

City of Redmond

# Utilities Strategic Plan

DRAFT



**Redmond**  
WASHINGTON

*Sammamish River at  
NE 85th Street Bridge, Redmond*





## A Message from Public Works Director Dave Juarez

The City of Redmond operates four utilities that provide essential services to people who live, work, and visit our city. The Water Utility provides high-quality and abundant drinking water. The Wastewater Utility safely conveys sewage to King County's treatment plant. The Stormwater Utility prevents flooding and protects and sustains local streams. Finally, the Solid Waste and Recycling Program manages the collection of solid waste and recycling for the City. Across the Utilities, we strive to provide exceptional customer service to the community.

**In 2019, Redmond's wells delivered over one billion gallons of drinking water to utility customers.**

This Utilities Strategic Plan lays out 20 strategies to improve City-run utility services looking forward from now until 2050. The Plan addresses opportunities and challenges in our community, sets priorities for the Utilities, and offers examples of specific near-term implementation actions the City will take over the next two years.

Providing utility services relies on the knowledge and experience of staff who work throughout the City. People in Public Works, Planning, Technology and Information Services, and Finance Departments engage in an impressive variety of daily tasks—everything from cleaning sewer lines, to reviewing utility plans for construction sites, to restoring salmon habitat—to ensure the City functions in a safe, cost-effective, and efficient manner. Our staff take pride in their work and understand the importance of what we do. This Strategic Plan will help ensure that our work continues to move Redmond's Vision forward by creating a community where all people have access to high-quality utility services, businesses can thrive, and current and future generations can enjoy a healthy environment.

With appreciation,

*David Juarez, Public Works Director*  
[djuarez@redmond.gov](mailto:djuarez@redmond.gov)



*Downtown Park, Redmond*

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# Introduction

The City of Redmond's Water, Wastewater, Solid Waste and Recycling, and Stormwater Utilities build, operate and maintain City infrastructure and run programs that supply clean drinking water, safely remove and manage waste, and protect property, human health and the environment. We operate throughout the City (and, for water and wastewater, in the Redmond Ridge and Trilogy Urban Planned Developments within the Novelty Hill area) and depend on staff in Redmond's Public Works, Planning, Technology and Information Services, and Finance Departments.

This Utilities Strategic Plan (USP) details priorities for the City's four Utilities looking forward to 2050. It was created with input from City staff, the Redmond City Council, and the broader Redmond community. The Utilities seek to align this USP with other efforts within the City, including the Community Strategic Plan, the Comprehensive Plan, biennial Citizen Survey results, the 2020 Environmental Sustainability Action Plan (ESAP), and Utility-specific functional plans. The purpose of this Plan is to ensure that the Utilities operate efficiently and effectively in a way that meets and anticipates the needs of utility rate payers and the Redmond community.



**In 2019, Redmond's business inspectors offered direct stormwater pollution prevention support to 150 businesses.**





## **Mission**

City of Redmond's Utilities provide the Redmond community with reliable, safe, and resilient utility services and programs that protect and sustain our natural environment and quality of life.



# Shared Values and Principles

The Utilities strive to embody established City-wide values:

- Commitment to Service
- Integrity
- Accountability
- Welcoming

We endeavor to operate Utilities that are:

- Reliable
- Equitable
- Efficient
- Sustainable
- Resilient
- Collaborative

## Opportunities and Challenges

Redmond is home to diverse residential and business communities and vital natural resources. Our Utilities deliver outstanding, cost-effective utility services. To maintain these levels of service in a changing world, we must innovate and adjust operations and programs. During the strategic planning process, staff from across the Utilities identified challenges and opportunities that drive our work.

- **The City is becoming denser, more urban, and more diverse.**

As Redmond continues to grow, the Utilities will need to adapt design standards and operations to land development patterns. At all times, we must work to provide equitable services across all our neighborhoods.

- **Climate change will affect how the City delivers utility services.**

We expect drier summers and more intense winter storms in the coming decades. These changes will directly impact regional drinking water supply and stormwater management practices. As stewards of the environment, the City must take action to minimize the Utilities' climate impacts and work in concert with the 2020 ESAP and Climate Emergency Declaration.

- **Our workforce is highly dynamic.**

Before experienced Utilities' staff retire or move on, it is essential to harness that knowledge gained through years of experience. Similarly, we must work to ensure that all employees have the resources they need to build upon this knowledge, along with opportunities to expand their skill sets. Finally, we must operate Utilities that attract high-quality job applicants.

- **Technology is changing.**

The City's asset management program, use of real-time systems management tools, adoption of in-the-field data capture and entry systems, and other innovative technologies offer us new ways to gather information and optimize management of utility systems.

- **Planning and engineering activities for the Utilities are now managed by one division.**

Our new organizational structure creates opportunities to improve coordination and run more a more resilient utilities network.



