposed building amenities, size, or design, which will be considered in the next engagement phase.*

### **Purpose**

The purpose of the Stakeholder Group is to inform the City of Redmond's decision on the future of the Old Fire House Teen Center facility. The Stakeholder Group enables a diverse group of people to be involved with focused discussions, and individually and collectively provide insight, input, values, and feedback on the community's needs and experiences, and other related topics as identified by the City of Redmond during the recommendation timeline.

Stakeholder Group participants may also serve as conduits for information to and from affiliated organizations and community members to help ensure that community issues, concerns, and/or needs are raised during meetings.

The City of Redmond will hold focus group meetings with key audiences, such as current users of city teen drop-in spaces and teen service providers, to help the Stakeholder Group hear community feedback and inform their recommendation to City Council.

### **Term**

The Stakeholder Group convenes in September 2025 and may meet up to six times through November 2025. The City of Redmond and Stakeholder Group will determine meeting frequency.

### **Participant Selection**

The Stakeholder Group consists of people chosen from the community and existing City of Redmond advisory groups. Each Stakeholder Group participant has an equal voice in Stakeholder Group discussions.

Stakeholder Group participants are responsible for any costs (travel expenses, salary, etc.) associated with participating in this voluntary group.

All meetings will be accessible. An assessment of the accessibility needs of the Stakeholder Group participants will happen before the first meeting.

### **Participation expectations**

Participants in the Stakeholder Group provide information, exchange ideas, and contribute individual and collective perspectives around community and teen topics. Should areas of agreement emerge, they will be identified with the goal of forming a consensus recommendation, though there will be no requirement to reach consensus. Facilitated processes will be used to gauge where Stakeholder Group participants are on an issue.

Information gleaned from Stakeholder Group meetings will be considered, along with other community input, when the Redmond City Council makes facility decisions. The Stakeholder Group only functions in an advisory role and does not make decisions for the City of Redmond.

Expectations include:

- Attending up to six meetings in 2025. (Depending on the topics and agenda, each meeting will last approximately 1.5 to 3 hours.)
- Actively participating in meeting discussions and, to the best of the participant's ability, completing the participant's homework. This may include reviewing documents ahead of meetings.
- Actively and respectfully listening to and considering other points of view and interests, and being open to new ideas.
- Taking time outside meetings to understand the City of Redmond's department operation, the Stakeholder Group's purpose, and public input.
- Helping raise awareness, share information, and engage contact networks to understand community perception better.
- Notifying the Stakeholder Group facilitator and the City of Redmond Stakeholder Group Liaison before a scheduled meeting if a participant cannot attend.

The City of Redmond expects the above commitments to take approximately five to ten hours per month.

Technical questions related to the topics under discussion at each meeting will be addressed as possible during the meeting, with any follow-up actions noted. Technical questions beyond the scope of the topics under discussion by the Stakeholder Group will be addressed separately from the Stakeholder Group process, such as through email with city staff.

The names of Stakeholder Group participants and the interests they represent are considered public information and may be posted to the City of Redmond's website. Files containing participants' contact information will be kept separately and will not be released unless required by law.

Participants wishing to withdraw from the Stakeholder Group should inform the City of Redmond Stakeholder Group Liaison in writing and copy the Stakeholder Group facilitator. The City of Redmond will coordinate a suitable replacement.

## Operational agreements

### **Meeting dates**

The City of Redmond, with the Stakeholder Group's consultation, determines meeting dates. The dates of upcoming meetings will be shared electronically and posted on the City of Redmond's website at [www.redmond.gov/OFH](http://www.redmond.gov/OFH).

### **Attendance expectations**

Group participants are expected to attend the majority of the established meetings (i.e., four out of a total of six meetings). If a participant cannot attend a meeting, they will let the Stakeholder Group Liaison and Stakeholder Group Facilitator know at least two days before the meeting. For meetings that participants miss, they are expected to review meeting notes and/or initiate a meeting with City staff to debrief on the missed meeting.

### **Quorum requirement**

There is no quorum requirement; group participants present and active at each meeting can continue to work in the absence of others.

### **Meeting materials**

The meeting packet (i.e., agenda and any pre-reading material provided by the City of Redmond) is distributed to group participants before each meeting. The meeting agenda will be posted to the City's website before each meeting.

### **Process facilitation**

The City of Redmond provides the services of an independent third-party neutral facilitator to support this Stakeholder Group process. The facilitation team neutrally and impartially supports all stakeholders, maintaining the integrity of the process. This team facilitates communication about the process to stakeholders and other interested parties. The facilitation team will collaborate with the City of Redmond to prepare process designs, meeting agendas, pre-work materials, and final Stakeholder Group products.

Private conversations between a Stakeholder Group participant and the facilitation team will be considered confidential unless otherwise identified. Any written communications are considered public records and may be subject to public disclosure.

### **Meeting location**

Unless otherwise agreed to by the group, meetings will be held both in person in Redmond and online through Zoom.

### **Meeting summaries**

The City of Redmond and facilitation team will provide a notetaker to document key discussion points, action items, and participant feedback at each meeting. Individual positions or sentiments will not be attributed to specific group participants in summaries. The facilitation team will distribute a draft meeting summary to the stakeholder group approximately five business days following the meeting. Participants have one week to provide comments on the summary.

### **Process outcome**

#### Recommendation memo

The Stakeholder Group's purpose is to provide a recommendation to the City of Redmond regarding the future of the Old Fire House Teen Center facility. The neutral third-party facilitation team will prepare the recommendation memo and earnestly document the recommendation(s) from the Stakeholder Group. Areas of agreement in meetings will be noted by the facilitation team with the intent to develop a consensus recommendation. If a consensus recommendation cannot be reached, a recommendation from the dissenting participants will be included in the final group recommendation.

The Stakeholder Group will have the opportunity to review and share comments on the draft recommendation memo.

#### Group process report

The neutral third-party facilitation team will summarize the Stakeholder Group process in a report at the end of the process. The report will document the process and the individual and collective feedback heard at key discussion points and process milestones.

As the recommendation memo and final report are products of the facilitation team, Stakeholder Group participants will not be signatories to the final report.

### **Correspondence**

The group may, at times, conduct correspondence via email. Participants are encouraged to email questions and concerns to the City of Redmond Stakeholder Group Liaison, Lindsey Falkenburg, at [lfalkenburg@redmond.gov](mailto:lfalkenburg@redmond.gov), and copy the Stakeholder Group Facilitator, Darcy Edmunds, at [dedmunds@stephersonassociates.com](mailto:dedmunds@stephersonassociates.com). Correspondence is subject to public disclosure. However, personal contact information will be kept confidential.

### **Media, photography, and recording**

The City of Redmond's media spokesperson for this process is Loreen Hamilton or her designee. Stakeholder Group participants may speak individually to the media outside of meeting sessions, but shall not speak on behalf of the City or the group. Stakeholder Group meetings will not be recorded unless the entirety of the Stakeholder Group approves the recording in advance.

# **Appendix B: Stakeholder Group meeting materials, presentations, and summaries**

# Old Fire House Teen Center Facility Recommendation Stakeholder Group

## Meeting #1 Agenda

Updated Sept. 10

### Meeting Date and Time

Wednesday, Sept. 10, 6 – 8 p.m.

### Meeting Objectives

- Introduce Stakeholder Group members, City of Redmond staff, and facilitation team.
- Establish the Stakeholder Group scope of work, operational procedures, and anticipated meeting topics and schedule (Charter).
- Create a shared understanding of the Old Fire House Teen Center background and needs moving forward.

### Meeting Agenda

Time	Item	Presenter(s)
5:45 p.m. 15 mins.	<i>Stakeholder Group members are invited to arrive 15 minutes early to meet other members, find a seat (if in-person), and test audio/video (if remote) before the meeting begins.</i>	
6 p.m. 10 mins.	<b>Opening</b> <ul style="list-style-type: none"> <li>• Welcome and thank you</li> <li>• Agenda overview</li> </ul>	<b>Darcy Edmunds,</b> Facilitator
6:10 p.m. 20 mins.	<b>Introductions</b> <ul style="list-style-type: none"> <li>• Introduce Stakeholder Group members, City of Redmond, and facilitation team</li> </ul>	<b>All</b>
6:30 p.m. 20 mins.	<b>Stakeholder Group Charter</b> <ul style="list-style-type: none"> <li>• Charter overview/operational procedures</li> <li>• Preview of upcoming meeting schedule and topics</li> <li>• <i>Questions/clarifying discussion</i></li> </ul>	<b>Darcy Edmunds,</b> Facilitator
6:50 p.m.	<b>10-minute break</b>	
7:00 p.m. 30 mins.	<b>Presentation: Old Fire House Teen Center Background</b> <ul style="list-style-type: none"> <li>• History of building &amp; how it's been used</li> </ul>	<b>Loreen Hamilton,</b> Parks and Recreation Director

Time	Item	Presenter(s)
	<ul style="list-style-type: none"> <li>• Overview of teen services &amp; programming offered</li> </ul> Building condition assessments (part 1 - overview) <ul style="list-style-type: none"> <li>• <i>Questions/clarifying discussion</i></li> </ul>	<b>Erica Chua,</b> Recreation Manager
7:30 p.m.  20 mins.	<b>Presentation: Teen Services Engagement</b> <ul style="list-style-type: none"> <li>• Engagement completed &amp; what was heard</li> <li>• <i>Questions/clarifying discussion</i></li> </ul>	<b>Zach Houvener,</b> Deputy Parks Director
7:50 p.m.  10 mins.	<b>Wrap up, next steps</b> <ul style="list-style-type: none"> <li>• <b>Menti activity:</b> <i>What questions do you still have that additional community engagement could answer? What questions do you think we should ask at the upcoming focus groups?</i></li> <li>• Next meeting details &amp; pre-reading</li> </ul>	<b>Darcy Edmunds,</b> Facilitator
<b>Adjourn</b>		

# Old Fire House Teen Center Facility Recommendation Stakeholder Group

Meeting #1 - Sept. 10, 2025



Redmond  
WASHINGTON



**Welcome from Mayor Birney**

# Meeting Ground Rules

- Online: **Mute when not speaking** to help others speak clearly and to reduce background noise.
- Online: Use the **"raise hand" feature to ask clarifying questions** during presentations; time will be allotted for discussion after presentations.
- **Actively participate** in the group.
- The **facilitator will guide** the group agenda and process.
- Contact the facilitator if you have any **questions**.



# Meeting Objectives

- Introduce Stakeholder Group members, City of Redmond staff, and facilitation team.
- Establish the Stakeholder Group scope of work, operational procedures, and anticipated meeting topics and schedule (charter).
- Create a shared understanding of the Old Fire House Teen Center background and needs moving forward.



# Agenda

Time	Item	Presenter(s)
6:10 p.m.	Introductions	All
6:30 p.m.	Stakeholder Group Charter	Darcy Edmunds, Facilitator
6:50 p.m.	10-minute break	
7:00 p.m.	<i>Presentation:</i> Old Fire House Teen Center Background	Loreen Hamilton, Parks and Recreation Director Erica Chua, Recreation Manager
7:30 p.m.	<i>Presentation:</i> Teen Services Engagement	Zach Houvener, Parks and Recreation Deputy Director
7:50 p.m.	Wrap up, next steps	Darcy Edmunds, Facilitator
8:00 p.m.	Adjourn	



# Introductions

Stakeholder Group Members

City of Redmond

Facilitation Team

# Introductions - **City of Redmond**

## Instructions

- 1 minute per person
- Share your:
  - Name
  - Role (*connection to OFH and/or teen services*)
  - Your favorite activity to do in Redmond

## City of Redmond

- **Loreen Hamilton**, Parks and Recreation Director
- **Zach Houvener**, Parks and Recreation Deputy Director
- **Lindsey Falkenburg**, Parks Planning Manager
- **Erica Chua**, Recreation Manager
- **Vanessa Kritzer**, City Council President
- **Angie Nuevacamina**, Councilmember
- **Steve Fields**, Councilmember

# Introductions - Facilitation Team

## Instructions

- 1 minute per person
- Share your:
  - Name
  - Role (*connection to OFH and/or teen services*)
  - Your favorite activity to do in Redmond

## Facilitation Team

- **Darcy Edmunds**, Facilitator
- **Aileen Dinh**, Facilitation Team

# Introductions - Stakeholder Group

## Instructions

- 1 minute per person
- Share your:
  - Name
  - Role (*connection to OFH and/or teen services*)
  - Community perspective you represent
  - Your favorite activity to do in Redmond

## Stakeholder Group

- Prisha Kudikala
- Aishi Roy
- Alana O'Neill  
Gaulin
- Freya Reiger
- Tanvi Kulkarni
- Cari Scotkin
- Kathy O'Keefe
- Jodi Pena
- Kristina Wayland
- John Crosley
- Rob Leavitt
- David Cline
- Cameron Boher
- Jeff Lee
- Mark Peterson
- Caroline Chapman
- Onyx Griffiths
- Korvus Denney
- Wolfe Adriatico
- Noah Grandmont
- Kate Becker
- Kristie Neklason

# Stakeholder Group Charter and Process

Purpose

Outcome

Role expectations

Schedule

Charter questions and clarifying discussion

Process overview, MODA, and meeting approach

# Purpose

- The City Council must decide whether to renovate or rebuild the Old Fire House Teen Center (OFH) facility.
- A decision is needed soon, as the building's overall condition could limit the options.
- **The City is seeking input from this Stakeholder Group to inform the City Council's decision.**



# Outcome

The **Stakeholder Group will provide a recommendation** to the City Council by Nov. 12, 2025, to either:

- **Renovate** the current building structure.
- **Investigate rebuilding** the structure (i.e., conduct further study into rebuilding in the current location or an unknown new location).



# Role expectations

## *During meetings:*

- Attend up to six meetings in 2025.
- Actively participate in meeting discussions, respectfully listening to and considering other points of view and interests, and being open to new ideas.

## *Time between meetings:*

- Complete pre-meeting “homework”, learning about the City of Redmond’s department operation, the Stakeholder Group's purpose, and public input.
- Help raise awareness, share information, and engage contact networks to understand community perception better.



# Role expectations

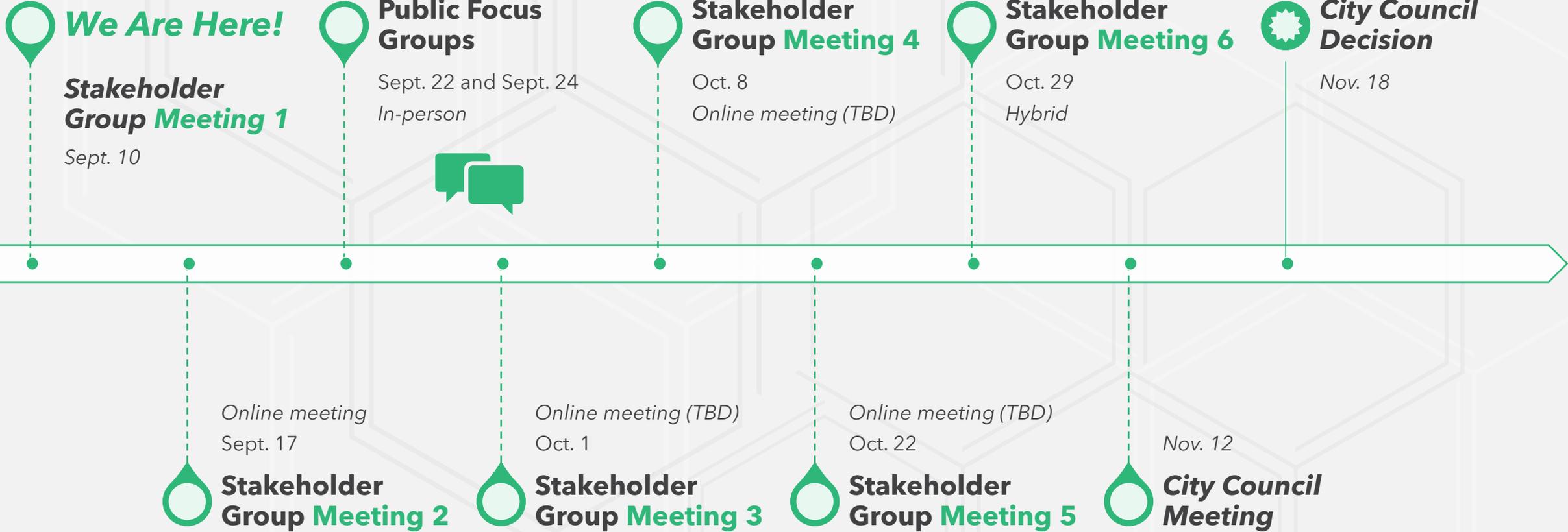
## *Miscellaneous*

- Stakeholder Group participants may speak individually to the media outside of meeting sessions but *shall not speak on behalf of the City or the group*.
- Stakeholder Group meetings will not be recorded *unless the entirety of the Stakeholder Group approves the recording in advance*.



# Schedule

September - November 2025



# Questions from this Group

## ***Pre-submitted questions:***

- *Can stakeholder group meetings be recorded rather than relying solely on meeting summaries?*
- *Why will determining the details of rebuilding of the facility be a separate process from the current decision (i.e., renovate or rebuild)?*

## ***Other questions from the group?***

- ❖ Based on your feedback, there will be no public comment and observation at the stakeholder meetings.

# City Council and Community Engagement



## City Council Teen Center Subcommittee

- Observes the engagement process, stakeholder group meetings, and provides feedback to staff and the full Council
- Members:
  - Vanessa Kritzer, Council President
  - Angie Nuevacamina, Councilmember, PES COW Chair
  - Steve Fields, Councilmember



## Focus Groups

- Open to the public to hear more voices in the process
- Feedback will be shared with the Stakeholder Group to inform the final recommendation
- Key audiences:
  - Current teen drop-in users
  - Teen music program participants
  - Parents and caregivers
  - Service providers
  - OFH alumni
  - Future teens

# Feedback and Decision Making



## Stakeholder Group Recommendation

Provides recommendation to City Council



## Council Decision

City Council reviews and considers all feedback and makes decision



## Focus Group Input

Provides feedback to Stakeholder Group and City Council



# Process: Multi-Objective Decision Analysis (MODA)

## 1. Factors

Create a shared understanding of the recommendation factors.



## 2. Weighting

Determine relative importance of each factor and assign corresponding weights.



## 3. Scoring

Score each option (i.e., renovate or rebuild) for each weighted factor.



## 4. Recommendation

Discuss results and determine recommendation.

# Approach: Meeting 1

Timing: **Wednesday, Sept. 10**

***“What do we currently know?”***

- Hold introductions, review role, expectations, process.
- **Present background information** (*facility background, engagement reports, etc.*) and answer questions.



# Approach: Meeting 2

Timing: **Wednesday, Sept. 17**

**“What factors or criteria are we considering?”**

**“Do the factors influence the recommendation equally?”**

- **Present technical information** from facility condition assessments.
- **Present recommendation factors** (e.g., cost, lifespan, etc.) and definitions.
- **Activity: Score recommendation factors** by how much weight they should have in the recommendation.



Focus group meetings:  
**Sept. 22 at 6 p.m. at RSCC**  
**Sept. 24 at 5 p.m. at RCCMV**



# Approach Meeting 3

Timing: **Wednesday, Oct. 1**

**“What data can we use to compare the options?”**

**“How do the options compare?”**

- **Present the options’ data** by factor
- **Activity: Score options** (i.e., renovate or rebuild) by how well each options performs for each factor.
- **Review scores and discuss.**



 **Mentimeter**

# Approach: Meeting 4

Timing: **Wednesday, Oct. 8**

***“How are the scores affected when we apply weighted values?”***

- **Present weighted option scores** (by factor and total).
- **Discuss weighted scores and start building consensus** around recommendation.

*Note: scoring is intended to inform group discussions and recommendations; each option’s score totals do not decide the group recommendation.*



# Approach: Meeting 5

Timing: **Wednesday, Oct. 22**

***“Have we documented your recommendation accurately?”***

- **Present draft recommendation;** facilitated discussion on agreement or changes needed.

*Note: If a consensus recommendation cannot be reached, a recommendation from the dissenting members will be included in the final group recommendation.*



# Approach: Meeting 6

Timing: **Wednesday, Oct. 29**

***“Thank you!  
Here’s what  
comes next...”***

- **Present final recommendation** to be shared with City Council.
- **Confirm recommendation.**
- Share next steps.



# Background and Community Involvement

# Old Fire House Teen Center Timeline

2014

- OFH was found deficient and recommended a hazardous material study.

2015

- Good Faith Report was completed and findings incorporated in ongoing maintenance and operational practices.

2024

- Updated Facility Condition Assessment completed showing worsening condition of facility.

Q2  
2025

- Operations moved out of Old Fire House Teen Center as maintenance time, cost, and complexity increased difficulty of maintaining safe environment.

July  
2025

- Additional assessments completed and findings presented to City Council.

Next  
Steps

- Community Engagement in Stakeholder and Focus Group format.
- City Council decision on the current facility.

# Old Fire House Teen Center Assessment

## Included

- Interior Accessibility
- Structural Assessment (Seismic)
- Building Envelope
- Interior Finishes
- Mechanical, Plumbing, Fire & Electrical
- Hazardous Materials

## Not Included

- Wood rot investigation
- Geotechnical (foundation) study
- Hazardous Materials in CMU blocks (potentially vermiculite)

# Key Assessment Findings

- Seismic/structural risk
- Foundation
- Building envelope and roof failure
- Out-of-date systems
- Accessibility
- Civil site issues
- Hazardous materials



# Teen Services and Programming



## Music Programming

- Teen Engineering internship
- Recording studio
- Open Mic Nights
- Friday Concerts
- Battle of the Bands



## Drop-In

- Programming offered at free or low cost no pre-registration required
- Dedicated staff providing mentorship and consistency
- Free counseling services offered by Youth Eastside Services (YES)



## Leadership

- Redmond Youth Partnership Advisory Committee (RYPAC)
- Community Service Opportunities
- Program leadership opportunities for drop-in programming



## Registered Programs

- Music Classes
- Cooking Classes
- Art Programming
- Trips & Tours
- Teen Camps
- Events

# Teen Services Engagement Summary



## Comprehensive Engagement

Launched engagement process in Spring 2025 to understand teen needs and priorities.



## Audiences

Engaged current and future teens (ages 11-19), parents and families, teen service providers, and community members.



## Future Planning

Feedback will inform teen services planning and Stakeholder and Focus Group process

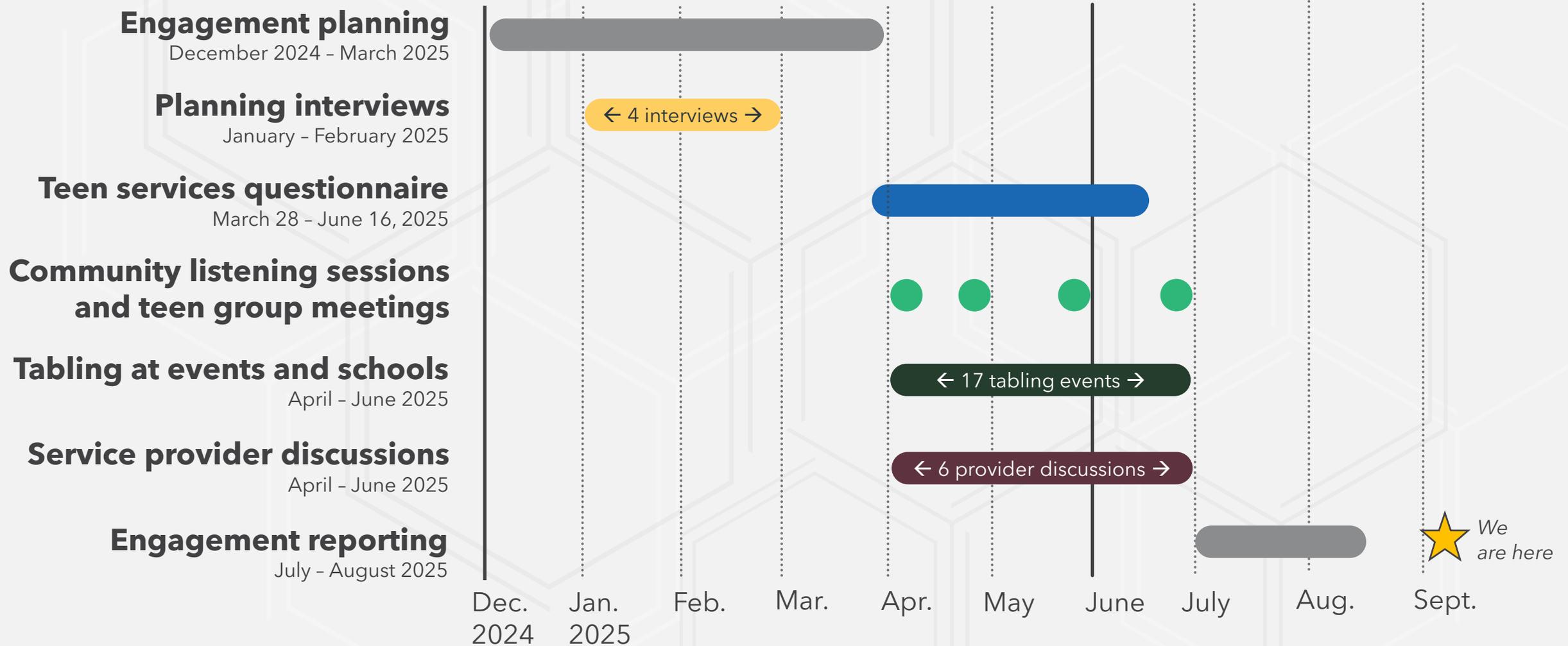
# Engagement Purpose

Gather insights on:

- **What** Redmond teens need
- **How** teen services and programming can meet teens' needs
- **Where** and how teens access services and programs
- **How** the City can better support teens



# Teen Services Engagement **Timeline**



# What We Heard



## Teens' needs:

- Safe and dedicated teen-only spaces that create a strong sense of connection, belonging, and ownership
- Outlets for creative expression and development of life skills
- Programs designed and led by teens
- Expanded music and creative arts
- Career prep, leadership, volunteerism, life skills, and academic support
- Mental health services and resources
- Culturally responsive programming
- Transportation/location
- Relatable staff



**Questions?**

# Wrap Up

- *What questions do you still have?*

Join at **menti.com** | use code **1786 8408**



# Next Steps

- **Next meeting:** Wednesday, Sept. 17, virtual
- **Pre-meeting reading**
  - Recommendation Factors Overview
  - 2025 Facility Condition Assessment
  - 2025 Teen Services Engagement Report
  - 2017 Redmond Community Centers Plan
- **Topics**
  - Recommendation factors and definitions
  - Technical information from facility condition assessments
  - Findings from teen services engagement
  - Overview of City's long-term strategic planning
  - *Activity:* Score recommendation factors

**Thank you!**



**Redmond**  
WASHINGTON

# Old Fire House Teen Center Facility Recommendation Stakeholder Group

Meeting #1 Summary - Sept. 10, 2025, 6 - 8 p.m.

## Meeting Objectives

- Introduce Stakeholder Group members, City of Redmond staff, and facilitation team.
- Establish the Stakeholder Group scope of work, operational procedures, and anticipated meeting topics and schedule (charter).
- Create a shared understanding of the Old Fire House Teen Center background and needs moving forward.

## Attendees

### Stakeholder Group

- Alana O'Neill Gaulin
- Cameron Boher
- Cari Scotkin
- Caroline Chapman
- David Cline
- Jeff Lee
- Jodi Peña
- John Crosley
- Kate Becker
- Kathy O'Keefe
- Kristie Neklason
- Kristina Wayland
- Mark Peterson
- Rob Leavitt
- Teen

### City Council Teen Center Subcommittee

- Vanessa Kritzer, City Council President
- Steve Fields, Councilmember

### City of Redmond Staff

- Loreen Hamilton, Parks and Recreation Director
- Zach Houvener, Parks and Recreation Deputy Director
- Lindsey Falkenburg, Parks Planning Manager
- Erica Chua, Recreation Manager

### Facilitation Team

- Darcy Edmunds, Facilitator, Stepherson & Associates Communications
- Aileen Dinh, Facilitation Team, Stepherson & Associates Communications

*The names of group members under the age of 18 are not listed for privacy.*

## Meeting Summary

### Opening and Introductions

Mayor Angela Birney provided a welcome to the Stakeholder Group.

Darcy Edmunds, Facilitator, presented the meeting ground rules, meeting objectives, and agenda, and facilitated introductions around the room.

### Stakeholder Group Charter

Darcy provided an overview of the Stakeholder Group charter and process, including the purpose and outcome of the process, role expectations, schedule, City Council and community engagement, the Multi-Objective Decision Analysis (MODA) process, and Stakeholder Group meeting approach.

Group members asked the following questions during the meeting:

*Q. Will the group decide if Stakeholder Group meetings will be recorded?*

A. Meetings will not be recorded to respect the privacy of the group. As some members reported they would feel uncomfortable with community members observing the meetings, there will also be no public observation of the meetings. To maintain transparency of the stakeholder group meeting process, meeting summaries will aim to document group conversation as genuinely as possible and will be posted on the City's website. Members will have the opportunity to review and comment on meeting summaries before they are posted online.

*Q. Are the two options for the Old Fire House Teen Center (OFH) building's future to renovate the current building structure or rebuild the structure? Will the Stakeholder Group be expected to make a recommendation to City Council based on these options, and will the recommendation include the building amenities, size, or design?*

A. The Stakeholder Group will provide a recommendation to City Council to either renovate or rebuild the structure. This recommendation will inform the City Council's decision on the building's future. With the previous Redmond Senior & Community Center building process, the process was similarly broken up into multiple decision points and engagement phases to allow for more targeted, focused conversations and to more feasibly evaluate the options at hand. Once City council makes their decision to renovate or rebuild the OFH building, there will be further engagement and decision-making processes to determine building amenities, size, and design.

*Q. If the Stakeholder Group recommends renovating the OFH building, can the renovation occur?*

A. Yes, at this point in time, renovating the building is a feasible option. The City Council will decide whether to renovate or rebuild.

*Q. Will determining the location for rebuilding the structure be in a future decision-making process?*

A. Yes, the scope of the current process does not include the location for the rebuilt structure. The current process is focused on the future of the current OFH building.

*Q. How much would it cost to do the most basic renovation of the OFH building?*

A. The consultant who conducted the July 2025 Facility Condition Assessment will present at Meeting #2 on Sept. 17 and can speak more to estimated costs, including their recommendation for a renovation.

### **Presentation: Old Fire House Teen Center Background**

Loreen Hamilton, Parks and Recreation Director, provided an overview of the OFH timeline, 2025 Facility Condition Assessment scope, and key assessment findings.

*Q. How much of the OFH building structure, including its walls, contains hazardous materials?*

A. The city facilities manager can provide more information on this topic at the following Stakeholder Group meeting. Since the exterior walls are original to the building, any physical disturbance could release hazardous materials.

*Q. What is the building envelope?*

A. The building envelope is the exterior walls of the building.

*Q. Is there wood rot in the OFH building structure?*

A. Yes, if there are signs of wood rot (e.g., water penetration), then wood rot is present. The City cannot determine the full extent of the wood rot without breaking into the walls.

*Q. When speaking about building accessibility, is it in reference to ADA accessibility or the building's location? Does the OFH building have accessibility issues?*

A. The building's accessibility is in reference to ADA requirements, such as door width and restroom accessibility. The OFH building's accessibility issues include an insufficient door width and areas with no ramps, preventing wheelchair access. Improving accessibility would involve removing these barriers to accessing the building and its services.

*Q. When did the City become aware of the OFH building's issues, and why was the decision made to relocate services out of the building?*

A. The 2024 Facility Condition Assessment was completed at the end of 2024. Following discussions with City leadership and maintenance staff in early 2025, services were relocated from the OFH building in April 2025 for safety reasons. The full extent of the building's issues as described in this meeting was provided to the City in July 2025 through the 2025 Facility Condition Assessment results.

### **Presentation: Teen Services and Programming**

Erica Chua, Recreation Manager, provided an overview of city teen services and programming previously offered at the OFH and currently being offered at the Redmond Community Center at Marymoor Village (RCCMV) and other city facilities.

*Q. Does the City have data on how participation in teen services and programming has changed over time?*

A. In 2024, the OFH building served about 120 teens, with typical evening drop-in attendance of ten to 25 people for drop-in activities, music activities, or classes. Currently, the drop-in teen space at the RCCMV serves about 50 unique teens. Average drop-in attendance

is about two to five teens per evening. Friday music concerts typically draw 50+ attendees, with higher numbers for music events such as Battle of the Bands. The Redmond Youth Partnership Advisory Committee (RYPAC) maintains consistent membership of 30-50 members.

*Q: Does the number of unique visitors to the RCCMV teen drop-in space include RYPAC members?*

A: Yes, the 50 unique visitors includes all teens who visit and use space, including RYPAC members, drop-in users, music event attendees, and other activities.

*Q. How did the City track the number of users that the OFH building served?*

A. All users who came into the building were asked to sign in. If there's an issue while teens are present, staff have their emergency contact information on hand. The same software system for signing in is used at all City facilities.

### **Presentation: Teen Services Engagement**

Zach Houvener, Parks and Recreation Deputy Director, provided an overview of the spring/summer teen services engagement process, timeline, and feedback received from the community on teens' needs.

*Q. Do surrounding cities have similar teen programs and centers exclusively for teens?*

A. Several nearby cities offer teen-specific programming. The Kirkland Teen Union Building (KTUB) has similar programs. Auburn operates a teen-dedicated center. Issaquah has a standalone drop-in space called The Garage. Seattle has multiple teen centers throughout the city, with a teen center in White Center as well. The Vera Project operates as a standalone facility within Seattle Center, with Kate Becker as a resource.

*Q. Does the walking route from the Marymoor Village station to the Redmond Community Center at Marymoor Village still require teens to walk across a wide road? Are there plans to improve the route from light rail to Marymoor via 176th Avenue?*

A. When the Marymoor Village light rail station opened, the City added a sidewalk on NE 70th Street to create a safe and accessible route that cuts through the apartments. The City will also create a crosswalk where Google Maps usually directs people walking to the community center. The City will add a signaled crosswalk at 176th Ave with flashing beacons and completing sidewalk connections.

### **Wrap Up and Next Steps**

Darcy facilitated a Mentimeter poll to gather group members' input on questions they still have on the process, questions that additional community engagement could answer, and questions that the City can ask the public focus groups on Sept. 22 and Sept. 24. *For the full list of questions submitted through the Mentimeter poll, see the Meeting 1 Mentimeter Poll Results attached to this summary.*

Lindsey Falkenburg, Parks Planning Manager, noted that while it's important to understand the current context of the RCCMV teen drop-in space, the focus should remain on making recommendations for the OFH building and how it will move forward, rather than getting drawn into comparisons between the two spaces.

*Q. Can more opportunities be made for the Stakeholder Group to meet in-person or have hybrid meetings, or can online meetings include getting-to-know-you activities to hear the histories and stories of group members? In-person meetings contribute to more authentic connection and collaboration and supports the development of a good recommendation.*

A. The City and facilitation team will send a survey to the Stakeholder Group to determine which of the future meetings can be held in hybrid format.

*Q. Can video tours or documentation of the interior of the OFH building be provided?*

A. The City will gather documentation of the OFH interior for the following meeting.

*Q. For the option of rebuilding the structure, can the recommendation be limited to rebuilding the structure in the same location and not on a different unknown location? If the option of rebuilding includes other locations, this may affect my personal recommendation.*

A. The recommendation to City Council will be narrative document that can include nuance, such as conditional recommendations. The current site has size limitations, and the way codes and planning requirements have changed in the City make it difficult to determine if a rebuild on-site can serve teens in all the ways that the community would like. Rather than making a recommendation that might later be constrained by design limitations, the process will focus first on having robust conversations about what teens need, so the decision on where to build can accommodate those needs.

*Q. Is it possible to preserve the OFH building's aesthetic to honor its historical significance if the choice is made to rebuild the structure in another location?*

A. Over the next eight weeks, the Stakeholder Group process will explore the details of what is wanted within the option that is recommended. Honoring the OFH building's historical significance is possible through a rebuild and relocation, similar to how the Vera Project handled its relocation while embodying their space's essence. The group's discussion will also consider how each option fits into the broader facilities landscape in Redmond. The next phase of engagement following the decision to renovate or rebuild will engage this Stakeholder Group as well.

*Q. What format will the final recommendation to City Council take?*

A. The recommendation will be a one-to-two-page document that explains the context leading to the recommendation. This format allows for nuanced and complex recommendations rather than simple directives, ensuring the City Council receives comprehensive information to inform their decision-making.

Darcy provided information on the next Stakeholder Group meeting on Oct. 17 and thanked the group members for their participation before adjourning the meeting.

# Old Fire House Teen Center

## Facility Recommendation Stakeholder Group

### Meeting #2 Agenda

#### Meeting Date and Time

Wednesday, Sept. 17, 6 – 8:30 p.m.

#### Meeting Objectives

- Check in on reflections since meeting 1, and what members might be hearing from their communities.
- Learn more about the OFH facility condition assessment findings, day-to-day facility maintenance needs, and how the City strategically plans community center facilities.
- Create a shared understanding of the recommendation factors (e.g., cost, lifespan) and score the factors by how much weight they should have in the group’s recommendation.

#### Meeting Agenda

Time	Item	Presenter(s)
5:40 p.m. 20 mins.	<i>Stakeholder Group members are invited to arrive 20 minutes early to connect with other members and test audio/video before the meeting begins.</i>	
6 p.m. 10 mins.	<b>Opening</b> <ul style="list-style-type: none"> <li>• Welcome and agenda overview</li> <li>• Checking in</li> </ul>	<b>Darcy Edmunds,</b> Facilitator
6:10 p.m. 30 mins.	<b>Recommendation Factors Overview</b> <ul style="list-style-type: none"> <li>• Share recommendation factors and definitions</li> </ul>	<b>Darcy Edmunds,</b> Facilitator
6:40 p.m. 30 mins.	<b>OFH Facility Condition Assessment</b> <ul style="list-style-type: none"> <li>• Overview of assessment and key findings</li> </ul>	<b>Brett Hanson,</b> Consultant with Mackenzie Inc.
7:10 p.m.	<b>10-minute break</b>	
7:20 p.m. 10 mins.	<b>City Facilities Maintenance Overview</b> <ul style="list-style-type: none"> <li>• Day to day facility maintenance needs</li> </ul>	<b>Quinn Kuhnhausen,</b> Facilities Manager
7:30 p.m.	<b>City Sustainability Goals Overview</b>	<b>Jenny Lybeck,</b> Environmental

<b>Time</b>	<b>Item</b>	<b>Presenter(s)</b>
10 mins.	<ul style="list-style-type: none"> <li>City goals of reducing environmental footprint of city facilities</li> </ul>	Sustainability Program Manager
7:40 p.m. 10 mins.	<b>City Strategic Planning Overview</b> <ul style="list-style-type: none"> <li>Community feedback previously received on long-term strategic planning efforts</li> </ul>	<b>Loreen Hamilton,</b> Parks and Recreation Director
7:50 p.m. 20 min.	<b>Menti Poll: Scoring of Recommendation Factors</b> <ul style="list-style-type: none"> <li>Members score recommendation factors on Menti</li> <li>Discuss results</li> </ul>	<b>Darcy Edmunds,</b> Facilitator
8:10 p.m. 10 mins.	<b>Wrap up, next steps</b> <ul style="list-style-type: none"> <li>Reflection question</li> <li>Next meeting details and pre-reading</li> <li>Closing thoughts</li> </ul>	<b>Darcy Edmunds,</b> Facilitator
<b>8:20 p.m. Adjourn</b>		

# Old Fire House Teen Center Facility Recommendation Stakeholder Group

Meeting #2 - Sept. 17, 2025



Redmond  
WASHINGTON

# Reminder on Meeting Ground Rules

- Please remain muted when not speaking to help others speak clearly and to reduce background noise.
- Actively participate in the group.
- Contact the facilitator if you have any questions.
- The facilitator will guide the group agenda and process.
- Please hold your questions until after each presentation. Use the “raise hand” feature or type your question in the chat, and we’ll address them during the Q&A following each presentation.



# Meeting Objectives

- **Check in** on reflections since meeting 1, and what members might be hearing from their communities.
- Create a shared understanding of the **recommendation factors** (e.g., cost, lifespan).
- **Learn more** about:
  - The OFH facility condition assessment findings
  - Day-to-day facility maintenance needs
  - Environmental and sustainability goals for City facilities
  - How the City strategically plans community center facilities
- **Score the factors** by how much weight they should have in the group's recommendation.



# Agenda

Time	Item	Presenter(s)
6 p.m.	Opening	Darcy Edmunds, Facilitator
6:10 p.m.	Recommendation Factors Overview	Darcy Edmunds, Facilitator
6:40 p.m.	OFH Facility Condition Assessment Overview	Brett Hanson, Consultant with Mackenzie Inc.
7:10 p.m.	<i>10-minute break</i>	
7:20 p.m.	City Facilities Maintenance Overview	Quinn Kuhnhausen, Facilities Manager
7:30 p.m.	City Sustainability Goals Overview	Jenny Lybeck, Sustainability Manager
7:40 p.m.	City Strategic Planning Overview	Loreen Hamilton, Parks and Recreation Director
7:50 p.m.	Menti Poll: Scoring of Recommendation Factors	Darcy Edmunds, Facilitator
8:10 p.m.	Wrap up, next steps	Darcy Edmunds, Facilitator
8:20 p.m.	Adjourn	

# Checking in

- What is everyone thinking after last meeting?
- Have you reached out to your community about your involvement in this process?
- If so, what reactions have you heard?



# Checking in

**Note:** Stakeholder Group engagement and broader community engagement will continue after the Nov. 18 City Council decision **whether the decision is to renovate or rebuild.**



# Overview of Recommendation Factors

# Process: Multi-Objective Decision Analysis (MODA)

## 1. Factors

Create a shared understanding of the recommendation factors.

## 2. Weighting

Determine relative importance of each factor and assign corresponding weights.

## 3. Scoring

Score each option (i.e., renovate or rebuild) for each weighted factor.

## 4. Recommendation

Discuss results and determine recommendation.

# Recommendation Factors

<b>Factor</b>	<b>Definition</b>
<b>Accessibility</b>	<i>How each option can incorporate universal design and accessibility and address community access needs.</i>
<b>Community sentiment</b>	<i>Community attitudes towards each option, including appreciation for history/legacy, and affection for the space.</i>
<b>Environmental sustainability</b>	<i>How well each option supports the City's goals of reducing environmental footprint of City facilities.</i>
<b>Estimated costs</b>	<i>Estimated costs of each option.</i>
<b>Equity and inclusion</b>	<i>How each option promotes access for underserved residents.</i>
<b>Expansion</b>	<i>Potential of each option to expand or reconfigure the facility.</i>
<b>Functionality and user needs</b>	<i>How each option meets the community's evolving and future needs in capacity, layout, programming, etc.</i>
<b>Lifespan of facility</b>	<i>How long each option could be used by the community.</i>
<b>Location</b>	<i>How each option meets the community's location needs.</i>
<b>Maintenance and operations</b>	<i>Each option's expected annual and long-term operations/upkeep/maintenance needs and costs.</i>
<b>Safety and regulatory compliance</b>	<i>Each option's safety and regulatory compliance needs (e.g., seismic safety, life safety).</i>
<b>Strategic planning</b>	<i>How each option aligns with the City's long-term strategic planning (e.g., Parks Plan, RSCC process, etc.) and previous feedback gathered from the strategic planning's community engagement efforts.</i>
<b>Timeline to open</b>	<i>How long it would take for each option to begin operations and be used by the public.</i>

# Accessibility

How each option can incorporate universal design and accessibility and address community access needs.



# Community Sentiment

Community attitudes towards each option, including appreciation for history/legacy, and affection for the space.



# Environmental Sustainability

How well each option supports the City's goals of reducing environmental footprint of City facilities.



# Estimated Costs

Estimated costs of each option (does not include potential expansion).



# Equity and Inclusion

How each option promotes access for underserved residents.



# Expansion

Potential of each option to expand or reconfigure the facility.



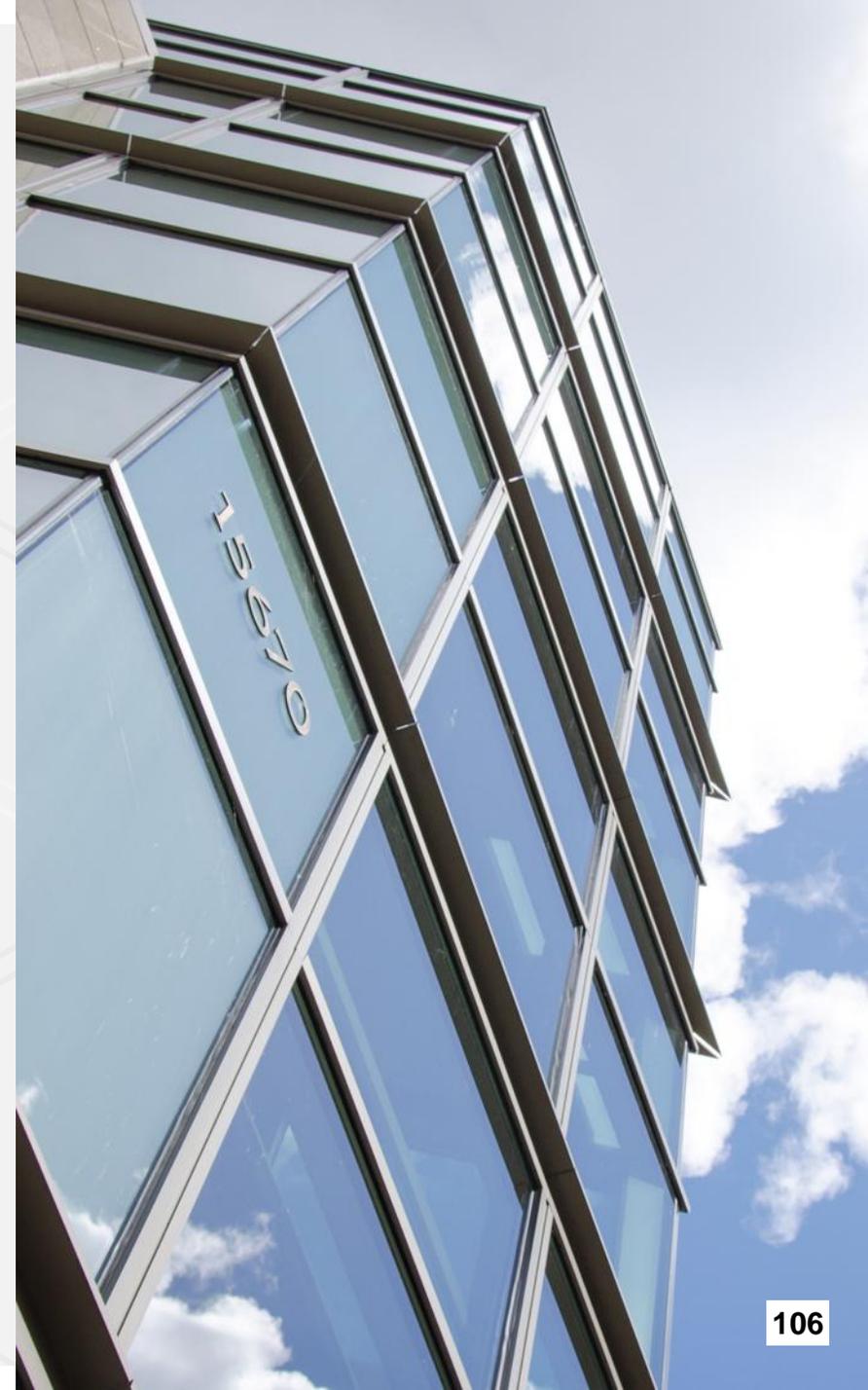
# Functionality and user needs

How each option meets the community's evolving and future needs in capacity, layout, programming, etc.



# Lifespan of facility

How long each option could be used by the community.



# Location

How each option meets the community's location needs.



# Maintenance and operations

Each option's expected annual and long-term operations, upkeep, and maintenance needs and costs.



# Safety and regulatory compliance

Each option's safety and regulatory compliance needs (e.g., seismic safety, life safety).



# Strategic planning

How each option aligns with the City's long-term strategic planning (e.g., Parks Plan, RSCC process) and previous feedback gathered from the strategic planning's community engagement efforts.



# Timeline to open

How long would it take each option until they can be used by the public.



# Discussion

*Are there any other recommendation factors that you think should be considered?*



# OFH Facility Condition Assessment

Brett Hanson, Mackenzie Inc.

# Team

 **PERTEET** Civil Engineering & Hazardous Materials

**MACKENZIE.** Architecture & Structural Engineering

**H A R G I S** Mechanical, Electrical, Plumbing & Fire

**Wiggins Preconstruction Services** Cost Estimation

# Process

- Assess the Teen Center for structural, accessibility, and life-safety conditions based on existing reports
- Provide on-site verification and supplemental analysis of existing conditions
- Compile report of building condition to facilitate City of Redmond's evaluation
- Generate high-level cost estimates for renovation or demolition and new construction

# Roof | Envelope

- Water intrusion is present in various parts of the structure. Exact extents of intrusion unclear
- Roofing is nearing end of life with patches, bubbling, and leaks
- Gutters and flashing are failing
- Limited to no insulation in roof or walls
- Full roofing system replacement is required
- Exterior windows broken or failing



Water-Damaged Roof Deck



Water Intrusion at Failing Flashing

# Structural

- Structure does not conform to modern standards for seismic collapse prevention and life safety
- A voluntary 2002 seismic retrofit improved performance, but did not consist of a full seismic upgrade
- The hose tower was not upgraded and poses a seismic risk
- The building is in a low-to-moderate hazard zone for liquefaction. More geotechnical investigation is required to understand foundation retrofit requirements
- Roof diaphragm will require strengthening



Hose Tower - Unreinforced CMU on Worn Concrete Frame

# Hazardous Materials

- Original windows contain asbestos and lead-based paint
- Plaster and insulation on some building piping contains asbestos
- Rubber bases are set in asbestos mastic and paint is assumed to contain lead
- Worn floors are set on asbestos materials and need to be replaced
- White skim coat plaster on concrete block walls contains asbestos
- Remodeling or replacement requires abatement of all hazardous materials



Original Windows Contain Lead Paint and Asbestos



Asbestos Mastic Behind Rubber Base

# Accessibility

- Stairs present egress and fall hazards, some lacking adequate handrails or non-uniform risers
- Ramps or lifts are required in numerous locations
- Kitchen does not meet accessibility requirements throughout
- Restrooms require accessibility adjustments
- Doors do not meet accessibility clearance and hardware requirements
- Exterior surfaces do not meet current ADA standards



No Handrails and  
Non-Uniform Risers

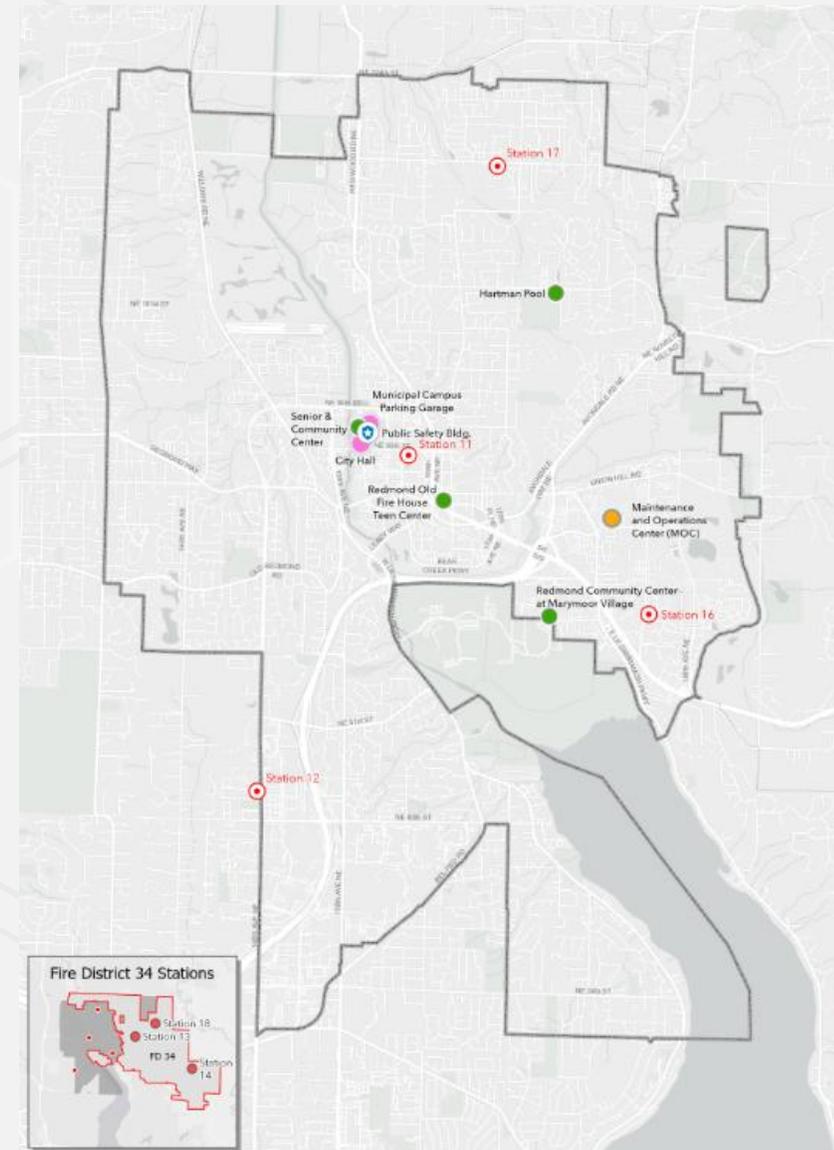
# Questions?

***10-minute break***

# City Facilities Maintenance Overview

Quinn Kuhnhausen, Facilities Manager

- Facilities Team and Capacity
- Redmond's Facilities Portfolio
  - Fire, Public Safety, Administrative, Parks and Recreation, Maintenance and Operations
- Preventative Maintenance vs Reactive Maintenance
- Capital Improvement Program



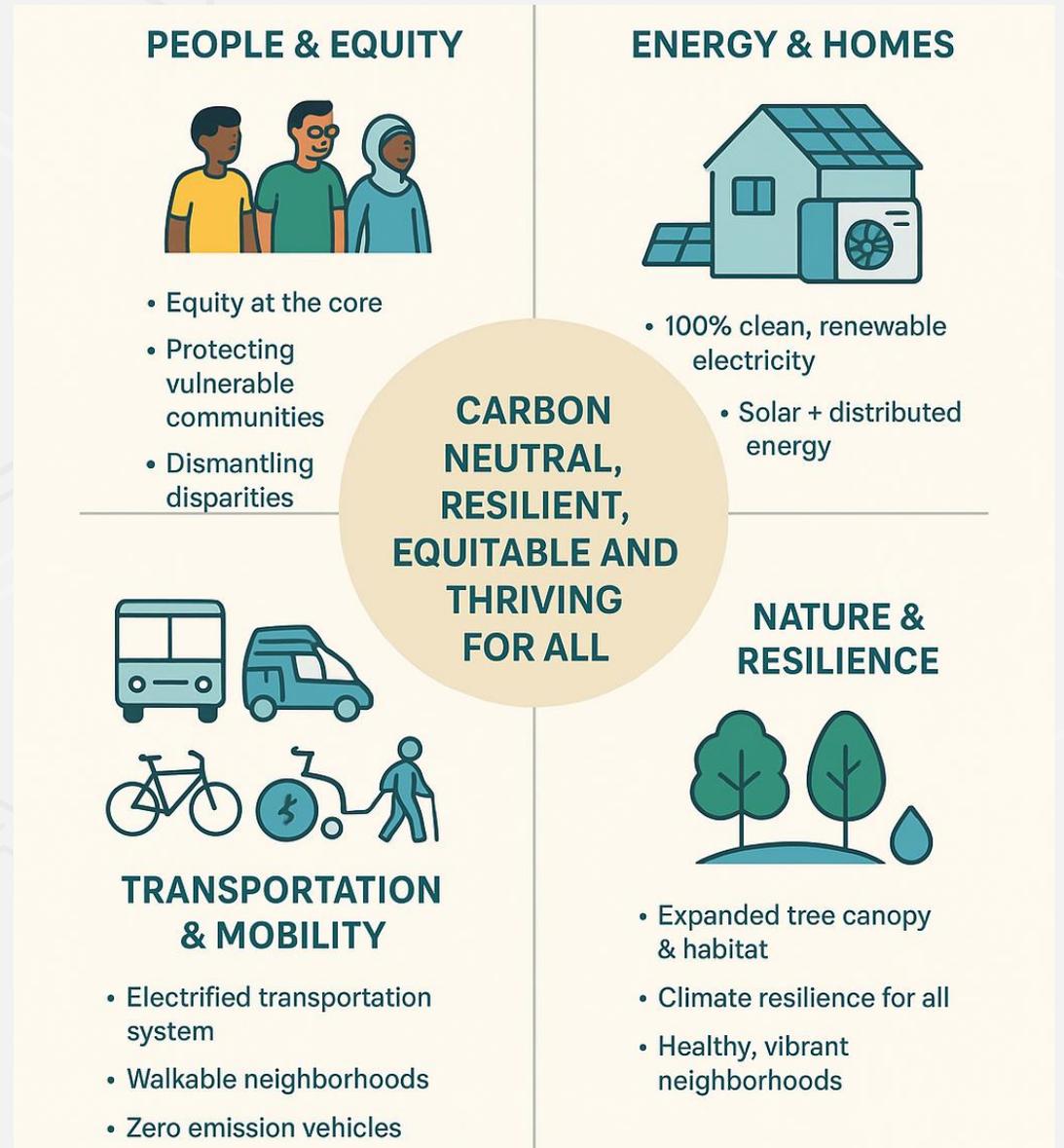
# Questions?

# City Sustainability Goals Overview

Jenny Lybeck, Environmental Sustainability Program Manager

# Vision

- In 2050, Redmond is...
- Carbon neutral, powered by clean electricity
- Connected by a safe, walkable/bikeable network
- Climate resilient urban forest and natural environment



# Environmental Sustainability

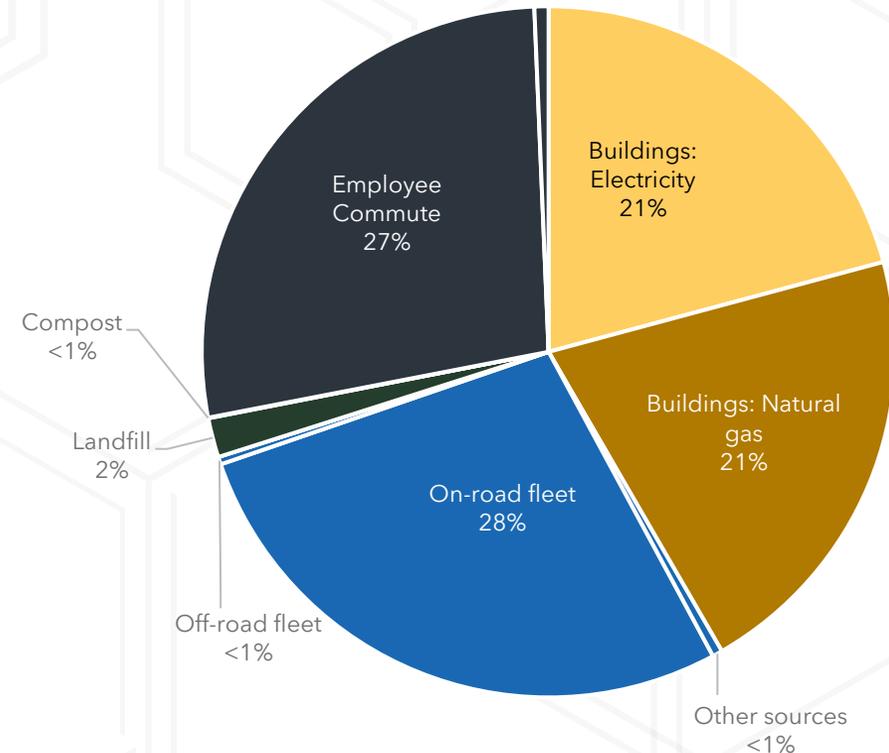
- Environmental Sustainability Action Plan
  - Net zero GHG emissions by 2050
  - 5 Big Moves
    - Make Existing Buildings Better
    - Build Efficient and Resilient New Buildings
    - Provide Safe and Sustainable Transportation
    - Achieve Zero Waste of Resources
    - Foster a Resilient Community and Environment
- 2020 Council Climate Emergency Declaration
  - Net zero GHG emissions from City operations by 2030



# City Ops Building Decarbonization Efforts

- Buildings account for ~42% of City ops emissions
  - Pathway for existing City facilities:
    - Remove gas
    - Increase energy efficiency
    - Enhance resilience
    - Be a good grid citizen
  - Redmond Senior & Community Center
    - All electric
    - Highly efficient
    - On site solar + energy controls
    - Solar + demand response ready

## GOVERNMENT OPERATIONS 2023 GHG EMISSIONS, BY SECTOR



# Questions?

# City Strategic Planning Overview

Loreen Hamilton, Parks and Recreation Director

# Why Do Cities Plan?

- Washington State Growth Management Act
  - Redmond 2050 - Redmond's Comprehensive Plan
  - Capital Facilities Plan 2050 - General Government
  - Park Element
- Washington State Recreation & Conservation Office
  - PARCC Plan Requirement (every 6 years)
- Ability to be responsive as opposed to reactive
- Planning and community engagement based on gaps in systems

# Questions?

# Scoring of Recommendation Factors

Darcy Edmunds, Facilitator

# Recommendation Factors

<b>Factor</b>	<b>Definition</b>
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<b>Timeline to open</b>	<i>How long it would take for each option to begin operations and be used by the public.</i>

# Scoring of Recommendation Factors

Join at **menti.com** | use code **4852 3071**



# Reflection

- *What else would you like to know about the factors or the OFH building to help inform your recommendation (i.e., renovate or rebuild)?*
- *What are you leaving tonight's meeting thinking differently about?*

Join at **menti.com** | use code **4852 3071**



# Next Steps

- **Next meeting:** Wednesday, Oct. 1 (format TBD)
- **Topics**
  - Focus group feedback
  - City Council briefing feedback
  - Additional informational presentations (TBD)
  - Scoring options (renovate or rebuild) by factor
- ❖ **Next week's public focus group meetings**
  - Sept. 22, 6 p.m. at Redmond Senior & Community Center
  - Sept. 24, 5 p.m. at Redmond Community Center at Marymoor Village

**Thank you!**



**Redmond**  
WASHINGTON

# Old Fire House Teen Center Facility Recommendation Stakeholder Group

Meeting #2 Summary – Sept. 17, 2025, 6 – 8:30 p.m.

## Meeting Objectives

- Check in on reflections since meeting 1, and what members might be hearing from their communities.
- Learn more about the Old Fire House (OFH) facility condition assessment findings, day-to-day facility maintenance needs, and how the City strategically plans community center facilities.
- Create a shared understanding of the recommendation factors (e.g., cost, lifespan) and score the factors by how much weight they should have in the group’s recommendation.

## Attendees

### Stakeholder Group

- Alana O’Neill Gaulin
- Cari Scotkin
- Caroline Chapman
- David Cline
- Jeff Lee
- Jodi Peña
- Kate Becker
- Kristie Neklason
- Kristina Wayland
- Mark Peterson
- Rob Leavitt
- Teen

### City Council Teen Center Subcommittee

- Angie Nuevacamina, Councilmember
- Steve Fields, Councilmember

### City of Redmond Staff

- Loreen Hamilton, Parks and Recreation Director
- Erica Chua, Recreation Manager
- Lindsey Falkenburg, Parks Planning Manager
- Jenny Lybeck, Environmental Sustainability Program Manager
- Quinn Kuhnhausen, Facilities Manager

### Consultant Staff

- Brett Hanson, Mackenzie Inc.
- Chris Brown, Perteet Inc.

### Facilitation Team

- Darcy Edmunds, Facilitator, Stepherson & Associates Communications
- Aileen Dinh, Facilitation Team, Stepherson & Associates Communications

*The names of group members under the age of 18 are not listed for privacy.*

## Meeting Summary

### Opening and Introductions

Darcy Edmunds, Facilitator, welcomed the Stakeholder Group to the second meeting and reviewed the meeting ground rules, meeting objectives, and agenda. Members reflected on the first meeting and discussed the upcoming public focus groups.

*Q. What are the minimum repairs that would be required if renovation were chosen?*

A. City consultants could prepare estimates for minimum required repairs if requested, though that level of detail was not included in their scope.

*Q. Should Stakeholder Group members attend the upcoming focus groups?*

A. Members are encouraged to attend, but participation is not required.

### Recommendation Factors Overview

Darcy provided an overview of the recommendation factors that the Stakeholder Group will consider in making their recommendation on the future of the OFH building. The recommendation factors include accessibility, community sentiment, environmental sustainability, estimated costs, equity and inclusion, expansion, functionality and user needs, lifespan of facility, location, maintenance and operations, safety and regulatory compliance, strategic planning, and timeline to open.

*Q. How will the factors be scored, and what does a "5" mean compared to a "1"?*

A. Each group member will score each factor from low (1) to high (5) to reflect how much weight the group member thinks that factor should be given in the group's overall recommendation.

*Q. How should community sentiment be considered when it is mixed? For example, teen users value the OFH building and the OFH was used for many purposes (e.g., rental, summer camps, performances, but neighbors of the OFH may not have supported it.*

A. Community sentiment is complex and subjective. The group is encouraged to consider how to weigh this factor given the building's history and its varied use by teens and community groups.

*Q. Does including both estimated costs and expansion as factors amount to double counting?*

A. Estimated costs are based on "like-for-like" estimates of renovation versus rebuild and do not include potential expansion. Expansion is considered separately.

*Q. Are the accessibility and safety and regulatory compliance factors the same?*

A. Accessibility refers to universal design considerations. Safety and regulatory compliance includes requirements such as Americans with Disabilities Act (ADA) requirements, seismic safety, life safety, and fire code.

*Q. How should the group weigh mandatory factors like accessibility and safety and regulatory compliance? The City will be legally required to address these factors, which could be treated as non-negotiables and not scored like the other factors.*

A. These factors remain important to include for transparency, so the group's scoring reflects awareness of how such requirements will affect the decision-making process.

*Q. Is expansion necessary, given that space at the OFH building was not raised as an issue by users?*

A. Expansion may not be a priority for all users, but others may see opportunities for additional functions in a rebuilt facility. Scoring allows for a range of perspectives.

*Comment:* It is important to consider Redmond's growth over time. The concept of "future-proofing" can be used to frame the two options. The OFH was built when the city's population was much smaller than it is today and is not used for its original purpose (a fire station).

*Q. Should strategic planning be considered if future City priorities may change?*

A. Strategic planning was included to reflect long-term context.

*Q. Is this planning and engagement process making the teen space more complex than necessary, when simply enhancing its function as a drop-in center might meet the need?*

A. This is an important consideration about aligning the building with its core purpose. It is also the City's responsibility to consider and evaluate long-term planning, maintenance, and capital investment. Taking multiple factors into account helps ensure the process is transparent and thorough and builds confidence that the City is conducting due diligence and responsibly investing taxpayer dollars.

### **OFH Facility Condition Assessment**

Chris Brown, consultant with Perteet Inc., and Brett Hanson, consultant with Mackenzie Inc., provided an overview of the 2025 Facility Condition Assessment and key findings, which verified earlier studies on the OFH building.

Key findings included:

- Roofing and flashing are failing, with water intrusion and limited insulation.
- The 2002 seismic retrofit did not fully address structural deficiencies; the hose tower remains a seismic risk.
- Hazardous materials, including lead-based paint and asbestos, are present and require abatement.
- Accessibility deficiencies exist throughout the building, including restrooms, kitchens, doors, stairs, and ramps.

*Q. How much lead paint is present in the building?*

A. Lead paint was found in some but not all surfaces tested. If renovation occurs, all painted surfaces would require evaluation and abatement as needed.

*Q. Is asbestos also present in the paint?*

A. Asbestos was found in the plaster and other materials but generally not in paint. Some paint coatings may have been applied over asbestos-containing surfaces.

*Q. If the building were renovated, could the layout be replicated with modern materials?*

A. Yes, renovation would include selective demolition to remove the hazardous materials with the general layout and footprint maintained.

