

# Redmond's Long-Term Recovery

*COVID-19*

August 7, 2020  
City of Redmond  
Prepared for: Mayor Birney



MOVING FORWARD  
**TOGETHER**

#OurRedmond

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# Executive Summary

## Identifying and Realizing Redmond's Long-Term Recovery Vision

The nation's first case of COVID-19 was found in Snohomish County in January 2020. On February 28, 2020, the state Department of Health announced two additional cases – one in King County and one in Snohomish County. On February 29, 2020, Governor Jay Inslee declared a state of emergency in response to the new cases and directed state agencies to use all resources necessary to prepare for and respond to the outbreak. Since that time, state, regional, and local governments have responded proactively to issues as they continue to emerge, and the COVID-19 pandemic persists.

**The goal of Redmond's Long-Term Recovery Plan (LTRP), outlined in this document, is to re-establish a healthy and functioning community that will sustain itself over time. The LTRP employs Federal Emergency Management Agency (FEMA) standards.**



In order to complete thorough analysis and complete the plan within the 12-week National Disaster Recovery Framework timeline a more expansive Executive Summary could not be included.

An expanded executive summary is being prepared and will be made available to Council and the public.

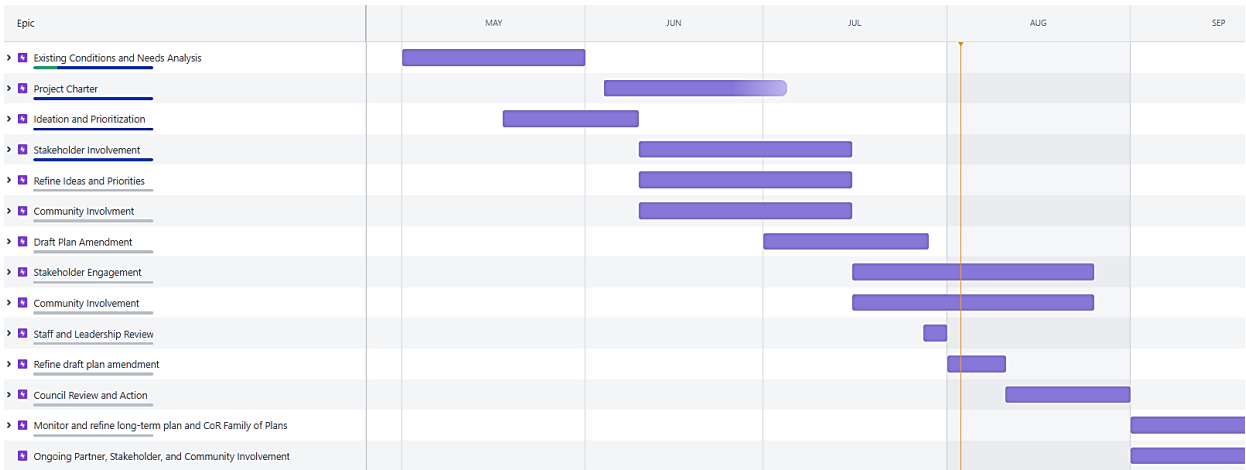
# Introduction

## Redmond’s Long-Term Recovery Plan – COVID-19

Starting recovery planning early is important. The sense of urgency that often prevails after an emergency event can lead to local jurisdictions making decisions in the short-term that preclude longer-term options. Sustainable decision-making and long-term strategies for implementation provide opportunities for improving upon solutions and responses.

During the past 12-weeks, the Long-Term Recovery Planning team has worked together and developed the Long-Term Recovery Plan, including:

- Comprehensive analysis and assessment of current conditions
- Recovery strategies recommended for implementation for over the next one to 36 months:
  - Short-term, immediate to six months
  - Mid-term, six to 18 months
  - Long-term, 18 to 36 months
  - On-going monitoring indefinitely of economic health



**FIGURE 1 - 12-WEEK PROJECT TIMELINE AND PRIMARY TASKS DEVELOPED AND MANAGED IN THE JIRA PROJECT MANAGEMENT SYSTEM**

Monitoring and adaptively managing will also be a primary component of the Plan and ensure that this is a living process that can respond to the unique outcomes of this emergency. The pandemic is ongoing therefore, several short and mid-term strategies will continue to address mitigation — reoccurring and ongoing impacts to the community and region from the COVID-19 pandemic.

Recommended long-term recovery strategies are proposed to support these ongoing impacts, as well as post-pandemic recovery and the City’s long-term resiliency. Some strategies may not be deployed in full immediately or might require modification depending on the duration and overall magnitude of the pandemic.

## What is the City of Redmond's role in the recovery?

Information has become a priority of governmental operations. Many of Redmond's residents rely on City government to provide accurate and timely information. People also look to the City to provide essential services that support a high quality of life for the entire Redmond community.

The strong desire to foster community re-establishment, coupled with the imperative to provide accurate and timely information, prompted the City to take proactive actions toward its long-term recovery from the COVID-19 pandemic. While the pandemic continues to spread and evolve, the City's leadership and staff strongly support a community vision and path forward that ensures a re-establishment of a healthy and functioning community that sustains itself over time.

Redmond's recovery is holistic and organic. It means many different things to its community, partners, stakeholders, and staff. The Long-Term Recovery Plan (LTRP) represents resiliency and long-term planning on behalf of the participants in the Plan's development and of those for whom the Plan establishes a one to five-year comprehensive recovery vision for the City.



# Disaster Recovery

## FEMA's Disaster Recovery Framework

Recovery Planning is the sequence of interdependent and often concurrent emergency response activities that progressively advance a community toward defined and planned outcomes following a specific event. Decisions made early in the recovery process will have a cascading impact on the nature, speed, inclusiveness, and effectiveness of recovery and community resiliency.

The National Disaster Recovery Framework (NDRF) guides effective recovery support to disaster-impacted states, tribes, territorial, and local jurisdictions. It provides a flexible structure that enables disaster recovery managers to operate in a unified and collaborative manner. It also focuses on how best to restore, redevelop, and revitalize the health, social, economic, natural, and environmental fabric of the community and build a more resilient nation (<https://www.fema.gov/national-disaster-recovery-framework>).

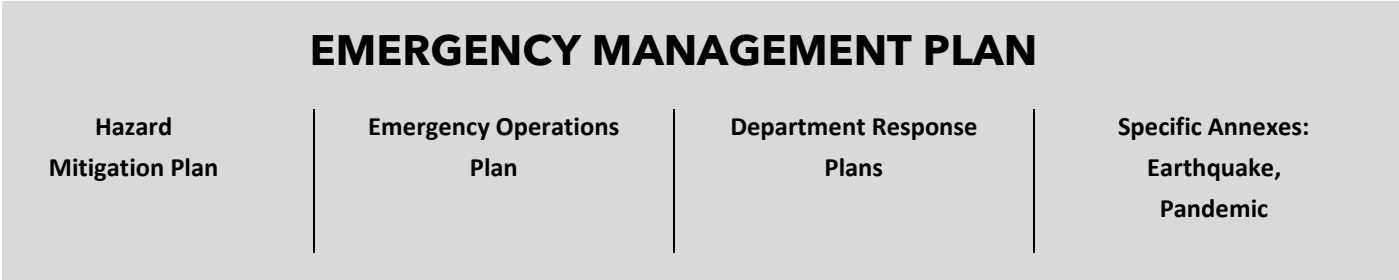
### **The NDRF provides:**

- Eight principles, guiding recovery core capability development and recovery support activities
- The roles and responsibilities of recovery coordinators and other stakeholders
- A coordinating structure that facilitates communication and collaboration among all stakeholders, guidance for pre and post-disaster recovery planning
- The overall process by which communities can capitalize on opportunities to rebuild stronger, smarter, and safer

The NDRF addresses a wide variety of disasters and draws heavily from experience gained during response and recovery efforts associated with the nation’s most common disasters including hurricanes, tornados, flooding, and earthquakes. Recovery support functions identified in the NDRF provide a structure for facilitating problem-solving, improving access to resources, and fostering coordination.

**These include:**

- Community Planning and Capacity Building
- Economics
- Health and Social Services
- Housing
- Infrastructure Systems
- Natural and Cultural Systems



**Post-disaster recovery planning results in a new community vision, goals, initiatives, programs, strategies, and projects.**



# How is this Disaster Recovery Unique?

## Long-Term Recovery During Disaster Response to Unprecedented Pandemic

Redmond's Long-Term Recovery Plan builds upon the NDRF, tailoring a recovery plan to the City's unique conditions and to the COVID-19 pandemic. The COVID-19 pandemic, which is an unprecedented emergency event, continues to emerge on a global scale and therefore, requires a specialized and expanded approach to long-term recovery at the local level.

The City has made diligent efforts over the years in emergency preparedness including drafting and implementing guidance for response and recovery operations. The City's Emergency Management Plan (CEMP) references response and recovery approaches to the impacted community (refer to page 38). The CEMP communicates that recovery of the City's essential functions should be managed through the Continuity of Government (COG) Plan or the departmental Continuity of Operations Plans (COOP).

The City's Hazard Mitigation Plan (HMP), a companion to the CEMP, provides additional details, guidance, and approaches to recovery. The HMP outlines recovery planning protocols, modeled for three types of natural disaster events: landslides, winter storms with power outages, and earthquakes. This plan also emphasizes that the recovery planning process shall be flexible and updated to respond to the nature of a specific incident type.

The breadth of the COVID-19 pandemic emergency is such that no single person in the community has been left unaffected and no single division of the organization has been unimpacted. The event did not occur in a singular instance with clear parameters on extent of impacts — the COVID-19 pandemic is ongoing without a known end-date or clear magnitude of the ultimate impacts. The City's CEMP and HMP create intentional parameters for the majority of disasters Washington has experienced to-date, predominately natural disasters. However, these plans are not well-calibrated for the wide-reaching impacts of a global pandemic. Therefore, this Long-Term Recovery Plan – COVID-19 is a *"living document"* to be revisited and adaptively updated during the continued mitigation, response, and recovery process. This Plan provides a comprehensive assessment of baseline conditions both communitywide and internal to the City organization. The recovery strategies and implementation goals discussed herein range from highly specific to high-level and future oriented for completion by City departments pursuant to leadership directed workplans.

An established recovery framework, baseline assessment, and implementation plan provides support for proactive and strategic decisions going forward, including for unanticipated expansion or increased severity of the COVID-19 pandemic.

The Redmond community is well situated with a diverse network of connected and inclusive service providers, providing long-term recovery with a positive vision of the future.

Redmond's long-term recovery capitalizes on a strong, connected community. Many service-oriented organizations, faith-based institutions, civic clubs, learning institutions, and cultural centers bridge the needs of community members with opportunities and resources. The leaders and members of this rich network have met the current challenges in a comprehensive, timely, well-organized manner. However, this successful response does not necessarily mean that all needs have been or will be met.

This global pandemic has stressed resources in unpredicted ways. The long-term recovery planning process considers a broad range of conditions beyond the foundation provided by NDRF and includes the following 10 recovery components:

1. **Building Services** including public facilities, public and private development, and development review functions

2. **Customer Services** including facility usage, communication and delivery services, and business operations
3. **Communications** including internal, external, intra-agency, and as a conduit between federal and state communications and the Redmond community
4. **Economic Development** including all current and future businesses
5. **Finances** and the biennial budget
6. **Human Resources** including procedures, protocols, and services for all City staff
7. **Human Services** including partner agencies and community needs
8. **Parks, Arts, Culture, Food Systems, and Wellbeing** including education, health, and recreation needs of the greater Redmond community
9. **Public Safety and Mental Health** including continued emergency response and maintenance of operations
10. **Data and Statistics** including technological software, equipment, and services supporting standard and emergency operations

# Preparedness, Mitigation, Response Recovery

## Process and Timeline

### How is Recovery Planning of COVID-19 Aligned with Mitigation and Response to Affected Areas and People?

Emergency preparedness and activation is a part of a planned and anticipated cycle including the following phases and corresponding facilitated state, regional, and local actions to-date:

- **Preparedness:** planning and activities to reduce the impacts of an emergency and prepare the organization for effective mitigation, response, and recovery efforts (*example: training exercises and updating plans*)
- **Mitigation:** the capabilities necessary to reduce loss of life, property, or infrastructure by lessening the impact of a disaster (*example: eviction moratorium and rental assistance*)
- **Response:** capabilities necessary to save lives, protect property, infrastructure, and the environment, and meet human needs after an incident has occurred (*example: 911- response for COVID-19 medical related calls*)
- **Recovery:** capabilities to assist the community when affected by an incident (example: reducing barriers and cost of doing business like parklet permitting and accessing additional resources)

The approach to this emergency is not sequential due the COVID-19 pandemic's ongoing nature. It is overlapping with parallel processes employed for mitigating impacts while also preparing for the future. New information about the COVID-19 pandemic continues to emerge and the City is actively working to keep the community informed, stabilize essential services, and partner with other agencies to support those in the community who have been impacted. The City is simultaneously planning for recovery from this pandemic while preparing for future emergency events including possible intensification of the current emergency.

