



January 2005

Dear Citizens of Redmond and Members of the City Council:

This 2005-2006 biennial budget serves as a record of promises kept and of our future commitment to the community on the services citizens can expect. In this way, it marks the City's progress in accomplishing many of the goals of the past biennium and presents workplan priorities for the next two-year period. The budget outlines the financial framework for our efforts and demonstrates the fiscally responsible management of City resources, as the administration works to keep services strong and cost-effective and invests in the future to build and maintain a high quality of life in Redmond.

To gauge citizen satisfaction with basic services and to assess where further resources may be needed, the City conducted its fourth biennial statistical survey prior to the budget development process. This survey focused on identifying residents' priorities and customer service concerns to assist City staff in developing a budget that reflects what the community wants. By building on similar efforts conducted prior to previous budgets, the City is establishing a track record that helps to evaluate how well we are doing over time in responding to the issues most important to our citizens. These and future surveys, along with other ongoing forms of formal and informal communications, will guide our continuing efforts to reassess the work we do, to measure performance, and to adapt to our changing community.

Given these continuing lean economic times, most of our budget resources are dedicated to simply maintaining essential City services and infrastructure. Aside from the additional debt service payments for City Hall, the only new initiative I proposed is in the information technology area with a records management system to facilitate our transition to the new building and continue our space and system efficiency improvement efforts. Beyond this initiative, our focus remains on the priorities our citizens have consistently reiterated are most important to them within the limited means we have available. In its deliberations this fall, the Council also increased funding for affordable housing and arts activities.

While I am presenting a balanced budget for FY 2005-06, it is important to highlight the considerable efforts that went into this proposal, as well as the underlying assumptions and other potential future impacts. I have worked hard with staff in reducing the City's costs, as we reviewed with the Council over several special budget meetings this past summer. The budget includes some of these reductions, together with other ongoing cost containment measures in the area of employee benefits, system efficiencies and other process improvements.

While the City's finances have been holding their own in a sluggish economy, it is important to note we have spent considerable time and effort with the Council in the months preceding the budget to offer a budget primer series and to highlight the fiscal challenges we face. These concerns were further underscored in late September when the City received notice of increased PERS and LEOFF contribution rates. For the FY 05-06 budget, the administration has built on our discussions with the Council to date and presented a balanced budget using a combination of measures, including expenditure reductions, prudent use of one-time resources, and new revenue proposals.

Also consistent with our prior biennial budgets, past accomplishments and future workplan priorities are presented in the context of the City's six Strategic Directions following this letter. These Strategic Directions emerged from a series of conversations among the elected and appointed leaders of Redmond City government and intensive work by a dedicated group of City employees. Also presented is the 2004 retreat work by the newly constituted City Council on its objectives and strategies for the future. This important work, summarized here on the pages following the discussion of Strategic Directions and included in many of the departmental budget narratives, affirms many of the City's ongoing efforts, as well as provides further direction for the future. We look forward to our continuing conversation with the Council to translate this work into the desired outcomes to further the Council's emphasis on the three primary themes of community, regionalism, and diversity.

In closing, we are working hard to build and maintain ***Redmond, a community of good neighbors***, as our vision states. We continue to provide excellent value to taxpayers, while still receiving national recognition for our many efforts to keep and improve upon our community's quality of life. While the budget presents the fiscal overview of our efforts, it is only one of the ways in which we demonstrate this commitment. As we finalize our significant work with the community on the Comprehensive Plan Update and the Transportation Master Plan, we can further assess our progress in realizing this vision and rechart our course to ensure the sustainability of our community. I invite your comments, questions and suggestions about these issues and the services we provide. You can contact me by telephone at (425) 556-2101, fax (425) 556-2110, or email at [mayor@redmond.gov](mailto:mayor@redmond.gov).

Sincerely,

A handwritten signature in cursive script that reads "Rosemarie M. Ives".

Rosemarie M. Ives  
Mayor

## STRATEGIC DIRECTIONS FOR THE CITY OF REDMOND

### *2003-2004 Accomplishments and 2005-2006 Workplan Priorities*

#### COMMUNITY-ORIENTED GOVERNMENT

*2003-04 Accomplishments:* Maintaining a quality community means keeping open communication among residents, businesses, and their government. The City has done an effective job providing citizens with information. However, fulfilling the strategic direction of “community-oriented government” means much more than keeping in touch with the people we serve and assuring easy access to services and information. The City continues to receive national recognition for its public information and outreach efforts, including several recent national awards for its Point Of View programming, public service announcements, commute trip reduction marketing and its Design Day event.

