

City of Redmond

# Community Strategic Plan

ADOPTED BY COUNCIL  
OCTOBER 2019

REVISED  
AUGUST 2020



City of Redmond  
WASHINGTON

# A MESSAGE FROM Mayor Angela Birney



Mayor Angela Birney

I am honored to have the opportunity to serve as Redmond's Mayor. It is a responsibility that I expect to come with many rewards and challenges. I would like to share my vision with you and my commitment to keeping you informed.

My vision for Redmond is a connected

community that enhances livability and sustains the environment, and that places Redmond as a leader locally, regionally, and nationally.

Community input and involvement are vital to our growing city. Collaborative opportunities will be created for Redmond residents, businesses, and stakeholders to share their thoughts and ideas on priority projects. Communication and involvement efforts will be transparent, timely, and clear.

I look forward to connecting with you and your neighbors. As a community, we can work together to improve upon what we have built and ensure that Redmond remains a city where all are welcome, and all thrive!

This is Our Story, Our Redmond.

With sincere appreciation,

Angela  
Mayor@redmond.gov

**Community Input  
and Involvement**

**Budget  
Priorities**

**Vision**

**Comprehensive  
Plan**

**Outcomes for  
Community**



# Alignment of the organization's vision and mission today **provides the roadmap to create a better tomorrow.**

**A community strategic plan** provides guidance for the City's work. It includes strategic initiatives with associated **objectives, strategies, measures, and actions** that will be implemented within the community over a specific period of time.

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## City Vision

To create a city with two vibrant urban centers in Downtown and Overlake, to enhance the livability and connections between our neighborhoods, and to deliver high-quality services in partnership with our community. (from the City's Comprehensive Plan, 2011.)



**The Community Strategic Plan** is nationally recognized by the Government Finance Officers Association (GFOA) through receiving an Award of Excellence for its contribution to the practice of government finance that exemplifies outstanding financial management and long-term planning.



**Community Strategic Plan** progress updates will be provided quarterly.

# Your City Council



**Tanika Padhye**  
**Position #4**

**Term Expires 12/31/21**  
**President, City Council**  
**Chair of the Planning & Public Works Committee**

Tanika Padhye was appointed to the Redmond City Council in March 2017. Prior to council, Tanika served on the

Planning Commission and Parks & Trails Commission.

Tanika is originally from Houston, Texas. She graduated from Texas A&M University with B.S. in Psychology and then went to Northeastern Law School for her J.D. During her legal career she worked in the public sector for the City Attorney's Office in Berkley, San Francisco Public Utilities Commission, and the Seattle Office for Civil Rights. Tanika currently represents the City on the Domestic Violence Initiative Regional Task Force (DVI) and on the Eastside Human Services Forum (EHSF). She moved to the Pacific Northwest for her husband's job at Microsoft and has lived in Redmond for 13 years. Tanika lives on Education Hill with her husband Jitu and their two sons.

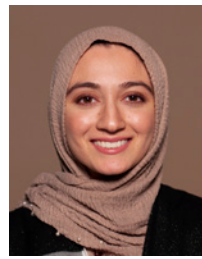


**Jeralee Anderson**  
**Position #6**

**Term Expires 12/31/21**  
**Vice-President, City Council**

Jeralee Anderson is the President/CEO and Co-Founder of Greenroads Foundation, a Redmond nonprofit organization focused on sustainability education, performance management,

and strategic programming for transportation capital projects. She received her doctorate in sustainability and civil engineering from the University of Washington in 2012 and is a licensed professional engineer. Ms. Anderson worked in a variety of structural, geotechnical, green building, and construction engineering positions after receiving her undergraduate engineering degree from Cal Poly San Luis Obispo with a minor in music performance. She was recognized in 2013 by the Obama Administration as a Transportation Champion of Change for the 21st Century for her domestic and international work with Greenroads. Ms. Anderson has been a resident of Redmond since 2010 and is an active volunteer for Seattle Beagle Rescue. She enjoys reading, health and nutrition, crochet, weightlifting, cycling, teaching, and walking her dogs. She currently represents the City as an alternate on the Cascade Water Alliance (CWA), and she serves as an Association of Washington Cities (AWC) representative on the State Public Works Board.



**Varisha Khan**  
**Position #1**

**Council Term Expires 12/31/23**  
**Chair of the Public Safety Committee**

Born in Dallas, Texas to a middle-class American Muslim family, Varisha received her BA degree from the University of Washington in Communication—Journalism and Political Science. She

is a returning Redmond resident, having moved to the city with her parents as a child and now with her husband in the newly-developing Marymoor neighborhood. From playing little league softball at Hartman Park, to commuting on the 542 bus to attend the UW, Varisha is proud to call Redmond home.

During the 2016 presidential cycle, Varisha was elected to serve as one of the youngest Presidential Electors in the historic Electoral College to represent voters from WA State's 1st Congressional District. Varisha has worked at numerous nonprofit organizations in King County where she focused her work on making media and government more representative and inclusive. Most recently, Varisha worked as a Political Action Committee (PAC) Director of OneAmerica Votes.

As a journalist with the Seattle Globalist and other local publications, she developed a journalistic beat on issues pertaining to race, immigrants and communities of color in the greater-Seattle area. While a student at the UW, she helped establish the Middle Eastern Student Commission of ASUW (the Associated Students of the University of Washington) and served as the founding Director.

She enjoys snowboarding, barbecuing and traveling with her husband, Yassir.



**Steve Fields**  
**Position #2**

**Term Expires 12/31/21**

Steve Fields has lived in Redmond for over 30 years. He worked across all functions of government in his positions at King County and the City of Seattle in the Executive offices. Fields guided elected officials on policy, budget, and operational improvements. He advised department heads and their staff to help the government perform better. He currently represents the City of Redmond as a member of the Eastside Transportation Partnership (ETP). Fields is also a Redmond small business owner with his wife.



## **Jessica Forsythe**

### **Position #3**

**Council Term Expires 12/31/23**

Jessica Forsythe is an award-winning Creative Director and owner of a small graphic design studio which works primarily with clients who seek to better their community. Ms. Forsythe is a thoughtful, creative thinker who takes

a holistic approach to every project. She believes strongly in being involved at the local level and knows first-hand the impact one person can have on their community.