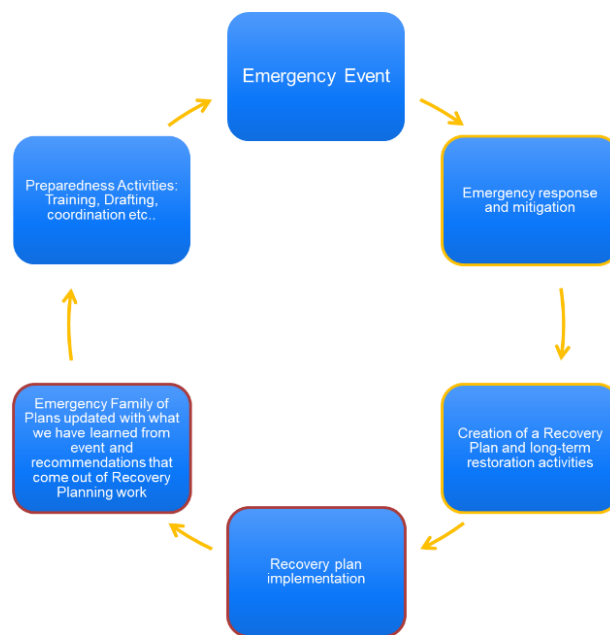


FIGURE 2 - ACTIONS OUTLINED IN YELLOW AND RED OCCUR IN TANDEM DURING THE COVID-19 PANDEMIC EVENT

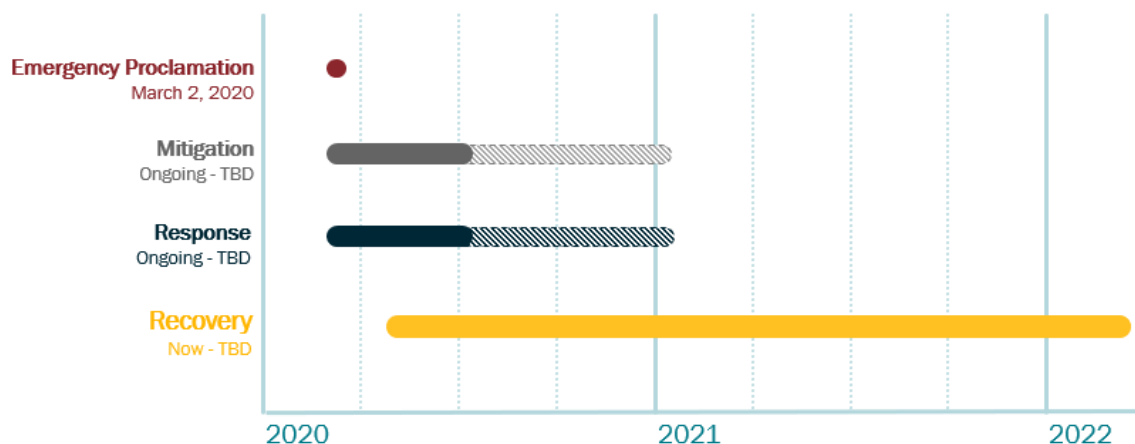


FIGURE 3 - TIMELINE OF CITY OF REDMOND'S ACTIONS IN RESPONSE TO THE COVID-19 PANDEMIC

### Summary of Actions to Date, as of July 25, 2020

- ✓ Emergency Command Center (ECC) activated
- ✓ Declaration of Emergency made
- ✓ City Hall closed, Redmond Community Center and Teen Center
- ✓ ECC coordinated with TIS deployment of remote workstation and equipment pick-up
- ✓ ECC coordinated ordering additional tools for staff to operate remotely
- ✓ ECC distributed masks to community partners supporting vulnerable populations and holds remaining masks
- ✓ Parks and open spaces are closed to extent feasible
- ✓ ECC and Parks Department deploys senior lunch pick-up program and Meals on Wheels Program
- ✓ Some amenities of parks and open spaces are closed
- ✓ Programming that was not in alignment with the Governor's orders or would jeopardize the health and safety of the community are postponed, canceled, or moved to digital format
- ✓ Recovery Manager appointed
- ✓ Mayor directs recovery planning to commence
- ✓ Emergency management team begins updates to all emergency plans and the creation of a new Annex plan for pandemic
- ✓ Human Services efforts significantly increased to support non-profits and identify/respond to new and emerging community needs
- ✓ Tourism and Economic Development efforts reallocated to focus on supporting businesses required to reduce operations

### Housing

- ✓ Tracking and advocating for the award and distribution of COVID-19 resources from government (federal, state, and county), private sector entities and foundations to East King County non-profit service providers (e.g. additional county funds to purchase hotel vouchers for individuals experiencing homelessness).
- ✓ Participating in the King County Pandemic Community Advisory Group (PCAG) to advise the Seattle Foundation on priorities and grant recipients for the foundation's Round 1 COVID-19 Response Fund.

- ✓ Modifying our operations and approach to be responsive to the evolving needs and challenges faced by non-profits, including revisions to contract reporting requirements, extending the 2021-2022 Human Services Fund grant application deadline.
- ✓ Identifying City resources, prioritizing based on greatest needs, and matching approved funding to identified needs consistent with adopted criteria and guiding principles which will require further Council discussion.
- ✓ Sharing resources and information with external community partners and broader community via social media, website, etc.

## **Economic Development**

- ✓ Webinar series on reopening guidelines and CARES Act funding held in multiple languages.
- ✓ One-on-one loan packaging assistance for those who need start to finish support preparing loan applications.
- ✓ Temporary policy updates and programs such as curbside pick-up and reuse of assigned parking. City staff distributed free curbside pick-up signage to businesses.
- ✓ One-on-one assistance for business planning, financial planning support, and guidance for pivoting operations in the short and long-term to respond to the changing business context.
- ✓ Connecting business and community partners to available grants and advocating for funds to come to the city and support eastside businesses including a session with Congresswoman DelBene.
- ✓ Support for translation services.
- ✓ Development of the What's Open Eastside by staff in TIS and PCD. This tool will provide free marketing to all businesses (not just restaurants) and will include homebased businesses and allow operators to update information about their status in real-time. There is no other tool like this that provides free marketing to all business types and helps relay how local business have pivoted to meet public health mandates.
- ✓ Creation of OneEastside via OneRedmond 501c3 Foundation to help fund the OneEastside Small Business Recovery Initiative.
- ✓ Recovery planning and stakeholder outreach to mitigate the effects of health department requirements for business operations during the Safe Start reopening phases (2-3-4).
- ✓ Participation in the Eastside Welcome Back Campaign focused on drawing people out to local businesses during the next stages of reopening, and using a variety of marketing tools and outreach to grow consumer confidence and highlight the why the eastside is one of the easiest places to enjoy services and restaurants while remaining safe and healthy.
- ✓ Working with partner agencies to explore development of a workforce program to support the reemployment of those who have lost their jobs due to COVID-19.
- ✓ Supporting OneRedmond efforts to secure Economic Development Administration (EDA) and King County grants to provide funding and free services to the public.
- ✓ OneRedmond partnered with other eastside agencies, King County, and Amazon to distribute PPE to 450 businesses.
- ✓ Development of a small business grant program in partnership with OneRedmond to distribute approximately 1.5 million dollars in CARES Act funding.
- ✓ Ordinance and resolution allowing temporary use of public right of way at no cost to expand outdoor seating capacity.

# Principles of Recovery

## Principles of NDRF Blend with State, Regional, and Local Uniqueness

The National Disaster Recovery Framework (NDRF), as well as state and county plans, identify principles for recovery including deferment to and empowerment of local agencies. King County's direct funding contributions to work being completed by the City, in support of human services and small businesses, exemplifies these principles. The City of Redmond has leveraged existing principles, modifying them to respond to the unique nature of this emergency event and be tailored to the community of Redmond.



## Recovery Plan Policies, Goals, and Indicators

Community partnership on the recovery plan ensures that while we continue to be adaptive and flexible as to what the future normal may be, we remain rooted in the foundations of the community's traditions and values.

**Overarching recovery policies and goals should be in alignment with or built upon existing community vision and adopted plans.**

## Redmond's Comprehensive Plan Goals Support the Long-Term Recovery Plan (outlined below):

- To conserve agricultural lands and rural areas, to protect and enhance the quality of the natural environment, and to sustain Redmond's natural resources as the City continues to accommodate growth and development.
- To retain and enhance Redmond's distinctive character and high quality of life, including an abundance of parks, open space, good schools, and recreational facilities.
- To emphasize choices and equitable access in housing, transportation, stores, and services.

- To support vibrant concentrations of retail, office, service, residential, and recreational activity in Downtown and Overlake.
- To maintain a strong and diverse economy and to provide a business climate that retains and attracts locally owned companies, as well as internationally recognized corporations.
- To provide opportunities to live a healthy lifestyle, enjoy a variety of community gathering places, and celebrate diverse cultural opportunities.
- To provide convenient, safe, and environmentally friendly transportation connections within Redmond and between Redmond and other communities for people and goods.
- To cultivate a well-connected community, working together and with others in the region, to implement a common vision for Redmond's sustainable future.

The NDRF and the American Planning Association recommend including a safety element in jurisdictional Comprehensive Plans. This element (or chapter) addresses mitigation, resiliency, and sustainability. Safety related policies are reflected in portions of the Comprehensive Plan addressing neighborhood revitalization and redevelopment and other future-based scenarios regarding investment and intervention in the context of emergency management and recovery.

The City's Comprehensive Plan includes policies that guide and support Long-Term Recovery Planning. The following are primary policies from the City's Comprehensive Plan, Community Strategic Plan, and Mayor's vision that are in alignment with long-term recovery from the COVID-19 pandemic. Additional policies are included in the Appendix.

Policy	Goal	Potential Indicators/ Metrics
<b>EV-1</b> Provide a positive, accessible, and "user-friendly" atmosphere to those seeking municipal services.	Provide clear direction and simple opportunities to find and access accurate and up-to-date services and information. Ensure predictable and centralized points of contacts for major services.	<ul style="list-style-type: none"> <li>• Reduction in number of steps applicants or residents must complete to submit for permits or request information.</li> <li>• 80% satisfaction survey of obtaining information.</li> </ul>
<b>EV-4</b> Preserve and expand the current economic base and employment levels; use wisely the finite supply of urban land and the existing infrastructure in Redmond by supporting economic development to occur within existing retail, office, manufacturing, and mixed-use areas.	A variety of opportunities support Redmond's diverse array of businesses to thrive and grow. Business needs are supported through a focus on short, medium, and long-term economic goals.	<ul style="list-style-type: none"> <li>• Complete annual, 5-year, and 10-year assessment and updates to zoning in alignment with economic development goals and conditions.</li> <li>• Meet quarterly with Redmond businesses.</li> </ul>
<b>EV-20</b> Implement, in conjunction with business, education and other community partners, the Strategic Plan for Economic Development.	Strategic Plan for Economic Development includes short, medium, and long-term actions meeting the needs of Redmond's diverse array of current and future businesses.	<ul style="list-style-type: none"> <li>• Develop maintenance schedule for Strategic Plan for Economic Development that responds to direct impacts of the pandemic induced recession.</li> </ul>
<b>HO-18</b> Ensure an appropriate supply and mix of housing and affordability levels to meet the needs of people who work and desire to live in Redmond, especially near	Redmond's housing supply meets the unique needs of the community including during short, medium, and long-term emergency events.	<ul style="list-style-type: none"> <li>• Reduction in the number of people experiencing housing insecurity as a result of COVID-19.</li> <li>• Streamline permitting process and zoning.</li> </ul>