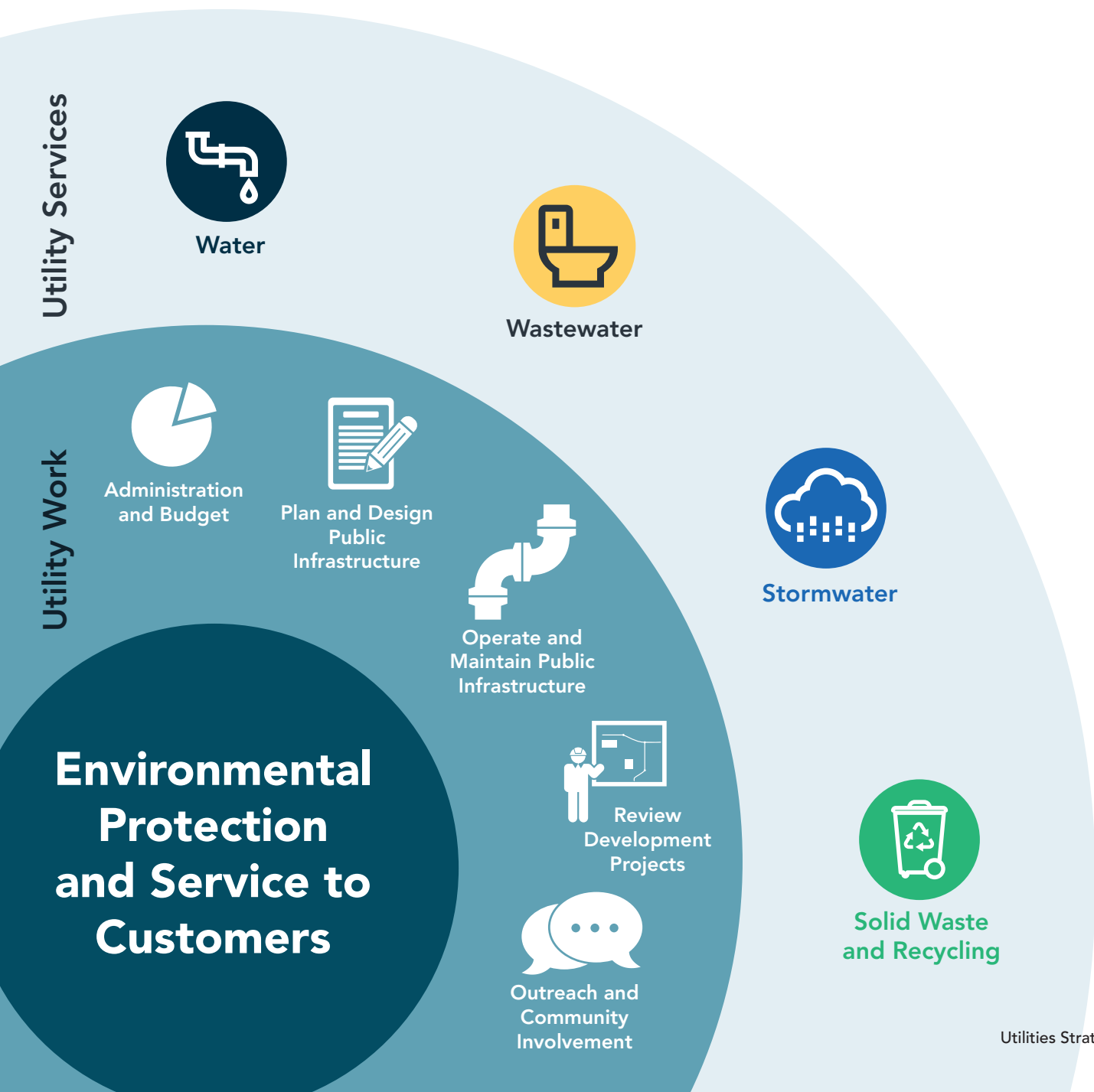
# How Redmond Utilities Work

Redmond's Utilities provide essential services to the people who live, visit, and work in our community. Delivering utility services to our customers requires the efforts of many people, with different talents, working collaboratively throughout the City. This work is often hidden, yet critically important to the successful operation of our City.

Redmond's Utilities staff work every day to meet the local, state and federal regulations that set standards and operational guidelines for things such as: drinking water quality; the security of our drinking water system; stormwater runoff management; water quality in our lakes, rivers, and streams; conserving threatened salmon

populations; managing garbage, recycling, yard debris, and food scraps; and the design of our sanitary sewer facilities. In all cases, Redmond's Utilities meet our regulatory obligations. When it is in the community's best interest, the City exceeds regulatory standards.

Our work encompasses several overlapping functions: utility system and related project design, review, installation, and oversight; infrastructure operation, maintenance, repair, and replacement; data collection, analysis, and reporting; community outreach and engagement; financial management; and system planning to prepare for future conditions. The following diagram provides an overview of key functions across the Utilities.



# Redmond's Utility Program Highlights



Stormwater crew members perform regular maintenance on the Redmond Way Water Quality Facility.

## **STORMWATER – Provide flood prevention and protection and enhancement of streams and related habitat.**

- Redmond's Stormwater Utility takes care of more than 323 miles of City-owned pipes, 11,000+ catch basins, and more than 400 stormwater ponds, vaults, and other stormwater management facilities.
- The Redmond Stormwater Utility manages 11 billion gallons of rain that falls on Redmond in an average year\* to prevent flooding and protect local streams. *(\*Estimate based on the average of 40 inches of rain per year and the 16-square-mile area encompassed by Redmond.)*
- Redmond is home to more than 50 miles of streams, in addition to two major creeks (Bear and Evans), the Sammamish River, and Lake Sammamish. Chinook, sockeye, coho salmon, and other native fish and wildlife call Redmond home.
- Redmond's Illicit Discharge Detection and Elimination Program investigates all reports of illegal discharges or connections to the City's stormwater or receiving water networks. On an average year, City staff may respond to 200+ reports.