Originally from Northeast Ohio, Jessica graduated from Kent State University with a Bachelor of Fine Arts in Visual Communication Design with a concentration in Environmental Design. She has worked in environmental design, architecture, branding, and was the Art Director for the Seattle Symphony. She has volunteered with numerous community and charity organizations, most notably her decade-long involvement with Help Portrait International for which she is the Founder of the Redmond, Washington Chapter. Jessica has also served on various non-profit boards including the League of Women Voters Seattle-King County Executive Board and as the c3 Treasurer.

She enjoys hiking, running, cycling, kayaking, skiing, and rock climbing.

## **Vanessa Kritzer**

### **Position #5**



**Term Expires 12/31/23**

Vanessa Kritzer grew up in the Bridle Trails neighborhood and now is raising her family in Redmond. Before joining the Council, Vanessa served on the City of Redmond's Planning Commission. She brings experience from the public, private, and nonprofit sectors. Vanessa spent years working in DC for environmental and international human rights organizations, including the League

of Conservation Voters and the Latin America Working Group. She has also worked at Microsoft on smart city and healthcare technology that helps make communities healthier, safer, and more sustainable.

Vanessa holds MBA and MPA degrees from the University of Washington's Foster School of Business and Evans School of Public Policy and Governance. During graduate school, she was appointed by Governor Inslee to serve as the sole student member of the University of Washington Board of Regents. She loves volunteering and has served on the boards of the National Women's Political Caucus of Washington, the Anti-Defamation League – Pacific Northwest, and Graduate Washington. An avid outdoor enthusiast, you'll often see Vanessa walking around Redmond's trails with her toddler in a hiking backpack in her spare time; and if she's not outside, she is probably indoors playing a strategic board game.



## **David Carson**

### **Position #7**

**Term Expires 12/31/23**

David moved from Southern Oregon to Redmond to work for Microsoft in 1991 and works as a Software Test Engineer. He graduated from Oregon State University with a Bachelor of Science degree in Business Management. His hobbies

are riding motorcycles, cooking and playing in Redmond's recreational softball league. He lives with his wife Danielle and pets in the Viewpoint neighborhood of Redmond.

He currently represents the City on the Economic Development Council (EDC) of Seattle and King County, the Emergency Management Advisory Committee (EMAC), the Eastside Transportation Partnership (ETP), and as the chair of the Redmond Lodging Tax Advisory Committee (LTAC).





# Roles of Mayor and Council

*Per RCW 35A: MAYOR-COUNCIL PLAN OF GOVERNMENT*

Redmond is a code city with a Mayor-Council form of government. The Mayor and Council have distinctive roles to serve the community. (RCW 35A.12)

## Mayor

The Mayor is the executive and administrative officer of the city, in charge of all departments and employees and supervises the administration of city government and all city interests.

Some of the duties include:

- Prepares and submits to the Council a proposed budget, as required by RCW 35A.33
- Reports to the Council concerning the affairs of the city and its financial and other needs, and makes recommendations for Council consideration and action
- Sees that all laws and ordinances are faithfully enforced, and that law and order is maintained in the City
- Presides over all meetings of the Council (RCW 35A.12.130)
- Serves as the official and ceremonial head of the City and represents the City on ceremonial occasions

## Council

The Council has legislative and policymaking powers. The principal job of the Council as a whole is to set policy as defined as a course of action for a community. A Councilmember's duties include:

- Analyzing community needs, program alternatives, and available resources.
- Authority to formulate and adopt City policies

The Council serves on a part-time basis and relies on the administration for information-gathering and presentation of options for the Council to consider.

There are a number of federal and state laws and regulations that also govern the Council's actions.

[RCW 35A](#)

[RCW 35A.12](#)

[RCW 35A.12.130](#)

[RCW 35A.33](#)





**The Mayor, Council, and Community work together** to support and serve Redmond through services and amenities, involvement opportunities, and by **creating an inclusive, equitable, and welcoming community.**



# Community Involvement

Redmond's decision-making is informed by **robust community involvement that meaningfully and effectively engages the community** early and often, focusing on key topics of interest in a manner that is **equitable, barrier-free**, and recognizes the needs and interests of both the community and the City.

*Please see Appendix A for previous community involvement.*

## Opportunities for involvement:







## Implementation Strategy

The following represents how the programs will be implemented with an emphasis on community involvement.

### Assign Team

- Appoint Program Manager
- Assemble cross-departmental team

### Identify Stakeholders

Includes the Mayor, Council members, partner organizations, community members, policy/regulatory

### Identify Initiative

- Begins with City Council and Mayor
- Establish vision and objectives

### Gather Stakeholder Input

### Report Program Performance


Follow-up with stakeholders to share results, outcomes, and next steps

### Create Strategic Workplan & Initiate Project

### Implement Project



SUPPORTS BUDGET PRIORITY:

 Vibrant and Connected

# Housing Choices



**Program Vision:**

A Redmond that values, provides and promotes a variety of housing choices for all.



## Objective #1

- Increase units of the housing supply to meet growth and provide housing variety for all income levels, abilities, ages and lifestyles.

### Strategies

- Adopt a Housing Action Plan which will:
  - Include in-depth analysis of current and future housing needs;
  - Inform the update to the Comprehensive Plan Housing Element;
  - Provide specific actions to increase housing supply and diversity, especially at greater levels of affordability; and
  - Provide specific actions for meeting the identified housing gap
- Streamline Zoning Code to:
  - Increase regulatory predictability;
  - Reduce permit review costs; and
  - Support increased range of housing products.
- Evaluate and amend codes and standards, as appropriate, to reduce costs related to:
  - Required parking; and
  - Required infrastructure.