Public meetings represent an important part of the City’s community-oriented government efforts. Notable among these have been the community workshops on the Downtown Transportation Master Plan and the neighborhood meetings in the Grasslawn, Education Hill and North Redmond neighborhoods on future planning in those areas. The City’s FOCUS magazine continues to improve by combining several previous publications into one that comprehensively shares timely and valuable information with citizens four times a year. To help citizens keep informed on issues important to them, significant progress was made in implementing the document imaging system so documents and records could be available online. The City also expanded cable television programming to include boards, commissions, and public events, plus local, regional, and state government coverage, and enhanced its website with RCTV 21 webstreaming of meetings and other online enhancements to improve access to public information. In 2004, we continued to build on the survey efforts of previous years with a survey on residents’ service priorities and concerns.

*2005-06 Workplan Initiatives:* In 2005-06, the administration recommends continuing the programs that have been successful in tying City services to the expressed needs of the community. We commit in the coming biennium to maintain those activities in order to provide more opportunities for citizens to shape the policies of their City, including:

- continue to publish FOCUS, the Redmond community magazine, and to explore additional opportunities for consolidating other City publications to streamline costs,
- continue a neighborhoods program that builds on the successes of prior neighborhood plans to educate residents about City services and further develop the partnership between City government and the neighborhoods, and
- build upon City volunteer successes such as the citizen staffing at the Redmond Town Center police/fire substation and the extensive involvement of dozens of citizens on City Boards and Commissions, to fully employ volunteers’ time and talent in service to the community.

#### STRONG, SAFE, SELF-SUFFICIENT NEIGHBORHOODS

*2003-04 Accomplishments:* Establishing stronger partnerships with neighborhoods will better enable the City to identify and prioritize needs, create effective and cost-sensitive solutions, and direct public resources wisely. These efforts are particularly important given the record housing starts in Redmond in recent years. Accomplishments in this area include: the opening of a police substation in the Overlake Transit Center, the expansion of public safety business partnerships on incident response plans and emergency preparedness, the collaboration of school resource officers and youth-serving community-based organizations, continued neighborhood Blockwatch programs, the distribution of bike and skater

safety helmets to Redmond youth, and the continuation of aggressive neighborhood traffic calming efforts and pedestrian safety campaigns. Additionally, it is important to note that the Redmond Police Department earned its sixth national accreditation, a testimony to its high standards as recognized by the Commission on Accreditation for Law Enforcement Agencies (CALEA).

*2005-06 Workplan Initiatives:* The intention over the coming two years will be to continue to build strong relationships with neighborhood groups that capitalize on the energy, imagination, and unique capabilities of Redmond’s neighborhoods.

Toward this end, the budget proposes to:

- implement a successful social enterprise venture to involve the community in raising funds to support youth programs,
- increase directed law enforcement for pedestrian safety and red light violations,
- strengthen community partnerships, including the construction of neighborhood-selected capital improvements and the implementation of additional trip reduction programs in cooperation with local businesses,
- build upon current community and business outreach efforts such as traffic services, organizing business watch zones, private security/police partnerships, and utilizing a variety of community/enforcement strategies to reduce youth crimes, and
- continue work on pre-incident plans for all schools, pipelines, hazardous material sites, and other high threat potential occupancies.

## **PRESERVING CITY TREASURES**

*2003-04 Accomplishments:* Discussions surrounding Redmond’s Comprehensive Plan have highlighted the importance of managing growth so that the community’s natural environment and its special character are well protected. The “treasures” cited include agricultural lands and open spaces, the very few remaining historic buildings downtown, and the wealth of natural resources we still enjoy. Highlights of our efforts to preserve City treasures over the last biennium include the completion of Watershed Preserve projects, the development of public park land and open space such as Perrigo Community Park and SE Redmond Park, the preservation of Winmar Woods, significant reinvestment in community assets such as Grasslawn and Hartman parks, renovation of the Old Redmond Schoolhouse Community Center (noted as one of the world’s great public spaces) and our ongoing natural resource protection and habitat enhancement projects along Peter’s Creek, Bear Creek, and the Sammamish River. For some of these efforts, the City has been recognized with the Puget Sound Regional Council’s Vision 2020 Award for Riverwalk, one of Redmond’s signature natural treasures.