existing and planned employment centers, such as Downtown, Overlake, and SE Redmond.		<ul style="list-style-type: none"> <li>• Reduction in the time it takes new housing to be built.</li> </ul>
<b>HO-22</b> Encourage and support the development of emergency, transitional, and permanent housing with appropriate on-site services for persons with special needs.	The community's needs including special and short-term needs are met in the form of permanent, emergency, transitional, and other forms of housing.	<ul style="list-style-type: none"> <li>• Number and variety of housing units available increases in alignment with the total demand of housing types including special and short-term housing needs.</li> </ul>
<b>HS-5</b> Monitor changes in local human services needs and priorities in an ongoing way and adjust the City's response as appropriate.	Coordination occurs proactively across City departments, work programs, and with community agencies and partners to monitor and address local human service conditions.	<ul style="list-style-type: none"> <li>• Report annually on human service conditions and on actions implemented in partnership with community agencies and partners (Redmond Partnership Network ).</li> </ul>
<b>TR-38</b> Protect Redmond's transportation system against disasters by maintaining prevention and recovery strategies that are coordinated locally and regionally.	Redmond's transportation system is proactively supported for protection and continuity of services including during short, medium, and long-term emergency events.	<ul style="list-style-type: none"> <li>• Transportation infrastructure and services demonstrate a marked increase in meeting local transportation demand.</li> <li>• Identify and plan for implementation of improvements to transportation infrastructure and services in alignment with the Long-Term Recovery Plan's strategies for implementation.</li> </ul>
<b>Community Strategic Plan</b> <b>Cultural Inclusion</b> Strengthen the City's relationship with communities of diversity.	Research continues and actions address identified gaps and needs on behalf of communities of diversity.	<ul style="list-style-type: none"> <li>• Coordinate quarterly with the Redmond Partnership Network including cultural and faith-based organizations and institutions.</li> <li>• Identify and implement with the Redmond Partnership Network actions supporting underrepresented, vulnerable, and undocumented community members.</li> </ul>
<b>Community Strategic Plan</b> <b>Infrastructure</b> Continue investments in key opportunity projects that support economic and community vitality.	The City strategically leverages funds and capital investment opportunities by working in partnership with other agencies and the private sector consistent with the capital investment priorities of the City.	<ul style="list-style-type: none"> <li>• Involve Redmond's diverse community and comprehensive cross-section of businesses in annual review and identification of capital investment priorities.</li> <li>• Classify capital investment priorities based on their support for small, medium, and large business sectors and on behalf of the community and housing needs.</li> </ul>
<b>Mayor's Vision</b> Redmond is a connected community that enhances livability and sustains the environment, and that places Redmond as a leader locally, regionally, and nationally.	The City prioritizes the connectedness, livability, sustainability, and resiliency, and the leadership of the community.	<ul style="list-style-type: none"> <li>• Involve the community in planning for its long-term resiliency in alignment with the Long-Term Recovery Plan's strategies for implementation.</li> <li>• Increased mobility options and increased transit ridership over coming 12 months.</li> <li>• Light-rail station openings.</li> </ul>



## Policies and Plan Coordination

The following information provides an overview of opportunities for citywide policy and plan coordination regarding Emergency Management and for long-term recovery and resiliency. The actions listed below are included in the Long-Term Recovery Plan's recovery strategies:

Recovery Policy Area	Comprehensive Plan Elements	Emergency Management and Hazard Mitigation Plans	Other Local and Regional Plans
Land Use and Reconstruction	Safety element consideration	To be evaluated	To be evaluated
Infrastructure and Transportation Restoration	✓	To be evaluated	To be evaluated
Housing Recovery	✓	To be evaluated	To be evaluated
Economic Redevelopment	Strategic Economic Development Plan update recommended	To be evaluated	To be evaluated
Environmental Restoration	✓	To be evaluated	To be evaluated
Health and Social Recovery	Safety element consideration	To be evaluated	To be evaluated

## Recovery Components

Redmond's Long-Term Recovery Plan utilizes the NDRF structure to ensure a comprehensive and inclusive approach to re-establishing a healthy and functioning community that sustains itself over time. The recovery planning guidance from the NDRF suggests the following recovery components:

- Infrastructure
- Human Services
- Community Planning
- Natural and Cultural Resources
- Economic Recovery

These components, however, were developed in anticipation of isolated and finite emergency events such as earthquakes, natural disasters, or terrorist attacks that involve physical impacts to structures or immediate injury to members of a community. These recovery components do not take into consideration a prolonged emergency of the type, magnitude, and undeterminable terminus of the COVID-19 pandemic. The City of Redmond has expanded upon these components to account for the variable extent of impact and the ongoing nature of this pandemic emergency. The characteristics of this emergency requires a focus on community-based infrastructure and internal operations.

Expanding the recovery components to meet the specific impacts of this event demonstrates the Recovery Plan's guiding principles of viability and future focused



**FIGURE 4 - RECOVERY COMPONENTS - COMBINING THE RECOMMENDATIONS OF THE NDRF FRAMEWORK, THE UNIQUE CONDITIONS OF THE COVID-19 PANDEMIC, AND REDMOND'S VIBRANT COMMUNITY**

These comprehensive recovery components demonstrate a cross-disciplinary and multi-departmental approach by City leadership and staff (internal operations), necessary for implementing the essential actions needed to support recovery from impacts to the community-based infrastructure. Like the City's Comprehensive Plan, all people and activities of a diverse and welcoming community are included and supported in ensuring the City's long-term health, vitality, and resilience.

The recovery components overlap with the implementation strategies, discussed in detail in **the Recovery Process** chapter below:

- City-led actions including procedures, programs, projects, and operations
- City-led collaborative actions with recovery partners, recovery stakeholders, and the community
- Recovery Partner — agencies and organization providing community services in Redmond — actions with City support or sponsorship
- Recovery Stakeholder — Redmond businesses — actions with City support or sponsorship
- Community-led actions

**Expanding the recovery components to meet the specific impacts of this event demonstrates the Recovery Plan's guiding principles of viability and future focused.**

## Recovery Process

On March 2, 2020, Mayor Angela Birney declared a proclamation of local emergency due to public health impacts of the COVID-19 pandemic. In April, staff were directed to begin the recovery planning process.

Developing the City's Long-Term Recovery Plan involved a compressed timeline from April to August 2020, during which a cross-departmental team of 22 primary and 10 supporting staff members led planning, community involvement, communication, research, analysis, and development efforts. This team was supported by the Recovery Leadership team comprised of leadership representing the executive office, City departments, and emergency management.

Staff contributed a rich variety of skills to the planning process. The development of a recovery plan requires a deep understanding of existing conditions and City standards as a baseline upon which to determine strategies and goals for resilient outcomes and to clarify associated risks and obstacles. Additionally, the planning process recognized constraints such as navigating unknown emergency timelines, capacity limitations for both coordination and execution, finite resources and barriers to communications.



**FIGURE 5 - HOLISTIC SKILL SET PROVIDED BY DIVERSE CROSS-DEPARTMENTAL STAFF TEAM**

The team facilitated a series of activities with a broader group of staff. Results of these activities are discussed in the **Current Conditions** chapter below:

1. Current conditions including impacts to departments, divisions, and teams resulting from the COVID-19 pandemic and the departmental responses to those impacts.
2. Identification of short, medium, and long-term mitigation measures and goals for recovery from COVID-19 on behalf of departments, divisions, and teams.

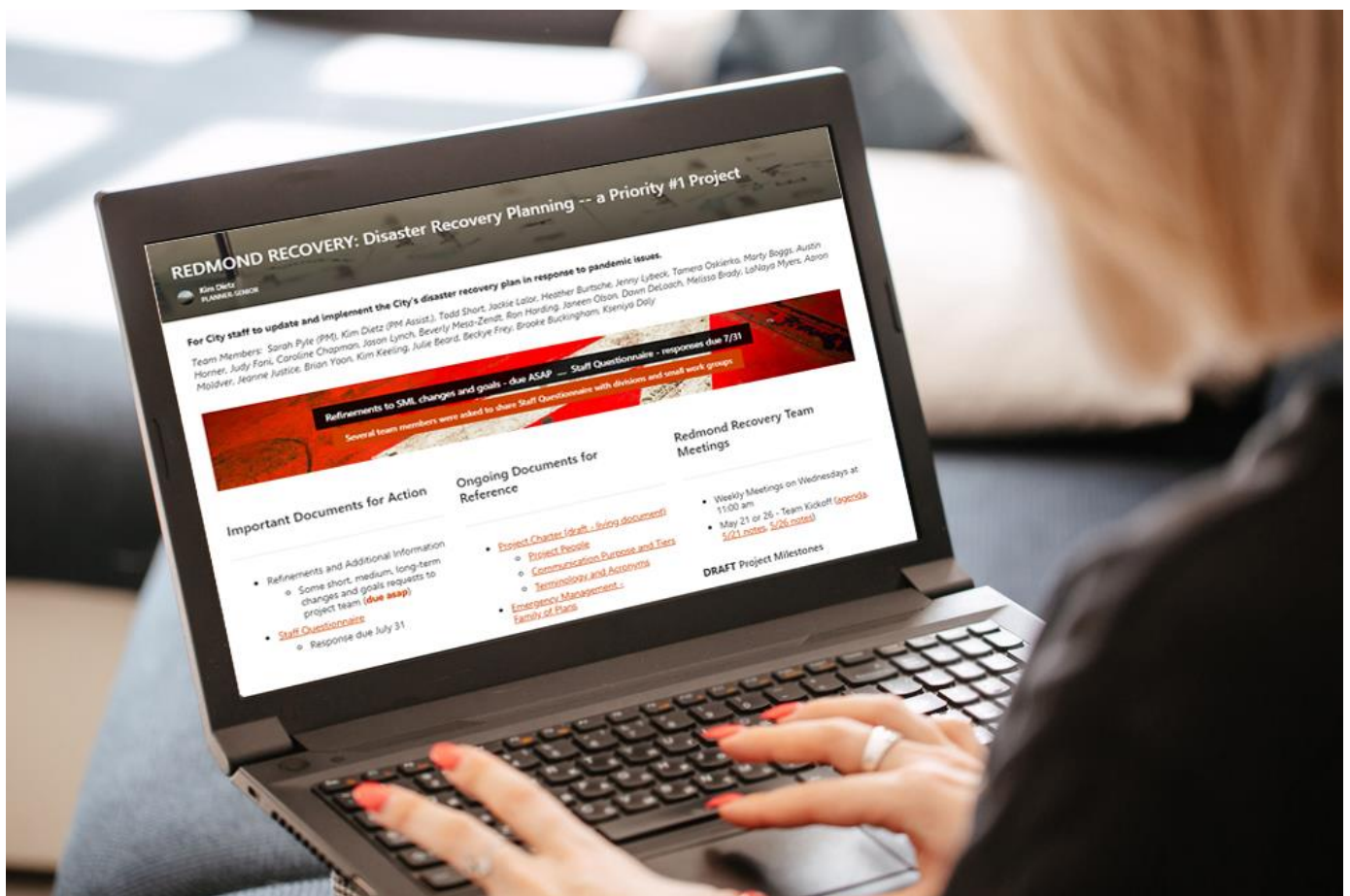
**The project management team developed a charter and scope of work in alignment with the National Disaster Recovery Framework Success Factors that include:**

- Comprehensive scope and analysis of current impacts
- Emphasis on community participation and involvement
- Organizational flexibility (in policy and structure)
- Engaged and active community partnerships and planned monitoring

While these success factors were prioritized within the charter and project scope of work, they also represented in the City's guiding principles of Long-Term Recovery Plan – COVID-19.

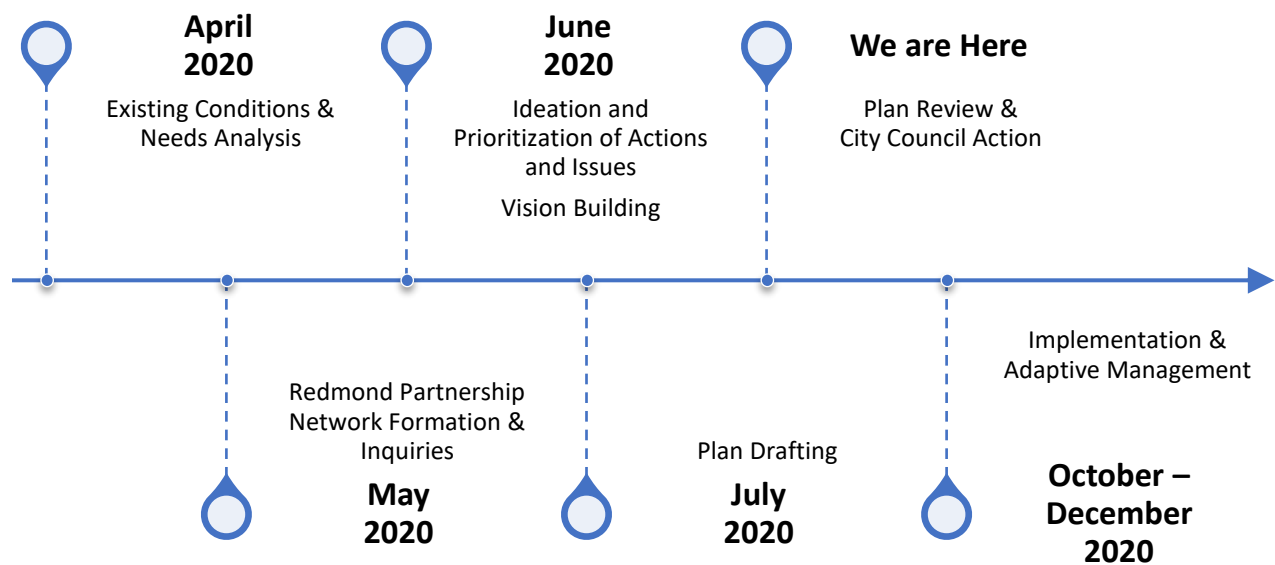
The Redmond Recovery staff team met weekly during June and July 2020 to communicate, assess, and develop the Long-Term Recovery Plan's content and recommendations. The team used a variety of tools to accomplish this work as a rapid response to the emerging pandemic:

- JIRA for project management and task assignments
- SharePoint for additional project management including document collaboration, team announcements, and reporting
- Microsoft Teams for meeting and informal communication
- iMeet Central for collaborative graphic development
- GovDelivery and LetsConnectRedmond.com (Bang the Table) for community and staff involvement



**FIGURE 6 - REDMOND RECOVERY STAFF TEAM SHAREPOINT PROJECT MANAGEMENT SITE**

Looking forward, the project includes implementation and adaptive management following the City Council's review and action. The Long-Term Recovery Plan is anticipated to change over time as a "living document" — responding to changing circumstances and newly gained knowledge.