**Redmond's Solid Waste and Recycling Program provides garbage, recycling, and yard waste/composting support to 13,000+ houses, 125+ multi-family residential properties, and 775 commercial accounts.**



# Redmond's Utility Program Highlights *(continued)*

## WASTEWATER – Provide safe and sanitary collection and conveyance of wastewater to the King County regional treatment system.

- Redmond's Wastewater Utility has more than 16,000 sanitary sewer connections.
- The Wastewater Utility actively inspects and cleans more than 233 miles of pipes every seven years.
- The Wastewater Utility routinely inspects and cleans 7,336 manholes.
- Redmond's Wastewater Utility operates 22 wastewater lift stations. City personnel clean these lift stations on a monthly schedule.

## WATER – Provide safe, reliable drinking water and fire protection.

- Redmond's Water Utility supplies water to more than 19,500 businesses, houses, and multifamily units.
- The Water Utility delivers 35-40% of Redmond's drinking water from groundwater. Neighborhoods east of Lake Sammamish and the Sammamish River are primarily served by groundwater delivered from the City's own drinking water supply.
- Every week, Redmond's Water Utility personnel sample drinking water at 26 locations to test for taste and quality.
- Redmond manages a groundwater monitoring network of 96 wells throughout the City.
- The Water Utility operates and maintains 333 miles of water main and 12,650 water main valves (also called isolation valves).
- The Water Utility personnel inspect and maintain 4,150 fire hydrants.
- Redmond's Water Utility operates seven reservoirs and shares maintenance responsibility for three joint-use reservoirs with neighboring cities.
- The Water Utility operates three City-owned pump stations and jointly operates three more pump stations with neighboring cities.
- The Cross Connection Control Program oversees compliance for 7,395 backflow assemblies to help protect the City's potable water supply (drinking water) from contamination.

## SOLID WASTE AND RECYCLING – Provide safe and reliable solid waste collection and recycling services.

- Redmond's Solid Waste and Recycling Program provides garbage, recycling, and yard waste/composting technical assistance and support to 13,000+ single-family residences, 125+ multifamily residential properties, and 775 commercial accounts.
- The Solid Waste and Recycling Program actively maintains a searchable database listing over 400 items and options for how to recycle or dispose of them. On average, Redmond customers access this database 5,500 times each year. See: [redmond.gov/389/Garbage-Recycling](https://redmond.gov/389/Garbage-Recycling)
- From 2015-2020, the average city-wide recycling rate was 46%, with improving trends each year.
- More than 200 businesses and apartments/condo complexes have participated in Redmond's food waste collection program since it was launched in 2006. This includes 12 schools, Redmond Town Center, 30+ apartment/condo complexes, a senior living community, the farmer's market, a food bank, and 11 City facilities.

## CROSS-UTILITY

- Redmond's Utility Billing Department responds to, on average, 28 phone calls every workday. In 2019, Utility Billing also received 7,600 email customer service inquiries.
- In 2019, City engineers and planners reviewed almost 90 private development proposals.



Washington Conservation Corps members conduct streambank restoration work.

# Six Objectives and 20 Strategies for 2050

During strategic planning conversations, six objectives arose again and again among the City staff working across the four Utilities. These objectives highlight areas of our work where we must focus to maintain current service levels and fulfill our mission.

- Safely and responsibly manage City utility assets
- Protect and restore the natural environment
- Provide outstanding customer support and equitable services
- Be the employer of choice for Utility staff
- Coordinate City programs and processes to prepare for the future
- Demonstrate regional leadership

Utilities staff identified a number of strategies to support each of the USP objectives. Many of the 20 strategies shown below pertain to all four Utilities (Wastewater, Water, Stormwater, and Solid Waste and Recycling). Others are specific to only one or a subset of Utilities. An icon next to each strategy identifies which Utilities it supports.



**Wastewater**



**Water**



**Stormwater**



**Solid Waste  
and Recycling**

We have purposefully selected strategies that directly tackle the major challenges and opportunities the Utilities will likely face to fulfill our obligations to our customers and to support the City of Redmond's Vision. We consciously targeted actions that are within the Utilities' control and that are achievable. While implementing these strategies will be a stretch for the Utilities, we are confident that with the right tools and resources, with careful planning, and by working together, we can accomplish all of them by 2050.



**Redmond  
construction site  
inspectors logged  
more than 5,100  
utility inspections  
in 2019 at new and  
redeveloped sites.**





*Peters Creek, a tributary to the Sammamish River, collects runoff from 1,045 acres of land in Redmond.*



## OBJECTIVE 1

# SAFELY AND RESPONSIBLY MANAGE CITY UTILITY ASSETS

### STRATEGY 1

Minimize the number and duration of unplanned utility service disruptions

#### BACKGROUND

It takes a host of coordinated efforts to ensure our customers receive uninterrupted utility services. To reduce service outages, the City: ensures buildings and infrastructure are built to City standards; operates business and residential pollution prevention programs; oversees contracts with outside service providers; and inspects, assesses, cleans, repairs, and replaces infrastructure. When it is necessary to interrupt services to respond to an emergency, expand services, or repair infrastructure, the City notifies affected customers and strives to minimize disruptions to service.