*2005-06 Workplan Initiatives:* Specific attention is directed in this budget to preserve our natural and built City treasures in the following departmental workplan priorities:

- construct the Evans Trail and Greenway segment in proximity to Perrigo Park,
- design and build a segment of Bear Creek Trail within Bear Creek Park in downtown Redmond,
- continue restoration/renovation efforts at the Old Redmond Schoolhouse Community Center to reduce operating costs and expand programming capabilities, and
- support the Council retreat initiatives to (1) use the Burlington Northern Santa Fe right-of-way to benefit the community and (2) encourage the community’s environmental ethics.

## STRONG PEOPLE-TO-PEOPLE CONNECTIONS

2003-04 Accomplishments: While strong communities are fostered by events and activities which bring people together, City government cannot compel members of the Redmond community to connect with one another or with their government. However, the City *can* provide better opportunities for this communication.

Some of our past efforts within this strategic direction include the initiation of the hotel-motel tax and tourism promotion grant program to provide funding for tourism promotion and community events, expanded programming at the Old Firehouse Teen Center and the Senior Center, community tree planting events, diverse programming at Old Redmond Schoolhouse Community Center, the added Computer Corner at the Senior Center, the Mayor’s RedSTART (Strategies to Advance Redmond’s Teens) school-to-work partnership and City co-sponsored special events such as Arts in the Park, Derby Days, and the Redmond Lights holiday celebrations.

2005-06 Workplan Initiatives: During the coming biennium, we plan several activities to provide residential and business members of the Redmond community with greater opportunity to meet each other, share experiences, and help each other as needs arise.

The specific initiatives include:

- expand partnership programs in the areas of facility use (Old Firehouse Teen Center, Senior Center, Old Redmond Schoolhouse Community Center) that will enhance program services and opportunities within the community,
- continue collaboration with the Greater Redmond Chamber of Commerce on “Celebrate Redmond” activities and events to promote the community with residents and visitors and further economic development,
- offer broader-based recreation services to citizens with physical and developmental disabilities through partnerships with neighboring cities, non-profits and schools,
- continue to partner with the faith community and others through the Community Organizations Active in Disaster (COAD) on the City’s emergency preparedness efforts, and
- support Council retreat initiatives to (1) foster vibrant, diverse and connected economic centers, (2) create and connect neighborhoods, (3) strengthen and enhance the sense of “place” and community and (4) create and strengthen civic engagement by encouraging, promoting and celebrating diversity.

## HIGH-QUALITY INFRASTRUCTURE

Since its incorporation in 1912, and especially in the years of intensive growth over the past decade, Redmond has worked to meet the needs for roads and pedestrian connections; sidewalks and trails; water, stormwater and sewer systems; parks, playgrounds and open spaces; public buildings; and various public convenience and community safety systems to keep pace with Redmond’s growth and progress. The City now maintains an inventory of over 137 miles of roadways, 189 miles of sidewalks, 25 miles of trails, 23 developed parks, the Old Redmond Schoolhouse Community Center, a senior center and a teen center, a maintenance center, a public safety facility and six fire stations and numerous office buildings to perform the work of City government.

2003-04 Accomplishments: Past accomplishments in the area of high-quality infrastructure include the completion of designated BROTS projects within Redmond (including 148<sup>th</sup> Avenue NE and Redmond Way and 148<sup>th</sup> Avenue and NE 40<sup>th</sup> Street), the West Lake Sammamish Parkway rehabilitation, and the West Lake Sammamish Parkway widening and improvements to 140<sup>th</sup> and 166<sup>th</sup> Avenues. Additional

accomplishments include improvements to Perrigo Park, Grasslawn Park, the Sammamish River Habitat, the Willows Road Overlay and the Sammamish River Pedestrian and Bike Bridge projects. Preliminary designs were also done for the NE 116<sup>th</sup> and NE 83<sup>rd</sup> Streets improvement projects, and completed an environmental impact study (EIS) to select an alignment for the Bear Creek Parkway Extension. Perhaps its most significant efforts of the last two years involved the completion of the draft Transportation Master Plan (TMP) (with final approval scheduled for early 2005) that reflects significant community input on the future of downtown, and the commencement of construction for a new City Hall.