*Q. Could an evaluation be done to consider minimum required repairs?*

A. An evaluation of minimum required repairs and estimated costs was not part of the consultant's scope but could be done at the request of the City.

*Q. Would demolition occur in both renovation and rebuild scenarios?*

A. Yes, abatement and removal of hazardous materials would be required for both options, though the process and level of demolition would differ.

*Q. Which building components would need to be addressed before the building could open?*

A. Life-safety and accessibility requirements, roof replacement, and hazardous material abatement are mandatory for the building to reopen in the renovation scenario.

### **City Facilities Maintenance Overview**

Quinn Kuhnhausen, Facilities Manager, described the City's portfolio of 32 buildings and explained the Facility department's transition from reactive to preventative maintenance over the years. The team balances daily service requests with capital projects and works to maintain safe, healthy facilities.

*Q. What does "end of life" mean for a building?*

A. End of life is reached when systems and structures fail faster than they can be repaired, and investment required to maintain safety and functionality outweighs rebuilding.

*Q. Could capital projects like the OFH be partially funded through fundraising?*

A. Yes, the City has previously partnered with county, federal, and private funders for capital projects. Fundraising opportunities would be explored once a project is determined.

### **City Sustainability Goals Overview**

Jenny Lybeck, Environmental Sustainability Program Manager, outlined the City's climate and sustainability goals, including net-zero emissions for City operations by 2030 and community-wide carbon neutrality by 2050. Jenny highlighted building decarbonization efforts and the success of the Redmond Senior & Community Center (RSCC) as an all-electric, highly efficient facility.

*Q. How did the RSCC maintain operations during winter storms?*

A. That area did not lose power during recent outages. The facility has generators but does not yet have battery backup; resilience upgrades are being considered.

*Q. Could the OFH achieve high green building standards, such as LEED Platinum, through renovation?*

A. Renovation could achieve some sustainability goals, but due to building limitations, it would be difficult to reach the most ambitious standards. A new facility would provide greater opportunities to align with the City's long-term sustainability goals.

### **City Strategic Planning Overview**

Loreen Hamilton, Parks and Recreation Director, explained how City planning is guided by state requirements, the Redmond 2050 Comprehensive Plan, and the City's Parks, Arts, Recreation, Culture, and Conservation (PARCC) Plan. These plans ensure that City facilities align with long-term community needs and growth.

*Q. Have City plans and previous community feedback referenced youth-oriented facilities?*

A. Previous community feedback has emphasized flexible-use spaces and dedicated spaces for youth in considering new community spaces and their future use.

### **Scoring of Recommendation Factors**

Darcy facilitated scoring of the recommendation factors using the Mentimeter polling platform. Each member scored each factor from low (1) to high (5) to reflect how much weight they think the factor should be given in the group's overall recommendation.

Group members' comments during scoring emphasized the importance of functionality, lifespan, cost, equity and inclusion, and location in shaping the group's recommendation.

*Q. Why are members scoring factors now when cost estimates are still preliminary?*

A. The scoring exercise is intended to identify the group's values and priorities rather than to evaluate final costs. This provides insight into which factors community representatives believe should carry more weight, informing the City Council's decision and helping them understand the community's priorities and values.

*Q. Will scoring results be shared with the Stakeholder Group?*

A. Yes, anonymized individual and average scoring results will be shared with the group.

### **Wrap Up and Next Steps**

Through submission of comments and questions through the Mentimeter platform, group members reflected on what they learned, with some noting that their views on factors had shifted through discussion and scoring.

*To view the average recommendation factor scores and reflections submitted during the meeting, see the Meeting 2 Mentimeter Poll Results attached to the meeting summary. Please note that the average recommendation factor scores in these results do not include missing scores that were obtained from Stakeholder Group members following Meeting 2. To view the final individual and average recommendation factor scores, see the Stakeholder Group Recommendation Factor Scores attached to the meeting summary.*

*Q. Will the public focus groups have an online option for providing input? An online option will increase teen involvement; many teens are not able to attend in person.*

A. The City will consider and determine if an online option for the focus groups is feasible.

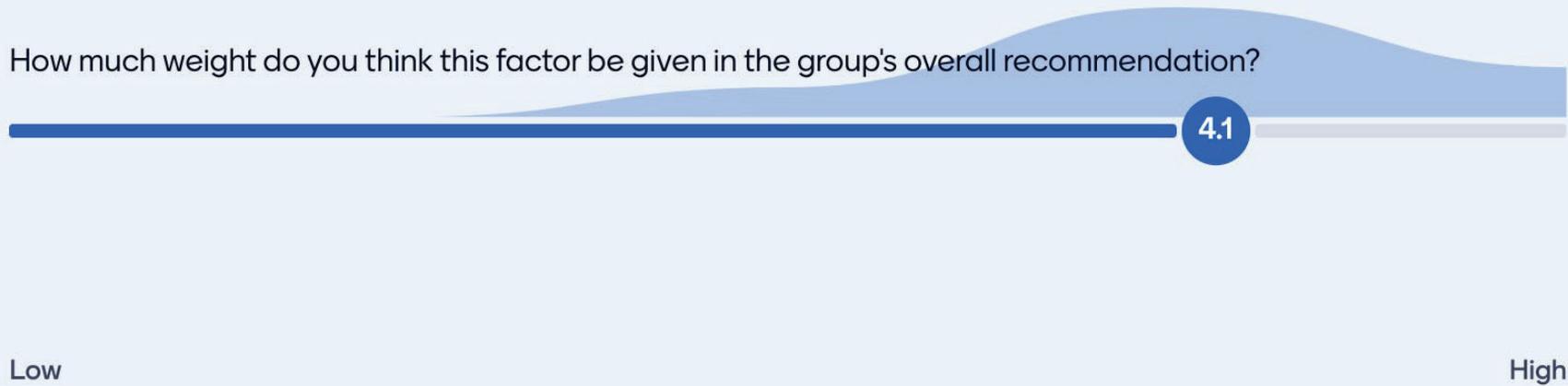
Darcy outlined next steps for the City:

- Posting the Stakeholder Group roster on [redmond.gov/OFH](http://redmond.gov/OFH).
- Hosting the public focus groups on Sept. 22 and Sept. 24.
- Preparing for Meeting 3 (Oct. 1), which will include focus group feedback, City Council input, and continued evaluation of renovate versus rebuild options.

Darcy thanked the group members for their participation before adjourning the meeting.

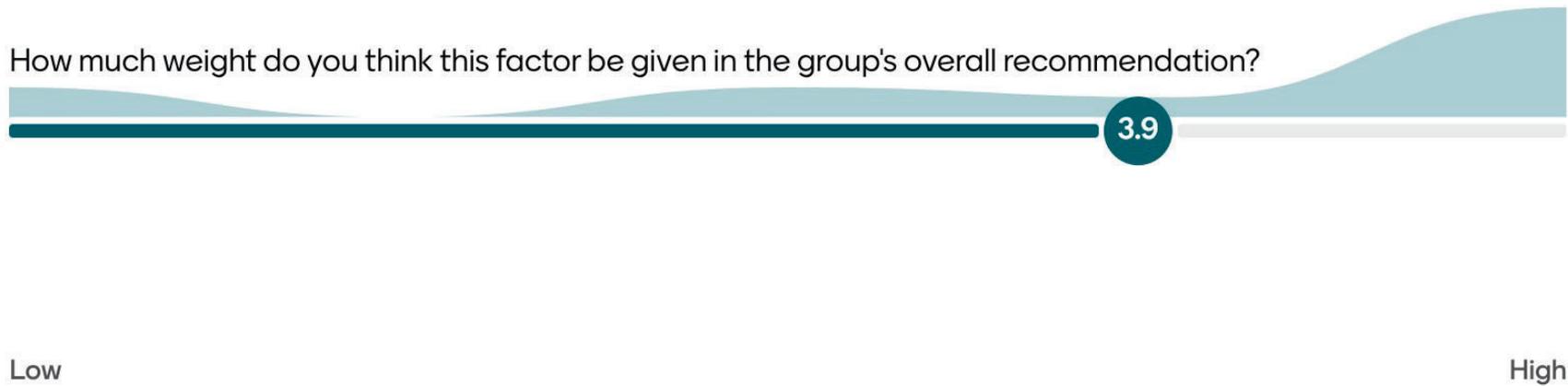
**Accessibility:** How each option addresses building accessibility requirements and community access needs.

How much weight do you think this factor be given in the group's overall recommendation?



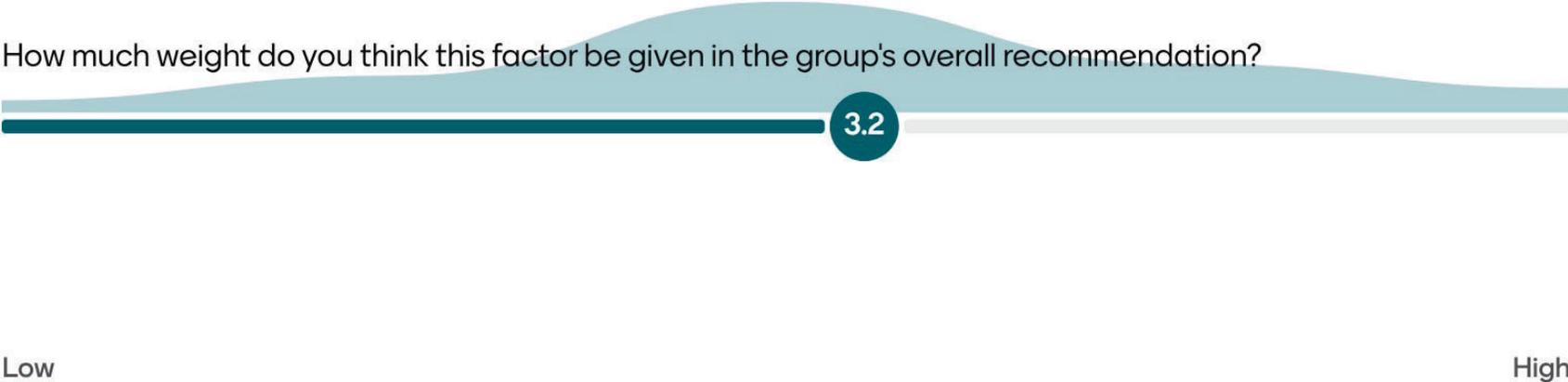
**Community sentiment:** Community attitudes towards each option, including appreciation for history/legacy and affection for the space.

How much weight do you think this factor be given in the group's overall recommendation?



**Environmental sustainability:** How well each option supports the City's goals of reducing environmental footprint of City facilities.

How much weight do you think this factor be given in the group's overall recommendation?



**Estimated costs:** Estimated costs of each option (includes potential expansion).

How much weight do you think this factor be given in the group's overall recommendation?

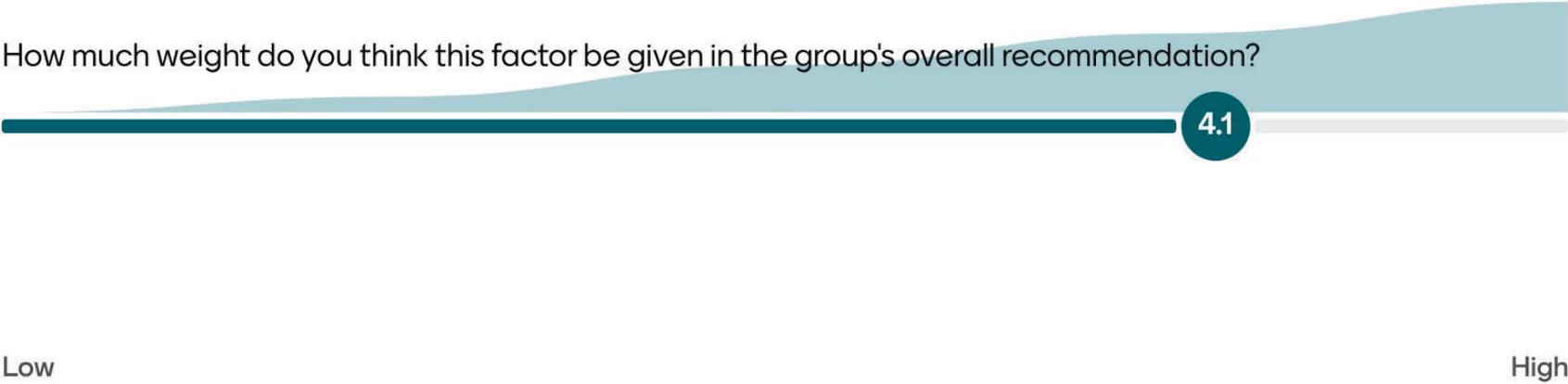
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Low

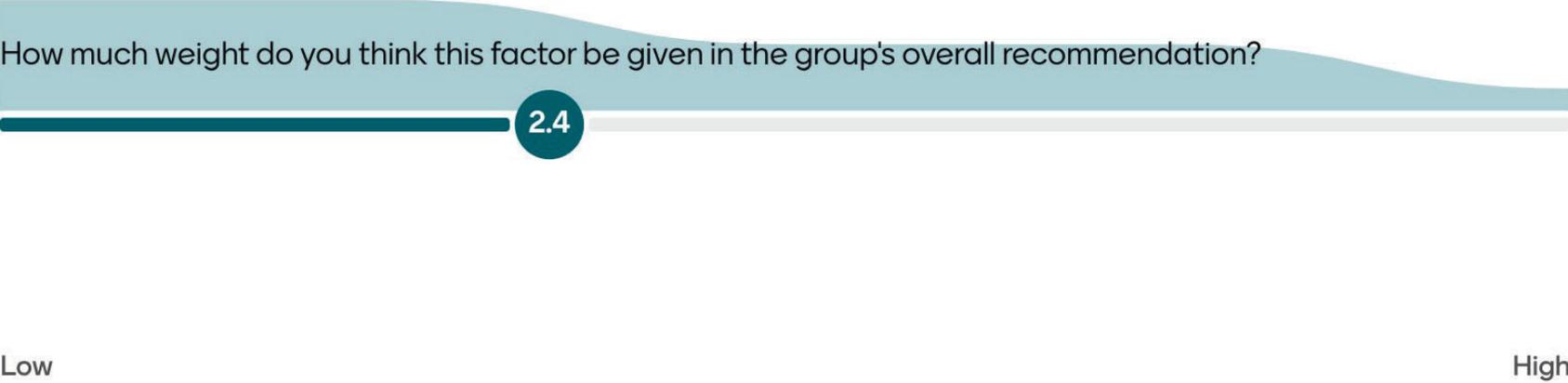
High

**Equity and inclusion:** How each option promotes access for underserved residents.

How much weight do you think this factor be given in the group's overall recommendation?

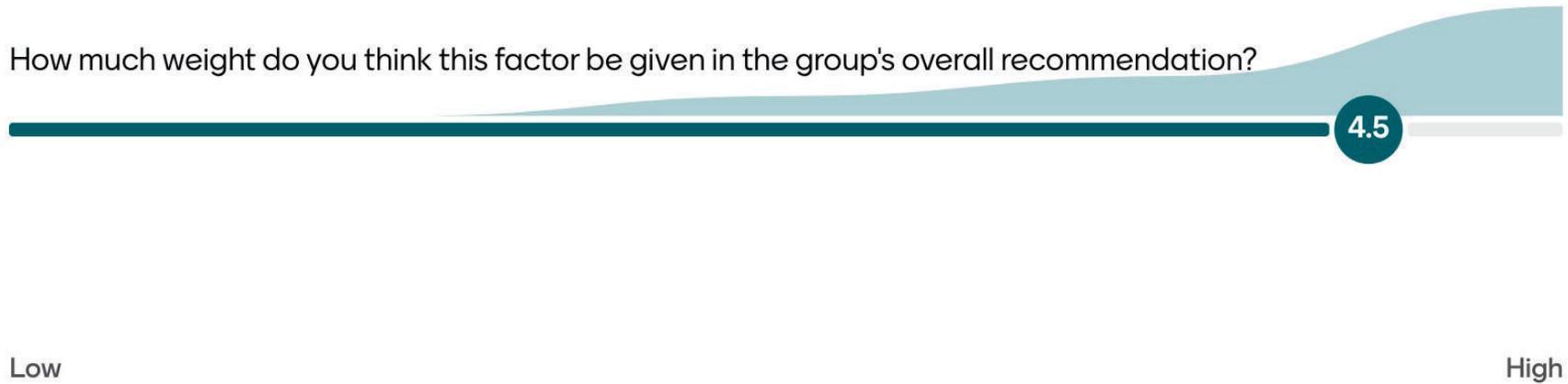


**Expansion:** Potential of each option to expand or reconfigure the facility.



**Functionality and user needs:** How each option meets the community's evolving and future needs in capacity, layout, programming, etc.

How much weight do you think this factor be given in the group's overall recommendation?



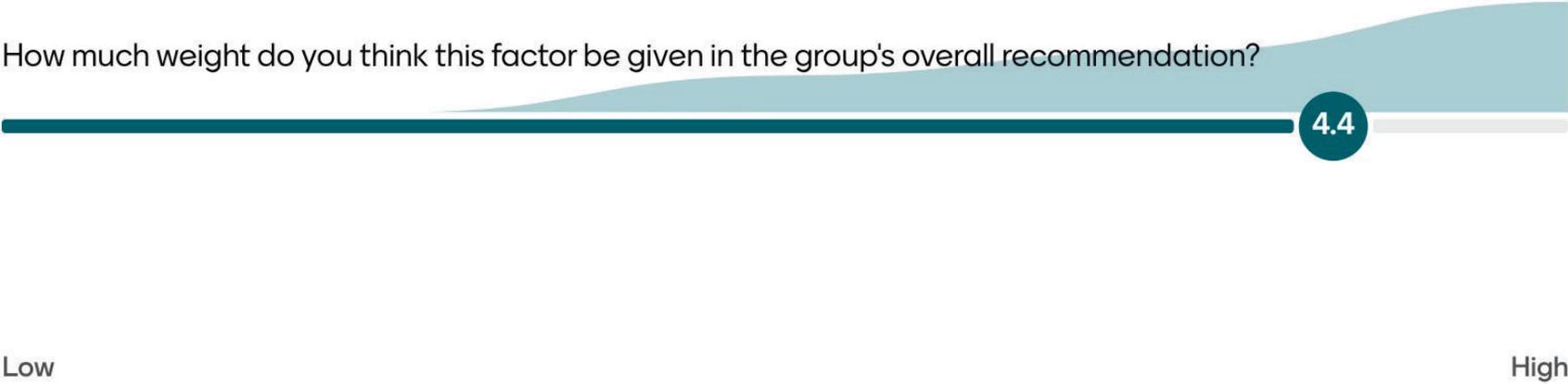
**Lifespan of facility:** How long each option could be used by the community.

How much weight do you think this factor be given in the group's overall recommendation?



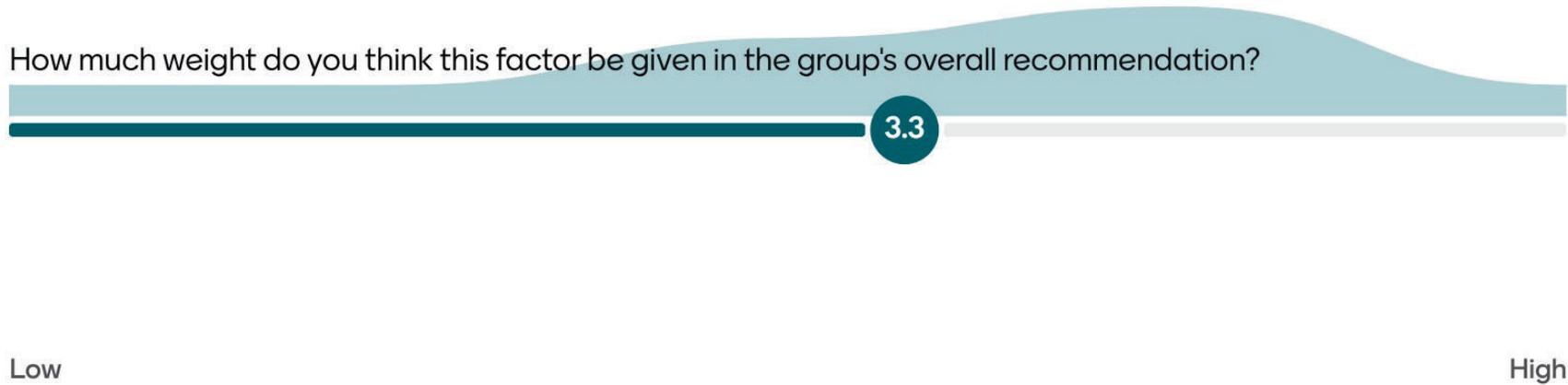
# Location: How each option meets the community's location needs.

How much weight do you think this factor be given in the group's overall recommendation?



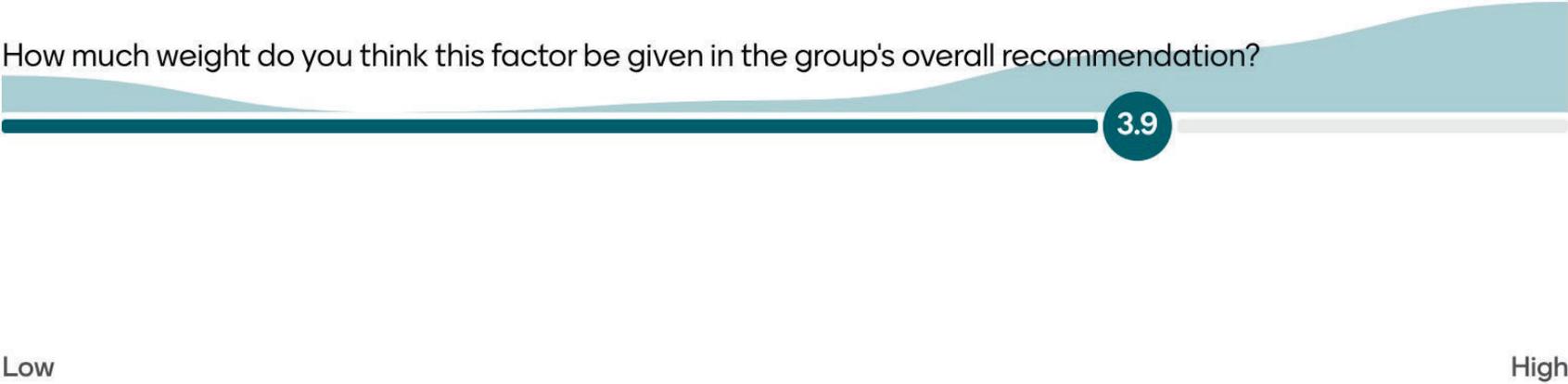
**Maintenance and operations:** Each option's expected annual and long-term operations/upkeep/maintenance needs and costs.

How much weight do you think this factor be given in the group's overall recommendation?



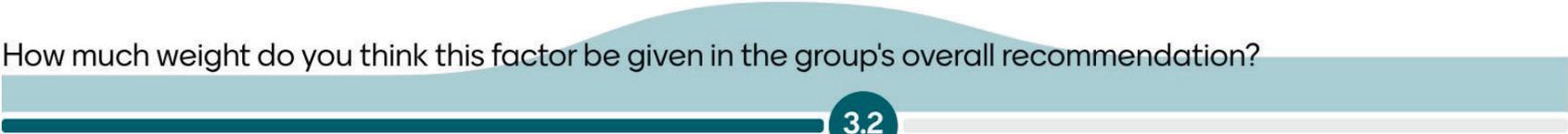
**Safety and regulatory compliance:** Each option's safety and regulatory compliance needs (e.g., ADA, seismic).

How much weight do you think this factor be given in the group's overall recommendation?



**Strategic planning:** How each option aligns with the City’s long-term strategic planning and previous community feedback gathered through these efforts

How much weight do you think this factor be given in the group's overall recommendation?



Low

High



**Timeline to open:** How long it would take for each option to begin operations and be used by the public.

How much weight do you think this factor be given in the group's overall recommendation?

3.2

What else would you like to know about the factors or the OFH building to help inform your recommendation (i.e., renovate or rebuild)?

Would the costs of hazardous abatement and tearing down the building be part of the total cost of a rebuild option?

I would like, for cost conversations, some metrics or industry standards that can be entered into our conversations.

How big is the renovation? I had been assuming it was just a minimum update to get it to be "safe" but if the scale of the renovation is greater than that, can we discuss?

# What are you leaving tonight's meeting thinking differently about?

I like the rating exercise, and I think we need to revisit it as we become more educated through this process.

I would like more time to visit with other stakeholders rather than just listening to presenters



# Menti Poll Results - Group Recommendation Factor Scores

Updated on Oct. 1 with missing recommendation factor scores submitted after Meeting 2.

Accessibility	Community sentiment	Environmental sustainability	Estimated costs	Equity & inclusion	Expansion	Functionality & user needs	Lifespan of facility	Location	Maintenance & operations	Safety & regulatory compliance	Strategic planning	Timeline to open
3	5	2	4	4	2	4	3	5	3	4	5	3
4	4	3	-	-	-	-	-	-	-	-	-	-
5	5	5	5	5	3	4	4	5	4	5	-	4
4	3	4	5	2	5	5	5	4	5	5	5	2
4	5	3	3	4	2	4	3	4	4	5	1	3
5	5	4	3	5	2	5	4	3	3	5	4	2
4	5	2	2	3	1	5	3	4	3	4	1	5
4	3	5	3	5	3	5	5	5	4	5	4	4
4	1	2	2	3	4	5	4	3	2	5	3	1
4	5	4	5	4	2	5	3	5	4	3	4	3
5	4	3	3	4	1	4	5	5	4	5	3	5
4	1	3	2	5	4	5	4	5	4	1	2	1
4	5	3	2	3	1	5	4	5	3	4	3	4
5	5	3	5	5	4	5	5	5	4	5	3	2
3	5	1	1	5	1	5	2	5	2	1	3	3
4	5	3	4	4	1	3	2	4	1	1	2	4
5	3	4	4	5	2	4	3	4	3	5	3	2
4	5	3	1	4	1	3	3	-	1	4	-	5
3	1	3	5	2	3	5	4	3	5	4	5	4
<b>4.11</b>	<b>3.95</b>	<b>3.16</b>	<b>3.28</b>	<b>4.00</b>	<b>2.33</b>	<b>4.50</b>	<b>3.67</b>	<b>4.35</b>	<b>3.28</b>	<b>3.94</b>	<b>3.19</b>	<b>3.17</b>

# Old Fire House Teen Center (OFH) Facility Recommendation Stakeholder Group

## Recommendation Factors

Updated September 23, 2025

In recommending the future of the OFH building, a number of factors can be considered; these factors may or may not hold equal importance or weight in the recommendation. The Stakeholder Group will review and score these factors to give input on how much a factor should be weighted in the group’s recommendation. This exercise will help to illuminate the members’ priorities and help inform their recommendation to City Council.

<b>Factor</b>	<b>Definition</b>
<b>Accessibility</b>	How each option can incorporate universal design and accessibility and address community access needs.
<b>Community sentiment</b>	Community attitudes towards each option, including appreciation for history/legacy and affection for the space.
<b>Environmental sustainability</b>	How well each option supports the City’s goals of reducing the environmental footprint of City facilities.
<b>Estimated costs</b>	Estimated costs of each option (does not include potential expansion).
<b>Equity and inclusion</b>	How each option promotes access for underserved residents.
<b>Expansion</b>	Potential of each option to expand or reconfigure the facility.
<b>Functionality and user needs</b>	How each option meets the community’s evolving and future needs in capacity, layout, programming, etc.
<b>Lifespan of facility</b>	How long each option could be used by the community.
<b>Location</b>	How each option meets the community’s location needs.
<b>Maintenance and operations</b>	Each option’s expected annual and long-term operations/upkeep/maintenance needs and costs.
<b>Safety and regulatory compliance</b>	Each option’s safety and regulatory compliance needs (e.g., seismic safety, life safety).
<b>Strategic planning</b>	How each option aligns with the City’s long-term strategic planning (e.g., Parks Plan, RSCC process) and previous feedback gathered from the strategic planning’s community engagement efforts.
<b>Timeline to open</b>	How long it would take for each option to begin operations and be used by the public.

## Approach

1. Provide group with detailed information (facility assessments, engagement reports, etc.) and an overview of recommendation factors and their definitions.
2. Ask group to score recommendation factors.
3. Ask group to score recommendation options (i.e., renovate or rebuild) by factor.
4. Apply weighted factor scores to each option's individual factor scores.
5. Discuss weighted option scores and build consensus around recommendation.

**Note:** scoring is intended to inform member recommendations; option score totals do not decide the group recommendation.

The recommendation factors will be presented to the Stakeholder Group at Meeting #2 on Sept. 17 for consideration and scoring. Using the Menti polling platform, members will score each factor for how much weight they think that factor should be given in the overall recommendation.

At Meeting #3 on Oct. 1, the members will score the options (i.e., renovate or rebuild) based on these factors. The facilitation team will then calculate the weighted option scores by each factor and in total, resulting in weighted scores that give more value to the group's highest-scored factors from Meeting #2 and quantitatively demonstrate the performance of each option.

At Meeting #4 on Oct. 8, the options' weighted scores will be presented for discussion.

# Old Fire House Teen Center Facility Recommendation Stakeholder Group Meeting #3 Agenda

## Meeting Date and Time

Wednesday, Oct. 1, 6 - 8:30 p.m.

## Meeting Objectives

- Check in on group reflections since Meeting 2 and what members are hearing from their communities.
- Present and discuss Stakeholder Group recommendation factor scores from Meeting 2.
- Present key themes of what was heard at the focus group meetings.
- Share additional information about the options and known factor data.
- Score the options for each factor.

## Meeting Agenda

Time	Item	Presenter(s)
5:30 p.m.  30 mins.	<i>Stakeholder Group members are invited to arrive 30 minutes early to connect with other members and test audio/video before the meeting begins.</i>	
6 p.m.  10 mins.	<b>Opening</b> <ul style="list-style-type: none"> <li>• Welcome and agenda overview</li> <li>• Checking in</li> </ul>	<b>Darcy Edmunds,</b> Facilitator
6:10 p.m.  30 mins.	<b>Discussion: Recommendation Factor Scores</b> <ul style="list-style-type: none"> <li>• Present recommendation factor scores</li> <li>• <i>Small group breakout discussion: What surprises you about the scores? What factors scored higher OR lower than you expected, and why?</i></li> <li>• <i>Full group share-out &amp; discussion</i></li> </ul>	<b>Darcy Edmunds,</b> Facilitator
6:40 p.m.  25 mins.	<b>Focus Group Meetings: What We Heard</b> <ul style="list-style-type: none"> <li>• Overview of community feedback</li> <li>• <i>Group discussion: Reflections from Stakeholder Group members who were in attendance</i></li> </ul>	<b>Lindsey Falkenburg,</b> Parks Planning Manager

<b>Time</b>	<b>Item</b>	<b>Presenter(s)</b>
7:05 p.m. <i>5 mins.</i>	<b>City Council Feedback Update</b> <ul style="list-style-type: none"> <li>• Overview of input from City Council</li> </ul>	<b>Loreen Hamilton,</b> Parks Director
7:10 p.m.	<b>10-minute break</b>	
7:20 p.m. <i>25 min.</i>	<b>Additional Information on Options and Recommendation Factors</b> Provide additional information about the renovate and investigate a rebuild options	<b>Lindsey Falkenburg,</b> Parks Planning Manager
7:45 p.m. <i>35 min.</i>	<b>Options and Factors Discussion</b> <ul style="list-style-type: none"> <li>• <i>Pair &amp; share breakout discussion:</i> Remember the top three factors you noted as important. How are you thinking about them for each option?</li> <li>• <i>Full group share-out &amp; discussion</i></li> </ul>	<b>Darcy Edmunds,</b> Facilitator
8:20 p.m. <i>5 min.</i>	<b>Overview: Option Performance Scoring by Factor</b> <ul style="list-style-type: none"> <li>• Overview of scoring process</li> <li>• To be completed independently</li> </ul>	<b>Darcy Edmunds,</b> Facilitator
8:25 p.m. <i>5 min.</i>	<b>Wrap Up and Next Steps</b> <ul style="list-style-type: none"> <li>• Next meeting details</li> <li>• Closing thoughts</li> </ul>	<b>Darcy Edmunds,</b> Facilitator
8:30 p.m.	<b>Adjourn</b>	

# Old Fire House Teen Center Facility Recommendation Stakeholder Group

Meeting #3 - Oct. 1, 2025



Redmond  
WASHINGTON

# Meeting Ground Rules Reminders



Please remain **muted** when not speaking.



The **facilitator will guide** the agenda and process.



**Actively participate** in the group.\*



Please **hold questions** until after each presentation. Use the “raise hand” feature or type your question in the chat, and we’ll address them during the Q&A.



**Stories stay; lessons leave.** Respect, privacy, and safety are important in this process.

*\*The facilitator may invite quieter members to share 😊*



# Meeting Objectives

- Check in on group reflections since Meeting 2 and what members are hearing from their communities.
- Present and discuss Stakeholder Group recommendation factor scores from Meeting 2.
- Present key themes of what was heard at the focus group meetings.
- Share additional information about the options and known factor data.
- Score the options for each factor.



# Agenda

Time	Item	Presenter(s)
6 p.m.	<b>Opening</b>	<b>Darcy Edmunds</b> , Facilitator
6:10 p.m.	<b>Discussion: Recommendation Factor Scores</b>	<b>Darcy Edmunds</b> , Facilitator
6:40 p.m.	<b>Focus Group Meetings: What We Heard</b>	<b>Lindsey Falkenberg</b> , Parks Planning Manager
7:05 p.m.	<b>City Council Update</b>	<b>Loreen Hamilton</b> , Parks Director
7:10 p.m.	<i>10-minute break</i>	
7:20 p.m.	<b>Additional Information on Options and Recommendation Factors</b>	<b>Lindsey Falkenberg</b> , Parks Planning Manager
7:45 p.m.	<b>Options and Factors Discussion</b>	<b>Darcy Edmunds</b> , Facilitator
8:20 p.m.	<b>Overview: Option Performance Scoring by Factor</b> ▶ <i>To be completed independently</i>	<b>Darcy Edmunds</b> , Facilitator
8:25 p.m.	<b>Wrap Up and Next Steps</b>	<b>Darcy Edmunds</b> , Facilitator
8:30 p.m.	<b>Adjourn</b>	

# Checking in

- What is everyone thinking after the last meeting?
- Have you reached out to your community about your involvement in this process?
- If so, what reactions have you heard?



# Discussion: Recommendation Factor Scores

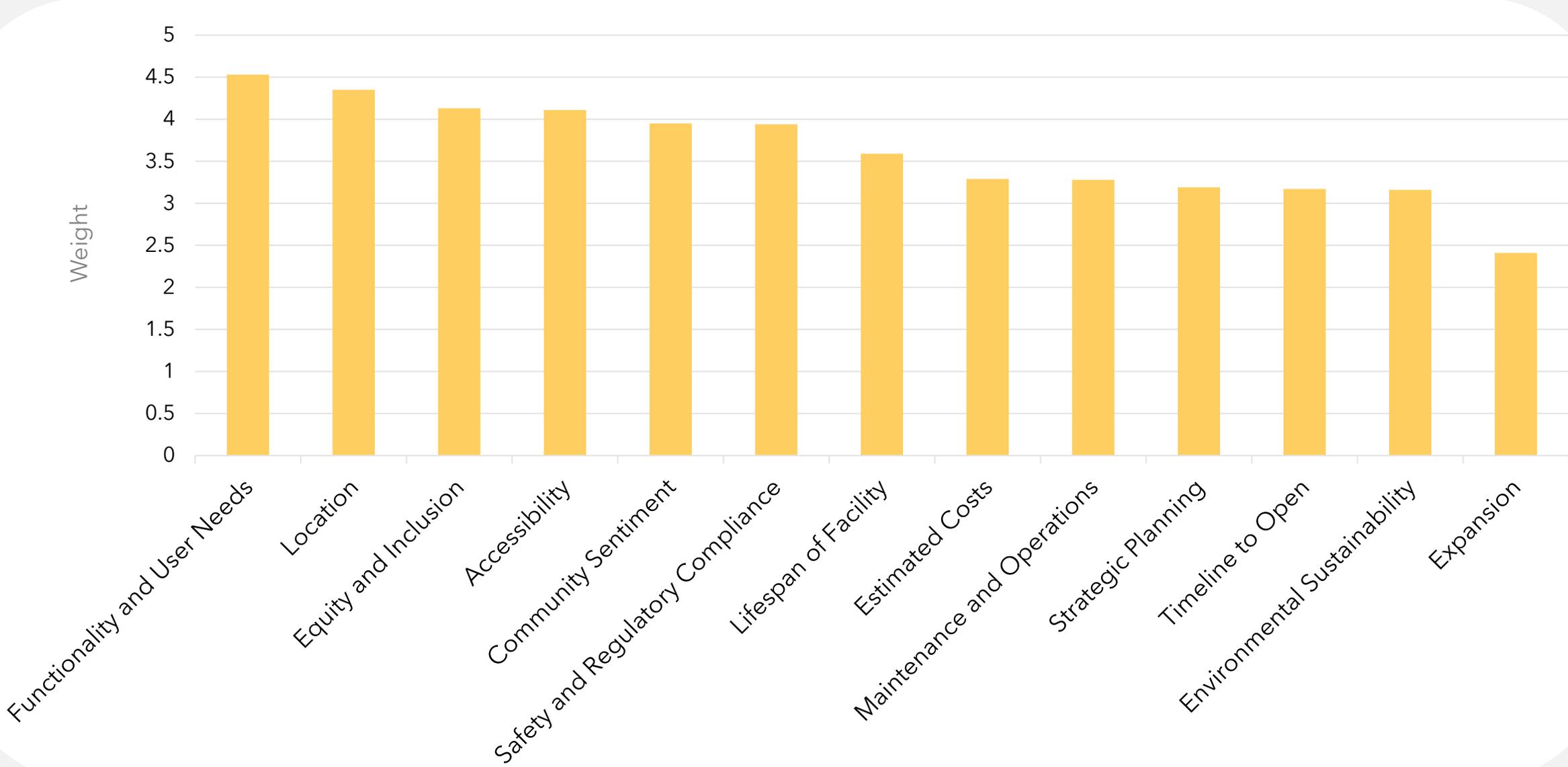
Darcy Edmunds, Facilitator

# Menti Poll Results - Group Recommendation Factor Scores

Updated on Oct. 1 with missing recommendation factor scores submitted after Meeting 2.

Accessibility	Community sentiment	Environmental sustainability	Estimated costs	Equity & inclusion	Expansion	Functionality & user needs	Lifespan of facility	Location	Maintenance & operations	Safety & regulatory compliance	Strategic planning	Timeline to open
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4	1	3	2	5	4	5	4	5	4	1	2	1
4	5	3	2	3	1	5	4	5	3	4	3	4
5	5	3	5	5	4	5	5	5	4	5	3	2
3	5	1	1	5	1	5	2	5	2	1	3	3
4	5	3	4	4	1	3	2	4	1	1	2	4
5	3	4	4	5	2	4	3	4	3	5	3	2
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<b>4.11</b>	<b>3.95</b>	<b>3.16</b>	<b>3.28</b>	<b>4.00</b>	<b>2.33</b>	<b>4.50</b>	<b>3.67</b>	<b>4.35</b>	<b>3.28</b>	<b>3.94</b>	<b>3.19</b>	<b>3.17</b>

# Menti Poll Results



# Small Group Discussion | Full Group Share-Out

- What surprises you about the scores?
- What factors scored higher OR lower than you expected, and why?

## Small Group Discussion | Full Group Share-Out

- *What surprises you about the scores?*
  - *What factors scored higher OR lower than you expected, and why?*
- ▶ Share highlights, observations, and insights from your group's conversation

# Focus Group Meetings: What We Heard

Lindsey Falkenburg, Parks Planning Manager

# Your Questions for the Focus Groups

How important is it to have teen-only dedicated spaces?

What are your most important considerations for going to a teen facility?

Can you describe the importance of the OFH's location and layout?

What made the OFH special? Can it be recreated?

Is there anything about the OFH that you would change?

# Focus Groups

## Key Takeaways

- A total of 57 unique attendees (10 of whom attended both focus group meetings) included a diverse group of teens, parents, caregivers, teen service alumni, and community members.
- Community members and teens alike feel pride in Redmond's history and want to keep these aspects:
  - Teen-led programming
  - Concert venues
  - Separate, quiet spaces
  - Accessibility through location and transportation
  - Ongoing diverse activities and drop-in programs



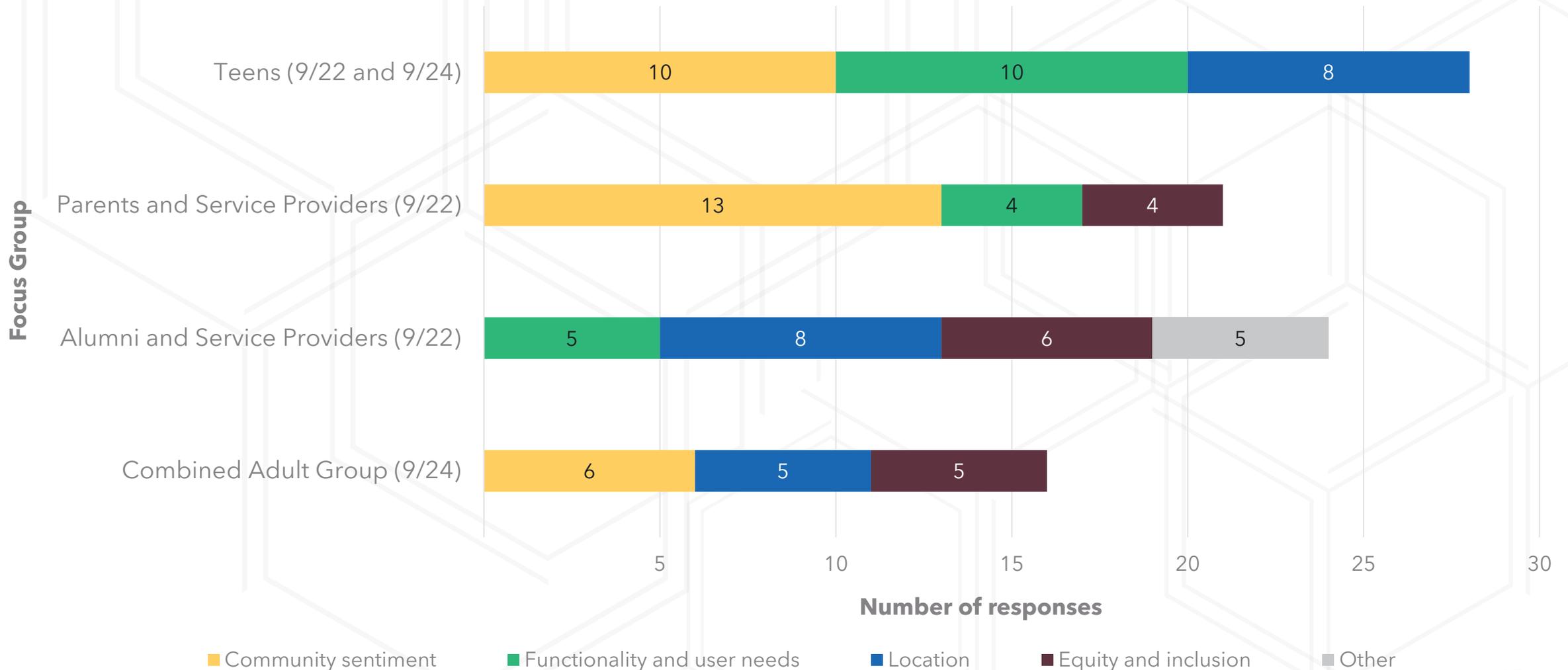
# Pair & Share: "What would encourage you/teens you know to come to a teen space or event?"

## *What we heard (all audiences):*

- **Layout and Feel:**
  - Dedicated teen space
  - Teens decide their activity and move between activities freely
  - Each room has something different ("labyrinth" of rooms)
  - Unique culture shaped by its users over the years
  - Acoustics for music and concert space
- **Amenities:** Free art supplies, food, and kitchen
- **Staff:** Welcoming, young, consistent, and familiar staff interested in the program
- **Location:** Proximity to transit, stores, food

# Dot Activity: "What are your priorities?"

## Top Three Recommendation Factors per Focus Group

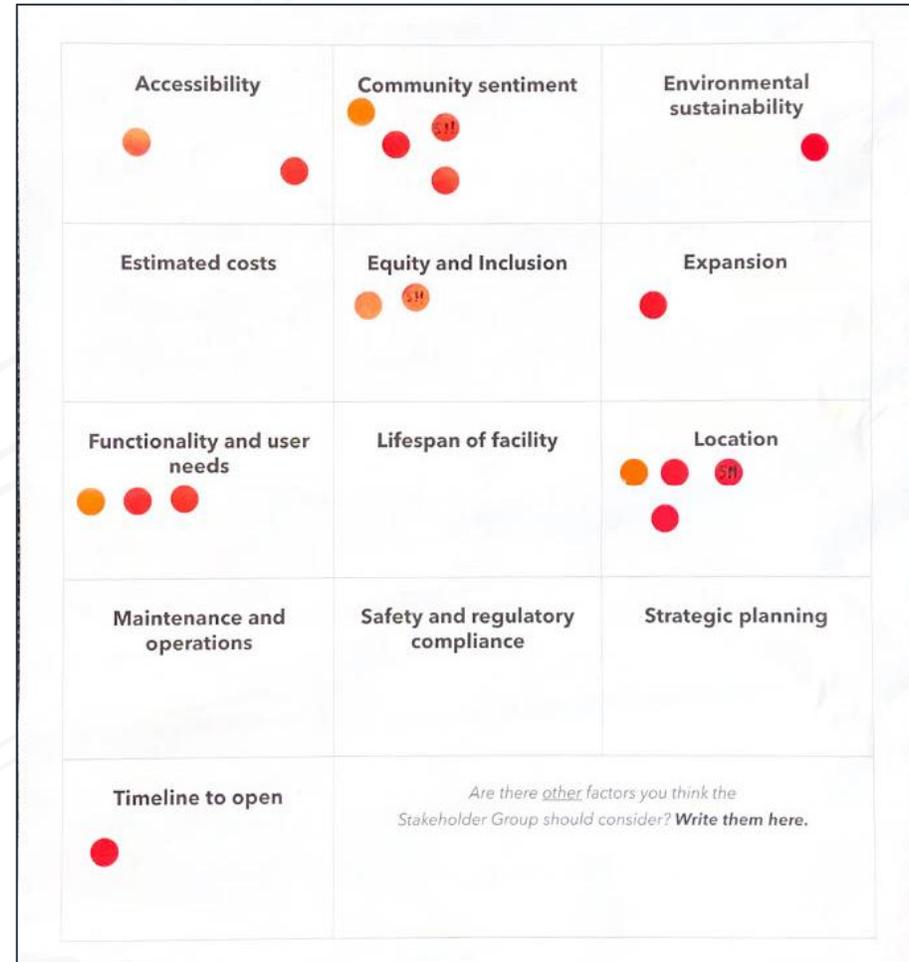


# Teens: "What are your priorities?"



Sept. 22 Responses

Sticker colors have no significance.

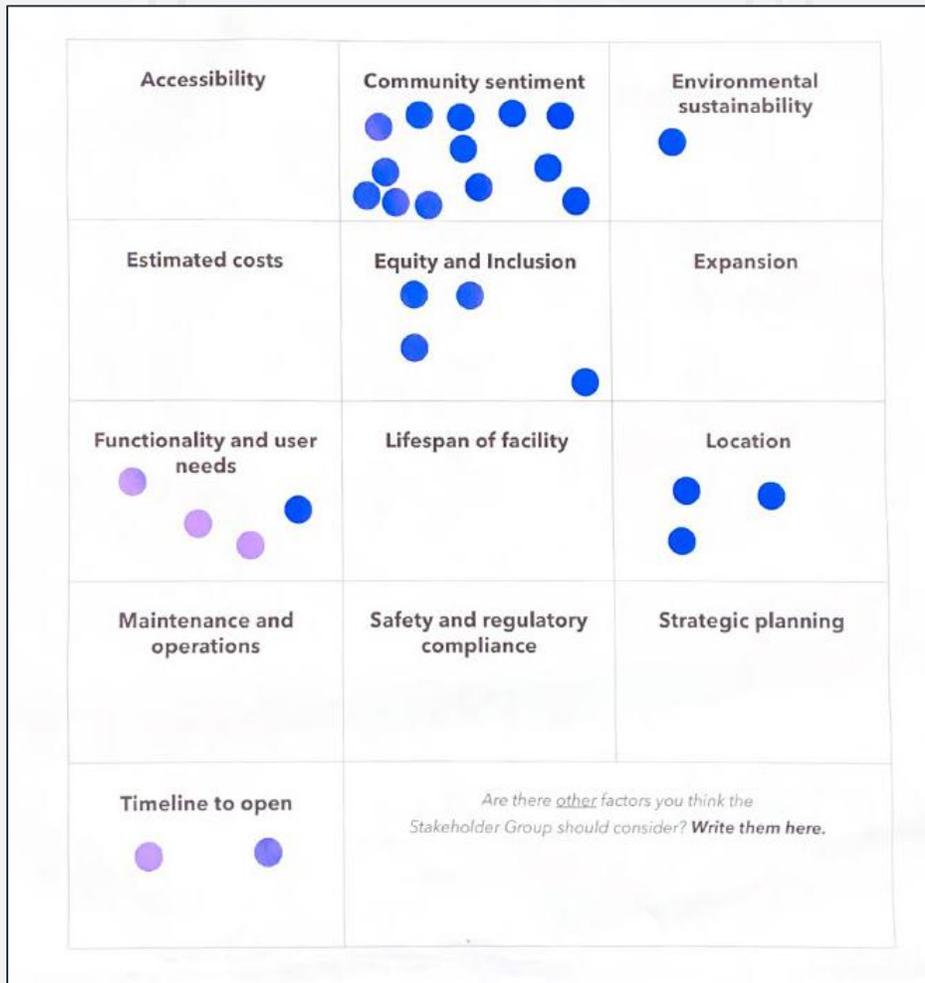


Sept. 24 Responses

- Returning participants
- Unique participants
- Stakeholder group member

# Parents & Caregivers: "What are your priorities?"

*Emphasis on community sentiment, with support for other factors related to value for community sentiment.*



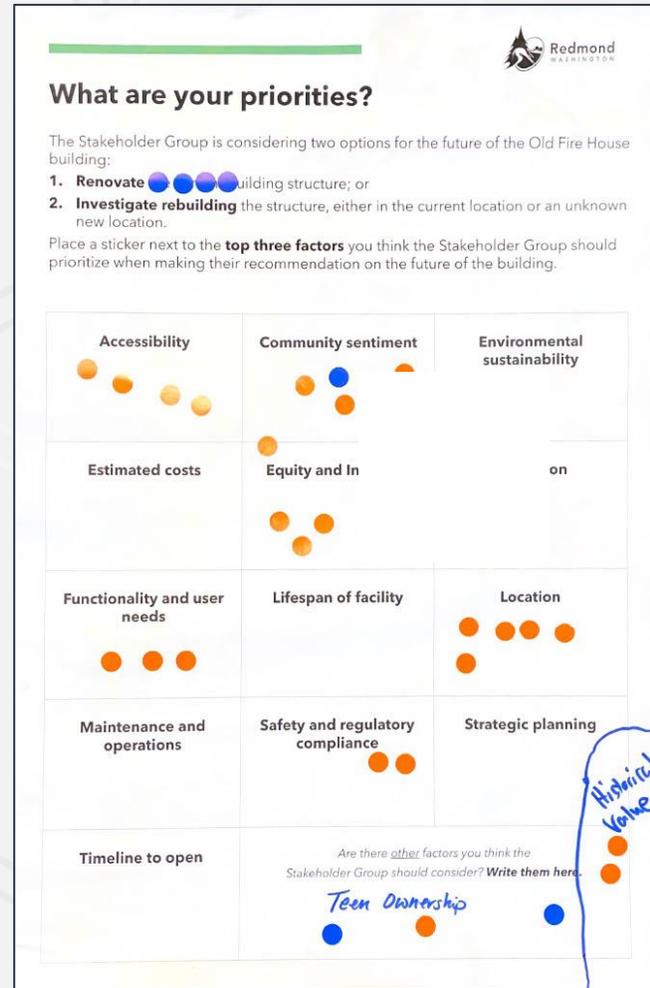
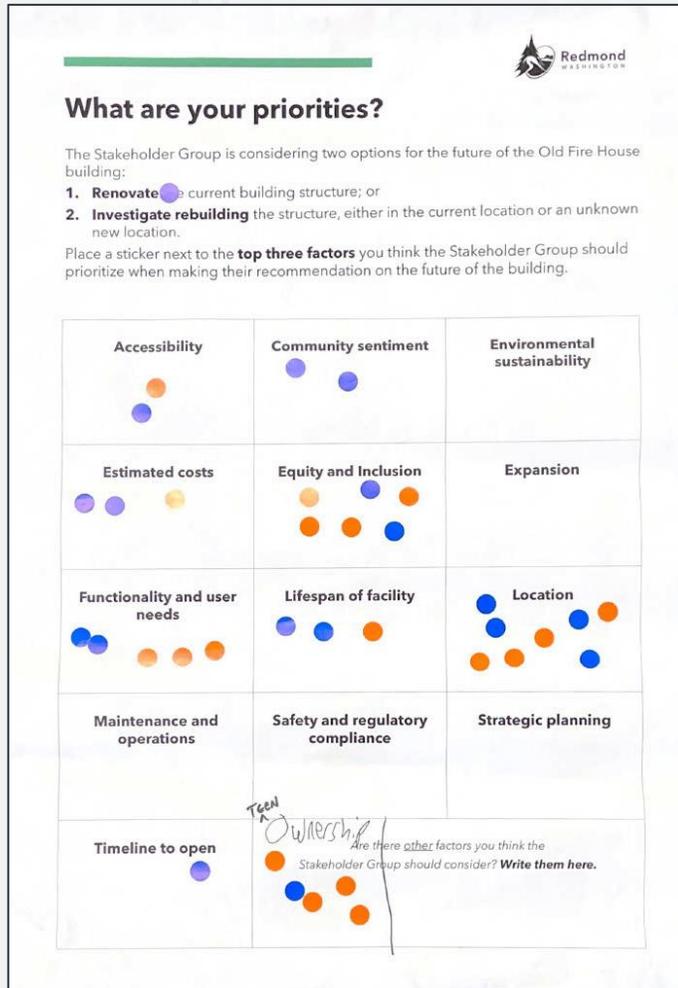
## Advice for the Stakeholder Group:

- "Know the choices very clearly" (e.g., rebuild = possibility of losing location)
- If elements are preserved (architecture, studio, teen-only space, downtown), either option may be accepted by the community

Sept. 22 Responses

Sticker colors have no significance.

# Alumni & Community: "What are your priorities?"



*Emphasis on teen ownership, functionality, equity/inclusion, and location*

## Advice for the Stakeholder Group:

- Renovate to keep it cool and safe
- Keep the location
- Recognize the history and the future

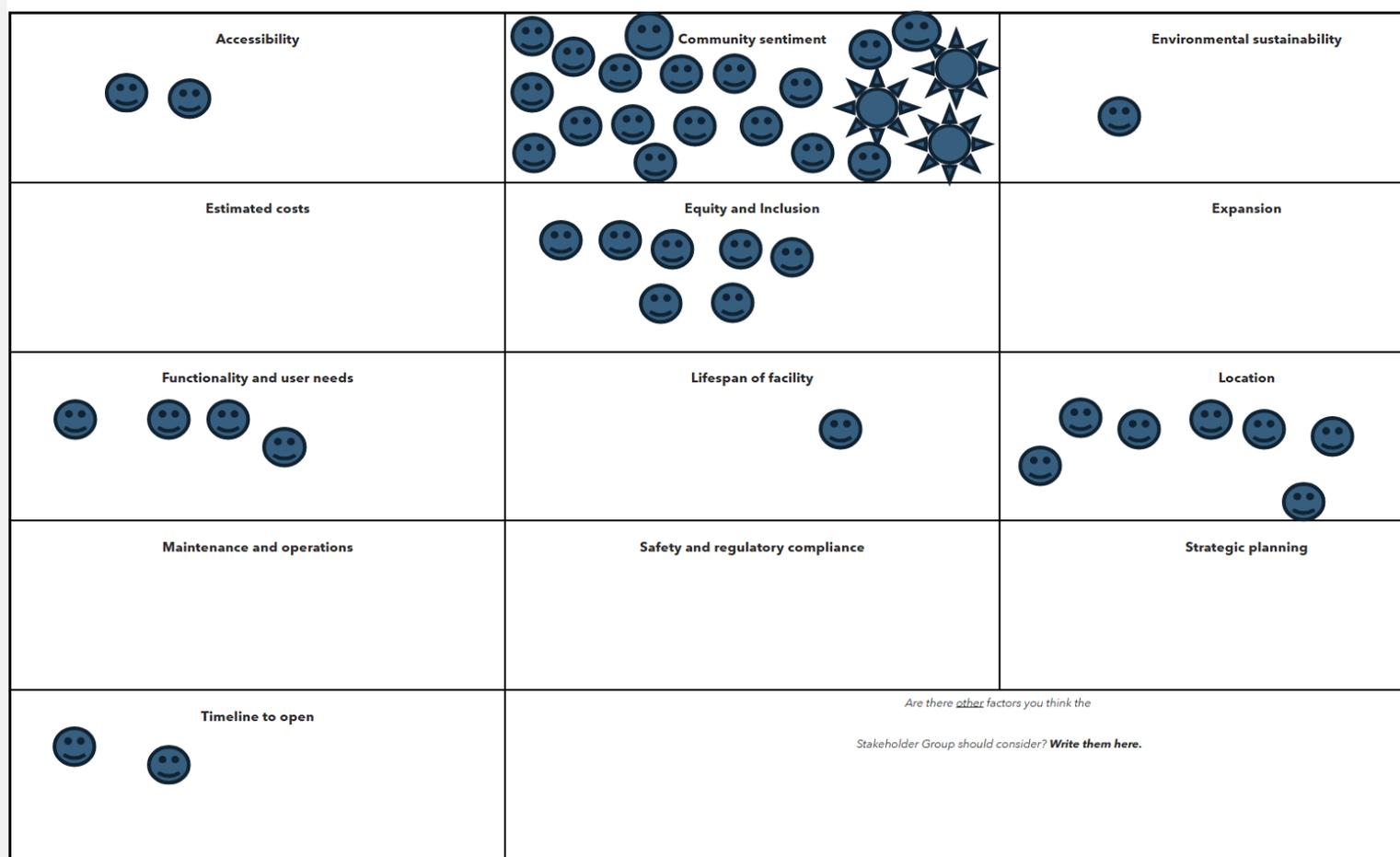
### Sept. 22 Alumni & Community Member Responses

*Sticker colors have no significance.*

### Sept. 24 Combined Adult Group Responses

- Returning participants (blue dot)
- Unique participants (orange dot)

# Online Group: "What are your priorities?"



- 17 participants:
- 8 alumni
  - 4 community members
  - 1 teen
  - 1 service provider
  - 3 parents

*Emphasis on community sentiment, equity and inclusion, location, and functionality.*

## Advice to Stakeholder Group:

- Save OFH

Sept. 24 Online Group Responses



Returning participants



Unique participants

# Group Discussion: "What could have been better at the OFH space?"

## Teens

- HVAC / better temperature control
- Dedicated space for storage
- Easy volunteer opportunities (donations, sorting)
- Sign-in process (privacy concerns)

## Adults

- Direct advertising of these teen programs in schools
- Improving equity
- Universal accessibility
- Expanding teen help programs

# Discussion

- What are your first thoughts or impressions after hearing the focus group feedback?

# City Council Feedback

Loreen Hamilton, Parks Director

# City Council Briefing Feedback

- City Council Update at Committee of the Whole on September 23rd, 2025
  - Stakeholder and Focus Group Process
- City Council affirmed Stakeholder Group and current process
- City Council affirmed a recommendation for either renovate vs new build
  - No direction to explore a patch and paint

**10-minute break**

# Additional Information: Options and Recommendation Factors

Lindsey Falkenburg, Parks Planning Manager

# Renovation

- Construction Schedule: 10 Months
- Estimated Cost: \$9,304,950
- Advantages
  - Preserves history/legacy structure of the Old Fire House
    - *Note that renovation will still involve changes to the existing OFH building that may impact aesthetics and layout.*
  - Slightly shorter construction schedule
  - Lower total upfront cost
- Considerations
  - Limited expansion or reconfiguration
  - Unknown issues may be discovered during construction
  - Accessibility upgrade limitations
  - Shorter lifespan
  - Higher operating costs
  - Limited ability to meet high sustainability goals, such as achieving certain LEED certifications

# Rebuild (i.e., New Build)

- Construction Schedule: 12 Months
- Estimated Cost: \$12,072,036
- Advantages
  - Programmatic opportunities
  - Long-term lifespan
  - Lower operating / maintenance costs
  - Capacity to meet current code
  - Opportunities to preserve aspects of the Old Fire House through amenities, design, layout, and/or structure
- Considerations
  - Aesthetics and layout of a rebuild may differ more significantly compared to renovation of the existing OFH building
  - Higher total upfront cost
  - Slightly longer construction schedule

# Questions?

# Options and Factors Discussion

Darcy Edmunds, Facilitator

## Pair & Share Discussion | Full Group Share-Out

- Remember the top three factors that you noted as important.
- How are you thinking about them for each option?
- What do you want other group members to hear before scoring options by factor?

## Pair & Share Discussion | Full Group Share-Out

- *Remember the top three factors that you noted as important.*
  - *How are you thinking about them for each option?*
  - *What do you want other group members to hear before scoring options by factor?*
- ▶ Share highlights, observations, and insights from your group's conversation

# Overview: Option Performance Scoring by Factor

Darcy Edmunds, Facilitator

# Process: Multi-Objective Decision Analysis (MODA)

## 1. Factors

Create a shared understanding of the recommendation factors.



## 2. Weighting

Determine relative importance of each factor and assign corresponding weights.



## 3. Scoring

Score each option (i.e., renovate or new build) for each weighted factor.



## 4. Recommendation

Discuss results and determine recommendation.

# Scoring Options

- Consider all you've learned and heard so far in the process.
- Consider how each option performs (low=1, medium=2, high=3) for each factor and score accordingly in Menti.
- *Take the Menti poll by **12 p.m. on Friday, Oct. 3.***

**Questions before you begin?**



# Recommendation Factors

<b>Factor</b>	<b>Definition</b>
<b>Accessibility</b>	<i>How each option can incorporate universal design and accessibility and address community access needs.</i>
<b>Community sentiment</b>	<i>Community attitudes towards each option, including appreciation for history/legacy, and affection for the space.</i>
<b>Environmental sustainability</b>	<i>How well each option supports the City's goals of reducing environmental footprint of City facilities.</i>
<b>Estimated costs</b>	<i>Estimated costs of each option.</i>
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<b>Lifespan of facility</b>	<i>How long each option could be used by the community.</i>
<b>Location</b>	<i>How each option meets the community's location needs.</i>
<b>Maintenance and operations</b>	<i>Each option's expected annual and long-term operations/upkeep/maintenance needs and costs.</i>
<b>Safety and regulatory compliance</b>	<i>Each option's safety and regulatory compliance needs (e.g., seismic safety, life safety).</i>
<b>Strategic planning</b>	<i>How each option aligns with the City's long-term strategic planning (e.g., Parks Plan, RSCC process, etc.) and previous feedback gathered from the strategic planning's community engagement efforts.</i>
<b>Timeline to open</b>	<i>How long it would take for each option to begin operations and be used by the public.</i>

# Questions?

# Scoring Options

Join at **menti.com** | use code **4363 4310**



*Take the poll during this meeting or take it on your own time **by 12 p.m. on Friday, Oct. 3.***



# Wrap Up and Next Steps

Darcy Edmunds, Facilitator

# Next Steps

- **Next meeting:** Wednesday, Oct. 8 (hybrid)
- **Topics**
  - Present the group's weighted scores for each option
  - Discuss scores and learnings from process overall
  - Begin forming a consensus

**Thank you!**



**Redmond**  
WASHINGTON

# Old Fire House Teen Center Facility Recommendation Stakeholder Group

Meeting #3 Summary – Oct. 1, 2025, 6 – 8:30 p.m.

## Meeting Objectives

- Check in on group reflections since Meeting 2 and what members are hearing from their communities.
- Present and discuss Stakeholder Group recommendation factor scores from Meeting 2.
- Present key themes of what was heard at the focus group meetings.
- Share additional information about the options and known factor data.
- Score the options for each factor.

## Attendees

### Stakeholder Group

- Alana O'Neill Gaulin
- Cameron Boher
- Caroline Chapman
- David Cline
- Jeff Lee
- Jodi Peña
- Kate Becker
- Kathy O'Keefe
- Kristie Neklason
- Kristina Wayland
- Mark Peterson
- Pat Vache
- Rob Leavitt
- Teen

### City Council Teen Center Subcommittee

- Vanessa Kritzer, City Council President
- Angie Nuevacamina, Councilmember
- Steve Fields, Councilmember

### City of Redmond Staff

- Loreen Hamilton, Parks and Recreation Director
- Lindsey Falkenburg, Parks Planning Manager

### Facilitation Team

- Darcy Edmunds, Facilitator, Stepherson & Associates Communications (S&A)
- Aileen Dinh, Facilitation Team, S&A
- Kelsey Swenson, Facilitation Team, S&A

*The names of group members under the age of 18 are not listed for privacy.*

## Meeting Summary

### Opening and Introductions

Darcy Edmunds, Facilitator, welcomed the Stakeholder Group to the third meeting and reviewed the meeting ground rules, objectives, and agenda. Group members shared their reflections and topics of conversation with other community members since Meeting 2.

Group members have been hearing the following from their networks:

- Disappointment at how few teens had been using the Old Fire House (OFH) compared to Redmond's teen population, suggesting a need for more flexible programming and space.
- Excitement about possibilities for future music and performance spaces, emphasizing the opportunity to create multi-generational programming.
- Concerns about the speed of the current engagement timeline and how the community focus groups were implemented.
- Emphasis on the historic and cultural charm of the OFH, and its role in shaping downtown Redmond's character.

Group members shared the following thoughts and suggestions:

- The City should develop clearer public messaging on the reasons for the OFH closure and use plain language to ensure broad community understanding.
- The City can receive inspiration on programming from arts and cultural spaces being developed in the region.
- The group should think boldly about long-term opportunities and impacts.

*Question (Q). If a rebuild were chosen, would the building be teen-exclusive and stay on the same site?*

*Answer (A). Recommendations from the group can highlight priorities such as location or teen exclusivity, but the final decision rests with City Council.*

### Recommendation Factor Scores

Darcy presented the anonymized individual and average recommendation factors submitted by group members during and following Meeting 2. *See attached Stakeholder Group Recommendation Factor Scores document for reference.*

*Q. Why are factors like cost and accessibility separated, when both renovation and rebuild would address them?*

*A. Each factor is considered individually. While both renovation and rebuild can address cost and accessibility, they may do so differently.*

*Q. Why are all these factors necessary, if some (like accessibility) have requirements and can be addressed in either option?*

*A. While both options can address requirements, certain options may perform higher or lower for different factors. The goal is for the Stakeholder Group to consider the same factors in their recommendation that the City Council will consider in their decision.*

*Q. Can scores be revised after further discussion?*

A. Individual scores may be updated by emailing the facilitation team.

### **Breakout Group Discussions**

Group members transitioned to breakout room discussions; each group included three to four members. Groups reviewed the scores presented and responded to the following prompts:

- *What surprises you about the scores?*
- *What factors scored higher OR lower than you expected, and why?*

After returning to plenary, each group shared their highlights, observations, and insights:

- Community sentiment, functionality, and location are important, as a highly functional space would not be used if teens are not interested in using it.
- Newcomers to Redmond might prioritize functionality over legacy due not being familiar with the existing OFH building's history. Another group member shared that as a newcomer, they recognized and appreciated the cultural significance of the OFH.
- Accessibility and equity and inclusion are also important to ensure the building addresses the wants and needs of teens both now and in the future.
- The relatively low scores for timeline to open and location are surprising given the emphasis on keeping the existing OFH location in current conversations.
- Members noted that cost and other "givens" should not overshadow factors most meaningful to teens, such as community sentiment and location.
- It is important to have a space "for teens, by teens" in that while the space is in use by teens, it should remain dedicated to teens only. While the OFH was used by other audiences for summer camps and rentals, they took place outside of teen drop-in and programming hours and were viewed as a compatible shared use by teen users.
- Creating a safe space for teens who feel less comfortable in other teen/community spaces is an important component.