#### TARGET

In a given year, aging city infrastructure or maintenance issues contribute to no more than:

- One road closure associated with storm-related flooding events
- Six water main breaks per 100 miles of pipe
- One sanitary sewer overflow

#### MEASURE

Score Card detailing number of unplanned utility disruptions (and time needed to restore service):

- Number and duration of arterial road closures due to storm-related flooding
- Number of water main breaks per mile of pipe
- Number of sanitary sewer overflows from the publicly owned sanitary sewer system

#### UTILITIES SUPPORTED



### STRATEGY 2

Identify, leverage, implement, and support technologies to increase operational efficiency and effectiveness

#### BACKGROUND

While Redmond is known worldwide as the headquarters for multi-national technology companies, as a City we can do more to leverage the use of technology to wisely manage our utility infrastructure. Staff stay informed of innovations related to municipal utility management and evaluate new technologies. By deploying the right technology in the right ways, data collected by Utilities staff can inform decisions regarding utility systems maintenance, replacement, expansion, and upgrades.

#### TARGET

100% of stormwater pipes (used for conveying stormwater) are inspected using Closed Circuit TV (CCTV) every 10 years. 100% of wastewater pipes are inspected every seven years using CCTV.

#### MEASURE

Percentage of stormwater pipes inspected using CCTV; percentage of wastewater pipes inspected using CCTV

#### UTILITIES SUPPORTED





## OBJECTIVE 1

# SAFELY AND RESPONSIBLY MANAGE CITY UTILITY ASSETS

### STRATEGY 3

## Prepare for and respond to City-wide emergencies

### BACKGROUND

Redmond's Utilities play a critical role in the City's response to flooding, windstorms, earthquakes, public health emergencies, and other urgent situations. When there is an emergency, Utility staff need rapid access to the critical resources and information necessary to respond. The Public Work Emergency Response Plan details how Redmond's Utilities prepare for emergency situations, coordinate with the City's Emergency Response Center during events, and help the community return to normalcy after such events.

### TARGET

Annually review Public Works Emergency Response Plan and utility-specific plans and update as appropriate.

### MEASURE

Status of the Public Works Emergency Response Plan and utility-specific plans

### UTILITIES SUPPORTED



### STRATEGY 4

## Cultivate a safe and healthy working environment

### BACKGROUND

Building, operating, and maintaining public infrastructure correctly requires staff to follow safety protocols and procedures. The City is committed to ensuring that required safety programs and best practices are in place, and that all staff have the equipment and knowhow to safely conduct their work.

### TARGET

No workplace incidents or accidents resulting in time-loss.

### MEASURE

Number of workplace incidents or accidents resulting in time-loss

### UTILITIES SUPPORTED



## OBJECTIVE 2

# PROTECT AND RESTORE THE NATURAL ENVIRONMENT

### STRATEGY 5

Protect and restore degraded stream and wildlife habitat

#### BACKGROUND

Redmond strives to protect and restore stream and wetland areas that are important habitats for salmon and other native wildlife. In Redmond, stream health is defined by a standard assessment method called the “Benthic Index of Biotic Integrity (BIBI).” A “fair/good” BIBI score indicates a rich and diverse bug community, an important indicator of healthy stream habitat. “Restoring” means working in streams and in the drainage areas that surround and feed them. Activities to advance this strategy include: building facilities that control and treat stormwater runoff; adding woody material to streams; planting native plants; removing invasive weeds; removing barriers to fish movement; and offering education and technical assistance focused on pollution prevention.

#### TARGET

Four urban streams achieve a BIBI score of “fair/good” or better by 2050.

#### MEASURE

Benthic Index of Biotic Integrity (BIBI) scores

#### UTILITIES SUPPORTED



### STRATEGY 6

Eliminate high priority septic systems within City’s wastewater service area

#### BACKGROUND

Septic system failures can threaten human health and impair streams, ponds, lakes, and ground water (an important drinking water source) health by introducing harmful bacteria, pathogens, and other unwanted chemicals to the natural environment. The City is especially concerned about eliminating high-priority septic systems. These may include failing or aging septic systems, commercial/industrial septic systems, and those located in Critical Aquifer Recharge Areas or near streams in priority watersheds.

#### TARGET

Zero high-priority septic systems are in use within City limits by 2050.

#### MEASURE

Number of high-priority septic systems remaining in City limits

#### UTILITIES SUPPORTED



### STRATEGY 7

Reduce the amount of garbage Redmond residents, businesses, and city facilities send to the landfill each year

#### BACKGROUND

Redmond aims to minimize the amount of garbage going to the landfill and, instead, to recycle and compost as much as possible. Our Solid Waste and Recycling Program staff work with residential and business customers, the City’s solid waste contractor, and our regional partners to promote daily practices that support this goal.

#### TARGET

Achieve a 70% diversion rate city-wide by 2030.

#### MEASURE

The percentage of materials diverted from landfill (=recycling+compost)

#### UTILITIES SUPPORTED





## OBJECTIVE 2

# PROTECT AND RESTORE THE NATURAL ENVIRONMENT

### STRATEGY 8

Reduce “cross-contamination” within garbage, recycling, and compost waste streams

#### BACKGROUND

When garbage is placed in a recycling or compost bin, it can “contaminate” an entire load of collected materials, making all of it garbage that must be disposed of at a landfill. To reduce the contamination rate for waste collected within Redmond, the City works with residents, businesses, the City’s solid waste contractor, and regional partners to ensure “the right item goes in the right place.”