2005-06 Workplan Initiatives: While development pressures have slowed significantly relative to prior years, the focus in the 2005-06 budget will continue to be on next steps to ensure that our infrastructure can support the needs of our growing community in the future. To this end, biennial workplan priorities include:

- continue to execute Council-approved CIP projects,
- complete the comprehensive, multi-modal update of the Transportation Management Plan in coordination with the Comprehensive Plan Update,
- complete the new City Hall building and parking facility by the end of 2005. Demolish the old City Hall and Technology Center in 2006,
- work in partnership with Washington Department of Transportation, businesses and neighboring cities to expedite improvements to the SR 520 corridor, including a functional design for the juncture with SR 202,
- proceed with design for the first phase of the Bear Creek Parkway extension, and with design and construction for the first phase of the NE 116<sup>th</sup> Street improvements,
- complete preliminary design for Redmond Way and Cleveland Street in conjunction with the Burlington Northern Santa Fe design process,
- continue ongoing maintenance activities to roadways and sidewalks to improve the functioning and extend the life of the City's infrastructure system and other public facilities, and
- support the Council retreat initiative to provide options to effectively move people, goods and services in, around and out of the City.

## **OPTIMAL SERVICE DELIVERY**

2003-04 Accomplishments: In the 2003-04 biennial budget, several service delivery improvements were included, ranging from the expanded use of the Internet to deliver City services to efficiency improvements to enable the City to contain costs as demand continues to grow.

Past accomplishments include the successful implementation of new accounting standards in reporting on the City's assets, greater use of the Intranet to streamline internal City processes, the implementation of online services and other permit center improvements to track permits and reduce unnecessary steps in the process, timely implementation of recommended improvements to the development review process, and the continued consolidation of the Kirkland, Redmond, and Woodinville fire training divisions for the purpose of integrating operational training. Together with other King County fire agencies, the City of Redmond also served as the lead jurisdiction in transitioning Advanced Life Support (ALS) services previously provided by Evergreen Hospital to a fire-based system. For the eighteenth consecutive year, the City's Finance Department was awarded the Government Finance Officers Association's recognition for excellence in financial reporting.

2005-06 Workplan Initiatives: Workplan priorities to further optimize service delivery in the 2005-06 biennial budget include:

- successful rollout of the new Enterprise One system (finance, payroll, and human resources systems), including development of new business processes and adequate system training of staff,
- continue the City’s longstanding track record for developing operational partnerships with other governments and neighboring cities to efficiently deliver services and provide facilities, as discussed in the Council’s 2004 retreat,
- implement GASB 44 - Economic Condition Reporting, which will provide additional ten-year historical information to users of the City’s annual financial report in the areas of financial trends, revenue capacity, debt capacity, demographic, economic and operating information,
- develop a transportation “report card” that provides benchmarks and status of key transportation performance measures,
- guide a seamless transition to the new City Hall, realizing the operational efficiencies of consolidating currently leased municipal spaces into a publicly owned building for more cost-effective service delivery for the community, and
- work together with the Council to frame a long-term financial plan for the City to ensure sustainable funding for maintaining the municipal services necessary for a quality community, in keeping with the Council retreat objective to assess a fair, equitable and stable source of revenue.

## STRATEGIC DIRECTIONS FOR THE CITY OF REDMOND

To develop the Strategic Directions described in the previous pages, Redmond initiated a “strategic action” process that orients the efforts of City government toward stated purposes and goals. These evolved from a series of planning efforts, which are described more fully below.

### *Workplace Values*

We began the strategic action process in 1995, with articulation of workplace *VALUES*. The City workforce, over a several-month period, explored the qualities and commitments necessary for City employees to provide excellent service to the community.

We, the City of Redmond employees, value:

- Service to the community***  
We commit to understanding and responding to the needs of those we serve.
- Enthusiasm, Passion, and Humor***  
And sharing it.
- Individuals and their unlimited potential***  
We promote and support personal and professional growth.
- Inclusiveness and Collaboration***  
We respect and support each other and embrace our differences in all our interactions.
- Excellence***  
We strive for the best in all we do.
- Recognition***  
That is just and equitable.
- Innovation***  
Anything is possible in an open, responsible, risk-taking atmosphere that is committed to imaginative, progressive change and problem solving.
- Individual Accountability and Responsibility***  
As individuals and team members, we accept ownership for all our actions.
- Leadership***  
We strive for cohesiveness, cooperation, and progressive vision.
- Integrity***  
Our words and actions demonstrate our values.