### **Focus Group Meetings: What We Heard**

Lindsey Falkenburg, Parks Planning Manager, presented an overview of the in-person community focus group meetings held on Sept. 22 and Sept. 24, which provided an opportunity for community members to share their thoughts and ideas on the future of the OFH building and community spaces for teens.

*Q. I'm surprised that the parents and caregivers group prioritized community sentiment as a factor, can you share more detail?*

A. This was in reference to the OFH as a well-loved space among teens who went to the OFH, parents of teen OFH users, and teen services alumni.

*Comment: Teens' willingness to use the space is crucial. If the rebuild/new build option is chosen and is not teen dedicated or located on the existing OFH site, it may discourage teen participation.*

### **City Council Feedback Update**

Loreen Hamilton, Parks and Recreation Director, provided an update of the City Council's feedback on the Stakeholder Group and Focus Group process from the Committee of the Whole meeting on Sept. 23.

- The City Council affirmed their support for the Stakeholder Group’s current direction, its membership, and the process to bring a recommendation forward for either a renovation or rebuild/new build, with no direction given to explore minimal or gradual repairs to the building.
- In further conversations with Perteet and Mackenzie, the city consultants who led the 2025 Facility Condition Assessment, the full scope of work under the renovation option are the minimum repairs necessary to maintain the building moving forward. Conducting gradual repairs would increase costs and introduce more interruptions to building use and operations due to the need to close the building more frequently to conduct the repairs.
- City staff will provide another update on the Stakeholder Group process to City Council on Oct. 28 at 4:30 p.m. On Nov. 12, a study session with City Council will discuss the Stakeholder Group’s recommendation memo, report, and focus group summary.

*Q. Has City Council considered providing guidance on the total budget available?*

A. Budget has not yet been a part of the conversation with City Council. After City Council receives the Stakeholder Group’s recommendation and discusses budget with city finance staff, the group will receive some guidance to inform the next engagement phase’s discussion of potential building amenities, layout, and other elements. Current cost estimates of the two options currently differ by several million dollars.

*Q. What is the viability of a gradual repair, and why did city consultants only evaluate renovation and rebuild as the options?*

A. Information on the viability of a gradual repair was gathered from the work of the consultants and engineers who conducted the previous facility condition assessments. While gradual repair of the building is technically possible, it would create longer and more frequent closures, higher impact to users, and higher costs.

### **Additional Information on Options and Recommendation Factors**

Lindsey presented additional information on the renovation and rebuild/new build options, including the construction schedule, estimated costs, advantages, and considerations for each option.

*Q. Why were caveats listed under advantages to renovation but not under rebuild/new build?*

A. To provide balanced information; both options have advantages and considerations, and members should focus on how each option performs against their priority factors.

*Q. What is the timeline for the rebuild/new build option after including design, additional community engagement, and other variables such as the possibility of purchasing property?*

A. For the Redmond Senior & Community Center (RSCC) rebuild, it took a few months between receiving Council direction and bringing the designer on board. The City conducted engagement concurrently with design. If the rebuild option is chosen for the OFH process, the City would likely bring a designer in during the stakeholder group process to explore site and land use options. It would take about six months to return to City Council with a clear recommendation on location, size, and budget.

The overall design and construction timeline depends on project size, where a larger building would extend the timeline. For comparison, the RSCC (52,000 square feet) had an 18-month construction schedule; the construction of a rebuilt 25,000-30,000-square-foot facility would likely take around 12 months. The construction schedule does not include time for design or opening.

*Q. Are there structural unknowns that could increase renovation costs and timeline?*

A. Yes. Until the walls are opened, it is not possible to confirm.

*Q. Do cost estimates include demolition and land acquisition?*

A. Cost estimates include demolition and abatement but not purchase of land.

*Q. What is the anticipated timeline to open for a rebuild/new build?*

A. The City will provide the timeline to open of the RSCC as a reference and estimates for the timeline to open of the OFH under the rebuild/new build option.

*Q. Will there be a similar timeline to open process for the renovation option?*

A. If the renovation option is chosen, there will also be additional community engagement to inform the building layout and aesthetics.

*Q. How soon can the building re-open for use after construction is completed?*

A. Staff usually need 6 to 12 weeks to prepare for operations and programming before buildings are open for use.

*Q. Will the building walls need to be opened under either option?*

A. Yes, but the approach, length of time needed, and costs for opening the walls would differ under either option. With a renovation, there will be selective demolition that will need more time compared to full demolition with a rebuild/new build.

*Q. What if the renovation option is chosen and wood rot is found underneath the walls?*

A. Depending on the extensiveness of the rot, construction costs and time would increase.

*Q. How many years of use would each option provide?*

A. About 15 to 25 years for renovation, after which the City Council would need to decide to further renovate or rebuild. For rebuild, the building lifespan would be over 50 years.

## **Options and Factors Discussion**

### ***Pair & Share Discussions***

Group members transitioned to breakout room discussions in pairs, responding to the following prompts:

- *Remember the top three factors that you noted as important. How are you thinking about them for each option?*
- *What do you want other group members to hear before scoring options by factor?*

After returning to plenary, each group shared their highlights, observations, and insights:

- Lifespan of the facility is critical. Renovation will provide 15-25 years before needing to face another major facility decision versus 50+ years for a rebuild/new build.

- Having a similar floor plan as the existing OFH building is important for previous users of the OFH.
- Keeping the location is important; if the rebuild option can't guarantee it will remain on the same site, then some members will recommend renovation to keep the site.
- The 1-5 scoring scale for factors might have generated more emphasized results if it was 1-7 or 1-10; some factors feel significantly more important than others.
- Community sentiment and functionality are both crucial. If teens don't use the building, it doesn't matter how functional it is.
- Functionality and accessibility are important factors, but elements of these factors will largely be determined through implementation.

*Q. If the rebuild/new build option is chosen and the facility is rebuilt in a different location, will there be a land acquisition process, and will it add to the timeline to open?*

A. Future community engagement and decision-making from the City Council would consider both the location of the building and the potential for land acquisition. If land will be acquired, the timeline to open will extend.

*Q. How will teen voices be kept central throughout this process?*

A. Similar to how the Redmond Senior & Community Center process centralized input from the City's senior population, the OFH process will continue to prioritize conversations with teens and learning about teens' values and priorities.

### **Overview: Option Performance Scoring by Factor**

Darcy reviewed the Multi-Objective Decision Analysis (MODA) process and noted that the group is now ready to score how each option (renovate and rebuild/new build) performs for each factor using a 1-3 scale (low = 1, medium = 2, high = 3). This step of MODA gathers the group's detailed perspectives on how each option performs and supports building a recommendation. *The scores will not directly determine the group's recommendation.*

*Q. How do we score factors like accessibility and regulatory compliance that are required by law?*

A. Group members should score these factors based on their values and priorities, regardless of City requirements, to provide City Council with a fuller understanding of community perspectives. The accessibility factor encompasses universal design, which is a higher standard of accessibility than Americans with Disabilities Act (ADA) compliance.

*Q. What registration systems were used to collect teen user information at the OFH?*

A. Attendance was based on Google Form registration and RYPAC attendance, with 120 unique teens having registered for programs and drop-in activities at the OFH. Concert attendance is not included in this data.

### **Wrap Up and Next Steps**

At the next Stakeholder Group meeting on Oct. 8, the group will review the results of their option performance scoring and begin to form the recommendation.

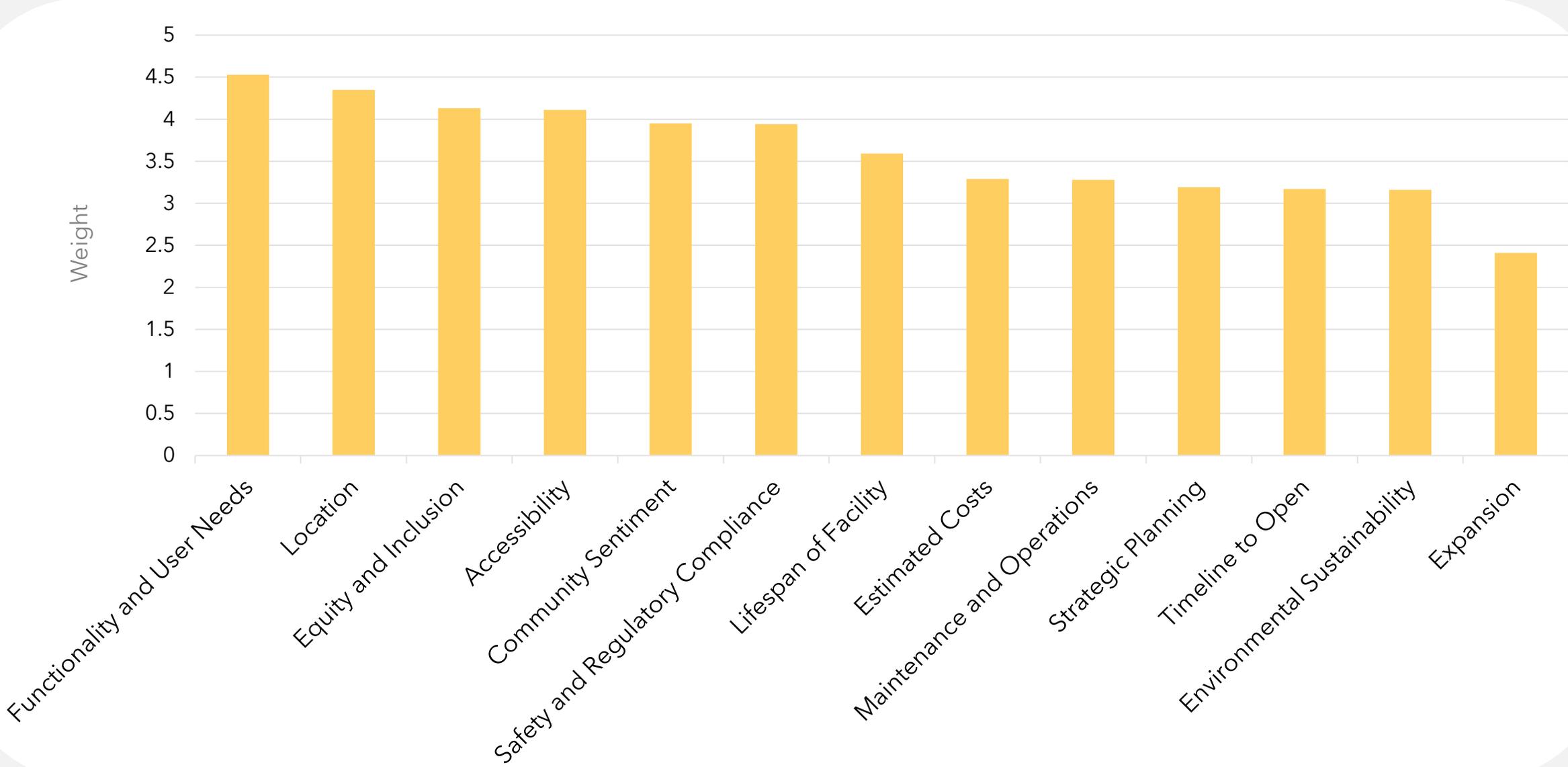
Darcy thanked the group members for their participation before adjourning the meeting.

# Menti Poll Results - Group Recommendation Factor Scores

Updated on Oct. 1 with missing recommendation factor scores submitted after Meeting 2.

Accessibility	Community sentiment	Environmental sustainability	Estimated costs	Equity & inclusion	Expansion	Functionality & user needs	Lifespan of facility	Location	Maintenance & operations	Safety & regulatory compliance	Strategic planning	Timeline to open
3	5	2	4	4	2	4	3	5	3	4	5	3
4	4	3	-	-	-	-	-	-	-	-	-	-
5	5	5	5	5	3	4	4	5	4	5	-	4
4	3	4	5	2	5	5	5	4	5	5	5	2
4	5	3	3	4	2	4	3	4	4	5	1	3
5	5	4	3	5	2	5	4	3	3	5	4	2
4	5	2	2	3	1	5	3	4	3	4	1	5
4	3	5	3	5	3	5	5	5	4	5	4	4
4	1	2	2	3	4	5	4	3	2	5	3	1
4	5	4	5	4	2	5	3	5	4	3	4	3
5	4	3	3	4	1	4	5	5	4	5	3	5
4	1	3	2	5	4	5	4	5	4	1	2	1
4	5	3	2	3	1	5	4	5	3	4	3	4
5	5	3	5	5	4	5	5	5	4	5	3	2
3	5	1	1	5	1	5	2	5	2	1	3	3
4	5	3	4	4	1	3	2	4	1	1	2	4
5	3	4	4	5	2	4	3	4	3	5	3	2
4	5	3	1	4	1	3	3	-	1	4	-	5
3	1	3	5	2	3	5	4	3	5	4	5	4
<b>4.11</b>	<b>3.95</b>	<b>3.16</b>	<b>3.28</b>	<b>4.00</b>	<b>2.33</b>	<b>4.50</b>	<b>3.67</b>	<b>4.35</b>	<b>3.28</b>	<b>3.94</b>	<b>3.19</b>	<b>3.17</b>

# Menti Poll Results



Name	Location	Organization Type	Age Range	Programs/Facilities	Cost	Hours	Additional Services	Contact	Facility Type	Transit/Accessibility	Capacity	Funding Source	Metrics
The Garage (Issaquah Teen Café)	Issaquah, WA	Nonprofit	High school teens (~14-18)	Drop-in space, snacks, coffee, games, music, teen-led events, stage, conference rooms	Free	School Year Mon-Fri 3-7pm; Breaks Mon-Fri 12-6pm	Counseling, case management, tutoring (partner), Host Home program	(425) 395-7341; kaylee@issaquahteencafe.org	Stand alone	Downtown Issaquah, near transit	Medium (~50-75 teens)	Nonprofit w/ city building donation	Open since 2018, teen-designed programs
Issaquah Host Home Program (via The Garage)	Issaquah, WA	Program of The Garage (Nonprofit)	Ages 12-18	Drop-in support services for unhoused or at-risk youth	Free	Varies	Food, showers, case management, temporary housing		Not stand alone (program)	N/A	Small (~10-20)	Nonprofit partnerships	Direct housing placements
Sammamish Community YMCA – Teen Activities	Sammamish, WA	YMCA (Nonprofit)	Tweens/Teens	Tween/Teen Game Room, Teen Activities, Teen Late Night, gym, pool, fitness classes	Membership-based (scholarships available)	Varies	Recreation programs, classes	YMCA of Greater Seattle branch	Shared facility (YMCA)	Car dependent	Large (100+)	YMCA membership, donations	Program attendance
Sammamish Youth Board	Sammamish, WA	City-run youth council	Middle & High school	Monthly youth council meetings, community event planning	Free	Monthly meetings	Leadership development, civic engagement	sammamish.us	Not stand alone (advisory group)	City meetings, accessible	~20 youth members	City budget	Events held, youth participation
KTUB – Kirkland Teen Union Building	Kirkland, WA (downtown)	City of Kirkland	~11-19	Drop-in teen center, art/music studios, café, workshops	Free drop-in; limited fee-based classes and trips	Varies; after school	Counseling services, teen programs	City of Kirkland (KTUB)	Stand alone	Downtown, near transit	Medium-Large (~75-100)	City of Kirkland	Teen attendance, program hours
Lake Hills Clubhouse (Boys & Girls Clubs of Bellevue)	Bellevue, WA	Boys & Girls Club (501c3)	School-age through teens	Music studio, technology lab, leadership and academic support, daily drop-in	Free daily drop-in; paid summer camps (scholarships)	Varies; after school	Limited transportation, counseling, significant scholarships	BGCBellevue	Shared facility (clubhouse)	Neighborhood center; near library	Medium (~50)	Nonprofit, donations, grants	Drop-in usage, camp enrollment
Ron Sandwith Teen Center (BGCKC)	King County (BGCKC)	Boys & Girls Clubs of King County (501c3)	Teens	Drop-in, teen programming	Annual membership \$30-50; scholarships available	Varies	Scholarships, counseling	BGCKC	Stand alone	Accessible location	Medium (~50)	Nonprofit	Membership numbers
Garfield Teen Life Center	Seattle, WA	City of Seattle Teen Life Centers	13-19	Drop-in, Late Night programs, studios, classes, social recreation	Free	Late night / Fri & Sat events	Safe social space, recreation	Seattle Parks & Recreation	Stand alone	Central Seattle, near bus lines	Large (100+)	City of Seattle	Program attendance
Meadowbrook Teen Life Center	Seattle, WA	City of Seattle Teen Life Centers	13-19	Drop-in, Late Night programs, studios, classes, social recreation	Free	Late night / Fri & Sat events	Recreation, mentoring	Seattle Parks & Recreation	Stand alone	North Seattle, transit accessible	Large (100+)	City of Seattle	Program attendance
Southwest Teen Life Center	Seattle, WA	City of Seattle Teen Life Centers	13-19	Drop-in, Late Night programs, studios, classes, social recreation	Free	Late night / Fri & Sat events	Recreation, mentorship	Seattle Parks & Recreation	Stand alone	South Seattle, transit accessible	Large (100+)	City of Seattle	Program attendance
Boys and Girls Clubs of Kirkland	Kirkland, WA	Boys & Girls Club (501c3)	School-age through teens	After school (grades 6-12), teen late nights, camps	Free afterschool 6-12	After school, evenings for teen nights	Free van transportation, counseling, scholarships	BGCKirkland	Shared facility	Neighborhood-based	Medium (~50)	Nonprofit, donations, grants	Enrollment, after school participation

Name	Location	Organization Type	Age Range	Programs/Facilities	Cost	Hours	Additional Services	Contact	Facility Type	Transit/Accessibility	Capacity	Funding Source	Metrics
					program; paid camps								
Crossroads Community Center	Bellevue, WA	City of Bellevue	Tweens & Teens	Free Teen Makerspace, games room, youth basketball	Free	Daily drop-in	Counseling services	City of Bellevue - Crossroads	Shared community center	Bus accessible	Medium (50-75)	City of Bellevue	Makerspace participation, recreation use
Bainbridge Island Teen Center	Bainbridge Island, WA	Community/City	Teens	Drop-in teen center, classes	Free (some paid classes)	Varies		Bainbridge Island teen services	Stand alone	Island community, limited transit	Small (~25)	City/Community	Participation numbers
Vera Project	Seattle, WA	Nonprofit (501c3)	All ages (youth-focused)	All-ages music venue, screen printing studio, video/radio lab, rentals, classes	Cost per show; paid classes; scholarships available	Event-based; studio hours vary	Music equipment rental, paid recording sessions, career programs	Vera Project	Stand alone	Seattle Center, transit accessible	Large (100+)	Nonprofit, donations, grants	Event attendance, program enrollment
Friends of Youth	Kirkland, WA	Nonprofit service provider	Youth & young adults	Housing and counseling services, youth homelessness programs	Varies	Varies	Case management, housing supports	Friends of Youth	Not stand alone (service org)	Accessible offices	N/A	Nonprofit	Youth housed, counseling sessions
Youth Eastside Services (YES)	Bellevue, WA	Nonprofit mental health services	Youth & families	Mental health counseling, therapy, school-based services	Sliding scale / insurance	By appointment	Community-based programs	Youth Eastside Services	Not stand alone (service org)	Multiple offices	N/A	Nonprofit	Clients served
KCLS (King County Library System) - Youth Services	King County, WA	Public Library System	All ages (teens included)	Homework help, events, teen advisory boards, study spaces	Free	Library hours	Volunteer opportunities	KCLS	Shared library facilities	Branch dependent, often central locations	Variable	Public library system	Program attendance, cardholders
Centro Cultural Mexicano Maker Space	Redmond, WA (Eastside)	Community nonprofit	High school (9-12)	Free workshops, access to art, music, engineering	Free	Varies	Cultural programming	Centro Cultural Mexicano	Shared cultural facility	Redmond, transit accessible	Small-Medium (~25-40)	Community nonprofit, grants	Youth participation
REDTAB (Redmond Teen Advisory Board)	Redmond, WA	Library/City youth advisory	Teens	Advisory meetings, event planning	Free	Varies	Leadership development	Redmond Library / KCLS	Not stand alone (advisory board)	Accessible	~20	City/Library	Youth engaged, events supported
Old Fire House (OFH)	Redmond, WA	City-run teen center (historic)	Teens	Drop-in, events, teen programming, stage, music studio, conference rooms	Free; paid classes, youth camps	After school/evenings, Tues-Thurs 3:30-8 pm, Fridays 3:30-6 pm	Counseling services, teen-led events	City of Redmond	Stand alone (historic building)	Downtown Redmond, near library, accessible by bus; walkable from schools	Medium (~50-75)	City of Redmond	Well-loved community space, maintenance challenges
RCCMV (Redmond Community Center at Marymoor Village)	Redmond, WA	City recreation facility	All ages (includes teen programming)	Teen programming relocated from OFH, shared spaces for rec	Free or low cost; paid classes	After school/evenings, Tues-Thurs 3:30-8 pm, Fridays 3:30-6 pm	Counseling services, shared community resources	City of Redmond	Shared facility	Marymoor area, car/transit accessible	Large (multi-use)	City of Redmond	New facility, broader community use

# Renovations vs. New Construction Comparison

## Old Fire House Teen Center | Estimated High-Level Information

The City is evaluating two options for the Old Fire House site: **renovating the existing building** or **investigating a new construction approach**. This document provides estimated quantitative and descriptive information to support stakeholder understanding of both pathways. Investigating a rebuild would include further community engagement to inform design and programming.

Factor	Renovation Option	New Construction Option
<b>Estimated Cost</b>	<b>\$9,304,950</b>	<b>\$12,072,036</b>
<b>Construction Schedule</b>	<b>10 months</b>	<b>12 months</b>
<b>Scope Description</b>	Full remedial demolition to existing studs with complete replacement of all building systems, accessibility improvements, and hazardous material abatement. <i>Note: Even with renovation, the building will look very different than it currently does.</i>	New construction designed to meet current and future programming needs, building codes, and accessibility standards. Design would be informed by additional community engagement.
<b>Advantages</b>	<ul style="list-style-type: none"> <li>• Preserves history/legacy structure of Old Fire House</li> <li>• Slightly shorter construction schedule</li> <li>• Lower total upfront cost</li> </ul>	<ul style="list-style-type: none"> <li>• Programmatic opportunities for optimized design</li> <li>• Long-term lifespan (50+ years)</li> <li>• Lower operating and maintenance costs</li> <li>• Full capacity to meet current code</li> </ul>
<b>Considerations</b>	<ul style="list-style-type: none"> <li>• Limited expansion or reconfiguration options</li> <li>• Unknown issues may be discovered during construction</li> <li>• Accessibility upgrade limitations</li> <li>• Shorter lifespan: existing structure has limited remaining service life due to its age, meaning City will face another major facility decision (and unknown associated costs) within 15-25 years.</li> <li>• Higher ongoing operating and maintenance costs throughout building life</li> </ul>	<ul style="list-style-type: none"> <li>• Aesthetic may not visually represent existing building (to be determined in future phase)</li> <li>• Higher total upfront cost</li> <li>• Slightly longer construction schedule</li> </ul>

**Important Context:** These estimates represent high-level planning information. Both options require further investigation and community input. For the new construction option, additional community engagement would inform final design, space, and programmatic decisions.

## Renovation Option: Detailed Scope Summary

### Hazardous Materials

- Abate asbestos and lead-based materials on most walls and floors
- Replace lead ventilation tubes on roof

### Site and Exterior Accessibility

- Replace all sidewalks, parking, and signage
- Replace utility service connections to meet current code

### Interior Accessibility

- Replace all doors and door hardware
- Adjust door openings for accessibility clearances
- Replace built-in furniture with accessible compliant furniture
- Replace kitchen cabinetry and appliances in entirety
- Update/replace stair risers and install handrails
- Install accessible means of access to stage, sound booth, and recording studio via ramps and/or motorized lifts
- Update all restrooms to full accessibility compliance

### Building Façade

- New roofing system (decking, insulation, waterproofing membrane, and flashing)
- Replace all windows (investigate for water damage at all windows)
- Reclad Hose Tower (if seismically upgraded and retained)
- Insulate all exterior walls
- Replace exterior finish material (stucco) with modern waterproof system

### Interior Layout & Finishes

- Interior layout intended to remain generally as existing, with some updates to accommodate special needs
- New finishes for all floors, walls, and ceilings (carpeting, paint, etc.)
- Update or replace office cabinetry

### Structural

- Seismically strengthen roof sheathing
- Reinforce concrete masonry units (CMU) walls and steel cross bracing to meet seismic code
- Reinforce Hose Tower CMU structure; entire rebuild of tower's CMU façade
- Reinforce and partially replace braced frames installed in 2002
- Unknowns: check all beams for rot and confirm if foundation requires strengthening following geotechnical investigation

### Building Systems

- Replace entire HVAC system with modern equipment and temperature controls; extend heating/cooling to all spaces
- Install exhaust fans in restrooms and kitchen
- Replace all galvanized and copper plumbing with new insulated piping
- Replace water heater
- Upgrade fire sprinkler heads and install backflow devices
- Replace fire alarm system
- Replace electrical panels
- Install all new electrical outlets and controls
- Install new energy efficient lighting

## Operational Considerations: Space and Staffing Comparison

### Old Fire House Teen Center

- **2024 Usage:** 120 unique teens served; typically 10-25 teens on average daily
- **Staffing Model:** Typically 4 staff members for programming and general oversight serving approx. 10-25 teens daily
- **Operating Cost:** ~\$150 per hour for staffing
- **Notes:** Larger, more specialized space requiring higher staff involvement due to specialized areas (recording studio, sound booth, stage) and sight line considerations for safe oversight

### Teen Lounge at Redmond Community Center at Marymoor Village (Interim)

- **Staffing Model:** 2 core staff, supplemented by additional programming staff as needed
- **Operating Cost:** ~\$75 per hour for staffing
- **Notes:** Multi-use space that shares customer service staff costs with other programs in the building, reducing need for dedicated building supervision staff. Provides example of flexible-use space efficiency

# Old Fire House Teen Center Facility Recommendation Stakeholder Group Meeting #4 Agenda

## Meeting Date and Time

Wednesday, Oct. 8, 6 - 8:30 p.m.

## Meeting Objectives

- Check in on group reflections since Meeting 3 and what members are hearing from their communities.
- Share additional information about the timelines to open for each option.
- Present the Stakeholder Group’s recent scoring results and calculated weighted scores for each option; discuss the scores and learnings from the overall process.
- Begin to build a consensus on the group’s recommendation to City Council through collaborative discussion and activities.

## Meeting Agenda

Time	Item	Presenter(s)
5:30 p.m.  30 mins.	<i>Stakeholder Group members are invited to arrive 30 minutes early to connect with other members, find a seat (if in-person), and test audio/video (if online) before the meeting begins.</i>	
6 p.m.  20 mins.	<b>Opening</b> <ul style="list-style-type: none"> <li>• Welcome and agenda overview</li> <li>• Checking in</li> <li>• Following up on questions from last meeting</li> </ul>	<b>Darcy Edmunds,</b> Facilitator  <b>Lindsey Falkenburg,</b> Parks Planning Manager
6:20 p.m.  35 mins.	<b>Menti Results: Option and Factor Scores</b> <ul style="list-style-type: none"> <li>• Present the Stakeholder Group’s recent scoring results and calculated weighted scores for each option.</li> <li>• Small group breakout discussion:               <ul style="list-style-type: none"> <li>○ <i>What takeaways do you have from the option’s performance and weighted results?</i></li> <li>○ <i>Which options are consistent with your recommendation factor priorities? Why?</i></li> </ul> </li> </ul>	<b>Darcy Edmunds,</b> Facilitator

Time	Item	Presenter(s)
	<ul style="list-style-type: none"> <li>○ <i>Are there factors that both options satisfy or address equally, depending on implementation?</i></li> <li>● Full group share-out &amp; discussion</li> </ul>	
6:55 p.m.	<b>10-minute break</b>	
7:05 p.m.  45 min.	<p><b>Option Opportunities and Challenges</b></p> <ul style="list-style-type: none"> <li>● Small group breakout discussion: <ul style="list-style-type: none"> <li>○ <i>What's most promising about the renovation option? Where do you see challenges?</i></li> <li>○ <i>What's most promising about the rebuild/new build option? Where do you see challenges?</i></li> <li>○ <i>If your breakout group has to make the recommendation right now, what would it be, and why?</i></li> </ul> </li> <li>● Full group share-out &amp; discussion</li> </ul>	<b>Darcy Edmunds,</b> Facilitator
7:50 p.m.  35 min.	<p><b>Identifying Areas of Agreement</b></p> <ul style="list-style-type: none"> <li>● Menti Agreement Gradient: <i>members rate their individual support for each recommendation option in real time</i></li> <li>● Full group discussion: <i>identifying areas of agreement, discuss conditions for support, begin forming draft recommendation</i></li> </ul>	<b>Darcy Edmunds,</b> Facilitator
8:25 p.m.  5 min.	<p><b>Wrap Up and Next Steps</b></p> <ul style="list-style-type: none"> <li>● Next meeting details</li> </ul>	<b>Darcy Edmunds,</b> Facilitator
8:30 p.m.	<b>Adjourn</b>	

# Old Fire House Teen Center Facility Recommendation Stakeholder Group

Meeting #4 - Oct. 8, 2025



Redmond  
WASHINGTON

# Meeting Ground Rules Reminders



Please remain **muted** when not speaking.



The **facilitator will guide** the agenda and process.



**Actively participate** in the group.\*



Please **hold questions** until after each presentation. Use the "raise hand" feature or type your question in the chat, and we'll address them during the Q&A.



**Stories stay; lessons leave.** Respect, privacy, and safety are important in this process.

*\*The facilitator may invite quieter members to share 😊*



# Meeting Objectives

- Check in on group reflections since Meeting 3 and what members are hearing from their communities.
- Share additional information about the timelines to open for each option.
- Present the Stakeholder Group's recent scoring results and calculated weighted scores for each option; discuss the scores and learnings from the overall process.
- Begin to build a consensus on the group's recommendation to City Council through collaborative discussion and activities.



# Agenda

Time	Item	Presenter(s)
6 p.m.	<b>Welcome &amp; Checking In</b>	<b>Darcy Edmunds</b> , Facilitator
6:20 p.m.	<b>Menti Results: Option and Factor Scores</b> ▶ <i>Breakout group discussions and full group share-out</i>	<b>Darcy Edmunds</b> , Facilitator
6:55 p.m.	<b>10-minute break</b>	
7:05 p.m.	<b>Option Opportunities and Challenges</b> ▶ <i>Breakout group discussions and full group share-out</i>	<b>Darcy Edmunds</b> , Facilitator
7:50 p.m.	<b>Identifying Areas of Agreement</b> ▶ <i>Menti (live) and full group discussion</i>	<b>Darcy Edmunds</b> , Facilitator
8:25 p.m.	<b>Wrap Up and Next Steps</b>	<b>Darcy Edmunds</b> , Facilitator
8:30 p.m.	<b>Adjourn</b>	

# Checking in

- What is everyone thinking after the last meeting?
- Have you reached out to your community about your involvement in this process?
- If so, what reactions have you heard?



# Additional Information: Options and Recommendation Factors

Lindsey Falkenburg, Parks Planning Manager

# Overall Project Timeline



**Redmond**  
**SENIOR & COMMUNITY CENTER**  
Building our future **TOGETHER**

## Redmond Senior & Community Center



# Anticipated OFH Timeline

- Estimated timelines to open (not a like-for-like comparison)
  - Renovation: ~2 years (2025-2027)
  - Rebuild/New Build: ~3 years (2025-2028)

## Rough reference timeline if rebuild/new build option is chosen:

	Milestone	Notes
<b>Nov. 2025</b>	City Council Direction on Current Facility	Council decides whether to renovate the current structure or investigate rebuilding (at current location or new location). This is the decision the Stakeholder Group is informing with their recommendation.
<b>Q1 2026</b>	Architect Contracted & Next Phase of Engagement Begins	If Council directs staff to rebuild, an architect would be brought on board. Community and stakeholder engagement would begin in tandem with design, including teen-focused design sessions, community surveys, and public input opportunities.
<b>Q4 2026</b>	Overall Design and Funding Approved	City Council approves final design and project budget.
<b>Q3 2027</b>	Groundbreaking	Construction begins. Estimated 12-month construction timeline.
<b>Q3/Q4 2028</b>	Grand Opening	New facility opens, approximately 3 years from Council's initial decision.

# Questions?

# Menti Results: Option and Factor Scores

Darcy Edmunds, Facilitator

# Process: Multi-Objective Decision Analysis (MODA)

## 1. Factors

Create a shared understanding of the recommendation factors.



## 2. Weighting

Determine relative importance of each factor and assign corresponding weights.



## 3. Scoring

Score each option (i.e., renovate or new build) for each weighted factor.



## ★ 4. Recommendation

Discuss results and determine recommendation.

# Approach: Meeting 4

Timing: **Wednesday, Oct. 8**

***“How are the scores affected when we apply weighted values?”***

***“What can we learn from the results?”***

- **Present weighted option scores** (by factor and total).
- **Discuss weighted scores and start building consensus** around recommendation.

*Note: scoring is intended to inform group discussions and recommendations; scoring results do not decide the group recommendation.*



# Menti Poll Results - Group Recommendation Factor Scores

Updated on Oct. 1 with missing recommendation factor scores submitted after Meeting 2.

Accessibility	Community sentiment	Environmental sustainability	Estimated costs	Equity & inclusion	Expansion	Functionality & user needs	Lifespan of facility	Location	Maintenance & operations	Safety & regulatory compliance	Strategic planning	Timeline to open
3	5	2	4	4	2	4	3	5	3	4	5	3
4	4	3	-	-	-	-	-	-	-	-	-	-
5	5	5	5	5	3	4	4	5	4	5	-	4
4	3	4	5	2	5	5	5	4	5	5	5	2
4	5	3	3	4	2	4	3	4	4	5	1	3
5	5	4	3	5	2	5	4	3	3	5	4	2
4	5	2	2	3	1	5	3	4	3	4	1	5
4	3	5	3	5	3	5	5	5	4	5	4	4
4	1	2	2	3	4	5	4	3	2	5	3	1
4	5	4	5	4	2	5	3	5	4	3	4	3
5	4	3	3	4	1	4	5	5	4	5	3	5
4	1	3	2	5	4	5	4	5	4	1	2	1
4	5	3	2	3	1	5	4	5	3	4	3	4
5	5	3	5	5	4	5	5	5	4	5	3	2
3	5	1	1	5	1	5	2	5	2	1	3	3
4	5	3	4	4	1	3	2	4	1	1	2	4
5	3	4	4	5	2	4	3	4	3	5	3	2
4	5	3	1	4	1	3	3	-	1	4	-	5
5	1	3	5	2	5	5	4	5	5	4	5	4
<b>4.11</b>	<b>3.95</b>	<b>3.16</b>	<b>3.28</b>	<b>4.00</b>	<b>2.33</b>	<b>4.50</b>	<b>3.67</b>	<b>4.35</b>	<b>3.28</b>	<b>3.94</b>	<b>3.19</b>	<b>3.17</b>

## Stakeholder Group Factor & Option Scores

Factor	Raw scores				Weighted scores	
	Factor Weight Scores	RENOVATION Scores	REBUILD/NEW BUILD Scores	RENOVATION Scores	REBUILD/NEW BUILD Scores	
	<i>Group averages, 1-5</i>	<i>Group averages, 1-3</i>	<i>Group averages, 1-5</i>	<i>Group averages, 1-15</i>	<i>Group averages, 1-15</i>	
Accessibility	4.11	2.11	2.68	8.64	11.02	
Community sentiment	3.95	2.84	1.37	11.22	5.40	
Environmental sustainability	3.16	1.56	2.67	4.91	8.42	
Estimated costs	3.21	2.33	2.17	7.49	6.96	
Equity & inclusion	4.05	2.28	2.22	9.23	9.01	
Expansion	2.26	1.67	2.83	3.77	6.41	
Functionality & user needs	4.53	2.22	2.67	10.06	12.07	
Lifespan of facility	3.68	1.61	2.94	5.94	10.85	
Location	4.39	2.94	1.89	12.92	8.29	
Maintenance & operations	3.21	1.50	2.44	4.82	7.85	
Safety & regulatory compliance	3.95	1.94	2.72	7.68	10.75	
Strategic planning	3.22	2.00	2.28	6.44	7.34	
Timeline to open	3.16	2.39	1.94	7.54	6.14	
<b>TOTALS</b>	<b>n/a</b>	<b>27.39</b>	<b>30.83</b>	<b>100.66</b>	<b>110.50</b>	

## Stakeholder Group Factor & Option Scores

Factor	Factor Weight Scores <small>Group averages 1-5</small>	Raw scores		Weighted scores	
		RENOVATION Scores <small>Group averages 1-3</small>	REBUILD/NEW BUILD Scores <small>Group averages 1-5</small>	RENOVATION Scores <small>Group averages 1-15</small>	REBUILD/NEW BUILD Scores <small>Group averages 1-15</small>
Accessibility	4.11	2.11	2.68	8.64	11.02
Community sentiment	3.75	2.04	1.57	11.22	5.40
Environmental sustainability	3.16	1.55	2.67	4.91	8.42
Estimate					
Equipment					
Expansion					
Functionality					
Lifestyle					
Location					
Main					
Safety & regulatory compliance	3.95	1.94	2.72	7.68	10.75
Strategic planning	3.22	2.00	2.28	6.44	7.34
Timeline to open	3.16	2.39	1.94	7.54	6.14
<b>TOTALS</b>	n/a	<b>27.39</b>	<b>30.83</b>	<b>100.66</b>	<b>110.50</b>

(Factor weight)(RENOVATION Score) = Weighted RENOVATION Score

*Accessibility example: (4.11)(2.11) = 8.64*

*Repeated for all factors and both options to get weighted scores*

## Stakeholder Group Factor & Option Scores

Factor	Factor Weight Scores <i>Group averages, 1-5</i>	Raw scores		Weighted scores	
		RENOVATION Scores <i>Group averages, 1-3</i>	REBUILD/NEW BUILD Scores <i>Group averages, 1-5</i>	RENOVATION Scores <i>Group averages, 1-15</i>	REBUILD/NEW BUILD Scores <i>Group averages, 1-15</i>
Accessibility	4.11	2.11	2.68	8.64	11.02
Community sentiment	3.95	2.84	1.37	11.22	5.40
Environmental sustainability	3.16	1.56	2.67	4.91	8.42
Estimated costs	3.21	2.33	2.17	7.49	6.96
Equity & inclusion	4.05	2.28	2.22	9.23	9.01
Expansion	2.26	1.67	2.83	3.77	6.41
Functionality & user needs	4.53	2.22	2.67	10.06	12.07
Lifespan of facility	3.68	1.61	2.94	5.94	10.85
Location	4.39	2.94	1.89	12.92	8.29
Maintenance & operations	3.21	1.50	2.44	4.82	7.85
Safety & regulatory compliance	3.95	1.94	2.72	7.68	10.75
Strategic planning	3.22	2.00	2.28	6.44	7.34
Timeline to open	3.16	2.39	1.94	7.54	6.14
<b>TOTALS</b>	<b>n/a</b>	<b>27.39</b>	<b>30.83</b>	<b>100.66</b>	<b>110.50</b>

## Stakeholder Group Factor & Option Scores

Factor	Factor Weight Scores <i>Group averages, 1-5</i>
Accessibility	4.11
Community sentiment	3.95
Environmental sustainability	3.16
Estimated costs	3.21
Equity & inclusion	4.05
Expansion	2.26
Functionality & user needs	4.53
Lifespan of facility	3.68
Location	4.39
Maintenance & operations	3.21
Safety & regulatory compliance	3.95
Strategic planning	3.22
Timeline to open	3.16
<b>TOTALS</b>	<b>n/a</b>

Weighted Score Difference	Weighted scores	
	RENOVATION Scores <i>Group averages, 1-15</i>	REBUILD/NEW BUILD Scores <i>Group averages, 1-15</i>
2.38	8.64	11.02
5.82	11.22	5.40
3.51	4.91	8.42
0.54	7.49	6.96
0.23	9.23	9.01
2.64	3.77	6.41
2.01	10.06	12.07
4.91	5.94	10.85
4.63	12.92	8.29
3.03	4.82	7.85
3.07	7.68	10.75
0.90	6.44	7.34
1.40	7.54	6.14
<b>9.83</b>	<b>100.66</b>	<b>110.50</b>

## Stakeholder Group Factor & Option Scores

Factor	Factor Weight Scores <i>Group averages, 1-5</i>	Weighted scores		
		Weighted Score Difference	RENOVATION Scores <i>Group averages 1-15</i>	REBUILD/NEW BUILD Scores <i>Group averages 1-15</i>
Accessibility	4.11	2.38	8.64	11.02
Community sentiment	3.95	3.02	11.22	5.40
Environmental sustainability	3.16	3.51	4.91	8.42
Estimated cost				
Equipment				
Expansion				
Functionality				
Lifestyle				
Location				
Main building				
Safety & regulatory compliance	3.95	3.07	7.68	10.75
Strategic planning	3.22	0.90	6.44	7.34
Timeline to open	3.16	1.40	7.54	6.14
<b>TOTALS</b>	<b>n/a</b>	<b>9.83</b>	<b>100.66</b>	<b>110.50</b>

Highest value score - lowest value score = Weighted Score Difference

*Accessibility example: 11.02 - 8.64 = 2.38*

*Repeated for all factors*

# Stakeholder Group Factor & Option Scores

Factor	Factor Weight Scores <i>Group averages, 1-5</i>	Weighted scores		
		Weighted Score Difference	RENOVATION Scores <i>Group averages, 1-15</i>	REBUILD/NEW BUILD Scores <i>Group averages, 1-15</i>
Accessibility	4.11	2.38	8.64	11.02
Cost				
Environment				
Estimate				
Equipment				
Expense				
Furniture				
Lifecycle				
Location	4.39	4.63	12.92	8.29
Maintenance & operations	3.21	3.03	4.82	7.85
Safety & regulatory compliance	3.95	3.07	7.68	10.75
Strategic planning	3.22	0.98	6.44	7.34
Timeline to open	3.16	1.40	7.54	6.14
<b>TOTALS</b>	<b>n/a</b>	<b>9.83</b>	<b>100.66</b>	<b>110.50</b>

Highest value score - lowest value score = Weighted Score Difference

*Timeline to Open example: 7.54 - 6.14 = 1.40*

*Repeated for all factors*

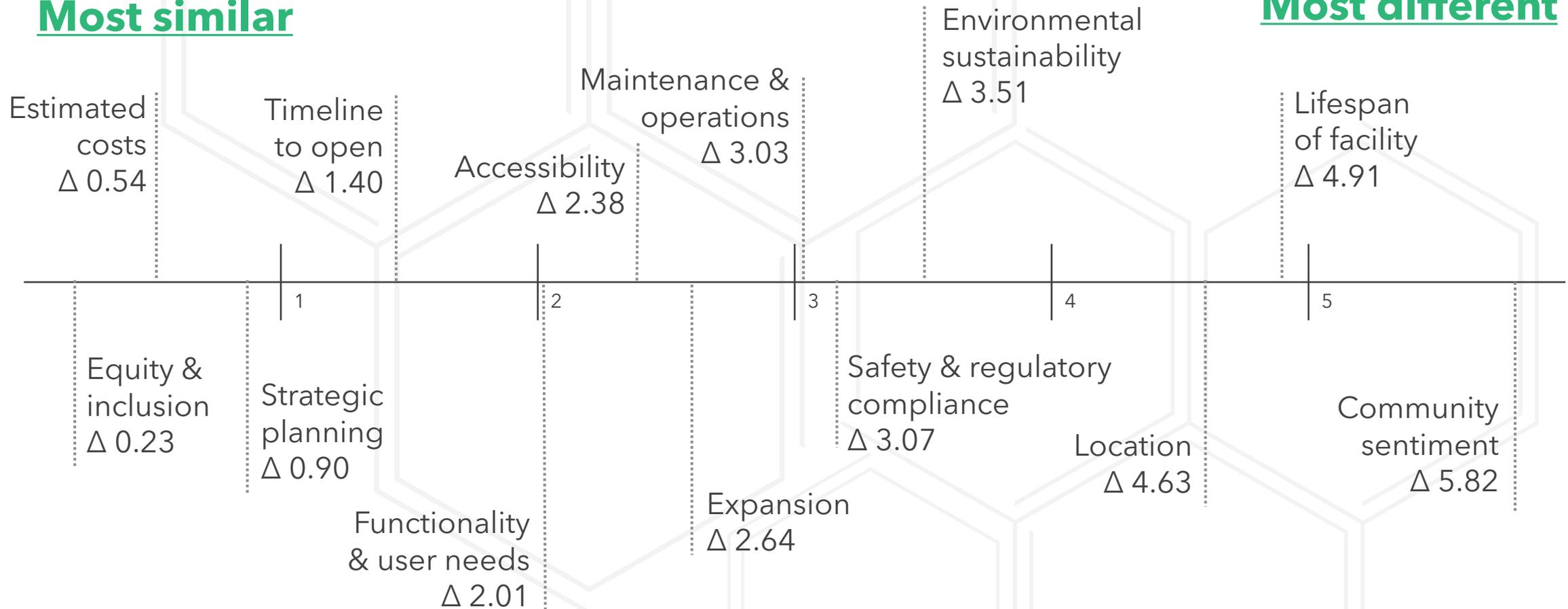
## Stakeholder Group Factor & Option Scores

Factor	Weighted scores		Weighted Score Difference
	RENOVATION Scores <i>Group averages, 1-15</i>	REBUILD/NEW BUILD Scores <i>Group averages, 1-15</i>	
Accessibility	8.64	11.02	2.38
Community sentiment	11.22	5.40	5.82
Environmental sustainability	4.91	8.42	3.51
Estimated costs	7.49	6.96	0.54
Equity & inclusion	9.23	9.01	0.23
Expansion	3.77	6.41	2.64
Functionality & user needs	10.06	12.07	2.01
Lifespan of facility	5.94	10.85	4.91
Location	12.92	8.29	4.63
Maintenance & operations	4.82	7.85	3.03
Safety & regulatory compliance	7.68	10.75	3.07
Strategic planning	6.44	7.34	0.90
Timeline to open	7.54	6.14	1.40
<b>TOTALS</b>	<b>100.66</b>	<b>110.50</b>	<b>9.83</b>

# Differences between Weighted Option Scores by Factor

Most similar

Most different



$\Delta$  = Delta (difference) between weighted option scores for factor noted.

# Questions?

# Small Group Discussion | Full Group Share-Out

**Group instructions:** (1) Decide who will be the notetaker and who will lead the group's share-out with the larger group. (2) Spend 5 minutes discussing each question below as a group before moving to the next question. Breakout groups will end after 15 minutes, then groups will take turns sharing highlights from the discussion.

- What takeaways do you have from the options' performance and weighted results?
- Which options are consistent with your recommendation factor priorities? Why?
- Are there factors that both options satisfy or address equally, depending on implementation?

## Small Group Discussion | Full Group Share-Out

- *What takeaways do you have from the options' performance and weighted results?*
  - *Which options are consistent with your recommendation factor priorities? Why?*
  - *Are there factors that both options satisfy or address equally, depending on implementation?*
- ▶ Share highlights, observations, and insights from your group's conversation

**10-minute break**

# Option Opportunities and Challenges

Darcy Edmunds, Facilitator

# Small Group Discussion | Full Group Share-Out

**Group instructions:** (1) Decide who will be the notetaker and who will lead the group's share-out with the larger group. (2) Spend 8 minutes discussing each question below as a group before moving to the next question. Breakout groups will end after 25 minutes, then groups will take turns sharing highlights from the discussion.

- What's most promising about the renovation option? Where do you see challenges?
- What's most promising about the rebuild/new build option? Where do you see challenges?
- If your breakout group had to make the recommendation right now, what would it be, and why?

## Small Group Discussion | Full Group Share-Out

- *What's most promising about the renovation option? Where do you see challenges?*
  - *What's most promising about the rebuild/new build option? Where do you see challenges?*
  - *If your breakout group had to make the recommendation right now, what would it be, and why?*
- ▶ Share highlights, observations, and insights from your group's conversation

# Identifying Areas of Agreement

Darcy Edmunds, Facilitator

# Identifying Areas of Agreement - Overview

- **Option Agreement Gradient:** in Menti, rate your support of each option (renovate or rebuild/new build) on the 1-7 agreement gradient:

1	2	3	4	5	6	7
Strongly oppose	Oppose	Generally, oppose <u>but</u> could live with if certain conditions are met	Neutral / unsure	Generally, support <u>if</u> certain conditions are met	Support	Strongly support

- **Review results and discuss:** *Where is there agreement, what conditions may sway leanings, etc.*
- **Questions before we start?**

# Identifying Areas of Agreement - Menti poll



← Follow QR code

**OR**

Join at **menti.com**  
Use code **7450 6129**

# Wrap Up and Next Steps

Darcy Edmunds, Facilitator

# Next Steps

- **Next meeting:** Wednesday, Oct. 22 (online)
- **Topics**
  - Present the **draft recommendation** for Stakeholder Group comment and discuss agreement or adjustments.

**Thank you!**



**Redmond**  
WASHINGTON

# Appendix: Group Option Scores by Factor *(not weighted)*

Individual scores below submitted by group members between Oct. 1 and Oct. 8, 2025. Empty cells indicate missing scores.

Accessibility		Community Sentiment		Environmental sustainability		Estimated costs		Equity and Inclusion		Expansion		Functionality and User Needs		Lifespan of Facility		Location		Maintenance and Operations		Safety and Regulatory Compliance		Strategic Planning		Timeline to Open	
Renovation Option	Rebuild Option	Renovation Option	Rebuild Option	Renovation Option	Rebuild Option	Renovation Option	Rebuild Option	Renovation Option	Rebuild Option	Renovation Option	Rebuild Option	Renovation Option	Rebuild Option	Renovation Option	Rebuild Option	Renovation Option	Rebuild Option	Renovation Option	Rebuild Option	Renovation Option	Rebuild Option	Renovation Option	Rebuild Option	Renovation Option	Rebuild Option
3	2	3	1	2	3	3	2	3	1	2	3	3	2	2	3	3	2	2	2	2	3	2	1	2	2
2	3	3	3	1	3	1	3	2	3	3	3	1	3	1	3	3	3	1	3	2	3	1	3	2	2
3	1	3	1	2	2	3	3	1	1	2	1	2	2	2	2	3	1	2	1	2	2	3	1	3	1
2	3	2	1	1	3	2	2	1	2	1	3	2	3	1	3	3	2	1	3	2	3	1	3	2	1
2	3	3	2	1	3	3	3	2	2	1	3	2	3	1	3	3	2	1	3	1	3	2	3	3	3
2	3	3	1	1	3	3	2	2	2	1	3	3	3	2	3	3	1	2	3	3	3	3	3	3	2
2	2	3	1	2	3	2	2	3	2	2	3	2	2	2	3	3	1	2	3	3	3	3	2	2	2
2	3	3	1	2	1	3	1	3	3	2	3	1	3	1	3	3	2	1	2	1	3	3	2	2	2
1	3	3	2	2	3	3	3	2	2	2	3	2	3	1	3	2	2	1	3	2	3	2	3	3	3
3	3	3	1	2	2	3	1	3	1	3	3	3	1	3	3	3	1	2	2	2	2	3	1	3	1
2	3	3	2	1	3	1	3	1	3	1	3	2	3	1	3	3	3	1	3	1	3	1	3	2	2
3	3	3	1	2	3	3	2	3	3	2	3	3	3	2	3	3	1	1	3	3	3	2	3	3	1
3	1	1	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2	3	3	2	2	3	2	2	3	2	1	3	2	3	2	3	3	2	2	3	2	3	2	2	3	3
1	3	3	1	1	3	3	2	2	2	1	3	2	3	1	3	3	1	1	3	2	2	2	1	2	2
2	3	3	1	2	2	1	1	3	3	1	2	3	3	3	3	3	3	1	1	3	3	2	2	2	2
2	3	3	2	1	3	2	2	2	3	1	3	2	3	1	3	3	2	3	2	1	3	1	3	2	2
1	3	3	1	1	3	2	3	3	3	3	3	3	3	1	3	3	3	1	1	1	1	1	3	2	3
2	3	3	1	2	2	2	2	2	2	1	3	2	2	2	3	3	2	2	3	2	3	2	2	2	1
-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>2.11</b>	<b>2.68</b>	<b>2.84</b>	<b>1.37</b>	<b>1.56</b>	<b>2.67</b>	<b>2.33</b>	<b>2.17</b>	<b>2.28</b>	<b>2.22</b>	<b>1.67</b>	<b>2.83</b>	<b>2.22</b>	<b>2.67</b>	<b>1.61</b>	<b>2.94</b>	<b>2.94</b>	<b>1.89</b>	<b>1.50</b>	<b>2.44</b>	<b>1.94</b>	<b>2.72</b>	<b>2.00</b>	<b>2.28</b>	<b>2.39</b>	<b>1.94</b>

# Appendix: Feedback and Decision Making



 City Council Teen Center Subcommittee observes Stakeholder Group meetings and community engagement.

# Old Fire House Teen Center Facility Recommendation Stakeholder Group

Meeting #4 Summary – Oct. 8, 2025, 6 – 8:30 p.m.

## Meeting Objectives

- Check in on group reflections since Meeting 3 and what members are hearing from their communities.
- Share additional information about the timelines to open for each option.
- Present the Stakeholder Group’s recent scoring results and calculated weighted scores for each option; discuss the scores and learnings from the overall process.
- Begin to build a consensus on the group’s recommendation to City Council through collaborative discussion and activities.

## Attendees

### Stakeholder Group

- Cameron Boher
- Caroline Chapman
- David Cline
- Jeff Lee
- Jodi Peña
- John Crosley
- Kate Becker
- Kathy O’Keefe
- Kristie Neklason
- Kristina Wayland
- Mark Peterson
- Pat Vache
- Rob Leavitt
- Teen

### City Council Teen Center Subcommittee

- Vanessa Kritzer, City Council President
- Angie Nuevacamina, Councilmember
- Steve Fields, Councilmember

### City of Redmond Staff

- David Tuchek, Deputy Parks Director
- Zach Houvener, Deputy Parks Director
- Lindsey Falkenburg, Parks Planning Manager

### Facilitation Team

- Darcy Edmunds, Facilitator, Stepherson & Associates Communications (S&A)
- Aileen Dinh, Facilitation Team, S&A
- Kelsey Swenson, Facilitation Team, S&A

*The names of group members under the age of 18 are not listed for privacy.*

## Meeting Summary

### Opening and Introductions

Darcy Edmunds, Facilitator, welcomed the Stakeholder Group to the fourth meeting and reviewed the meeting ground rules, objectives, and agenda. Group members were invited to share their reflections and topics of conversation with other community members since Meeting 3.

Several members expressed disappointment and frustration that the Stakeholder Group meeting was moved from a hybrid to an online format on the day of the meeting and noted their preference for in-person meetings. Holding the meeting in person would have been a challenge for a number of reasons, and the meeting was moved online to ensure productive discussions.

*Question (Q). Why are the factor and option scores anonymous? It would be helpful to understand group members' scores and the reasons for these scores.*

*Answer (A).* The scores were anonymized before sharing with the group to respect group members' privacy and not have members feel forced to share their scores. The facilitation team shared individual scores with each group member for their own records, and group members are invited to share their scores and reasons in discussions during the meeting.

### Additional Information: Options and Recommendation Factors

Lindsey Falkenburg, Parks Planning Manager, presented the timeline for the opening of the Redmond Senior & Community Center (RSCC) and the estimated timelines to open for the renovation and rebuild/new build options.

*Q. Why is the estimated timeline to open for the renovation option about two years?*

*A.* This timeline includes further community engagement and determining various design factors. The timeline estimate will be refined once the scope of the design is finalized.

*Q. Will the Old Fire House (OFH) timeline be accelerated, similar to the RSCC timeline?*

*A.* The processes will be similar. It is a city priority to move the OFH process forward to meet the needs of the community and teens.

### Menti Results: Option Scores

Darcy presented the group's original and weighted option scores (i.e., how each option performed in each factor), outlining the calculations made to determine the weighted scores. *For an overview of these scores, please see the meeting presentation.*

*Q. What is the purpose of these weighted scores?*

*A.* The weighted scores reflect the importance of each factor (as set by this group) and apply that importance as a value to the performance scores this group gave the two options. It helps us analyze multiple different objectives on a common scale, or "compare apples to apples," informing the group's discussions and development of a recommendation.

*Q. The renovation option has larger weighted scores for six factors, while the rebuild/new build option has larger weighted scores for eight factors. Does this indicate that the group favors the rebuild/new build option over the renovation option?*

A. A higher weighted score for one of the options indicates that this option better satisfies the factor based on the Stakeholder Group's evaluation. Though the rebuild/new build option has a greater number of higher scores, the group considers the renovation option to significantly satisfy the community sentiment, lifespan of facility, and location factors. The options perform very similarly for estimated costs, and equity and inclusion factors. These scores and their differences provide a starting point for further discussion.

Group members shared the following insights and impressions:

- Community sentiment is one of the most important recommendation factors. If community members don't feel comfortable in a space, then they will not use it.
- Some members were interested in discussing the original factor scores further. The facilitation team noted that group members can discuss the factor scores and individual reflections during the meeting's breakout group discussions. The scores are a tool and starting point for discussions to inform the group's recommendation.

Group members transitioned to breakout groups to discuss takeaways from the options' performance and weighted results, the options that are consistent with their recommendation factor priorities, and the factors that could satisfy or address both options equally, depending on implementation.

Each breakout group shared their highlights, observations, and insights with the full group:

- Breakout group #1 was not surprised about the scores for location and community sentiment, feeling that they are linked and inseparable. The breakout group prefers the existing OFH location due to its positive community sentiment. They understand that the rebuild will have a longer lifespan, but as it won't be guaranteed on the existing OFH location, the group was torn between the options. Factors such as operations are a given for both options.
- Breakout group #2 noted that many of the weighted scores were higher for the rebuild option, such as sustainability and estimated costs. As the rebuild/new build option has a projected \$3 million difference and a 25-year longer lifespan than the renovation option, a new building would be more cost-effective over time than a renovation. The breakout group also discussed expanding a rebuild to a mixed-use space, but noted that teens would not prefer this. The group felt the table of weighted scores does not fully reflect how some factors are much more important to the group than others.
- Breakout group #3 noted strong community preferences for the OFH building's current location. While the location of a rebuild is to be determined, the breakout group hopes that City Council can consider the existing OFH location for the rebuild option. Facility lifespan is also an important factor for both the community and for City Council consideration. One topic that the Stakeholder Group has not yet explored is the target population and who the City is hoping to serve in either a renovated or a rebuilt facility.
- Breakout group #4 shared that they discussed estimated costs, sustainability, and community sentiment regarding having the building space as teen-dedicated or

multi-use. In the RSCC process, many seniors had similarly shared hopes about retaining a senior-only space rather than transitioning to a multi-use community space. The weighted scores for estimated costs were relatively close. Important factors for consideration include community sentiment, facility lifespan, and location. The breakout group would consider the rebuild option if its location at the existing OFH location could be guaranteed. Hopes were also shared about retaining music spaces.

City staff shared that the recommendation to City Council can be nuanced, such as if the Stakeholder Group would like to recommend the rebuild/new build option with the guarantee that it will be built in the existing OFH location.

*Q. If City Council chooses the rebuild/new build option, who decides the location?*

A. City Council will vote to determine the location. If the Stakeholder Group recommends rebuilding on the existing OFH location, City Council can choose to move forward with it.

### **Option Opportunities and Challenges**

The Stakeholder Group transitioned back into breakout groups to discuss the following questions:

- *What's most promising about the renovation option? Where do you see challenges?*
- *What's most promising about the rebuild/new build option? Where do you see challenges?*
- *If your breakout group had to make the recommendation right now, what would it be, and why?*

Each breakout group shared their highlights, observations, and insights with the full group.

#### Breakout group #1:

- *Most promising about a renovation:* Unanimous agreement on the historical value of the property. Further improvements could include further soundproofing of the walls for performances, improving accessibility, and building to code, which could drastically impact the building's aesthetics.
- *Most promising about a rebuild/new build:* Starting from a blank slate and not being restricted by OFH's existing structure. A rebuild could accommodate more community interests and activities through being available for use by multiple groups of people.
- *Recommendation:* The group was split between both options. The rebuild/new build option has advantages in longevity and greater opportunities, while the renovation option has strong community support. If the rebuild option is chosen, the group would recommend keeping it on the existing OFH site due to the importance of its history.

#### Breakout group #2:

- *Most promising about a renovation:* Securing the existing location and aligned with community sentiment. Having no room for expansion could allow the space to remain dedicated to teens instead of being more multi-use. Challenges include having a relatively shorter facility lifespan and reduced sustainability.
- *Challenges about a rebuild/new build:* Rebuilding on the current OFH location is not guaranteed at this moment.

- *Recommendation:* The group would recommend the renovation option given current information. If the existing OFH location could be guaranteed, then the group would unanimously recommend the rebuild/new build option. One group member shared that they would like to have the rebuild be a replica of the existing OFH building, built up to code and potentially expanded, to provide a sense of hominess and honor the building's legacy.

#### Breakout group #3:

- *Most promising about a renovation:* The history and legacy of the existing building, with the preference that as much of the building's history be retained as possible. The group also shared a preference for retaining a teen-only space, but this could create periods in which the facility would not be in community use. All-age music performances could help make the facility more widely used by the community.
- *Most promising about a rebuild/new build:* Longer lifespan and relatively similar costs with the renovation option, in addition to more opportunities to envision the space and more flexibility for community-wide use.
- *Recommendation:* The group was split between both options. If the group recommended the rebuild/new build option, it would come with the condition that it be rebuilt in the existing OFH location.

#### Breakout group #4:

- *Most promising about a renovation:* Preservation of the OFH's history and character in addition to alignment with community sentiment. Having a bigger kitchen would be promising. Challenges include the relatively shorter facility lifespan and not knowing what additional work would be required upon opening the walls
- *Most promising about a rebuild/new build:* More opportunities to envision the space, including additional space for stages and music performances, and to align with how teens want to use the space in the future. A challenge is that a rebuild may not reflect what teens want in the space if they are not fully engaged in the process.
- *Recommendation:* The group would recommend the rebuild/new build option with the conditions that it be rebuilt on the existing OFH location and that it is a place "for teens, by teens." Teens should be represented in the building's design process to better ensure it aligns with teens' wants and needs and that the space is ultimately used by teens. A part of what made the OFH special is that it grew organically and was defined by its users. A rebuild should give the same opportunity for teens to grow community sentiment and recreate its specialness.

Some group members shared that having a teen-exclusive space is crucial to ensure its use by teens. It would be reasonable for other community members to use the space outside of teen-exclusive drop-in hours.

#### **Identifying Areas of Agreement**

Darcy facilitated a Menti poll for the group members to score their level of support for each option, on a scale of 1 to 7, with 1 as "strongly oppose" and 7 as "strongly support." The purpose of this activity is to gauge the group's perspectives on each option to inform the development of the recommendation.

Both the renovation and rebuild/new build options resulted in a score of 4.7 out of 7. See the attached Menti Poll results. Darcy invited group members to share their reflections.

- These scores reflect the group's discussion and value of the existing OFH location, the OFH's history, and teen-dedicated spaces. Renovation is the option that better ensures retaining these elements.
- Some would support the rebuild/new build option if the existing OFH location is guaranteed, as it provides longer facility lifespan, sustainability, and more opportunities for flexibility and creativity.
- One member shared an experience moving from an older to a newer facility for a community center; the new facility didn't have the same sense of community. With the rebuild/new build option, there is a greater risk that it could lose that feeling.
- While the group has a good sense of what a renovation would entail, there are many unknowns with a rebuild/new build, which could affect its score. City staff responded that conditions for a rebuild/new build could be made known to City Council through the Stakeholder Group's recommendation.
- The group could provide City Council with desired conditions for both options to allow City Council more information for consideration.
- A visioning session with the group would be helpful to define what the building could look like in the future. After the visioning, the group can reconsider the options to see which option best aligns with the group's vision. The facilitation team responded that the next meeting will include a similar activity, and the vision can be tied to the group's recommendation.
- A group member shared from their personal experience that users of an aging, unsafe building initially expressed concerns about whether a new building could meet their needs, but ultimately embraced the new space once completed. A well-planned and well-visioned rebuild has the potential to successfully address users' wants and needs.

### **Wrap Up and Next Steps**

At the next Stakeholder Group meeting on Oct. 22, the group will conduct the visioning exercise and review and discuss the draft recommendation.

Darcy thanked the group members for their participation before adjourning the meeting.

# Overall Project Timeline



# Redmond Senior & Community Center Engagement and Construction Timeline

This document provides a chronological overview of the Redmond Senior & Community Center (RSCC) project (2019-2024) and an anticipated timeline for the Old Fire House Teen Center (OFH) to provide context as the Stakeholder Group considers the renovate or rebuild recommendation.

## Key Context to Note:

- **Scale:** RSCC is 52,000 square feet; OFH is anticipated to be 20,000 square feet or less (less than half the size). Smaller projects typically require less design time, simpler construction, and shorter timelines.
- **External Factors:** RSCC faced unprecedented COVID-19 pandemic impacts, including delayed engagement, decision-making, materials procurement, construction timelines, and higher costs.
- **Robust Engagement:** RSCC had the most extensive community engagement the City had conducted—over 1,500 questionnaire responses, numerous meetings, ongoing stakeholder involvement. This engagement shaped the final facility without delaying the timeline because it was integrated into the design process.

## REDMOND SENIOR & COMMUNITY CENTER TIMELINE (2019-2024)

	Milestone	Notes
<b>Sept. 2019</b>	Senior Center Facility Closure	The Redmond Senior Center closed after a structural assessment revealed significant water damage affecting building systems. The consultant recommended immediate closure until repairs could be made.
<b>Early 2020</b>	Initial Public Engagement	The Recreation Stakeholders group was reactivated to guide community engagement. Two public outreach campaigns invited community input on the building's future through stakeholder meetings, public meetings, online questionnaires, and commission presentations.
<b>Oct. 2020</b>	Policy Direction	City Council decided to demolish the former Senior Center and directed staff to bring an architect on board and determine the future facility's functionality. Once this fundamental decision was made, the project progressed with multiple workstreams operating in parallel.
<b>Jan. 2021</b>	Architecture Contract and Community Engagement Begins	Opsis Architecture began working with the City. The Stakeholder Group worked closely with architects and staff throughout design.  Robust Community Engagement: <ul style="list-style-type: none"> <li>• 1,500+ online questionnaire responses—the largest engagement the City had seen to date</li> <li>• Community meetings, surveys, ongoing Stakeholder Group design sessions, and commission input</li> </ul>
<b>July 2021</b>	Schematic Design Approved	City Council reviewed the preliminary schematic design and gave direction to continue with design and construction of the 52,000 square foot facility.
<b>Oct. 2021</b>	Budget and Funding Approved	City Council passed the budget ordinance, formally approving project funding.
<b>Jun. 2022</b>	Groundbreaking	COVID-19 Impacts on Construction: Increased material prices, longer lead times, material shortages, and electrical switch gear delayed by 6 months. The team mitigated many impacts by procuring materials early, but some delays were unavoidable.

<b>Mar. 2024</b>	Substantial Completion	
<b>May 2024</b>	Grand Opening	The 52,000 square foot Redmond Senior & Community Center officially opened (~4.5 years from closure to opening).

#### ANTICIPATED OLD FIRE HOUSE TEEN CENTER TIMELINE (2025-2028)

This is a rough reference timeline only. A formal timeline will be established if Council chooses to rebuild. Many variables remain unknown (location, site restrictions, final square footage). This assumes no major global disruptions.

	<b>Milestone</b>	<b>Notes</b>
<b>Nov. 2025</b>	City Council Direction on Current Facility	Council decides whether to renovate the current structure or investigate rebuilding (at current location or new location). This is the decision the Stakeholder Group is informing with their recommendation.
<b>Q1 2026</b>	Architect Contracted & Next Phase of Engagement Begins	If Council directs staff to rebuild, an architect would be brought on board. Community and stakeholder engagement would begin in tandem with design, including teen-focused design sessions, community surveys, and public input opportunities.
<b>Q4 2026</b>	Overall Design and Funding Approved	City Council approves final design and project budget.
<b>Q3 2027</b>	Groundbreaking	Construction begins. Estimated 12-month construction timeline.
<b>Q3/Q4 2028</b>	Grand Opening	New facility opens, approximately 3 years from Council's initial decision.