**FIGURE 7 - LONG-TERM DISASTER RECOVERY PLANNING - COVID-19: PROJECT MILESTONES**

The planning process involved four primary objectives that include monitoring and measuring success during the Long-Term Recovery Plan’s development:

#### **Objective 1**

Build and reinforce a Redmond Partnership Network including agencies, organization, businesses, institutions, and others to support the development of the LTRP and to commit to long-term preparedness and community resiliency with the City.

#### **Objective 2**

Evaluate the City’s existing conditions, both internal and external, to identify areas of improvement, additions, and opportunities for efficiencies.

#### **Objective 3**

Develop a collaborative and common vision for the City and community during and following the COVID-19 pandemic.

#### **Objective 4**

Evaluate and measure changes to operations, programs, and services for their appropriateness and effectiveness. Take into consideration local and regional outcomes including those regarding grant distribution and other support mechanisms. The LTRP is intended to be adaptively managed to include periodic adjustments, long-term maintenance, and a continued process improvement methodology.

The remainder of this report provides insights into the community’s conditions at the onsite of the COVID-19 pandemic, conditions and action plans as the pandemic continued, and long-term strategies that respond to all 10 recovery components outlined previously in this chapter.

A reoccurring theme in all emergency preparedness and recovery guidance frameworks both locally and nationally is the necessity for the jurisdiction to clearly outline issues the community is facing and create opportunities for inclusivity and broad stakeholder involvement to ensure that the plan is community driven. This strengthens the City's effort and provides additional operational support for responding to an emergency event. This collaborative strategy accounted\* for over 60,000 members of the Redmond population being reached, more than 140,000 points of contact in receipt of information, over 35,000 interactions with websites and other technology, and more than 400 stakeholders directly participating in meetings, forums, surveys, and other feedback inquiries.

*\*Accounting of community involvement and engagement sourced in alignment with the Long-Term Recovery Plan’s Communication Plan and Summary. Tools such as Let’s Connect, eNewsletters, email, social media, and person-to-person conversations included in the summary.*

Diverse array of established community connections, special interest, and service groups represented via project team members (staff):	Local, state, and regional governments
	City boards and commissions
	Media networks
	Redmond businesses
	Lake Washington School District
	Transportation agencies
	Neighborhood watch groups
	Multifamily housing management
	Community arts and cultural groups
	Faith-based community
	Local and regional social and community service agencies
	People over 60 or older adults
	Underrepresented and vulnerable community members
	Development community
	Technology vendor network

The assembling of a directory of local services, partner interviews, regional partnerships, quarterly network recovery meetings demonstrates the Recovery Plan’s guiding principles of engaged partners and being united and connected.

## Highlights of planning efforts facilitated by the project team during the 12-week project development period.

Planning processes facilitated by the Project Team:	44 one-on-one community partner phone interviews
	33 stakeholder outreach events
	Development and deployment of three new permits
	Internal current condition and future planning exercises with over 60 staff members directly and more than 300 staff members indirectly
	Community-led initiatives forum
	Two small business panel meetings
	Community survey
	Development of recovery webpages
	Development of small business resource webpage
	Development of Active Emergencies Recovery Network, “Redmond Partnership Network”
	Coordination with local and state partners to gather data imperative to the planning process
	Updates to internal operational policies
	Development of a list of strategies to be implemented in response to operational needs, supporting staff, and the community in the short-, mid- and long-term

While the primary Recovery Plan development process is complete, smaller departmental and divisional teams will be assembled by directors to scope and implement recommended recovery strategies. Ongoing stakeholder, community, and partner outreach will continue by the core Recovery Team as part of the Plan’s monitoring and adaptive management components. The Recovery Manager and/or Emergency Coordination Center (ECC) will update the Redmond City Council quarterly on the Long-Term Recovery Plan’s status, metrics, and recommended revisions.

# Current Conditions

## Baseline Starting Point – Moving Forward Together Towards Recovery

Achieving meaningful, long-term outcomes requires a solid framework and recovery implementation strategies. These strategies are only as strong as the data and assessment of current disaster conditions, known as the baseline. The baseline is the City's starting point from which to move forward to recovery and re-establishment of a healthy, functioning community that will sustain itself over time. The current conditions assessment is divided into two main comprehensive sections:

- Community-wide (external to the organization)
- Internal organizational operations

It is recommended that these baseline assessments be updated on a regular basis as the pandemic response and recovery continues.

## Community

### Housing Insecurity


- Redmond has seen a 56 percent increase in calls to King County's information and referral line, 211. Many of these calls have been for housing and/or rental assistance.
- The statewide eviction moratorium has been extended until October 15, 2020. The impact of COVID-19 on housing stability will not be fully understood until the moratorium is no longer in place.
- Many residents are at risk of losing their housing. Lower income households are much more likely to be impacted by housing costs and an inability to pay rent in the event of lost or reduced wages.
  - 15 percent of Redmond households are paying more than 30 of their income toward rent, which is defined as a cost burdened.
  - 12 percent are severely cost-burdened, which means they are paying more than half of their income toward rent.
- All East King County shelters have been at capacity and are not accepting any new referrals.
- People experiencing homelessness are at risk for infection through community spread of COVID-19. As of July 22, 2020 there have been 332 positive cases in King County (2.4 percent of total County cases).
- Access to critical resources such as documentation (e.g. driver's license), mental health services, etc. has been challenging and limited, especially for individuals who do not have phones.
- Hopelink reported service changes during March to July 2020, including:
  - Disbursement of over \$750,000 in rental assistance funds in comparison to \$500,000 in financial assistance provided in 2019.
  - Services to 135 households, totaling approximately \$142,000 at an average of \$1,050 in assistance to each household. In comparison, 37 Redmond households were served in 2019.
  - Families of Hispanic/Latino descent comprise 40 percent of the households that received services.



## Redmond City Residents Served by Rental Assistance

Demographics of Those Served with Rental Assistance FY19 & March 15 to May 12, 2020

March 15 to May 12, 2020	
Households	% compared to ENTIRE 2019 fiscal year
Number of Households	48%
Number of Individuals	56%
Number of Children under 18	54%
Number of Households led by Single Parent	35%
Average Monthly income	96%
Average Number of Children in HHs with Minors	100%
Average Households Size- All Households	117%
Average Disbursement	113%



**A comprehensive analysis and baseline assessment of impacts to the community and organization demonstrates the Recovery Plan's guiding principles of transparency, building a foundation for viable solutions and commitment to being future focused.**

## Demographics of Those Served with Rental Assistance FY19 & March 15 to May 12, 2020

July 1 2018 to June 30 2019 (Fiscal Year 2019)		
Number of Household Served	348	Unduplicated
Number of Individuals	869	Unduplicated
Number of Children under 18	398	
Numer of Households led by Single Parents	138	
Average Monthly Income	\$1,252	based on previous 30 days
Average Number of Children in HHs with minors	2.1	188 households with 398 minors
Average Household Size- All Households	2.5	
Average Disbursement	\$1,013	

March 15th to May 12th 2020		
Number of Household Served	167	Unduplicated. Not all households approved have been entered into the database
Number of Individuals	487	
Number of Children under 18	213	
Number of Households led by Single Parents	48	
Average Monthly Income	\$1,206	based on previous 30 days income
Average Number of Children in HHs with minors	2.1	103 households with 213 minors
Average Household Size- All Households	2.9	
Average Disbursement	\$1,148	13% increase

Race/Ethnicity of Head of Household	Number	Percentage
Hispanic/Latino	49	14.1%
American Indian or Alaska Native	11	3.2%
Asian	20	5.7%
Black or African American	87	25.0%
White	158	45.4%
Multi-Racial	13	3.7%
Native Hawaiian or Other Pacific Islander	2	0.6%
Unknown/refused	8	2.3%

Race/Ethnicity of Head of Household	Number	Percentage
Hispanic/Latino	51	30.5%
American Indian or Alaska Native	0	0.0%
Asian	10	6.0%
Black or African American	30	18.0%
White	62	37.1%
Multiracial	7	4.2%
Native Hawaiian or Other Pacific Islander	2	1.2%
Unknown/refused	5	3.0%

## Food Insecurity

- 1,341 Redmond households received basic food assistance in June 2020, compared to 1,156 households in 2019, a 16 percent increase

## Distributions of Food – Redmond’s Partnership with Hopelink

- During March to July 2020, Hopelink has distributed almost 51,893 boxes of food, the equivalent to over 1 million meals
- 331 on average each week for the last 15 weeks with peaks near 700
- Approximately 7,369 total food boxes distributed to-date

## Distributions of Food – Senior Curbside Lunch Program

The City’s Parks and Recreation staff began distributing meals to seniors in mid-June 2020. This program provides lunchtime meals on Wednesdays and Thursdays, for curbside pickup in front of City Hall.

- 980 meals have been provided during the past seven weeks (June 17 to July 29, 2020)
- The weekly meal distribution has increased from 55 meals per day in June 2020 to 80 meals per day in July and August 2020

The Senior Curbside Lunch Program focuses on nutrition and socialization. Senior recipients have expressed their enjoyment of the meals and appreciation of the opportunity to see the Senior Program staff as well as their friends. This program, funded by the CARES Act grant, will continue through the end of 2020.

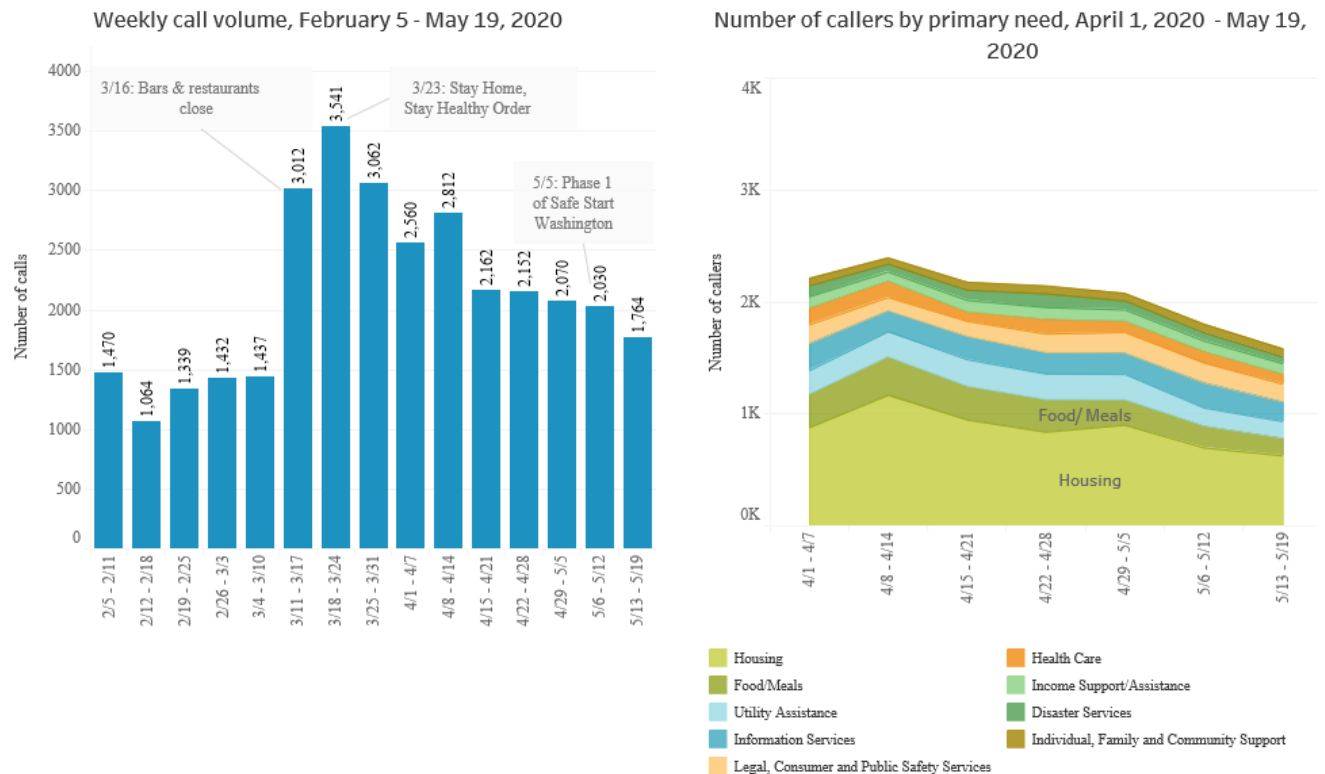
## Distributions of Food – Meals on Wheels

The City's Parks and Recreation staff works with Sound Generations to administer the Meals on Wheels program to approximately 20 households every two weeks. Since March, Parks and Recreation staff members have delivered 3,086 meals.