## VISION OF OUR FUTURE

With these values as foundation, early in 1996 the leaders of the executive branch of City government – department heads, the Mayor and her immediate staff – drafted a *VISION* for the City that directly addresses the most critical issues facing Redmond today. The vision evolved into a three-part statement of the administration’s desired future for the City:

***WE, THE CITY OF REDMOND EMPLOYEES,  
ARE DEDICATED TO FULFILLING OUR VISION FOR REDMOND***

***TOGETHER WE CREATE  
A COMMUNITY OF GOOD NEIGHBORS***

*We envision a Redmond community:*

- that fosters strong people-to-people connections,
- that seeks ethnic, age and economic diversity,
- where public and private gathering places are numerous and well-used,
- where modern communication tools promote understanding and feedback,
- that intentionally preserves its historical places, its rural areas and open spaces, and its wildlife,
- where there are many ways to get around,
- where people take responsibility for keeping themselves, each other, and the community safe, and
- where not only residents, but also corporations and commercial members of the community enthusiastically support these community values.

*Vision of City Operations – to support this community, we see a City government where:*

- the entire workforce dedicates its skills and energy to supporting a community of good neighbors,
- the shared values of the City of Redmond employees – embodied in the Values 2000 – characterize our decisions and actions,
- our management style and practices foster innovation,
- professional development is key to organizational success,
- we solve problems through internal partnerships,
- we continually examine and improve operating systems,
- we focus on the *important* as well as the urgent,
- we are fiscally responsible and fiscally healthy.

*Vision of Growth* – In order for Redmond’s rapid and steady growth to support and not detract from these community features, we envision:

- using growth to enrich the community and address community priorities,
- managing growth so infrastructure and municipal services keep pace with demand, and
- allowing growth only after assuring the organizational capability to support and serve a larger community.

### ***Principles to Sustain a Healthy Community***

As the vision began to take shape, the City Council joined the process, contributing a clear statement of principles to sustain the long-term health and well being of the community. These principles are an excellent complement to the vision of *Together We Create a Community of Good Neighbors*.

They call on City government to:

- enhance citizen engagement in City issues,
- enhance community functions and events,
- sustain the natural systems and beauty of the community,
- keep and promote a built environment which is on a human scale, compatible with the natural environment, and which sustains quality over time,
- sustain a safe community with a coherent, comprehensive, cohesive approach to safety,
- maintain economic vitality,
- sustain choice and variety in kinds of housing, appropriate to stages of life, and
- sustain the quality of Redmond neighborhoods.

### ***Strategic Directions***

The administration’s vision and the Council’s principles provide the basis for planning and strategizing. The “action” component, however, requires construction of pathways into the future that will assure the vision is realized in accordance with our principles.

A dedicated group of sixty City employees took on the task of turning the vision and principles into plans of action. These became known as “strategic directions” – a set of six commitments that together define City government’s intentions for keeping *Redmond a Community of Good Neighbors*:

- **Community-Oriented Government**  
City government that is easily accessible and works in partnership with the community to identify community needs and shape responses. As a community oriented government, the City will join in celebrating the qualities of Redmond that make it a safe, friendly, interesting place to live, work and play.
- **Strong, Safe, Self-Sufficient Neighborhoods**  
Recognizing that Redmond’s neighborhoods – residential and commercial, large and small – remain the foundation of our community, the City will provide support to neighborhoods to identify and address their needs, stay safe, and fulfill their expectations.

- **Preserving City Treasures**

City treasures include historic buildings and structures, the natural environment and wildlife, and rural, agricultural and open space lands. The City recognizes these are the irreplaceable elements of Redmond's identity, and strives to preserve them as the City changes and grows.

- **Strong People-to-People Connections**

The City's role in strengthening communication among Redmond citizens will include sponsorship and assistance with community-wide events, use of meeting places and activity spaces that are both public and private, and recognition that our increasing diversity makes Redmond a stronger community.

- **High-Quality Infrastructure**

The quality of municipal services relies heavily on the sufficiency and condition of the infrastructure – road, sidewalk and trail systems; water, sewer and stormwater systems; parks; public buildings. City government will keep the infrastructure in excellent condition, and protect citizens against the significant costs of deterioration and loss.