### Measures

- Number of Housing Units by Type
- Number of housing units by affordability level as defined by RZC 21.20 Affordable Housing and RMC 3.38
- Progress toward meeting affordability goals provided in the Countywide Planning Policies
- Number of individuals who have access to 24/7 shelter in East King County
- Permit timelines
  - Average calendar days from application to issuance
  - Average calendar days from request to inspection

## 2019-2020 Actions (In Progress)

- Streamline Accessory Dwelling Unit (ADU) permitting
- Housing Action Plan Needs Assessment:
  - Update data on housing supply, demand, and forecasted need
  - Update data on workforce profiles in Redmond
- Housing Action Plan - Implementation Plan development
- Recommend and adopt 2021-2022 human services funding program which includes support for shelter, homeless services, and housing stability programs (e.g. rental assistance).

## 2021-2022 Actions (In Progress)

- Adopt and begin implementation of the Housing Action Plan.
- Update the Housing Element of the Comprehensive Plan to align with the Housing Action Plan and the Countywide Planning Policies.
- Adopt updates to Overlake Neighborhood Plan.
- Seek partners for pilot projects to showcase innovative housing types not currently available in Redmond.
- Explore infill housing options and retrofits to increase dwelling units within existing building envelopes and single family residential properties.
- Continue to develop ADU options and streamline permit processing (ongoing effort)

## 2023-2024 Actions (In Progress)

- Complete Comprehensive Plan Periodic Review - update population, employment, and housing targets
- Streamline permitting (ongoing effort)
- Launch program to implement actions identified in the Housing Action Plan and the Housing Element

## 2025-2026 Actions

- Update Housing Choices Strategies to reflect Redmond 2050 Comprehensive Plan update
- Implement actions identified in the updated Housing Choices Strategies
- Streamline permitting (ongoing effort)

## Objective #2

- Foster 10-minute communities\* that enrich new and existing housing choices and engage residents in how to get out and around.

(\*where work, shopping, services, schools, transit lines and play are within 10-minutes of where people live)

### Strategies

- Reduce need for vehicle trips and/or vehicle ownership by promoting non-SOV travel options and investing in mobility infrastructure
- Work to create equitable transit-oriented development communities near light rail stations.
- Promote the benefits of 10-minute communities through awareness campaigns; partner with property managers, social service providers, schools, businesses, public health officials, etc.

### Measures

- Number of housing units within .5 mile of a light rail station.
- Number of housing units that meet two or more of the criteria for a 10-minute community
- Number of housing units that meet all the criteria for a 10-minute community

## 2019-2020 Actions (In Progress)

- Community Visioning \ Land Use Scenario development in TOD areas
- Scooter Share Pilot started in July of 2019 as a micro-mobility pilot program
- Initiate Transportation Master Plan Update

## 2021-2022 Actions (In Progress)

- Evaluate and create a program to pilot 10-minute communities that reduce vehicle reliance
  - Coordinate with Go Redmond to help residential buildings "inventory" their mobility resources, map 10-minute proximate locations and promote to residents
  - Develop way-finding resources that highlight and promote destinations that are "10-minute proximate"
  - Encourage businesses, apartments, and institutions to promote destinations that are "10 minutes proximate" through signage, social media, and other messaging
- Pilot collaboration between Metro and City for "Community Ride" which is a reservation-based, flexible service that can operate anywhere within a specific service area.
- Work to deliver CIP projects to improve biking and walking facilities around the four station areas in advance of Light Rail passenger service coming to Redmond in 2023-2024.
- Refresh Transportation Demand Management Program
- Adopt regulatory updates for Overlake and TOD areas

## 2023-2024 Actions

- Complete the Comprehensive Plan Periodic Review
- Complete Transportation Master Plan Update
- Examine opportunities to help foster 10-minute communities around the four station areas.
- Update zoning designations and regulations to align with community vision in the updated Comprehensive Plan
- Update Transportation Improvement and Capital Investment Programs

## 2025-2026 Actions

- To be identified during preparation of the Transportation Improvement and Capital Investment Programs



### Objective #3

- Increase affordable and workforce housing unit supply
    - Workforce housing supply – (60-120% AMI – Area Median Income)
    - More deeply affordable housing unit supply (< 60% AMI)
- .....

### Strategies

- Provide incentives for developers to build new affordable housing
  - Preserve existing housing stock
  - Provide emergency, transitional, and permanent housing through a coordinated and regional approach to homelessness
  - Identify tools/funding sources for providing housing at lower income levels.
  - Implement Housing Action Plan
- .....

### Measures

- Increase workforce (60-120%) by 1,300 units (2030)
- Increase more deeply affordable housing (<60% AMI) by 750 units (2030)
- Number of homeless residents served through outreach
- Percentage of outreach participants who secure housing

### 2019-2020 Actions (In Progress)

- Multi Family Tax Exemption (MFTE) - Promote use of MFTE
- Initiate Overlake Neighborhood Plan Update

### 2021-2022 Actions (In Progress)

- Look at options to provide equitable housing options across neighborhoods
- Evaluate expansion of/changes to the MFTE program
- Evaluate addition of Section 8 subsidies to inclusionary program
- Identify opportunity sites and work with partners to preserve affordable multifamily housing
- Acquire surplus light rail property
- Facilitate construction of affordable housing proximate to light rail stations:
  - Overlake Village
  - South East Redmond (Marymoor Village)
- Provide human services options to help prevent currently housed residents from falling into homelessness (this will be an ongoing effort)
- Enhance Homeless Outreach Program (this will be an ongoing effort)

### 2023-2024 Actions

- Create additional incentives for construction of affordable and workforce housing in Downtown, Overlake and Marymoor Village
- Explore the application of minimum height requirements in Overlake to increase housing production
- Facilitate construction of an Affordable Housing Pilot Project on City-owned parcel in Downtown
- Provide human services options to help prevent currently housed residents from falling into homelessness (this will be an ongoing effort)

### 2025-2026 Actions

- Implement actions identified in the updated Housing Choices Strategies

SUPPORTS BUDGET PRIORITY:

 Healthy and Sustainable

# Environmental Sustainability



## Program Vision:

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.



# CLIMATE CHANGE

## Objective #1

- Reduce greenhouse gas emissions, create a climate resilient community, and lead by example.