# Old Fire House Teen Center

## Facility Recommendation Stakeholder Group

### Meeting #5 Agenda

#### Meeting Date and Time

Wednesday, Oct. 22, 6 – 8:30 p.m.

#### Meeting Objectives

- Check in on group reflections since Meeting 4 and what members are hearing from their communities.
- Share updated Menti poll results of group recommendation leanings with added third option.
- *Breakout discussion - visioning*: Explore group members' experiences with teen spaces, then discuss and describe what would make a successful future teen center and how the group's recommendation can incorporate their vision.
- *Breakout discussion - recommending*: Review the draft recommendation and edit, revise, or even re-write to better reflect the group's perspective.

#### Meeting Agenda

Time	Item	Presenter(s)
5:30 p.m.  30 mins.	<i>Stakeholder Group members are invited to arrive 30 minutes early to connect with other members and test audio/video before the meeting begins.</i>	
6 p.m.  20 mins.	<b>Opening</b> <ul style="list-style-type: none"> <li>• Welcome and agenda overview</li> <li>• Checking in</li> <li>• Updated Menti poll results</li> </ul>	<b>Darcy Edmunds,</b> Facilitator
6:20 p.m.  55 mins.	<b>Teen Center Future Visioning</b> <ul style="list-style-type: none"> <li>• Introduce activity and transition to groups</li> <li>• Small group (3-4) breakout discussion (30 mins.):               <ul style="list-style-type: none"> <li>○ <i>Vision: Think about everything you've learned in group conversations so far. Describe - or draw! - for your fellow group members what a successful future teen center looks like: What does it feel like walking through the doors? Who's there? What can you do there?</i></li> </ul> </li> </ul>	<b>Darcy Edmunds,</b> Facilitator

Time	Item	Presenter(s)
	<ul style="list-style-type: none"> <li>○ <i>Discuss: What aspects of this vision can the recommendation embody?</i></li> <li>● Full group share-out &amp; discussion (20 mins.)</li> </ul>	
7:15 p.m.	<b>10-minute break</b>	
7:25 p.m.  55 min.	<p><b>Recommendation Revising</b></p> <ul style="list-style-type: none"> <li>● Introduce activity and transition to groups</li> <li>● Small group breakout discussion using digital whiteboard (30 mins.): <ul style="list-style-type: none"> <li>○ <i>Review the draft recommendation together and discuss initial reactions (10 mins.):</i> <ul style="list-style-type: none"> <li>▪ <i>Would you add, remove, or change anything?</i></li> <li>▪ <i>Would you re-word anything?</i></li> </ul> </li> <li>○ <i>Collectively <u>identify shared themes</u> from the group's discussion and <u>revise/edit the recommendation</u> to more closely align with the group's perspectives and "say it in your own words" (20 mins.)</i></li> </ul> </li> <li>● Full group share-out &amp; discussion (20 mins.)</li> </ul>	<b>Darcy Edmunds,</b> Facilitator
8:25 p.m.  5 min.	<p><b>Wrap Up and Next Steps</b></p> <ul style="list-style-type: none"> <li>● Next meeting details</li> </ul>	<b>Darcy Edmunds,</b> Facilitator
8:30 p.m.	<b>Adjourn</b>	

### **DRAFT Stakeholder Group Recommendation**

We recommend rebuilding the Teen Center in the same spot. Everyone loves where it is, and a new building would last longer and have the potential for more space while honoring the OFH legacy.

If that can't happen, renovating is our next choice to preserve the OFH history and vibe while opening its doors sooner.

*Whatever the decision:*

- The space should stay **teen dedicated**. Some other uses, like camps for younger kids or events, are fine but it still needs to feel like *our* space.
- The new Teen Center should **look and feel like the old one** – cozy, welcoming, and music-filled. We want it to remind people of what made the Teen Center special in the first place.

# Old Fire House Teen Center Facility Recommendation Stakeholder Group

Meeting #5 - Oct. 22, 2025



Redmond  
WASHINGTON

# Meeting Ground Rules Reminders



Please remain **muted** when not speaking.



The **facilitator will guide** the agenda and process.



**Actively participate** in the group.\*



Please **hold questions** until after each presentation. Use the “raise hand” feature or type your question in the chat, and we’ll address them during the Q&A.



**Stories stay; lessons leave.** Respect, privacy, and safety are important in this process.

*\*The facilitator may invite quieter members to share 😊*



# Teens' Parents Joining Meeting

- ▶ Parents joining tonight's meeting - welcome!
- ▶ Supporting teen participants
- ▶ In listen mode during the meeting



# Meeting Objectives

- Check in on group reflections since Meeting 4 and what members are hearing from their communities.
- Share updated Menti poll results of group recommendation leanings with added third option.
- *Breakout discussion - visioning*: Discuss and describe what would make a successful future teen center and how the group's recommendation can incorporate their vision.
- *Breakout discussion - recommending*: Review the draft recommendation and edit, revise, or even re-write to better reflect the group's perspective.



# Agenda

Time	Item	Presenter(s)
6 p.m.	<b>Welcome &amp; Checking In</b>	<b>Darcy Edmunds</b> , Facilitator
6:20 p.m.	<b>Teen Center Future Visioning</b> ▶ <i>Breakout group discussions and full group share-out</i>	<b>Darcy Edmunds</b> , Facilitator
7:15 p.m.	<b>10-minute break</b>	
7:25 p.m.	<b>Recommendation Revising</b> ▶ <i>Breakout group discussions and full group share-out</i>	<b>Darcy Edmunds</b> , Facilitator
8:25 p.m.	<b>Wrap Up and Next Steps</b>	<b>Darcy Edmunds</b> , Facilitator
8:30 p.m.	<b>Adjourn</b>	

# Checking in

- What is everyone thinking after the last meeting?
- Have you reached out to your community about your involvement in this process?
- If so, what reactions have you heard?



# Updated Menti Results

Darcy Edmunds, Facilitator

# Menti Results - ORIGINAL *with two options*

Rate your support of each option:

RENOVATE



REBUILD / NEW BUILD



Strongly Oppose

Strongly agree

21 members submitted scores on Oct. 8, 2025

# Menti Results - Updated with three options

Rate your support of each option:

1. RENOVATE

4.0

2. REBUILD / NEW BUILD with location to be determined

3.6

3. REBUILD / NEW BUILD guaranteed at the existing OFH location

5.8

Strongly Oppose

Strongly agree

18 members submitted scores between Oct. 16 and Oct. 22, 2025

# Teen Centers Future Visioning

Darcy Edmunds, Facilitator

# Small Group Discussion | Full Group Share-Out

**Group instructions:** (1) Decide who will be the notetaker and who will lead the group's share-out with the larger group. (2) Breakout groups will end after 30 minutes, then groups will take turns sharing highlights from the discussion.

## Future Visioning (30 mins.)

*Group members discuss vision and connection to recommendation.*

- Vision: Think about everything you've learned in the conversations so far. Describe for your fellow group members what a successful future teen center looks like: **What does it feel like walking through the doors? Who's there? What can you do there?**
- Discuss: What aspects of this vision can the recommendation embody?

## Small Group Discussion | Full Group Share-Out

- ▶ What is your group's vision for the new teen center?
- ▶ How can the Stakeholder Group recommendation embody this vision?

**10-minute break**

# Framing the Recommendation: Final Report Outline

Darcy Edmunds, Facilitator

# Stakeholder Group **Final Report Outline**

- Executive summary, introduction, and background
- Group purpose and membership
- Group meeting schedule and topics
  - ▶ MODA process overview, activities, and group scores
  - ▶ Key discussion topics

## ★ **Group recommendation**

- The City's next steps
- *Appendices:*
  - Stakeholder Group charter, meeting presentations, summaries, and additional materials
  - Focus Group summary

# Recommendation Revising

Darcy Edmunds, Facilitator

# Draft Recommendation | Group Review & Revision

## *What is the draft recommendation?*

- A DRAFT for you to react to, share feedback on, edit together.
- Intended to earnestly document the group's discussions and feedback heard over the first four meetings.
- Provides something for the group to workshop/revise, instead of starting from scratch.
- Will be updated after tonight to reflect the group's feedback and discussion.
- Will be included in the Stakeholder Group Final Report.

# Small Group Discussion | Full Group Share-Out

**Group instructions:** (1) Decide who will be the notetaker and who will lead the group's share-out with the larger group. (2) Breakout groups will end after 30 minutes, then groups will take turns sharing highlights from the discussion.

**Review:** Review the draft recommendation together and discuss initial reactions (10 mins.):

- Would you add, remove, or change anything?
- Would you re-word anything?

**Workshop:**

- As a group, identify shared themes from the group's discussion and revise/edit the recommendation to more closely align with the group's perspectives (*which could be diverse*) and "say it in your own words" (20 mins.)

# Small Group Discussion | Full Group Share-Out

- ▶ What were your group's reactions to the draft recommendation?
- ▶ How did your group revise the draft?

# Wrap Up and Next Steps

Darcy Edmunds, Facilitator

# Next Steps

- **Next meeting:** Wednesday, Oct. 29
- **Hybrid** (MS Teams & City Hall Alpha Bravo Room)
  
- **Topics**
  - Present the **updated recommendation** to the Stakeholder Group and hear comments.
  - Share reflections from the Stakeholder Group process.
  - Thank Stakeholder Group for their contributions.
  - Discuss next steps.

**Thank you!**



**Redmond**  
WASHINGTON

# Appendix: Updated Menti Poll Results

Individual scores below submitted by 18 group members between Oct. 16 and Oct. 22, 2025.

Rate your support of each option (1-7):

1. RENOVATE	2. REBUILD / NEW BUILD with location TBD	3. REBUILD / NEW BUILD at existing OFH location
7	3	7
3	4	7
7	1	4
7	1	6
7	1	3
4	3	7
7	2	7
2	6	3
1	5	4
4	1	7
6	1	4
2	5	7
1	1	7
4	5	7
4	5	7
1	7	4
1	7	6
4	6	7
<b>4.0</b>	<b>3.6</b>	<b>5.8</b>

# Appendix: DRAFT Group Recommendation

## DRAFT Stakeholder Group Recommendation

We recommend rebuilding the Teen Center in the same spot. Everyone loves where it is, and a new building would last longer and have the potential for more space while honoring the OFH legacy.

If that can't happen, renovating is our next choice to preserve the OFH history and vibe while opening its doors sooner.

*Whatever the decision:*

- The space should stay **teen dedicated**. Some other uses, like camps for younger kids or events, are fine but it still needs to feel like *our* space.
- The new Teen Center should **look and feel like the old one** – cozy, welcoming, and music-filled. We want it to remind people of what made the Teen Center special in the first place.

# Appendix: Feedback and Decision Making



 City Council Teen Center Subcommittee observes Stakeholder Group meetings and community engagement.

# Old Fire House Teen Center Facility Recommendation Stakeholder Group

Meeting #5 Summary - Oct. 22, 2025, 6 - 8:30 p.m.

## Meeting Objectives

- Check in on group reflections since Meeting 4 and what members are hearing from their communities.
- Share updated Menti poll results of group recommendation leanings with added third option.
- *Breakout discussion - visioning*: Explore group members' experiences with teen spaces, then discuss and describe what would make a successful future teen center and how the group's recommendation can incorporate their vision.
- *Breakout discussion - recommending*: Review the draft recommendation and edit, revise, or even re-write to better reflect the group's perspective.

## Attendees

### Stakeholder Group

- Cameron Boher
- Caroline Chapman
- David Cline
- Jeff Lee
- John Crosley
- Kate Becker
- Kathy O'Keefe
- Kristie Neklason
- Mark Peterson
- Pat Vache
- Rob Leavitt
- Teen

### City Council Teen Center Subcommittee

- Vanessa Kritzer, City Council President
- Angie Nuevacamina, Councilmember
- Steve Fields, Councilmember

### City of Redmond Staff

- Loreen Hamilton, Parks and Recreation Director
- David Tuchek, Deputy Parks Director
- Erica Chua, Recreation Manager
- Lindsey Falkenburg, Parks Planning Manager

### Facilitation Team

- Darcy Edmunds, Facilitator, Stepherson & Associates Communications (S&A)
- Aileen Dinh, Facilitation Team, S&A
- Kelsey Swenson, Facilitation Team, S&A

*The names of group members under the age of 18 are not listed for privacy.*

## Meeting Summary

### Opening

Darcy Edmunds, Facilitator, welcomed the Stakeholder Group to the fifth meeting and reviewed the meeting ground rules, objectives, and agenda.

Darcy invited group members to share their reflections and conversation with other community members since Meeting 4:

- Some members of the city commissions expressed their disappointment with the Old Fire House (OFH) building closure to one group member. Members of the city fire department have emphasized that the building was in poor condition. They recognize that moving forward this process is a priority to ensure teens have a safe space.
- One group member visited the teen drop-in space at the Redmond Community Center at Marymoor Village (RCCMV) and spoke with staff about attendance at teen programming; they were impressed by the youth-oriented nature of the space but noted that increasing teen attendance and engagement is gradual and takes time.
- Staff at Youth Eastside Services have heard from middle school youth that they face barriers to accessing city teen programming, including difficulties with getting to the RCCMV and feeling comfortable in the drop-in space. They recommend the City consider how to create a more welcoming, inclusive environment for all teens and improve access to teen services, as well as engage and gain feedback from current and future teens who have not yet been involved in this process.
- One group member suggested the current draft recommendation would better reflect their perspective if renovation was positioned as the primary recommendation, with the on-site rebuild as the secondary option. The previous OFH facility had effectively met teens' needs - "if it isn't broken, don't fix it."
- One member noted that previous reported figures of OFH attendance does not account for all users, as many teens wouldn't sign-in. Additionally, attendance since 2020 would be impacted by COVID-19, with numbers still slowly recovering.

*Q. Is it possible to recommend the option of rebuilding at the current location and have the renovation option as the alternative if the current location cannot be guaranteed? Will community engagement continue regardless of which option is chosen?*

A. Yes, it is possible to provide that recommendation. Further community engagement will occur regardless of the option chosen to ensure that the building design and other elements are informed by community needs and preferences. The rebuild/new build option will likely have a slightly longer community engagement process due to having more design and planning elements for consideration.

*Q. If City Council chooses to rebuild at the current location, could subsequent community engagement and City Council decisions change the building's location or any other elements, such as transitioning to a more multi-use space?*

A. No. After City Council makes its decision and provides directions to city staff, the decision cannot be changed by staff or further community engagement unless there are significant unforeseen challenges, such as land or site-related complications that would directly impact the rebuild process.

## Updated Menti Results

Darcy shared the results of two Menti polls showing the group members' support of each option on a scale of 1 to 7, with 1 as "strongly oppose" and 7 as "strongly support." Following the addition of the third option ("rebuild/new build guaranteed at the existing OFH location") following Meeting 4, the average scores were as follows:

- Renovate - 4.0 / 7.0
- Rebuild/new build with location to be determined - 3.6 / 7.0
- Rebuild/new build guaranteed at the existing OFH location - 5.8 / 7.0

Group members shared their impressions of the Menti results:

- One member felt the results aligned with their expectations. Retaining the existing location is valuable due to its central geographic position within the City of Redmond, which ensures convenient access for teens through multiple modes of transportation.
- One member was surprised that the score for the renovation option wasn't higher due to the building's historical significance and popularity with current teens. The level of support for the rebuild/new build option with an undetermined location was also higher than expected. If the renovation option is not chosen as the group's primary recommendation, then this group member supports the rebuild/new build guaranteed at the existing location as the next best option.
- Another member noted the results are not surprising because the rebuild/new build option at the existing OFH location aligns with many of the group's priorities, including retaining the central location and having a longer facility lifespan.

*Q. If City Council chooses to rebuild at the current location, will building retain its unique character, teen-dedicated nature, and the "Old Fire House" name?*

A. These elements will be determined in the next phase of this process through further community engagement, stakeholder group engagement, and City Council approval. Through this current process, both city staff and City Council have developed an initial understanding of the group's preferences. The following phases will focus on determining the building's design and operational uses to best meet the needs of teens. The name of the building, as with all city facilities, will be informed by community engagement and approved by City Council.

*Q. Is renovation the only option that allows for preservation of the building's character?*

A. With the renovation option, there is less likelihood that major elements of the building will change.

## Teen Center Future Visioning

Group members transitioned to breakout groups to discuss their visions for the future teen center and how the group's recommendation can embody the visions.

Each breakout group shared highlights and insights with the full group:

- **Breakout group #1** envisions a teen center that honors the OFH's music heritage while including other opportunities for diverse uses from future teens. The building should have large, flexible spaces and offer a safe and comfortable environment for teens who have limited places to go. Similarly to how the OFH's focus on music was

created and built organically by teens, the future teen center shouldn't exclude what teens may want to organically create in the future.

- **Breakout group #2** envisions a “teen-first” space that is dedicated for teen use during periods that teens are available (e.g., 3pm to close) and open for community use outside of those periods. The space has a welcoming and comfortable environment, in part due to having a layout of separate but interconnected rooms that provide teens with choice and flexibility in where they spend time. The building's interior décor is informed by teens, and building amenities include a large kitchen, performance stage, recording studio, and storage rooms.
- **Breakout group #3** envisions a teen center that is either renovated or rebuilt at the same location. The space has a similar layout to the OFH with separate rooms for different activities (e.g., creating art, playing games, recording music), and has a large kitchen space and recording studio. The building also memorializes the OFH, such as through décor, aesthetic, or structure (e.g., large garage doors, hose tower). If the building is available for community use, it is conducted in spaces and during hours separate from the teen drop-in space and teen programming hours.
- **Breakout group #4** envisions a teen-oriented and teen-dedicated space that is welcoming, comforting, and open to all teens. Building amenities include the recording studio, a game room, an art room, a large kitchen space, and space for city staff. The building layout has separate rooms, and the interior is decorated by teens. Outside of teen-dedicated hours, the space can be open for community use. Overall, the building should honor the OFH's history and music heritage.
- **Breakout group #5** expressed a preference for either the renovation or rebuild/new build at the same location. The envision a center that is made for and informed by teens to ensure that teens feel safe within the space. The teen center is accessible for individuals of all physical abilities. Building amenities include a performance stage, recording studio, and a large kitchen space. The space is welcoming to all teens, in part due to having a diverse range of interior art and opportunities for creative self-expression on the walls. Operating hours accommodate teens with earlier school dismissal times. All teen programming is offered free of charge, and teen-created promotional materials have access to broader distribution channels. City staff supporting teen programming and the drop-in space are familiar, trusted, and consistently present.

*Q. When the OFH building was still open for use, during which hours was the building unoccupied by both teens and community members?*

A. Outside of teen-dedicated hours, the building was used by city staff and groups who rented the space for private events and programming. The building was typically vacant only during overnight hours.

### **Recommendation Revising**

Darcy provided an overview of the Stakeholder Group final report outline, noting that the group will have a chance to review and share comments on the report.

Group members transitioned back into breakout groups to review the draft recommendation, discuss initial reactions, and revise or rewrite the recommendation to more closely align with the group's perspectives. Each group recorded their notes and revisions using the online

Miro platform and shared highlights from their discussions with the full group. *See the attached Miro boards for more details.*

City staff encouraged group members to share further thoughts, revisions, and re-writes of the draft recommendation with the facilitation team to further inform the updated recommendation.

A group member shared that they would like to share a minority recommendation noting their preference for the renovation option, alongside the group's primary recommendation for the rebuild/new build option at the existing location. City staff noted that group members supporting this minority recommendation should notify the facilitation team to inform the updated recommendation document.

*Q. Does the Stakeholder Group's recommendation determine the building's location?*

A. The Stakeholder Group can recommend a location. City Council will ultimately determine the building's location.

### **Wrap Up and Next Steps**

At the next Stakeholder Group meeting on Oct. 29, the group will review and provide comments on the updated recommendation, share reflections from the Stakeholder Group process, and discuss next steps.

Darcy thanked the group members for their participation before adjourning the meeting.

# **Recommendation Revising**

Redmond OFH Stakeholder Group  
Meeting #5

**DRAFT Stakeholder Group Recommendation**

We recommend rebuilding the Teen Center in the same spot. Everyone loves where it is, and a new building would last longer and have the potential for more space while honoring the OFH legacy.

If that can't happen, renovating is our next choice to preserve the OFH history and vibe while opening its doors sooner.

*Whatever the decision:*

- The space should stay **teen dedicated**. Some other uses, like camps for younger kids or events, are fine but it still needs to feel like our space.
- The new Teen Center should **look and feel like the old one** – cozy, welcoming, and music-filled. We want it to remind people of what made the Teen Center special in the first place.

**Review:** Review the draft recommendation together and discuss (10 mins.):

*What are your initial reactions? Would you add, remove, change, or re-word anything?*

- 1.) Mostly agree – has heard that people want to renovate as the top option and then rebuild on location (within the teen community outside the stakeholder group)
- 2.) Language is weak – could be stronger – like the language of loving it where it isn't the same as saying the location is critical
- 3.) Rebuild in place as a top option and then renovate in place
- 4.) Make the language more specific and direct – words like vibe feel too chill, the language needs to communicate that this isn't a light suggestion, it is a strong suggestion based on discussion and evidence
- 5.) Overall fulfills mission statement for the recommendation – isn't as specific as would be preferred, mentioning some specifics like the fact that it is the first city hall, connection to history, etc. could be good context!
- 6.) Honoring OFH legacy – in silhouette, facade, architecture would be the extra mile, make it an iconic landmark – that would be a cool opportunity to make it a permanent fixture of Redmond
- 7.) Specify what preserve means! Preserve the layout, preserve the artwork, keep everything the same but change practicality like storage and soundproof walls.
- 8.) Not as descriptive as what stakeholder thought, in essence accurate!

Keeping the current location is critical for accessibility  
(instead of "Everyone loves where it is")

- Specifying welcoming/accessibility to alternative & LGBTQ+, etc

The majority recommend rebuilding the Teen Center in the same spot...  
Renovating is the top choice for some and should be a top choice that preserves the OFH history and

From the teen community's perspective renovate is a top choice – location is agreed upon by everyone as important!

The central location is critical while being accessible to all youth, while honoring the history of OFH being, amongst many things, the first City Hall, a fire house, and a long standing all-ages music venue.

The connection to history and its significance as a music venue helps connect participants connect to a lineage of past teens, artists, and community members.

**DRAFT Stakeholder Group Recommendation (FOR DIRECT EDITING) Group one**

We recommend rebuilding the Teen Center in the same spot. The central location is critical due to being accessible to all youth, and a new building would last longer and have the potential for more space while honoring the OFH legacy as the first City Hall, Firehouse, and all ages music venue. We would want to preserve the layout of OFH as much as possible and change things only for practical reasons (ex. more storage).

If that can't happen, renovating is our next choice to preserve the OFH history and vibe while opening its doors sooner.

*Whatever the decision:*

- The space should stay **teen dedicated**. Some other uses, like camps for younger kids or events, are fine but it still needs to feel like our space.
- The new Teen Center should **look and feel like the old one** – cozy, welcoming, and music-filled. We want it to remind people of what made the Teen Center special in the first place.

We recommend rebuilding the Teen Center in the same spot. Everyone loves where it is, and a new building would last longer and have the potential for more space while honoring the OFH legacy.

If that can't happen, renovating is our next choice to preserve the OFH history and vibe while opening its doors sooner.

*Whatever the decision:*

- The space should stay **teen dedicated – in other words it should be by teens, for teens**. While it can be teen oriented during teen hours, the space can be used by other groups when teens are present.
- The new Teen Center should **look and feel like the old one** – cozy, welcoming, and music-filled. We want it to remind people of what made the Teen Center special in the first place.
- The new Teen Center it should maintain a similar layout with pragmatic updates such as updated kitchen, updated storage space, etc.

**DRAFT Stakeholder Group Recommendation**

We recommend rebuilding the Teen Center in the same spot. Everyone loves where it is, and a new building would last longer and have the potential for more space while honoring the OFH legacy.

If that can't happen, renovating is our next choice to preserve the OFH history and vibe while opening its doors sooner.

*Whatever the decision:*

- The space should stay **teen dedicated**. Some other uses, like camps for younger kids or events, are fine but it still needs to feel like our space.
- The new Teen Center should **look and feel like the old one** – cozy, welcoming, and music-filled. We want it to remind people of what made the Teen Center special in the first place.

---

**Review:** Review the draft recommendation together and discuss (10 mins.):

*What are your initial reactions? Would you add, remove, change, or re-word anything?*

- Adjacent to what we've been discussing wanting in previous breakout groups + large group sessions
- continuing the legacy of the old teen center
- be convincing -> include specific reasons as to why we want the location to remain the same, why we want the feel/atmosphere to be the same
  - elaborating on how we want it to be "teen-dedicated" ->
  - we want the inside to be decorated by teens rather than staff
- similar layout to old teen center
- don't be prescriptive about decorations beforehand -> leave that open for later interpretation/desire
- insulation/noise cancelling in the performance area
- include that rebuilding in a different location is discouraged

**Workshop:** As a group, identify shared themes from the discussion and revise/edit the recommendation to more closely align with the group's perspectives and "say it in your own words" (20 mins.)

**Type in NEW recommendation OR edit existing draft below**

[New recommendation text]

Updated Stakeholder Draft Recommendation

We recommend rebuilding the Teen Center in the same spot. Everyone loves where it is, and a new building would last longer and have the potential for more space while honoring and continuing the OFH legacy. The location is also close to the geographical center of the city of Redmond, making it easy to access, which is an important factor to consider for <something about transportation here>.

If that can't happen, renovating is our next choice to preserve the OFH history and vibe while opening its doors sooner.

*Whatever the decision:*

- The space should stay **teen-oriented**. I

vote later on whether to keep renovating as an option

**DRAFT Stakeholder Group Recommendation**

We recommend rebuilding the Teen Center in the same spot. Everyone loves where it is, and a new building would last longer and have the potential for more space while honoring the OFH legacy.

If that can't happen, renovating is our next choice to preserve the OFH history and vibe while opening its doors sooner.

*Whatever the decision:*

- The space should stay **teen dedicated**. Some other uses, like camps for younger kids or events, are fine but it still needs to feel like our space.
- The new Teen Center should **look and feel like the old one** – cozy, welcoming, and music-filled. We want it to remind people of what made the Teen Center special in the first place.

**Review:** Review the draft recommendation together and discuss (10 mins.):

*What are your initial reactions? Would you add, remove, change, or re-word anything?*

- Feels in line and expected
- Renovate could be higher
- Understand a lot of people would want the rebuild on the same location
- If all conditions can't be met then possibly have a renovation

**Workshop:** As a group, identify shared themes from the discussion and revise/edit the recommendation to more closely align with the group's perspectives and "say it in your own words" (20 mins.)

**Type in NEW recommendation OR edit existing draft below**

[New recommendation text]

**DRAFT Stakeholder Group Recommendation (FOR DIRECT EDITING)**

We recommend rebuilding the Teen Center in the same spot. Everyone loves where it is, and a new building would last longer and have the potential for more space while honoring the OFH legacy. We would like to keep/expand music recording space specifically the recording studio. Additionally a larger kitchen space. We hope the outside space can be preserved and used in the new facility in the same way as before which includes keeping the patio.

Recommend maintaining the same name and fire house feel. When teen dedicated hours are occurring there should be no other community members present. During non-teen hours community members can be present.

Teen only hours 3 PM -closing time.

The spaces should be fluid and connected there should be a similar layout with multipurpose rooms. Ability for teens to decorate the spaces and keep those alterations within the building.

Teen space, led by teens, for teens which is for accessible and welcoming to all teens. The new building should honor the history of the previous building and should have elements from the OFH such as the stage and poster wall.

If conditions cannot be met, renovating is our next choice to preserve the OFH history and vibe while opening its doors sooner. It should maintain the same space with more accessibility with the building up to code.

*Whatever the decision:*

- The space should stay **teen dedicated**. Some other uses, like camps for younger kids or events, are fine but it still needs to feel like our space.
- The new Teen Center should **look and feel like the old one** – cozy, welcoming, and music-filled. We want it to remind people of what made the Teen Center special in the first place.
- Teens should drive the marketing for all events and programs at the building
- Stakeholder and Redmond teens should be a part of the design making process for the renovation or rebuild

A part of the group believes that the renovation should be a priority as opposed to the rebuild. It should maintain the same space with more accessibility with the building up to code. **298**

**DRAFT Stakeholder Group Recommendation**

We recommend rebuilding the Teen Center in the same spot. Everyone loves where it is, and a new building would last longer and have the potential for more space while honoring the OFH legacy.

If that can't happen, renovating is our next choice to preserve the OFH history and vibe while opening its doors sooner.

*Whatever the decision:*

- The space should stay **teen dedicated**. Some other uses, like camps for younger kids or events, are fine but it still needs to feel like our space.
- The new Teen Center should **look and feel like the old one** – cozy, welcoming, and music-filled. We want it to remind people of what made the Teen Center special in the first place.

**Review:** Review the draft recommendation together and discuss (10 mins.):

*What are your initial reactions? Would you add, remove, change, or re-word anything?*

- I would swap rebuild and renovation, renovation taking priority, as the best way to keep the spirit is to keep the layout and location, the best way to do so would be to just go with a renovation, this would take significantly less time and money it would allow teens to get back to what they were doing before much faster and in the same way they were before.  
( 1.Renovation 2.Rebuild at same location 3. rebuild on new location)
- Clarification that the priority if there was a new build is to keep it in the same location.
- Open to having programming for other age groups, but being sure these are separated from teen programs and spaces- offering dedicated teen drop in time
- More specification on separated spaces- recommend for teen drop in hours from after school hours to close of the center, the entire building is exclusive to teens
- Parking was brought up to have more or even an underground parking garage
- Add in expanding the kitchen and offering free programming
- One of the comments was for activities to be FREE. Not sure if we can include that.
- I am having trouble with this technology, The recommendation looks okay to me

**Workshop:** As a group, identify shared themes from the discussion and revise/edit the recommendation to more closely align with the group's perspectives and "say it in your own words" (20 mins.)

**Type in NEW recommendation OR edit existing draft below**

**DRAFT Stakeholder Group Recommendation (FOR DIRECT EDITING)**

We recommend rebuilding the Teen Center in the same spot. Everyone loves where it is, and it is close to the geographic center of Redmond and served teens well in this spot for more than 30 years. The current location is also close to bus and transport options. A new building would last longer and have the potential for more space while honoring the OFH legacy.

If we can't rebuild on the same spot, renovating is our next choice to preserve the OFH history and vibe while allowing the opening to be much sooner, in addition to being significantly less money. We could also still do a lot of the things we'd want to do in a rebuild with a renovation. This option would allow us to honor the OFH legacy much more authentically.

*Whatever the decision:*

- The space should stay **teen dedicated**. Some other uses, like camps for younger kids or events, are fine but it still needs to feel like our space.
- Specific hours will be reserved for teens only throughout the entire building
- The parking should remain the same, if not have additional spots
- The new Teen Center should **look and feel like the old one** – cozy, welcoming, and music-filled. We want it to remind people of what made the Teen Center special in the first place.

**do you think we're going to change the order of renovation being the priority?** since it would take less time and cost less and we could still do a lot of the things we wanted to in a rebuild anyway? + the asbestos removal would be the same for both processes

Notes:

- question of how much lead paint is still in existence at OFH
- renovate is higher than rebuild to prioritize the charm and feel of the building as well as it being a much faster process
- There is a high cost in time and resources to maintaining the current building
- renovation to preserve the history of the building
- preference has shifted to rebuild on the same location and would like to have some specific elements preserved such as the hose tower
- a more modern building could provide additional amenities
- prefer dedicated spaces such as an art room, a game room, a stage and showroom
- Enjoyed the layout of the space that was circular making it easy to access all the spaces
- a larger kitchen space
- concern around a move towards a multipurpose building rather than a teen exclusive space
- need for a two story building to accommodate the needs of the community
- likely difficult to have a teen exclusive space
- don't want it to feel like school
- adults and teens are not mixing together in the teen space

**DRAFT Stakeholder Group Recommendation**

We recommend rebuilding the Teen Center in the same spot. Everyone loves where it is, and a new building would last longer and have the potential for more space while honoring the OFH legacy.

If that can't happen, renovating is our next choice to preserve the OFH history and vibe while opening its doors sooner.

*Whatever the decision:*

- The space should stay **teen dedicated**. Some other uses, like camps for younger kids or events, are fine but it still needs to feel like our space.
- The new Teen Center should **look and feel like the old one** — cozy, welcoming, and music-filled. We want it to remind people of what made the Teen Center special in the first place.

**Review:** Review the draft recommendation together and discuss (10 mins.):

*What are your initial reactions? Would you add, remove, change, or re-word anything?*

[Add your notes here]

Not ready for publication, it is incomplete

There is no vision of what the place should be

There should be a clear vision of the building, who it is for, what it will be used for.

**Workshop:** As a group, identify shared themes from the discussion and revise/edit the recommendation to more closely align with the group's perspectives and "say it in your own words" (20 mins.)

**Type in NEW recommendation OR edit existing draft below**

Insert Mission statement here

Insert values here

**Community-Centric and Inspirational****Vision Statement:**

A home for Redmond's youth—rooted in history, built for the future. The Teen Center will be a place where teens explore creativity, friendship, and innovation, and where the community gathers to celebrate their energy, talent, and voice.

**DRAFT Stakeholder Group Recommendation (FOR DIRECT EDITING)**

We recommend rebuilding the Teen Center on the same plot of land.

This location is close to downtown, easy access to transit, and honor history of the OFH legacy, a new building would last longer for current and future generations of teens and have the potential for more space

The Teen Center should serve the teen community with dedicated spaces for teens. It should also be welcoming to the whole community and allow for other users - in a way that doesn't conflict with the dedicated use for the teens.

The space should be flexible enough to serve the current uses (music, games, art, recording studio) and allow for future uses (theater, innovation lab, maker spaces, art gallery).

If that can't happen, renovating is our next choice to preserve the OFH history and vibe while opening its doors sooner.

**Option 1: Balanced and Purposeful (recommended for city documents)****Vision Statement:**

To create a vibrant, flexible, and inclusive space that celebrates the legacy of Redmond's Old Fire House while inspiring future generations of teens to create, connect, and thrive. The new Teen Center will serve as a creative and welcoming hub—dedicated to youth expression, innovation, and belonging—while opening its doors to the broader community in ways that strengthen connection and pride across Redmond.

**Option 2: Community-Centric and Inspirational****Vision Statement:**

A home for Redmond's youth—rooted in history, built for the future. The Teen Center will be a place where teens explore creativity, friendship, and innovation, and where the community gathers to celebrate their energy, talent, and voice.

**Option 3: Short and Modern****Vision Statement:**

Honoring Redmond's past. Empowering its future.

A dynamic space where teens and the community come together to create, learn, and belong.

**Option 4: Mission-Style Pairing (if you want a vision + tagline)****Vision Statement:**

To reimagine the Old Fire House as a modern hub for youth creativity, learning, and connection—where the spirit of Redmond's teens shapes the city's future.

**Tagline:** *Rooted in history. Built for what's next.*

# Old Fire House Teen Center Facility Recommendation Stakeholder Group Meeting #6 Agenda

## Meeting Date and Time

Wednesday, Oct. 29, 6 – 8 p.m.

## Meeting Objectives

- Check in on group reflections since Meeting 5 and what members are hearing from their communities.
- Present the updated recommendation and hear comments.
- Share reflections from the Stakeholder Group process.
- Thank the Stakeholder Group.

## Meeting Agenda

Time	Item	Presenter(s)
5:30 p.m.  30 mins.	<i>Stakeholder Group members are invited to arrive 30 minutes early to connect with other members and test audio/video before the meeting begins.</i>	
6 p.m.  20 mins.	<b>Opening</b> <ul style="list-style-type: none"> <li>• Welcome and agenda overview</li> <li>• Checking in</li> </ul>	<b>Darcy Edmunds,</b> Facilitator
6:20 p.m.  30 mins.	<b>Updated Recommendation</b> <ul style="list-style-type: none"> <li>• Review updated Stakeholder Group recommendation</li> <li>• Discuss group member comments</li> </ul>	<b>Darcy Edmunds,</b> Facilitator
6:50 p.m.	<b>10-minute break</b>	
7:00 p.m.  40 min.	<b>Reflections and Feedback</b> <ul style="list-style-type: none"> <li>• Present feedback heard so far</li> <li>• Discuss additional reflections from members</li> </ul>	<b>Darcy Edmunds,</b> Facilitator
7:40 p.m.  10 min.	<b>Thank You</b> <ul style="list-style-type: none"> <li>• <i>Thank you for your contributions!</i></li> <li>• Next steps</li> </ul>	<b>Lindsey Falkenburg,</b> City of Redmond
8:00 p.m.	<b>Adjourn</b>	

# Old Fire House Teen Center Facility Recommendation Stakeholder Group

Meeting #6 - Oct. 29, 2025



Redmond  
WASHINGTON

# Meeting Ground Rules Reminders



Please remain **muted** when not speaking.



The **facilitator will guide** the agenda and process.



**Actively participate** in the group.\*



Please **hold questions** until after each presentation. Use the “raise hand” feature or type your question in the chat, and we’ll address them during the Q&A.



**Stories stay; lessons leave.** Respect, privacy, and safety are important in this process.

*\*The facilitator may invite quieter members to share 😊*



# Meeting Objectives

- Check in on group reflections since Meeting 5 and what members are hearing from their communities.
- Present the updated recommendation and hear comments.
- Share reflections from the Stakeholder Group process.
- Thank the Stakeholder Group for their contributions.



# Agenda

Time	Item	Presenter(s)
6 p.m.	Welcome & Checking In	Darcy Edmunds, Facilitator
6:20 p.m.	Updated Recommendation	Darcy Edmunds, Facilitator
6:50 p.m.	<i>10-minute break</i>	
7:00 p.m.	Reflections and Feedback	Darcy Edmunds, Facilitator
7:40 p.m.	Thank You	Lindsey Falkenburg, City of Redmond
8:00 p.m.	Adjourn	

# Checking in

- What is everyone thinking after the last meeting?
- Have you reached out to your community about your involvement in this process?
- If so, what reactions have you heard?



# Updated Recommendation

Darcy Edmunds, Facilitator

## Stakeholder Group **Purpose**

Provide a recommendation to City Council **to either renovate or rebuild** the structure to **inform City Council's decision** on the future of the building.



# Original Draft Recommendation

We recommend rebuilding the Teen Center in the same spot. Everyone loves where it is, and a new building would last longer and have the potential for more space while honoring the OFH legacy.

If that can't happen, renovating is our next choice to preserve the OFH history and vibe while opening its doors sooner.

*Whatever the decision:*

- The space should stay **teen dedicated**. Some other uses, like camps for younger kids or events, are fine, but it still needs to feel like our space.
- The new Teen Center should **look and feel like the old one** – cozy, welcoming, and music-filled. We want it to remind people of what made the Teen Center special in the first place.

# Feedback Received on First Draft

- Add more detail about the **importance of the current location** to ensure equitable access and to honor the OFH's legacy
- Add **visioning and values** about honoring the OFH legacy and making the space welcoming, inclusive, teen-oriented, and open to future opportunities
- Add **minority recommendation** for renovation as first choice
- Add details on building design, teen-dedicated hours, community use, layout, and amenities\*

*\*Please note that specific ideas shared on design and operations are documented in the Key Discussion Topics section of the final report for consideration in future planning and community engagement.*



# UPDATED Recommendation

## Primary Recommendation

The majority of the Stakeholder Group recommends **rebuilding the Teen Center at its current location**. Maintaining the existing site—centrally located and accessible by walking, biking, and public transit—is critical to ensuring equitable access for teens throughout Redmond and to honoring the history and legacy of the Old Fire House Teen Center.

Rebuilding allows for a safe and universally accessible facility that meets today's codes and sustainability standards, while supporting future generations of Redmond teens.

If rebuilding at the current site is not feasible, the group's **second choice** is to renovate the existing building at its current location to preserve its legacy and open its doors sooner.

Rebuilding at a new location is the **least preferred option**.

## Minority Recommendation

A minority of the Stakeholder Group (4 of 23 members) recommends **renovating** the existing Teen Center as their top choice. This perspective emphasizes preserving the original building's spirit and history, reopening sooner, and upgrading the facility to meet accessibility and safety standards where possible.

# UPDATED Recommendation (cont.)

## Vision and Values for the Future Teen Center

Regardless of the approach that City Council advances, the Stakeholder Group envisions a **Teen Center that is a safe space for Redmond's youth—rooted in the center's history and built for the future.**

The Stakeholder Group asks that City Council endorse the following **guiding values** as this project moves forward into design and future engagement:

- **Teen-oriented:** Center teen voices throughout design and opening to ensure the space continues to be dedicated to teens, creating teen-dedicated opportunities for safety, creativity, leadership, and camaraderie.
- **Welcoming and inclusive:** Create a space that is comfortable, creative, and affirming for all teens, including those who identify as LGBTQ+ and alternative.
- **Honoring the OFH legacy:** Reflect the building's legacy through design cues, displays, or programming that celebrate its history and role in Redmond's teen culture.
- **Imagining the future:** Design the facility to create more opportunities, improve access, and provide flexible space for future teen generations to explore their diverse and changing interests.

## Themes for Future Engagement

Through this process, the Stakeholder Group shared many ideas about potential design elements, amenities, and program features. These ideas are captured in the Key Discussion Topics section of this report and should be revisited and refined with broader community input during future design and programming phases led by city staff.

## Closing Reflection

The Stakeholder Group began this process with a simple goal: to recommend whether the Teen Center should be **renovated or rebuilt**. The conversations, however, were rich and thoughtful, extending beyond the recommendation at hand to lay important groundwork for future planning and engagement.

The Stakeholder Group encourages City Council to:

- **Affirm a clear direction** on whether to rebuild or renovate, guided by the priorities identified by the Stakeholder Group above, and
- **Support continued engagement** with teens and the community to shape the next phase of design, using the details in this report as a foundation for continued work.

## Questions and Discussion

- *How well does this reflect the perspective of the Stakeholder Group?*
- *Do you have clarifying questions or comments before the recommendation goes to City Council as written?*



**10-minute break**

# Reflections and Feedback

Darcy Edmunds, Facilitator

# Feedback Heard

- **More time for group member connection** and **small group activities**, especially earlier on in the process.
- **More time for discussion and reflection** before giving feedback.
- **Hybrid in-person/online meetings** as standard for all meetings.
- **Shorter meetings** that are farther spaced out, and a more generous timeline overall.
- Meeting **materials sent earlier in advance** before meetings - and **summaries turned around faster**.
- **Increase number of teen members** in the group and **center teen voices**.

## Additional Feedback

- *What additional feedback or advice for the City would you suggest for future engagement?*

# Stakeholder Group Reflections

- *What's one thing you learned?*
- *What's one thing you were surprised by?*
- *What's one parting thought you want to share?*

# Wrap Up and Next Steps

Darcy Edmunds, Facilitator



**Thank you from the City**

# Feedback and Decision Making



 City Council Teen Center Subcommittee observes Stakeholder Group meetings and community engagement.

**Thank you!**



**Redmond**  
WASHINGTON

# Old Fire House Teen Center Facility Recommendation Stakeholder Group

## Stakeholder Group Recommendation

### Primary Recommendation

The majority of the Stakeholder Group recommends **rebuilding the Teen Center at its current location**. Maintaining the existing site—centrally located and accessible by walking, biking, and public transit—is critical to ensuring equitable access for teens throughout Redmond and to honoring the history and legacy of the Old Fire House Teen Center.

Rebuilding allows for a safe and universally accessible facility that meets today's codes and sustainability standards, while supporting future generations of Redmond teens.

If rebuilding at the current site is not feasible, the group's **second choice** is to renovate the existing building at its current location to preserve its legacy and open its doors sooner.

Rebuilding at a new location is the **least preferred option**.

### Minority Recommendation

A minority of the Stakeholder Group (4 of 23 members) recommends **renovating** the existing Teen Center as their top choice. This perspective emphasizes preserving the original building's spirit and history, reopening sooner, and upgrading the facility to meet accessibility and safety standards where possible.

### Vision and Values for the Future Teen Center

Regardless of the approach that City Council advances, the Stakeholder Group envisions a **Teen Center that is a safe space for Redmond's youth—rooted in the center's history and built for the future**.

The Stakeholder Group asks that City Council endorse the following **guiding values** as this project moves forward into design and future engagement:

- **Teen-oriented:** Center teen voices throughout design and opening to ensure the space continues to be dedicated to teens, creating teen-dedicated opportunities for safety, creativity, leadership, and camaraderie.
- **Welcoming and inclusive:** Create a space that is comfortable, creative, and affirming for all teens, including those who identify as LGBTQ+ and alternative.
- **Honoring the OFH legacy:** Reflect the building's legacy through design cues, displays, or programming that celebrate its history and role in Redmond's teen culture.
- **Imagining the future:** Design the facility to create more opportunities, improve access, and provide flexible space for future teen generations to explore their diverse and changing interests.

## Themes for Future Engagement

Through this process, the Stakeholder Group shared many ideas about potential design elements, amenities, and program features. These ideas are captured in the Key Discussion Topics section of this report and should be revisited and refined with broader community input during future design and programming phases led by city staff.

## Closing Reflection

The Stakeholder Group began this process with a simple goal: to recommend whether the Teen Center should be **renovated or rebuilt**. The conversations, however, were rich and thoughtful, extending beyond the recommendation at hand to lay important groundwork for future planning and engagement.

The Stakeholder Group encourages City Council to:

1. **Affirm a clear direction** on whether to rebuild or renovate, guided by the priorities identified by the Stakeholder Group above, and
2. **Support continued engagement** with teens and the community to shape the next phase of design, using the details in this report as a foundation for continued work.

# Old Fire House Teen Center Facility Recommendation Stakeholder Group



## Key Stakeholder Group Discussion Topics

### Accessibility and Universal Design

Accessibility is an important priority for a majority of the Stakeholder Group, with discussion focusing on how this factor differs between the renovation and rebuild options. The level of accessibility achievable under each option varies. City staff clarified that while the renovation option would bring the building up to ADA (Americans with Disabilities Act) code compliance, the rebuild/new build option would allow for universal design principles—a higher standard of accessibility that goes beyond minimum legal requirements. Universal design is a cornerstone of the City's Parks, Arts, Recreation, Culture and Conservation Plan for expanding access for all in Redmond's parks and recreation system.

### Building Amenities and Features

Stakeholder Group members shared ideas for specific amenities and features in the future teen center. Members identified several key amenities for the new teen center, including a recording studio, performance stage, kitchen space, game room, art room, and adequate storage. Interior décor and artwork should be informed by teens and reflect their input. It was highlighted that ensuring adequate soundproofing for music performances will be necessary due to its location and creating spaces that feel cozy, welcoming, and comfortable is a key value.

### Community Sentiment and Teen Engagement

Community sentiment ranked as one of the top recommendation factors for consideration. Members across all demographics emphasized that if teens don't feel comfortable in a space, they will not use it, regardless of function or design.

Honoring and memorializing the OFH's history and legacy was discussed as a high priority. This could be reflected through building design, layout, interior displays, décor, and programming. The facility's music heritage and role as a concert venue where musicians started their careers was highlighted repeatedly. Group members envisioned that continuing a strong focus on music programming, including performance spaces, a recording studio, and opportunities for diverse creative activities, would honor this legacy. By memorializing the OFH's history and character in the new teen center's design, the community sentiment and historical legacy carry into the future.

Renovation was noted as aligning more strongly with community sentiment due to preserving the existing building's character. However, group members also recognized that community sentiment could be built with a new facility if teens are meaningfully engaged in its design and development. Over the years, the OFH grew organically and met the needs of its users in that generation. A rebuild has the potential to recreate that environment if executed correctly with strong teen engagement.

### Facility Lifespan and Long-Term Value

The projected lifespan of the facility emerged as an important factor as members weighed the renovation option against the rebuild/new build option. Mackenzie and Perteet (consultants

who assessed the facility) indicated that renovation would provide approximately 15-25 years of use before requiring another major facility decision, while rebuilding now would offer a building lifespan of over 50 years. Renovation appears relatively less expensive in the short term, but it becomes the more costly option over time, particularly with unknown future costs such as unforeseen structural issues. A rebuild requires a higher initial investment but would be more cost-effective and sustainable in the long term.

## Layout and Space Design

Teen group members expressed a preference for a layout featuring separate but interconnected rooms similar to the existing OFH building. This layout helped teens feel comfortable in the space. It provided choice and flexibility in where they spend time while still feeling part of the teen center community.

Group members envisioned separate rooms for different activities, such as creating art, playing games, recording music, and socializing. Members emphasized the importance of flexible spaces that could accommodate diverse uses from future teens, ensuring the building doesn't limit what teens may organically create in the future.

## Location

The location of the teen center emerged as a critically important factor throughout the Stakeholder Group discussions. The existing OFH site is valuable due to its central location within the City of Redmond, which ensures convenient access for teens through multiple modes of transportation (e.g., walking, biking, public transit). Some group members expressed that they would only support the rebuild/new build option if it was guaranteed to remain at its existing location. The location factor was consistently identified as inseparable from community sentiment and critical to ensuring teens will use the facility.

## Timeline

The timeline for reopening a teen center facility was a recurring topic. City staff indicated that renovation would take approximately two years to complete, while the rebuild/new build option would have a longer timeline depending on project size, design, and whether land acquisition is needed.

## Teen-Dedicated vs. Multi-Use Space

The operations and use of the future teen center was a key topic for the Stakeholder Group. For most members, keeping the space teen-oriented with dedicated hours during the times when teens are available was essential and a non-negotiable priority. Members noted that the shared-use model at the OFH, where the building was available for community use outside of teen drop-in and programming hours, should continue. An emphasis on safety and limiting contact with unknown adults was highlighted to ensure teens feel comfortable and are motivated to be in the space. Members agreed that the future teen center should ensure equitable teen-dedicated drop-in and programming spaces to what has operated previously.

*While operational decisions are not part of this process, the group's feedback on operational preferences can bolster the City's recent community engagement around teen services and is reflective of what has been captured in the 2025 Teen Services Engagement Report.*

# Old Fire House Teen Center Community Focus Groups Summary

Oct. 30, 2025



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# Executive Summary

On Sept. 22 and 24, 2025, the City of Redmond invited community members to participate in focus groups to share thoughts and ideas on the future of the Old Fire House Teen Center (OFH) building and community spaces for teens. The focus group meetings aimed to gain feedback from teens, parents and caregivers, teen service providers, city teen services alumni, and community members to inform the Stakeholder Group's recommendation to City Council and City Council's decision on the future of the building.

Meeting promotions were done through Parks and City social media, email newsletters, and print materials, as well as through direct outreach to key audiences such as teen drop-in users, teen music participants, parents and caregivers, teen leaders, service providers, and city teen services alumni.

A total of 57 unique attendees, 10 of whom attended both focus group meetings, participated in the two focus group meetings. Participants learned more about the recommendation and decision process, including how their feedback would be provided to the Stakeholder Group and City Council, and participated in facilitated, affinity-based breakout groups to share their thoughts on teen community spaces, priorities to consider on the building's future, and the OFH space during its active use.

## Summary of feedback heard

Although each group provided distinct feedback, they echoed similar themes about preserving the teen vibe and historical location:

- Teens and adults want a **dedicated teen space** with **teen-led programming** that allows teens to have a sense of ownership and autonomy, and where they can safely and comfortably explore their identities without judgement, particularly for low-income and LGBTQIA+ teens.
- The **look and feel** of the space are important to all groups, describing the ideal space as "cool," "real," and "grungy," and looks and feels like a teen bedroom with art on the walls, minimal glass, and separate but interconnected rooms that allow teens to move between activities easily and choose where they spend time.
- The **central, accessible, and historic location** is important to all groups but especially to parents and service providers, emphasizing that the historical aspect attracts and inspires teens, and the downtown location taps into teen independence and supports working parents. Teens also expressed a strong desire to **keep the location**, emphasizing that the surroundings are convenient and not corporate, leading to a feeling of safety and freedom of expression.
- Teens and alumni emphasized the **importance of city teen services staff** who have empathy, shared life experiences, and are relatable to teens.
- Alumni and community members recognize the need to improve accessibility, especially in the bathrooms and stairs. However, parents and service providers had **mixed perspectives on the extent to which accessibility changes are needed**, with some advocating for more universal accessibility and others concerned about losing the "quirkiness" of the space.

- All groups appreciated the **free amenities**, including mental health services, food, kitchen, art supplies, and use of equipment in the recording studio, contributing to the comfortable and safe environment.
- When asked what **components to keep**, participants mentioned the recording studio, stage, kitchen, mental health services, free food, supplies for creative expression, and ability to decorate the space with posters. Participants also wanted the new space to memorialize the OFH in its design and décor.
- When asked what could make the space **better**, participants mentioned better temperature control, an expanded kitchen space, more staff on hand, better meal and food availability, and expanded programs for teen help.

*For a detailed report of each group’s conversations, see the Detailed Feedback Report section of this report, and Appendix A: Flipchart Notes.*

## Overview

### Background

The OFH has served the community well for 73 years, functioning as a teen center since the 1990s, but now faces substantial long-term challenges that go beyond routine maintenance.

In late 2024, a comprehensive facility assessment of the Old Fire House found that the building was facing substantial long-term challenges beyond routine maintenance. The City also began planning for the future of teen services in Redmond to understand teens’ needs and preferences through the Teen Services Engagement project.



Teen services and programs were transitioned from the OFH to the Redmond Community Center at Marymoor Village (RCCMV) and other city facilities beginning in March 2025 and were operational in their new locations in April. The proactive relocation allowed the City to ensure continuous teen services and programming while conducting further research and assessments to inform the building’s future.

From March through June 2025, city staff implemented the Teen Services Engagement process and gathered input from over 300 teens, families, service providers, and community members to understand teens’ needs and preferences and inform the future of teen services.

In July 2025, additional facility condition assessments were completed, revealing substantial challenges including: failing roof and building envelope, structural and seismic concerns, outdated building systems, hazardous materials, and ADA accessibility issues.

In August 2025, the City launched a community engagement process to provide a recommendation to City Council about the future of the building based on two options:

- **Renovate** the current building structure, or
- **Investigate rebuilding** the structure in an unknown location.

The recommendation process included the formation of a Stakeholder Group and two community focus group meetings. The Stakeholder Group consisted of diverse Redmond community members chosen from the community and existing City advisory groups, including teens, parents, service providers, commission representatives, and others.

The focus groups on September 22 and 24 were open to the public. These focus groups provided an opportunity for the broader community to provide feedback on the future of the building through facilitated discussions that would answer questions of the Stakeholder Group and City Council.

Information and updates about the OFH and decision process were provided on the [Old Fire House Teen Center webpage](https://redmond.gov/OFH) (redmond.gov/OFH).

## Engagement Purpose and Objectives

The specific objectives of the focus groups were to:

- **Offer the public an opportunity to engage in the conversation** about the future of the Old Fire House Teen Center facility and the Stakeholder Group process
- **Hear from voices who we haven't heard from before** to ensure diverse participation
- **Provide targeted feedback to the Stakeholder Group** to inform their recommendation.

In the first Stakeholder Group meeting on September 10, stakeholders submitted the following questions to ask the community:

- What made the OFH special? Can it be recreated?
- What would attract you to a teen-only or teen-led space?
- Can you describe the importance of the original location? Additionally, that of the building layout?
- Is there anything about OFH that you would change?

The focus groups were designed to gather this information from the community and present it in a way that would be useful for the Stakeholder Group to inform their recommendation.

## Communications and Promotions

To encourage participation in the focus groups, the City used their Parks and City social media, email newsletters, and print materials, as well as direct outreach to key audiences such as teen drop-in users, teen music participants, parents and caregivers, teen leaders, service providers, and Old Fire House alumni.

The City promoted the focus groups on Facebook on Sept. 17 and 22. On Sept. 20 and 22, Redmond Parks posted on Facebook and Instagram. The Old Fire House Teen Center Instagram, largely followed by teens, promoted the focus groups on Sept. 15, 17, 20, and 24. The City also promoted the meetings in the Sept. 17 edition of [eNews](#).

The City also sent focused invitations and follow-ups to 95 specific groups, sub-groups and individuals who have ties to the OFH, are involved in city commissions, or have expressed interest in the focus groups.

## Engagement Activities

The Focus Group agenda included an informative overview of the recommendation and decision-making process, facilitated breakout groups and space for Q&A and insight sharing with everyone at the beginning and end. Both meetings lasted two hours in the evening and followed the same agenda to ensure comparable results.

### Presentation

At the beginning of each Focus Group, city staff provided a brief presentation to explain how participant feedback would be used to inform the future of the OFH building. Participants learned about the makeup and process of the Stakeholder Group, the City Council decision date, and how the Focus Group feedback would inform both. The presentation included:

- A visual of how focus group input would provide feedback directly to the Stakeholder Group and City Council.
- A description of the Stakeholder Group.
- A brief description of the Stakeholder Group recommendation options.
- An engagement timeline from September through November 2025, including the Stakeholder Group, focus group meetings, and City Council meetings and decision dates.
- Links to resources and an opportunity to provide direct feedback or ask questions to the Parks Planning Manager via email.
- An opportunity for questions.

### Breakout Groups

After the brief presentation and opportunity for questions, participants split into breakout groups based on their affiliation with OFH. Each breakout group included between 10 and 18 participants, a



FIGURE 1. FACEBOOK POST PROMOTING PARTICIPATION IN THE FOCUS GROUPS

facilitator, and a notetaker. To gather specific input based on participants' ties to the OFH, facilitators asked participants to join groups based on their affiliation to the OFH Teen Center:

- Teens
- Parents and Caregivers (Sept. 22)
- Alumni and Community members (Sept. 22)
- Combined adult group (Sept. 24)
- Online group (Sept. 24)

Facilitators posed tailored questions to each group about what would encourage them to attend a teen center. Participants paired up with each other to discuss their thoughts.

Participants were then given the chance to share with the whole group while the notetaker summarized their feedback on a flipchart. When participants echoed each other's ideas, the notetaker added tally marks or stars next to the idea. All flipcharts were preserved to document results.

Participants were then asked to rank which factors they thought were most important when considering the future of the OFH building, keeping in mind that these were likely factors that City Council would also consider during their decision-making process. Facilitators distributed three stickers to each participant. Participants indicated their thoughts by placing stickers on the board in the box labeled with a factor in the decision. Returning participants in the second focus group were given stickers of a different color to distinguish their responses from those of first-time attendees.

After the activity, the facilitators asked why they chose those factors and if there were any elements that could be improved at OFH. Responses were recorded on flipcharts.

## Plenary Session

After 75 minutes in breakout groups, participants returned as a full group to share highlights and takeaways from the breakout group discussions.

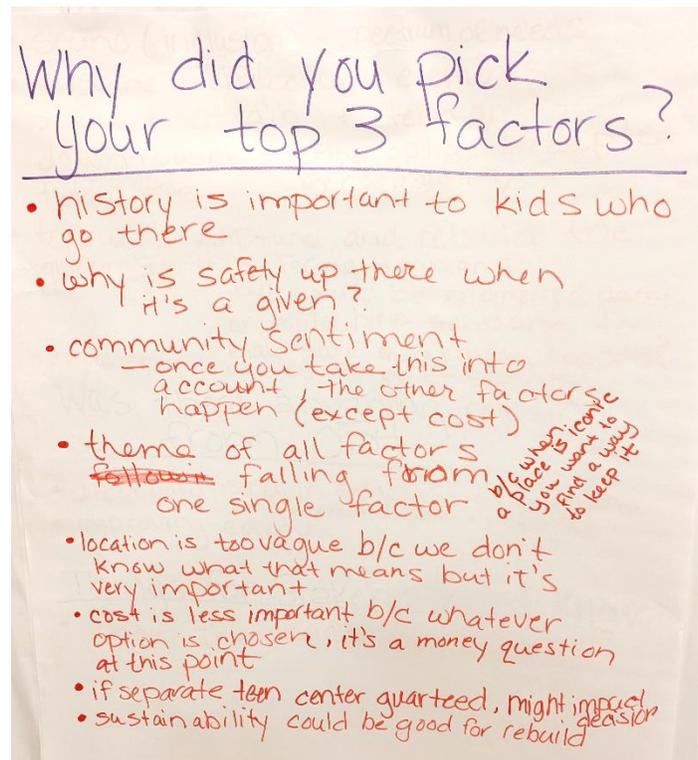


FIGURE 2. FLIPCHART NOTES



In addition to the factors that teens generated in the previous question, teen participants also pointed out that the OFH feels safe, specifically for queer, alternative, neurodivergent, and disabled teens. Teens appreciated the low bar of entry and familiar staff that greeted them and knew them well. For teens from all backgrounds, the OFH was a space away from school and home life that felt like a safe space to express themselves. They valued support from counselors, programs for housing and food, and resources to navigate gender issues.

Teens also described the building layout and the uniqueness of the structure itself. They described it as a “labyrinth” of rooms with different, flexible activities happening concurrently. They appreciated the ability to put posters on the walls, decorate with art, and choose their own activity. Aspects of the building they appreciated were the recording studio, stage, quiet rooms, and garage that opens into an outdoor space.

**“Was there anything missing from the OFH that would have made it an even better space for teens?”**

- More materials to create with (paint, sewing)
- Better temperature control
- Dedicated space to store stuff, including a coat check
- Items to sort, donations, and ways to help out that are passive
- An improved sign-in to value privacy more

**“What advice would you give the Stakeholder Group as they consider their recommendation to City Council?”**

Teens in both focus groups expressed a desire to renovate. They expressed that they believed it would be less expensive and a way to ensure historical preservation and fulfill community sentiment.

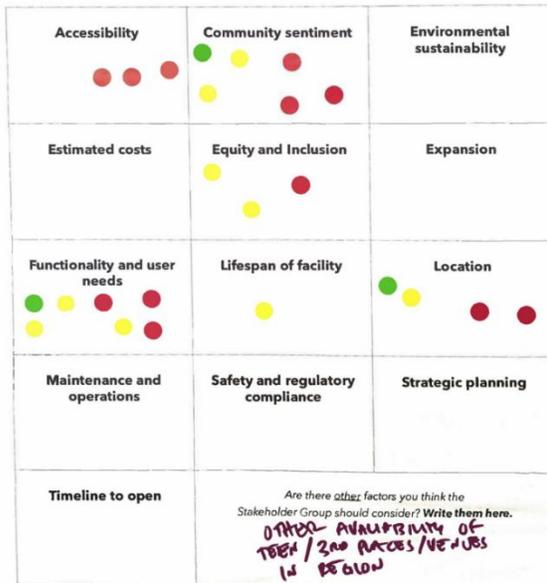


## What are your priorities?

The Stakeholder Group is considering two options for the future of the Old Fire House building:

1. **Renovate** the current building structure; or
2. **Investigate rebuilding** the structure, either in the current location or an unknown new location.

Place a sticker next to the **top three factors** you think the Stakeholder Group should prioritize when making their recommendation on the future of the building.



- Participated in first group (orange dot)
- First time participating (red dot)
- Stakeholder (initials on dot)

## What are your priorities?

The Stakeholder Group is considering two options for the future of the Old Fire House building:

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Place a sticker next to the **top three factors** you think the Stakeholder Group should prioritize when making their recommendation on the future of the building.



FIGURE 3. TEEN GROUP STICKER ACTIVITY ON SEPT. 22 (LEFT) AND SEPT. 24 (RIGHT)

\*The dot colors in the activity on the left do not have any significance.

## Parents and Service Providers

There were 10 parents and service providers who participated in the first focus group meeting on Sept. 22. The second focus group meeting on Sept. 24 had a combined adult group that included parents and service providers. See the Alumni and Community section for a summary of feedback received from the combined adult group.

### “What would encourage teens to come to a teen space or event?”

Some participants answered this question by sharing ways in which the OFH and its programming met their needs and encouraged their participation. Parents and service providers in this group were passionate about teens having their own space. They feel that it should be teen-led and not adult “observed.” They believe the space should feel “cool,” “real,” and “grungy,” and not like a school or an office. It was important to them that teens could drop in and spontaneously choose their own activity. They also felt that a connection to history was important and added a special, inspirational element.

Parents and service providers also voiced a desire for:

- A regular cadence of staff that felt familiar and contributed to the community at the Teen Center
- Easy access to the facility from school without a parent, which is important for working parents and taps into teen independence
- Accessibility to food and mental health resources without needing to ask

**“Why did you pick your top three factors?”**

For parents and service providers who chose community sentiment as at least one of their factors, they said that once you take this into account, the other factors happen (except cost). Because, they said, “when a place is iconic, you find a way to keep it.” They said, “all factors fall from one single factor.”

There were no parents or service providers on Sept. 22 that included safety and regulatory compliance as one of their top three priorities because they believed it was a given in either option (renovate or rebuild).

There were also comments about the definition of location in the context of these factors. However, they expressed that it was important.

Accessibility was also part of the conversation. Participants valued universal accessibility and acknowledged the spectrum of needs that the space needs to accommodate. There was mention of the need for separate, quiet spaces as well as optimizing acoustics and sound for those who are hard of hearing.

**“Was there anything missing from OFH?”**

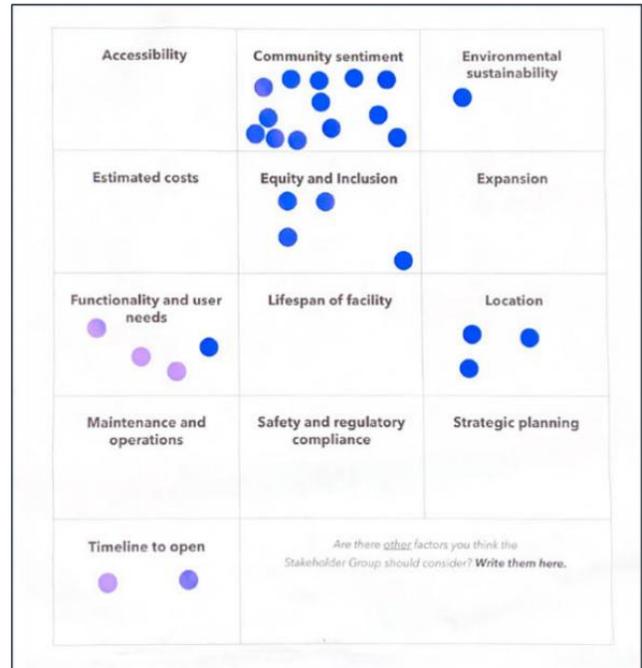
Parents and service providers expressed a desire for more direct advertising of the OFH programs in schools.

**“What advice would you give the Stakeholder Group?”**

Participants in this group were concerned that a rebuild would open up the possibility of losing the downtown location and history of the building. Therefore, they wanted the stakeholders to “know the choices very clearly.”

They also acknowledged that if the following elements are preserved, either option may be accepted by the community:

- Architectural elements
- Stage
- Studio



**FIGURE 4. PARENTS AND SERVICE PROVIDER RESPONSES ON SEPT. 22 TO “WHAT ARE YOUR TOP THREE PRIORITIES?”**

- Teen-only space
- Teen vibe
- Downtown

## **Alumni and Community**

In the Sept. 22 Focus Group, there were 13 community members and city teen services alumni.

### **“What made the OFH a comfortable and safe space for you?”**

Alumni in this group expressed that the welcoming staff, music, and location made the OFH comfortable and safe. They felt free to be themselves where they aren’t “other-ized” in a space that was outside of school and home. They appreciate that the location is easy to access for after school activities. Teens could participate in a variety of art and music activities and curate programming to evolve to meet their needs.

### **“Whether the OFH building is renovated or rebuilt – are there components that you want to ensure are kept in the future space to honor the old space or recreate its specialness?”**

In terms of physical aspects of the building, participants in the group wanted to keep the studio, concert space, recording studio, and kitchen. The location was also important for easy access.

They also emphasized that the intangible aspects of the space are equally important, including the character and heart of the room that they characterized as “weird” and “iconic.”

### **What advice would you give to the Stakeholder Group?**

This group wanted to recommend a renovation and to keep the location. They also wanted to recommend for adults to listen and talk to teens and recognize the history and future of the Old Fire House Teen Center.