- **Optimal Service Delivery**

The City will use its available resources – people, information, tools, and places – in a responsible and fiscally sound manner, using innovation, empowerment, collaboration, and responsible risk-taking to provide its services most effectively and efficiently. The City will continuously identify and address service deficiencies, and measure, report, and act on results.

Strategy	Objectives - June 10 Council meeting	Status and Next Steps for FY 05-06 Budget
<p><b>Foster a work environment that supports the continuous development and success of our employees while achieving the City's goals and objectives.</b></p>	<p>Continue support for a multi-year employee training strategy covering all city employees by December 31, 2004</p>	<p>The proposed budget maintains current funding levels for employee training (previously funded with one-time monies). The administration currently celebrates work force success with its annual All-Star event and service awards, but can discuss other recognition opportunities with the Council.</p>
	<p>Celebrate work force success with an Employee Day by summer 2006.</p>	
<p><b>Deliver high quality core city services</b></p>	<p>Receive a report from a blue ribbon citizen committee who will identify core services by December 2005</p>	<p>The administration looks forward to working with the Council to meet these objectives in FY 05-06.</p>
	<p>Evaluate how well the 2005-06 budget addresses delivery of quality core services by May 2006</p>	
<p><b>Provide choices to effectively move people, goods and services in, around and out of the City.</b></p>	<p>By summer 2005 adopt a High Capacity Transit (HCT) Plan that includes the identification of a site for the HCT Center</p>	<p>While the time frame for some of the Council's desired objectives may be impacted by other events and parties in the region, the administration has been working to advance these issues, which are reflected in departmental workplan initiatives for FY 05-06. Highlighted achievements in this area include the completion of a major bicycle route connecting Redmond and Bellevue, the City's national designation as a bicycle-friendly community, publication of bicycle-pedestrian maps, and community education through special events like Walk Your Child to School Day.</p>
	<p>Develop a multi-modal transportation center that serves the juncture of SR520 and SR202 by 2008</p>	
	<p>Develop an implementation strategy for the Transportation Facilities Plan by March 31, 2005</p>	
	<p>Develop a transportation bond issue for the fall 2006 ballot</p>	
	<p>Implement a plan to cost effectively reduce Redmond residents' single occupancy vehicle usage by 10% of total trips by 2008</p>	
	<p>Develop a cohesive long-term political strategy to influence regional transportation decisions affecting Redmond by 2006</p>	
<p><b>Use the Burlington Northern Santa Fe (BNSF) Railroad right-of-way to benefit the community</b></p>	<p>Develop a public involvement process for the BNSF by December 2004</p>	<p>The administration and staff have been in negotiations for the BNSF R-O-W for several years, and have kept the Council advised on its progress. These objectives reflect this ongoing work and are also included in departmental workplan initiatives for FY 05-06.</p>
	<p>Develop options for use of the BNSF ROW by May, 2005</p>	
	<p>The Council shall make the decision about the use of the BNSF right-of-way by fall 2005</p>	
	<p>Begin execution of a plan for the BNSF ROW by 2006</p>	