## Strategies

- Enhance resilience of populations that will be disproportional impacted by climate change
- Institutionalize ESAP across City activities
- Pursue cross-sectoral solutions to advance sustainability

## Measures

- 50% reduction in community wide GHG emissions by 2030
- Carbon neutral by 2050 for municipal operations
- City of Redmond government operations greenhouse gas emissions

## 2019-2020 Actions

- Develop and adopt Environmental Sustainability Action Plan (ESAP) - in progress
- Develop an internal Sustainability Team – in progress

## 2021-2022 Actions

- Establish the ESAP Advisory Committee
- Conduct climate vulnerability assessment
- Provide annual update on ESAP implementation, with biennial GHG inventory update

## 2023-2024 Actions

- Launch dashboard to cultivate awareness and provide transparency
- Pilot neighborhood resilience hubs
- Provide annual update on ESAP implementation, with biennial GHG inventory update

## 2025-2026 Actions

- Explore solar and microgrid power projects for City-owned facilities
- Provide annual update on ESAP implementation, with biennial GHG inventory update

# NATURAL SYSTEMS AND WATER

## Objective #2

- Enhance green space, tree canopy, habitat and water quality, biological condition of streams, and natural drainage systems.

## Strategies

- Expand green infrastructure
- Protect and enhance native habitat
- Conserve and protect community water resources

## Measures

- Increase the BIBI of Redmond's four highest restoration streams
- Increase tree canopy cover to 40% by 2050
- Increase accessible habitat and wetlands
- Acres enrolled in active management for restoration
- Number of trees planted on City land

## 2019-2020 Actions

- Update City-wide tree canopy GIS layer – in progress

## 2021-2022 Actions

- Revise tree policies to support Tree Canopy Strategic Plan – in progress
- Temporary Construction Dewatering project analysis – in progress
- Integrated Pest Management for Keller Farm Wetland Bank – in progress
- Maintain and plant trees to support expansion of tree canopy– in progress/ongoing
- Willows Road Culvert Replacement– in progress
- Monticello Creek Watershed Project Rehabilitation– in progress
- NE 40th Street Stormwater Phase 2
- Avondale Road Erosion at Bear Creek
- Update Watershed Master Plan and reevaluate goals
- Smith Woods Stream and Pond Rehabilitation

## 2023-2024 Actions

- Development of water use reduction strategy
- High School Creek Watershed Restoration
- Maintain and plant trees to support expansion of tree canopy– in progress/ongoing

## 2025-2026 Actions

- Plant trees to support expansion of tree canopy– in progress/ongoing
- Develop a tree canopy dashboard
- Evans Creek Relocation

# MATERIALS MANAGEMENT AND WASTE

## Objective #3

- Increase waste diversion and promote more sustainable consumption practices.

## Strategies

- Reduce contamination within waste-streams
- Reduce community waste generation
- Reduce waste from City operations

## Measures

- 70% waste diversion by 2030
- Tons of greenhouse gas emission reduced from the solid waste stream
- Number of businesses and multi-family complexes participating in organics services

## 2019-2020 Actions

- Assist multifamily property managers to address pandemic-related or other waste challenges – in progress
- Residential recycling, composting and waste reduction outreach – in progress/ongoing
- Commercial organics outreach and technical assistance – in progress/ongoing
- Implement and evaluate multi-family cardboard box pilot project to address increasing volumes – in progress

## 2021-2022 Actions

- Develop waste enclosure guidelines for commercial and multi-family developments – in progress
- Install municipal drinking fountains with bottle refill stations – grant funded– in progress
- Residential recycling, composting and waste reduction outreach– in progress/ongoing
- Commercial organics outreach and technical assistance– in progress/ongoing
- Develop sustainable purchasing guidelines for City operations
- Develop zero-waste guidelines for City-run events
- Begin development of a construction and demolition policy

## 2023-2024 Actions

- Implement sustainable purchasing guidelines for City operations
- Re-evaluate recycling, compost, and garbage needs for all city facilities
- Residential recycling, composting and waste reduction outreach– in progress/ongoing
- Commercial organics outreach and technical assistance– in progress/ongoing

## 2025-2026 Actions

- Residential recycling, composting and waste reduction outreach– in progress/ongoing
- Commercial organics outreach and technical assistance– in progress/ongoing
- Implement construction and demolition recycling diversion requirements



# BUILDING, ENERGY, AND TRANSPORTATION

## Objective #4

- Reduce emissions from buildings and transportation infrastructure.

## Strategies

- Advance clean energy and building efficiency
- Advance green building principles within City facilities
- Increase active transportation and clean transportation options

## Measures

- 30% reduction in per-capita passenger vehicle miles traveled
- 30% reduction in community energy use by 2030

## 2019-2020 Actions

- Update telecommuting policy for City employees

## 2021-2022 Actions

- Implement Downtown Strategic Parking Management Plan
- Source 100% renewable electricity for all municipal operations through PSE's Green Direct program
- Offer educational opportunities for City staff on green building practices
- Connect community members to energy conservation opportunities
- Continue implementation of energy and water conservation retrofits

## 2023-2024 Actions




- Evaluate and update the City's Green Building Incentive Program in coordination with the Comprehensive Plan update
- Evaluate and integrate green building standards through the Comprehensive Plan update
- Continue implementation of green fleet policy for City operations
- ADA improvements for parking lots and pathways
- Continue implementation of energy and water conservation retrofits, including energy management system for City facilities

## 2025-2026 Actions

- Active mobility infrastructure improvements - Bel-Red Rd bicycle lanes
- Develop Resource Conservation Management Plan for City operations
- Continue implementation of energy and water conservation retrofits



SUPPORTS BUDGET PRIORITIES:

-  Healthy and Sustainable
-  Strategic and Responsive
-  Vibrant and Connected

# Diversity, Equity, and Inclusion



## Program Vision:

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.

### Objective #1

- Provide programs, strategies, and activities to increase our ability to provide excellent service to our diverse community

#### Strategies

- Train staff, leadership, and elected officials on awareness and sensibilities

#### Measures

- Include in the outcome of other Cultural Inclusion efforts.
- Add as statement to documents (similar to EEO statement) as able. Incorporate into training, communications, and documents as able.