The Redmond Senior Center has been providing MOW services for over 25 years. Senior volunteers prepared the orders and delivered the meals prior to Covid19.

## Vulnerable Adults

- Redmond has several facilities serving vulnerable adults:
  - Two skilled nursing facilities, for a total of 200 beds
  - Eight assisted living facilities, for a total of 570 beds
  - 19 adult family homes, for a total of 109 beds
- Seven facilities have reported at least one individual diagnosed with COVID-19



**FIGURE 8 - 211 CALL VOLUMES AND NEEDS. AS PHASED RESTART BEGAN CALLS REDUCED BUT HAVE REMAINED HIGHER THAN PRE-PANDEMIC LEVELS.**

## **Access to Healthcare**

- 15 percent of Redmond residents are on public health insurance
- 3 percent of residents are uninsured
- 5,200 more people in King County were enrolled in Medicaid in April 2020 than in January 2020
- 22 percent increase in calls to behavioral health crisis line in June 2020 than in 2019

## **Language Barriers**

Almost 12 percent of Redmond residents (approximately 7,000) speak English “less than very well,” as reported by Hopelink, and could encounter difficulties in seeking information, assistance, and health care.

## **Income and Unemployment**

King County residents filed 435,905 new unemployment claims from March 1 – July 11, 2020

Since March 2020, there have been 11,891 unemployment claims filed by Redmond residents - Claims per capita is estimated at 17 percent

## **Economy**

Total number of businesses in Redmond: 4,441

### **Small Businesses**

*Most affected sectors*

1. Personal Services/Medical
2. Manufacturing
3. Food Service
4. Retail
5. Hotels/ Hospitality & Special Events Industry
6. Gig-workers
7. Fitness
8. Education

### **General Challenges to Reopening**

- Personal Protective Equipment (PPE)
- Digitizing operations and payments
- Limits on indoor occupancy and separation requirements
- Staff – unemployment earnings and inconsistent scheduling
- Operational costs
- Consumer confidence
- Competition
- Online retailers and logistics

## Grant Funding Statistics

93,000 companies in Washington State applied for Paycheck Protection Program (PPP) Loans for a total of \$12,058,958,915. The majority of loans were applied for by businesses falling into the following sectors:

- Health Care and Social Assistance - 13 percent
- Professional Services - 12.8 percent
- Construction - 12.4 percent
- Manufacturing - 10.5 percent

In Washington State, 26,053 companies applied for Economic Injury Disaster Loans for a total of \$1,941,845,900.

## Redmond PPP Loan Recipients

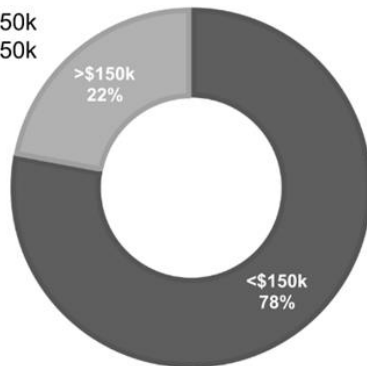
**1,500 Total Loans | \$47,304,050**

25% of 2019 Registered Businesses

**National Data:** 4,907,655 Loans | \$517,417,286,175 Dollars | 5,454 Lenders



1,169 <\$150k  
331 >\$150k



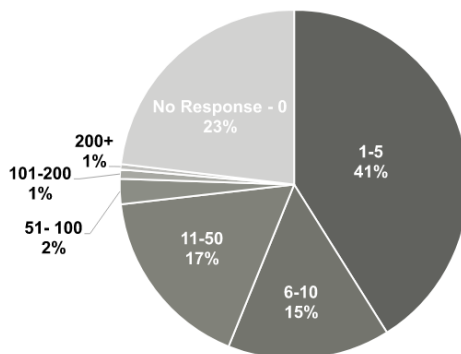
Loan Amount	No. of Loans	%
\$0 - 2,500	21	1.4%
\$2,501 - 5,000	62	4.1%
\$5,001 - 10,000	116	7.7%
\$10,001 - 25,000	358	23.9%
\$25,001 - 50,000	271	18.1%
\$50,001 - 100,000	228	15.2%
\$100,001 - 149,900	113	7.5%
\$150,000 - 350,000	187	12.5%
\$350,000 - 1 million	100	6.7%
\$1 - 2 million	28	1.9%
\$2 - 5 million	11	0.7%
\$5 - 10 million	5	0.3%



June 30, 2020  
Paycheck Protection Program (PPP) Loan Data

## Redmond PPP Loan Recipients

**14,869 Jobs Retained**



Jobs Retained	Loans	%
1-5	616	41.1%
6-10	226	15.1%
11-50	256	17.1%
51-100	35	2.3%
101-200	13	0.9%
200+	7	0.5%
No Response - 0	347	23.1%



June 30, 2020  
Paycheck Protection Program (PPP) Loan Data

## Barriers to Funding and Resources

- Language fluency
- Residency
- Loan requirements
- Business type
- Incomplete, unavailable or missing documentation

## Most Frequent Small Business Support Requests

- Utility/rent relief
- PPP loan application packaging
- Loan Forgiveness Guidance
- Lease re-negotiations
- Operational guidance
- Opportunities businesses to use outdoor areas

## Phased Reopening Limitations - Modified Phase 1 (June 5, 2020)

- Recreation and fitness
    - Only allowed outdoor with 5 (not including the instructor) or fewer people outside of household
  - Gatherings
    - Only allowed outdoor with 5 or fewer people outside the household
  - Additional construction
    - As outlined in Phase 2 guidance
  - Manufacturing operations
    - As outlined in Phase 2 guidance
  - Real estate
    - 25 percent of building occupancy
    - Indoor services limited to 30 minutes
  - In-store retail
    - 15 percent of building occupancy
    - Indoor services limited to 30 minutes
  - Personal services
    - 25 percent of building occupancy
  - Professional services
    - 25 percent of building occupancy
    - Indoor services limited to 30 minutes for customers
  - Photography
    - As outlined in Phase 2 guidance
  - Pet grooming
    - 25 percent of building occupancy
  - Restaurants
    - No indoor dining allowed
    - Outdoor dining is permitted but seating at 50 percent of existing outdoor capacity
- 

## Phase 2 (July 16, 2020; updated July 28, 2020)

- Recreation
  - Outdoor recreation 5 or fewer people outside your household
  - Camping
  - Some sporting activities

- Gatherings
  - Gather with no more than 5 people outside your household per week
  - Indoor spiritual or religious services up to 25 percent of capacity or 200 people, whichever is less (Choirs not allowed)
  - In-home faith-based services or counseling with up to 5 people
  - Weddings and funerals (ceremonies limited to 30 people or 20 percent of capacity indoors, no receptions)
- Travel
  - Essential travel and travel for activities allowed under Phase 1 and Phase 2
- Manufacturing
- Construction
- Real estate
- Photography
- Pet grooming
- In-home/domestic services (nannies, housecleaning, etc.)
- Retail (in-store purchases allowed with restrictions)
- Professional services/office-based businesses (telework remains strongly encouraged)
- Personal services (hair and nail salons, barbers, tattoo, etc.)
- Restaurants/taverns (limited seating indoors restricted to members of same household, no bar service)
- Limited small-group fitness
- Drive-in movie theaters
- Library (curbside pickup)
- Fitness spaces limited to 5 people indoors (gyms, studios, pools, tennis facilities, etc.)

[Link to July 28, 2020 orders](#)

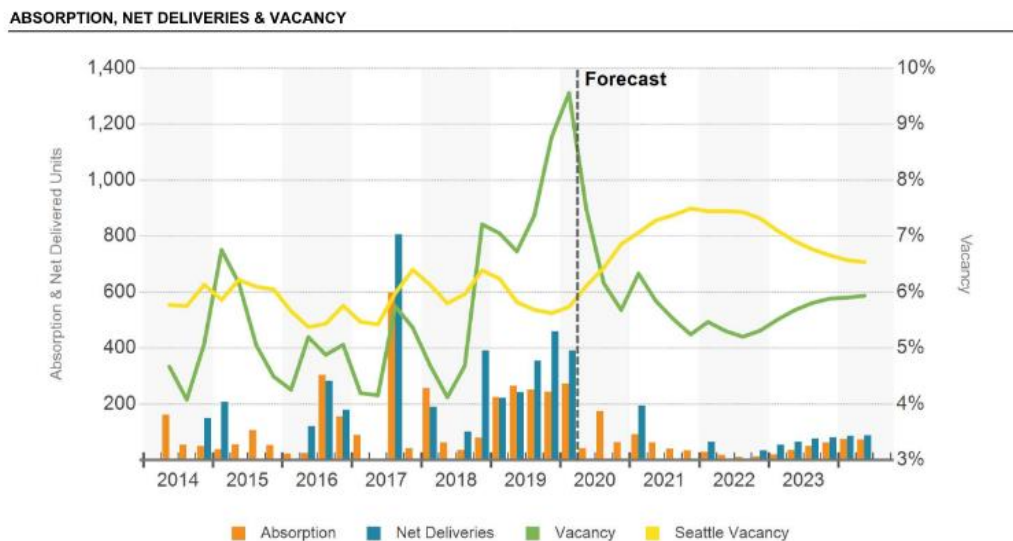
### **Additional Funding Opportunities Currently Available**

- The Coronavirus Aid, Relief, and Economic Security (CARES) Act
- Economic Development Administration
- State Recovery Task Force Grants Phase 2
- Community Development Block Grants (CDBG)
- Private Grants
- King County Small Business Grants

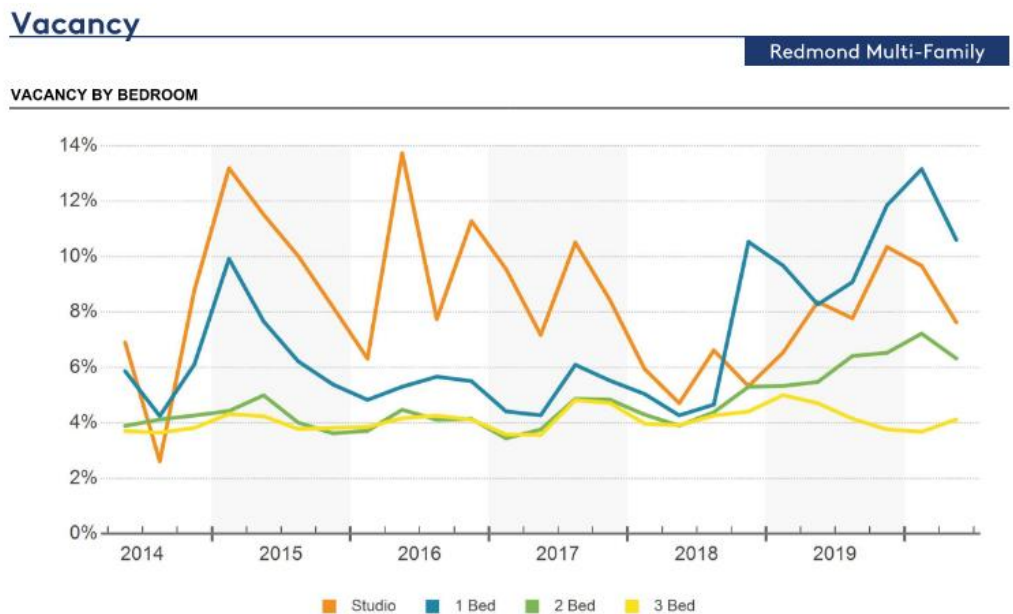
# Commercial Real Estate and Rental Market

## Multi-family

Redmond's Rental Market as of June 2020 has an 8 percent vacancy rate and market prices have reduced by 0.4 percent.