Strategy	Objectives - June 10 Council meeting	Status and Next Steps for FY 05-06 Budget
<p><b>Foster vibrant, diverse and connected economic centers.</b></p>	<p>Define the Overlake Urban Economic Neighborhood initiative goals and elements by 3/31/05</p>	<p>Through its ongoing Comp Plan Update discussions, planning work on economic vitality issues should be completed/approved by Council by the end of 2004. The City has long worked to advance these issues, adding the new Bon Macy's and a full service Marriott hotel in recent years. With our neighboring cities, the administration has worked with Bellevue and Sammamish on their interests in our economic centers. The administration has also been actively working with the Chamber and other cities on economic development efforts. While the staff responsibilities on all Anbender recommendations have been completed, the Council's policy work remains outstanding.</p>
	<p>Create an economic vitality partnership by June 2005</p>	
	<p>Implement all Anbender recommendations by fall of 2005</p>	
<p><b>Create and connect neighborhoods</b></p>	<p>Complete all annexations within the City's proposed City boundaries by January 1st, 2007</p>	<p>Annexation work continues, but the Council desired time frame may be impacted by issues beyond Redmond's local control. Staff work continues on neighborhood sidewalk/trail/other connections in the FY 05-06 budget and CIP. The administration looks forward to working with Council to encourage neighborhood entries for the 2005 Derby Days parade. Recent notable achievements in this area include the expansion of National Night Out neighborhood celebrations, the creation of Sunset Gardens park to link local Habitat for Humanity, private and transitional housing neighborhoods, the City's first cottage housing development, and innovative neighborhood planning such as the Rose Hill master plan.</p>
	<p>Identify and build 10 new neighborhood connections by developing sidewalks, trails and other pathways by 2006-07</p>	
	<p>Promote neighborhood entries on Derby Day, with the City awarding a prize for best neighborhood entry by 2005</p>	
<p><b>Work with other governments and neighboring cities to efficiently deliver services and provide facilities</b></p>	<p>Identify common interests with neighboring cities by September 2005</p>	<p>Per the Council's direction, the City continues to meet jointly with neighboring cities' Councils to identify common interests. As reported to the Council in May 2004, the City has already committed to numerous interlocal agreements to consolidate services and continues to seek out opportunities to collaborate with other agencies/organizations for the most efficient delivery of services. To keep the Council apprised of these and other ongoing regional efforts, current staff has developed a quarterly regional issues summary, highlighting the City's many ongoing operational partnerships and inter-city staff working groups, Suburban Cities Association (SCA) efforts, and providing an opportunity for Council members to update each other on their regional committee activities. Notable examples of the City's efforts include its public safety partnerships in areas such as police information sharing, homeland security, and cybercrime, and its involvement in regional forums such as the pipeline safety consortium and the Cascade Water Alliance.</p>
	<p>Develop an interlocal agreement with a least one city to consolidate at least one specific city service by September 2005</p>	
	<p>Publish a quarterly regional issues executive summary focusing on long-term strategic issues beginning September 2004 using current resources</p>	

Strategy	Objectives - June 10 Council meeting	Status and Next Steps for FY 05-06 Budget
<p><b>Strengthen and enhance the sense of “place” and community.</b></p>	<p>Develop strategies for creating special gathering places by December 2005</p>	<p>As reported in the Fall 2004 issue of Focus, the City recently surveyed residents to strengthen and enhance the sense of place and community through its Redmond 2022 efforts. On the park bond, the Council has delegated work to the Parks staff and the Parks Board, who are currently working with the Trust for Public Lands to gauge local community support for such as measure. Regarding the regional approach, there have also been some preliminary discussions with the Trust for Public Lands to assess other agencies' interest in a multi-jurisdictional effort. Other notable recent efforts include the City's efforts to keep the Hartman pool and the opening of Perrigo Park, the first community park in decades.</p>
	<p>Prepare for City Council approval a park bond ballot measure by September 30, 2004.</p>	
	<p>Seek cooperation with neighboring jurisdictions while developing a park bond measure for a 2005 ballot.</p>	
<p><b>Create and strengthen civic engagement by encouraging, promoting and celebrating diversity.</b></p>	<p>Create a community cultural diversity task force by December 2004</p>	<p>In recent years, the City has done considerable outreach to Redmond's diverse community, as evidenced by the varied programming at ORSCC and the Senior Center for Hispanic, Indian, Muslim and Chinese residents, among others. The administration looks forward to working with the Council to further develop the Council's desired outcomes for these objectives, and to better understand how these efforts complement the City's existing diversity efforts, recognized in 2004 by AWC as a model for the state.</p>
	<p>Obtain the Bellevue Diversity report and interview the City's diversity manager by December 2004.</p>	
<p><b>Assess and maintain fair, equitable and stable sources of revenue.</b></p>	<p>Prepare a ballot measure regarding a levy lid lift by September 2004</p>	<p>The administration spent considerable time and effort with the Council preceding the budget to offer a budget primer series highlighting the fiscal challenges the City faces. From these discussions, it is understood the Council wanted more time to study its property tax options in the new year. The administration looks forward to working together on a responsible long-term financial plan for the community.</p>
	<p>Create a political strategy that seeks to re-balance the shift of property tax from commercial to residential by November 1, 2004</p>	
<p><b>Encourage the community to embrace environmental ethics.</b></p>	<p>Evaluate the City's current environmental outreach efforts by June 2005</p>	<p>As the Council is aware, the City has been recognized both locally, regional and nationally for its environmental stewardship and long-standing practices and programs in support of the environment. Notable efforts in recent years include the City's groundwater protection program, stormwater investments in areas such as Idylwood and Peters Creek, expanded recycling programs, habitat enhancement projects (HEP 3), the Shoreline Master Plan, its backyard wildlife sanctuary and natural yard care programs, and its silver LEED rating for the new City Hall, among others. For the FY 05-06 budget, the Council has an opportunity to demonstrate its commitment to this strategy as it considers stormwater rates and the protection of the City's water quality for future years.</p>
	<p>Develop a policy of City environmentally supportive practices by February 2005</p>	
	<p>Create a plan for converting appropriate City vehicles to alternative fuels by June, 2006</p>	