### 2019-2020 Actions

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### 2021-2022 Actions

- Refine objectives and outcomes; yes, in process.
- Infuse diversity and equity inclusion throughout all city programs
- Address where community outreach – weave across priority areas.
- Racial equity – this needs to be addressed in Cultural Inclusion

### 2023-2024 Actions

- These will be developed with the Welcoming committee, mayor, community and council.

### 2025-2026 Actions

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## Objective #2

- Provide forums and activities for our diverse community to interact and learn with each other

### Strategies

- Establish a Community Equity Action Council
- Ongoing accessibility and ADA improvements

### Measures

- Number of people served through recreation activities and rentals
- Number of residents participating in involvement opportunities
- Number of hours indoor and outdoor facilities are scheduled for use
- Percentage of residents and employees in Redmond that have convenient access to outdoor sports and fitness facilities from their residence or office
- Number of Special Event permits issued to external organizations
- Percentage of community members engaged with the City through face to face meetings, online platforms and social media
- Number of residents participating in the annual telephone and online surveys
- Percentage of community members engaged through stakeholder involvement opportunities that inform City programs and policies
- Percentage of community members engaged through stakeholder involvement opportunities that inform City programs and policies

## 2019-2020 Actions

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## 2021-2022 Actions

- Add inclusiveness to policy making, engage a diverse group of stakeholders for policy and programs
- Community engagement – address how to provide feedback to the community on how their input was utilized in a project, policy or program

## 2023-2024 Actions

- These will be developed with the Welcoming committee, mayor, community and council.

## 2025-2026 Actions

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## Objective #3

- Strengthen the City's relationship with diverse communities

### Strategies

- Addition of "Welcoming" to city values
- Year round outreach, dialogues, and interactions
- Staff participation in regional efforts focused on equity and inclusion
- Priority message translation in multiple languages
- Expand translation service at Council meetings and community events
- Website accessibility compliance
- Evaluate hiring practices and onboarding to ensure a welcoming community

### Measures

- Continuing to research and need to identify how gaps can be measured and who is completing research.
- Additional trainings scheduled as needed.
- Additional sessions are being planned for the second half of 2020. Human Services staff will work with the Welcoming Committee to develop an equity and inclusion lens checklist for staff.

## 2019-2020 Actions

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## 2021-2022 Actions

- Research how to measure gaps in cultural connections
- Introduce team/initiative to City and establish ongoing communications with quarterly updates  
Equity and Inclusion has been identified as a key theme for the Redmond 2050 periodic review. Staff has worked to assign equity stewards to the various core teams working on those plan amendments.
- Train city staff on value of welcoming  
Multiple training sessions were offered in 2019 resulting in nearly 1/2 of the staff trained. The goal is for HS staff and members of the Welcoming Committee to teach other team members about what should be considered and what outcomes they should be seeking in plans and policy development. This will be utilized in the development of the Redmond 2050 periodic review.
- Add "health of the community" expand on this and include metrics, additional focus of public health and human services
- Public Safety – add under community health and well being
- Add community health and resilience, include recovery aspects – staying resilient

## 2023-2024 Actions

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## 2025-2026 Actions



SUPPORTS BUDGET PRIORITY:

 Vibrant and Connected

# Infrastructure



## Program Vision:

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.



## Objective #1

- 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

### Strategies

- Develop and implement a 6-year CIP that results from proactive project prioritization and alignment of delivery commitments with our funding and resource capacity

### Measures

- Percentage of assets that meet level of service standards
- Percentage of groundwater monitoring tests that meet quality standards
- Percentage of high-risk sites provided with technical assistance
- Number of water main breaks per 100 miles
- Percentage of the City with adequate stormwater flow control
- Number of sanitary sewer overflows
- Percentage of completed work orders that are reactive compared to preventative
- Percentage capital projects bid on schedule
- Percentage of emergency work orders addressed within 24 hours
- Percentage of capital projects completed at or under budget
- Percentage of time vehicles and equipment are available as compared to out of service
- Percentage of light duty alternative fuel vehicles within the City fleet
- Number of actionable complaints about street flooding incidents resulting from leaves blocking catch basins

## 2019-2020 Actions

- 40th Street Stormwater Extension
- 152nd Stormwater Pipe Repair
- Groundwater Aquifer Monitoring Network Enhancements
- South Water Reservoir Painting and Seismic Retrofit
- Novelty Hill Water Pump Station & Operations Center Valve Replacement
- Water Pressure Reducing Valve and Meter Vault #1 Improvements
- Wastewater Pump Stations 2, 3 and 14 Improvements
- SCADA Phase 1

## 2021-2022 Actions

- Wastewater Pump Station 5 Replacement
- Wastewater Pump Station 13 Replacement and 70th Street Force Main Installation
- Wastewater Pump Station 15 Improvement
- Willows Road Culvert Improvements
- 40th Street Stormwater Trunk Extension Phase 2
- 10,000 Block Avondale Erosion Control
- Stormwater Asset Management Pipe Replacement #1
- SE Redmond Water Tank Painting and Seismic Improvements
- SCADA Phase 2 & 3
- Variable Frequency Drive Replacements

## 2023-2024 Actions

- 90th Street Pond Retrofit
- Wastewater Pump Station 6 Replacement
- SE Redmond Water Pump Station Replacement
- Perrigo Springs Water Pump Station Replacement
- Education Hill Water Pump Station Replacement
- Stormwater Asset Management Pipe Replacements #2
- Viewpoint Water AC Pipe Replacement Phase 1

## 2025-2026 Actions

- Wastewater Pump Station 2, 5, 8 and 11 Replacements
- Avondale Road Connection to King County Wastewater System
- Stormwater Asset Management Pipe Replacements #3 and #4
- Water Pressure Reducing Valve Improvements #3

## Objective #2

- Continue infrastructure design and construction in Overlake, SE Redmond, and Downtown to prepare for light rail and support development of livable urban neighborhoods

### Strategies

- Provide good stewardship of existing city infrastructure to ensure that these assets are well maintained and reliable

### Measures

#### 2019-2020 Actions

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#### 2021-2022 Actions

- Overlake Water Ramp Water Main
- Water Main Replacement NE 51st Street Crossing
- Water Main Replacement NE 60th Street Crossing