#### TARGET

Achieve a contamination rate for all waste streams of less than 5% (by volume or weight) by 2040.

#### MEASURE

Contamination rate as measured by waste stream audits (by volume or weight) of garbage in compost, garbage in recycling and recycling or compost in garbage

#### UTILITIES SUPPORTED



### STRATEGY 9

Responsibly manage the City’s groundwater resources

#### BACKGROUND

Redmond’s drinking water aquifer provides roughly 40% of Redmond’s drinking water needs. The remaining 60% comes from a regional water supplier, the Cascade Water Alliance (CWA). Using our local groundwater resource reduces the cost of drinking water for Redmond water utility customers, helps secure Redmond’s response to future water-related climate change issues, and provides a resilient local water supply if the region ever faces a large-scale emergency. Redmond manages our groundwater resources in a way that protects this resource for sustained municipal use and to supplement streamflow in local creeks and the Sammamish River.

#### TARGET

Fully meet water supply expectations associated with municipal wells to maintain senior membership with Cascade Water Alliance.

#### MEASURE

Ratio of water delivered annually from City water wells as compared to Cascade Water Alliance water supply commitments

#### UTILITIES SUPPORTED



### STRATEGY 10

Protect the quality of drinking water delivered to our customers

#### BACKGROUND

Redmond is committed to supplying drinking water that is safe, reliable, and aesthetically pleasing. Redmond’s Water Utility takes numerous actions to maintain our drinking water quality. The City oversees construction activities to ensure drinking water infrastructure meets City standards, regularly inspects and maintains City-owned Water Utility infrastructure, and works with businesses to enact practices that help protect our drinking water aquifer. Each week, Redmond tests the drinking water produced at drinking water supply wells, to ensure it meets City’s standards for quality and can be distributed. Twice a year, Redmond tests groundwater samples from monitoring wells located throughout Downtown and Southeast Redmond. Monitoring well sampling enables the City to look for emerging issues that could impact the groundwater that flows to our drinking water supply wells.

#### TARGET

No contaminants make it into the City water distribution system.

#### MEASURE

Number of follow-up samples taken to address potential issues noted at semi-annual monitoring events

#### UTILITIES SUPPORTED



## OBJECTIVE 3

# PROVIDE OUTSTANDING CUSTOMER SUPPORT AND EQUITABLE SERVICES

### STRATEGY 11

Provide timely and quality responses to customer service requests

#### BACKGROUND

Redmond's Utilities value our customers' input and concerns. When a customer contacts Redmond Utilities with a utility-specific issue, a representative from the appropriate Utility is assigned to contact the customer within 24 hours to let them know that we have received their request and to initiate a response. This service standard helps the Utilities meet customer service commitments.

#### TARGET

By 2025, 90% of Q-Alerts are responded to within two business days.

#### MEASURE

Percentage of Q-Alerts responded to within two business days

#### UTILITIES SUPPORTED



### STRATEGY 12

Work in a manner that respects and honors diversity in Redmond

#### BACKGROUND

Redmond is the most diverse city in east King County. Currently, more than 80 languages are spoken here – the most common (besides English) being Spanish, Chinese, Russian, Arabic, and Hindi. For the Utilities' actions to meet the needs of our community, Utility staff must be prepared to engage a diverse spectrum of individuals who live and work here, including those who have been historically underserved by City initiatives. Translating Utility communications materials to protect people's health and safety or provide quality services to community members is one way the Utilities express our commitment to inclusiveness.

#### TARGET:

By 2025, all priority communications developed by the Utilities are translated (or presented) in culturally relevant ways.

#### MEASURE

Percentage of priority Utilities outreach/communications materials translated and made available to key audiences

#### UTILITIES SUPPORTED



### STRATEGY 13

Manage the Utilities' fiscal resources in a responsible and strategic manner

#### BACKGROUND

Each year, the City undergoes a bond rating review. This process includes a complete and thorough review of the Utilities' past financial performance, funding structures, fiscal policies, and practices, and long-term planning. The City's AAA bond rating demonstrates that the Utilities' fiscal management is considered above average and provides Redmond opportunities to reduce costs associated with financing City projects.

#### TARGET

Stable or improving Bond rating on an annual basis.

#### MEASURE

The City's Bond Rating

#### UTILITIES SUPPORTED





## OBJECTIVE 4

# BE THE EMPLOYER OF CHOICE FOR REDMOND UTILITIES STAFF

Fats, oils and grease clog pipes.

Cool it. Can it. Trash it.



### STRATEGY 14

Offer Utility staff easy access to professional development opportunities to advance their careers

#### BACKGROUND

As Utilities, we want to make sure that we have qualified internal candidates when positions open. Investing in the professional development of Utility staff improves the quality of services we provide by: making sure that team members can “step in” when other team members are unavailable; providing staff with a comprehensive view of the activities needed to run a utility; and helping ensure that institutional knowledge does not leave the City. Professional development opportunities include training, job shadowing, and mentoring.

#### TARGET

25% of job applicants being considered for Utilities positions come from within Utilities ranks.