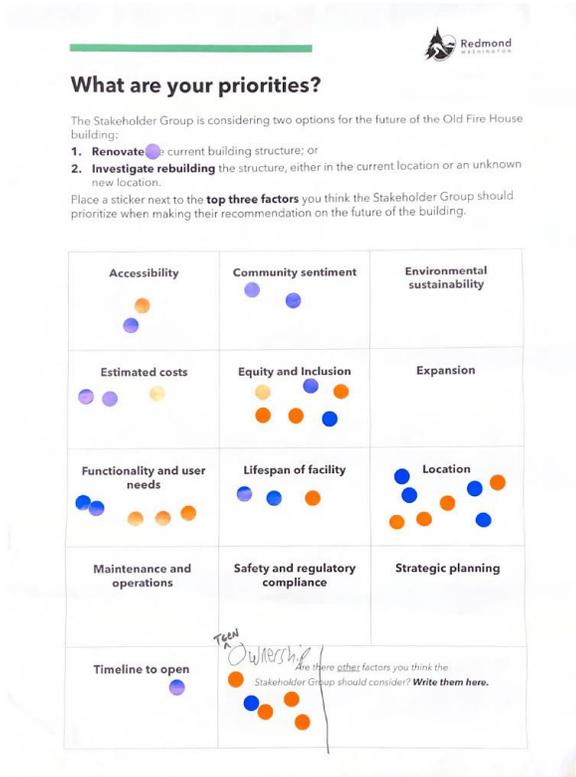


FIGURE 5. ALUMNI AND COMMUNITY GROUP ON SEPT. 22

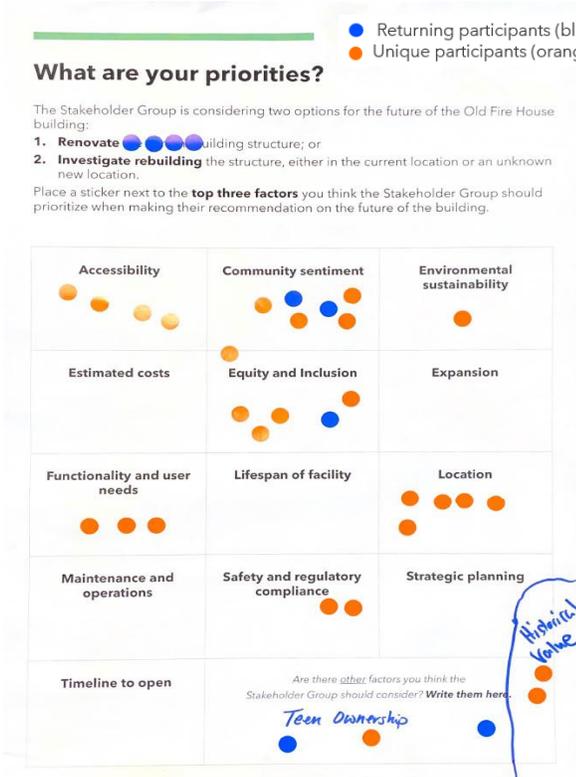


FIGURE 6. COMBINED ADULT GROUP ON SEPT. 24

\*The dot colors in the activity on the left do not have any significance. In the combined adult group on Sept. 24, a several participants did not participate in the factor prioritization activity and instead placed stickers next to the “renovation” option.

## Combined Adult Group

There were a total of 12 participants in the combined adults group on September 24 (4 of whom were returning participants from Sept. 22).

### “What would encourage a teen you know to come to a teen space or event?”

Alumni and community members emphasized location in these discussions. They expressed a need for a welcoming, warm space for teens to be themselves surrounded by friends and staff that they feel comfortable with. Participants in this group emphasized that the Old Fire House Teen Center should be teen-led. They expressed a desire for the space itself to feel like a teen bedroom, which they described as a space that feels less organized, not corporate, and has less glass.

Music was central in these discussions. They said that teens are attracted to spaces that celebrate teen creativity and feel like a “tapestry of people are there and were there.” This includes a space to play music, dance, and be loud without judgement. Participants in this group also expressed a desire for LGBTQIA+ representation among adult staff.

Alumni and community members also discussed preserving the central location of the Teen Center as a priority when considering a renovation or a rebuild.

### **“What made you feel comfortable and safe at OFH?”**

In addition to the factors listed above, adult participants also discussed that the OFH should feel like a community with teen-to-teen leadership and mentorship, but that adults can be there for all-ages shows. They appreciate quiet spaces for people who get overwhelmed.

The group also feels free to express themselves in an area of downtown Redmond without corporate surroundings.

### **What components should be kept regardless of the decision?**

The group wanted to keep the studio, poster wall, stage big enough to dance, kitchen, and intangible aspects such as the “grunge” feel and historic value. They also appreciate the outdoor space, including the basketball court, side yard, and patio.

### **Was there anything missing from OFH or new you’d like to add?**

Alumni and community members generated the following list of elements:

- New stage
- New kitchen
- Maximizing use of every available space
- Memorializing the old space, including its historical timeline
- Building up to code and ADA compliance (especially bathrooms and stairs)
- Air conditioning
- Extended hours for those not on a traditional school schedule
- More staff that teens trust to prevent burnout of current staff
- Expanded building footprint in place of the basketball court
- Teen agency in use of the space
- Room dividers
- Meal and food availability

### **Why did your dot go there?**

After they had the opportunity to think about prioritizing the factors, members of this group explained their reasoning. Group members emphasized that the location is central, accessible, and historic and therefore should be prioritized. Location was integral to community sentiment in these discussions.

In addition, participants felt that dedicating the space to teens was important because teens would not be willing to go to a space in which they don’t feel a sense of ownership. Equity and inclusion and safety and regulatory compliance was also a priority to ensure the space is inclusive.

### **“What advice would you give the Stakeholder Group?”**

Adult participants in this group wanted to recommend renovation to keep the location and preserve this piece of Redmond history. They reflected teens’ desire to keep the building “as-is.” They see the OFH as a space for teens who identify as “alternative” to be themselves. They also asked that the Stakeholder Group consider the long-term future of Redmond, “think big (for decades)” and “preserve the vibe when renovating.”

## Online Group

In the online group on September 24, there were 8 alumni, 4 community members, 1 teen, 1 nonprofit service provider from the Redmond Historical Society, and 3 parents. Former Mayor of Redmond, Rosemarie Ives, was also in attendance.

### “What would encourage you (or teens) to come to a teen space or event?”

The online group described many of the same elements as other groups that would encourage teens to come to the Teen Center and make them feel comfortable. The group felt that it should be a teen-dedicated space for decorating, exploring arts and activities, and recording and performing music. They also see the Teen Center as a place to experiment with self-expression.

The group felt that the OFH history and connection to the downtown community are reasons to preserve the location.

<p>Accessibility</p> 	<p>Community sentiment</p> 	<p>Environmental sustainability</p> 
<p>Estimated costs</p>	<p>Equity and Inclusion</p> 	<p>Expansion</p>
<p>Functionality and user needs</p> 	<p>Lifespan of facility</p> 	<p>Location</p> 
<p>Maintenance and operations</p>	<p>Safety and regulatory compliance</p>	<p>Strategic planning</p>
<p>Timeline to open</p> 	<p>Are there <del>other</del> factors you think the Stakeholder Group should consider? Write them here.</p>	

### 7. ONLINE GROUP STICKER ACTIVITY. SUN SIGNS INDICATE RETURNING PARTICIPANTS FROM THE FIRST FOCUS GROUP.

“What made the OFH a comfortable and safe space for teens?” (Alternative question for those whose teens didn’t go to OFH: “Think about community spaces where you spend time, or where you would want to spend time. What makes, or would make, these spaces comfortable and safe for your teens?”)

Participants expressed that the OFH feels safe and welcoming, specifically for teens “that aren’t from ‘normal’ backgrounds,” including those that identify as alternative and queer. Teens felt like they were part of a community where everyone cared about the building and its history. As echoed in the other

breakout groups, participants in the online group emphasized that it felt safe because teens were able to lead the programming.

Part of the feeling of safety also came from the staff. Participants believed that many of the staff were musicians and artists in their 20s and 30s who identify as queer, making them cool and relatable to teens. Participants also emphasized that the staff were transparent with teens and respected confidentiality when teens shared their issues and asked for advice. Overall, the staff made teens feel valued and like part of the community, without judging or telling teens what to do.

**Whether the OFH building is renovated or rebuilt – are there components that you want to ensure are kept in the future space to honor the old space or recreate its specialness?**

Participants in the online group described a vision for the Teen Center that includes archived work so that the history of the Teen Center is visible for newcomers and returners alike. This includes old posters, teen art, and historic instruments. Other aspects of the Teen Center that participants wanted to see kept include the recording studio, roll-up garage doors with access to the outdoors, and small pocket spaces that ensure teens can experience privacy when needed. Regardless, participants wanted to ensure that it remains a venue to play music.

**“Was there anything missing from the OFH that would have made it an even better space for teens?”**

Similar to participants across groups, the online group expressed a desire for HVAC and good ventilation. They discussed the benefits of modern construction in terms of safety, occupancy, and fire safety, while discussing the need to preserve the Teen Center’s charm.

## **Plenary Session Feedback**

After the breakout sessions, participants returned as a full group to share highlights and takeaways from their discussions. Group participants, including teens, parents, service providers, community members, and alumni, expressed that they want to preserve a dedicated space for teens that feels comfortable to them. Participants emphasized the importance of the building’s history and unique features and amenities, including the recording studio, kitchen, garage doors, and outdoor space that allow them to freely choose their activity without a signup process. Representation among staff is also important to all groups, especially alumni and community members, for teens to relate to the staff. They emphasized that the Teen Center provided a safe space for “alternative” teens who don’t feel comfortable in other spaces.

# Appendix A: Flipchart Notes

The following notes are transcribed from flipcharts used to document the focus group discussions.

## Teen Groups

There were 10 teens who attended the focus groups, including five who participated on both dates.

### What would encourage you to come to a teen space or event?

- Dedicated teen space - no surprise kids or adults
- Having specialized spaces that don't exist elsewhere
- Space for youth culture in Redmond. Redmond has bland corporate culture
- Express your art and yourself with no judgement
- Free ways to express creativity
- Kitchen free to use and free food
- History and culture that can't be replicated!
- Chill and flexible environment!
- Can be chill but also a concert space!
- Small spaces that force proximity!
- Many options for activities! Music, art, etc. Supplies
- Dedicated activity but it was an option
- Welcoming nature of amazing staff
- Live music - it attracted teens to OFH
- Close to bus stops
- Juju was the history and culture, being part of a legacy, quirky
- Built culture is also accumulated - the space is a shared interest
- Even if you didn't come often people knew you
- Teen led
- Convenient location downtown
- Easy sign up to host event - no sign up
- A place to invite all your friends and meet new people
- Our priorities are to find compliance and accessibility while still keeping charm
- What is required to be compliant?
- Rooms with different uses and places to meet
- Places by teens, for teens
- Location by stores, schools, transit, walkable
- Not corporate feel, lived in space
- Convenient location downtown
- Unique culture/atmosphere
- Low barrier for entry
- Free materials, food, studio, instruments
- Alternative space

- Welcome and encourages creation by queer/alternative, disabled teens. Space for them.

### What made OFH comfortable and safe?

- Centering teen creativity and sentiment
- Same location
- Dedicated studio, kitchen, etc.
- Stand alone
- Artsy fartsy-ness - unique structure
- Being able to put posters on walls
- The whole building
- Décor and artwork
- Labyrinth floor plan - 4 areas
- A/C - HVAC, better temp control
- Dedicated space to store stuff (coat check)
- Items to sort! Donations! Ways to help out that are passive
- Improve sign in - name and emergency contact - value privacy more
- Safe for queer and neurodivergent
- Yes counselor
- Programs for housing and food
- Resources on gender issues and how to navigate
- Spaces for teens and nonprofit
- Familiar staff - greeted, know you
- Not advertised much but everyone had similar vibes, safe space
- Made for self-expression
- Low bar of entry
- Extra amenities
- Food
- Welcome no matter your background

### What is missing at OFH or could be even better?

- Programs by teens in art and creativity
- Tips for finance, driving = life skills
- Live shows
- Free food and cooking classes (low barrier)
- Hyper fixation sharing day
- Jam sessions
- More materials to create with (paint, sewing)

### Advice for Stakeholders

- Renovate! Cheaper! Preserves environmental history and keeps location!
- Other considerations
  - Lack of teen third spaces

- Lack of venues in surrounding area
- Teens experiencing homelessness need access to resources at a teen center
- Renovation is cheaper and surer way to preserve culture and history and meet community sentiment
- How much more would it be to make a whole new building, unknown
- They have money to repair
- Problems with OFH or exaggerated
- Keep in similar location if rebuild (prefer renovate)
- Teens should have most say

## **Parents and Service Providers**

There were 10 parents and service providers in this breakout group in the first Focus Group. Parents and service providers joined the combined adult group in the second Focus Group.

### **What would encourage teens to come to a teen space or event?**

- Own space
- "Cool"
- Art on wall
- Not a school or office
- Real, grungy
- Connected to history
- Dance
- No barriers to participate or attend
- Easy access from school without a parent
- Taps into independence
- Supports working parents
- Familiar faces = community
- Regular cadence can aid in this
- Drop-in that is a "choose your own adventure"
- Hang, try a craft, learn something, free flowing
- Harry Potter common room
- Opportunity for spontaneous activity
- Feels teen-led and not adult "observed"
- Accessibility to food and mental health services without having to ask

### **Why did you pick your top 3 factors?**

- History is important to kids who go there
- Why is safety up there when it's a given?
- Community sentiment
- Once you take this into account, the other factors happen (except cost)

- Theme of all factors falling from one single factor (because when a place is iconic you want to find a way to keep it)
- Location is too vague because we don't know what that means but it's very important
- Cost is less important because whatever option is chosen, it's a money question at this point
- If separate teen center is guaranteed, might impact decision
- Sustainability could be good for a rebuild
- Sound (inclusion) - spectrum of needs
- If some architectural elements, stage, studio, teen-only space, downtown are preserved, either option accepted by community
- Trying to capture and rebuild the quiriness - differing opinions
- What would be engineered away? Could we hire someone to make sure quiriness happens?
- Ensure separate spaces for quiet spaces

### Was there anything missing from OFH?

- Direct advertising in schools of programs (drop-in, mental health, and programs)
- Improving equity

### Things for Stakeholders to Know

- Know the choices very clearly

## Alumni and Community

In the Sept. 22 Focus Group, there were 13 city teen services alumni and community members.

### What made you feel comfortable and safe at OFH?

- If allowed, trans adults provide resources and support, volunteer
- Welcome, safe, music!
- Friends, community, "third space/place", role models
- Opportunities that aren't elsewhere
- Location - new or current
- Safe, easy to get to
- Music
- Activities
- A place for others to find
- Location
- Teens feel safe, feel a part of something, not corporate
- Promotions: a variety of art/music; volunteer
- Teen-curated vibes; advertising and promotion
- After school programs and promote
- Ownership of space
- Welcoming, warm place to be yourself
- A space you're not "other-ized"

### Whether renovate or rebuild...

- Showroom
- Concert space
- Recording studio
- Teen art centric
- Beautification by teens
- Proud of history
- Weird, iconic, architecture is important, hose tower
- Character and heart of the room
- Kitchen
- Transit between schools and OFH

### Was there anything missing at OFH?

- Dark room

### What advice would you give the Stakeholder Group?

- Renovate; keep it cool and safe
- Keep location
- Which option will take longer? Cost more? Renovate partly?
- Location is iconic
- Listen and talk to teens
- Recognize history, recognize future

## Combined Adult Group

The group on September 24 included parents, service providers, city teen center services alumni, and community members. There were a total of 12 participants, including 4 returners from September 22.

### What would encourage a teen you know to come to a teen space or event?

- Freedom of expression (not just audible)
- Music equipment
- Representation in the space (LGBTQIA+)
- Space to play music and dance
- Safe - express yourself (no one will judge)
- You can be loud without judgement
- Where teens can decide what they are doing (where, when)
- Looks and feels like a teen bedroom (less glass, less organized, you could throw your jacket on the floor)
- Easily accessible (bus, walk)
- Centrally located (you don't have to drive)
- Unique
- Safe staff (boundaries/not free for all)
- Celebrates teen creativity

- Feels like a tapestry of people who are there and were there

### What made you feel comfortable and safe at OFH?

- Community (teen to teen leadership and mentorship)
- Focused on teen creation
- Adults can be there for all ages shows
- Quiet spaces (for people who get overwhelmed)
- Surroundings aren't corporate so leads to freedom of expression
  - Places where other things are going on are less safe/comfy
- Judgement-free zone
- Community (like minded)

### What component to keep?

- Studio
- Poster wall
- Stage big enough to dance
- Kitchen
- "grunge"
- Historic value
- Outdoor space (basketball, side yard, patio)
- Photo lab
- Private spaces for contractor/outside nonprofit

### Missing from OFH/NEW

- New stage
- New kitchen
- Use every square inch in area
- Memorial of old space/history/timeline
- How do we make it special?
- Code and ADA compliant
- Air conditioning
- Bathrooms (ADA) and stairs
- Expanding programs for teen help
- Services for those not on a traditional school schedule (extended hours of operation)
- More staff on hand (prevent burnout of current staff)
- Teen agency in room use of flexible/versatile space
- Room dividers to make more versatile
- Meal and food availability
- Remove basketball and expand building - more square footage
- Staff that teens trust

### Why did your dot go there?

- Location > accessibility because accessibility will happen no matter the choice plus if it's too expensive to make OFH accessible then location is more important
- Community sentiment, equity and inclusion, location: no matter where it is it will be accessible, location is historic, having own teen space.
- Teen ownership (addition): Teens won't go to a place that they can't decorate/own
- Location is central, accessible, historic
- Community sentiment - they want renovation at that space
- Safety/regulatory compliance
  - 9-year-old daughter
  - Invest in teens > \$

### What advice would you give to the Stakeholder Group?

- Think big (for decades)
- Redmond has an opportunity to preserve something unique to Redmond
- There is not space elsewhere for alternative kids
- Preserve the vibe when renovating
- Listen to the community by asking questions and responding
- Redmond 2050 has a goal that directly describes OFH
- Read about the history of the building and its programs
- Teens are saying they want the building "as-is"
- Teens should have more weight in the group
- Worried teens are in Stakeholder Group to "look good"
  - Address and engage with the teens and take their input more seriously
  - Have adults for guidance and get as close as possible to it being a teen decision
  - Teens on an even field with adults

## Online

An online option was available for the second focus group meeting. This group included 17 participants.

### What would encourage you (or teens) to come to a teen space or event?

- Accessibility and access - should be near where teens are or access by bus, teen spaces or events being just for teens
- Downtown location kept it connected to the community
- Safe space there - space for experimentation, free or very affordable for such a resourced space, lots music equipment
- Visual look of the teen center - the fact that its old makes it cool - if a renovation is done it should be the same as it looks now
- Teen center can't be co-located with other programs - teens like to go where they can be away from school, jobs, home, absent other pressures, a place that is welcoming, safe accepting

- History is an important part of it – motivating to go! Inspiring to have successful musicians come out of this place! Can't get this if it's relocated.
- Wouldn't want to go if there were older folks in the center – specialized space!
- Historical significance, deep roots in 90s grunge scene, pull for teens who aren't usually interested in community spaces.
- Open center just for teens, just their space, decorate it, drop in, explore art and activities – not a stiff class schedule that you have to register for – open community! Their space, their center, food together!

### **What made the OFH a comfortable and safe space for teens?**

*Alternative question for those whose teens didn't go to the OFH: Think about community spaces where your teens spend time, or where you think they would want to spend time. What makes, or would make, these spaces comfortable and safe for your teens?*

- DIY programming and programming was done for the teens by the teens, adults were mentors and models, lots of teen growth, maker spaces and writing spaces and performing spaces was important (5)
- Role models! A place to experiment, mess up, you could feel like a fish out of water in other spaces but at OFH you could experiment with fashion and identity and feel safe! (9)
- Having transparency from the adults – trust that what everyone was telling each other was in confidence and truthful, trustworthy adults, place to share issues, get advice, from not serious to serious, makes someone feel valued and like a community member! Good to know that other people can be trusted! (7)
- Teens are prone to challenges in teen years, being able to go somewhere where there isn't judgement, having access to YES, not being told what to do or being hounded about homework or responsibilities, not having outside pressures – it's an oasis! That made the teen center accessible and comfortable. (5)
- Location in middle of downtown – could go from multiple jobs to the teen center easily, you could grab something to eat on the way, the location was the most accessible it could have. (7)
- OFH – they always know your name, this is important.

### **Whether the OFH building is renovated or rebuilt – are there components that you want to ensure are kept in the future space to honor the old space or recreate its specialness?**

- Having the space remain a venue that you can play heavier music at, punk rock, metal, spaces to play this music is rare (5)
- Archive work of the things that people came into see, bring the old posters, things about the space and how it was curated that should be brought over, teen art even not current teens, instruments that are beyond repair but loved (8)
- Existing building and elements are worthy, functioning well – dungeon like qualities of the recording studio, cool underground space, roll up garage doors with access to outdoors and summer, grill outs, small pocket spaces where there can be privacy and activity rooms, variety of seating (8)
- Display or exhibit, preservation of the cultural iconic components, poster, art, old billiard table, preserving the doors, alarm series and patio spaces (4)

- Rebuild - keep the location in the downtown corridor, extremely useful, this is important in addition to its historical value, not supportive of a rebuild but if it had to happen the location is important
- All the conditions of the old fire house need to be assessed - feels this question is a push pull and a leading question, all the conditions of the old fire house should be assessed for what is important and urgent and create a prioritized list, believes that the two scenarios do not determine what is an unsafe situation and what does it cost to resolve that issue and what would be the timeline, believes the building is capable of being remodeled.

**Was there anything missing from the OFH that would have made it an even better space for teens?**

- HVAC, good ventilation, struggled with this despite the charm, there are some benefits to modern construction when it comes to safety, occupancy, fire safety, share the air and not have it be unsafe
- Wasn't much missing - this feels like a leading question - can we find a reason to tear down the teen center? If it ain't broke don't fix it - let's make it occupancy safe. The teens like the teen center so let's not reinvent it.

**What advice would you give the Stakeholder Group as they consider their recommendation to City Council?**

- Save OFH



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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).

# Old Fire House Teen Center Stakeholder Recommendation

November 12, 2025

Loreen Hamilton, Parks Director

Lindsey Falkenburg, Parks Planning Manager

Darcy Edmunds, Stepherson & Associates



**Redmond**  
WASHINGTON

# Agenda

- Timeline
- Review Stakeholder Group Process
- Present Recommendation and Impacts
- Next Steps



# Timeline

- April 2025 - Operations Moved to RCCMV
- July 2025 - Expanded facility condition and options presented to City Council
- August - October 2025 - Stakeholder Recommendation process for the future of the OFH facility
- November 2025 - Recommendation presented to City Council for direction
- Q1 2026 - Staff begin implementation of direction received



# Old Fire House Operations

- Hours of Operation
  - Tuesday - Thursday - 3:30 to 8:00 p.m.
  - Friday - 3:30 to 6:00 p.m.
- Services Offered
  - Drop-in space, classes, and mental health/behavioral services (Youth Eastside Services - YES)
  - Redmond Youth Partnership Advisory Committee (RYPAC)
  - Live Music
- School Year 2024-2025 Usage
  - 122 unique users
  - 10-30 drop-in teens daily
  - 31 RYPAC members (50+ teens in meetings)
  - Live music events 2-3 times per month averaged 60-100 attendees (all ages)



# Stakeholder Group Process

## 6 Meetings

- Facility conditions and options for renovation or rebuild
- Added in an option to recommend the location to City Council due to feedback from group
- Discussed opening timeline of renovation vs rebuild
- Utilized mentimeter, Miro boards, and MODA to level understanding of the group
- Visioning and breakout groups
- Finalize recommendation provided to City Council

## Key Findings

- When location was specified, more support was given to a rebuild
- Minority (4 of 23) prefer a renovation
- Continued focus on the history and legacy of OFH a high priority



# Focus Groups

- 57 unique attendees including teens, service providers, alumni, community members, parents and caregivers
- 2 meeting date options; same content
- Included online option
- Information was provided in the report to Council and presented to Stakeholders as part of their recommendation process



# Rooted in History Built for the Future

- Teen-oriented
- Welcoming and inclusive
- Continuing the OFH legacy
- Imagining the future



# Stakeholder Group Recommendation

- The majority (19 of 23) of the Stakeholder Group recommends **rebuilding the Teen Center at its current location**. Maintaining the existing site—centrally located and accessible by walking, biking, and public transit—is critical to ensuring equitable access for teens throughout Redmond and to honoring the history and legacy of the Old Fire House Teen Center.
- The group's **second choice** is to renovate the existing building at its current location to preserve its legacy and open its doors sooner.
- Rebuilding at a new location is the **least preferred option**.
- A minority of the Stakeholder Group (4 of 23 members) recommends **renovating** the existing Teen Center as their top choice. This perspective emphasizes preserving the original building's spirit and history, reopening sooner, and upgrading the facility to meet accessibility and safety standards where possible.



# Next Steps

- Direction from City Council to renovate or demolish Old Fire House Teen Center and enter design for new facility
  - Potential decision on November 18, 2025
- Either path will create additional opportunities for community and stakeholder engagement to determine design and recommendations for City Council
- Comprehensive timeline provided to City Council on next steps following direction



**Thank you**

Any Questions?



**Redmond**  
WASHINGTON



Memorandum

Date: 11/12/2025  
Meeting of: City Council

File No. SS 25-073  
Type: Study Session

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

Finance	Kelley Cochran	425-556-2748
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DEPARTMENT STAFF:

Finance	Haritha Narra	425-556-2163
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**TITLE:**  
Budget Update

**OVERVIEW STATEMENT:**

The Finance Department will be providing Council an update on items from the 2025-2026 budget and plans for the 2027-2028 budget process. A new revenue option to consider will also be discussed. During the discussion of new revenue, the Finance Department will request direction from Council on how to proceed with the 2026 Business License ordinance.

**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:**  
N/A
- **Other Key Facts:**  
N/A

**OUTCOMES:**

The purpose of the study session is to provide Council with an update of several key financial and strategic initiatives related to the City's budget and fiscal planning efforts. Specifically, the presentation will provide:

- A status update of the service enhancements funded through the 2025-2026 budget process
- An update to the outcome maps associated with each Community Budget Priority
- An overview of the Community Results Team process for the 2027-2028 Budget
- A review of the sample new performance report currently in development
- A status report on updates to the Long-Range Financial Strategy and Fiscal Policies
- An introduction to a potential new revenue option under House Bill 2015 (HB 2015)

**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:**  
N/A

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

**Budget Offer Number:**  
N/A

**Budget Priority:**  
Strategic and Responsive

**Other budget impacts or additional costs:**       Yes       No       N/A  
*If yes, explain:*  
N/A

**Funding source(s):**  
N/A

**Budget/Funding Constraints:**  
N/A

**Additional budget details attached**

**COUNCIL REVIEW:**

**Previous Contact(s)**

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

**Proposed Upcoming Contact(s)**

<b>Date</b>	<b>Meeting</b>	<b>Requested Action</b>
1/13/2026	Committee of the Whole - Finance, Administration, and Communications	Provide Direction <i>(Long-Range Financial Strategy &amp; Fiscal Policies)</i>

**Time Constraints:**

N/A

**ANTICIPATED RESULT IF NOT APPROVED:**

N/A

**ATTACHMENTS:**

- Attachment A: PowerPoint Presentation-Budget Update
- Attachment B: Sample Performance Report
- Attachment C: Draft Long-Range Financial Strategy
- Attachment D: 2026 Business License Ordinance



# Budget Update

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- Kelley Cochran, Finance Director
- Haritha Narra, Deputy Finance Director

# Agenda

- 2025-2026 Service Enhancements
- Performance Management
  - Community Budget Priority Outcome Maps Update
  - Community Results Team
  - Performance Report Development
- 2027-2028 Budget Process
  - Long-Range Financial Strategy
  - Fiscal Policies
- House Bill 2015



# Budgeting by Priorities

2025-2025 Service Enhancements



# Healthy and Sustainable 2025-2026 Enhancement Package 1 Utility System Planning

FUNDING TYPE	TITLE	FTE(S)	2025-2026 BUDGET	2025-2026 ACTUAL	STATUS	FTE(S)	2027-2028 PLANNED	NOTES
<b>ONGOING</b>	Senior Planner - Utilities	1.00	\$352,266	\$72,543	Complete		\$374,259	Public Works
<b>ONE-TIME</b>	Water Model Update & CIP Planning		\$125,000	-	In process		\$75,000	
	Stormwater Regional Facilities Model & CIP Planning		\$125,000	-	In process		\$75,000	
	Stormwater Neighborhood Model & CIP Planning		\$125,000	-	In process		\$75,000	
	Wastewater Model & CIP Planning		\$175,000	-	In process		\$75,000	
	Water Utility Risk & Resiliency Plan		\$100,000	-	Complete		-	
	Water Utility Emergency Response Plan		\$100,000	-	Complete		-	
	Wastewater Septic to Sewer Conversion Plan		\$250,000	-	In process		-	
	Water Shortage Plan		-				\$100,000	
	<b>TOTAL (ONE-TIME)</b>			<b>\$1,000,000</b>	<b>-</b>			<b>\$400,000</b>
	<b>TOTAL</b>	<b>1.00</b>	<b>\$1,352,266</b>	<b>\$72,543</b>			<b>\$774,259</b>	



# Healthy and Sustainable 2025-2026 Enhancement Package 2 Parks & Recreation Programs Cost Recovery

FUNDING TYPE	TITLE	FTE(S)	2025-2026 BUDGET	2025-2026 ACTUAL	STATUS	FTE(S)	2027-2028 PLANNED	NOTES
ONGOING	Department Administrative Coordinator - Recreation	1.00	\$280,787	\$75,786	Complete		\$298,984	Parks
	Volunteer Coordinator	1.00	\$295,954	\$85,108	Complete		\$311,630	Parks
	<b>TOTAL (ONGOING)</b>		<b>\$576,741</b>	<b>\$160,894</b>			<b>\$610,614</b>	
ONE-TIME	Park Impact Fees Update		\$100,000	-	In process		-	
	Comprehensive Recreation Plan		\$100,000	\$18,537	In process		-	
	<b>TOTAL (ONE-TIME)</b>		<b>\$200,000</b>	<b>\$18,537</b>			-	
	<b>TOTAL</b>	<b>2.00</b>	<b>\$776,741</b>	<b>\$179,431</b>			<b>\$610,614</b>	



# Healthy and Sustainable 2025-2026 Enhancement Package 3 Environmental Sustainability Action Plan (ESAP)

FUNDING TYPE	TITLE	FTE(S)	2025-2026 BUDGET	2025-2026 ACTUAL	STATUS	FTE(S)	2027-2028 PLANNED	NOTES
ONGOING	Construction Inspector - Private Draining/FOG	1.00	\$322,041	\$78,947	Complete		\$339,848	Public Works
	Program Administrator - Environmental	1.00	\$346,600	\$115,054	Complete		\$379,677	Executive
	Program Administrator - Resource Conservation	1.00	\$338,022	-	Complete		\$379,677	Parks
	Green Building Incentive Program Support		\$30,000	\$8,680	In process		\$30,000	
	Clean Buildings Performance Standard Compliance		\$60,000	-	Starting 2026		\$60,000	
	RE+ Program Support		\$25,000	-	Starting 2026		\$50,000	
	Bi-Annual Green House Gas Inventory		\$35,000	\$29,116	In process		\$35,000	
	NPDES Compliance		\$115,000	-	In process		\$115,000	
	Program Administrator - Urban Forestry		-			1.00	\$373,312	Parks
	Program Coordinator - Environmental		-			1.00	\$312,024	Executive
	Program Coordinator - E-Mobility		-			1.00	\$339,912	Executive
	Senior Planner - Green Building		-			0.50	\$198,905	Executive
	<b>TOTAL (ONGOING)</b>		<b>3.00</b>	<b>\$1,271,663</b>	<b>\$231,797</b>		<b>3.50</b>	<b>\$2,613,355</b>



# Healthy and Sustainable 2025-2026 Enhancement Package 3 Environmental Sustainability Action Plan (ESAP)

FUNDING TYPE	TITLE	FTE(S)	2025-2026 BUDGET	2025-2026 ACTUAL	STATUS	FTE(S)	2027-2028 PLANNED	NOTES
<b>ONE-TIME</b>	ESAP Refresh and Implementation		\$175,000	\$70,509	In process		-	
	Car Share Pilot Subsidy		\$15,000	-	Not started		-	
	Solar Plus Storage		\$100,000	-	Starting 2026		-	
	Electric Lawn Equipment Incentives		-				\$35,000	
	Resilience Pilot		-				\$50,000	
	E-Mobility Program		-				\$100,000	
	<b>TOTAL (ONE-TIME)</b>			<b>\$290,000</b>	<b>\$70,509</b>			<b>\$185,000</b>
	<b>TOTAL (ALL)</b>	<b>3.00</b>	<b>\$1,561,633</b>	<b>\$273,190</b>			<b>\$2,798,355</b>	



# Safe and Resilient 2025-2026 Enhancement Package 4 Vision Zero

FUNDING TYPE	TITLE	FTE(S)	2025-2026 BUDGET	2025-2026 ACTUAL	STATUS	FTE(S)	2027-2028 PLANNED	NOTES
ONGOING	Traffic Signal Technician	1.00	\$310,006	\$62,992	Complete		\$326,582	Public Works
	Maintenance Technician - SR 520 Bridge	1.00	\$260,663	\$71,180	Complete		\$272,982	Public Works
	<b>TOTAL (ONGOING)</b>	<b>2.00</b>	<b>\$570,669</b>	<b>\$134,172</b>			<b>\$599,564</b>	
ONE-TIME	Transportation ADA Transition Plan		\$150,000	\$9,988	In process		-	
	Citywide Speed Audit		\$200,000	\$1,597	In process		-	
	Park System Signage/Wayfinding Plan		\$150,000	-	In process		-	
	Capital Equipment - Mobile Security Barriers		\$325,000	\$326,309	Complete		-	
	Citywide Bridge Reporting		\$35,000	\$27,000	Complete		\$35,000	
	Curbside Management Plan		\$100,000	-	In process		\$100,000	
	Citywide Pavement Condition Index Update		-				\$100,000	
	<b>TOTAL (ONE-TIME)</b>		<b>\$960,000</b>	<b>\$364,894</b>			<b>\$235,000</b>	
<b>TOTAL</b>		<b>2.00</b>	<b>\$1,530,669</b>	<b>\$499,066</b>			<b>\$834,564</b>	



# Safe and Resilient 2025-2026 Enhancement Package 5 Comprehensive Community Response Program

FUNDING TYPE	TITLE	FTE(S)	2025-2026 BUDGET	2025-2026 ACTUAL	STATUS	FTE(S)	2027-2028 PLANNED	NOTES
ONGOING	Police Officer	4.00	\$1,291,296	\$57,247	In process		\$1,348,124	Police
	Program Coordinator	1.00	\$298,318	-	Not started		\$306,243	Police
	Administrative Assistant	1.00	\$248,128	\$63,377	Complete		\$262,026	Fire
	Mental Health Professional	1.00	\$237,534	-	On hold		\$247,309	Planning
	Fire Fighter - Fire Station 17	4.00	\$1,309,395	\$308,336	Complete		\$1,361,772	Fire
	Code Enforcement Officer	1.00	\$308,789	-	In process		\$321,253	Planning
	Police Officer					4.00	\$1,348,124	Police
	Police Dispatch					1.00	\$268,868	Police
	<b>TOTAL (ONGOING)</b>		<b>12.00</b>	<b>\$3,693,460</b>	<b>\$428,960</b>		<b>5.00</b>	<b>\$5,463,719</b>



# Safe and Resilient 2025-2026 Enhancement Package 5 Comprehensive Community Response Program

FUNDING TYPE	TITLE	FTE(S)	2025-2026 BUDGET	2025-2026 ACTUAL	STATUS	FTE(S)	2027-2028 PLANNED	NOTES
ONE-TIME	Social Worker - Alternative Response	2.00	\$316,767	-	On hold		\$619,007	Planning
	Training & PPE for New Firefighters		\$50,000	-	In process			
	Mental Health Response Training		\$40,000	-	On hold		-	
	Capital Equipment - 4 Police Interceptors (EV)		\$260,000	-	In process		-	
	Fire Consulting Services		\$240,000	\$126,225	In process		-	
	Handheld Narcotics Analyzer		\$35,000	\$34,162	Complete		-	
	Gun Buy Back Program		\$50,000	\$15,471	In process		-	
	Severe Weather Shelter Pilot		\$50,000	-	In process		-	
	Care Solace		\$45,000	-	In process		-	
	Fire Impact Fee Update		\$35,000	-	In process		-	
	<b>TOTAL (ONE-TIME)</b>	<b>2.00</b>	<b>\$1,121,767</b>	<b>\$175,858</b>			<b>\$619,007</b>	
	<b>TOTAL (ALL)</b>	<b>14.00</b>	<b>\$8,028,455</b>	<b>\$604,818</b>			<b>\$4,465,734</b>	



# Safe and Resilient 2025-2026 Enhancement Package 6 Fire & Medical Apparatus

FUNDING TYPE	TITLE	FTE(S)	2025-2026 BUDGET	2025-2026 ACTUAL	STATUS	FTE(S)	2027-2028 PLANNED	NOTES
ONGOING	Fire Mechanic	1.00	\$315,562	\$75,961	Complete		\$324,221	Fire
	Fire Engine Lease		\$545,280	-	In process		\$136,320	
	Type 1 Fire Engine Diesel Lease		\$99,000	-	In process		\$792,000	
	Type 5 Brush Truck Lease		\$10,500	-	In process		\$84,000	
	<b>TOTAL (ONGOING)</b>		<b>\$970,342</b>	<b>\$75,961</b>			<b>\$1,336,541</b>	
ONE-TIME	Aid Car Purchase (2)		\$838,120	-	In process		\$924,028	
	Battalion Chief Vehicle Purchase		\$77,175	\$82,270	Complete		-	
	Fire Prevention Staff Vehicle Purchase		\$44,100	-	On hold		-	
	Tractor Drawn Arial (Ladder Truck) Deposit		\$1,000,000	-	In process		-	
	Voltera #2 Electric Engine Purchase		\$2,205,000	-	In process		-	
	<b>TOTAL (ONE-TIME)</b>		<b>\$4,164,395</b>	<b>\$82,270</b>			<b>\$924,028</b>	
	<b>TOTAL</b>	<b>1.00</b>	<b>\$5,134,737</b>	<b>\$158,231</b>			<b>\$2,260,569</b>	



# Strategic and Responsive 2025-2026 Enhancement Package 7 Diversity, Equity and Inclusion (DEI)

FUNDING TYPE	TITLE	FTE(S)	2025-2026 BUDGET	2025-2026 ACTUAL	STATUS	FTE(S)	2027-2028 PLANNED	NOTES
ONGOING	Program Specialist (DEI)	1.00	\$241,872	-	Starting 2026		\$262,026	Executive
	Senior Human Resource Analyst (Recruitment)	1.00	\$365,017	\$121,971	Complete		\$379,619	Human Resources
	Additional Focus Newsletter		\$69,118	\$23,902	Complete		\$69,118	
	<b>TOTAL (ONGOING)</b>	<b>2.00</b>	<b>\$676,007</b>	<b>\$145,873</b>			<b>\$710,763</b>	
ONE-TIME	LTD Communications Specialist	0.50	\$159,694	\$44,130	Complete		-	Executive
	Language Access Support		\$30,000	-	Not started		-	
	Real-Time Language Translation Services		\$30,000	\$1,497	In process		-	
	<b>TOTAL (ONE-TIME)</b>	<b>0.50</b>	<b>\$219,694</b>	<b>\$45,627</b>			-	
	<b>TOTAL</b>	<b>2.50</b>	<b>\$895,701</b>				<b>\$710,763</b>	



# Strategic and Responsive 2025-2026 Enhancement Package 8 In-House Legal Services

FUNDING TYPE	TITLE	FTE(S)	2025-2026 BUDGET	2025-2026 ACTUAL	STATUS	FTE(S)	2027-2028 PLANNED	NOTES
<b>ONGOING</b>	City Attorney	1.00	\$459,740	\$65,021	Complete		\$563,164	Executive
	Deputy City Attorney	1.00	\$325,892	-	Starting 2026		\$399,401	Executive
	Paralegal	1.00	\$245,640	\$17,875	Complete		\$300,735	Executive
	Ongoing Operating Costs		\$69,433	-	In process		\$69,433	
	<b>TOTAL (ONGOING)</b>	<b>3.00</b>	<b>\$1,100,705</b>	<b>\$82,896</b>			<b>\$1,332,733</b>	
<b>ONE-TIME</b>	Ogden Murphy Wallace		\$710,272	\$176,965	In process		-	
	Onboarding Costs		\$50,898	\$19,899	In process		-	
	<b>TOTAL (ONE-TIME)</b>		<b>\$761,170</b>	<b>\$196,864</b>				
	<b>TOTAL</b>	<b>3.00</b>	<b>\$1,861,875</b>	<b>\$279,760</b>			<b>\$1,332,733</b>	



# Strategic and Responsive 2025-2026 Enhancement Package 9 Citywide Cost Recovery

FUNDING TYPE	TITLE	FTE(S)	2025-2026 BUDGET	2025-2026 ACTUAL	STATUS	FTE(S)	2027-2028 PLANNED	NOTES
ONE-TIME	Grant Administrator	2.00	\$478,469	\$99,598	1.00 Complete 1.00 Starting 2026		\$640,694	Executive
	Federal Lobbyist		\$160,000	\$60,000	Complete		-	
	Grant Administration Support		\$200,000	-	Starting 2026		-	
	King County Levy Election & Communications		\$300,000	-	On hold		-	
	Purchasing & Procurement Process Improvements		\$200,000	-	In process		\$50,000	
	Utility Tax Audit		-				\$100,000	
<b>TOTAL</b>		<b>2.00</b>	<b>\$1,338,469</b>	<b>\$159,598</b>			<b>\$790,694</b>	



# Strategic and Responsive 2025-2026 Enhancement Package 10 Technology Reporting, Data and Innovations

FUNDING TYPE	TITLE	FTE(S)	2025-2026 BUDGET	2025-2026 ACTUAL	STATUS	FTE(S)	2027-2028 PLANNED	NOTES
ONGOING	Senior Systems Analyst - Business Solutions	1.00	\$377,036	-	Starting 2026		\$406,090	TIS
	Business Analyst - GIS	1.00	\$332,486	\$13,351	Complete		\$350,820	TIS
	Administrative Specialist	1.00	\$306,833	\$117,734	Complete		\$329,382	Human Resources
	<b>TOTAL (ONGOING)</b>	<b>3.00</b>	<b>\$1,016,355</b>	<b>\$131,085</b>			<b>\$1,086,292</b>	
ONE-TIME	WFM Supplemental Funding		\$60,000	\$29,841	In process		-	
	Aerial Photos		\$40,000	-	In process		-	
	<b>TOTAL (ONE-TIME)</b>		<b>\$100,000</b>	<b>\$29,841</b>			<b>-</b>	
	<b>TOTAL</b>	<b>3.00</b>	<b>\$1,116,355</b>	<b>\$160,926</b>			<b>\$1,086,292</b>	



# Strategic and Responsive 2025-2026 Enhancement Package 11 Technology Security & Operational Improvements

FUNDING TYPE	TITLE	FTE(S)	2025-2026 BUDGET	2025-2026 ACTUAL	STATUS	FTE(S)	2027-2028 PLANNED	NOTES
ONGOING	Administrative Assistant	1.00	\$248,438	\$70,293	Complete		\$262,026	TIS
	Senior Systems Analyst - Business Solutions	1.00	\$390,168	\$69,720	Complete		\$406,560	TIS
	SentinelOne Singularity Ranger AD Protect (Cybersecurity)		\$91,500	-	On hold		\$91,500	
	KnowBe4 PhishER Plus (Cybersecurity)		\$23,000	\$10,679	Complete		\$23,000	
	Computer Application & Operating System Management		\$120,000	-	In process		\$20,550	
	<b>TOTAL</b>	<b>2.00</b>	<b>\$873,106</b>	<b>\$150,692</b>			<b>\$803,636</b>	



# Vibrant and Connected 2025-2026 Enhancement Package 12 Facilities Strategic Plan Development

FUNDING TYPE	TITLE	FTE(S)	2025-2026 BUDGET	2025-2026 ACTUAL	STATUS	FTE(S)	2027-2028 PLANNED	NOTES
ONE-TIME	Facilities Strategic Plan		\$200,000	\$100,000	In Process		-	
	Community Center Community Engagement		\$150,000	\$175,804	In Process		-	
	<b>TOTAL</b>		<b>\$350,000</b>	<b>\$275,804</b>			-	





# Vibrant and Connected

## 2025-2026 Enhancement Package 13

### 2026 World Cup

FUNDING TYPE	TITLE	FTE(S)	2025-2026 BUDGET	2025-2026 ACTUAL	STATUS	FTE(S)	2027-2028 PLANNED	NOTES
<b>ONE-TIME</b>	LTD Program Manager	1.00	\$364,342	\$100,285	Complete		-	Planning
	LTD Communications Specialist	0.50	\$144,838	\$43,357	Complete		-	Executive
	Operating Response Staffing Plan		\$748,320	-	In process		-	
	Event Production		\$472,500	\$96,114	In process		-	
	Marketing, Communications, and Promotions		\$220,000	\$247	In process		-	
	Tourism Marketing		\$50,000	\$1,742	In process		-	
<b>TOTAL</b>		<b>1.50</b>	<b>\$2,000,000</b>	<b>\$241,745</b>			-	





# Vibrant and Connected 2025-2026 Enhancement Package 14 Economic Development

FUNDING TYPE	TITLE	FTE(S)	2025-2026 BUDGET	2025-2026 ACTUAL	STATUS	FTE(S)	2027-2028 PLANNED	NOTES
<b>ONGOING</b>	Program Manager - Economic Development	1.00	\$384,427	\$132,828	Complete		\$403,778	Planning
<b>ONE-TIME</b>	Business License Audit		\$300,000	-	In process		-	
	Cultural Arts Plan		\$150,000	-	In process		-	
	SE Redmond Industrial Growth Center Market Study		\$100,000	\$29,646	In process		-	
	Home-Based Business Survey		\$30,000	-	On hold		-	
	Community Based Organization Investment						\$120,000	
	Childcare Small Business Incubator Program						\$100,000	
		<b>TOTAL (ONE-TIME)</b>		<b>\$580,000</b>	<b>\$29,646</b>			<b>\$220,000</b>
	<b>TOTAL</b>	<b>1.00</b>	<b>\$964,427</b>	<b>\$162,474</b>			<b>\$623,778</b>	



# Vibrant and Connected 2025-2026 Enhancement Package 15 Tourism Implementation Plan

FUNDING TYPE	TITLE	FTE(S)	2025-2026 BUDGET	2025-2026 ACTUAL	STATUS	FTE(S)	2027-2028 PLANNED	NOTES
ONGOING	Public Relations Consultant		\$120,000	\$50,388	In process		\$120,000	
	Strategic Marketing Partnerships		\$60,000	\$10,080	In process		\$60,000	
	<b>TOTAL (ONGOING)</b>		<b>\$180,000</b>	<b>\$51,468</b>			<b>\$180,000</b>	
ONE-TIME	Light Rail Opening Promotion		\$35,000	\$26,639	In process			
	Innovation & Technology Industry Promotion		\$50,000	-	Starting 2026			
	Promotional Products		\$30,000	-	In process			
	Photo & Video Content		\$20,000	\$2,525	In process			
	Supplemental Staff (Tourism Strategic Plan)		\$60,000	\$603	Starting 2026			
	Tourism Grant Program		\$50,000	-	In process			
	Marketing & Advertising		\$40,000	-	In process			
	Capital Equipment - Bike Storage Infrastructure		\$40,000	-	Starting 2026			
	<b>TOTAL (ONE-TIME)</b>		<b>\$325,000</b>	<b>\$29,767</b>			-	
	<b>TOTAL</b>		<b>\$505,000</b>	<b>\$81,235</b>			<b>\$180,000</b>	



# Vibrant and Connected 2025-2026 Enhancement Package 16 Infrastructure Management

FUNDING TYPE	TITLE	FTE(S)	2025-2026 BUDGET	2025-2026 ACTUAL	STATUS	FTE(S)	2027-2028 PLANNED	NOTES
ONGOING	Planner - Mobility	1.00	\$343,282	\$87,383	Complete		\$369,592	Planning
	Senior Construction Inspector - Right-of-Way	1.00	\$340,694	\$120,465	Complete		\$357,748	Public Works
	Engineering Standards and Details Update		\$50,000	-	Starting 2026		\$50,000	
	<b>TOTAL (ONGOING)</b>	<b>2.00</b>	<b>\$733,976</b>	<b>\$207,818</b>			<b>\$777,340</b>	
ONE-TIME	Monument System Assessment & Re-establishment		\$34,000	-	In process		-	
	Citywide Building Design Standards Update		\$150,000	-	In process		-	
	<b>TOTAL (ONE-TIME)</b>		<b>\$184,000</b>	<b>-</b>			<b>-</b>	
	<b>TOTAL</b>	<b>2.00</b>	<b>\$917,976</b>	<b>\$207,818</b>			<b>\$777,340</b>	



# Vibrant and Connected 2025-2026 Enhancement Package 17 Parking Policy & Enforcement Improvements

FUNDING TYPE	TITLE	FTE(S)	2025-2026 BUDGET	2025-2026 ACTUAL	STATUS	FTE(S)	2027-2028 PLANNED	NOTES
ONGOING	Program Manager - Parking Policy/Planning	0.50	\$187,819	\$20,220	Complete		\$207,837	Planning
	Program Manager - Parking Enforcement	1.00	\$203,592	\$27,219	Complete		\$381,014	Police
	<b>TOTAL (ONGOING)</b>	1.50	<b>\$391,411</b>	<b>\$47,439</b>			<b>\$588,851</b>	
ONE-TIME	Shared Parking Circulator Pilot Program		\$978,000	-	In process		-	
	<b>TOTAL</b>	<b>1.50</b>	<b>\$1,369,411</b>	<b>\$47,439</b>			<b>\$588,851</b>	





# Budgeting by Priorities

Performance Management

# Performance Management

- Outcome Maps Update
  - Budget priority outcomes
  - Dashboard indicator measures
  - Program performance measures
  - Objectives
- Update review and validation
  - Council Study Sessions
  - Community Results Team
- Performance Report Development



# 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	
Budget Offers	Ground/Surface Water Management	Safe/Reliable Drinking Water	Stormwater Management	Wastewater Management	Solid Waste Management	Environmental Sustainability	Community Recreation	Parks, Trails, and Open Space
Dashboard Indicator	Percentage of drinking water quality tests that meet compliance regulations		Freshwater Water Quality Index		-Community-wide greenhouse gas emissions (metric tons)		Recreation expenditures per capita	Percentage of residents and employees that have convenient access to outdoor sports and fitness facilities



# Healthy and Sustainable

## Objectives

**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

**Objective 2:** Provide engagement, education, and outreach opportunities to promote actions that preserve the natural environment

**Objective 3:** Measure performance to improve service delivery and program effectiveness

**Objective 4:** Support efforts that improve the sustainability of natural resources and the community's ability to connect with the natural environment

**Objective 5:** Maintain Redmond's quality of life and healthy local ecosystem through compliance to local, state, and federal environmental regulations

**Objective 6:** Inspect, clean, and maintain infrastructure to prevent pollutants from entering streams and groundwater

**Objective 7:** Provide activities, recreation, and spaces to gather and celebrate our diverse community and learn with each other

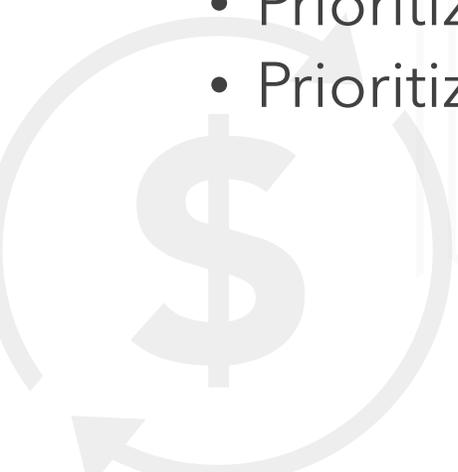


# Healthy and Sustainable 2025-2026 Baseline Budget

BUDGET OFFER	BASELINE BUDGET OFFER	DEPARTMENT	PRELIMINARY BASELINE BUDGET
0000262	Wastewater Management	Public Works	\$61,798,391
0000263	Parks, Trails, & Open Space	Parks	\$17,869,210
0000264	Environmental Sustainability	Executive	\$986,621
0000265	Solid Waste Management	Public Works	\$2,898,862
0000266	Stormwater Management	Public Works	\$22,558,738
0000267	Safe & Reliable Drinking Water	Public Works	\$39,883,314
0000268	Ground & Surface Water Mgmt	Public Works	\$6,419,094
0000401	Community Recreation	Parks	\$12,759,108
<b>TOTAL</b>			<b>\$165,173,338</b>

# Community Results Team

- Formerly Civic Results Team
- Council review study sessions 2/10/26 and 2/24/26
- Process to begin after Council review and feedback
- Assignment
  - Validate outcomes, performance measures, objectives
  - Prioritize baseline budget offers within each budget priority
  - Prioritize baseline budget offers across all budget priorities



# Performance Report Development

- Sample of Healthy and Sustainable budget priority chapter in attachments
- Chapter for each budget priority
  - Introduction
    - Outcomes
    - Dashboard Measures
  - Performance measure results by Outcome
    - Overview of outcome
    - Dashboard Measures
    - Program Measures
    - Summary of performance
      - What was achieved
      - What was learned
      - How performance aligns with budget
- Study Sessions: March-May (part of department overviews)





# Budgeting by Priorities

2027-2028 Budget Process

# Long-Range Financial Strategy

The financial decision-making framework used to align resources with the community's long-term service priorities.

- Defines the City's service commitments.
- Provides a strategic, sustainable, and fiscally responsible road map to fulfill them.
- Offers insights into future-financial capacity.
- Helps guide decisions that balance community's needs, expectations, and level of services.

# Community Informed Plans and Budget



# Guiding Principles Recommendations

Current	Proposed
1. Resource awareness	1. Resource awareness
2. Understanding interdependencies	2. Understanding interdependencies
3. Strategic alignment	3. Strategic alignment
4. Outcome-based financial planning	4. Outcome-based financial planning
5. Community-informed service outcomes	5. Community-informed service outcomes
	6. Commitment to diversity, equity, and inclusion
	7. Environmental stewardship
	8. Sustaining infrastructure investments
	9. Innovation and continuous improvements
	10. Collaboration and partnerships

# Philosophy Recommendations

Current	Proposed
1. Balancing the financial burden on community members with the level of service	1. Balance service levels with financial impacts
2. Being intentional in how the revenues are structured	2. Intentional City revenue structure



# Financial Strategies Recommendations

Current	Proposed
1. Community-based budgeting (8)	1. Community Investment Plan
2. The Price of Government (1)	2. Revenue policy framework
3. Revenue philosophy (2)	3. Long-range financial planning
4. Long-range financial planning (3)	4. Community-informed citywide planning
5. Budgeting by Priorities (8)	5. Economic Development Strategic Plan (New)
6. The “value proposition” (performance measurement) (9)	6. Capital Investment Strategy (CIS)
7. Capital investments (6)	7. Business Technology Investment Strategy (New)
8. Maintaining prior investments (6, 7)	8. Community-based budgeting
9. The Capital Facilities Plan as element of Comprehensive Plan (6)	9. Fiscal resilience and reserve management
10. The Capital Investment Strategy (CIS) (6)	10. Performance management
11. Capital Investment Program Business Technology Investment Program (6,7)	

# Appendices Recommendations

<b>Current</b>	<b>Proposed</b>
Fiscal policies	Fiscal policy overview
The budget process	Community Investment Rate Calculation
	Biennial Budget Process
	City operating revenues
	City capital revenues
	Other available revenues
	Current rates and fees
	History of Redmond revenues
	History of the Long-Range Financial Strategy

# Next Steps

- Internal review, graph development, and edits continuing
- Council review
  - January 2026 FAC meeting check-in
  - February/March FAC meetings finalize draft
- Council approval with 2027-2028 budget document adoption



# Fiscal Policies Update

- Initial review: Financial Planning Manager, Senior Financial Analysts, Accounting Manager and Purchasing Manager
- Updated with recommendations that address:
  - Alignment with best practices, legal requirements, regulatory compliance
  - Clarity and equity of policies
  - Consistency across all fund types and programs
  - Legal and regulatory compliance
- Documented crosswalk, key observations, and expected outcomes of recommendations
- Finance leadership review underway
- Council review to begin after January FAC meeting



# Budgeting by Priorities

House Bill 2015 (HB 2015)

# HB 2015 - Overview

- Passed to support modernized, community-oriented public safety strategies by providing state grants and optional local tax authority.
- Contingent upon adoption of specific training, data, and policy standards.



# HB 2015 - Overview

Washington State provided two revenue opportunities, a grant and councilmanic sales tax increase, to create a mechanism for cities to expand criminal justice staffing and programs.

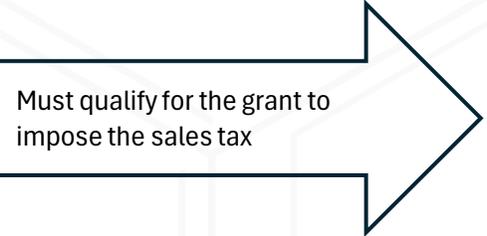
- Enacted July 2025
- Both restricted to criminal justice programs
- The allowable sales tax increase is one tenth of a percent (.1%)
- The grant timeline is 7/27/25 to 6/30/28 with \$100MM available for award
- After June 2028, the sales tax increase requires voter approval instead of being councilmanic
- Collection of sales tax revenue can be implemented starting January 2026 and on a quarterly basis thereafter to allow the Department of Revenue time to begin collections

# HB 2015 - Funding Mechanisms

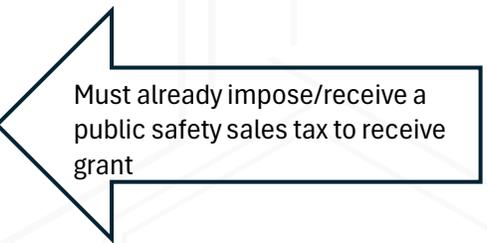
## Grant

- Administered by Criminal Justice Training Commission
- \$100 million program
- Expires June 2028
- Can use for hiring/training new officers and co-responders
- \$125K per position maximum
- Policy & training requirements
- Must already impose or receive one of three available public safety or criminal justice sales taxes

## **Separate, but linked**



Must qualify for the grant to impose the sales tax



Must already impose/receive a public safety sales tax to receive grant

## Sales Tax

- Councilmanic until June 2028
- .1% tax on sales & use
- Permanent
- Broad use for criminal justice
- Stackable with other taxes & jurisdictions
- Need to meet the same requirements as the grant
- Do not need to apply for or receive the grant, just qualify

# HB 2015 - Qualifications

- **Attorney General Training & Policies:** Established policies that comply with state law as well as the Attorney General's guidance for law enforcement practices related to citizenship status
- **CJTC Trainings:** Participated in Criminal Justice Training Commission (CJTC) trainings related to behavioral health and first aid
- **Use of Force Policies:** Complied with state laws on use of force data reporting
- **Court-Ordered Firearm Relinquishment:** Established policies related to civil protection orders and the court-ordered surrender of firearms
- **Crisis Intervention Training:** At least 25% of officers have completed CJTC crisis intervention team training
- **Gender-Based Violence Trainings:** 100% completion by required officers of CJTC trainings on sexual assault and gender-based violence

# HB 2015 - Qualifications Continued

- **Receive/Impose Sales Taxes:** Receive funds from or authorized a public safety or criminal justice sales tax
- **Leadership Requirements:** A police chief, sheriff, or marshal who is CJTC-certified and has no felony convictions or gross misdemeanor convictions for moral turpitude, dishonesty, fraud, or corruption
- **Volunteer Requirements:** Establish policies and procedures for supervising agency volunteers
- **Staffing Plans:** Provide detailed staffing reports and plans
- **911 & Case Closure Rates:** Provide average rates from the preceding year for 911 responses and case closures
- **Voting Requirements:** Voters have not repealed a tax imposed pursuant to RCW 82.14.340 nor rejected a ballot proposition imposing taxes pursuant to RCW 82.14.450 in the past 12 months

# HB 2015 - Eligible Expenditures

The sales tax funding can be used for all criminal justice and related expenses, while the grant is limited to:

## Recruiting & Retaining:

- New positions only
- Lateral hires not allowed
- Law enforcement officers
- Peer counselors
- Behavioral health personnel

## Training:

- Use of force
- De-escalation
- Crisis intervention
- Trauma informed trainings

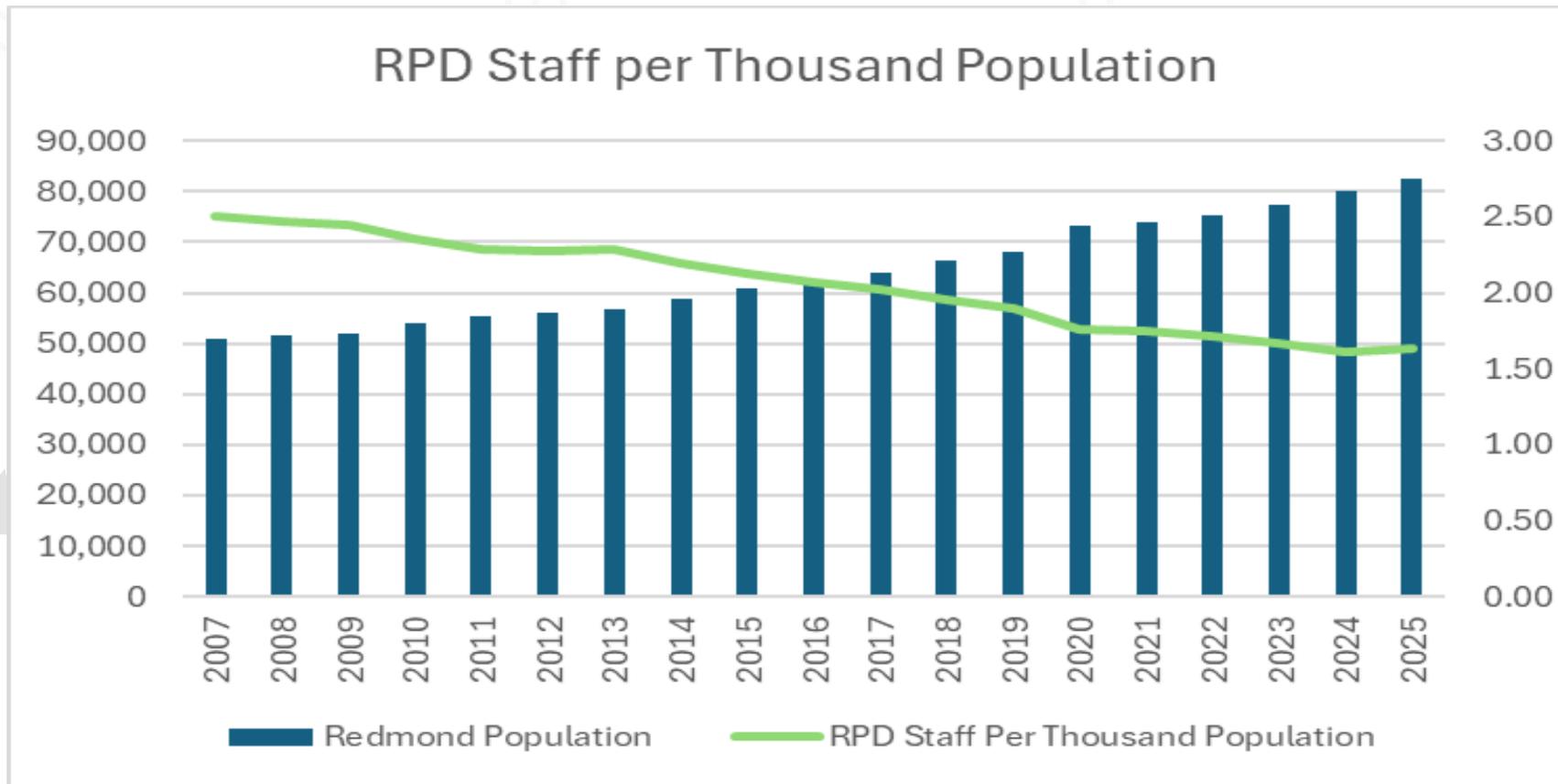
## General Law Enforcement:

- Emergency management planning
- Environmental hazard mitigations
- Security personnel
- Community outreach & assistance
- Alternative response programs
- Mental health crisis response



# HB 2015 - Redmond Police Staff vs. Population

- Redmond Police was authorized at 127.50 full-time equivalent employees in 2007 and is authorized at 135.00 in 2025.



# HB 2015 - Redmond Police Recommended Staffing Level

- Washington Association of Sheriffs and Police Chiefs (WASPC)
  - State average 1.36 per 1,000 residents (112 officers)
  - Redmond 0.96 per 1,000 residents (89 officers)
  - WA state is 51 in the nation for # of Officers per 1,000
- FBI Uniform Crime Reporting (UCR) Program
  - 2.2 to 2.4 per 1,000 residents (181-197 officers)
- Staffing analysis performed
  - Ongoing workload assessments performed to justify staffing based on call volume, population and service demands.
- Redmond Police are accredited

# HB 2015 - Underfunded Criminal Justice Program Needs

- Community Engagement & Prevention Programs
  - Neighborhood outreach, youth mentorship, public education, community policing events
- Technology upgrades and Cybercrime units
- Drone as First Responder Program expansion
- Emergency management
- Bike Patrol Team and traffic enforcement
- Body Worn Camera Program
  - New and replacement equipment
  - Redaction software, data storage, increasing technology service contracts
  - Public records staff to handle footage requests
  - Legal reviews
- Increasing jail costs
- New cost of King County court probation services
- Victim support and advocacy within Prosecutor's Office

# HB 2015 - RPD Efficiency & Innovation

- Drone as a first responder program
  - Received Aerial Achievement Award for Program Excellence
- Excellence in Training Management
- Real-Time Information Center
- Speed Safety Camera Pilot Program



# HB 2015 - Value to Financial Sustainability & Service Levels

## Budget pressure relief (\$5.5M annually estimate)

- Protect existing services
  - Resources needed for criminal justice would not require reductions to other existing services
- Reevaluate revenue strategies
  - Reconsider the 2025-2026 business license fee and utility tax increases
  - Replace Sound Transit funding for new police officers
- Stabilize property tax levy
  - Back fill public safety levy as it continues to lose purchasing power
- Support growth in core services and emerging priorities
  - Environmental sustainability initiatives
  - Maintenance and operations of facilities, streets, + and traffic safety infrastructure
  - Code enforcement
  - Housing and human services programs
  - Emergency preparedness and resilience planning
  - Technology systems and service contract cost increases

# HB 2015 - Value to Criminal Justice Programs Outcomes

## Recruitment and retention advantages

- Public Safety workers increasingly seek modern, well-funded training, mental health support, clear policy frameworks
- Opportunities to work in cities that support innovation, co-response, de-escalation strategies

## Institutional learning and data-driven reform

- Required to collect and report data on
  - Use of force
  - Crisis response
  - Outcomes by race/gender
  - Arrests and detentions

## Policy influence at regional and state level

- Influence over how public safety reform is shaped
- Inclusion in pilot projects, working groups, or advisory boards tied to HB 2015 implementation and future funding allocations

# HB 2015 - Value to Long-Term Fiscal Health

## Improved risk insurance profile

- Compliance with industry risk pool recommendations for use-of-force policies, data transparency, and accountability standards.
- Jurisdictions following standards are lower risk, which translates to lower premiums, reduced deductibles, or broader coverage options.
- Avoid surcharges or receive risk reduction credits.
- Reduced claims and lawsuits will improve loss history and lower premiums.

## Access and competitiveness for other grants and future funding sources

- Priority access to State public safety grants by aligning with State Public Safety Strategy.
- Improved alignment with federal grant goals.
- Stronger position when applying for behavioral health and co-responder grants.
- Proof of accountability, training and transparency for community support and legislative backing.

# HB 2015 - Value to Redmond Community

## Increased community support

- Demonstrates commitment to modern policing standards and public accountability.
- Shows willingness to fund or support behavioral health responses, reentry programs, or co-responder models.
- Alliance with civil rights organizations, social justice groups, or advocacy coalitions.