#### 2023-2024 Actions

- 

#### 2025-2026 Actions

- 

## Objective #3

- Invest in neighborhoods with key projects that increase transportation choices and connections, enhance safety and environmental sustainability, and improve opportunities to recreate

### Strategies

- Use functional plans and Redmond's Capital Investment Strategy (CIS) as the primary source of planned capital investments

### Measures

- Percentage of transportation network completed for all travel modes

#### 2019-2020 Actions

- 

#### 2021-2022 Actions

- 

#### 2023-2024 Actions

- 

#### 2025-2026 Actions

- 





## Objective #4

- Continue investments in key opportunity projects that support economic and community vitality

### Strategies

- 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, capital facility charge, and connection charge system that ensures that growth pays a proportionate share of the cost of capital facilities related to new development
- Take advantage of outside funding opportunities when available

### Measures

## 2019-2020 Actions

- 

## 2021-2022 Actions

- Light Rail Integration
- Microsoft Refresh
- Complete Plans:
  - North/South Corridor Study
  - Water System Plan- Fire Strategic Plan
  - Citywide ADA Compliance Plan
  - Water System Comprehensive Plan
  - Novelty Hill Utilities Strategic Asset Management Plan
  - Utilities SCADA Master PlanNE 132nd Sewer Joint Basin Plan w/ Kirkland
- Link policy to infrastructure (policy, plan, infrastructure) – i.e., parking
- Improve Maintenance and Operations Center (MOC) operations:
  - Management of vegetation control
  - Develop a long-term plan to address sidewalk deficiencies (part of TMP development)
  - Address interim Maintenance and Operations Center (MOC) facilities improvements
- Improve GIS data and use:
  - Capture missing asset and real property and lidar data
  - Create Park Atlas to communicate park information to the public
  - Integrate NextGen Project Viewer into the new Redmond.gov website
- Improve Maintenance and Operations Center (MOC) operations: - Management of vegetation control

## 2023-2024 Actions

- Complete Plans
  - Citywide Septic System Elimination Plan
  - Citywide Utilities Strategic Asset Management Plan

## 2025-2026 Actions

- 



## Objective #5

- Implement a standard approach to program, project, and portfolio management methodologies throughout the City

### Strategies

- Implement a standard for business case submittal and format
- Implement a standard for program and project team structure
- Define governance structures
- Implement a standard for a project or team charter
- Implement standard project management tools
- Implement standards for program and project reporting
- Implement standards for establishing Return on Investment and tracking benefit realization metrics

### Measures

## 2019-2020 Actions

- Establish standard program, project and spend rate reporting

## 2021-2022 Actions

- Implement project management software
- Refine approach to project contingencies and management reserves
- Expand project management professional training
- Expand CIP program and portfolio metrics

## 2023-2024 Actions

- 

## 2025-2026 Actions

- 





## Objective #6

- A solid platform of internal systems that support and directly align with city business

### Strategies

- Work with the business owners to prioritize technology initiatives through IT Governance
- Involve department or division in the implementation of the systems supporting their functional areas
- Partner with department or division team to better align business processes with business system functionalities
- Drive security program that is aligned with business and industry best practices
- Ensure department or division sponsorship for all business systems implementation projects
- Create reporting mechanism to measure work in real time
- Implement a data analytics solution which allows for reporting across business environments

### Measures

- Network uptime
- Number of cyber security

## 2019-2020 Actions

- Mobilize service workers in Parks and Public Works  
Piloting mobile devices with Parks work order system (Lucity).
- Modernize the City's SharePoint environment  
Technology & Information Services done, Police Department planned next, ~650 sites to do
- Implement ArcGIS Portal  
In prototype.
- Implement Workforce Management  
Contract with Kronos executed. Requirements captured, writing test cases.
- Implement Records Management Phase 1  
Kicking off vendor selection for Redmond Police Dept. deployment.
- Finalize 5-year strategic technology plan  
Building work plan and financing. Findings from Downtown parking study will be included in evaluation of smart parking.
- Modernize the permit/plan tracking solution in GIS  
In design.

## 2021-2022 Actions

- Collaborate on an Asset Management Program
- Implement Records Management Phase 2
- Modernize finance system

## 2023-2024 Actions

- 

## 2025-2026 Actions

-

SUPPORTS BUDGET PRIORITY:

- Safe and Resilient
- Strategic and Responsive
- Vibrant and Connected

# Public Safety



## Program Vision:

Protect all members of the community by preventing crime; enforcing laws, codes, and ordinances in a fair, reasonable, equitable, and compassionate manner; focusing on rehabilitative services as an alternative to incarceration; and promptly responding to emergency calls for service in a timely manner.





## Objective #1

- Improved Communication and Coordination between public safety, other city agencies and the public.

### Strategies

- Effective Interagency Emergency Communications
- Improve External Communications with the Public during emergencies
- Improve Internal Emergency Preparedness Training of City Staff, including response to and mitigation of incidents associated with Light Rail
- Effective non-emergency coordination of communications and data sharing between city agencies to improve public safety.
- Enhance non-emergency customer service initiatives
- Partner with Lake Washington School District to develop the first (Public Safety) Mentorship Program
- Establish Annual Public Safety Bike Safety Training Program

### Measures

- Weekly (monthly or quarterly?) Directors Team weekly meetings
- City Communications monthly updates with volunteers, CERT, Businesses,
- Quarterly Emergency Management Training
- Response times from dispatch to arrival on scene.
- Enhance reading skills of identified students. Improve relations with students. Lunch Buddy Program, etc.
- Reduce the number of children 4 and younger who are hospitalized for burn related injuries

## 2019-2020 Actions

- 

## 2021-2022 Actions

- Emergency Management (Emergency Support Functions [ESF]) training with all departments
- ESF –15 Public Affairs Testing of Communications Tools (Code Red, etc.)