#### MEASURE

Percentage of qualified job applicants that come from Utilities staff

#### UTILITIES SUPPORTED



### STRATEGY 15

Show staff they are appreciated for their work

#### BACKGROUND

The Utilities recognize that the quality of our service delivery is maximized when the people providing these services are well supported, well managed, and feel connected to their work. Workplace satisfaction also helps reduce staff turnover. Cultivating a rewarding work environment means ensuring that people have a safe place to work, have the equipment that they need to do their job, are informed of decisions that affect their work, are acknowledged for their work, and feel that their ideas are fully considered.

#### TARGET

85% positive responses every year by 2025 to an annual survey sent to all Utility staff.

#### MEASURE

Percentage of positive responses to an annual survey questionnaire

#### UTILITIES SUPPORTED



## OBJECTIVE 5

# COORDINATE CITY PROGRAMS AND PROCESSES TO PREPARE FOR THE FUTURE

### STRATEGY 16

Implement Utility design standards that successfully balance the needs of dense, urban development, utility operations, and environmental protection

#### BACKGROUND

Redmond's design standards were established to accommodate development in a low-density, suburban environment. The City is becoming a larger, more dense community. As the City grows and development density increases, Redmond's design standards must adapt to balance utility service and capacity requirements with other City requirements e.g. street width, setbacks, tree spacing).

#### TARGET

By 2030, percentage of projects with approved deviations decreases by 50% from 2019 levels.

#### MEASURE

Number of utility deviations requested in urban centers (Downtown, Overlake, Marymoor) on an annual basis

#### UTILITIES SUPPORTED



### STRATEGY 17

Build new City infrastructure with consideration of access and maintenance lifecycle

#### BACKGROUND

The City establishes detailed design standards to reflect and accommodate anticipated growth, optimize utility system performance, and respond to a dynamic environment. New development project designs—public and private—must be carefully reviewed to ensure they can be integrated into our utility systems. The City must also inspect these construction projects to confirm they are installed as designed and provide sufficient access to utility infrastructure.

#### TARGET

No projects are constructed with inadequate utility access.

#### MEASURE

Number of access design issues identified each year

#### UTILITIES SUPPORTED



### STRATEGY 18

Prepare for and respond to climate change impacts

#### BACKGROUND

Climate change is predicted to alter rainfall patterns and increase the number of large, powerful storms in the Pacific Northwest. The City must implement design standards that anticipate future weather conditions, build utility infrastructure that can be expanded to meet changing climate conditions, retrofit exist facilities when necessary, and evaluate additional or alternative maintenance and operational needs.

#### TARGET

100% of capital projects leverage best available climate science and data by 2025.

#### MEASURE

Percentage of capital projects that leverage best available science

#### UTILITIES SUPPORTED





## OBJECTIVE 6

# DEMONSTRATE REGIONAL LEADERSHIP

### STRATEGY 19

Reduce the energy consumption required to operate the Utilities' infrastructure, facilities, and equipment

#### BACKGROUND

Redmond's Utilities look for ways to reduce our energy consumption while maintaining the quality of services we deliver. This can be accomplished by such actions as: using energy efficient vehicles; selecting high-efficiency pumps and other electrical machinery; and altering our operations. These actions reduce the Utilities' carbon footprint, help plan for climate change impacts, and lower operating costs.

#### TARGET

50% of the Utility fleet uses green fuels by 2050.

#### MEASURE

Percentage of Utility fleet that uses green fuels

#### UTILITIES SUPPORTED



### STRATEGY 20

Participate in regional efforts that can enhance the delivery of utility services and protection of the environment

#### BACKGROUND

Some issues are too large for Redmond to tackle alone. The City must coordinate and communicate with local, state, and federal governments, non-governmental organizations, business associations, and other potential partners to ensure that Redmond's interests are fully represented in regional, state and national dialogues. Such activities to support this strategy, could include: supporting or opposing federal or state legislation; jointly applying with other jurisdictions for state or federal grants; working with neighboring cities to coordinate education and outreach activities or establish a durable regional water supply system; working with manufacturers to find least hazardous materials or ensure products can be re-used and recycled; and ensuring that regional waste and wastewater facilities have the capacity to meet future demand.

#### TARGET

Staff in each of the four Utilities play leadership roles in regional forums.

#### MEASURE

Number of Utilities staff in leadership roles in regional forums

#### UTILITIES SUPPORTED



# Implementing the Utilities Strategic Plan

The USP lays a foundation Redmond's Utilities can use to plan and implement Utility-specific Strategic (or Master) Plans that describe operational activities and capital investments (together, projects). As supported by the biennial budget process and priorities, these Utility-specific Master Plans will inform individual staff work plans and other management decisions.

The Utilities' ability to successfully implement the USP will be determined by regularly evaluating and reporting performance on each strategy's performance targets. This reporting will happen at least every two years, with progress being measured against 2020 baseline conditions. The USP is a living document that will change in response to these evaluations and as Utility programs mature. Utilities staff and leadership will regularly review USP objectives, strategies, and performance targets to ensure they align with actions taken by the Council, complement other City-wide planning efforts, and fully realize the values and principles that anchor our work. These updates will happen at least every two years, in coordination with USP reporting to the Council and community and the City's biennial budget process.