## Consistency with regional partners and jurisdictional neighbors

- Prevents confusion of which cities provide which services.
- Avoids strain on regional dispatch systems, mutual aid agreements, or crisis response partnerships.
- Supports reform through implementation and work that has already been done.



# HB 2015 - Cumulative Annual Taxpayer Impacts

Jurisdiction	Tax	Type	Increase	Status
King County	Sales Tax	HB 2015	.1%	Approved
King County	Sales Tax	Transportation Benefit District (TBD)	.1%	Pending
King County	Property Tax	Parks Levy		Approved
Redmond	Sales Tax	HB 2015	.1%	Pending

- If all sales taxes imposed:
  - Rate increases to 10.6%.
  - Estimated increase of \$485.00 per Redmond household.
  - Reduced to \$323.00 without King County TBD.
- King County parks levy will add approximate \$196.00 per household.

# HB 2015 - Recommendation

- Eliminate additional increase added to Business License Fee for staffing.
- Public Hearing for January 2026.
- Council direction after Public Hearing at February FAC.
- Implement new tax in 2026 and allocated in 2027-2028 budget process.
- Submit grant application in 2026 for one-time expenses.



**Thank you**

Any Questions?



**Redmond**  
WASHINGTON

# 2024 Sample Performance Measures Report

*City of Redmond*



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# Introduction

# Healthy and Sustainable

## Outcome #1: Environmental preservation responsibly balanced with growth.

As Redmond grows from a suburb to a city, it's important that we balance this growth with protecting and preserving our environment. Each performance measure tied to this outcome tracks how well the City is maintaining Redmond's quality of life and healthy local ecosystem through compliance to local, state, and federal environmental regulations.



One of Redmond's most vital responsibilities is ensuring that our water customers have access to clean and reliable drinking water. The City of Redmond utilizes multiple safeguards to ensure the quality and reliability of our water. One of those safeguards is monitoring, treating, conveying, and testing daily drinking water in the distribution system. For each of these tests, there are compliance regulations that the City must follow to ensure we're testing our water safely and with minimal environmental impact.

In 2024, 100% of our drinking water quality tests met compliance regulations, marking Redmond's fourth consecutive year with a 100% success rate since we started tracking this statistic.

Quality standards also apply to each of Redmond's water sources. For all of 2024, 48% of the groundwater monitoring wells met water quality standards. While this represents an 8% increase from last year's rate of 40%, it's a slight drop from the 50% rate achieved in 2022, showing that there is room for improvement.

## OUTCOME #1 PERFORMANCE MEASURES

Measure	2022	2023	2024
<i>Dashboard Indicator: Percentage of drinking water quality tests that meet compliance regulations</i>	100%	100%	100%
Percentage of groundwater monitoring wells that meet quality standards	50%	40%	48%
Percentage of high-risk sites provided with technical assistance	100%	100%	100%
Percentage of pressure-reducing stations rebuilt each year	20%	20%	20%
Maintenance Report Card: Number of water main breaks per 100 miles of pipe	0.29	2.07	2.37
<i>Dashboard Indicator: Freshwater Water Quality Index</i>	N/A	N/A	N/A
Percentage of City-owned catch basins inspected each year	60%	48%	54%
Percentage of the City with adequate stormwater flow control	23%	24%	Pending
Percentage of City-owned sewer mains CCTV inspected each year	12%	13%	15%
Maintenance Report Card: Number of sanitary sewer overflows	2	0	0

## Outcome #2: Climate action goals achieved through green practices and policies.



In 2020, City Council approved a Climate Emergency Declaration, establishing a goal of carbon neutrality for City operations by 2030. This declaration paved the way for the Environmental Sustainability Action Plan (ESAP), which provides a foundational roadmap

for achieving Redmond’s vision of a climate-friendly and environmentally sustainable community. The plan includes 24 key strategies and 169 associated actions working toward this end. Each performance measure tied to this outcome tracks how well the City is progressing on these strategies and actions.

In 2024, City of Redmond greenhouse gas emissions reached (insert number here) metric tons of CO2e – a (insert number here) % decrease from 2023. We continue to work hard toward carbon neutrality for City operations by 2030. In the last biennium, we successfully completed a fleet study that included an electrification analysis, implemented a pest management program, planted more than 400 trees on city properties, completed a 2022 greenhouse gas emissions inventory for government operations, and more.

While we are showing significant progress toward our City’s operations emissions goals, there is much more work to be done. As our city continues to grow, so have our community-wide greenhouse gas emissions. In 2024, we saw a (insert number here) % increase in community-wide greenhouse gas emissions from the year prior. This underscores the importance of utilizing all strategies and actions available in pursuit of carbon neutrality for our community.

38%  
*of community-wide solid waste diverted from the landfill.* 

245  
*Businesses and multi-family complexes participating in organics recycling.* 

\_\_\_\_\_ MMBtu  
*Community energy consumption.* 

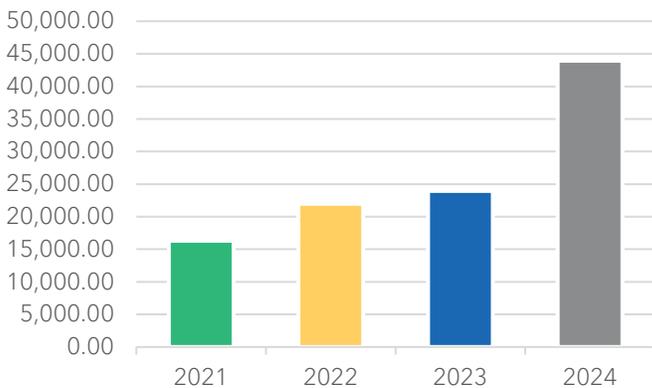
**OUTCOME #2 PERFORMANCE MEASURES**

Measure	2022	2023	2024
<i>Dashboard Indicator: Community-wide GHG emissions (metric tons)</i>	717,200	814,855	Pending
City of Redmond government operations GHG emissions (metric tons)	3,580	3,568	Pending
Community energy consumption	4,639,908	4,745,023	4,535,720
Percentage of community-wide solid waste diverted from landfill	43%	42%	38%
Number of businesses and multi-family complexes participating in organics recycling	219	208	245

## Outcome #3: Places and programs that support an active and involved community.

We build community through people, parks, arts, recreation, and conservation. An active and involved community is one indicator that a community is thriving - and it's the City's goal to provide as many places and programs as possible to support this. Each performance measure tied to this outcome tracks how well the City is providing activities, recreation, and spaces to gather and celebrate our diverse community and learn with each other.

**Number of People Served Through Recreation Activities**



One way of measuring how well we're providing places and programs for our community is by the percentage of residents in Redmond who have convenient access to outdoor sports and fitness facilities from their residence or place of employment. In 2024, (insert number here) % of residents had this access, a (insert number here) % increase from the year prior. In fact, since 2021, Redmond has seen an (insert number here) % increase in this statistic, highlighting how important it is to us that we provide safe, accessible recreation.

Recreational expenditures per capita tracks the average amount of money a resident spends on recreational services. This statistic can be a reliable indicator of how strongly the community is engaging

with the recreation programs being provided. Just offering recreational programs is not enough - we want these programs to support an active and involved community as well. In 2024, residents spent \$75 on recreation expenditures. This marks the second consecutive year we've reached this amount.

### OUTCOME #3 PERFORMANCE MEASURES

Measure	2022	2023	2024
<i>Dashboard Indicator: Recreation expenditures per capita.</i>	\$46.92	\$75.00	\$75.00
Number of people served through recreation activities.	21,981	23,958	43,943
Number of hours indoor and outdoor facilities are scheduled for use.	85,235	71,341	73,226
<i>Dashboard Indicator: Percentage of residents and employees in Redmond that have convenient access to outdoor sports and fitness facilities from their residence or place of employment.</i>	54%	54%	Pending
Percentage of total Redmond land area covered by tree foliage	38%	37%	37%
Average # of maintenance hours per active community park.	4,065	4,006	3,932

# Summary



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).



Building a Sustainable, Inclusive,  
and Resilient Future

# LONG-RANGE FINANCIAL STRATEGY

CITY OF REDMOND | 2026

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## **A Commitment to Community, Sustainability, and Fiscal Stewardship**

Since adopting the Long-Range Financial Strategy (LRFS) in 2005, the City of Redmond has fundamentally transformed how it plans, budgets, and governs. What began as a proactive approach to fiscal stability has evolved into a comprehensive, community-centered framework that strengthens accountability, resilience, and inclusivity across city programs.

One of the City Council’s most important responsibilities is to balance the resources available with the value delivered through public services. To do so, the community’s priorities, desired service levels, and expected long-term outcomes must be understood. The financial impacts, opportunities, and options must also be clear to facilitate the goal of community-informed decision making. At the foundation of the LRFS framework are two underlying fiscal philosophies that ensure the City can achieve that goal.

### **Philosophy 1:** Balance service levels with financial impacts

The City is committed to maintaining public trust by ensuring that every dollar invested supports outcomes that matter to the community. This means staying focused on the priorities of residents and businesses to manage resources responsibly and deliver services that reflect the community’s values and needs. The City must also understand what community members are willing to invest in local government services and operate within those boundaries. Over two decades, Redmond has evolved from a department-center model to a community-informed strategy that ensures every public dollar delivers meaningful results aligned with shared priorities and desired outcomes.

### **Philosophy 2:** Intentional City revenue structure

While the City of Redmond maintains full responsibility for funding and delivering its own municipal services, it operates within a broader fiscal environment shaped by overlapping jurisdictions, including King County, the Lake Washington School District, and the State of Washington. Each entity contributes to the overall tax and fee burden experience by residents and businesses. Recognizing this shared landscape, the City evaluates the cumulative impact of all taxes and fees to ensure that the financial burden on the community remains manageable while sustaining essential services. When appropriate, Redmond collaborates with partner agencies to achieve efficiency, reduce redundancy, and maintain affordability for the community.

At the same time, the City operates under significant state and federal constraints that limit its authority to raise revenues. While user fees – such as utility rates, development charges, and park fees – offer more flexibility than taxes, both funding sources often come with restrictions on how revenues may be used. Despite these limitations, the City Council maintains discretion in balancing services levels and associated costs, aligning revenues with community priorities and long-term financial goals. This intentional approach allows Redmond to manage resources responsibly, adjust to evolving needs and maintain a fair and sustainable revenue structure.

---

## **Building a Strong Financial Foundation**

The Long-Range Financial Strategy (LRFS) aligns the City's financial resources with the community's long-term service priorities. It defines the City's service commitments and provides a strategic, sustainable, and fiscally responsible roadmap to fulfill them. By offering insights into future financial capacity, the LRFS helps guide decisions that balance community needs, expectations, and investments, while proactively addressing financial challenges to ensure long-term resilience and stability.

At its core, the LRFS is guided by principles that promote responsible stewardship, equity, environmental sustainability, and resilience. These principles emphasize resource awareness, strategic alignment with community priorities, and outcome-based planning. They also reinforce the City's dedication to preparing for growth, maintaining safe and efficient infrastructure, protecting the natural environment, and fostering innovation, accountability and equity across all programs and services.

### **Principle 1: Resource Awareness**

- Recognize the limited willingness of community members to bear the cost of governmental services, requiring deliberate choices to maximize value within these limits.

### **Principle 2: Understanding Interdependencies**

- Acknowledge the complex relationship between tax levels, the economic realities of community members, public perceptions, and the quality and scope of community services.

### **Principle 3: Strategic Alignment**

- Ensure organizational resources are aligned to bridge the gap between present conditions and the future vision outlined in the [Community Strategic Plan](#) and [Redmond 2050](#).

### **Principle 4: Outcome-Based Financial Planning**

- Continue transitioning financial planning toward prioritized services and outcomes that support community expectations.

### **Principle 5: Community-Informed Service Outcomes**

- Define service priorities from the perspective of those who receive and rely on them.

### **Principle 6: Commitment to Diversity, Equity, and Inclusion**

- Embed diversity, equity, and inclusion in financial decision-making to ensure all community members and staff have equitable access to services, opportunities, and pay.

## Principle 7: Environmental Stewardship

- Integrate sustainability principles into financial and operational decisions to protect natural resources, reduce environmental impact, and promote a resilient community for future generations.

## Principle 8: Sustaining Infrastructure Investments

- Maintain and enhance investments in critical infrastructure to ensure safe, reliable, and efficient services that support community well-being and long-term growth.

## Principle 9: Innovation and Continuous Improvement

- Encourage creative problem-solving, technology adoption, and performance measurement to improve service delivery and financial efficiency over time.

## Principle 10: Collaboration and Partnerships

- Foster strong relationships with regional partners, community organizations, and other stakeholders to leverage resources and align strategies for shared success.

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## **Purpose and Approach**

The Long-Range Financial Strategy serves as the City's fiscal framework for responsible governance and long-term community stewardship. Its purpose is to ensure that every public dollar collected is used effectively and transparently to deliver outcomes that reflect community priorities. The LRFS holds the City accountable by integrating financial planning with community input, aligning resource decisions with both near-and long-term goals, and ensuring that service commitments are equitable, sustainable, and resilient.

Cities inherently operate under a degree of financial tension-balancing the cost of government services with the community's willingness and ability to pay for them. The LRFS helps to manage this tension by providing a structured approach to evaluating trade-offs between service value and financial burden. It ensures that decisions are made with a long-term perspective, assessing future financial capacity, and promoting stability. By doing so, the LRFS enables the City to navigate fiscal challenges while maintaining focus on delivering meaningful results that matter to the community-today and into the future.

The ability to balance service levels across city services by adjusting the corresponding taxes and fees is a fundamental approach. The City operates under significant constraints when increasing revenues. Despite these constraints, the City Council has significant discretion when it comes to aligning revenue levels with service levels. From a community perspective, the distinction between taxes, fees, and other charges often isn't clear. Whether it's property tax, utility rates, or permit charges, they all contribute to the total financial burden on the community for the provision of services. It allows the City to remain responsive to community preferences, financial conditions, and long-term planning goals.

The LRFS is not a stand-alone financial document; it is a living framework that aligns Redmond’s fiscal strategy with its broader community vision. It connects directly to the [Community Strategic Plan](#) and [Redmond 2050](#), which together articulate the City’s long-term aspirations for growth, sustainability, and inclusivity. Through these integrated planning efforts – and through ongoing engagement in citywide planning efforts, annual community survey and the biennial budget process – the LRFS ensures that the City’s financial decisions are guided by community-informed priorities and values.



## Financial Strategies

The Long-Range Financial Strategy provides a cohesive framework for how the City of Redmond plans, prioritizes, and sustains the financial resources that support community wellbeing today and into the future. Building upon the guiding principles, the LRFS outlines a set of interconnected strategies designed to maintain fiscal health, ensure service quality, and align public investment with community priorities.

These strategies serve as the foundation for long-term decisions-making, helping the City anticipate future challenges, adapt to changing economic and social conditions, and ensure that every public dollar contributes to meaningful, measurable results. Each strategy is informed by community input and reinforced through ongoing collaboration between the City Leadership, Council, staff, community members, and regional partners. Together, they create an intentional and forward-looking approach to financial management – one that reflects the City’s commitment to fiscal responsibility, operation excellence, and community trust.

### Strategy 1: Community Investment Plan

- Defines the City’s overarching fiscal philosophy and the foundation for all other strategies. Establishes the target Community Investment Rate and articulates the core value proposition of maximizing community benefit per dollar.

### Strategy 2: Revenue Policy Framework

- Outlines principles for maintaining fair, equitable, and stable revenue sources while recognizing the cumulative financial burden on residents and businesses. Guides decisions on taxation, fees, and external funding to ensure accountability, affordability and fiscal balance.

### Strategy 3: Long-Range Financial Planning

- Provides a structured, six-year view of revenues, expenditures, and fund balances. Informs near-term budget decisions through long-term forecasting and scenario analysis to ensure financial resilience and adaptability.

### Strategy 4: Community-Informed Citywide Planning

- Connects Redmond’s financial strategy to a broader policy framework that ensures financial decisions a community-driven and aligned with shared values and goals. Ensures that fiscal priorities and resource allocation are grounded in community engagement.

### Strategy 5: Economic Development Strategic Plan

- Promotes a healthy, diverse, and resilient local economy that strengthens the City’s fiscal base. Focuses on supporting local businesses, attracting investment, and maintaining a balance between growth, livability, and affordability.

### Strategy 6: Capital Investment Strategy (CIS)

- Guides long-term investments in infrastructure, facilities, and transportation systems. Prioritizes safety, efficiency, sustainability, and alignment with community and economic development goals.

### Strategy 7: Business Technology Investment Plan (BTIP)

- Supports the City’s modernization and digital transformation goals. Invest in technology systems that enhance service delivery, improve operational efficiency, and strengthen data-driven decision-making.

### Strategy 8: Community-Based Budgeting

- Connects community input directly to resource allocation through the biennial budget process. Balances near-term service delivery with long-term financial implications, ensuring transparency and responsiveness to community priorities.

## Strategy 9: Fiscal Resilience and Reserve Management

- Establishes policies and targets for reserve levels to ensure fiscal stability and maintain the City's AAA credit rating. Provides the capacity to respond effectively to economic downturns, emergencies, or unexpected financial pressures.

## Strategy 10: Performance Management

- Links financial performance with community results to ensure public resources are used effectively and strategically and deliver the outcomes they promise. Reinforces transparency, continuous improvement, community trust, and closing the loop between investments, results, and accountability.

---

## Strategy 1: Community Investment Plan

Historically known as the “Price of Government”, Redmond’s long-standing financial philosophy that helps answer a key question: What portion of the community’s income supports city government?

Today, that foundational concept is refreshed and reframed as the Community Investment Plan, signaling a shift in emphasis from the cost of government to the value delivered to the community for that cost. The Community Investment Plan serves as a framework to connect revenue levels, community affordability, and long-term financial planning.

While the underlying calculation remains the same, the guiding metric has been renamed from the Price of Government to the Community Investment Rate (CIR). This updated term reflects not just what the community pays, but what it invests - in safety, mobility, sustainability, and recreation. It is calculated by comparing the City’s total ongoing annual revenues to the total personal income<sup>1</sup> of the community - expressed as a percentage. The metric represents the portion of community income dedicated to public services, defining both the ceiling on revenues and the purpose for their use.

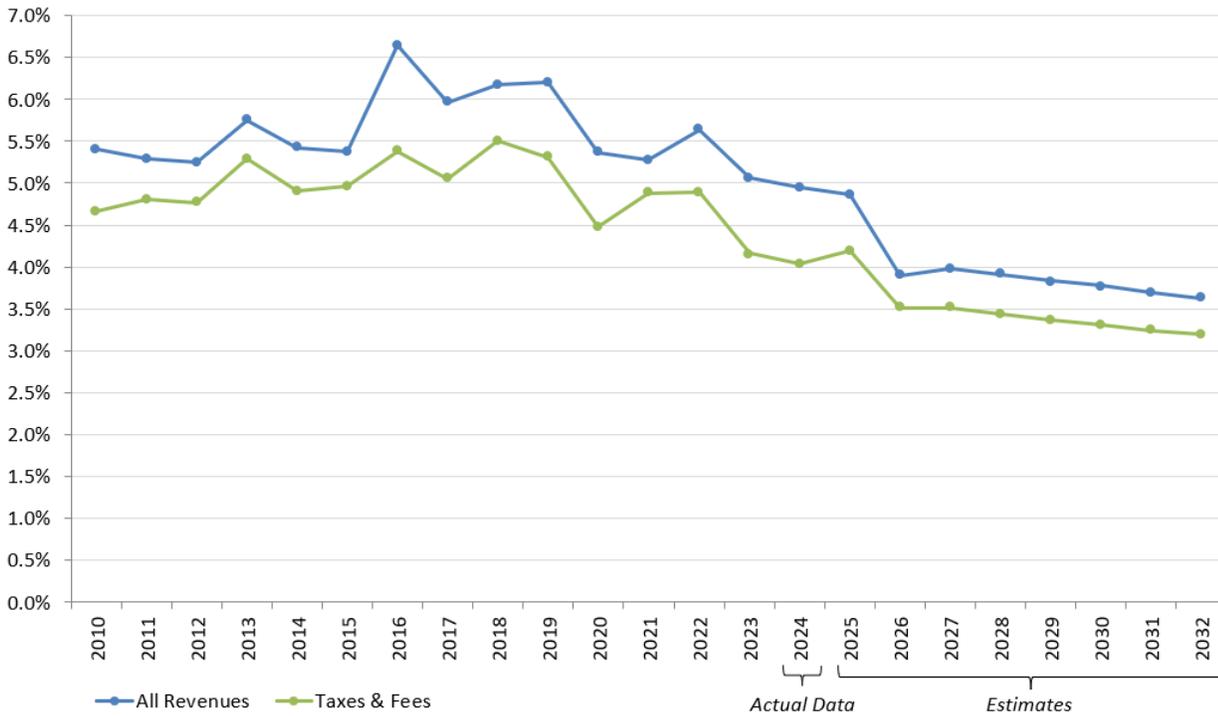
City Council has set the target threshold for the CIR between 5.2% and 5.5% of community income, based on historical analysis. Calculating the metric back to 1997, Redmond has consistently found the Community Investment Rate to fall between 5% and 6% of community income.

By projecting the future Community Investment Rate, the City can anticipate how growth, economic shifts, or disruptions may affect both community burden and the City’s revenue base. This forward-looking approach helps maintain stability, keeping the cost of city services within a predictable range for the community, while ensuring the City has the resources to provide reliable and financially sustainable services.

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<sup>1</sup> See Appendix B for how the Community Investment Rate is determined

**City of Redmond, WA  
Community Investment Rate**



The short-term forecast for 2025–2026 projects the Community Investment Rate to remain just above 5% before declining to approximately 4.5% by the end of 2026. Within this, taxes and fees are expected to fall to around 3.8%–4.0% of community income. This shift reflects the gradual phase-out of one-time revenues including federal pandemic relief and elevated development activities, combined with steady growth in overall community income.

Looking further ahead, projections through 2032 show a gradual downward trend in both total city revenues and Community Investment Rate. By the end of the decade, the CIR is expected to stabilize around 4% by 2032. The decline points to a structural imbalance: while revenues are expected to grow, they are not keeping pace with overall economic growth in the community. As a result, the relative community investment in city services is projected to reduce over time.

To address this challenge, the City must maintain a strong focus on long-range financial planning, scenario modeling, and strong alignment of resources to preserve financial sustainability and community trust. Sustaining this balance will also require strategic attention to the City’s revenue capacity. As fiscal constraints tighten, maintaining high-quality services and infrastructure will depend on both efficiency gains and targeted revenue growth.

Rather than relying on any single funding source, the City will continue to pursue a diversified and intentional approach to revenues by optimizing existing rates and fees, leveraging state and federal grants, and exploring new tools authorized under Washington State law. These options will be evaluated through the Long-Range Financial Strategy (LRFS) to ensure that any future revenue growth aligns with guiding principles of affordability, equity, and sustainability.

---

## Strategy 2: Revenue Policy Framework

The City Council has developed a revenue policy framework which is foundational for establishing policies intrinsic to budget deliberations. The framework encompasses a desire to build financial resiliency that will allow the City to adapt and grow through chronic financial stress and look at the triple bottom line of economic, social, and environmental impacts when making decisions.

To ensure long-term financial sustainability, the City must assess and maintain fair, equitable, and stable sources of revenue within the parameters of State law. Emphasis must be placed on identifying stable and progressive revenues sources that align with the goal of the Community Investment Plan. Issues of volatility must be reflected in the decision-making process, and core services must be primarily funded by stable revenue sources to minimize disruption during economic downturns.

When considering any tax or rate assessments or increases, the City must acknowledge the total cost impact on community members. Additionally, broader tax and utility rate obligations imposed by all taxing jurisdictions should be considered, recognizing that Redmond has little control of these assessments. A full view of the total obligation helps ensure that revenue increases are equitable and do not place undue financial pressure on the community.

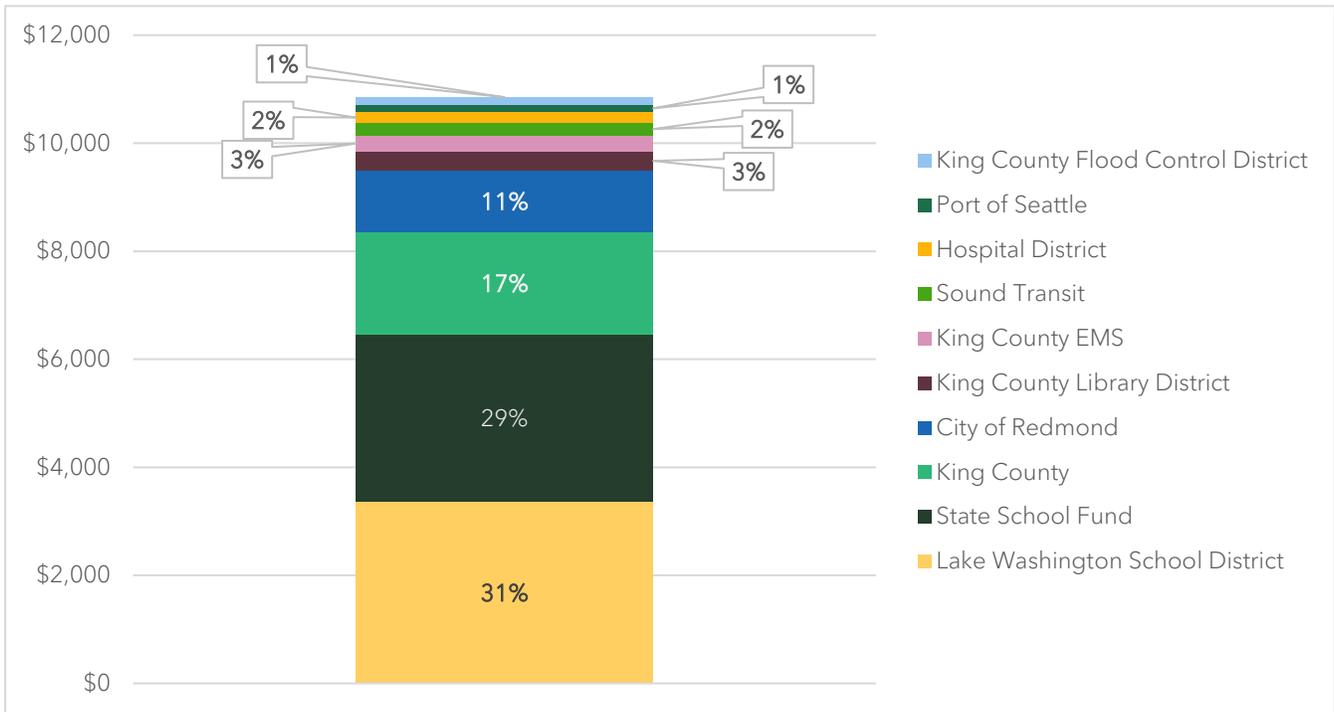
Redmond must establish a clear, community-informed value proposition that balances the benefits of living and doing business in Redmond with the associated costs. Excessive increases in taxes, rates, and fees may risk driving businesses and residents elsewhere, potentially reducing overall revenue and economic activity. Therefore, any increase in the cost assessed on the community should be carefully evaluated to avoid unintended consequences

When new taxing authority is made available by the Legislature, the City carefully evaluates such opportunities considering current and long-term fiscal needs and the potential tax burden. To maintain public trust and demonstrate accountability, tax increases that exceed historical norms should include Redmond taxpayers in deliberation. This approach ensures community members can engage in decisions about service levels and the taxes needed to fund them. This is particularly important when proposed increases approach the limit established in the Community Investment Plan.

Finally, the City should pursue regional approaches to capital funding by leveraging local dollars with external funding opportunities from other governments and organizations. Strategic partnerships and grant funding can enhance the impact of local investments and achieve a higher value for the dollars invested.

This illustration portrays the property tax burden on a typical Redmond residence for the 2025 tax year.

### Median Annual Property Tax



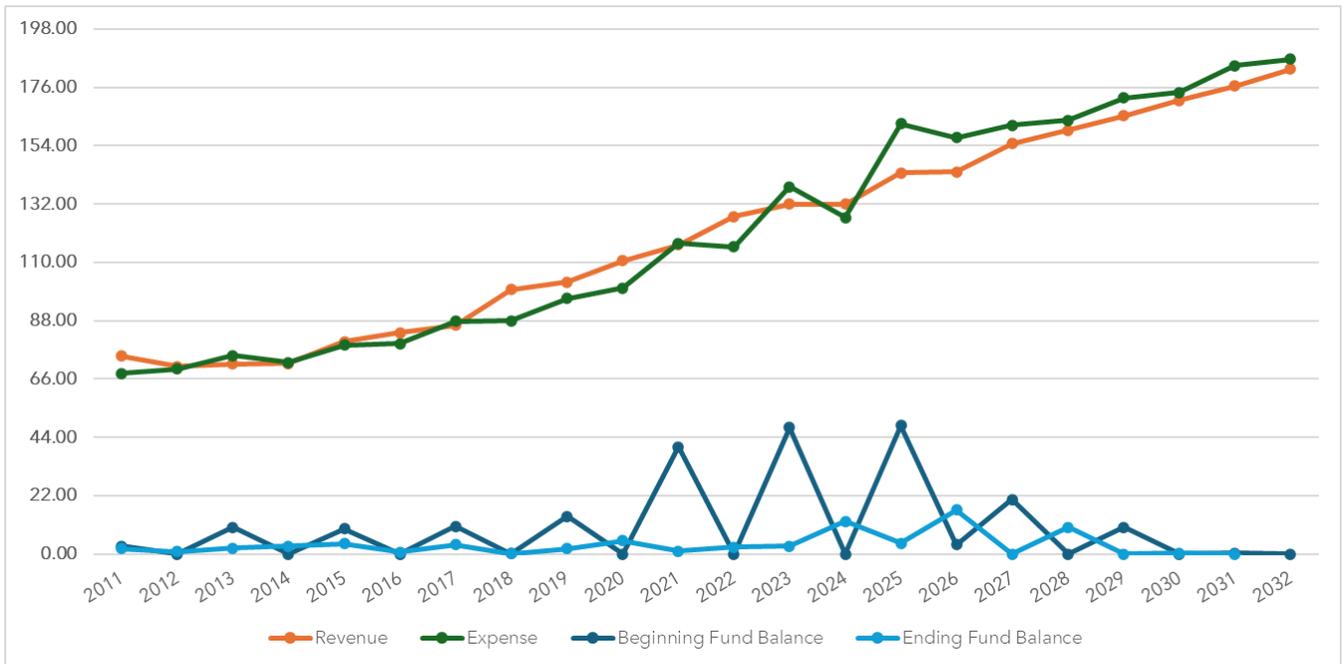
The median property tax burden on a typical Redmond residence in 2025 is \$10,851, or \$7.85 per \$1,000 of assessed value. Of this, the City of Redmond receives 11%, or \$1,154 of the typical tax bill.

TABLE 1 - FULL TAX REVENUE DISTRIBUTION

Agency	\$ Amount of Tax Bill	% of Tax Bill
Lake Washington School District	\$3,359	31%
State School Fund	\$3,107	29%
King County	\$1,883	17%
<b>City of Redmond</b>	<b>\$1,154</b>	<b>11%</b>
King County Library District	\$339	3%
King County EMS	\$306	3%
Sound Transit	\$227	2%
Hospital District	\$199	2%
Port of Seattle	\$141	1%
King County Flood District	\$135	1%
	<b>\$10,851</b>	<b>100%</b>

### Strategy 3: Long-Range Financial Planning

For nearly two decades, the City of Redmond has actively developed and refined a long-range financial plan. The plan serves as a critical tool for demonstrating the relationship between projected revenues, anticipated expenditures, and the financial impact on the community. The most recent version of the plan is included in the City’s 2025-2026 adopted budget.



Central to the plan is the framework built around what are known as the “five essential numbers,” projected over a six-year period that is aligned with Redmond’s biennial budget cycle. These five elements provide a comprehensive view of the City’s fiscal health:

1. Beginning Fund Balance
2. Revenue
3. Expenditures
4. Net Difference
5. Ending Fund Balance

The long-range financial plan also illustrates a common principle known as “the crossing lines,” which recognizes that, over time, the incremental costs of providing services to the community often exceed the anticipated incremental revenues. Each biennium, the City is tasked with closing these budget gaps to maintain a balanced and sustainable budget.

The long-term financial health of the City is supported by a clear and consistent focus on key financial goals that are incorporated into all financial planning:

- To provide a financial base sufficient to sustain municipal services to maintain the social well-being and physical conditions of the City.
- To be able to withstand local and regional economic trauma, to adjust to changes in the service requirements, and to respond to other changes as they affect the community.
- To maintain an excellent credit rating in the financial community and assure taxpayers that Redmond city government is maintained in sound fiscal condition.
- To consider and provide for the needs of future generations in the Redmond community.
- To create a workplace where all employees feel valued and are compensated fairly and equitably for their contributions.

As the City of Redmond looks ahead to ensure continued financial health and sustainability, it is essential that strategic goals are aligned with a robust, transparent, and forward-looking financial management approach. A cornerstone of the Long-Range Financial Strategy is the emphasis on routine, meaningful financial reporting that supports timely decision-making and operational accountability.

Routine financial reporting remains a critical tool in driving informed decision making, maintaining fiscal discipline, and fostering trust across stakeholders. To support this need, Redmond publishes its financial results each month on its website ([www.redmond.gov/267/Financial-Reports](http://www.redmond.gov/267/Financial-Reports)), presents quarterly reports, and brings relevant information to the City Council as necessary. In addition, the City's financial condition is reflected in the City's [Annual Comprehensive Financial Report \(ACFR\)](#), also available on the website.

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#### **Strategy 4: Community-Informed Citywide Planning**

Community input is foundational to the City's Long-Range Financial Strategy. Through robust engagement efforts, the City gathers input from residents, businesses, and stakeholders to help shape policies, priorities, and investments that reflect shared community values. This input is gathered and formalized through planning efforts such as the following. Together, these plans represent a broad, integrated vision for Redmond's future - grounded in community priorities and supported by clear goals and measurable outcomes.

- [Community Strategic Plan \(CSP\)](#)
- [Comprehensive Plan \(Redmond 2050\)](#)
- [Environmental Sustainability Action Plan \(ESAP\)](#)
- [Housing Action Plan](#)
- [Transportation Master Plan](#)
- City Department Functional Plans
- Other issue-specific strategies

To ensure inclusive and meaningful engagement, the City follows its adopted Community Engagement Guidelines, which emphasize equity, transparency, accessibility, and ongoing dialogue. These guidelines help ensure that all voices – especially those historically underrepresented – are considered in shaping the City’s direction. The input informs both the planning efforts, and the financial framework and choices required to implement it, ensuring that investments in citywide programs and infrastructure align with what matters most to the community.

The Community Strategic Plan and the Comprehensive Plan (Redmond 2050) serve as the City of Redmond’s primary planning documents, shaping both the community’s long-term vision and the City’s approach to delivery services and investments that reflect community priorities. Together, these plans define what the community values most and establish the framework of how those values are translated in actionable policies, programs, and projects.

### Community Strategic Plan (CSP)

In 2019, the City developed the Community Strategic Plan to expand the planning framework and reinforce the deep commitment to inclusive, meaningful public involvement. The City utilizes the CSP to serve as a roadmap to guide future improvements and as a work plan. It is updated annually to incorporate evolving needs, refreshed community feedback, and updates on measurable progress. This approach ensures that the City’s vision remains connected to what matters most to the community.

The CSP outlines key initiatives developed in partnership with the community as follows, in alphabetical order:

**TABLE 2 – CSP KEY INITIATIVES: COMMUNITY VISION & OBJECTIVES**

CSP Initiative	Community Vision	Objective(s)
<b>Diversity, Equity, and Inclusion (DEI)</b>	A Redmond in which all residents can fully and effectively access city services, influence city policy and direction, and feel a sense of belonging and safety.	Establish and support strategic practices that increase our City’s ability to provide excellent services, encourage cross-cultural interactions, and strengthen our relationship with our diverse communities.
<b>Environmental Sustainability</b>	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.	Achieve carbon neutrality in city operations by 2030 and citywide by 2050 and enhance the health and resilience of Redmond’s natural resources as outlined in the <a href="#">Environmental Sustainability Action Plan</a> and Council’s <a href="#">2020 Climate Emergency Declaration</a> .
<b>Housing Choices</b>	A Redmond that values, provides, and promotes livability and a variety of housing choices for all.	Increase the overall supply, variety, and affordability of housing to achieve desired livability and equity outcomes in Redmond as outlined in the <a href="#">Housing Action Plan</a> .
<b>Infrastructure</b>	A Redmond that is connected, multi-modal, smart, green, and has high value for long-term infrastructure investments that support the future needs of Redmond.	Invest in infrastructure preservation and replacement across the City to maintain the current level of service, the reliability of capital assets, and provide timely and cost-effective replacement.

		Continue investments in key opportunity projects that support economic and community vitality.
		Create a solid platform of internal technology systems that support city business more efficiently and provide improved customer experiences.
<b>Public Safety</b>	Protect all members of the community through preparedness, prevention, emergency response, mitigation, and recovery in an inclusive, equitable, compassionate, and timely manner.	<p>Better the health of our community by continuing to create a proactive plan to connect at-risk community members to resources that reduce call volume and continue to emphasize alternatives to incarceration.</p> <p>Implementation and enforcement of municipal fire and building codes to sustain prudent growth that protects the natural characteristic of the communities within Redmond.</p> <p>Ongoing investigation of community-driven safety concerns such as traffic volumes, high accident locations, bike lanes, crosswalks, and sidewalks to improve safety for pedestrians, bicyclists, and motorists.</p>

### **Comprehensive Plan (Redmond 2050)**

The City’s work is not done in isolation. As defined by the State of Washington’s Growth Management Act (GMA)<sup>2</sup>, cities are urban service providers responsible for planning for future population and job growth. Under GMA, core cities in King County, including Redmond, are expected to absorb 40% of the region’s increased population growth by 2050.

Of Redmond’s growth, 73% is slated to occur in the Downtown, Overlake, and Marymoor centers, with 78% of new jobs expected in these areas as well. The anticipated growth is part of a vision for diverse and complete neighborhoods and centers that are hubs of residential, commercial, and cultural activity. Through capital investments and thoughtful planning, the City is working to maintain the livability of neighborhoods while also supporting the growth in the urban centers that is projected to occur. The City’s Comprehensive Plan (Redmond 2050) was updated and adopted by Council in 2024 to ensure the predicted growth is well planned for.

Looking ahead to 2050, Redmond community members foresee describing their community as one that is complete, offering a wide range of services, opportunities, and amenities. The community has successfully woven the small town feel of older, established neighborhoods with the energy and vitality of Redmond’s centers. The result is a place where people are friendly, often meet with others

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<sup>2</sup> Chapter 36.70A RCW

they know, and feel comfortable and connected. It's a place where diversity and innovation are embraced, and collaborative action is taken to achieve community objectives. It's a place that is home to people from diverse backgrounds, which contributes to the richness of the City's culture.

The vision as described in Redmond 2050 states that Redmond's centers are hubs of residential, commercial, and cultural activity and that neighborhoods are more diverse and more complete. Downtown, Overlake, and Marymoor Village provide unique and desirable locations to support community life in Redmond. Light rail connects these centers, and they continue to grow with transit-oriented development.

- **Downtown**

Downtown is Redmond's civic heart. It remains an outstanding place to work, shop, live, and recreate and is a destination for many in Redmond and the region. A diversity of businesses, cultural organizations, residents, and visitors contribute to Downtown's vibrancy.

- **Overlake**

With the arrival of light rail and intentional planning for growth, Overlake has transformed into a regional hub for high technology research and development and intercultural experiences. Growth in jobs and residential population has come with critical urban amenities like parks, schools, cultural and civic spaces, and an urban tree canopy. New businesses have enriched Overlake while treasured local businesses have remained in the community using creative anti-displacement strategies.

- **Marymoor Village**

Marymoor Village center is continuing to develop into a transit-oriented community with focus on inclusion. For example, public spaces have been developed to be comfortable for a neurodiverse community. New multifamily developments include units that exceed accessibility standards. Elements such as public art honor the special connection that local tribes have with Bear Creek, Lake Sammamish, and the lands surrounding them. Community members enjoy excellent access to Marymoor Park and to a light rail system connecting them to the region.

- **Neighborhoods**

Redmond's neighborhoods include an array of housing types and serve a variety of household types and sizes. Housing in Redmond's neighborhoods has diversified, with the majority of neighborhood infill development being multiplexes, townhomes, cottages, and other middle housing types. This has created ownership opportunities at a lower price point and allowed community members to stay in the City as their housing needs change over time. Its neighborhoods are also more complete, with small scale commercial uses serving local needs. Some of these uses have become neighborhood hangouts, complementing other neighborhood amenities like parks and schools. Community members enjoy meeting-up with each other in these complete neighborhoods, providing a sense of connection.

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## Strategy 5: Economic Development Strategic Plan

A healthy, resilient economy provides the revenue base necessary to fund public services, infrastructure, and strategic investments that enhance the quality of life in Redmond. The City's first [Economic Development Strategic Plan](#) was adopted by City Council in 2024 to support a diverse and growing economy that contributes to long-term fiscal sustainability.

As Redmond continues to grow, the Economic Development Strategy focuses on fostering innovation, supporting local businesses, attracting strategic industries, and maintaining a balanced mix of commercial, residential, and employment opportunities. These efforts will help expand the City's tax base while also influencing demand for services, transportation infrastructure, and workforce housing.

The foundational strategies were developed to help maintain and strengthen the economic environment and will evolve over time.

- **Regional Collaboration & Partnership:** Work with regional partners to align efforts, and leverage strengths and economies of scale in achieving aligned outcomes.
- **Communication & Storytelling:** Leverage citywide business engagement for relationship building and storytelling. Amplify a compelling narrative, including the economic impact and benefit for Redmond's economic development program through strategic communications.
- **Equitable Economic Mobility:** Support and engage in city efforts that foster equitable economic security and mobility.
- **Land Use:** Track and support the preservation and growth of needed business spaces in Redmond with particular attention to retail, manufacturing, and research and development spaces linked to key clusters in Redmond.
- **Transportation:** Encourage multimodal transportation infrastructure improvements that support employee travel and foster business development and expansion, and support business districts.
- **Housing:** Monitor and support policies that contribute to housing affordability and supply for workers at all skills and income levels to increase the workforce both living and working in Redmond.
- **Livability:** Support investment in quality-of-life amenities to attract and retain businesses and a diverse workforce.
- **Sustainability:** Embed the City's sustainability goals within economic development business outreach and programming.

The strategy is closely aligned with the City's land use planning and infrastructure investment priorities, as outlined in the [Comprehensive Plan \(Redmond 2050\)](#), [Transportation Master Plan](#), and [Housing Action Plan](#). It also reflects input gathered through community engagement and is guided by the [Community Strategic Plan](#). By coordinating economic development with capital planning, the

City can make targeted investments that support sustainable growth, enhance community prosperity, and reduce long-term financial risks.

In addition, the City is committed to ensuring that the benefits of economic growth are shared equitably across the community. This includes supporting inclusive entrepreneurship, advancing workforce development initiatives, and promoting equitable access to economic opportunity for all residents. Through this strategic approach, economic development becomes not only a tool for revenue growth but also a lever for achieving broader community outcomes.

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### **Strategy 6: The Capital Investment Strategy (CIS)**

Among the most significant decisions the City makes are those related to public infrastructure investments. While the City delivers a wide range of services and programs, it also owns and operates essential infrastructure that supports daily life – such as parks and recreation centers, transportation systems (roads, sidewalks, trails and bikeways), utilities (water, wastewater and stormwater systems), technology infrastructure, and other critical facilities. These assets require not only careful planning and construction but also ongoing maintenance and eventual replacement to preserve their value, safety, and effectiveness over time.

The City’s infrastructure investments, called for in [Redmond 2050](#), reinforce livability in the urban centers of Downtown and Overlake, as the primary growth areas while preserving and enhancing residential neighborhoods. In 2050, Redmond’s infrastructure and services will meet the needs of a growing population and promote a safe, equitable, and sustainable community. Proper planning will also protect and enhance the City’s natural environment and resources, with its parks becoming known regionally for attractive and well-maintained facilities.

Within the context of the Comprehensive Plan are a series of functional area plans which provide technical assessments and projections for specific service areas. The plans analyze existing conditions, forecast future growth and infrastructure demand, identify service level targets, and estimate the financial resources required to meet those needs. Once reviewed and adopted by City Council, they become essential tools for guiding the City’s capital improvement planning and long-range financial strategy, so the City remains responsive to community needs while maintaining fiscal sustainability.

In 2015, it was determined that the City’s adopted Vision Blueprint: Redmond’s Capital Investment Strategy (CIS) could provide the alignment needed for the Capital Investment Program (CIP) and the budget process. The CIS looks at near-term investments that cover the same six-year timeframe as the City’s Capital Investment Program and provides a mid and long-term outlook into Redmond’s capital needs to advance the City vision.

The goal of the CIS is to provide a framework that aligns the City’s capital investments with Redmond’s 2050 Comprehensive Plan and spans four investment types including: preservation and maintenance; resolution of existing deficiencies; keeping up with growth; and enhancing community character. To establish a method for project prioritization, thematic strategies that focus on the key desired outcomes of capital investments are used and they are as follows:

- Invest in infrastructure preservation and replacement
- Ensure reliable and resilient facilities and infrastructure
- Invest in centers and high-density areas
- Invest in neighborhoods
- Invest in the natural environment
- Invest in economic and community vitality through collaboration
- Integrate diversity/equity/inclusion and environmental sustainability

Underlying the CIS process are the following principles:

- Develop and implement a six-year Capital Investment Program that results from proactive project prioritization and alignment of delivery commitments with our funding and resource capacity.
- Provide good stewardship of existing city infrastructure to ensure that these assets are well-maintained and reliable.
- Use functional plans and Redmond’s Capital Investment Strategy as the primary source of planned capital investments.
- Continue to strategically leverage funds and capital investment opportunities working in partnership with other agencies and the private sector when consistent with the capital investment priorities of the City.
- Develop innovative strategies to fund infrastructure and strategically use all available resources.
- Maintain an impact fee system to ensure that growth pays a proportionate share of the cost of capital facilities related to new development.

The near-term investments identified in the CIS are used to develop the City’s 6-year Capital Investment Program (CIP) that is adopted with the biennial budget.

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### **Strategy 7: Business Technology Investment Strategy**

The City established a Business Technology Investment Program (BTIP) in 2020 to identify technology projects that represent a short and mid-term plan for technology implementations to fully support the City’s strategic goals.

Due to the rapid rate of technology advancements, BTIP projects scheduled in the near-term are planned to a greater level of granularity than projects scheduled to begin in four to six years. The BTIP supports objectives as defined in the City of Redmond [Community Strategic Plan](#) to:

- Provide a solid platform of internal systems that support and directly align with city business.
- Modernize key business applications and external facing systems to achieve operational efficiency.
- Improve and adhere to up-to-date cybersecurity standards.
- Partner with the Public Works and Planning departments to drive a Smart City strategy.
- Implement a standard approach to program, project, and portfolio management methodologies throughout the City.
- Improve customer and employee experience through user-friendly, accessible, and efficient digital tools.
- Enable interdepartmental collaboration through shared platforms and standardized processes.

Over the long term, the BTIP will evolve from a near-term project portfolio into a strategic framework that guides how the City invests in, manages, and sustains its digital infrastructure. The long-term vision focuses on integrating technology planning with the City's broader capital and financial strategies, ensuring that technology remains a foundational enabler of Redmond's 2050 vision.

Key elements of the long-term vision include:

- Align BTIP with the City's Capital Investment Strategy (CIS) to plan technology investments.
- Advance Smart City initiatives that use data, automation, and sensors to improve efficiency and community outcomes.
- Use technology to support environmental sustainability and efficient resource management.
- Foster innovation and flexibility so the City can quickly adapt to new technologies and community needs.
- Strengthen data security, privacy, and resilience to protect City systems and maintain public trust in digital services.

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### **Strategy 8: Community-Based Budgeting**

The community-based budgeting approach used by the City ensures that the input provided by the community through engagement in citywide planning initiatives is used to help establish programs, set service levels and allocate public resources to meet community needs. The funded programs and services should be of value to the community and align with the community's desired outcomes. Redmond is a diverse community that may not always agree on the appropriate services to be provided. Therefore, the City strives to find the right mix of services that address most of the community's interests.

Redmond's budget process is grounded in the following strategic goals:

- Align resources with community priorities and desired outcomes
- Engage the community in a transparent, inclusive budget process
- Measure progress toward defined outcomes
- Get best value for each tax dollar
- Build regional cooperation and partnerships
- Foster a welcoming culture of superior customer service
- Enhance and facilitate accountability, continuous learning, innovation, and process improvements across all programs
- Proactively protect and maintain city resources and assets
- Ensure regulatory, legal, and policy compliance
- Ensure pay equity across all departments
- Support long-term financial sustainability and alignment with Redmond 2050.

Redmond's community-based budget process emphasizes value by focusing not only on how much is being spent, but also what is being delivered. The process promotes a citywide perspective in budget development, encouraging the City to look beyond individual departments, programs, and services to consider the needs of the whole community. It challenges staff to view the budget from perspective of the community, fostering a broader understanding of the impact of financial decisions.

The increased level of financial awareness helps ensure community resources are used thoughtfully, responsibly, and in alignment with shared priorities.

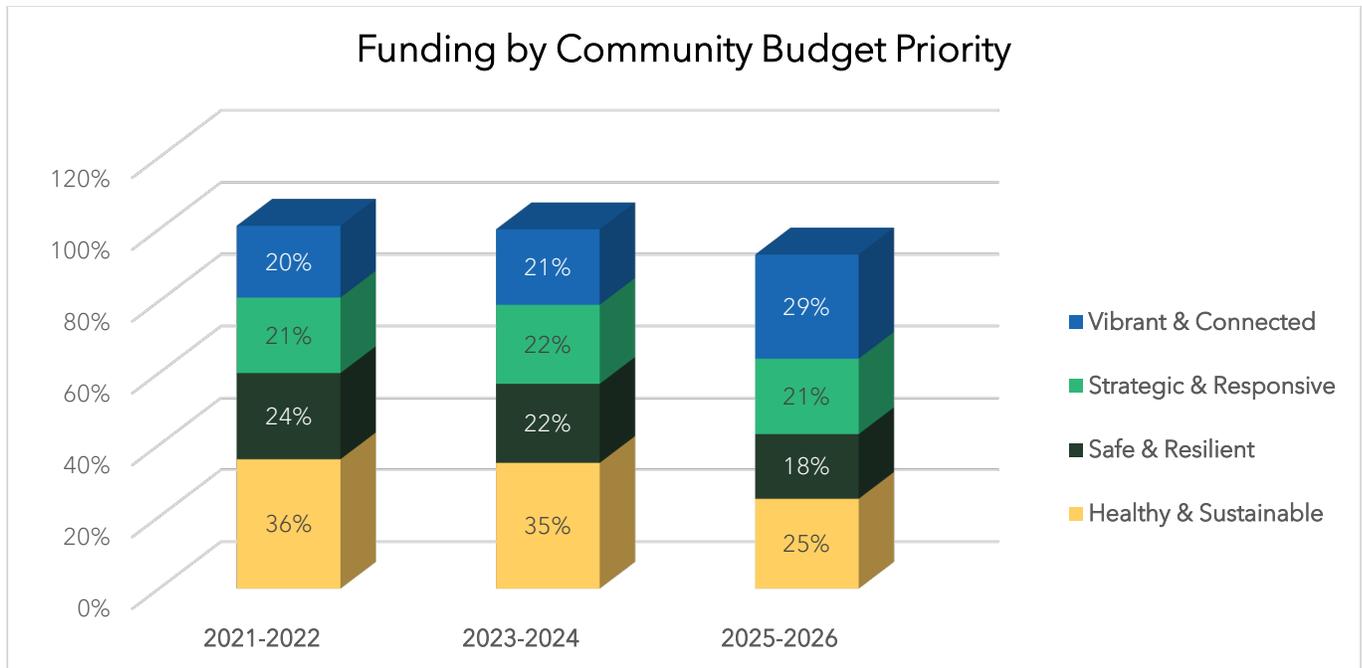
Community input is essential to understanding the budget priorities and outcomes expected from the City. The City works to maintain strong feedback from the community in a variety of forms as the basis for its spending choices. Each biennial budget cycle, the budget priorities and desired outcomes are validated. The input received from the community is one tool that the City uses to adapt to evolving needs. The current community budget priorities and desired outcomes are provided in the table below.

**TABLE 3 - CURRENT COMMUNITY BUDGET PRIORITIES**

<b>Budget Priority</b>	<b>Healthy and Sustainable</b>	<b>Safe and Resilient</b>	<b>Strategic and Responsive</b>	<b>Vibrant and Connected</b>
<b>Community Value</b>	We value a healthy environment that supports an active community	We value a thriving community where all people feel safe	We value a city that is welcoming, service oriented and fiscally responsible	We value a well-planned and supported community that provides a sense of place
<b>Outcomes</b>	Environmental preservation responsibly balanced with growth	Effective emergency prevention strategies	Fiscally responsible organization	A transportation system that supports multi-modal movement of people and goods
	Climate actions goals achieved through green practices and policies	Well-executed emergency responses	Welcoming, innovating and continuous learning culture	City services and programs that enhance quality of life and community prosperity
	Place and program that support an active and involved community	Comprehensive investigations that provide appropriate resolutions	Leadership that aligns community needs with strategic planning and City operations	City services and future growth facilitated by high-quality public infrastructure and facilities

The Community Results Team (CRT) represents an additional key tool used in the community-based budgeting framework. The team was established to deepen community engagement in the City's budget process and provide the City with additional input on important budget decisions. The CRT provides a bridge between city decision-makers and the broader community, ensuring that budget decisions are grounded in both data and shared community values.

Team members are selected through an equitable process to review budget plans and provide feedback on the alignment with community values and long-term goals. The Community Results Team assignment evolves from one budget cycle to the next and the budget plans reviewed varies depending on the highest priority challenges or needs. Over time, the CRT has become a cornerstone of community engagement, ensuring that fiscal decisions are informed by community perspectives and community members have a meaningful role in determining how public funds are allocated. The teams input assists in validating that the right level of investment is made toward each of the communities four budget priorities.



At the conclusion of each budget cycle, the City assesses the budget process with input from all participants in the process. The feedback is used to identify opportunities for improvement and guide future refinements. The process is intentionally designed to evolve in response to community needs and to promote more effective engagements, transparency, and results.

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**Strategy 9: Fiscal Resilience and Reserve Management**

Maintaining strong financial reserves is a pillar of the City of Redmond’s long-term fiscal sustainability. Adequate reserves allow the City to withstand economic downturns, natural disasters, or unforeseen revenue disruptions while continuing to provide essential services without interruption. They also ensure Redmond can respond strategically to emerging opportunities or challenges – such as capital investments, emergencies, or policy shifts – without compromising financial stability.

Redmond’s reserve management practices are guided by deliberate conservative fiscal policies that align with best practices established by the Government Finance Officers Association (GFOA)<sup>3</sup>. These policies are reviewed and updated each budget cycle to ensure they remain relevant and responsive to changing conditions. In recent years, the City has prudently increased its reserve targets to reflect evolving economic risks, service expectations, and long-term needs.

The strength of Redmond’s reserves directly contributes to the City’s AAA bond rating, the highest rating awarded by credit agencies. This distinction reflects the City’s proven record of fiscal discipline, predictable financial management, and forward-looking planning. Having a AAA rating provides significant financial benefits - reducing borrowing costs for capital projects, increasing investor confidence, and preserving flexibility to fund major infrastructure or community investments when needed.

The prudent financial objectives, as listed below, ensure that Redmond remains well-positioned to deliver stable, high-quality services through all economic cycles while safeguarding the community’s long-term financial well-being.

**Strategic Reserve Management Objectives:**

- **Ensure Long-Term Fiscal Resilience**
  - Maintain reserve levels that support Redmond’s AAA bond rating.
  - Align reserves with long-range financial planning assumptions.
- **Support Operational Stability**
  - Use reserves to buffer short-term economic fluctuations without compromising core service delivery.
  - Limit structural reliance of reserves to one-time, strategic uses only.
- **Promote Transparency and Accountability**
  - Set clear policies and thresholds for reserve targets and replenishments.
  - Report reserve balances and usage plans as part of the budget process.

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**Strategy 10: Performance Management**

Since adopting the Long-Range Financial Strategy, the City of Redmond has made significant progress in strengthening and modernizing its performance management practices. Departments no longer operate in isolation; instead, the City now evaluates results using community-centered metrics tied to citywide programs. A Performance Indicator Dashboard is used to communicate progress through the budget process.

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<sup>3</sup> Appropriate Level of Unrestricted Fund Balance in the General Fund - Best Practice, approved by GFOA’s Executive Board: September 2015

However, performance management is not limited to the budget process. While budget and financial planning define resource parameters, performance measurement must operate independently from the budget process to assess the true impact and value of city services. This separation ensures that service value is measured based on outcomes, not just funding levels – enabling continuous learning, accountability, and strategic improvement.

Across the organization, performance data increasingly informs decision-making, supports analytical tools and development of strategic dashboards, and drives routine performance reviews cycles. This reflects a growing cultural shift toward adaptive governance, where decisions are guided by evidence, not just tradition or availability of funds. Redmond systematically analyzes performance data to evaluate service value and adjust when necessary. Performance measures are used to demonstrate how programs are advancing community-informed outcomes, and all assessments are framed through a triple bottom line lens – balancing social, environmental, and economic impacts – ensuring a holistic alignment with community values.

The City continues to refine this framework by:

- Aligning measures with strategic goals
- Embedding diversity, equity, and inclusion in assessment criteria
- Improving transparency and public accountability through data

Building on efforts to enhance financial reporting, the City is developing a comprehensive Performance Report. The new tool will go beyond budget tracking to include key performance metrics and progress updates, enabling a deeper understanding of how resources are being used in alignment with community priorities. The report will support continuous improvement by linking budget performance to program outcomes and long-term objectives.

The successful implementation of Microsoft Dynamics 365 (D365) has been pivotal in transforming the City's financial infrastructure. With D365, the City has modernized its core financial system, improved data collection and accuracy, and streamlined key processes such as budgeting, procurement, and reporting. The platform's integrated architecture enables more timely and reliable financial data, positioning the City for greater agility and transparency.

Most significantly, D365 lays the foundation for the development of a future Financial Dashboard – a dynamic, real-time reporting interface that will provide up-to-date financial performance indicators couple with program performance data. Together, these initiatives represent a continued strategic shift toward more data-driven, transparent, and performance oriented financial planning. As the build out of these tools and capabilities continues, focus will remain on ensuring financial stewardship that supports both operational excellence and long-term organizational sustainability.

As Redmond looks ahead, its evolving performance management approach – distinct from but aligned with budgeting – will remain essential to ensuring the City delivers meaningful, measurable results that matter to the community.

# Appendices

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[Appendix A: Fiscal Policies](#)

[Appendix B: Community Investment Rate Calculation](#)

[Appendix C: Biennial Budget Process](#)

[Appendix D: City Operating Revenues](#)

[Appendix E: City Capital Investment Revenues](#)

[Appendix F: Other Available Revenues](#)

[Appendix G: Current Rates/Fees](#)

[Appendix H: History of the Long-Range Financial Strategy](#)

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## Appendix A: Fiscal policies

As described above, the adoption of fiscal policies is a best practice recommended by the GFOA. The GFOA recommends that the policies include the following topics:

1. **General fund reserves.** Policies governing the number of resources to be held in reserve and conditions under which reserves can be used.
2. **Reserves in other funds.** Policies for other funds (especially enterprise funds) that serve a similar purpose to general fund reserve policies.
3. **Grants.** Policies that deal with the administration and grants process.
4. **Debt.** Policies that govern the use of government debt, including permissible debt instruments, conditions under which debt may be used, allowable levels of debt, and compliance with continuing disclosure requirements.
5. **Investment.** Policies that provide guidance on the investment of public funds, including permissible investment instruments, standards of care for invested funds, and the role of staff and professional advisors in the investment program.
6. **Accounting and financial reporting.** Policies that establish and guide the use of an audit committee, endorse key accounting principles, and that ensure external audits are properly performed.
7. **Risk management and internal controls.** Policies that address traditional views of risk management and internal controls as well as more modern concepts of enterprise risk management.
8. **Procurement.** Policies that are most essential for adoption by the governing board to encourage efficient, effective, and fair public procurement.
9. **Long-term financial planning.** A policy that commits the organization to taking a long-term approach to financial health.
10. **Structurally balanced budget.** Policies that offer a distinction between satisfying the statutory definition and achieving a true structurally balanced budget.
11. **Capital.** Policies that cover the lifecycle of capital assets, including capital improvement planning, capital budgeting, project management, and asset maintenance.
12. **Revenues.** Policy guidance through the designing of efficient and effective revenue systems that guarantee the generation of adequate public resources to meet expenditure obligations.
13. **Expenditures.** Policies addressing a range of issues around how the money is expended, including personnel, outsourcing, and funding long-term liabilities.
14. **Operating budget.** Policies that describe the essential features of the budget development process as well as principles that guide budgetary decision making.

The City will review its fiscal policies during each biennial budget cycle. This review will start with a staff review, followed by a review by the designated City Council Committee (currently the Finance, Administration and Communications [FAC] Committee of the Whole) and, if changes are proposed by the FAC Committee of the Whole, the full City Council.

## Appendix B: Community Investment Rate Calculation

The community investment rate is the total city resources divided by community income.

### Explanation of Key Calculations

- Taxes account for approximately 40% of total city revenues. This includes not only property tax and sales taxes but also real estate excise tax, special lodging tax, admission tax, utility tax, gambling tax, and leasehold tax.
- Permits and Licenses generate revenue from regulatory activities.
  - Permits apply mainly to development activities, covering plan reviews, inspections, and related services, while licenses apply to business operations and other locally regulated activities.
- User Charges are the fees paid directly by individuals or businesses that benefit from specific city services. They reflect the cost of providing utilities (water, wastewater, and stormwater), recreation programs, development services, and other fee-based activities.
- Intergovernmental Revenues consist of capital grants and payments received from other governments for services provided or shared responsibilities.
- The Community Investment Rate is calculated by dividing total city revenues by community income.
  - Community income is estimated by multiplying Redmond population by per-capita income. (Per-Capita Income data is sourced from the American Community Survey, conducted by the U.S Census Bureau)
- Forecasts for future years are based on a combination of:
  - Washington State Economic and Revenue Forecast Council
  - United State Census Bureau
  - United State of Labor Statistics
  - City’s long-range financial forecast
  - Other city internal financial forecasts

TABLE 4 - THE 2024 COMMUNITY INVESTMENT RATE CALCULATION

Calculation Components	2024
Total City Revenue	\$297,988,165
(less) Capital Contributions and Debt Proceeds	\$(14,544,713)
<b>Subtotal</b>	<b>\$283,443,451</b>
<b>Redmond Community Income</b>	
Per Capita Income (CPI-W Increase)	\$74,998
Population (1% Increase)	80,280
<b>Total Community Income</b>	<b>\$6,020,816,372</b>
Community Investment Rate (Total City Revenue)	4.95%
Community Investment Rate (Total City Revenue Less Capital Contributions and Debt Proceeds)	4.71%

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## Appendix C: Biennial Budget Process

The City of Redmond follows a community-based budgeting process that encompasses not only day-to-day city operations, but also capital and technology investments. This approach ensures that all financial resources are directed toward services, programs, and projects that reflect with community priorities.

Each biennial budget cycle begins with the adoption of a budget calendar that outlines the timeline for key milestones. The Mayor will propose a calendar no later than the first regular City Council business meeting in April of each budget year.

Primary elements of the budget process, presented in general chronological order, form the foundation of Redmond's budget development process:

1. **Budget Calendar Development and Approval**
  - The Mayor proposes a budget development calendar for Council review and approval.
2. **Initial Community Input**
  - A statistically valid community survey is conducted to gather feedback and service priorities.
  - The [Community Strategic Plan](#) is reviewed to understand resource needs.
  - Capital Investment Projects are prioritized by community-informed criteria.
  - Budgeting for Equity input is used to inform strategies for the budget process.
  - Additional input may be collected through neighborhood meetings, focus groups, online Feedback, and other outreach efforts.
3. **Planning Retreats and Policy Guidance**
  - Administrative and/or City Council budget planning retreats define budget process priorities and policy direction.
  - City Council provides input on resource allocation and areas of emphasis.
  - Budget training, instructions, and parameters are communicated to staff.
4. **Formation of Staff and Community Results Teams**
  - Results Teams are appointed to provide guidance and develop recommendations around community priorities.
5. **Departmental Budget Presentations**
  - Department directors present an overview of their department functions, baseline budget services, performance metrics, and budget challenges.
6. **Review of Capital Investment and Business Technology Investment Programs (CIP/BTIP)**
  - Capital and technology investment plans are updated and presented to City Council.
  - A public hearing is held to gather feedback on the CIP and BTIP.
7. **Development of Budget Plans**
  - **Baseline Plans** include existing programs at current service levels.
  - **Service Enhancement Plans** propose new programs or expanded services.
  - **Service Reduction Plans** propose program or service reductions, if necessary to balance the budget.

## 8. Revenue Forecast Presentation

- A current revenue forecast is developed and presented
- A public hearing on revenue forecast. ([RCW 84.55.120](#))

## 9. Preliminary Budget Finalization

- The Mayor and Directors Team incorporate Results Team input to finalize the Preliminary Budget.

## 10. Preliminary Budget Presentation

- City Council conducts study sessions to review and recommend changes.
- A public hearing on the Preliminary Budget is held ([RCW 35A.34.090](#)).
- Council input is tracked in a working matrix for transparency and documentation.

## 11. City Council Final Study Session(s)

- Final review and discussion sessions are conducted.
- A public hearing on the final biennial budget is held ([RCW 35A.34.110](#)).

## 12. Budget Adoption

- City Council formally adopts the Biennial Budget.
- All public and Council comments are documented in the Budget Adoption Packet.

## 13. Budget Implementation

- Upon adoption, departments begin execution of the budget in alignment with Council direction and community input.

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## Appendix D: City Operating Revenues

(Alphabetical Order)

**Business License Fee** - Generated from commercial businesses operating within the City to ensure compliance with local regulations as authorized under RCW 35A.82.020 and RCW 35.90.

- Under RMC 5.04.080, the annual license fee is calculated by multiplying employee hours (or full-time equivalent units) by the current rate.
- Each license includes a base fee used for general city operations and a transportation surcharge restricted to planning, construction, operation and maintenance of transportation improvements that benefit the business community and for transportation demand management programs.
- Rates are adjusted annually for inflation and approved by City Council through the budget process.

**Development User Fees** - Generated from activities associated with property development as authorized under RCW 82.02.020.

- Calculated on cost-of-service principles and adjusted annually for inflation.
- Earmarked for specific development services.
- Updated every 5 years through cost-of-service study.
- Fees approved by City Council upon completion of cost-of-service study or through the budget process.

**Grants** - Funds awarded to the City by federal, state, regional, or private entities to support specific projects, programs, or initiatives in alignment with grantor requirements and City priorities as authorized under RCW 35.21.120 and RCW 35A.11.010.

- Awarded through competitive for formula-based application processes administered by agencies such as the Department of Transportation, Washington State Recreation and Conservation Office, Department of Ecology, and others.
- Restricted in accordance with terms, conditions, and scope defined in the grant agreement.
- Accepted by Council as part of the budget process or when awarded.

**Intergovernmental Revenues** - Taxes collected by Washington State and distributed to cities based on formulas set in law.

- Include the Motor Vehicle Fuel Tax, Criminal Justice Special Programs allocation, Liquor Excise Tax, and Cannabis Excise Tax.
- Each source carries specific state or program restrictions for how they are spent.
- Most distributions are determined by population or state formulas beyond the City's control.

**King County Emergency Medical Services (EMS)** - Reimbursements from King County generated from a 6-year property tax levy.

- Levy distributions to each city are calculated annually and reimbursed upon expenditure, but levy amount must be approved by voters every 6 years.
- Restricted to Advanced Life Support (ALS) or paramedic programs, Mobile Integrated Healthcare (MIH), partial funding to Basic Life Support (BLS, or first responders), and other programs that support the functions and direct services of Medic One and EMS systems.

**King County EMS Transport Fees** - Collected from health insurance providers to recover the costs of providing Basic Life Support (BLS) transport services as authorized under RMC 3.88.