## 2023-2024 Actions

- 

## 2025-2026 Actions

- 



## Objective #2

- Ongoing implementation and enforcement of municipal fire and building codes for sustainable and prudent growth that protects the natural characteristic of the Redmond community and the built environment

### Strategies

- Forecast, prepare and adopt International Fire and Building Codes
- Educate business owners on Fire Alarm Operating Permitting
- Energy Codes Implementation into businesses and residential property
- Continue to work with City planners in identifying wildland urban interface

### Measures

- Annual review and measurement of newly adopted codes
- 90 percent compliant (Fire Alarm Testing)
- Monitor code adoption in regards to Energy
- % of fire systems with current test reports
- Fire code violation clearance rates
- % of code compliance at time of first inspection
- Number of new homes that are sprinklered
- Annual wildland fire training and requesting funding to purchase wildland firefighting gear

## 2019-2020 Actions

- 

## 2021-2022 Actions

- Establish hiring priorities based on identified gaps in diversity
- (Q3-2022) Create recruitment strategies to address identified gaps in subsequent Biennium recruitment budgets

## 2023-2024 Actions

- 

## 2025-2026 Actions

- 

## Objective #3

- Build unified fire and police departments that acknowledge and celebrate each employee's uniqueness and cultural differences.

### Strategies

- Recruit, hire and retain a diverse workforce.
- Work with vendors to ensure testing process is fair
- Mentor and educate all cultural communities

### Measures

- Number of department employees trained on equity and cultural competency
- Number of department employees who identify as part of an under-represented community
- % of community members engaged through stakeholder involvement opportunities that inform City programs and policies.

## 2019-2020 Actions

- 

## 2021-2022 Actions

- Establish hiring priorities based on identified gaps in diversity
- (Q3-2022) Create recruitment strategies to address identified gaps in subsequent Biennium recruitment budgets

## 2023-2024 Actions

- 

## 2025-2026 Actions

-



## Objective #4

- Work with individuals to create a proactive plan to connect at risk customers to the right resources to reduce unnecessary call volume and better the health of our community with a renewed emphasis on alternatives to incarceration.

### Strategies

- Enhance fall prevention programs for the elderly
- Complimentary fire and life safety home inspections
- Continue to partner with King County District Court for the continued operations of Community Court in Redmond

### Measures

- Unit reliability improvement and improved response times
- Reduction in low acuity calls
- % of cases assigned to legal advocate or public defender
- Number of cases referred to Community Court and successful participation in Community Court

## 2019-2020 Actions

- Full time (Mental Health Professional) MHP employed by RPD
- Dedicated Mobile Integrated Health (MIH) professionals in Fire and Part-time Social Worker
- Refer defendants to Redmond's Community Court and participate in Community Court

## 2021-2022 Actions

- (Q3) add P/T MHP to RPD staff
- Coordination of services & referral between MHP and homeless outreach coordinator
- Quarterly client updates between MHP/Homeless Outreach Coordinator and service providers.
- Coordination with Duval and Kirkland identifying at-risk customers.

## 2023-2024 Actions

- Assess the achievements and effectiveness of the prior year's goals and adjust as needed

## 2025-2026 Actions

- 

## Objective #5

- On-going investigation of traffic volumes, high accident locations and community driven safety concerns at intersections, bike lanes, crosswalks and sidewalks to improve safety for pedestrians, bicyclists and motorists.

### Strategies

- Optimize traffic signal timings to reduce delay and safely distribute right of way
- Identify highest risk locations and develop countermeasure strategies
- Propose safety improvements to be funded by 6yr CIP
- Evaluate dark areas and propose street lighting improvements
- Review plans for Private Development and Capital Improvement Projects and coordinate with Construction teams to ensure infrastructure is designed and built to latest codes, standards and best practices for transportation safety
- Deployment of speed trailer at identified problem locations

### Measures

- Annual review of traffic collision reports
- Accident rate per year on all roads per 1,000 residents
- Annual review of number of QAlert request
- Average Pavement Condition Index (PCI) for Redmond streets

## 2019-2020 Actions

- Pedestrian actuated flashers are being installed at mid-block crosswalks
- New streetlights and modifications are being installed near crosswalks and school walk routes
- Colored pavement treatment will be installed at select crosswalks
- Safety audit and best practices countermeasure report with Consultant will be completed
- Evaluate adaptive traffic signal control system and begin implementation in downtown area

## 2021-2022 Actions

- Install Crosswalk Flashers at two locations identified in CIP
- Neighborhood Traffic Calming Program to address neighborhood safety concerns with countermeasures developed with Consultant
- Channelization Program to install signs and marking to slow vehicles near high conflict areas
- Complete installation of adaptive signal control system in downtown

## 2023-2024 Actions

- Evaluate operations near Sound Transit stations for pedestrian, bicycle and motorists to address concerns related to traffic signal, streetlight, crosswalk, bike lane operations

## 2025-2026 Actions

-

# Appendix A: Outreach and Involvement Overview

Outreach Dates: July 8, 2019 – August 31, 2019

The feedback that was received from the community was reviewed and connected with each of the strategic elements to reflect the community’s input and to guide the work of the Community Strategic Plan (CSP). All feedback received will be reported back out to the community. As the City works through each initiative within the CSP, opportunities for continued community involvement will be provided. For example, the environmental sustainability assessment includes establishing a community stakeholder group. There will be regular updates to Council on the CSP, and the plan is a working document that will be refreshed on a quarterly basis in conjunction with the quarterly financial report.

## Promotional Outreach

- Press release
- eNews
- Social Media
- Redmond.gov
- LetsConnectRedmond.com
- Derby Days bookmarks