## CONTACT INFORMATION:

[redmond.gov/218/Environmental-Utility-Services](https://redmond.gov/218/Environmental-Utility-Services)

425-556-2701





*Sammamish River, looking upstream from  
NE 90th Street Bridge, Redmond*



# Appendix A: Utilities Strategic Plan Public Input

Redmond sought public input on the overall Utilities Strategic Plan at two points, first during the development of the draft Utilities Strategic Framework, on which the USP is based, and again during the Strategic Plan preparation phase. Both community involvement efforts were partially conducted through [www.LetsConnectRedmond.com](http://www.LetsConnectRedmond.com), the City's web-platform for community outreach and involvement. The results of these efforts are summarized below. Additional public input was considered through multiple forums, including development and approval of the Utilities' biennial budget, and at the programmatic or action level e.g. through the Environmental Sustainability Action Program Advisory Committee or Engineering Standards Stakeholders Group).

## Utilities Strategic Framework Input (December 2019-January 2020)



**200**  
VISITORS



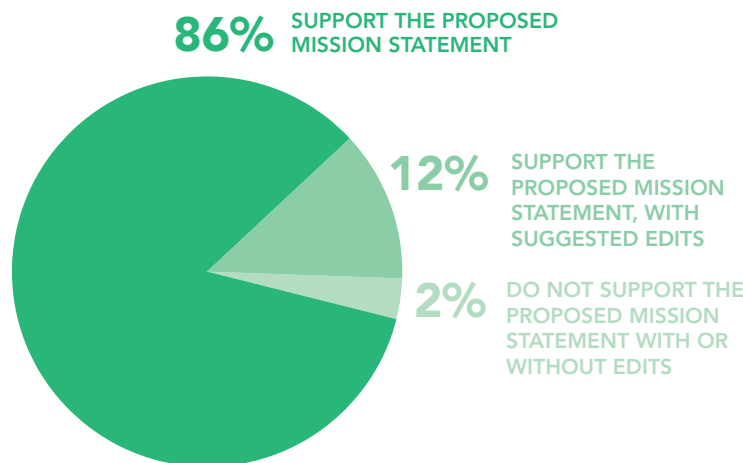
**12**  
INDIVIDUALS DOWNLOADED  
THE REPORT



**65%**  
OF RESPONDENTS  
WERE OVER AGE 50



**40** COMPLETED  
SURVEY RESPONSES



## SUPPORT FOR OBJECTIVES TO ACHIEVE THE MISSION

### Objective 1: Protect and restore the natural environment

- 97% indicated that it was important or strongly important.
- 3% indicated it was not important to achieve the Utilities' mission.

### Objective 2: Safely and responsibly manage City infrastructure

- 97% indicated that it was important or strongly important.
- 3% indicated they were unsure if this objective was important to achieve the Utilities' mission.

### Objective 3: Be the employer of choice for Redmond Utilities staff

- 36% indicated that it was important or strongly important.
- 57% indicated they were unsure if this objective was important to achieve the Utilities' mission.
- 7% indicated it was not important to achieve the Utilities' mission.

### Objective 4: Provide outstanding customer support and equitable services

- 85% indicated that it was important or strongly important.
- 15% indicated they were unsure if this objective was important to achieve the Utilities' mission.

### Objective 5: Coordinate City programs and processes to prepare for the future

- 83% indicated that it was important or strongly important.
- 17% indicated they were unsure if this objective was important to achieve the Utilities' mission.

### Objective 6: Demonstrate regional leadership

- 46% indicated that it was important or strongly important.
- 32% indicated they were unsure if this objective was important to achieve the Utilities' mission.
- 22% indicated it was not important to achieve the Utilities' mission.



## Utilities Strategic Plan Input (September 2020)



- More than 70% indicate they live and/or work in Redmond.
- 76% of respondents report that they socialize or play in Redmond.

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## THE FOLLOWING TYPES OF ACTIONS ARE SUPPORTED BY MORE THAN HALF OF THE SURVEY RESPONDENTS TO ACHIEVE THE KEY USP OBJECTIVES

### **Safely and responsibly manage the City Utility infrastructure**

- Establish a detailed geographically based inventory of utility assets e.g. pumps, pipes, catch basins) to support maintenance, replacement, and upgrade planning.
- Invest in replacing or rebuilding sanitary sewer pump stations.
- Explore testing innovative e.g. real-time) technologies for managing stormwater, wastewater, or water utility systems.

### **Protect and restore the natural environment**

- Increase habitat restoration efforts in Redmond streams and watersheds.
- Provide technical assistance to businesses and institutions on ways to prevent pollution from reaching Redmond's streams, wetlands, and drinking water supply.

### **Provide outstanding customer support and equitable services [to utility customers]**

- Manage all utility customer service calls through a single point (with integrated phone and online options).
- Look for ways to improve routine and emergency communications with residential and commercial utility customers.
- Explore grants and other innovative funding sources for capital improvement projects.

## PROMOTIONAL OUTREACH

- eNewsletter
- LetsConnectRedmond.com
- City website



# Appendix B: Utilities Strategic Plan Performance Measures

Utilities Strategic Plan implementation progress will be tracked against the performance measures and targets described in the body of USP. At least every two years, the Utilities will report out on each Strategy's performance targets. Baseline conditions, where available, were established in January 2020 for each USP performance measure. Where baseline condition information is not available, an early action will be to develop measurement tools and information to support required reporting. In concert with the USP itself, these performance measures and targets will change over time, as the Utilities' priorities, actions, and mission evolve to meet the Redmond community's needs.