- Calculated on cost-of-service principles and adjusted annually for inflation.
- Restricted to EMS-related purposes.
- Updated every 5 years through cost-of-service study.

**King County Fire District 34** - Collected to recover the costs of providing fire services to authorized per contract with King County Fire District 34.

- Contract amount updated annually by calculating the District's allocation of Redmond Fire Department's budgeted expenditures and updating credits provided for the EMS Levy, EMS Transport Fees and Ground Emergency Medical Transportation (GEMT) revenues.
- Restricted to the services provided.
- Contract must be approved by King County Fire District 34 Board of Commissioners annually.

**Other Revenue** - Diverse category of smaller revenue sources from city operations, including internal charges and external fees.

- Includes franchise fees, court fines, investment income, rentals, and internal service charges.
- Usage varies from restricted to unrestricted, depending on the source, contract, or policy.
- Supports general city operations or internal cost recovery.

**Parks and Recreation User Fees** - Collected from individuals or groups who use city-managed parks, recreation facilities, and participate in city-run programs or events as authorized under RCW 35.21.020

- Calculated on cost-of-services principles; adjusted annually for inflation.
- Restricted for use within the parks and recreation system.
- Updated every 5 years through cost-of-service study.
- Fees approved by City Council upon completion of cost-of-service study or through the budget process.

**Property Tax** - Levied on assessed property value as authorized under RCW 84.55.

- City Council Authority
  - Capped annual growth (1% + new construction/annexations).
  - Used for general city operations.
  - Approved annually by City Council.
- Voted
  - Includes parks and public safety levy lid lifts.
  - Restricted to parks maintenance and public safety staffing.
  - Requires voter approval.

**Sales & Use Taxes** - Consumption based tax collected on retail sales and leases within the City as authorized under RCW 82.08 (sales tax) and RCW 82.12 (use tax).

- The City collects a share of the total sales tax rate, which in 2025 is part of a 10.30% combined rate.
- Most revenue comes from the basic 0.5% and optional 0.5% city-imposed sales taxes, the City retains 0.85% and 0.15% is distributed to King County.
- Used for general city operations.
- City imposes an add 0.1% Transportation Benefit District sales tax used to fund street maintenance and transportation improvements in the Capital Investment Program. RCW 36.73.
- City receives an affordable housing sales tax credit of 0.0073% used to fund capital investments related to affordable housing. RCW 82.14.540.
- King County levies a 0.1% criminal justice sales tax, a portion of which is shared with the City.
- The additional sales taxes are restricted.

**Solid Waste Collection Compensation** - Generated from administration fee charged to the City's Solid Waste hauler to offset the cost of contract administration as authorized under RCW 35.21.120.

- The collection compensation rate is calculated based on a percentage of gross revenues earned by the hauler and updated annually for inflation.
- Used to administer the Solid Waste program.
- Rate is approved by City Council through contract approval.

**Special Lodging Tax** - Imposed on short-term stays at hotels, motels, and similar accommodations, as authorized under RCW 67.28.

- The current tax rate is 1%.
- The revenue is dedicated to tourism promotion and the development or operation of tourism-related facilities.
- Guided by the Lodging Tax Advisory Committee (LTAC).

**Utility Rates** - Fee paid by utility customers to fund infrastructure, operations, and maintenance of water, wastewater, and stormwater systems as authorized under RCW 35A.80.010.

- Fully restricted to supporting the needs of the City's utility systems.
- Calculated on cost-of services principles; adjusted for inflation through the rate setting process.
- The City conducts regular utility rate studies in conjunction with the biennial budget process to evaluate system performance, funding needs, and rate equity.

**Utility Taxes** - Imposed on utility service providers to generate revenue that supports general municipal services as authorized under RCW 82.16.020.

- Includes electric, gas, cable, telecommunications, and city-operated utilities (water, wastewater, stormwater).
- Taxes are calculated as a percentage of gross utility revenues and remitted by the utility providers.
- Under state law, utility taxes for electric, gas, cable, garbage collection, and telecommunications are capped at 6%.

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## **Appendix E: City Capital Investment Revenues**

(Alphabetical Order)

**Business License Transportation Surcharge** - Tax collected to fund transportation investment that benefit the business community as authorized under RCM 5.04.080.

- Collected through the Business License Fee rather than treated as a separate levy.
- Restricted to planning, construction, operation and maintenance of transportation improvements that benefit the business community and for transportation demand management programs.

**Capital Facility Charges (CFCs)** - One-time charges on new development designed to ensure that growth contributes equitably toward the infrastructure required to serve it as authorized under RCW 35.92.025.

- Redmond imposes capital facility charges for water, wastewater, and stormwater utilities.
- Each governed by its own methodology.
- Restricted to capital purposes and cannot be used for operations or maintenance.
- Calculated based on the value of utility system assets, planned capital investments, and available capacity within each utility system.

**Community Facilities District** - Special purpose district formed to provide financing options for community facility infrastructure improvements due to growth as authorized under RCW 36.145.

- Community Facilities District 2016-01 established in partnership with the Microsoft Corporation to fund multimodal, intersection, and signal expenses.
- Governed by a board of three members of City Council and two representatives nominated by the Microsoft Corporation.
- Funding provided by Microsoft is contingent on the City completing agreed upon projects.

**Depreciation Transfers** - Utility rate funded transfers intended to fund depreciation of capitalized assets and future asset replacement and major repairs.

- Transfers are funded for City water, wastewater, stormwater, and Novelty Hill water and wastewater utilities.
- Calculated based on the capitalizable assets recognized in each utility each year, minus long-term debt principal payments, if applicable.
- The intent of this transfer is to allow the Capital Utility funds to plan and pay for infrastructure and asset replacement and repair.

**General Fund – 5% Transfer** - A transfer from the General Fund to provide consistent support for the City's Capital Investment Program.

- An annual transfer of five percent of discretionary general fund revenues is directed towards the General Government CIP funds.
- Used for Parks, Transportation, or General Government/Facilities projects.

**General Fund – Pavement Management Transfer** - A transfer from the General Fund to provide consistent support for the pavement management program.

- An annual transfer of \$300,000 of discretionary general fund revenues.
- Restricted for pavement management projects.

**Impact Fees** - One-time charges on new development designed to ensure that growth contributes equitably toward the public facilities and infrastructure needed to serve it as authorized under RCW 82.02.

- Redmond imposes impact fees for fire, parks, and transportation.
- Each governed by its own methodology and spending restrictions.
- May be used only for system improvements identified in the City's Capital Facilities Plan (CFP) and cannot fund operations and maintenance.
- Fee levels are established based on the cost of new or expanded facilities required by development, adjusted for existing capacity, prior developer contributions, and other available funding sources.

**Keller Farm Wetland Bank** - Generated from sales of credits for compensatory mitigation of unavoidable impacts to wetlands associated with new developments.

- Sales brokered through Habitat Bank via consulting services agreement.
- Revenue includes 20% of the gross revenue received from each credit Habitat Bank sells until the City is fully reimbursed the \$2,520,000 purchase price it paid for the Keller Farm property.
- Subsequently, the City will receive 10% of the gross revenue from each credit sale for the remaining term of the agreement (2028), or until all credits are sold, whichever occurs sooner.
- Funds are to be used for Stormwater CIP projects.
- Credit sales and rates will be managed by Habitat Bank via the Certified Wetland Mitigation Bank.
- Fees approved by City Council through the contract agreement with Habitat Bank.

**King County Parks Levy** - Generated from a King County Property Tax levy to support local parks and trails.

- The King County Parks Levy is a 6-year, voter-approved property tax which has been in effect since 2008.
- Starting 2026, the levy rate will be \$0.2329 per \$1,000 of assessed value, with annual increases for inflation thereafter.
- The levy funds are to be used for Parks capital investment projects.

**Motor Vehicle Excise Tax (MVET)** - Distributed to cities by the State of Washington based on population as authorized under RCW 46.68.090.

- Allocated 32% to the Transportation Capital Investment Program (CIP).

**Municipal Debt** - Financial tool used to finance major capital investments that provide long-term community benefit as authorized under (RCW 39.36).

- Redmond utilizes a mix of Limited Tax General Obligation (LTGO) bonds, Utility Revenue bonds, and lease-purchase financing when appropriate.
- Debt issuance is carefully evaluated to ensure affordability, necessity, and alignment with long-term financial and capital plans, with repayment structured to match the useful life of the financed asset.

**Real Estate Excise Tax** - State-authorized tax on the sale of real property as authorized under RCW 82.45 and RCW 82.46.

- Revenues shared between the state and local governments.
- City collects REET 1 and REET 2, both of which are restricted for specific capital purposes under RCW 82.46.
- The City cannot adjust REET rates but may choose whether to impose them.

**Sales Tax - Affordable Housing Tax Credit** - Remitted to the City by King County as established by House Bill 1406 and authorized under RCW 82.14.540.

- Receive a credit of 0.0073% against the state sales tax to support affordable housing initiatives.
- Used for investments in affordable housing.

**Sales Tax - Sales Tax on Construction** - Represents the portion of sales tax revenue generated from construction-related goods and services used within the City.

- Revenues fluctuate with the pace of local development and the City considers them as one-time.
- Transferred from the General Fund to the capital funds during the budget process.
- The City does not have authority to impose its own construction sales tax beyond what is authorized by the State of Washington, and opportunities to adopt new local sales taxes are limited.

**Sales Tax - Transportation Benefit District (TBD)** - Additional Council approved sales tax dedicated to funding transportation improvements as authorized under RCW 36.73.

- Sales tax rate is a 0.1%.
- Supports wide range of capital transportation purposes pavement management, pedestrian and bicycle infrastructure, traffic safety improvements, and transportation demand management projects.
- City is authorized to levy the tax for up to 10 years, or longer if pledged for debt repayment, after which it may be renewed indefinitely with voter approval.

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## **Appendix F: Other Available Revenues**

### **Business & Occupation Tax - Gross Receipts Tax**

Taxes on businesses, which are typically levied as a percentage of the businesses' gross receipts, less some deductions. This is an unrestricted funding source and can be used for any lawful governmental purpose. The City currently collects a business license fee and surcharge in lieu of the Business & Occupation tax. The City can impose a B&O tax at any rate up to .02% without voter approval and can go above the statutory limit with voter approval. Business & Occupation tax can be riskier than the fee and surcharge as these taxes are subject to initiative/referendum, whether a jurisdiction has adopted those powers.

### **Property Tax - Affordable Housing Levy**

Voted property tax levies are generally described in appendix D. The affordable housing levy is a voted property tax levy. This revenue can be used to finance affordable housing for very low-income households, home ownership, owner-occupied home repair, and foreclosure prevention programs. The City may levy up to \$0.50 per \$1,000 of assessed valuation. A state of emergency declaration around affordable housing is required to levy this tax. The levy may be imposed each year up to 10 consecutive years and requires voter approval.

## Appendix G: Current Rates/Fees

TABLE 5 - CURRENT RATES/FEEES

Revenue Source	Current Rate	Authority Limit	Indexed?	Decision Maker	Volatility Rating
Property Tax	\$0.83/\$1,000 of AV	1% year	No	City Council	Low
"Multi-Year Bump" Levy Lid Lift (can exceed 1% limitation for up to 6 consecutive years)	0	\$3.10 / \$1,000	Yes	Voters	Low
"Single Year Bump" Levy Lid Lift (can exceed 1% limitation in first year of levy only)	0	\$3.10 / \$1,000	No	Voters	Low
Utility Tax (Electric, Gas, Telephone, Cable) <sup>4</sup>	6%	6%	No	City Council	Medium
Utility Tax (City Utilities) <sup>5</sup>	1%	None	No	City Council	Low
Sales Tax	1%	1%	No	City Council	High
Restricted Local Sales Tax	0.1%	0.1%-0.3%	No	Voters	High
Gross Receipts (B&O)	0%	0.2%	Yes	City Council	Medium
Business License Fee <sup>6</sup>	\$66.00	None	Yes	City Council	Medium
Business Transportation Tax <sup>7</sup>	\$87.00	None	Yes	City Council	Medium
Development Review Fees	Full Cost Recovery	None	Yes	City Council	High
Recreation Fees	Direct Cost Recovery	None	Yes	City Council	Medium

<sup>4</sup> See table 6

<sup>5</sup> See table 6

<sup>6</sup> See table 7

<sup>7</sup> See table 8

**TABLE 6 - HISTORY OF UTILITY TAX RATE CHANGES OVER THE PAST TWENTY YEARS**

When	Purpose	Service	Rate
2025 (ord. 3195)	General Government Public Safety Purposes	Stormwater	1%
2025 (ord. 3195)	General Government Public Safety Purposes	Wastewater	1%
2025 (ord. 3195)	General Government Public Safety Purposes	Water	1%
2018 (ord. 2942)	Cable Services	Cable	6%
2014 (ord. 2769)	Cable Services	Cable	3%
2014 (ord. 2716)	Fire Suppression Services	Water	0%
2013 (ord. 2673)	Fire Suppression Services	Water	8.53%
2010 (ord. 2545)	Fire Suppression Services	Water	9.23%
2006 (ord. 2281)	General Government Purposes	Elec. Tele. Nat. Gas	6.0% (was 5.8%)
2004 (ord. 2239)	General Government Purposes	Elec. Tele. Nat. Gas	5.8% (was 5.5%)
1996 (ord. 1923)	General Government Purposes	Elec. Tele. Nat. Gas	5.5% (was 4.5%)
1995 (ord. 1867)	General Government Purposes	Elec. Tele. Nat. Gas	4.5% (was 5.5%)

**TABLE 7 - HISTORY OF BUSINESS LICENSE FEE CHANGES OVER THE PAST TEN YEARS**

When	Purpose	Rate
2026 (forecast)	General Government Purposes	\$69.00
2025 (ord. 3192)	General Government Purposes	\$66.00
2024 (ord. 3131)	General Government Purposes	\$60.00
2023 (ord. 3107)	General Government Purposes	\$56.00
2022 (ord. 3025)	General Government Purposes	\$52.00
2021 (ord. 3025)	General Government Purposes	\$51.00
2019 (ord. 2940)	General Government Purposes	\$50.00
2018 (ord. 2940)	General Government Purposes	\$49.00
2017 (ord. 2862)	General Government Purposes	\$48.00
2016 (ord. 2862)	General Government Purposes	\$45.00
2015 (ord. 2770)	General Government Purposes	\$42.90
2013 (ord. 2667)	General Government Purposes	\$35.00
2004 (ord. 2238)	General Government Purposes	\$28.25
2000 (ord. 2088)	General Government Purposes	\$12.50
1998 (ord. 2003)	General Government Purposes	\$10.00

TABLE 8

HISTORY OF BUSINESS TRANSPORTATION TAX CHANGES OVER THE PAST TEN YEARS

When	Purpose	Rate
2026 (forecasted)	Transportation & Transportation Demand Management Programs	\$91.00
2025 (ord. 3192)	Transportation & Transportation Demand Management Programs	\$87.00
2024 (ord. 3131)	Transportation & Transportation Demand Management Programs	\$81.00
2023 (ord. 3107)	Transportation & Transportation Demand Management Programs	\$76.00
2022 (ord. 3025)	Transportation & Transportation Demand Management Programs	\$70.00
2021 (ord. 3025)	Transportation & Transportation Demand Management Programs	\$68.00
2019 (ord. 2940)	Transportation & Transportation Demand Management Programs	\$67.00
2018 (ord. 2940)	Transportation & Transportation Demand Management Programs	\$66.00
2015 (ord. 2770)	Transportation & Transportation Demand Management Programs	\$64.00
2013 (ord. 2667)	Transportation & Transportation Demand Management Programs	\$57.00
2011 (ord. 2567)	Transportation & Transportation Demand Management Programs	\$56.00
1996 (ord. 1924)	Transportation & Transportation Demand Management Programs	\$55.00

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## Appendix H: History of the Long-Range Financial Strategy

In 2005, the Redmond City Council was advised by the administration that a period of unusual fiscal stress was approaching. In response, the Council aimed to proactively address potential challenges and provide long-term, strategic guidance on financial matters. The result led to the development of the City's first Long-Range Financial Strategy (LRFS) by the Public Administration and Finance Committee.

Initially titled "Navigating the Rapids," it was intended to acknowledge the anticipated financial pressures of steering through turbulent rapids - challenging but temporary. While the immediate concerns were pressing, the Council emphasized the importance of sustainability and resilience in financial decision-making over the long term.

Once adopted, the LRFS became a guiding framework for evaluating policy. As noted in the revenue policy framework strategy, the Council has taken several steps since 2005 to align revenue strategies with community needs - actions that directly reflect the influence of the LRFS on policy decisions made at the time.

To initiate the budget approach in 2008<sup>8</sup>, an independent firm held four focus groups with Redmond residents to determine community priorities. The focus group participants were chosen at random based on gender, age, and location of residence. Following the focus group discussions, the City held a community workshop for all community members to give further input and comment on the focus groups' identified priorities.

Throughout 2019 and 2020, an additional four focus groups consisting of residents and business representatives were assembled by an independent firm to help the City understand evolving community needs and inform an update for improving the budget priorities to reflect how the community currently identifies them.

To communicate progress Redmond maintains a Performance Indicator Dashboard, which tracks progress of each of the community's desired outcomes. Initially developed in 2011 and merged with the Community Indicators Report in 2014, the dashboard was reviewed and updated in 2017 and 2020.

### Key Milestones in Redmond Long-Range Financial Strategy:

#### Foundation and Early Development (2005-2010)

- 2005 - Created the Long-Range Financial Strategy (LRFS)
- 2007 - Proposed a voter-approved property tax levy
- 2008 - Launched initial Budgeting by Priorities (BP) process
- 2008 - First use of long-term financial planning
- 2009 - Established "Price of Government" target
- 2010 - Developed equivalent prioritization process for Capital Investment Plan (CIP)

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<sup>8</sup> See Appendix I for a Key Milestones in Redmond's Long-Range Financial Strategy

- 2010 - Conducted Government Finance Officers Association (GFOA) review of financial processes

#### **Expansion of Innovation and Performance Focus (2011-2014)**

- 2011 - Initiated employee innovation program
- 2011 - Implemented Microsoft Dynamics AX 2012
- 2011 - Launched Capital Investment Strategy (CIS)
- 2011 - Embedded performance measures in BP
- 2011 - Validated community budget priorities
- 2012 - Integrated logic models into BP
- 2012 - Began performance reporting to City Council at the priority level
- 2012 - Introduced Civic Results Team consisting of Redmond community members
- 2013 - Began quarterly financial performance reports
- 2014 - Applied updated Capital Investment Strategy prioritization process
- 2014 - Established LEAN process improvement framework

#### **Refinements and Strategic Alignment (2016-2020)**

- 2016 - Streamlined Staff Results Team process into a single, unified team
- 2016 - Strengthened focus on levels of service and connection to performance linkage
- 2018 - Conducted citywide performance management assessment and identified improvements
- 2018 - Incorporated demonstrated efficiencies into budget decisions
- 2019 - Developed first Community Strategic Plan
- 2019 - Conducted focus groups to inform updated community priorities
- 2020 - Updated community budget priorities, outcome maps, and performance measures
- 2020 - Standardized budget narratives across all programs
- 2020 - Expanded community involvement in the Civic Results Team
- 2020 - Introduced Business Technology Investment Program (BTIP)
- 2020 - Adopted Environmental Sustainability Action Plan (ESAP)
- 2020 - Adopted Climate Action Implementation Plan

#### **Process Improvements and Technological Advancements (2021-2023)**

- 2021 - Enhanced CIP reporting, communication, and budgeting
- 2021 - Implemented quarterly CIP reporting
- 2022 - Added public hearing for CIP and BTIP processes
- 2022 - Adopted Vision Zero
- 2022 - Updated Staff Results Team to utilize Deputy Directors Team
- 2022 - Proposed voter levy for Public Safety
- 2022 - Separated service enhancements and reductions from baseline budget plans
- 2023 - Implemented Microsoft Dynamics 365 (D365)
- 2024 - Consolidated service enhancements and reductions into measurable packages
- 2024 - Developed preliminary plan for next steps of service enhancements

#### **Recent Strategic Initiatives (2024-2026)**

- 2024 - Implemented Transportation Benefit District (TBD)
- 2024 - Updated the Community Strategic Plan
- 2024 - Introduced Budgeting for Equity lens into budget decision-making

- 2024 - Adopted first Economic Development Plan
- 2024 - Adopted first Tourism Strategic Plan
- 2024 - Initiated departmental and baseline budget overview presentations to Council
- 2024 - Developed new Budget Summary Report
- 2024 - Adopted the Comprehensive Plan Update (Redmond 2050)
- 2025 - Create Budget Performance Report
- 2025 - Update outcome maps and performance measures through Deputy Directors Team
- 2026 - Begin quarterly BTIP reporting
- 2026 - Implement Budget Performance Report
- 2026 - Enhance department budget presentations with performance measure reviews



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).

CODE

**CITY OF REDMOND  
ORDINANCE NO. \_\_\_\_\_**

AN ORDINANCE OF THE CITY OF REDMOND, WASHINGTON, AMENDING REDMOND MUNICIPAL CODE (RMC) SUBSECTIONS 5.04.070.A, 5.04.080.A, and 5.04.080.F, UPDATING THE BUSINESS LICENSE FEE AS REQUIRED BY RCW 35.90, MUNICIPAL BUSINESS LICENSING; PROVIDING FOR SEVERABILITY; AND ESTABLISHING AN EFFECTIVE DATE

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WHEREAS, the 2017 Washington State Legislature passed Engrossed House Bill (EHB) 2005, now codified as Chapter 35.90 RCW, requiring Washington cities and towns with a business licensing program to partner with the Business Licensing Service (BLS) for administration of general business licenses; and

WHEREAS, city staff and Washington State Department of Revenue staff reviewed the business licensing process and procedures set forth in RMC Chapter 5, Business Licenses and Regulations, for required updates; and

WHEREAS, the City of Redmond, consistent with fiscal policies, will update the business license fee annually with the Consumer Price Index for Urban Wage Earners and Clerical Workers (CPI-W) for the Seattle/Tacoma/Bellevue region 4.00% for year 2026;

NOW, THEREFORE, THE CITY COUNCIL OF THE CITY OF REDMOND, WASHINGTON, DO ORDAIN AS FOLLOWS:

Section 1.      Classification.      This ordinance is of a general and permanent nature and shall become a part of the City Code.

Section 2.      Amendment of Subsection.      RMC 5.04.070.A, Procedures for issuance of license, is hereby amended to read as follows:

**5.04.070 PROCEDURES FOR ISSUANCE OF LICENSE.**

A. Formal Application Required. Every person required to procure a City business license under the provisions of this chapter must submit an application for such license to the Business Licensing Service. The application must include all information required for all licenses requested, the total fees due for all licenses, and the application handling fee required by RCW 19.02.075.

1. The City Finance Director will determine whether the application may be approved for license issuance.

2. An incomplete application for a business license will be deemed abandoned 120 days after the date of submittal, and be administratively withdrawn, unless such application has in the interim been pursued in good faith to be completed. Applicants who have had their application administratively withdrawn will forfeit a

minimum of [~~\$143.00 IN 2025~~] **\$160.00 in 2026** of the new application fee submitted.

B. Commencement of Business Activities. No person is entitled or authorized to engage in business within the City until such time as the Finance Director has approved the issuance of a business license pursuant to the terms of this chapter. The mere acceptance of a business license application.

C. *Burden on Applicant.* The Finance Director, or other designated officer or service, is authorized, but not required, to mail to persons engaging in business forms for applications and/or renewals for licenses. Failure of the person to receive any such form does not excuse the person from making application for and securing the license required by this chapter.

D. *New License Applications Meet the Requirement for Hazardous Materials Questionnaire Submittal.* Applications for new business licenses, including home businesses, and mobile businesses proposed to operate within the boundaries of Critical Aquifer Recharge Area I and II, must be reviewed by the City of Redmond Director of Public Works, or his or her designee, for regulatory status related to hazardous materials handling and may require submittal of additional

information related to hazardous materials handling. Applications for business license renewals may require submittal of additional information related to hazardous materials handling, by the City of Redmond Director of Public Works, or his or her designee, in accordance with the requirements under RMC Chapter 13.07, Wellhead Protection.

Section 3. Amendment of Subsections. RMC 5.04.080.A and RMC 5.04.080.F, Fees - Payment, are hereby amended to read as follows:

**5.04.080 FEES - PAYMENT.**

A. Reporting by Hours Method. The annual business license fee in 2025 is calculated by determining the number of employee hours (1,920 hours) worked in the City of Redmond in the previous year and multiplying that figure by [~~\$0.079688~~ ~~IN 2025~~] **\$0.083333 in 2026**. The resulting dollar amount must be rounded to the nearest cent. The City shall allocate [~~\$66.00~~] **\$69.00** out of each [~~\$153.00~~] **\$160.00** received to the general fund and [~~\$87.00~~] **\$91.00** out of each [~~\$153.00~~] **\$160.00** received to transportation capital improvements or transportation demand management projects in [2025] 2026.

1. Repealed by Ord 2546.
2. Repealed by Ord 2546.

3. Annual employee hours are calculated based on the sum of the four quarterly reports submitted to the

Washington State Department of Labor and Industries for the previous year.

4. It is the responsibility of the employer to determine the number of hours worked within the City from these reports. Businesses that did not file quarterly reports with the Washington State Department of Labor and Industries must determine the number of hours worked within the City and demonstrate, if required, to the satisfaction of the Finance Director, that the number of employee hours worked is correct.

5. Employers without a full year history must estimate the number of employee hours that will be worked in the current year.

6. *Repealed by Ord 2839.*

7. *Repealed by Ord 2839.*

B. *Repealed by Ord 3033.*

C. If at any time during the year it appears that the number of employee hours worked was under-reported at the time of application or renewal, an additional license fee and a penalty on the additional license fee is due. The penalty is equal to 20 percent (20%) per annum of the additional fee, plus any accounting, legal, or administrative expenses

incurred by the City in determining the under-reporting or in collecting the tax and penalty.

D. The license fee for a business required to be licensed under this chapter and not located within the City's corporate limits is also calculated based upon the number of employee hours who worked within the City, as described in subsection (A), but in no event may the license fee due be stated as less than the minimum fee set forth in subsection (E) of this section.

E. Businesses doing business in the City that have no employees physically working within the City must pay the minimum license fee required under this chapter.

F. The minimum fee for any license issued under this chapter is [~~\$153.00 IN 2025~~] **\$160.00 in 2026.**

1. *Exemptions.* The following entities may claim an exemption from the City's license application and renewal fees, but if so exempt under this subsection such entities must still register and obtain a City business license under this chapter, unless otherwise indicated.

a. Any nonprofit entity exempt from taxation under a provision of [26](#) U.S.C. § [501\(c\)](#), provided they submit a copy of their Internal Revenue Service tax exemption status determination letter.

b. Governmental entities that engage solely in activities which are not exclusively governmental, such as some activities of a hospital or medical clinic.

c. A nonprofit organization operated exclusively for a religious purpose and deemed by the Internal Revenue Service as exempt from Federal taxation under 26 U.S.C. § 501(c)(3), even without the issuance of a tax exemption determination letter, is fully exempt from all requirements of this chapter. Such a religious organization conducting any actual commercial business activity beyond their core religious purpose is fully liable for complying with all licensing requirements of this chapter for such other business activities.

d. Civic groups, service clubs, and social organizations that are not engaged in any profession, trade, or occupation, but are organized to provide civic, service or social activities in the City. Examples of such organizations may include but are not limited to: Soroptimists; Kiwanis; Lions; Rotary; American Legion; children's and adults' athletic organizations; and similar types of groups, clubs or organizations.

e. For purposes of the license by this chapter, any person or business whose annual value of

products, gross proceeds of sales, or gross income of the business in the City is equal to or less than \$4,000, beginning January 1, 2026, and who does not maintain a place of business within the City, shall submit a business license registration to the Director or designee, but be exempt from the City license fee therefor. The threshold does not apply to regulatory license requirements or activities that require a specialized permit.

i. The threshold amount will be adjusted every forty-eight months on January 1, by an amount equal to the increase in the Consumer Price Index ("CPI") for "West Urban, All Urban Consumers" (CPI-U) for each 12-month period ending on June 30 as published by the United States Department of Labor Bureau of Labor Statistics or successor agency. To calculate this adjustment, the current rate will be multiplied by one plus the cumulative four-year (forty-eight month) CPI increase using each 12-month period ending on June 30 of each prior year and rounded to the nearest \$100. However, if any of the annual CPI increases are more than five (5) percent, a five (5) percent increase will be used in computing the annual basis and if any of the annual CPI decreased during the forty-eight-month period, a zero (0) percent increase will be used in computing the annual basis.

The Association of Washington Cities (AWC) will calculate the updated threshold amount and will partner with the Business Licensing Service and the Municipal Research and Services Center (MSRC) to communicate the updated minimum threshold to cities.

g. The annual license fee is due on or before the license expiration date.

h. A licensee may request that the City refund that portion of the annual business license overpaid on the basis that the business miscounted the number of employee hours worked. The request must be in writing and the City must receive the request and all supporting payroll documentation no later than 60 days after the end of the licensee's fiscal year in which the error was made. If the Finance Director is satisfied that the business paid an excess business license fee, then the City will refund the excess fee paid by the business during either the current license year or no further than one prior license year past.

i. Payment made directly to the City by check shall not be deemed a payment of the fee unless and until the same has been honored in the usual course of business, nor shall acceptance of any such check operate as an acquittance or discharge of the fee unless and until the check is honored.

Any person who submits a business license fee payment by check to the City pursuant to the provisions of this chapter shall be assessed a NSF fee set by the Finance Director if the check is returned unpaid by a bank or other financial institution for insufficient funds in the account or for any other reason. Payment by check submitted to the Business Licensing Service will be subject to applicable rules adopted by the Washington State Department of Revenue.

j. If any person required by the terms and provisions of this chapter to pay a license fee for any period fails or refuses to do so, the person shall not be granted a license for the current period until the delinquent license fee, together with penalties, has been paid in full. Any license fee due and unpaid under this chapter and any penalties thereon shall constitute a debt to the City and may be collected in court proceedings in the same manner as any other debt in like amount, which remedy shall be in addition to all other existing remedies.

Section 4.      Severability.      If any section, sentence, clause or phrase of this ordinance should be held to be invalid or unconstitutional by a court of competent jurisdiction, such invalidity or unconstitutionality shall not affect the validity or

constitutionality of any other section, sentence, clause or phrase of this ordinance.

Section 5.      Effective date.      This ordinance shall become effective January 1, 2026, provided five days have passed since the date of publication of a summary thereof, in the City's official newspaper, or as otherwise provided by law.

ADOPTED by the Redmond City Council this \_\_\_\_\_ day of \_\_\_\_\_, 20XX.

CITY OF REDMOND

\_\_\_\_\_  
ANGELA BIRNEY, MAYOR

ATTEST:

\_\_\_\_\_  
CHERYL XANTHOS, MMC, CITY CLERK

(SEAL)

APPROVED AS TO FORM:

\_\_\_\_\_  
REBECCA MUELLER, CITY ATTORNEY

FILED WITH THE CITY CLERK:  
PASSED BY THE CITY COUNCIL:  
SIGNED BY THE MAYOR:  
PUBLISHED:  
EFFECTIVE DATE:  
ORDINANCE NO.



Memorandum

Date: 11/12/2025  
Meeting of: City Council Study Session

File No. SS 25-059  
Type: Study Session

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

Executive	Lisa Maher	425-556-2427
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DEPARTMENT STAFF:

Executive	Jenny Lybeck	Sustainability Manager
Executive	Micah Bonkowski	Sustainability Program Administrator

TITLE:  
2025 Environmental Sustainability Action Plan - Draft Document Review

OVERVIEW STATEMENT:

In March 2025, the City of Redmond began the update to the 2020 Environmental Sustainability Action Plan (ESAP) with the goal of prioritizing actions for the next five years and aligning with Redmond 2050. Throughout the summer months, staff conducted outreach to better understand community barriers and priorities as it relates to sustainability and climate action. Similarly, a detailed analysis was completed to quantify pathways to the City’s climate goals. This work has culminated into an updated 2025 ESAP, which identifies the key actions the city will implement over the next five years to keep Redmond on track towards our goals.

During the Nov. 12 Study Session, staff will review the full draft document, share how community feedback has shaped the draft strategies and actions since the Sept. 23 Study Session, review the data and assumptions that underpin the Plan, and gather final Council input and direction.

Additional Background Information/Description of Proposal Attached

REQUESTED ACTION:

Receive Information       Provide Direction       Approve

REQUEST RATIONALE:

- **Relevant Plans/Policies:**  
Environmental Sustainability Action Plan (ESAP), Climate Vulnerability Assessment, Climate Emergency Declaration, Redmond 2050 Climate Resiliency and Sustainability Element
- **Required:**

N/A

- **Council Request:**

N/A

- **Other Key Facts:**

- The 2020 ESAP commits Redmond to refresh the plan every five years. This allows the City to evaluate new strategies and reprioritize efforts based on key performance indicator progress, technological advances, available resources, and community needs.
- The City is working with the consulting firm Kim Lundgren Associates (KLA) to complete the update.
- Key objectives for the Plan update include:
  - Align with Redmond 2050 and the Climate Resilience and Sustainability Element.
  - Co-create a prioritized, actionable workplan in partnership with community.
  - Establish a 5-year plan to keep Redmond on a path towards 2030 and 2050 sustainability goals.
  - Strengthen partnerships with stakeholders across the community to accelerate progress.
  - Improve transparency and community understanding of the ESAP in implementation and inspire action.
- The 2025 Refresh builds on years of climate action, including Redmond 2050 code changes and the opening of light rail.
- A crosswalk between the 2025 proposed actions and the 2020 ESAP actions was completed for the Sept. 23 Study Session and a summary of the 168+ actions in the 2020 Plan include:
  - 78 actions were removed because they are complete or ongoing
  - 7 actions were removed because they are no longer relevant
  - 55 actions were migrated to 2025 plan
  - 28 actions were identified as 2030+ actions
- The 2025 Plan is structured through the lens of efforts that reduce greenhouse gas emissions and enhance community and natural systems resilience.
  - The 2025 ESAP focuses on efforts to achieve carbon neutrality for the *Redmond community* by 2050. Community greenhouse gas emissions have declined 14% since 2018. State policies and the 2025 ESAP actions keep Redmond on a path to achieve community 2030 and 2050 GHG reduction targets. Achieving the 2030 community GHG reduction target is dependent on Puget Sound Energy meeting the [Washington Clean Energy Transportation Act](https://www.utc.wa.gov/regulated-industries/utilities/energy/conservation-and-renewable-) <https://www.utc.wa.gov/regulated-industries/utilities/energy/conservation-and-renewable->, with the assumption that 80% of the electricity they provide will be clean by 2030.
  - Council's [2020 Climate Emergency Declaration](https://www.redmond.gov/DocumentCenter/View/15318/Climate-Emergency-Declaration-) <https://www.redmond.gov/DocumentCenter/View/15318/Climate-Emergency-Declaration-> establishes a target of carbon neutrality for *City operations* by 2030.
    - City operations greenhouse gas emissions have declined 51% since 2018. While the City has made significant progress in reducing emissions from its facilities and fleet, achieving full operational decarbonization by 2030 would require significant investment and the early replacement of functional equipment.
    - The 2025 ESAP continues the City's leadership and commitment to decarbonization, but does so in a way that balances available resources and recognizes that City operations represent less than 0.5% of total community emissions. The Plan prioritizes steady, strategic progress across facilities and fleet while also focusing on actions that catalyze broader community-wide emission reductions.

**OUTCOMES:**

Outcomes from the Study Session include:

1. Council feedback on the draft 2025 Environmental Sustainability Action Plan
2. Direction on whether to recommend the plan for adoption at the Dec. 2 Council Business Meeting.

**COMMUNITY/STAKEHOLDER OUTREACH AND INVOLVEMENT:**

- **Timeline (previous or planned):**
  - June: solicit community feedback on barriers and other sustainability actions via events and community questionnaire.
  - July/August: host focus groups and conduct more targeted outreach around possible priority actions.
  - September/October: solicit feedback on draft plan framework and priorities
  - October/November: solicit feedback on draft 2025 plan
  - Ongoing: raise awareness about climate and sustainability work and opportunities to get involved
- **Outreach Methods and Results:**
  - Community office hours: April 15, May 20, June 26, July 24, Aug. 21, Sept. 18, Oct. 1, Oct. 2, Oct. 23
  - Environmental Sustainability Advisory Committee meetings: April 28, May 22, July 16, Sept. 25, Oct. 29
  - Sustainability Hosted Community Workshops/Events: Flatstick Climate Trivia Night (June 24), ESAP Refresh Community Workshop (July 16), Picnic (Aug. 23)
  - Community Events: Beat the Bunny (April 12), CHIME Music Festival (June 14), Sounders Watch Party (June 23), Derby Days (July 12), Rockin on the River (July 30, Aug. 13 and 20), Big Truck Day (Aug. 15) Thrift and Threads Festival hosted by United Hub (Aug. 24)
  - Informational Presentations: OneRedmond (April 24), Planning Commission (Aug. 27) Human Services Commission (Sept. 8), Senior Advisory Committee (Sept. 18), Youth Partnership Advisory Committee (Sept. 18), Parks and Trails Commission (Oct. 2), Arts and Culture Commission (Oct. 9)
  - Non-profit partnerships: Indian American Community Services, United Hub, Centro Cultural Mexicano, Sustainability Ambassadors
  - Digital and print outreach via social media, FOCUS, and email newsletters
- **Feedback Summary:**

Reoccurring themes heard across events and stakeholders include:

  - Desire for climate education and resource promotion through accessible (non-social media or email) channels
  - Desire for community programming for climate action
  - Affordability is a barrier, especially for energy efficiency home upgrades
  - Concern about grid capacity and power outages increasing through electrification efforts
  - Desire to make public transit more connected and thus accessible within Redmond

A full summary of engagement efforts and feedback heard can be found on the City's [LetsConnect <https://www.letsconnectredmond.com/27078/widgets/102838/documents/72577>](https://www.letsconnectredmond.com/27078/widgets/102838/documents/72577) page.

**BUDGET IMPACT:**

**Total Cost:**

2025/2026 budget: \$175,000

**Approved in current biennial budget:**

**Yes**

**No**

**N/A**

**Budget Offer Number:**

2025/2026 Environmental Sustainability

**Budget Priority:**  
Healthy and Sustainable

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

*If yes, explain:*  
N/A

**Funding source(s):**

Grant funds  
General Fund

**Budget/Funding Constraints:**

N/A

**Additional budget details attached**

**COUNCIL REVIEW:**

**Previous Contact(s)**

Date	Meeting	Requested Action
1/28/2025	Committee of the Whole - Parks and Environmental Sustainability	Provide Direction
3/4/2025	Business Meeting	Approve
4/22/2025	Committee of the Whole - Parks and Environmental Sustainability	Provide Direction
5/27/2025	Study Session	Receive Information
9/23/2025	Study Session	Provide Direction

**Proposed Upcoming Contact(s)**

Date	Meeting	Requested Action
12/2/2025	Business Meeting	Approve

**Time Constraints:**

The City is targeting adoption of the 2025 ESAP Update by the end of the year.

**ANTICIPATED RESULT IF NOT APPROVED:**

Delays in approvals would result in less capacity allocated towards implementation.

**ATTACHMENTS:**

Attachment A: Draft 2025 Environmental Sustainability Action Plan  
Attachment B: Issues Matrix  
Attachment C: Draft Presentation

## Cover Page

# 2025 Environmental Sustainability Action Plan

DRAFT  
October 31, 2025

NOTE: A fully designed 2025 ESAP will be available for download at  
<https://www.letsconnectredmond.com/esap-2025>.



Prepared by Kim Lundgren Associates, Inc.

## Inside Cover (1 page)

The City has pledged support to the Snoqualmie Tribe's Ancestral Lands Movement, through which we acknowledge that we are on the Indigenous Land of Coast Salish people who have reserved treaty rights to this land, and have intimate knowledge and expertise in stewardship of the land. We urge residents and neighbors to practice respect for the Coast Salish people's ancestral lands by helping protect and restore these lands for generations to come.

## Table of Contents (1 page)

## Letter from Mayor (1 page)

Dear Redmond Community,

Five years ago, we took an important step in our commitment to a sustainable Redmond by adopting our first comprehensive **Environmental Sustainability Action Plan**. Since then, we have made real progress – opening **four light rail stations**; partnering in the launch of **Energy Smart Eastside**, the residential home electrification program; opening the **Redmond Senior & Community Center**, our greenest building to date; and rewriting our zoning code to advance **sustainable and walkable neighborhoods**. These accomplishments are proof of what's possible when the City and our residents, businesses, and partners work together with a shared commitment to one another and to our environment.

This updated plan continues with that momentum. We're charting a path together to create a Redmond that is powered by clean renewable energy with connected neighborhoods where people can easily walk, bike, and gather, flourishing parks and trails that support both people and wildlife, transportation options that are safe, affordable, and sustainable, and a community that is resilient to the impacts of climate change. This is our community-powered plan where everyone, and the environment, can thrive.

This work is ambitious, but it's achievable, and it will take all of us to be successful. Now I invite you to be part of shaping Redmond's next chapter of climate action. Together, we can build a city that is resilient, welcoming, and thriving – for us, and for generations to come.

## Letter from ESAC (1 page)

## Acknowledgements (1-2 pages)

The City of Redmond expresses sincere gratitude to the following staff, community members, and organizations for their contributions in developing the Environmental Sustainability Action Plan.

Mayor Angela Birney

### City Council

Jeralee Anderson

Steve Fields

Jessica Forsythe, Council Vice-President

Vanessa Kritzer, Council President

Angie Nuevacamina

Osman Salahuddin

Melissa Stuart

### Environmental Sustainability Advisory Committee

Erik Bedell

Chryssa Gardner

Nancy Logan

Esha Mehta

Katie Pratt

Caitlin Reck

Marilyn Subala

Mike Vermeulen

Rheya Wren

Macy Zwanzig

### City of Redmond

Amanda Balzer, Public Works

Aaron Bert, Public Works

Micah Bonkowski, Executive

Brooke Buckingham, Planning

Brandon Buehler, Public Works

Valeria Cosgrove, Executive

Glenn Coil, Planning

Eric Dawson, Public Works

Kim Dietz, Planning

Jesse Dunbar, Public Works

Lindsey Falkenburg, Parks

Malisa Files, Executive

Ernie Fix, Public Works

Becky Frey, Planning

Vangie Garcia, Public Works

Loreen Hamilton, Parks

Tom Hardy, Public Works

Carol Helland, Planning

Michael Hintze, Planning  
Zach Houvener, Parks  
Troy Jammerman, Parks  
Quinn Kuhnhausen, Parks  
Jenny Lybeck, Executive  
Lisa Maher, Executive  
Philly Marsh, Planning  
Aaron Moldver, Public Works  
Kyle Muir, Executive  
Jenny Nelson, Planning  
Erin O'Mara, Executive  
Triston Osborne, Public Works  
Amee Quiriconi, Fire  
Darcey Rayner-Shepard, Parks  
Chris Stenger, Public Works  
Dave Tucheck, Parks  
Christina Wilner, Executive

Community Partners

Centro Cultural Mexicano  
Indian American Community Services  
Sustainability Ambassadors  
United Hub

Tribal Partners

Duwamish Tribe  
Muckleshoot Indian Tribe  
Snohomish Tribe of Indians  
Snoqualmie Tribe  
Stillaguamish Tribe of Indians  
Tulalip Tribes

Dedicated Community Members

Marc Bottcheler  
Matt Elley  
Skylar Hansen  
Kerry Hurley  
Devon Kellogg  
David Morton  
David Ortiz  
Dwight Rousu  
Angela Rozmyn

Consultant Team

Kim Lundgren Associates, Inc.  
[include KLA logo]

# Community Powered. Sustainable Solutions.

In Redmond, empowered community members, innovative businesses, and civic leaders work together to support vibrant urban centers, excellent schools, and beautiful parks and trails. Our community thrives because of this collaboration and a shared commitment to one another and to our environment.

The 2025 Environmental Sustainability Action Plan (ESAP) is about continuing that momentum. We are seeing the impacts of climate change, including hotter summers, wildfire smoke, and extreme rain events. Addressing these realities requires inclusive, community-driven solutions to ensure Redmond remains a resilient, welcoming place where everyone can thrive for years to come.

We are leading the way. From expanding transit choices and affordable housing, to deploying Washington's first electric fire truck, the City is working hand-in-hand with community members to pursue real, ambitious climate action. These sustainable solutions reduce pollution while creating valuable co-benefits: cleaner air, local jobs, and more connected, vibrant neighborhoods.

Redmond's resourcefulness and sense of community drives progress and we invite all community members to help shape our next chapter of climate action through our updated plan. Let's create sustainable solutions together.

## Working Together for an Equitable Future

The 2025 ESAP approaches equity not as a single action, but as the foundation for how each sustainability and climate initiative is designed and implemented. Policy CR-2 in the Redmond 2050 Comprehensive Plan update states that Redmond will "prioritize equitable city investments, policies, programs, and projects so vulnerable and underserved communities lead the clean energy transition and are resilient to climate change." The 2025 ESAP reinforces this policy by embedding equity into implementation of each action and uplifting those who are most vulnerable to climate impacts.

## 2025 ESAP Goals

The Environmental Sustainability Action Plan is an ambitious five-year plan to accelerate climate action and scale up Redmond's impact. This plan provides an update to the 2020 Environmental Sustainability Action Plan (ESAP) and builds upon the Redmond City Council's 2020 Climate Emergency Declaration for city operations. The greenhouse gas (GHG) emission reduction goals stated in this plan also align with the Climate Resilience and Sustainability Element in the Redmond 2050 Comprehensive Plan update.

Redmond will reduce GHG emissions  
50% by 2030  
95% by 2050  
to help avoid the worst impacts of climate change.

This plan is intended to be implemented in the short-term, focusing on high-impact strategies and actions – those that will substantially reduce GHG emissions in pursuit of Redmond’s 2030 and 2050 targets and meaningfully enhance community resilience to climate change. These high-impact strategies and actions are represented by and organized within five Big Moves and 10 strategies.

### Redmond’s Five Big Moves

1. Make Existing Buildings Better
2. Build Efficient and Resilient Buildings
3. Provide Safe and Sustainable Transportation
4. Achieve Zero Waste of Resources
5. Foster a Resilient Community and Natural Environment

DRAFT

# A Strong Foundation for Climate Action

Since the adoption of Redmond's 2020 Environmental Sustainability Action Plan, the City and community members accomplished a lot together - from the launch of the Energy Smart Eastside heat pump program and historic investments in clean transportation solutions, to the opening of the all-electric Redmond Senior & Community Center. These collaborative efforts and successes are the result of more than 10 years of prioritizing action on environmental sustainability and climate change.

- 2011: The **Redmond Comprehensive Plan** update provides a 20-year vision for how the City will grow and develop through 2030.
- 2011: 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.
- 2014: The **Redmond Climate Action Implementation Plan** presents a framework for confronting climate change and engaging the community.
- 2019: The **Community Strategic Plan** is adopted, identifying environmental sustainability as one of the top five strategic priorities.
- 2020: Redmond adopts the **Environmental Sustainability Action Plan** and a **Climate Emergency Declaration**, establishing a roadmap for realizing the City's long-term sustainability vision.
- 2020, 2021, 2022, and 2023: Western Washington is inundated by wildfires and smoke in late summer and early fall.
- 2021: Redmond and the Pacific Northwest experience a "Heat Dome," setting 128 all-time high temperature records in the state.<sup>1</sup>
- 2022: Redmond completes a **Climate Vulnerability Assessment** to identify how the community is and will be impacted by climate change.
- 2022: Redmond and Eastside city partners Bellevue, Issaquah, Kirkland, and Mercer Island, launch **Energy Smart Eastside**, a regional heat pump program.
- 2023: Mayor Birney joins the Climate Mayors leadership team, a national network of mayors committed to climate action.
- 2023: The Climate Resilience and Sustainability in Vegetation Management Plan was adopted, positioning Redmond as a leader on climate action in park and vegetation management.
- 2023-2025: Washington experiences a statewide drought.
- 2024: All-electric Redmond Senior & Community Center opens.
- 2024: City adopts **Redmond 2050**, the City's comprehensive plan update that centers equity, sustainability, and resilience and advances the transition from a suburb to a city.
- 2025: New green building, embodied carbon, solar and EV-ready requirements, and construction and demolition recycling go into effect.
- 2025: Redmond sees five days reaching 90°F or higher as of late August, more than the region's historical average.<sup>2</sup>
- 2025: Four Redmond light rail stations are operational, and the Downtown Station becomes the busiest station on the 2 Line.

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<sup>1</sup> University of Washington, [In the Hot Seat: Saving Lives from Extreme Heat in Washington State](#) (2023).

<sup>2</sup> AccuWeather, [Redmond, WA Monthly Weather | AccuWeather](#) (2025).

Redmond is seeing more intense and frequent climate hazards impacting our community, from extreme heat to more frequent wildfires and drought. The need for climate action has never been greater, and The ESAP seeks to address that need through practical, high-impact solutions.

## Engaging and Empowering the Community

The 2025 ESAP is grounded in extensive stakeholder engagement. Input from community members, businesses, regional partners, and City staff informed the strategies and actions, ensuring the plan reflects a broad range of perspectives and priorities.

At the beginning of the plan update process, Redmond’s Environmental Sustainability Advisory Committee (ESAC) and city staff developed a community outreach strategy to:

- **Welcoming more voices** of community members to learn and engage in climate-related initiatives and listen, engage, and understand the needs of those who are most impacted by climate change.
- **Engage and inspire** the community throughout the update process to foster a sense of collective ownership and excitement about achieving a healthy, thriving, and climate resilient Redmond.

### Goals for Equitable Community Engagement



### Engagement by the Numbers

Between April and August 2025, the City engaged with community members to inform the development of the strategies and actions for the 2025 ESAP.

- 191 people engaged through nine tabling events
- 4 paid partnerships with community nonprofit organizations
- 49 attendees at three workshops
- 184 community questionnaire responses
- 509 new subscribers to Redmond’s sustainability e-newsletter
- 295 engaged visitors on the ESAP Let’s Connect webpage
- 10 focus groups and three community events hosted by community partners

### Community Questionnaire

A questionnaire collected information about the barriers community members face to taking climate action and their priorities, concerns, and ideas for the plan update.

- 75% of respondents are very or extremely concerned about climate change, especially impacts like **extreme heat, air quality, and power outages**.

- **Cost** is the greatest barrier for respondents to switch to electric systems for their homes, and **financial support** is what respondents said would most help them make the switch.
- Community members would like to see more **protected bike lanes** and **connected trails** in the community.

## Engagement Highlights

Throughout the development of the ESAP, the project team sought to host and partner with innovative and fun activities to engage community members of all ages and backgrounds.

### Park Restoration Picnic

The City partnered with United Hub to host a "Plant Swap + Picnic" park restoration party. A team of all ages came together to remove invasive plants from Idylwood Park and swap plants and share plant care tips with one another. The event wrapped up with a restorative tai-chi session, led by a grandmother who stumbled across the event on a day out with her grandson.

### Climate Trivia Night

The Sustainability Team hosted its first-ever Climate Trivia Night at Flatstick Pub. Community members learned about Redmond's environmental efforts, the impacts of climate change, and how we all can take action.

### Community and Staff Workshops

Workshops were an important forum to hear from stakeholders about how Redmond can meet its climate goals through the plan update. These events introduced the Five Big Moves to reduce GHG emissions and enhance community resilience. Community workshop participants 'chose their own adventure' and cycled through each Big Move to provide insights and feedback to inform the plan update.

### Community Partnerships

The City established paid agreements with **United Hub**, **El Centro Cultural Mexicano**, and **Indian American Community Services**. These organizations raised awareness about the ESAP, collected meaningful and culturally relevant input from community members, and supported efforts to make climate action more accessible. Each organization's scope of work included hosting focus groups, translating and distributing communications materials, and hosting climate-related events to activate their communities. The City also partnered with the **Sustainability Ambassadors Youth Leadership Program** to support activation and education efforts in Redmond public schools.

### Community Voices

- "Personally, I am most concerned about smoke from wildfires because I have asthma."
- "Redmond is extremely bike-friendly, and I wish we had better signage on some streets to encourage cars to share the road and protect bikers."
- "I think composting is super important! I am working to spread the word because Redmond has such an amazing program. I just wish more people used the organics composting services."

- “I would like to see more reforestation efforts and better protections for the green spaces we have. It would be wonderful to see more community engagement with the planting. I love the idea of free or low-cost trees and planting guides.”

DRAFT

# Why We're Acting on Climate

Redmond is experiencing escalating effects of climate change through more frequent heat events, increased precipitation, and flooding. The City's 2022 Climate Vulnerability Risk Assessment and Strategy evaluated the impact of climate change throughout the Redmond community to inform resilience planning that can protect and prepare Redmond's residents, assets, and environment.

In addition to extreme heat and increased precipitation, climate hazards including wildfires and smoke, decreasing snowpack, sea level rise, coastal and riverine flooding, and extreme storm events are projected to worsen across King County over the next 50 years. All of these hazards present challenges and risks to human health and safety, infrastructure, and our natural environment.

Not everyone in Redmond will be impacted by climate change equally. Building equity into climate action planning efforts requires considering factors that may increase the vulnerability of certain populations, such as older adults, residents living alone, and people with disabilities, lower incomes, or limited English proficiency. For example, residents living in neighborhoods with more pavement, fewer trees, and proximity to landslide hazard areas or floodplains may be more vulnerable to extreme heat and precipitation and will need solutions tailored to their experiences and needs.

**"Climate resilience** is about successfully coping with and managing the impacts of climate change while preventing those impacts from growing worse. A climate resilient community is low-carbon and equipped to deal with the realities of a warmer world."<sup>3</sup>

## Extreme Heat

By the 2050s, the percentage of days per year with extreme heat will more than double in Redmond.<sup>4</sup>

*Data for visual:*

	Days over 88F <sup>5</sup>	Days over 92F <sup>6</sup>
2030s	+17	+12.1
2050s	+32	+24.4
2080s	+56	+46.9

As the frequency and intensity of extreme heat increases across Redmond, cooling demand will also increase. **Cooling Degree Days** describe how much energy is needed to cool a building over the threshold of 65°F. Cooling Degree Days can help estimate energy consumption and energy burden, or the percentage of a household's income spent on energy costs.

*Data for visual:*

<sup>3</sup> Union of Concerned Scientists, ["What is Climate Resilience?"](#) (2022).

<sup>4</sup> City of Redmond, [Executive Summary – Climate Vulnerability Risk Assessment and Strategy](#) (2022).

<sup>5</sup> City of Redmond, [Climate Vulnerability Risk Assessment and Strategy](#) (2022).

<sup>6</sup> City of Redmond, [Climate Vulnerability Risk Assessment and Strategy](#) (2022).

	Percent Increase of Annual Cooling Demand <sup>7</sup>
2030s	72%
2050s	148%

### Increased Precipitation

By the 2080s in Redmond, wet season precipitation (October through March) and the frequency of hundred-year storms is expected to increase. At the same time, reduced soil moisture in the summer season will increase the potential for dry conditions and drought.<sup>8</sup>

*Data for Visual:*

	Wet Season Precipitation
2020s	+2%
2050s	+6%
2080s	+11%

<sup>7</sup> City of Redmond, [Climate Vulnerability Risk Assessment and Strategy](#) (2022).

<sup>8</sup> City of Redmond, [Executive Summary – Climate Vulnerability Risk Assessment and Strategy](#) (2022).

# Reducing Our Climate Contribution

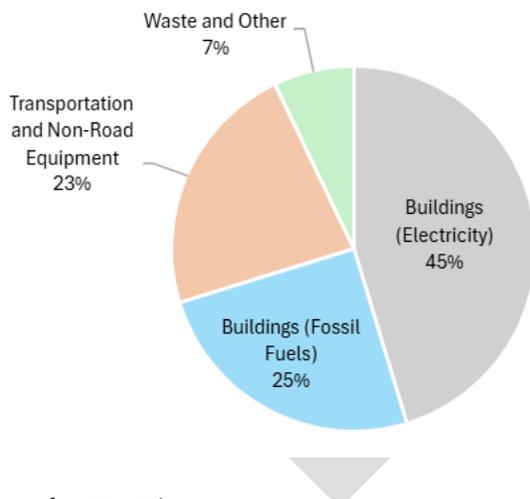
## Greenhouse Gas Emissions Explained

Greenhouse gas (GHG) emissions, such as carbon dioxide and methane, trap heat in Earth’s atmosphere, creating a “greenhouse effect” that warms the planet and results in climate change. These gases are primarily generated from burning fossil fuels like gas and oil to power our buildings, vehicles, and industries. As emissions heat up the planet, long-term effects on weather, ecosystems, natural resources, and human health intensify and exacerbate inequalities already existing in our communities. Redmond’s Big Moves are designed to reduce GHG emissions quickly and aggressively.

## Community Emissions

To understand opportunities for meeting the 2030 and 2050 GHG reduction targets, Redmond conducts periodic GHG inventories to assess where emissions are being generated across the community. In 2023, Redmond generated approximately 814,854 metric tons of GHG emissions, measured in metric tons of carbon dioxide equivalent (MTCO<sub>2e</sub>).<sup>9</sup> Residential and commercial buildings generated 70% of communitywide GHG emissions, with a split of 45% emissions coming from buildings powered by electricity (because PSE’s electricity grid is not fully renewable) and 25% from buildings powered by fossil fuels. Transportation and non-road equipment contributes 23% of emissions and the remaining 7% of community GHGs can be attributed to landfilled waste and wastewater.

## Redmond’s 2023 Community Emissions by Sector



Data for Pie Chart:

Buildings (Fossil Fuels): 25%

Buildings (Electricity): 45%

Transportation and Non-Road Equipment: 23%

Waste and Other: 7%

## Transitioning to an Emissions-Free Electricity Grid

Almost half (45%) of Redmond’s communitywide emissions are produced by the electricity consumed by residential and commercial buildings. These emissions are a product of the fossil

<sup>9</sup> City of Redmond, 2023 Redmond GHG Inventory (2025).

fuel energy sources that power the grid in addition to renewable energy. If the grid is not 100% emissions-free, Redmond's use of electricity for buildings and transportation will generate emissions. Therefore, **the ability for Redmond to meet its 2030 reduction target is highly dependent on the electricity grid getting cleaner**, especially as Redmond looks to scale up the electrification of buildings and transportation over the next five years. The State's Clean Energy Transformation Act (CETA) commits Washington to an electricity supply free of GHG emissions by 2045, with earlier milestones for utilities.

### **Emissions from City Operations**

As part of the 2020 ESAP, Council adopted the Climate Emergency Declaration, which establishes ambitious climate and sustainability goals, including carbon neutrality for City operations by 2030. In 2023, **city operations generated approximately 3,568 MTCO<sub>2</sub>e, which is 0.4% of the footprint of the entire Redmond community.**<sup>10</sup> While the city operations strategies in this plan will make meaningful progress, they will not, on their own, achieve full carbon neutrality by 2030 due to the expense and staff capacity needed to proactively retrofit gas building systems and vehicles to all electric alternatives. This plan reflects a balance between ambition, available resources, and organizational capacity, while committing to lead by example and to pursue every opportunity to accelerate progress. Actions to reduce the impact of city operations and lead by example are included within each Big Move under "City Actions".

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<sup>10</sup> City of Redmond, 2023 Redmond GHG Inventory (2025).

# Our Five Big Moves

Redmond's five Big Moves represent the greatest opportunities to reduce GHG emissions and enhance community resilience to climate hazards. They were identified through data analysis, community feedback, implementation trends, best practices, and to support implementation of Redmond 2050.

- **Big Move 1: Make Existing Buildings Better**
  - Vision: Redmond's existing homes and commercial buildings are high performing, energy efficient, and climate-ready.
- **Big Move 2: Build Resilient and Efficient Buildings**
  - Vision: Redmond constructs new homes and commercial buildings that are resilient to climate hazards and produce zero emissions.
- **Big Move 3: Provide Accessible and Sustainable Transportation**
  - Vision: Redmond accelerates the transition to connected, low-carbon mobility options and electric vehicles.
- **Big Move 4: Achieve Zero Waste of Resources**
  - Vision: Redmond reduces consumption and diverts as much waste as possible from the landfill while promoting a circular economy.
- **Big Move 5: Foster a Resilient Community and Natural Environment**
  - Vision: Redmond cultivates thriving natural environments and neighborhoods that are resilient to the impacts of climate change.

# Achieving the Big Moves

## *5 Big Moves*

### *10 Strategies to Achieve Them*

Ten Strategies guide how Redmond will accomplish the five Big Moves.

#### **Strategy: Reduce the direct use of fossil fuels across the community.**

In Redmond, 48% of our GHG emissions come from the direct use of fossil fuels, such as natural gas, gasoline, and fuel oil. Eliminating fossil fuel use in buildings and transportation and transitioning to electricity generated from renewable sources represents our biggest opportunity to mitigate Redmond's contribution to climate change.

#### **Strategy: Increase energy efficiency and performance in existing buildings.**

We need to reduce our overall energy usage through efficiency and performance measures. Reducing our need for energy will reduce our utility bills, demand placed on the electrical grid, and enable us to reach 100% clean electricity more quickly.

#### **Strategy: Manage growing electricity demand and support grid resilience.**

The need to “electrify everything” goes hand-in-hand with the need to ensure our electrical grid can handle the increase in demand. While state- and utility-level policies are putting our region on a path to achieve 100% clean electricity, this transition will be difficult and slow-moving. Our buildings must be smart and adaptive to ensure we can stay on track for our GHG targets while providing services to an integrated electric grid that can match power demand with clean energy resources.

#### **Strategy: Support high performance building standards and climate policies.**

Redmond is set to add over 39 million square feet of new buildings by 2050, a 75% increase from what exists today. New buildings are projected to increase electricity usage 40%, even with state buildings codes, placing additional strain on the grid and resources. Redmond must ensure that new development is built to be energy efficient and with low-carbon materials from the start while supporting policies and standards that reinforce this approach.

#### **Strategy: Level the playing field for non-vehicle transportation modes.**

To develop a sustainable transportation system with diverse options, we must make it easy, safe, and convenient to get around without a car. Redmond can encourage this by completing connections across transit, pedestrian, and bicycle networks, ensuring access to goods and services within walking or biking distances of urban centers, while also de-emphasizing accommodations for single occupancy vehicles. All of these strategies become more effective as smarter land use decisions cut down the time and distance that it takes for community members to get around.

#### **Strategy: Encourage community members to choose low-carbon transportation options.**

Ensuring that community members use diverse modes of transportation means making sure they can access and afford them. Accessible ride services, incentives, secure storage for e-bikes, and confidence in available EV charging infrastructure will all help Redmond community members make the shift.

**Strategy: Reduce consumption.**

The waste we send to landfill produces methane, a potent GHG. Expanding composting and recycling opportunities is one piece of the puzzle to reduce these emissions. However, the emissions associated with producing what we consume can be hundreds of times higher than disposing of them, especially for things made from plastic or metal that don't break down in a landfill. Replacing the consumption of materials with reusable and durable goods can reduce emissions from both angles, while working to conserve resources and ecosystems globally.

**Strategy: Create a circular economy.**

Instead of the traditional "take-make-waste" linear model, circular systems focus on designing out waste, reusing products, and regenerating natural systems. We're taking steps to understand the resource potential in today's waste stream, while nurturing the businesses and community members that will drive value creation from materials that are increasingly costly to throw away.

**Strategy: Provide resources to support community members before, during, and after climate hazards.**

Climate hazards like extreme heat, smoke, cold, and flooding are increasing in frequency and intensity across the region. All community members should have equitable access to the tools and information to be resilient to climate events.

**Strategy: Maintain infrastructure and healthy ecosystems to mitigate the impacts of climate change.**

Ensuring that our infrastructure and ecosystems are resilient to climate hazards will help ensure that all living beings in our community can enjoy the benefits they provide. This involves protecting and restoring natural features like tree canopy, biodiversity, and streams, as well as upgrading essential systems like stormwater infrastructure to manage flooding and extreme weather events.

***Actions to Implement***

Specific actions to be implemented over the next five years have been identified for each Big Move, for both community and city operations. These actions support the 10 strategies and are included in the following Big Move chapters alongside metrics and targets that can be tracked to monitor progress. Long term actions to be evaluated with the 2030 plan update are included in Appendix 2.

## What's Possible by 2030 and 2050

Over the next two decades Redmond is poised to experience transformational growth as we transition from a suburban community to a thriving urban area. This level of change is an opportunity for Redmond to dramatically reduce GHG emissions and create a community where daily needs, jobs, and recreation are all close to home. The 2025 ESAP is informed by a robust climate analysis, summarized as pathways that will keep Redmond on track towards our climate goals. Key assumptions are summarized below.

By working together, increasing capacity, leading by example, and focusing on actions that will equitably move us towards zero emissions, we can make the transformative changes needed for a sustainable future.

The actions within each Big Move use mechanisms, such as incentives, policies, guidelines, and outreach to help catalyze this shift in pursuit of the 2030 and 2050 reduction targets. But the City cannot initiate such transformative change on its own. Individual homeowners and property owners will need to lead the charge to reduce their energy use, electrify their own buildings and vehicles, and minimize waste and resource use. Achieving the reduction targets is also dependent on a number of state and federal programs and policies and how quickly the electricity grid transitions to emissions-free sources of energy. This is why Redmond is committed to updating this plan at regular intervals to respond to a complex and difficult to predict environment.

### WEDGE GRAPHIC TO BE ADDED DURING DESIGN

#### Key Callouts Within Wedge Graphic

- Big Move 1: By 2030, 80% of HVAC replacements are high-efficient heat pumps and 20% of those projects include full building electrification with weatherization.
- Big Move 2: New additions of fossil fuels in development projects decline rapidly between 2025 and 2030.
- Big Move 3: Smart land use decisions concentrate growth near transit and reduce vehicle miles traveled (VMT) by community members. Investments in transit and active modes drive a 5% reduction in vehicle use by 2040.
- Big Move 4: Initially, waste-related emissions remain steady as diversion is balanced with new growth. Emissions decline rapidly in the future as all community members strive for zero waste.
- Big Move 2: Electricity-related GHGs continue to decline by mid-century and additional GHGs from new buildings reach zero by 2045.
- Big Move 3: Vehicle electrification reduces transportation GHGs to near zero by 2050, while some heavy equipment may remain.
- By 2050, Redmond achieves carbon neutrality (95% reduction in GHG emissions.)
- By 2030, Redmond will reduce climate risk and become better prepared for extreme weather events as actions in this plan are implemented. Moving towards 2050, maturing investments in green infrastructure will help keep Redmond resilient in a climate that is different from today.
- Redmond's neighborhoods, infrastructure, and ecosystems are more resilient to climate hazards.

# Big Move 1: Make Existing Buildings Better

## Where We're Headed

*Redmond's existing homes and commercial buildings are high performing, energy efficient, and climate-ready.*

## Where We're At

- 474 rooftop solar systems around the City.<sup>11</sup>
- 84.5% of electricity supporting Redmond's city operations comes from renewable energy.<sup>12</sup>
- 525 residential heat pumps installed in 2024.<sup>13</sup>

## What It Will Take

Generating 70% of Redmond's total emissions, buildings are the greatest opportunity for Redmond to significantly reduce communitywide emissions. Forty-five percent of those emissions come from electricity use while 25% is generated from the direct use of fossil fuels, such as natural gas, for heating, cooling, and cooking.

In addition, the electricity grid will need to transition to use 100% renewable energy for Redmond to see the full benefits of electrifying buildings and transportation. While sourcing electricity from a fully renewable supply remains a challenge, Redmond will continue to advocate for clean energy with the local utility, Puget Sound Energy, and at the State level. In the meantime, the City will continue to prioritize strategies that reduce overall energy use and demand.

To make existing buildings better, Redmond will need to retrofit existing buildings to run on electricity instead of fossil fuels, implement energy efficiency and weatherization measures to decrease overall energy use, and install renewable energy systems where feasible.

## Encouraging a Different Choice

Each choice made during a home or commercial building retrofit can have long-lasting impacts on the efficiency and emissions of the space. For example, replacing an aging fossil fuel heating system with a highly efficient electric heat pump can avoid locking in GHG emissions for 20 more years and save property owners money in the long run. Consider this: Over its lifetime, an air source heat pump will produce 22 MTCO<sub>2</sub>e while a gas furnace will produce 92 MTCO<sub>2</sub>e.<sup>14</sup> For Redmond to meet its climate goals, our community will need to install 625 heat pumps every year by 2030 (up from 525 in 2024).