**ADDENDUM TO FY 05-06 BUDGET STATUS REPORT****CITY COUNCIL RETREAT OBJECTIVES – NOVEMBER 23, 2004**

Per the Council's request, attached is a further update of the information included in the preface to the FY 05-06 budget regarding the status of the Council retreat objectives scheduled for action FY 05-06. For other objectives not noted, please see the budget preface summary.

Objective	Status Update
Define the Overlake Urban Economic Neighborhood initiative goals and elements by March 31, 2005	Staff will be reporting to Council in January with an MOU with Bellevue regarding joint planning on this initiative, with subsequent discussion with Council re: desired outcomes.
Implement all Anbender recommendation by fall of 2005	As noted in the annual report presented to Council earlier this year, staff work has been completed and the Council is meeting in early December to discuss its remaining outstanding policy work.
Identify and build 10 new neighborhood connections by developing sidewalks, trails and other pathways by 2006-07	There is significant ongoing work in this area, including the Bear and Evans Creek Trail and sidewalk projects in downtown. Staff will report back to Council in 1 <sup>st</sup> quarter 2005 on this progress.
Promote neighborhood entries on Derby Days, with the City awarding a prize for best neighborhood entry by 2005	Planning and Parks staff are actively working with several neighborhood groups in their planning efforts while promoting interest in this objective.
Identify common interests with neighboring cities by Sept 2005	The City has been actively meeting with neighboring cities in 2004, including the multi-city legislative wrap-up (Bellevue, Kirkland – May 20), Bellevue (BROTS – June 8), Woodinville (July 27), and Sammamish (Sept 30), as well as joint mtgs with the Lake Washington School District (Oct 4) and the manufacturing forum that was attended by several neighboring cities' staff.
Develop strategies for special gathering places by December 2005	Planning efforts are already underway in the downtown area, which is an important focus for the ongoing work in the City's neighborhood plans (Willows/Rose Hill, Grasslawn, N. Redmond, Education Hill). As noted, similar planning for the Overlake area begins in January 2005.

Objective	Status Update
Seek cooperation with neighboring jurisdictions while developing a park bond measure for 2005 ballot.	Parks staff is currently working with Bellevue and Kirkland staffs on this issue and will report back to the Council in 1st quarter 2005.
Evaluate the City's current environmental outreach efforts by June 2005  Develop a policy of City environmentally supportive practices by February 2005	Planning and Public Works staff are actively involved in many related efforts as noted in the budget summary and will report back to Council in 2 <sup>nd</sup> quarter 2005.
Create a plan for converting appropriate City vehicles to alternative fuels by June 2006	Fleet and purchasing staff will report back to the Council on this issue in September 2005.
By summer 2005 adopt a HCT plan that includes the identification of a site for the HCT Center	Public Works staff will bring a contract to the Council in January 2005 to complete this work, in parallel with the State's planning/environmental work for 520. It is anticipated that a design charette would be conducted in February/March, with work completed in June.
Develop an implementation strategy for the TFP by March 31, 2005  Develop a cohesive long-term political strategy to influence regional transportation decisions affecting Redmond by 2006	The draft Transportation Master Plan (TMP) will be before the Council in the 1 <sup>st</sup> quarter 2005. Once completed, it will serve as the foundation for both the TFP implementation and regional long-term political strategies.
Develop a public involvement process for the Burlington Northern/Santa Fe (BNSF) by December 2004  Develop options for use of BNSF ROW by May 2005  The Council shall make the decision about the use of the BNSF right-of-way by fall 2005  Begin execution of a plan for BNSF ROW by 2006	While the City has kept the Council updated on the ongoing efforts to acquire the BNSF ROW in executive sessions throughout 2004, staff is also meeting to outline a process and timeline for next steps to address these issues. Pending the outcome of the acquisition, staff will report back to the Council in 2005.