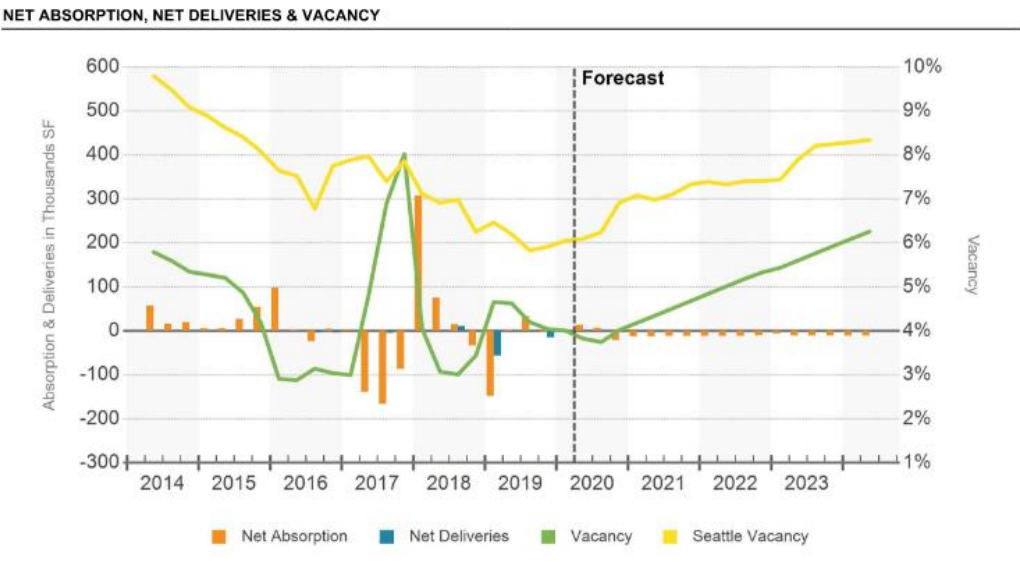
Highest vacancy rates are in studio and one bedroom, with the lowest being 3-bedroom units at just under 4 percent.



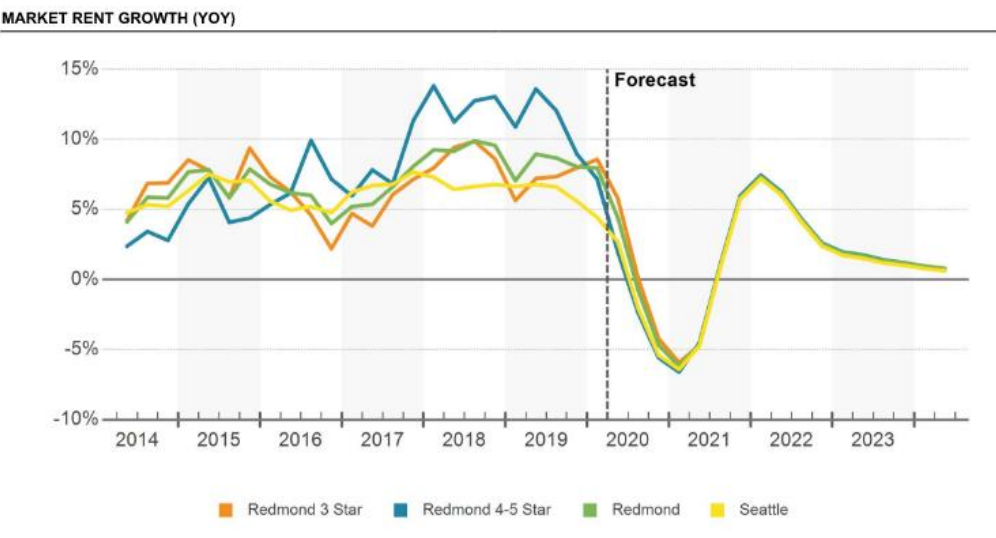


Office

Redmond’s office vacancies are at 3.9 percent and have seen a 5.2 percent lease growth over last year as of June 2020.



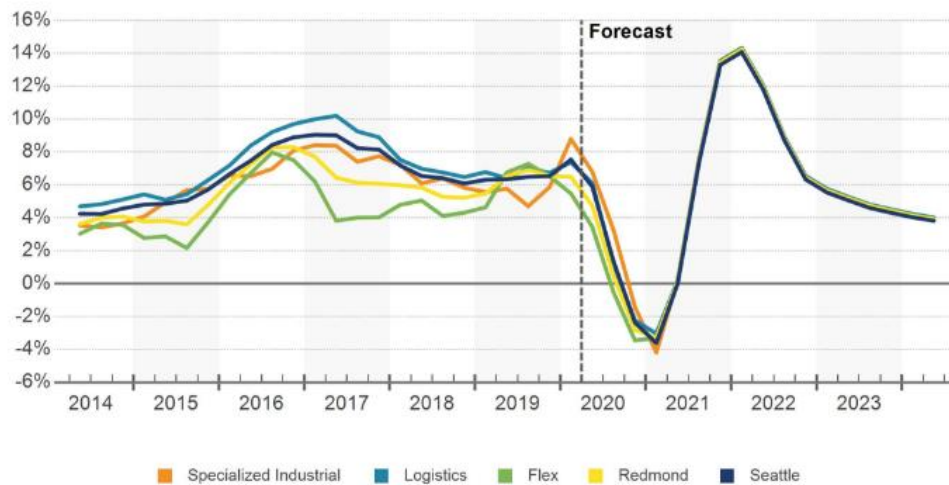
Redmond is expected to see negative commercial lease growth by the end of 2021, in alignment with the Seattle metro area forecasts and in response to operational changes such as permanent shifts to teleworking in some business sectors.



## Industrial and Manufacturing

Industrial and manufacturing space within Redmond have also remained at a low vacancy rate (1.7 percent) and have seen a 5.2 percent growth in rent over the last year as of June 2020. Vacancy rates are expected to increase by the end of 2020 to approximately 4 percent but are still anticipated to remain below the Seattle metro area forecasting of about 6 percent. Rent growth is expected to fall dramatically by the end of 2020 and will take approximately a year to return to current levels.

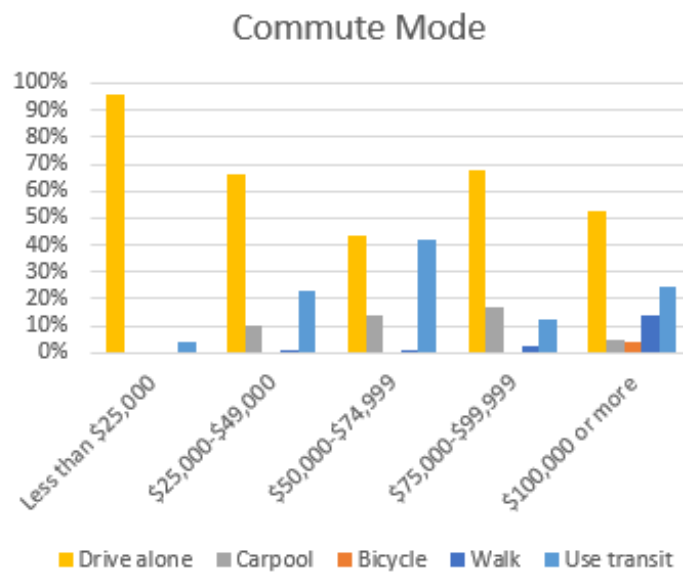
MARKET RENT GROWTH (YOY)



# Infrastructure

## Transportation

Approximately 40 percent of Redmond households earning \$50,000-74,999 rely on public transit and over 20 percent of those earning \$25,000-\$49,000. Reductions to transit services and concern about safety when accessing transit services are having a great impact on the more vulnerable population groups and the highest user groups.



Metro is planning to further reduce or suspend Metro and Sound Transit service levels in Redmond starting in September 2020.

Route	Service Area	Type	Jun. Service Level	Proposed Sep. Service Level
B	Redmond TC-Bellevue TC	RapidRide	Full	Full
224	Duvall-Novelty Hill-Redmond TC	DART all-day	Full	Full
930	Totem Lake-Redmond TC	DART all-day	Full	Full
221	Ed Hill-Bellevue College	All-day	Full	Reduced
245	Kirkland TC-Overlake-Eastgate	Frequent all-day	Full	Reduced
269	Issaquah-SE Redmond-Overlake	All-day	Full	Reduced
225	Kenmore-Overlake/RTS	All-day	Reduced	Reduced
226	Bellevue TC-Overlake-Eastgate	All-day	Reduced	Reduced
250	Avondale-Kirkland-Bellevue TC	Frequent all-day	Reduced	Reduced
ST 542	Redmond TC-Green Lake	All-day	Reduced	Reduced
ST 545	SE Redmond-Downtown Seattle	Frequent all-day	Reduced	Reduced
232	Duvall-Redmond TC-Bellevue TC	Peak-hour	Suspended	Suspended
249	Idylwood-Overlake-Bellevue	All-day	Suspended	Suspended
268	SE Redmond-Downtown Seattle	Peak-hour	Suspended	Suspended
931	UW Bothell-Woodinville-Redmond	All-day	Suspended	Suspended
ST 541	Overlake-U District	Peak-hour	Suspended	Suspended

Route	Service Area	Type	Jun. Service Level	Proposed Sep. Service Level
ST 544	Overlake-S Lk Union	Peak-hour	Suspended	Suspended

### Highlights of impacts to transit users in Redmond (residents and others):

- Many routes will have reduced frequency or hours of service – about 10-20 percent on average
- Peak-hour express service are suspended entirely to Bellevue (alternative: B Line), and reduced to Seattle
- For Education Hill and North Redmond: all-day service will be suspended along most of Red-Wood Rd (Route 931) and the closest alternative will be Route 221 on 166th Ave NE
- For Idylwood: all-day service will be suspended in the neighborhood (Route 249) and the closest alternatives will be routes on 156th Ave NE or on NE 24th St west of 164th Ave NE

### Technology

Due to the social distancing requirements and the Governor's order, most individuals have become highly reliant on internet and electronic devices to communicate, work, attend school, and even receive healthcare. A portion of the community, however, has limited or no access to internet. Many Redmond residents who are part of a vulnerable population group relied on services and resources provided through partners such as the King County Library System to access the internet or to use a computer pre-COVID-19. In addition to access limitations, availability, reliability, and speed have become common issues in the most dense and rural parts of the City. While internet was not previously a long-term priority consideration of emergency preparedness or the National Disaster Recovery Framework, it has become one of the most imperative basic needs for the economy and quality of life in the community during the pandemic.

As of 2019, it is estimated that 727 Redmond households only have access to the internet via a smartphone device and 931 Redmond households have no access to the internet at all. ([ofm.wa.gov](https://ofm.wa.gov))

## Internal Operations

### Overall Organization

#### CITY FINANCIAL IMPACTS

On April 7, 2020, Finance Director, Malisa Files provided City Council with a fiscal update in response to impacts from COVID-19 on the City's revenue. An approximately \$4 million short fall was forecast for the entire 2019-2020 biennium.

### 2019-2020 Revised Forecast (General Fund)



#### 2019-2020 Revised Forecast

	2019 Actual	2020 Budget	2019-2020 Budget
Beginning Fund Balance	\$10.0		\$10.0
One Time Revenue	\$9.5		\$9.5
Total One-Time Revenue	\$19.5		\$19.5
Ongoing Operating Revenue	\$93.0	\$85.0	\$178.0
Ongoing Operating Expense	\$90.0	\$92.1	\$182.1
Total Surplus/(Deficit)	\$3.0	(\$7.1)	(\$4.1)

City leadership is currently reviewing offers that have been submitted for the 2021-2022 biennium. The budget process will conclude within the next few months and an updated forecast and proposed 2021-2022 budget will be presented to City Council in October.

Costs incurred due to COVID-19 through July 25, 2020:

- Cost for building and equipment sanitation: \$343,405
- Personal Protection Equipment (PPE): \$135,648

Due to the reduced on-site workforce, the following savings have been realized:

- Number of pages printed\*

1/1/2019-7/24/2019	1,121,097
1/1/2020-7/24/2020	566,803

*\*The reduction is almost 50% YTD and equates to 37 trees.*

- DocuSign was deployed to allow for contract and signature routing of internal documents as well as external documents such as applicant project mylars.