Strategy #	USP Strategy	Measure	Baseline Condition (as of 1/1/2020)	Target (2050)
<b>Objective 1: Safely and responsibly manage City utility assets</b>				
1	Minimize the number and duration of unplanned utility service disruptions.	Number and duration of: (1) arterial road closures due to storm-related flooding (2) water main breaks per miles of pipe, (3) sanitary sewer overflows from the publicly owned sanitary sewer system	(1) One road closure during 100 year flood in 2/2020. Road closed for about two hours. (2) Two main breaks (one caused by contractor). Time to water restored three hours. (3) Zero SSOs from public sewer main blockages in 2019	In a given year, aging city infrastructure or maintenance issues contribute to no more than: (1) one road closure associated with storm-related flooding events (2) six water main breaks per 100 miles of pipe (3) one sanitary sewer overflow.
2	Identify, leverage, implement, and support technologies to increase operational efficiency and effectiveness.	Annual percentage of stormwater pipes (8"- 24" in diameter) inspected; annual percentage of wastewater pipes inspected (using CCTV)	8.6% (stormwater)	(1) 100% of stormwater pipes inspected using Closed Circuit TV (CCTV) every 10 years. (2) 100% of wastewater pipes inspected using CCTV every seven years.
3	Prepare for and respond to emergencies.	Status of the Public Works Emergency Response Plan (ERP) and Utility-specific plans	Public Works-wide Emergency Response Plan (2019; Water System ERP under development)	Annually review and/or update Public Works ERP and utility-specific plans.
4	Cultivate a safe and healthy working environment.	Number of work place incidents or accidents resulting in time-loss	Two	No time-loss workplace incidents or accidents.
<b>Objective 2: Protect and restore the natural environment</b>				
5	Protect and restore degraded stream and wildlife habitat.	Benthic Index of Biotic Integrity (BIBI) scores	three streams: fair; one stream: good	Four urban streams achieve a BIBI score of "fair/good" or better by 2050.
6	Eliminate high priority septic systems within City's wastewater service area.	Number of high-priority septic systems remaining in City limits	In development	Zero high-priority septic systems are in use within City limits by 2050.
7	Reduce the amount of garbage Redmond residents, businesses, and city facilities send to the landfill each year.	The percentage of materials diverted from landfill	47% Overall (Single Family 65%, Multi-family 31%, Commercial 40%)	Achieve a 70% diversion rate City-wide by 2030.
8	Reduce "cross-contamination" within garbage, recycling, and compost waste streams.	Contamination rate as measured by waste stream audits (by volume or weight)	In development	Less than 5% contamination rate for all waste streams by 2040.
9	Responsibly manage the City's groundwater resources.	Ratio of water from City water wells vs. Cascade Water Alliance water supply during peak season	3.70/3.51	Fully meet water supply expectations associated with municipal wells to maintain senior membership with Cascade Water Alliance.
10	Protect the quality of drinking water delivered to our customers.	Number of follow-up samples taken at semi-annual monitoring events	none in 2019	No contaminants in City water distribution system.



Strategy #	USP Strategy	Measure	Baseline Condition (as of 1/1/2020)	Target (2050)
<b>Objective 3: Provide outstanding customer support and equitable services</b>				
11	Provide a timely and quality responses to customer service requests.	Percentage of "two business day" responses to Q-Alerts	2019=83%; Winter Storm=93%	By 2025, respond to 90% of Q-Alerts within two business days.
12	Work in a manner that respects and honors diversity in Redmond.	Percentage of outreach/communications translated and made available to key audiences	In development	By 2025, all Utilities-developed priority communications are translated (or presented) in culturally relevant ways.
13	Manage the Utilities' fiscal resources in a responsible and strategic manner.	City's Bond Rating	AAA bond rating	Stable or improving Bond rating on an annual basis.
<b>Objective 4: Be the employer of choice for Utilities staff</b>				
14	Offer Utility staff easy access to professional development opportunities to advance their careers.	Percentage of qualified job applicants that come from Utilities staff	In development	25% of job applicants being considered for Utilities positions come from within Utilities ranks.
15	Show staff they are appreciated for their work.	Percentage of positive responses to an annual survey questionnaire	In development	85% positive responses annually by 2025 from Utility staff.
<b>Objective 5: Coordinate City programs and processes to prepare for the future</b>				
16	Implement Utility design standards that successfully balance the needs of dense, urban development, utility operations and environmental protection.	Number of utility deviations requested in urban centers (Downtown, Overlake, Marymoor) on an annual basis	10 Utility Deviations for Sewer, Water or Stormwater	By 2030, percentage of projects with approved deviations decreases by 50% from 2019 levels.
17	Build new City infrastructure with consideration of access and maintenance lifecycle.	Number of access design issues identified each year	In development	No projects are constructed with inadequate Utility access.
18	Prepare for and respond to climate change impacts.	Percentage of capital projects that leverage best available climate science and data	In development	100% of capital projects leverage best available climate science and data by 2025.
<b>Objective 6: Demonstrate regional leadership</b>				
19	Reduce the energy consumption required to operate the Utilities' infrastructure, facilities, and equipment.	Percentage of Utility fleet that uses green fuels	27%	50% of the Utility fleet uses green fuels by 2050.
20	Participate in regional efforts that can enhance the delivery of Utility services and protection for the environment.	Number of Utilities staff in leadership roles in regional forums	six	Utilities staff play leadership roles in regional forums.



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