## Numbers



**140,569**  
Total Impressions



**1,004**  
**Unique Visitors**  
to Project Page



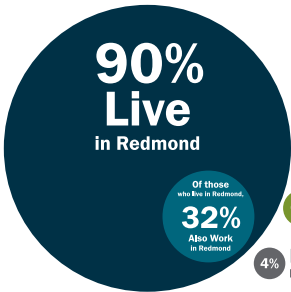
**16%**  
**Engagement Rate**



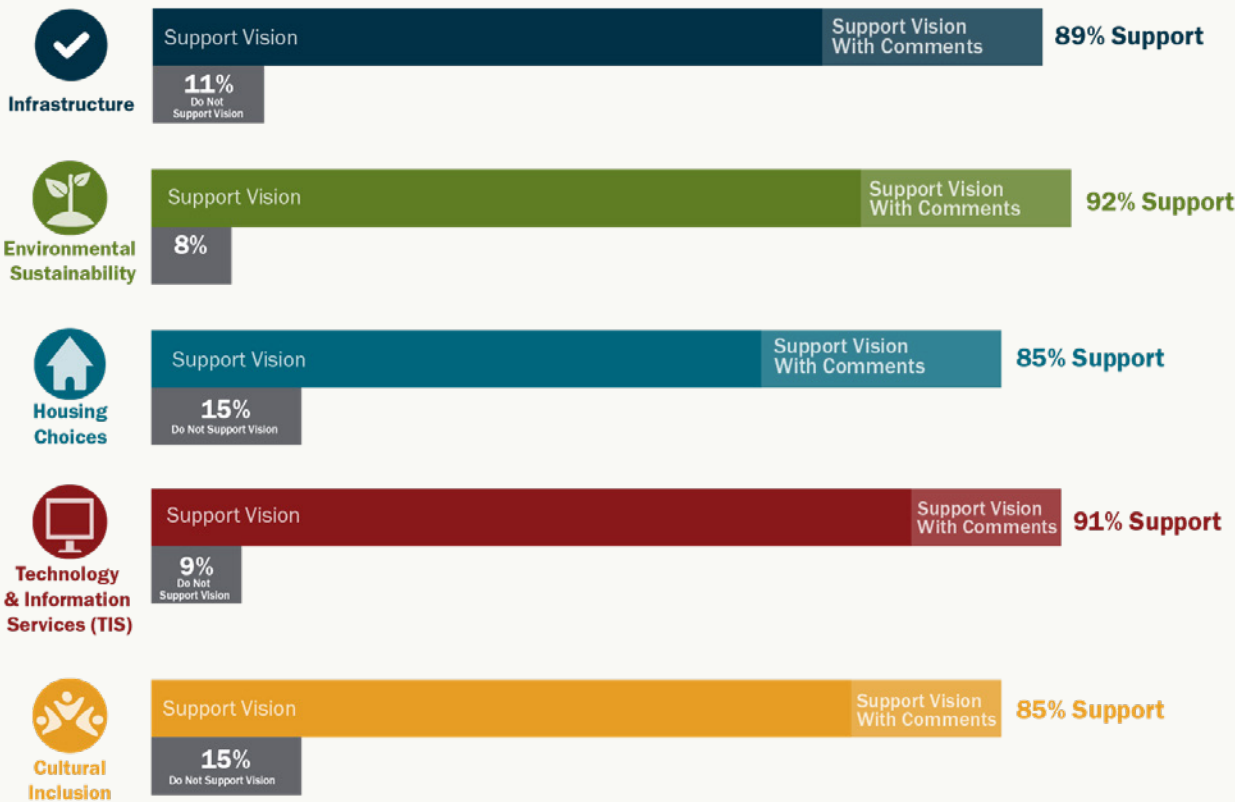
**389 Downloads**  
of Draft Plan



**161 Survey Responses**



At least 85% of respondents support the vision of each strategy.





## Appendix B: Housing Choices Completed Actions

2019-2020

- Facilitated construction of 260 units of affordable/workforce housing at Esterra Park 6B
  - Council action to sell property
  - Covenant agreements adopted
  - Permits issued
  - Construction underway
  - Obtained \$4 million fee in-lieu dollars to support development
- Allocated 2020 1406 tax revenue to rental assistance (Est. \$290,000)
- Identified publicly owned land that can be offered at a discounted price to support development of deeply affordable housing
- Facilitated Affordable Housing Pilot Project in Downtown – Together Center
  - Secured \$4.75 million fee in lieu dollars to support the development of affordable housing
  - Supported developer application for tax credits
  - Program summary
    - 200 units of workforce housing (60% AMI)
      - 20% set aside for large families
      - 20% set aside
    - 80 units of very low-income housing (30%-50% AMI)
      - 75% set aside for homeless households
    - 49,000 SF of new service space for the Together Center

## Appendix C: Environmental Sustainability Completed Actions

2019-2020

- Plant 4 acres of trees (~\$240k)
- Develop and implement standard for creating project specific Business Case Analysis and Return on Investment determination

## Appendix D: Cultural Inclusion Completed Actions

2019-2020

- Coordinating/partnering with other organizations on events: Eastside Refugee and Immigrant Coalition (ERIC), Eastside for All, India Association of Western Washington, Chinese Information and Service Center, Muslim Community Resource Center to do census outreach at Redmond Lights 12/7.
- Identified what other cities are doing: Cultural Conversations (Bellevue); Kirkland Talks (Kirkland); Diversity Film Series (Edmonds); Diversity Grants (Edmonds); "I am Edmonds. This is my story." (Edmonds)
- Welcoming week was a success for 2019; Redmond hosted 13 events (most in region)
- Lunch & Learn sessions took place in December 2019. Additional sessions will be scheduled in 2020. (internal)
- Translation Guide complete - available for staff use.
- Title VI report submitted to Department of Transportation (DOT)
- Reallocated money for ADA improvements to pool

# Appendix E: Infrastructure Completed Actions

## 2019-2020

- Establish standard process for requesting a new project
- Establish accountability structure for CIP programs and projects
- Update Governance Charter
- Develop maintenance workplans with defined and approved levels of service
- Complete small Parks Department and Public Work Department infrastructure projects
- Develop and implement standard for creating project specific Business Case Analysis and Return on Investment determination conduct process improvement efforts:
  - Contingency policy
  - Long-term maintenance costs
  - Approval process for new projects
  - Process review
- Complete Plans:
  - Wastewater Comprehensive Plan
  - Facilities Strategic Plan
  - Utilities Strategic Plan
  - Citywide ADA Compliance Plan
- Update engineering standards
- Improve Maintenance and Operations Center (MOC) operations:
  - Develop maintenance workplans with defined and approved levels of service
  - Complete small Parks Department and Public Work Department infrastructure projects
- Improve GIS data and use:
  - Integrate CCTV with GIS
  - Create Story Maps for Wellhead Protection and Overlake development
- Plant 4 acres of trees (~\$240k)
- Develop and implement standard for creating project specific Business Case Analysis and Return on Investment determination





*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).*