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<sup>11</sup> City of Redmond, [Environmental Sustainability | Redmond, WA](#).

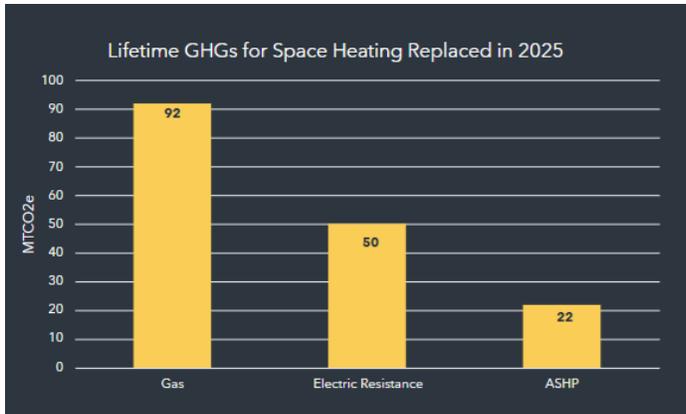
<sup>12</sup> City of Redmond, [Environmental Sustainability | Redmond, WA](#).

<sup>13</sup> EnergySmart Eastside Program Tracking

<sup>14</sup> Calculated using average energy intensity for air source heat pumps and natural gas furnaces from NREL. 2024.

ResStock General Reference Documentation. Golden, CO. National Renewable Energy Laboratory.

<https://nrel.github.io/ResStock.github.io/>. Emissions associated with heat pump electricity reflect a assumed linear annual reduction in emissions from PSE 2023 rates to carbon free in 2045, in line with the Washington State Clean Energy Transition Act.



We're already on our way. Redmond and the Eastside cities expanded the Energy Smart Eastside program in 2023 to accelerate the adoption of all-electric heat pumps and increase access to federal and state incentives. To date, the program has completed 61 retrofits for Redmond's low-income community members and supported a total of 101 retrofits in Redmond, accelerating the clean energy transition.

**Leading by Example**

The City has committed to implementing energy efficiency and resiliency measures to reduce energy consumption by 30%. In 2021, the City began purchasing renewable electricity through Puget Sound Energy's Green Direct program for municipal facilities. In addition, the Redmond Senior & Community Center, a mass timber, all-electric building, is Redmond's most sustainable building to date and was recognized as a PSRC Vision 2050 awardee in 2025. At City Hall and the Redmond Senior & Community Center, solar photovoltaic systems were installed to use rooftop space to generate clean, renewable electricity<sup>15</sup>. The City has also completed energy efficiency upgrades at city facilities to reduce operating costs and energy consumption, including retrofits in 2025 at City Hall.

**Community Action Table + Metrics and Targets**

Community Actions	Lead Dept.	Associated Strategies	Relative Cost	Proposed Start Year
			\$ - staff time only \$\$ - up to \$250,000 \$\$\$ - \$250,000+	
1.1 Expand Energy Smart Eastside with a focus on weatherization, resident education, technical assistance, and financing.	Executive	1, 2, 3	\$\$\$	Ongoing
1.2 Implement technical support programs to assist compliance with Building Performance Standards	Executive	2	\$\$\$	2026

<sup>15</sup> City of Redmond, [Sustainable City Operations | Redmond, WA.](#)

Community Actions	Lead Dept.	Associated Strategies	Relative Cost		Proposed Start Year
			\$ - staff time only	Proposed Start Year	
			\$ - up to \$250,000		
			\$\$\$ - \$250,000+		
with targeted support for multifamily and nonprofit buildings.					
1.3 Support expansion of Washington State's benchmarking requirement and advocate for future program growth to include emissions reporting requirements.	Executive	2	\$	Ongoing	
1.4 Partner with PSE and the community to advance grid modernization and resilience opportunities in Redmond, including demand response and solar plus storage.	Executive	2	\$	2026	
1.5 Develop HOA and multifamily building management guidance for solar and other energy infrastructure.	Executive	2	\$	2027	
1.6 Explore partnerships and opportunities to integrate home energy disclosure information into home listings.	Executive	2	\$	2028	

Performance Metrics	Current Status	2030 Target	2050 Target
Building energy GHG emissions (MTCO2e)	451,188 (2023)	246,900	14,000
Heat pump retrofits in existing homes (cumulative)	765 (2024)	4,051	9,306
Per capita electricity consumption (kWh/resident)	9,379 (2024)	Monitor	Monitor
Per capita natural gas consumption (therms/resident)	247 (2024)	200	0
Electricity fuel mix (% from renewable sources)	52% (2023)	80%	100%

**City Operations Action Table + Metrics and Targets**  
**City Operations Action Table + Metrics and Targets**

City Operations Actions	Lead Dept.	Associated Strategies	Relative Cost	
			\$ - staff time only \$\$ - up to \$250,000 \$\$\$ - \$250,000+	Proposed Start Year
1.7 Establish a policy to guide decarbonization and sustainability in City maintenance and retrofit projects.	Parks	1	\$	2026
1.8 Develop preventative and proactive maintenance, staffing, and funding strategy for critical building systems and infrastructure.	Parks	2	\$\$	2027
1.9 Develop decarbonization plans for at least five City facilities, including solar assessments and evaluation of electrical capacity.	Parks	1	\$\$	2026
1.10 Advance findings from solar and energy storage feasibility study.	Parks	1	\$\$	2026
1.11 Advance energy efficiency, decarbonization, and water conservation projects in City facilities.	Parks	1	\$\$\$	2026

Performance Metrics	Current Status	2030 Target	2050 Target
Renewable energy produced by City facilities (kWh/year)	18,631 (2024)	100,000	600,000
Natural gas consumed for City operations (therms/year)	113,778 (2024)	95,000	5,700

**Your Move**

Now, it's your move. Reduce your climate impact while making your home more energy efficient and climate-ready.

- **Good:** Implement basic, low-cost weatherization strategies at home, such as weatherstripping doors and windows, adding attic insulation, and installing window treatments. Take advantage of [Puget Sound Energy](#) rebates, and income qualified community members can explore the [King County Housing Authority Weatherization Program](#).

- **Better:** Install smart meters in your home to optimize energy usage and save on utility costs. Start by reaching out to [Puget Sound Energy](#) (PSE) or your local utility.
  - **Best:** Eliminate fossil fuel systems in your home by installing electric or renewable systems such as solar, heat pumps, or geothermal. You may even be eligible to receive rebates and incentives through [Energy Smart Eastside](#).

**Community Member Spotlight:**

“With our new heat pump, we breeze through every season safely and comfortably! We also included an air filter in our installation so we can filter out pollution in our home year-round. This upgrade is a win-win for our health, budget, and the planet!” - *Devon Kellog, Redmond Resident*

DRAFT

# Big Move 2: Build Resilient and Efficient Buildings

## Where We're Headed

*Redmond constructs new homes and commercial buildings that are resilient to climate hazards and produce zero emissions.*

## Where We're At

- Redmond is projected to build | **24,800 housing units** through 2050 to support the growing population.<sup>16</sup>
- Redmond is set to add over **39 million square feet** of new buildings by 2050 (a 75% increase).<sup>17</sup>

## What It Will Take

As Redmond transforms from a suburb to a city, **new construction presents a critical opportunity to set the foundation for the next several decades** of achieving Redmond's climate goals. Resilient and highly efficient building design can help our community avoid future emissions, lower utility costs, reduce water consumption, and increase infrastructure security in the face of extreme weather.

New buildings in Redmond will provide essential multifamily housing and new commercial space for our growing population. This also means a 75% increase (39 million sq ft) in building square feet by 2050 and a 40% increase (320,000 MWh) in electricity usage by 2050, even with state building codes increasing energy efficiency requirements. However, by increasing the number of new builds utilizing Green Building Incentives to 50% by 2035 and 100% by 2050, Redmond could avoid over 200,000 MWhs of new energy demand, while also reducing water consumption and integrating more low carbon materials into new construction.

To achieve the vision for this Big Move, Redmond will develop technical support to advance green building and resilience requirements for new community and municipal development, address grid capacity gaps to support accelerated decarbonization, and support state embodied carbon standards.

## Leading by Example

The Redmond 2050 Comprehensive Plan update provides a framework for urban design that will allow the City to accommodate growth while supporting benefits to community development. For example, housing and employment growth will be prioritized in growth centers served by high-capacity transit stations. Residents and commuters can experience the benefits of centralized, transit-oriented growth including easier commutes, reduced urban sprawl, lower traffic on surface streets and associated air pollution, and proximity to mixed-use resources, such as grocery stores or public gyms. Additionally, Redmond 2050 outlines that new buildings should incorporate principles from Universal Design to enhance placemaking with inclusive, equitable, and accommodating planning that encourages community gathering and accessibility.<sup>18</sup>

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<sup>16</sup> City of Redmond, [Redmond 2050 Comprehensive Plan](#) (2024).

<sup>17</sup> Estimated from new Jobs projections from City of Redmond, [Redmond 2050 Comprehensive Plan](#) (2024).

<sup>18</sup> City of Redmond, [Community Development and Design | Redmond, WA](#).

## Community Action Table + Metrics and Targets

Community Actions		Lead Dept.	Associated Strategies	Relative Cost \$ - staff time only \$\$ - up to \$250,000 \$\$\$ - \$250,000+	Proposed Start Year
2.1	Develop a handbook, training, and case studies for the City's green building and resilience codes and standards to reduce adoption barriers among developers.	Executive	4	\$	2026
2.2	Explore expanded incentives for grid flexibility technologies, resilience hubs, and leading green building certifications in the Redmond Zoning Code.	Executive/ Planning	3	\$	2026
2.3	Identify opportunities for thermal networks or micro-grids in retail redevelopment and other neighborhood plans.	Executive/ Planning	1, 3	\$\$	2027
2.4	Explore additional incentives and/or technical support for affordable housing to advance green building techniques.	Executive/ Planning	4	\$\$	2027
2.5	Explore additional incentives and/or technical support for middle housing to advance green building techniques.	Executive/ Planning	4	\$\$	2027
2.6	Identify grid capacity gaps and implement solutions that enable timely upgrades and support communitywide decarbonization, density, and natural systems goals.	Executive/ Planning	3	\$\$	2026
2.7	Support state and regional policies that preserve and advance clean energy and climate goals, including incentives for renewable energy production and	Executive	4	\$	Ongoing

Community Actions	Lead Dept.	Associated Strategies	Relative Cost		Proposed Start Year
			\$ - staff time only	Proposed Start Year	
adoption of advanced energy codes.			\$ - staff time only		
2.8 Develop a cross-departmental team that works to address challenges related to land use code in siting renewable energy and other green economy facilities.	Executive	4	\$		2028
2.9 Evaluate policies for land uses with high resource demands or significant impacts on natural systems and utility capacity (ex: bottled water production, data centers, etc.).	Executive/ Planning	3	\$		2027

Performance Metrics	Current Status	2030 Target	2050 Target
All-electric buildings constructed (%)	NEW	25%	100%
Cumulative avoided embodied carbon from new construction (MTCO2e)	NEW	2,500	61,000

**City Operations Action Table + Metrics and Targets**

City Operations Actions	Lead Dept.	Associated Strategies	Relative Cost		Proposed Start Year
			\$ - staff time only	Proposed Start Year	
2.10 Pilot tools to integrate life-cycle cost information into capital expense budgeting processes for new facilities.	Public Works	4	\$\$		2028
2.11 Establish a policy for identifying sustainable best practices for municipal facilities and infrastructure to reduce operational and embodied carbon, waste, and water.	Executive/ Parks/ Public Works	4	\$		2027

City Operations Actions		Lead Dept.	Associated Strategies	Relative Cost \$ - staff time only \$\$ - up to \$250,000 \$\$\$ - \$250,000+	Proposed Start Year
2.12	Adopt a standard specification to procure low embodied carbon concrete.	Executive/ Parks/ Public Works	4, 8	\$\$	2028
2.13	Evaluate and advance resilient material standards and practices to ensure City facilities and infrastructure withstand changing climate conditions.	Parks/ Public Works	5	\$	2027

**Your Move**

Now, it’s your move. If you are a developer or property manager, here’s how you can build and maintain resilient, climate-ready buildings from the ground up.

- **Good:** If you own a commercial or multifamily property, comply with the State’s [Clean Building Performance Standard](#).
  - **Better:** Take advantage of Redmond’s [Green Building Incentive Program](#) and ensure new buildings are constructed to be electric-ready.
    - **Best:** Develop community-oriented properties with community resources and destinations per Redmond’s [Universal Design Incentives Standards](#), incorporating the lowest carbon materials in building construction.

**Community Member Spotlight:**

In July 2025, the Sustainability Team hosted a roundtable with local property owners to learn more about their challenges with and opportunities for constructing and managing greener buildings. Attendees shared their experiences with the State’s Clean Building Performance Standard, the upfront costs associated with energy retrofits, and potential resources and incentives that would support them.

# Big Move 3: Provide Accessible and Sustainable Transportation

## Where We're Headed

*Redmond accelerates the transition to connected, low-carbon mobility options and electric vehicles.*

## Where We're At

- **26%** reduction in community vehicle miles traveled (VMT) since 2011.<sup>19</sup>
- Transit ridership is anticipated to increase by roughly **2.5** times the 2019 baseline by 2050.<sup>20</sup>
- 9% of vehicles registered in Redmond are battery electric vehicles (BEVs), and 1% are plug-in hybrid electric vehicles (PHEVs) as of 2024.<sup>21</sup>

## What It Will Take

Transportation generates 23% of Redmond's GHG emissions, making the shift to clean mobility and transit-oriented development essential for meeting the City's climate goals. Safe, convenient transportation options also support community resilience by providing multiple modes of accessing essential services, reducing air pollution, and improving community-wide connectivity.

Redmond's integration of public transit, jobs, housing opportunities, and active transportation modes into the Redmond 2050 growth center model gives the City an edge to make real impact in transportation emissions by reducing vehicle miles traveled (VMT) and electrifying the remainder. Without reducing VMT, electricity demand from transportation would increase by 36%.

By supporting increased density, ensuring goods and services are convenient and accessible, and supporting active transportation modes, the City can avoid 358 million VMT per year by 2044 and 99,000 MWh of electricity demand from electric vehicles. Coupling these two strategies will support the City's acceleration towards emissions reductions while maintaining sustainable grid demand.

To achieve the vision for this Big Move, Redmond will expand EV infrastructure, improve non-vehicle transportation access and connectivity, and mitigate first/last mile barriers, in alignment with the City's updated Transportation Master Plan.

## Encouraging a Different Choice

More than a decade in the making, four light rail stations have opened in Redmond, increasing low-carbon transportation choices. The Downtown Redmond Station has already become one

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<sup>19</sup> City of Redmond, [Environmental Sustainability | Redmond, WA](#)

<sup>20</sup> City of Redmond, [Redmond 2050 Comprehensive Plan](#) (2024).

<sup>21</sup> WA Department of Licensing, Vehicle Registration data (2025).

of the busiest stations on the entire 2 Line, with more than 42,000 boardings in June 2025 alone.<sup>22</sup>

### Leading by Example

Redmond’s Public Works Fleet Division is making moves to replace the existing fleet with cleaner alternatives as vehicles retire. As of 2025, the City’s fleet includes 10 fully electric vehicles and five fully electric small maintenance vehicles, seven plug-in hybrid vehicles, 38 hybrid vehicles, three propane assets (forklift, parks sweeper, mower), 39 bi-fuel vehicles, and the **first electric fire engine in the state**.<sup>23</sup> The EV fire engine is capable of the same speeds and pumping capacity as diesel engines and suited for 80-miles per battery charge in all-electric model. Redmond is proactively growing it’s EV charging infrastructure and adding a second EV fire engine arriving in early 2027<sup>24</sup> to support ongoing fleet electrification,

### Community Action Table + Metrics and Targets

Community Actions		Lead Dept.	Associated Strategies	Relative Cost \$ - staff time only \$\$ - up to \$250,000 \$\$\$ - \$250,000+	Proposed Start Year
3.1	Design and construct complete bicycle spine network within a mile of light rail stations.	Planning/ Public Works	5	\$\$\$	Ongoing
3.2	Seek increased transit service and frequency by advocating to King County Metro, the Washington State Legislature, and exploring the potential for Redmond to directly fund more frequent Metro bus service using local revenue sources.	Planning	5	\$\$\$	2027
3.3	Actively manage existing parking and minimize new parking through a combination of regulations and incentives.	Planning	5	\$\$\$	Ongoing
3.4	Provide subsidies and incentives for e-bikes, scooter shares, and other	Planning	3, 6	\$\$\$	2026

<sup>22</sup> The Urbanist, "[Downtown Redmond Drives 2 Line Growth, Becoming Eastside’s Busiest Rail Station](#)" (2025).

<sup>23</sup> City of Redmond, [Green Fleet Operations | Redmond, WA](#)

<sup>24</sup> City of Redmond, [FAQs • EV Fire Engine](#)

Community Actions	Lead Dept.	Associated Strategies	Relative Cost		Proposed Start Year
			\$ - staff time only	\$\$\$ - \$250,000+	
shuttle options to mitigate first/last mile barriers for commuters who utilize public transit.					
3.5 Expand Commute Trip Reduction Program and other Transportation Demand Management efforts to include all employers.	Planning	6	\$\$		2028
3.6 Advocate for and connect existing multifamily housing properties and HOAs with resources, grants, and technical assistance to install EV charging.	Executive	6	\$\$		2026
3.7 Launch an EV car share pilot.	Executive	1, 6	\$\$		2026

Performance Metrics	Current Status	2030 Target	2050 Target
Transportation GHG emissions (MTCO2e)	176,196 (2023)	144,600	28,200
Reduction in vehicle miles traveled (%)	Pending*	Pending*	50% reduction
Bicycle network completion (%)	67% (2024)	Pending*	Pending*
Non-vehicle mode share (%)	Pending*	20%	28%
Electric vehicle ownership rate (%)	9% (2023)	30%	100%
Jobs to housing ratio	3.1 (2020)	2.8	2.12

**City Operations Action Table + Metrics and Targets**

City Operations Actions	Lead Dept.	Associated Strategies	Relative Cost		Proposed Start Year
			\$ - staff time only	\$\$\$ - \$250,000+	
3.8 Expand the Commute Trip Reduction Program for City staff.	Planning	6	\$\$		2028
3.9 Review the City's Green Fleet Policy and develop a fleet transition and	Public Works	1	\$\$\$		2026

City Operations Actions	Lead Dept.	Associated Strategies	Relative Cost \$ - staff time only \$\$ - up to \$250,000 \$\$\$ - \$250,000+	Proposed Start Year
funding approach that prioritizes right-sizing and electrification to meet the 2030 emissions reduction goal, while establishing decision criteria for when fuel-efficient internal combustion vehicles are still required.				

\*Pending the completion of Redmond’s Transportation Master Plan (TMP).

Performance Metrics	Current Status	2030 Target	2050 Target
City fleet emissions (MTCO2e)	996 (2023)	Pending update	Pending update
Commute trip reduction drive alone rate to City Hall Campus (%)	57% (2024)	Pending update	Pending update

**Your Move**

Now, it’s your move. And it can involve how you physically move around our community! Cutting down travel in gas-powered vehicles is one of the most impactful ways to reduce GHG emissions.

- **Good:** Replace one trip per week with a non-car mode of transportation, such as taking public transit, walking, or biking. Get tips and tricks for your bike commute at GoRedmond.com. You can also explore [Buy Local](#) opportunities to get the goods and services you need right in your neighborhood!
  - **Better:** Organize a car-sharing or carpooling network with neighbors, coworkers, and peers to reduce single occupancy trips. Check out [Go Redmond Rideshare Online and Ridematching](#) to be matched with fellow carpoolers near you.
    - **Best:** Achieve a car-free daily routine by taking advantage of Redmond’s transportation and trail network. Find your route on the [Move Redmond](#) station access map.

**Community Member Spotlight**

“With the recent and upcoming 2 Line projects, I’m really excited to see Redmond’s trail network expand even further....These [connections] allow easy and safe access to southeast Redmond and Kirkland from downtown Redmond and help make a car-free or car-lite lifestyle accessible to more people.” - TJ Horner, Redmond Resident

# Big Move 4: Achieve Zero Waste of Resources

## Where We're Headed

*Redmond reduces consumption and diverts as much waste as possible from the landfill while promoting a circular economy.*

## Where We're At

- **12,000 lbs.** of Styrofoam was recycled by Redmond community members last year thanks to the City's front porch recycling program.<sup>25</sup>
- **59%** (75 out of 128) of all multifamily properties in Redmond participate in the organics recycling program, which increases materials diverted from the landfill.<sup>26</sup>
- **42%** of community waste is diverted from the landfill.<sup>27</sup>

## What It Will Take

Landfill, compost, wastewater processing, and refrigerants account for 7% of communitywide GHG emissions in Redmond. Reducing the amount of waste sent to landfill will require expanded systems for composting, reusing, and recycling, as well as communitywide behavior change to reduce consumption. The State has passed legislation in recent years to support these efforts, including new standards for commercial organic material management, food waste reduction, recycling, and extended producer responsibility.

To achieve a 70% diversion rate by 2030, Redmond will need to eliminate 3,600 tons of waste to landfill from single-family homes, 6,900 tons from multifamily properties, 11,900 tons from commercial properties.

To accomplish the vision for this Big Move, Redmond will launch public education on circular economy and zero-waste guidance, develop pilot programs for reusable dishware, and implement a sustainable purchasing program for the City.

## Leading By Example

Redmond offers organics composting to businesses, apartment complexes, and schools. In 2022, participants composted 522 tons of food scraps—equivalent to the weight of 35 Metro buses!<sup>28</sup>

In addition, the City Council adopted a Construction and Demolition Debris (C&D) Recycling and Reuse policy which went into effect in May 2025. This policy requires reporting of C&D debris tonnage to the City, one of the few policies of its kind in the state. The new policy also requires projects to identify materials that could be salvaged to incentivize material reuse.

## Defining Zero Waste

Zero Waste of Resources means that materials of economic value, whether for reuse, resale, or recycling, won't be put in the garbage or end up in the landfill, as defined by King County.

<sup>25</sup> City of Redmond, [Focus - Summer 2025 | Redmond, WA](#) (2025).

<sup>26</sup> City of Redmond, [Focus - Summer 2025 | Redmond, WA](#) (2025).

<sup>27</sup> City of Redmond, [Environmental Sustainability | Redmond, WA](#)

<sup>28</sup> City of Redmond, [Organics Composting Flyer](#)

**Community Action Table + Metrics and Targets**

Community Actions	Lead Dept.	Associated Strategies	Relative Cost		Proposed Start Year
			\$ - staff time only	\$ - up to \$250,000	
4.1 Launch a public education campaign in partnership with Recology focused on waste reduction and resources for recycling and composting.	Public Works	7	\$		Ongoing
4.2 Develop a pilot program to incentivize local food service establishments to use durable and reusable dishware.	Public Works	7	\$\$		2027
4.3 Amend the Construction and Demolition Ordinance to establish a required diversion rate and evaluate a deconstruction requirement.	Public Works	8	\$		2027
4.4 Develop and implement a solid waste strategic plan informed by stakeholder outreach and a waste characterization study.	Public Works	7, 8	\$\$		2026
4.5 Support state implementation of Extended Producer Responsibility program.	Public Works	8	\$		2026

Performance Metrics	Current Status	2030 Target	2050 Target
Waste and other sources GHG emissions (MTCO <sub>2</sub> e)	15,184 (2023)	8,700	0
Community waste diversion (%)	43% (2024)	60%	70%
Reduction in total residential waste generation (lbs/week/household)	48.7 (2024)	Monitor	Monitor
Reduction in total business waste generation (lbs/employee/year)	493.5 (2024)	Below 420	Monitor

**City Operations Action Table + Metrics and Targets**

City Operations Actions		Lead Dept.	Associated Strategies	Relative Cost \$ - staff time only \$\$ - up to \$250,000 \$\$\$ - \$250,000+	Proposed Start Year
4.6	Achieve TRUE Zero Waste certification for large City facilities.	Public Works	7, 8	\$\$	2026
4.7	Develop zero waste guidelines for all City-sponsored events.	Public Works	7, 8	\$\$	2027
4.8	Implement a sustainable purchasing and procurement program.	Finance	7, 8	\$\$	2026
4.9	Create public-facing resources and case studies to highlight how the City has reused materials and promote circular economy principles.	Public Works	8	\$\$	2028

Performance Metrics	Current Status	2030 Target	2050 Target
Municipal diversion (%)	NEW	NEW	90%

**Your Move**

Now, it’s your move. Reducing your consumption is critical to reducing emissions and conserving resources for future generations.

- **Good:** Know what [materials can be recycled](#) through curbside pickup.
  - **Better:** Visit Redmond’s [Recology Store](#) to swap single-use items for reusable goods and drop off hard-to-recycle materials.
    - **Best:** Strive for zero waste by implementing composting, repair, and reuse strategies using the City of Redmond’s [compost guide](#), the [Feeding America](#) food donation locator, and by attending local repair events.

**Community Spotlight**

“We compost all our food scraps. Thank you, City of Redmond, for providing a free composting service! There are also pink sticky notes all over our house. One on the back door reminds me to bring our own to-go containers, and another on the trash can reminds me to put plastic bags in a box so we can take them to stores like Fred Meyer and QFC that have free plastic bag recycling.” - Esha Mehta, Redmond High School Class of 2025

# Big Move 5: Foster a Resilient Community and Natural Environment

## Where We're Headed

*Redmond cultivates thriving natural environments and neighborhoods that are resilient to the impacts of climate change.*

## Where We're At

- **7,962** street trees maintained by the City.<sup>29</sup>
- 37.4% of Redmond is covered by tree canopy
- **35%** (24 out of 69) of city-owned fish barriers removed since 2010 to support fish migration and regional salmon recovery.<sup>30</sup>

## What It Will Take

As climate impacts shape a new landscape in Redmond, investing in resilience will continue to be a primary strategy for protecting and conserving a healthy community and built and natural environment. When our climate planning reflects the direct relationship between climate resilience and social resilience, we prepare our communities to recover better with adaptive infrastructure, strong social networks, and natural resource protection. For example, investing in tree canopy, cool roofs, and reflective pavement, can prepare Redmond for extreme heat while lowering energy bills for cooling, reducing risk of heat-related illness, mitigating the urban heat island effect, and providing wildlife habitat and carbon sequestration benefits.

Planning for resilience also requires attention to locations, populations, and ecosystems that may experience greater climate stressors. One of the best tools Redmond has to encourage adoption of climate solutions and increase neighborhood resilience is in its community networks. Strengthening capacity in community-based organizations, communication with residents, and peer influenced behavior change will be critical in making this big move successful.

To achieve the vision for this Big Move, Redmond will support the growth of resilience hubs, create a more robust communications network to support community members through climate hazard events, and use a variety of mechanisms to protect and restore habitat corridors, water supply, and tree canopy.

(graphic helping to show connection between green infrastructure/community resilience/natural resources)

## Leading By Example

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<sup>29</sup> City of Redmond, [Environmental Sustainability Data Dashboard | Redmond, WA](#)

<sup>30</sup> City of Redmond, [Environmental Sustainability Data Dashboard | Redmond, WA](#)

In spring 2024, Redmond adopted the Climate Resiliency and Sustainability in Vegetation Management Plan and positioned parks to support climate action through environmental stewardship. The Parks and Recreation Department moved into action quickly and tested new strategies at 19 park sites that summer, including low-mow zones, increased tree canopy, and replacing traditional turf with pollinator gardens and wildflower meadows. By trying these techniques and learning from their implementation, **the City is modeling how green spaces can become essential community and environmental infrastructure for increasing shade, creating habitat, encouraging biodiversity, and absorbing carbon dioxide.**<sup>31</sup>

Community Action Table + Metrics and Targets

Community Actions		Lead Dept.	Associated Strategies	Relative Cost \$ - staff time only \$\$ - up to \$250,000 \$\$\$ - \$250,000+	Proposed Start Year
5.1	Create a robust communications network that leverages trusted messengers and diverse tactics to reach a wide audience, including those with limited English proficiency.	Executive/ Fire	9	\$	Ongoing
5.2	Implement a City-managed emergency alert system.	Executive/ Fire	9	\$\$	2026
5.3	Establish partnerships with nonprofits, schools, universities, and other organizations to reach broader audiences and build capacity across the community for climate initiatives and programming.	Executive	9	\$\$	2026
5.4	Develop comprehensive educational materials and programming to increase understanding, engagement, and awareness about sustainability and resilience opportunities.	Executive/ Fire	9	\$	2027
5.5	Support the growth of resilience hubs in Redmond, exploring opportunities at	Executive/ Fire	9	\$\$	2026

<sup>31</sup> City of Redmond, [Focus - Fall/Winter 2024 | Redmond, WA](#) (2024).

Community Actions		Lead Dept.	Associated Strategies	Relative Cost \$ - staff time only \$\$ - up to \$250,000 \$\$\$ - \$250,000+	Proposed Start Year
	City facilities, neighborhood hubs, multifamily properties, schools, and nonprofits.				
5.6	Develop and implement a community wildfire protection plan.	Fire	10	\$\$	2027
5.7	Establish a rapid response program to distribute fans, air purifiers, and other resources to vulnerable community members during extreme heat and smoke events.	Executive/ Fire	9	\$\$	2026
5.8	Update local floodplain maps to inform future development and potential policies.	Public Works	10	\$\$	2028
5.9	Develop a community water resilience and reduction strategy that guides programs and planning to protect both water quantity and quality.	Public Works	10	\$\$	2027
5.10	Implement advanced metering infrastructure (AMI) for Redmond's water system, to improve data and management practices.	Public Works	10	\$\$\$	2026
5.11	Continue to partner with Cascade Water Alliance to raise awareness of water conservation techniques and incentive programs.	Public Works	10	\$	Ongoing
5.12	Form partnerships and increase tree canopy plantings and habitat restoration on public and private land.	Parks	10	\$\$	Ongoing
5.13	Create and disseminate outreach materials to educate the community about proper tree care and sustainable landscaping practices.	Planning	10	\$	2027

Performance Metrics	Current Status	2030 Target	2050 Target
Residents receiving warning communication (%)	NEW	NEW	NEW
Tree canopy cover (%)	38% (2023)	-	40%
Fish barriers removed on Class 2 streams	35 (2021)	36	57
Stream length complexity classified as Good or Better (ft)	56,993 (2023)	65,000	106,000
Per capita potable water consumed (gallons)	NEW	NEW	NEW

### City Operations Action Table + Metrics and Targets

City Operations Actions	Lead Dept.	Associated Strategies	Relative Cost \$ - staff time only \$\$ - up to \$250,000 \$\$\$ - \$250,000+	Proposed Start Year
5.14 Leverage best available climate impacts data to inform sizing of new City stormwater infrastructure projects and advocate regionally for updated standards.	Public Works	10	\$\$	2027
5.15 Update regional facilities plans and basin plans to inform and advance regional stormwater management policies.	Public Works	10	\$\$\$	2027
5.16 Implement stormwater and surface water system upgrades to reduce runoff and fortify against climate impacts.	Public Works	10	\$\$\$	Ongoing
5.17 Hire an urban forestry position that unifies and manages tree canopy programs, policies, and community engagement.	Parks	10	\$\$\$	2027

City Operations Actions		Lead Dept.	Associated Strategies	Relative Cost \$ - staff time only \$\$ - up to \$250,000 \$\$\$ - \$250,000+	Proposed Start Year
5.18	Restore and enhance urban forests, wetlands, and riparian corridors to improve habitat, carbon storage, and climate resilience.	Public Works/Parks	10	\$\$\$	Ongoing
5.19	Provide ongoing training and skill development to support operational decarbonization and electrification.	Parks/Executive	10	\$\$	2027
5.20	Evaluate reflective pavement and cool roofs to reduce urban heat island effect.	Public Works/Parks	10	\$\$	2028

**Your Move**

Now, it's your move. Working towards a more resilient community will take everyone. Be sure that your home and neighborhood are prepared for future climate hazards.

- **Good:** Stay connected with the City by signing up for our enews, follow us on Facebook, X, and Instagram, and visiting [redmond.gov/Weather](https://redmond.gov/Weather). Prepare yourself in the case of an emergency by [building an emergency kit](#) or take a [CERT course](#).
  - **Better:** Help preserve and increase Redmond's tree canopy by getting up to speed on proper [tree care tips](#) and attending a [tree planting event](#).
    - **Best:** 11 billion gallons of rain falls on Redmond. Remove your turf with Cascade Water Alliance's [Turf Out Program](#), or HYPERLINK "<https://wa.adopt-a-drain.org/>" "[adopt](#)" your local drain to help protect your home and neighborhood from flooding and keep our streams healthy.<sup>32, 33</sup>

**Strengthening Resilience Through Healthy Natural Systems**

Healthy natural systems are a cornerstone of Redmond's identity and climate resilience. Wetlands, forests, and streams capture and store carbon, filter stormwater, reduce flooding, and buffer neighborhoods from extreme heat. These systems also provide critical habitat for wildlife and hold deep cultural significance for the Indigenous peoples of this region. Redmond is committed to ongoing restoration and preservation efforts, strengthening both ecological and community resilience while preserving the land and its history.

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<sup>33</sup> City of Redmond, [Focus - Fall/Winter 2024 | Redmond, WA](#) (2024).

**Community Spotlight**

*"Our batteries and panels require no maintenance, are silent when in use, and the 'free' electricity means I have less need to remind the kids to turn off the lights," Tim Kurtzman*

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## Supporting Strategic and Functional Plans

In addition to the strategies and actions included in this plan, the City has also committed to taking environmental and climate action through other many related initiatives. These efforts create an interconnected network of projects to make Redmond more sustainable, equitable, and resilient.

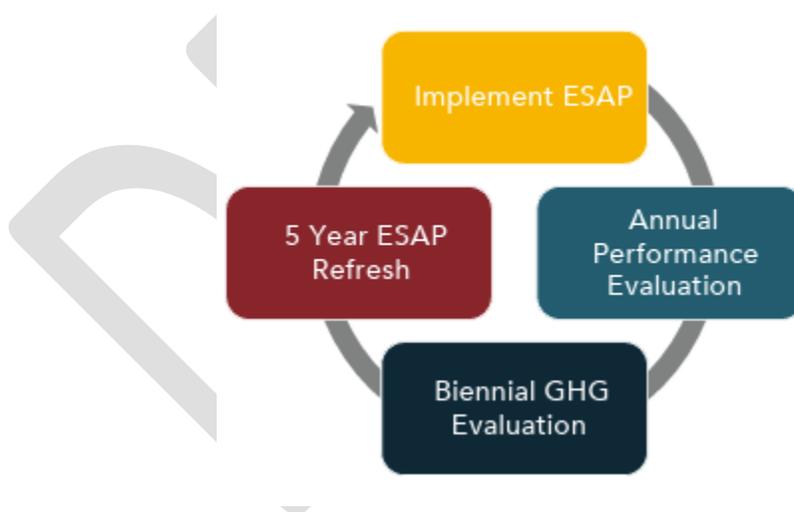
- [City of Redmond Operations Zero Carbon Strategy](#) (Big Move 1)
  - Details the path to achieving net-zero carbon emissions for municipal operations by 2030. This strategy focuses on decarbonizing city buildings through energy efficiency and renewable sources, transitioning the municipal vehicle fleet to electric, and purchasing clean energy. Key priorities from this 2021 Strategy are integrated into the 2025 actions.
- [Housing Action Plan](#) (Big Move 1 and 2)
  - This plan provides direction for future housing policy, planning, and regulatory amendments to improve housing diversity, quantity, and affordability to meet the needs of all economic segments of the community.
- [Transportation Master Plan and Associated Sub-Plans](#) (Big Move 3)
  - A functional plan of Redmond 2050, the Transportation Master Plan guides Redmond's transportation investments and programs. Chapters and sub-plans include a Street System Plan, Pedestrian Plan, Bicycle Plan, Transit Plan, Freight Plan, and Curbspace and Parking Management.
- [Climate Vulnerability Assessment](#) (Big Move 5)
  - Provides a high-level summary of climate change and its potential effect on Redmond's population, neighborhoods and business centers, infrastructure, and services. It identifies vulnerabilities, as well as planning, programming, and partnership strategies to enhance Redmond's resilience.
- [Water Systems Plan](#) (Big Move 5)
  - Ensures that the City continues to protect its underground drinking water resources and provide sufficient water storage and distribution to meet the drinking water, irrigation, and fire flow needs of residents and businesses over the next 20 years. Identifies areas in Redmond's Water Utility System where reservoirs, pipes, pumps, and other water infrastructure need to be extended or replaced.
- [Human Services Strategic Plan](#) (Big Move 5)
  - A five-year strategy that outlines actions and commitments to ensure community members have access to basic needs like food and shelter, as well as opportunities to reach their full potential. Key principles include community engagement, equity, inclusion, and sustainability with a focus on prioritizing marginalized communities.
- [Economic Development Strategic Plan](#) (Big Move 3, 4, 5)

- Guides the City's economic development programs, policies, and allocation of resources for the next five years, including efforts to advance buy local and green industries in Redmond.
- [Climate Resilience and Sustainability in Vegetation Management](#) (Big Move 5)
  - Aims to make Redmond a leader in best practices for managing vegetation across public property, including right-of-way, parks and trails, city facilities, street trees, waterways, tree canopy, and more.
- [Redmond Tree Canopy Strategic Plan](#) (Big Move 5)
  - The City adopted the Tree Canopy Strategic Plan in 2019 to identify strategies to achieve the 40% tree canopy coverage goal over a thirty-year time horizon.
- [20-Year Forest Management Plan](#) (Big Move 5)
  - Created in 2009 to build a sustainable network of healthy urban greenspace for the benefit and enjoyment of current and future generations.
- [Stormwater and Surface Water System Plan \(SSWSP\)](#) - *Pending Adoption* (Big Move 5)
  - The SSWSP ties all other stormwater-related plans together, including the Watershed Management Plan.
- Municipal Asset Management Plan - *Pending Adoption* (Big Move 1, 2, 3, 5)
  - Establishes framework for managing City infrastructure portfolio through a consistent, transparent, and data-driven approach.
- [Comprehensive Emergency Management Plan](#) (Big Move 5)
  - This plan provides a framework for preparing for, responding to, and recovering from emergencies. It provides guidance for how city departments can maintain essential functions and coordinate with other departments and with local, regional, state, and federal governments during a disaster.
- [Redmond 2050 Comprehensive Plan](#) (Big Move 1, 2, 3, 4, 5)
  - Provides a 25-year vision for how the city will grow and develop through the year 2050. Redmond 2050 is the foundation for *The ESAP* and all of the City's supporting strategic and functional plans.

# Implementing the Plan

In addition to implementing all of the existing plans that support environmental and climate action, Redmond will implement the actions in the 2025 ESAP between now and 2030 in response to the urgency of the climate crisis. Several tools and programs will be leveraged to support implementation.

- **Tracking Progress**  
Redmond will track and share progress toward achieving the ESAP goals through annual progress reports. GHG inventories will be updated every two years as the City strives to provide access to the best available data, and the ESAP will be updated every five years to course correct and adjust as technology and conditions change.
- **Ongoing Community Engagement**  
The City conducted an inclusive community engagement campaign to engage community members in the development of the ESAP. The City aims to continue engagement throughout implementation.
- **Continuous Improvement**  
Implementation is not a static or linear process. Redmond will follow a process of continuous improvement and use data to inform plan updates and action implementation.



To address climate change, we’re making five **Big Moves** in energy, buildings, transportation, waste, and resilience - and we need your help. Be a part of *Redmond Climate Action* and make a move in your life to ensure Redmond remains a place where everyone can thrive for years to come.

**2025 ESAP Refresh**

Issue	Discussion Notes	Issue Status
<p><b>1</b></p> <p>Cost Analysis of Climate Impacts</p>	<p><b><u>Council Discussion</u></b></p> <p>Councilmember Fields asked whether the costs of climate impacts have been quantified.</p> <p><b><u>Staff Comments</u></b></p> <p>Several jurisdictions in our region have estimated the cost of inaction on climate change.</p> <ul style="list-style-type: none"> <li>• King County’s <a href="#">Costs of Climate Change</a> analysis estimates that without action, local impacts such as flooding, wildfire smoke, and extreme heat could cost the region billions of dollars in damages, lost productivity, and health impacts over the coming decades.</li> <li>• The City of Tacoma conducted a similar study through the development of their 2020 Climate Action Plan which linked climate inaction to higher infrastructure repair costs, increased public health burdens, and economic disruptions for residents and businesses. Tacoma’s study found that their “community faces \$250 million or more in potential economic costs of lost ecosystem services by 2080 due to climate change impacts, including worsening wildfires, reduced food production, lost recreational opportunities, and increased health and energy related expenses. A benefit-cost analysis conducted as part of Tacoma’s Climate Adaptation Strategy work further estimates a cost of inaction of \$2.9 billion between now and 2080 related to human mortality and illness, as well as damage and loss to natural systems, utilities, commercial and residential buildings, and agriculture.” <a href="#">Tacoma Climate Action Plan</a>, pg.14</li> </ul> <p>While methodologies differ, these studies consistently show that the financial and social costs of inaction far exceed the costs of proactive mitigation and adaptation. Investing in resilience now helps avoid future losses, supports community health, and protects Redmond’s economy from escalating climate risks.</p>	<p>Opened 9/23/25</p>

Issue	Discussion Notes	Issue Status
<p>2</p> <p>Water Supply as a Priority</p>	<p><b><u>Council Discussion</u></b></p> <p>Councilmember Stuart asked how water conservation is addressed in the 2025 ESAP.</p> <p><b><u>Staff Comments</u></b></p> <p>The 2025 ESAP expands the City’s focus on water as both a critical resource and a climate resilience priority. The plan introduces four strategic actions around water conservation:</p> <ol style="list-style-type: none"> <li>1. The development of a <b>Water Reduction and Resilience Strategy</b> (Action 5.9) to inform programmatic priorities as the city works to advance an efficient and climate resilient drinking water system. This work will include, but is not limited to: data analysis to better understand trends in water use, peak use conservation potential, and climate impacts, as informed by the Climate Vulnerability Assessment, to inform policy changes.</li> <li>2. <b>Evaluation of policies for land uses with high resource demands</b> (Action 2.9) or significant impacts on natural systems and utility capacity (ex: bottled water production, data centers, etc.).</li> <li>3. <b>Water conservation education and outreach</b> (Action 5.11) in partnership with Cascade Water Alliance to help residents and businesses use water more efficiently.</li> <li>4. <b>Roll out of advanced metering infrastructure (AMI)</b> (Action 5.10) to improve efficiency and leak detection. AMI will provide real-time data to help manage water use more proactively.</li> </ol> <p>These actions position the City to strategically advance water resilience and continue to build on the work underway through Redmond’s water utility.</p>	<p>Opened 9/23/25</p>
<p>3</p> <p>Construction and Ordinance</p>	<p><b><u>Council Discussion</u></b></p> <p>Council Vice President Forsythe requested an update on the progression of the construction and demolition ordinance.</p> <p><b><u>Staff Comments</u></b></p> <p>The C&amp;D ordinance went into effect in May 2025. Since then, 588 tons of materials have been documented through the data tracking platform, Green Halo. 333 tons of that material was recycled, equating to a 57% diversion rate overall.</p> <p>Per the ordinance, the first phase of the policy will allow the City to collect data and inform future construction and demolition recycling requirements. The second phase of work is identified as Action 4.3 in the 2025 ESAP: “Amend the Construction and Demolition Ordinance to establish a required diversion rate and evaluate a deconstruction requirement.”</p>	<p>Opened 9/23/25</p>

Issue	Discussion Notes	Issue Status
4	<p><b><u>Council Discussion</u></b></p> <p>Council Vice President Forsythe noted that the RCW preventing HOAs from unfairly banning EV infrastructure will sunset in January. What can we as a City do to ensure that HOAs don't hinder EV charging infrastructure and installs?</p> <p><b><u>Staff Comments</u></b></p> <p>These statutes were originally enacted through <a href="#">HB 1793 (2022)</a> as part of Washington's broader clean energy strategy. The goal was to make it easier for homeowners to install EV chargers by preventing HOAs from imposing unreasonable restrictions.</p> <p>HB 1793 included a sunset clause, and both <a href="#">RCW 64.38.062</a> and <a href="#">RCW 64.90.513</a> are set to expire on January 1, 2026. To prevent a lapse and modernize HOA governance, the Legislature passed <a href="#">SB 5129 (2025)</a>. This bill repeals RCW 64.38.062 and updates RCW 64.90.513 to extend protections beyond 2026 and strengthen them further. It also expands the Washington Uniform Common Interest Ownership Act (WUCIOA) to cover all HOAs and condominiums, including older ones that were previously exempt. In effect, the EV charger provisions that were previously governed by RCW 64.38.062 are now incorporated into RCW 64.90.513 under the WUCIOA framework. This ensures that EV charger protections continue seamlessly beyond the sunset date.</p> <p>Policy advocacy continues to be a priority within the 2025 ESAP. Action 2.7 notes the City will continue to "Support state and regional policies that preserve and advance clean energy and climate goals, including incentives for renewable energy production and adoption of advanced energy codes."</p>	<p>Opened 9/23/25</p>

Issue	Discussion Notes	Issue Status
<p><b>5</b></p> <p>What is the reach of extended producer responsibility?</p>	<p><b><u>Council Discussion</u></b></p> <p>Council President Kritzer asked whether extended producer responsibility covers durables and compostables for restaurants?</p> <p><b><u>Staff Comments</u></b></p> <p>The Recycling Reform Act is still in the rulemaking process, and the first phase of implementation will begin in 2026. The Act has dedicated funding for durables programs that will be rolled out in the future by the Producer Responsibility Organization that is selected to implement the Extended Producer Responsibility program.</p> <p>Compostable packaging can still be problematic in local compost systems, but efforts are underway to require compostable packaging to be properly labeled to avoid confusion. Labeling and degradability requirements as well as organics collection requirements are covered under the separate Organics Management Law.</p> <p>There are several model durables programs in Washington, including Seattle’s <a href="http://www.reuseseseattle.org">www.reuseseseattle.org</a>.</p>	<p>Opened 9/23/25</p>
<p><b>6</b></p> <p>Ebike Subsidies Program</p>	<p><b><u>Council Discussion</u></b></p> <p>Councilmember Fields requested an update on ebikes subsidies and which department would lead that work.</p> <p><b><u>Staff Comments</u></b></p> <p>Staff from Executive’s Sustainability Division and Planning’s Transportation, Planning, and Engineering Division have partnered with the cities of Bellevue and Issaquah on a joint Puget Sound Energy grant application to launch an e-bike incentive subsidy program. Bellevue is the lead on that grant and PSE is currently reviewing applications with a decision likely in December. If awarded, a regional program will launch, leveraging a similar structure and approach used by the State.</p>	<p>Opened 9/23/25</p>

Issue	Discussion Notes	Issue Status
<p><b>7</b></p> <p>Net Zero City Operations</p>	<p><b><u>Council Discussion</u></b></p> <p>Councilmember Stuart asked if the actions in the 2025 ESAP keep the City on track towards the Climate Emergency Declaration goal of carbon neutrality for City operations by 2030?</p> <p><b><u>Staff Comments</u></b></p> <p>Council's <a href="#">2020 Climate Emergency Declaration</a> establishes a target of <u>carbon neutrality for City operations by 2030</u>.</p> <p>City operations greenhouse gas emissions have declined 51% since 2018. While the City has made significant progress sourcing renewable electricity for operations and reducing emissions from its facilities and fleet, achieving full operational decarbonization by 2030 would require significant investment and the early replacement of functional equipment.</p> <p>The 2025 ESAP continues the City's leadership and commitment to decarbonization, but does so in a way that balances available resources and recognizes that City operations represent less than 0.5% of total community emissions. The Plan prioritizes steady, strategic progress across facilities and fleet while also focusing on actions that catalyze broader community-wide emission reductions.</p> <p><u>The 2025 ESAP also focuses on efforts to achieve carbon neutrality for the Redmond community by 2050.</u> Community greenhouse gas emissions have declined 14% since 2018. State policies and the 2025 ESAP actions keep Redmond on a path to achieve community 2030 and 2050 GHG reduction targets. Achieving the 2030 community GHG reduction target is dependent on Puget Sound Energy meeting the <a href="#">Washington Clean Energy Transportation Act</a>, with the assumption that 80% of the electricity they generate will be clean by 2030. If PSE does not meet this milestone, Redmond will not meet the community 2030 GHG target.</p>	<p>Opened 9/23/25</p>

<b>8</b>	Salmon recovery actions	<p><b><u>Council Discussion</u></b></p> <p>Council President Kritzer noted she would like to see more actions around the City’s salmon recovery efforts.</p> <p><b><u>Staff Comments</u></b></p> <p>Healthy forests, streams, and wetlands are critical for supporting biodiversity, improving water quality, and advancing salmon recovery. With that, natural systems-related actions contribute to salmon recovery, either directly through habitat and water quality improvements or indirectly by reducing pressures on the natural environment. The following table summarize the key natural system-related actions, with new actions added because of Council and community feedback noted in <a href="#">blue</a>.</p>	
		<p><a href="#">Action 2.9</a> Evaluate policies for land uses with high resource demands or significant impacts on natural systems and utility capacity (ex: bottled water production, data centers, etc.).</p>	
		<p>Action 5.8 Update local floodplain maps to inform future development and potential policies.</p>	
		<p>Action 5.9 Develop a community water resilience and reduction strategy that guides programs and planning to protect both water quantity and quality.</p>	
		<p>Action 5.10 Implement Advanced Metering Infrastructure (AMI) for Redmond's water system, to improve data and management practices.</p>	Opened 9/23/25
		<p><a href="#">Action 5.11</a> Continue to partner with Cascade Water Alliance to raise awareness of water conservation techniques and incentive programs.</p>	
		<p>Action 5.12 Form partnerships and increase tree canopy plantings and habitat restoration on <a href="#">public and</a> private land.</p>	
		<p>Action 5.13 Create and disseminate outreach materials to educate the community about proper tree care and sustainable landscaping practices, <a href="#">including guidance informed by Traditional Ecological Knowledge strategies</a>.</p>	
		<p>Action 5.14 Leverage best available climate impacts data to inform sizing of new City stormwater infrastructure projects and advocate regionally for updated standards.</p>	
		<p>Action 5.15 Update regional facilities plans and basin plans to inform and advance regional stormwater management policies.</p>	
<p><a href="#">Action 5.16</a> Implement stormwater and surface water system upgrades to reduce runoff and fortify against climate impacts.</p>			

Issue	Discussion Notes	Issue Status
	<p>Action 5.17 Hire an urban forestry position that unifies and manages tree canopy programs, policies, and community engagement.</p> <hr/> <p>Action 5.18 Restore and enhance urban forests, wetlands, and riparian corridors to improve habitat, carbon storage, and climate resilience.</p> <hr/> <p>These actions, together with ongoing restoration and watershed efforts, strengthen Redmond’s role in regional salmon recovery efforts.</p>	
9	<p><b>Reporting Out on Past Success</b></p> <p><b><u>Council Discussion</u></b></p> <p>Council President Kritzer asked how we are going to report out on the ongoing and completed actions from the 2020 ESAP? And how are going to talk about 2030+ actions?</p> <p><b><u>Staff Comments</u></b></p> <p>The 2025 ESAP is designed to prioritize and focus efforts on the most impactful actions for the next five years. Based on community feedback, we have narrowed the plan’s focus to ensure progress is clear and achievable, while maintaining transparency around ongoing and completed work from the 2020 ESAP.</p> <p>The City will continue to report on ongoing actions and share updates through progress metrics and stories that highlight the great work already underway across the community. Longer-term, 2030+ actions will be included in an appendix to the final 2025 ESAP and revisited during the next plan update to ensure they remain aligned with community priorities, technology advancements, and available resources.</p>	<p>Opened 9/23/25</p>

<b>10</b>	Changes to draft actions because of Council and community feedback	<p><b><u>Staff Comments</u></b></p> <p>Staff received comments on the draft strategies and actions from Council, community members, tribal partners, and utility partners during the Sept. - Oct. public comment period. Changes made to the actions because of those comments are outlined below. Additions are identified in <b>blue</b>, and edits are noted in <b>red</b>. Actions not listed below were not modified from their original form, although action numbering may have changed from the first draft.</p> <p><b><u>Big Move 1: Existing Buildings</u></b></p> <hr/> <p>Action 1.4 Partner with PSE and the community to advance grid modernization and resilience opportunities in Redmond, <b>including demand response and solar plus storage.</b></p> <hr/> <p>Action 1.5 Develop HOA and <b>multifamily</b> building management guidance for solar and other energy infrastructure <del>on multifamily buildings.</del></p> <hr/> <p>Action 1.7 Establish policy to guide decarbonization <b>and sustainability</b> in City maintenance and retrofit projects.</p> <hr/> <p>Action 1.8 Develop a preventative <b>and proactive</b> maintenance, staffing, and funding strategy for critical building systems and infrastructure.</p> <hr/> <p><b>Action 1.11</b> <b>Advance energy efficiency, decarbonization, and water conservation projects in City facilities.</b></p> <hr/> <p><b><u>Big Move 2: New Buildings</u></b></p> <hr/> <p>Action 2.5 <b>Explore additional incentives and/or technical support for middle housing to advance green building techniques.</b></p> <hr/> <p>Action 2.6 Identify grid capacity gaps and implement solutions that enable timely upgrades and support <b>communitywide</b> <del>the City's</del> decarbonization, density, and natural systems goals.</p> <hr/> <p>Action 2.9 <b>Evaluate policies for land uses with high resource demands or significant impacts on natural systems and utility capacity (ex: bottled water production, data centers, etc.).</b></p> <hr/> <p>Action 2.11 Establish a policy for identifying sustainable best practices for municipal facilities and infrastructure to reduce operational and embodied carbon, <b>waste, and water.</b></p>	FYI
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		<p>Action 2.13 Evaluate and advance resilient material standards and practices to ensure City facilities and infrastructure withstand changing climate conditions.</p> <hr/> <p><b>Big Move 3: Transportation</b></p> <hr/> <p>Action 3.4 Provide subsidies and incentives for e-bikes, scooter shares, and other shuttle options to mitigate first/last mile barriers for commuters who utilize public transit.</p> <hr/> <p><b>Big Move 4: Zero Waste</b></p> <hr/> <p>Action 4.1 Launch a public education campaign in partnership with Recology focused on waste reduction and resources for recycling and composting.</p> <hr/> <p>Action 4.4 Develop and implement a solid waste strategic plan informed by stakeholder outreach and a waste characterization study.</p> <hr/> <p>Action 4.8 Implement a sustainable purchasing and procurement program.</p> <hr/> <p><b>Big Move 5: Resilient Community and Natural Environment</b></p> <hr/> <p>Action 5.1 Create a robust communications network that leverages trusted messengers and diverse tactics to reach a wide audience, including those with limited English proficiency.</p> <hr/> <p>Action 5.3 Establish partnerships with nonprofits, schools, universities, and other organizations to reach broader audiences and build capacity across the community for climate initiatives and programming.</p> <hr/> <p>Action 5.9 Develop a community water resilience and reduction strategy that guides programs and planning to protect both water quantity and supply quality.</p> <hr/> <p>Action 5.11 Continue to partner with Cascade Water Alliance to raise awareness of water conservation techniques and incentive programs.</p> <hr/> <p>Action 5.12 Form partnerships and increase tree canopy plantings and habitat restoration on public and private land.</p>	
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Issue	Discussion Notes	Issue Status
	<p>Action 5.13 Create and disseminate outreach materials to educate the community about proper tree care and sustainable landscaping practices, <a href="#">including guidance informed by Traditional Ecological Knowledge strategies</a>.</p> <hr/> <p>Action 5.16 Implement stormwater and surface water system upgrades to reduce runoff and fortify against climate impacts.</p> <hr/> <p>Action 5.18 Restore and enhance urban forests, wetlands, and riparian corridors to improve habitat, carbon storage, and climate resilience.</p> <hr/> <p>Action 5.19 Provide ongoing training and skill development to support operational decarbonization and electrification.</p> <hr/> <p>Action 5.20 <del>Evaluate</del> <del>Implement a series of pilot projects to install</del> reflective pavement and cool roofs to reduce urban heat island effect.</p>	

# 2025 Environmental Sustainability Action Plan - Document Review

Jenny Lybeck

Micah Bonkowski

Valeria Cosgrove

Erin O'Mara

November 12, 2025



**Redmond**  
WASHINGTON

# Purpose and Agenda

## Purpose

Review draft 2025 ESAP and get feedback to inform final plan.

## Agenda

1. Community feedback and key updates since Sept. Study Session
2. Key findings from data analysis
3. Implementation approach
4. Discussion, issues matrix review, and next steps

# Project Timeline



## Council Touchpoints Recap

- **Study Session 1, May:** Community engagement
- **PES Committee of the Whole, July:** Five Big Moves framework
- **Study Session 2, Sept.:** Draft strategies and actions
- **Study Session 3, today:** Full Plan review

## Redmond's Five Big Moves



### BIG MOVE 1

MAKE EXISTING  
BUILDINGS  
BETTER



### BIG MOVE 2

BUILD RESILIENT  
AND EFFICIENT  
BUILDINGS



### BIG MOVE 3

PROVIDE  
ACCESSIBLE AND  
SUSTAINABLE  
TRANSPORTATION



### BIG MOVE 4

ACHIEVE ZERO  
WASTE OF  
RESOURCES



### BIG MOVE 5

FOSTER A RESILIENT  
COMMUNITY  
AND NATURAL  
ENVIRONMENT



10 strategies and 62 actions will keep us on a path to carbon neutrality by 2050.

# 2025 ESAP Components

- Community engagement and feedback
- Climate analysis
- Five Big Moves
  - Strategies, actions
- Supporting City strategic plans advancing climate action
- Approach to equity
- Implementation and reporting

Topics to review tonight

Topics covered in past Council engagement

# Community Feedback

## What We Did

- 4 paid community partnerships
- 3 workshops
- 6 commission presentations
- 4 Advisory Committee meetings
- 11 tabling events
- Formally consulted 6 tribes, with responses from 3
- 186 community questionnaire responses

## What We Heard

- **Opportunity:** community members want practical ways to get involved
- **Education:** desire for accessible resources, guides, and workshops.
- **Natural systems and resilience:** greater emphasis on water conservation and natural systems to address carbon sequestration and resilience of natural systems
- **Access:** community experiencing barriers around language, geography, and technology that prevent them from acting
- **Affordability:** cost is a barrier to implementing decarbonization strategies



United Hub Thrift and Threads Festival (August)



# Community Feedback

## How the Actions Changed in Response to Community Feedback

- 8 new actions
  - 2 new water actions
  - 3 new natural systems actions
  - 1 new community resilience action
  - 1 new energy action
  - 1 new resilient building materials action
- More emphasis on natural systems within Big Move 5

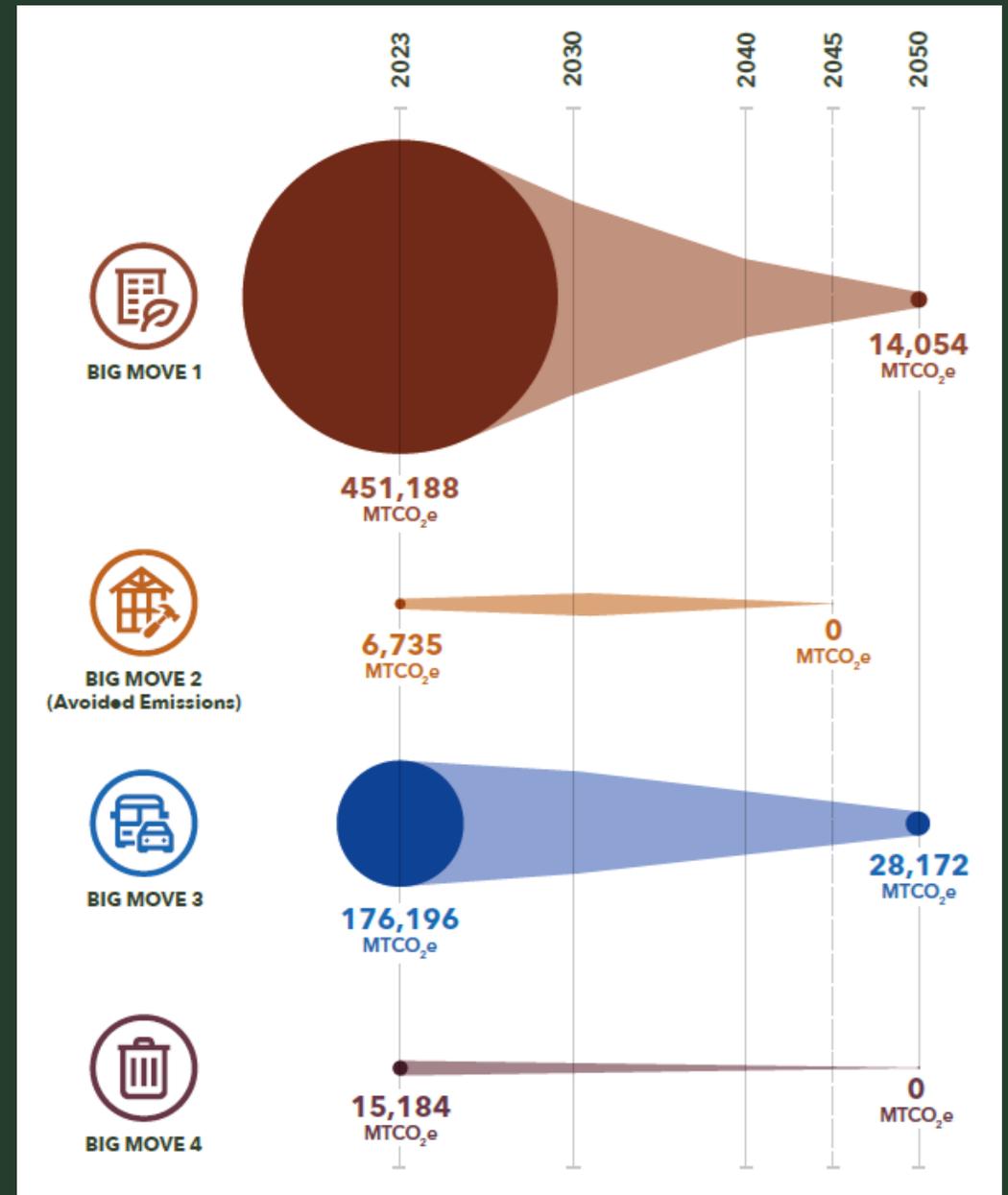


Tabling at Rocking on the River (August)



# Our Pathway to 2050

- Existing buildings pose greatest potential for emissions reductions, but all Big Moves are critical
- We need clean energy from PSE to meet our goals
- Grid capacity to support Redmond's growth and increased electricity demand is a concern prioritized in the 2025 ESAP actions



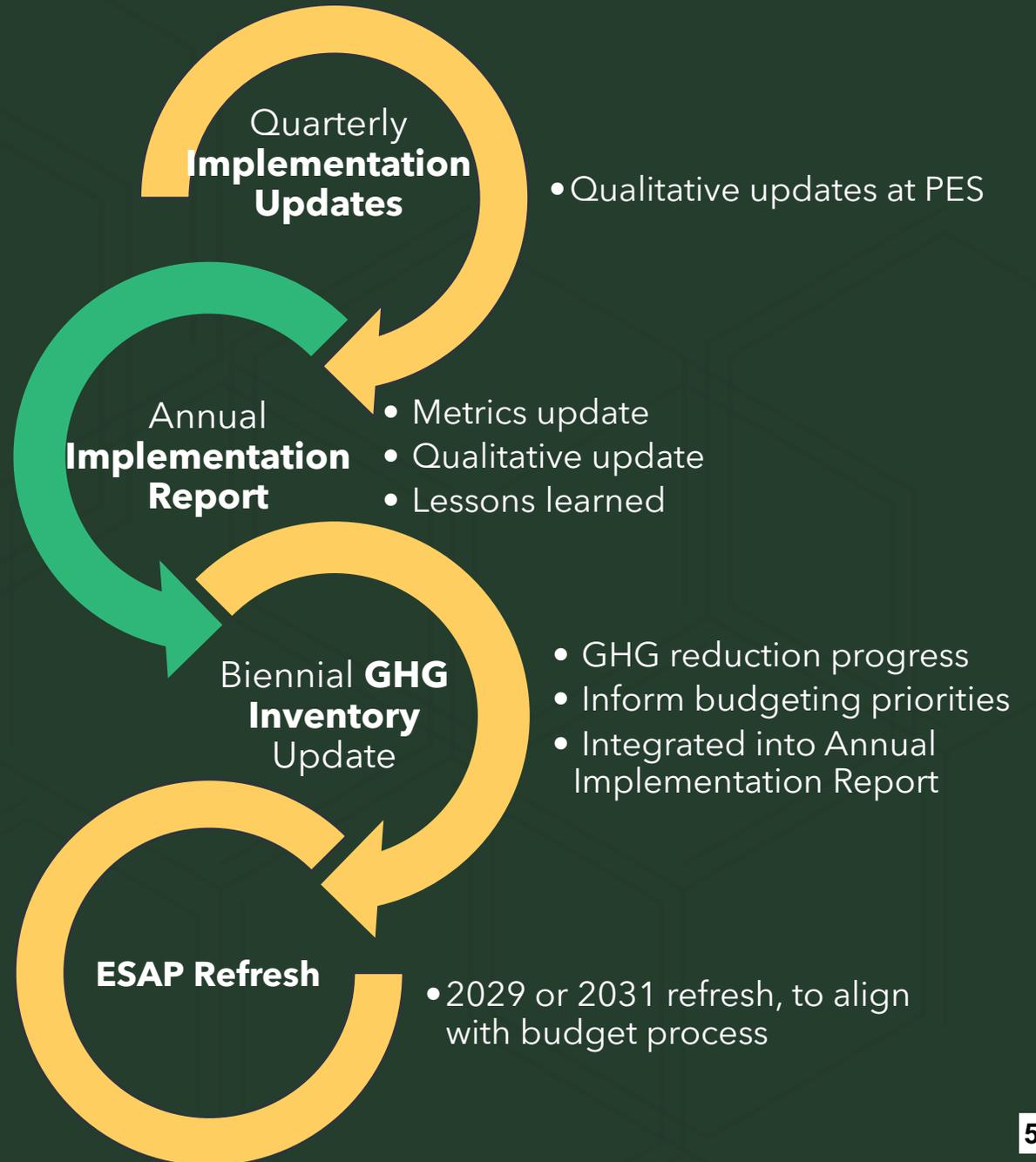
# 2025 ESAP Progress Towards Our Goals

Target	Status
<b>Community:</b> 50% reduction by 2030 Net Zero GHG Emissions by 2050	<b>On track</b> - 14% reduction since 2018 2030 target dependent on a clean grid
<b>City Operations:</b> Net Zero GHG emissions by 2030 as established by 2020 Climate Emergency Declarations	<b>Falling behind</b> - 51% reduction since 2018 2030 target dependent on decarbonization of city fleet and facilities, and employee commute patterns

# Implementation

- 13+ other plans across the City advancing sustainability and climate action

- Redmond 2050
- Transportation Master Plan
- Climate Resilience and Sustainability in Vegetation Management
- Housing Action Plan
- Redmond Tree Canopy Strategic Plan
- 20-Year Forest Management Plan
- Stormwater and Surface Water Systems Plan
- Human Services Strategic Plan
- Comprehensive Emergency Management Plan
- Hazard Mitigation Plan
- Economic Development Strategic Plan
- Climate Vulnerability Assessment
- Water Systems Plan



# Next Steps & Discussion

## Next Steps

- Draft Plan Review
  - 11/16: Community comment period closes
- Final Draft Plan for Proposed Adoption
  - 12/2: Business Meeting

## Discussion

- Are there any gaps we need to address ahead of Plan adoption?
- Does Council want to refer the Plan to the Dec. 2 consent agenda?

# Questions and Discussion

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# City of Redmond

15670 NE 85th Street  
Redmond, WA

## Memorandum

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**Date:** 11/12/2025  
**Meeting of:** City Council Study Session

**File No.** SS 25-075  
**Type:** Study Session

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Council Appointment Process



# City of Redmond

15670 NE 85th Street  
Redmond, WA

## Memorandum

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**Date:** 11/12/2025  
**Meeting of:** City Council Study Session

**File No.** SS 25-072  
**Type:** Study Session

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Council Talk Time