*To-date: 1381 documents have been routed and completed, most within 6 hours. This is a large reduction not only in printing, but also in completion time which previously was approximately one week.*

- City Hall Water Usage

2019	MARCH	APRIL	MAY	JUNE	
CONSUMPTION (gallons)	356,821	687,460	4,601,267	7,647,335	
BILLING TOTAL (dollars)	\$12,561.10	\$15,941.69	\$51,721.64	\$80,675.87	
2020	MARCH	APRIL	MAY	JUNE	
CONSUMPTION (gallons)	274,535	169,808	559,543	858,764	
BILLING TOTAL (dollars)	\$11,411.88	\$10,293.58	\$14,408.69	\$18,623.03	
Year over year variance	MARCH	APRIL	MAY	JUNE	Grand Total
CONSUMPTION (gallons)	82,286	517,652	4,041,724	6,788,571	COVID Reduction
BILLING TOTAL (dollars)	\$1,149.22	\$5,648.11	\$37,312.95	\$62,052.84	11,430,233
Reduction %	23%	75%	88%	89%	\$106,163.12

- Teleworking and Trip Reductions by City Staff YTD

Mode	Number Of Users	Number Of Trips	SOV Miles Saved	CO2 Emissions Saved (LBS)	Gasoline Saved (Gallons)	Dollars Saved
Telework	383	38,715.48	522,445.24	513,562.12	25,598.55	\$193,311.00

## **Impacts to Operations, Programming, and Work Throughout the Organization**

### **REMOTE WORKFORCE**


The Technology and Information Services (TIS) department of the City deployed Microsoft Teams to all staff within one week of the emergency proclamation. Teams software is available on all devices including smart phones allowing staff even in the field to be connected and participate in meetings or briefings unlike ever before.

The addition of Teams has been cited by staff as the most significant tool supporting the remote work capabilities such as external meetings with applicants and partners, staff meetings, trainings, public meetings, development meetings, inspections, phone calls, and document sharing.

Over the past four months since the closure of City Hall, the following actions have taken place remotely:

- More than 50 public meetings
- 12,863 Teams meetings scheduled
- 49,962 Teams calls
- 1,066 of group Teams calls
- 272,763 of chat messages

The ability to hold over 12,000 scheduled remote meetings has allowed the City to continue many essential operations, stay professionally connected as a workforce, and keep the community we serve informed and involved.



**Deployment of tools such as Teams and DocuSign, as well as looking for ways to continue to refine temporary and permanent policies and tools demonstrates alignment with the Recovery Plan's guiding principles of flexibility and resiliency.**

### **BOARDS AND COMMISSIONS**

The filling of board and commission seats was paused in March. There are currently 9 vacancies that need to be filled. Recruitment and appointments will be recommencing in August 2020.

### **CITY COUNCIL**

The City Council Committee of the Whole, Study Sessions and Regular Business meetings were briefly paused, but resumed consistent with the Open Public Meetings Act (OPMA) guidelines in March 27, 2020 using the Teams virtual meeting platform.

### **NEIGHBORHOOD MEETING AND HEARING EXAMINER**

Public meetings and hearings have continued as scheduled, but with extended comment periods and with meeting recordings made available on the City website for those who may need additional time to access meeting information online.

## **Summary**

Overall, the organization has been able to effectively adapt to social distancing restrictions and transition to a majority remote and digital workforce with approximately 400 of 774 total permanent and supplemental staff working remotely in some capacity. While it initially took some time to retrain customers through virtual avenues for accessing customer service or permitting information and applications, most are familiar with the updated processes now. Some roles continue to necessitate staff being present in-person and in the field. This requires us to ensure ongoing adaptation and management on how we can maintain safety for all.

Some challenges have included exhausted and fatigued staff caused by expanded workloads and back-to-back meetings due to perceived increased availability that the transition to a remote workforce has generated, and an overall culture of urgency in response to the pandemic. The pace of Citywide public business has also been altered as a result of challenges created by the council extended agenda backlog from the OPMA restrictions, cumbersome routing processes for agenda topics, lack of succession planning, redundancy in knowledge of essential information and processes, and difficulties with recruiting of new staff as many potential recruits are hesitant to leave current positions.

# **Current Conditions and Impacts Assessment by City Department and Division**

## **Communications**

All work in majority has shifted focus to current emergencies and response. Staff supported two emergency centers that were open at the same time and have had to frequently work outside of their accustomed area of expertise or traditional areas of assignment. In order to be highly responsive to operational and community needs, updates to City branding and upcoming planned editions of the Focus newsletter have been paused. Additionally, due to emergency workload and to accommodate the immediate turnaround of simultaneous requests, thorough proof reading has not been achievable for deliverables.

More communications and involvement have been deployed via virtual platforms. Staff are relying heavily on digital channels such as the website, eNewsletters, and social media to keep the community updated on the City's efforts. Communications implemented a website pop-up in an attempt to increase participation in the City's digital eNewsletter and keep the community connected to current information.

While all those in the community may not have access to these forums, the options have increased the ability for many to participate that had not previously been able. Adjustments made in response to COVID-19 has opened the door to more acceptance of virtual outreach options such as virtual town halls/forums/meetings.

Ongoing concerns and challenges to communication and information distribution include limited time for research and implementation of best practices. Workloads have increased during the pendency of the pandemic to ensure responses to the increased volume of public inquiries are provided in a timely manner. In addition to the increased number of inquiries, workload volume has increased because, most of the time, staff needs to look further into the request and coordinate cross departmentally in order to provide complete answers.



## **Customer Service**

Due to the absence of public access to City Hall and proximity of staff workspaces, no more than one staff member will be in the office at a time. This has generated some modifications to business practices and additional work. A single staff member is in the office twice a week for services that cannot be done remotely such as cashiering, payment processing, and deposits. This also has created limitation and delays to applications as permit fees paid via check payment/deposits are currently only processed on Tuesdays and Thursdays.

While this has been cumbersome and expanded previous workloads, staff has learned new processes about other departments' workflows and how they approach payments processing for specific types of fees. In this adapted role, the Customer Service team processes payments then advises the respective department regarding payment status.

Work that may have previously been processed or supported by multiple staff is now being completed by only one staff member who can be on-site. Customer service now reviews and opens mail for multiple departments, provides email updates, or scans and sends documents to permit technicians, the Mayor's office, and the City Clerk. Most other work, however, can be done over the phone and via email while still providing excellent customer service to the community. Staff are directing more people to digital processes and resources.

Overall, electronic systems are working well and allowing staff to work remote most of the time. There have been some learning curves and continued challenges, but also the adjustments have built stronger working relationships with other departments through new avenues that Customer Service is supporting.

## **Environmental Sustainability**

The community involvement portion of the City's sustainability work has been challenging due to social distancing requirements. This is especially true as the City tries to reach community members who prefer to access information via non-digital formats. Despite this, the City experienced strong stakeholder participation as online platforms made it easier for participants to access and attend meetings.

As the City moves from the development of the Environmental Sustainability Action Plan to implementation, near-term efforts will likely focus on actions that can be implemented with staff time, minimal budget, and grants. This is a shift from the planned approach and might impact the City's ability to make rapid progress towards the Plan's goals in the near-term. The Environmental Sustainability Action Plan will be implemented in the near-term with an emphasis on City operations and recognizing the hardships experienced by businesses and community members as a result of the COVID-19 pandemic. The Plan's near-term implementation priorities will focus on cost-saving actions for residents and businesses such as energy efficiency and renewable energy. Shifting priorities for response and recovery to COVID-19, and in preparation for the City's biennium budget, has slowed momentum of sustainability actions across the City. Resulting budget constraints, an outcome of the COVID-19 pandemic, are catalyzing regional partnership conversations in looking for opportunities to implement climate actions and achieve economies of scale.

Working from home and social distancing have accelerated alignment with key actions of the City's Sustainability Plan including developing a telecommuting policy, implementing the DocuSign system, and reinforcing digital permit review. The pandemic has encouraged staff to institutionalize key strategies that support the Environmental Sustainability Action Plan. A process to support telecommuting for instance, which is typically developed and implemented over the course of several months or years, has been implemented within a few weeks.

Overall, the planned work and anticipated adoption of the City's Sustainability Plan will continue to advance with some elements accelerated while other more costly components will be delayed. The COVID-19 pandemic has encouraged the City to think about what it means to be a resilient as a community. This is an important parallel as the City prepares for impacts of climate change.

## **Finance**

The Finance Department is continuing to support the COVID-19 efforts, manage ongoing large projects as well as maintaining day-to-day operations. Projects that have continued to advance include the Comprehensive Financial Report for 2019, the annual budget, and in collaboration with TIS, planning for upgrades to the financial and workforce management systems which represent two of the City's Big 4 projects.

The Finance Department is the financial arm of the Emergency Coordination Center. Staff have been modeling the costs of the pandemic to the City and communicating that information out to various sources. Additionally, staff is also involved in collecting information on money potentially coming into the City from revenue sources such as FEMA and the CARES Act.

Finance has been able to use electronic filing for many real estate transactions and other documents. Mail sorting must be completed in a timely manner to ensure the processing of invoices, employee claims for expense, fully executed contracts, certificate's of insurance, titles, Pro-card reconciliations, checks, etc. An employee works in-office once a week to scan and save mail that does not contain confidential information to folders by finance division (Accounts Payable, Operations, Financial Planning). Checks are routed to the safe for customer service to process with the Finance Director; however, because mail is only reviewed once a week, there is a slight delay in processing accounts payable (AP).

In general, the Finance Department has been able to make a smooth transition and was well prepared due to a 12-month training and preparedness program taught by the Emergency Management Division that culminated in a 2-day full scale exercise completed in 2019.

## **ACCOUNTING**

Accounting has staff scheduled to work from City Hall during the week to respond to audit requests, scan and sort mail, print physical AP checks for vendor payment, and issue live payroll checks. Staff have been able to electronically file AP documents such as vendor invoices reducing both time, waste, and needed storage space. DocuSign has been a significant new tool that is being used to complete signature routing processes remotely and without face-to face contact or hard copy routing. Other processes take additional time than they did previously. Due to COVID-19 related activities and modifications to existing processes, some staff have taken on several new tasks. As a result, other tasks have become less efficient.

## **PURCHASING/ TREASURY**

Like Accounting, some purchasing processes cannot be done remotely or take more time to complete. In a few cases, programs have had to pause all together. In-person purchasing trainings are currently unavailable and the City's surplus program is temporarily paused. ActiveNet refunds (processing refunds for Parks) has increased staff's workload due to recreation program cancellations and there has been an influx of tax deferral requests in response to economic impacts experienced by businesses. All bank deposits have been moved to customer service in the interim to reduce duplication of efforts.

The implementation of new tools such as DocuSign have expedited the routing of contracts and streamlined bid submittals, both of which are anticipated to be permanent changes to business practices.

It has been difficult finding streamlined and safe solutions for some notarization needs and the processing and tracking of bank deposits against Dynamics' transactions.

## **PAYROLL**

Payroll has had to adapt several manual or in-person processes to hybrid or digital formats. Most Verifications of Employment come to the City via fax or are not sent in a fillable format. Currently, one staff person processes the verifications when they come into City Hall for payroll. Employee files have traditionally been kept as hard copies with documents like timesheet corrections and Personnel Action Notifications (PAN) being added to employee files after payroll has processed. Now these are scanned to a folder for each payroll. This has been effective and may be a permanent process change. PANS are no longer processed via a live routed document, but via DocuSign reducing the number of days in process and the associated waste. Some processes have customarily been done manually due to the simplicity and scale of the task such as Council Register and Employment Security Notices. Digital workarounds have been created to ensure continued processes, but it is cumbersome. For some procedures, technology does not provide a more efficient system.

## **UTILITY BILLING**

An initial impact of teleworking was the loss of the customer service phone line and it took approximately one-week to restore and has been effective ever since. The Utility Billing division continues to work with the community on payment of utility bills, helping customers who are struggling, and managing payment plans where necessary. Without being in-office, the City does not have the ability to file and process liens. This could result in a revenue loss as it is only possible to file for service within six-months of the past due date.

Previously, notice of potential water terminations have been used as an incentive for customers to pay outstanding bills. However, since we are no longer terminating services due to the pandemic, extra time is given to continue processing and monitoring past due customers in order to send emails, first past due letters, second past due letters, and phone calls.

Overall, staff complete their work from home except for a few items that contain confidential information from low income senior discounts, direct debit applications or notices from the Northwest Kidney Center. For these more sensitive items, a staff member comes into the office once a week.

## **Fire Department**

### **EMERGENCY MANAGEMENT DIVISION**

Multiple programs have been canceled or paused due to the pandemic including community preparedness programs such as Redmond Community Emergency Response Team (CERT), Stop the Bleed, and Redmond Ready. Some programs are anticipated to restart in a modified fashion in the fall of 2020 while others will require additional external guidance from other agencies and partners before a path forward can be identified.

Emergency Management Division (EMD) staff has a hybrid work schedule, part time at Fire Headquarters and part-time remote work, which allows staff to stay connected. Staff has used the commute time savings to respond to increased community inquiries and email traffic.

Presently, the focus of the EMD is:

- Activation of the Emergency Coordination Center (ECC) to monitor and support operations for events such as the peaceful community protests
- Outreach activities to support the community such as free mask distribution, free pet food, and veterinarian services
- Update work on the City Emergency Management Program (CEMP), Hazard Mitigation Plan, and the creation of a new Emergency Support Function Annexes and Pandemic Plan

### **FIRE PREVENTION**

All Fire review and permitting has been able to transition to a remote interface. Inspections have been able to continue when safe distances can be maintained. Fire Prevention staff coordinated with the Lake Washington School District and major employers to schedule annual building inspections to maintain inspection outputs and provide efficiencies in completing inspections when buildings had low occupancy. Staff focused on clearing re-inspection deficiencies that were resolved through completion or repairs verification through remote means. Microsoft Teams was used for daily check-ins with staff, for coordinating inspection assignments, and to provide staff with training and department communication.

Most services, except for blood pressure checks at fire stations, have been able to be maintained. Use of PPE is mandatory, safety and distancing provisions are in-place where possible, and screening of all staff is required. For on-site and field staff, screening procedures were implemented including establishing one entry point for each station. All staff are self-screened prior to shifts and a minimum of one additional time during the day. The screening includes a temperature check and assessment of any known symptoms. COVID-19 screening is executed again when symptoms appear for any of the City's first responders. Protocol requires verification of screening and record keeping.

### **FIRE RESPONSE**

The pandemic has not changed how the Fire Department handles 911 calls. All incidents, whether they be fire related or EMS, are prioritized for life safety, property conservation and incident stabilization. Fire crews continue wearing full PPE and now also practice social distancing when appropriate on all calls.

During the initial COVID-19 outbreak, the City had some difficulty obtaining PPE because the normal process of obtaining a quote from the vendor, to getting a purchase orders through the City, was too slow. Pro-card limits were raised to make emergency purchases, however, by that time, most of the PPE supplies to be provided by the vendors had been exhausted.

The department also had temporary impacts to work staff resulting in increased workloads as some members were quarantined.

Internally, the Fire Department has instituted rules for all personnel reporting to work to check their temperature and sign in. Temperature checks are done 3 times a day. Also, all fire stations and apparatuses are disinfected in the morning and afternoon each day. Personnel are required to wear face masks and practice social distancing in the fire stations. The crews are also monitoring the mental and physical stress that members are going through and offering any assistance that they may need.

Required fire training, often in collaboration with other fire departments, includes wearing face masks, social distancing, and disinfecting of all equipment used. Classroom training has been modified to keep personnel six feet apart and/or offered through Teams.

Overall, the Fire department continues to operate COVID-19 best practices as outlined by the Centers for Disease Control and Prevention (CDC) and King County Public Health. The department continues to be flexible, knowing that improvements can be made to processes as time continues.

## **Human Resources**

Several standard operations have been automated for online and virtual access. Some of the changes have also created process efficiencies and reduction in resource use such as paper and printing. Automation has included use of DocuSign for PANs, leaves and reclassifications, and onboarding and recruitment procedures. New staff orientation, Expedition Series training for supervisors and meetings including the civil service board, Employee Benefits Advisory Committee (EBAC), and other committees as well as labor relations have all shifted to a virtual format. In addition to advancing planned 2020 workplan components, staff has adjusted policies in response to COVID-19 to include new work from home directives, and Governor Inslee's Safe Start requirements. These adjustments include new permanent telecommuting, alternative work, Search Results Featured snippet from the web Families First Coronavirus Response Act (FFCRA), and emergency protocols.

Document requests for materials that are not currently digital or historic files that require on-site staff have created challenges in providing a timely response. Providing personnel file automation and virtual meeting venues have resulted in increased participation during committee meetings, in use of training resources, and by stakeholders involved in policy refinements. However, the necessary and rapid turnaround of legal changes has resulted in less stakeholders input on certain policies and processes. HR is limited on resources to safely (per technology policy) share, transmit, and accept confidential information electronically with external customers. Policy revision priorities have shifted, and urgency has been given to some items previously on hold for future consideration. In general, policy work has been more expansive because development or updating policy while experiencing the topic in practice generates potential for more robust policy solutions.

Recruitment efforts were paused in the month of April which allowed leadership to reevaluate hiring needs in respect to budget. The City initiated close monitoring of all non-critical expenditures, which included imposing a hiring freeze. Roughly 40 positions that were in the recruitment queue were paused, reviewed, and 10 remained permitted to proceed. HR restructured the City's internal recruitment approval routing process to ensure that financial approval was closely reviewed and granted for every requisition requested. All current recruitments (regular and supplemental) continues to be held to that standard, and only those positions that meet essential services for the City are permitted for recruitment. Generally, interviews and testing remain virtual and new hires are subject to a virtual onboarding experience.

Overall, all essential services offered by Human Resources have been able to proceed with little interruption including staff and management training, onboarding, meetings, and policy updates. Staff anticipates maintaining some virtual meetings with stakeholders and routing of DocuSign forms as an efficient, flexible and trackable method for sharing certain documents and information.

## **Parks and Recreation**

The most significant impact for parks and recreation staff has been implementing park amenity closures, program modifications and program and event cancellations to maintain the highest level of service possible in a remote manner. The 2020 Activity Guides and Summer Camps Guide has been removed from the City's current marketing strategies due to most programs being canceled. To address the many cancellations, impacts of the Governor's Safe Start Order, and recreation and facilities planning, the Parks Department developed a Continuity of Operations Plan (COOP) detailing adjustments made to each functional division and program offering. Some programs that have been postponed or canceled will be re-envisioned in a new format. Derby Days is one example, moving to a virtual format, but encouraging the continued community participation through virtual 5K sign-ups and other family-friendly activities. Where programs have not yet been adapted or are being planned for the future, the divisions are working to build in flexibility during the planning process. In addition, some of the recreation staff have been redeployed to offer a park ambassador program; providing a presence in parks, encouraging mask use and social distancing and monitoring the parks for health and safety concerns.

### **SENIOR CENTER AND PROGRAMMING**

The budgeted workplan has been significantly impacted due to the many required program format modifications, revenue source reductions and workforce changes. Traditional daily and weekly duties have continued for all programs including, but not limited to, guest services functions, camp and recreation activity planning and management in all, all maintenance and facility management activities, and administrative support functions. Limits placed on the supplemental workforce have resulted in added responsibilities for many full-time staff members who are also responding in the immediate term to the pandemic and facilities' needs.

The increased emphasis on electronic communications and program formats has required creative thinking and retraining of customers but has been successful. The community has expressed a deep appreciation for the Parks Department responsiveness to the current situations, creative approaches to opening facilities, parks, supporting small businesses, and modified event programming where possible.

### **PARKS MAINTENANCE AND OPERATION**

With field maintenance staffing levels reduced to 65 percent of normal, Park Operations is primarily focused on safety and liability work items, with asset protection as their secondary point of emphasis. Preventative maintenance and beautification work are only being done as time allows. Current Phase 2 closures of playgrounds, sports fields, basketball courts and shelters has changed the way the public is using the park system. Parks Operations is seeing an increasing segment of park users that are choosing to use closed amenities even though there is a robust communication plan to inform and educate users via signage, banners in addition to the park ambassador program. Turf irrigation reductions taken as 2020 cost savings are now becoming very evident as turf at identified locations goes dormant.

### **PARKS FACILITIES**

The parks and facilities crews have been fully deployed and continue to work on maintaining safe and healthy environments for residents, staff, and visitors. The Facilities division continues to monitor building conditions in all City buildings to

maintain and address safety, security, and HVAC needs. Facilities staff are supporting PPE inventory and distribution requests in occupied buildings and performing monitoring in unoccupied buildings. New service requests are being reviewed and prioritized prior to dispatch. Aesthetic service request are lower priority and are only being done as time allows. Facilities crews are also continuing planned Capital Improvement Projects (CIP) project work in multiple sites throughout the city.

Overall, staff has been able to be highly responsive to impacts the department has faced due to the pandemic. Many programs have been canceled and many others have been identified to proceed forward as part of the COOP. Most administrative, planning, meetings, and customer service-related efforts have adapted well to virtual and flexible formats. All staff have had to engage Parks and Recreation customers in new formats.

# Planning and Community Development (PCD)

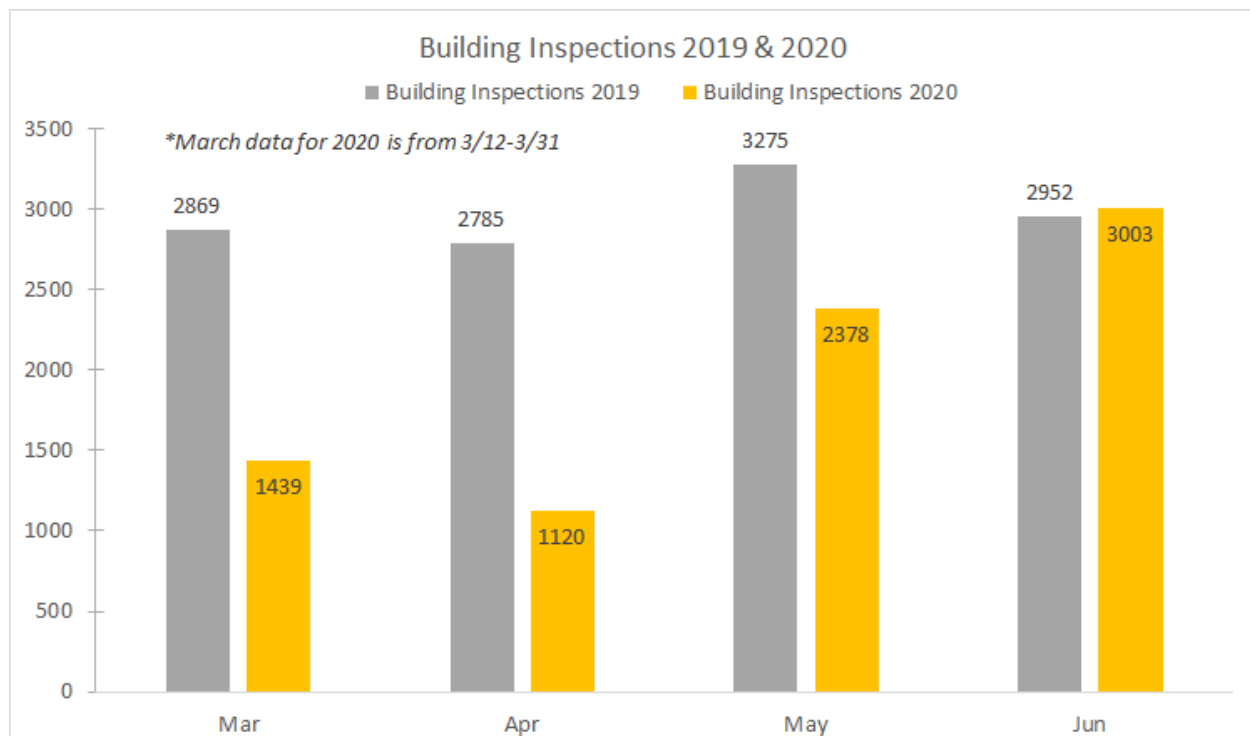
## Development Services

### BUILDING INSPECTION

During initial stages of the COVID-19 response, staff partnered with customers in utilizing mobile phone technology (“Facetime”) to perform inspections of simple system components such as ditch cover inspections or rough inspections of limited areas.

This method could not be deployed for interior inspections due to environmental conditions present on construction sites (poor lighting, material storage, etc.). Presently, all inspections have been able to resume on-site, but inspections via video technology remains an option for instances where social distancing cannot be maintained, or other safety considerations prevent direct visual inspection of system components. Daily screenings and on-site protocols are required for all field staff. Prior to Teams being available to all staff and while inspections were temporarily suspended, staff briefings and meetings took place outdoors while observing social distancing protocols. Meetings outdoors have continued to be an effective way to debrief when laptops or Teams enabled devices are not available, or when the connection is useful to maintain morale.

The Building division made use of available online platforms for inspector training in preparation for the technical code update that will become effective in February. City of Redmond Clip training portal provided effective means for increasing inspector software skills with applications such as Microsoft Teams and other office applications. Employees can complete training at their own pace and repeat lessons as needed.



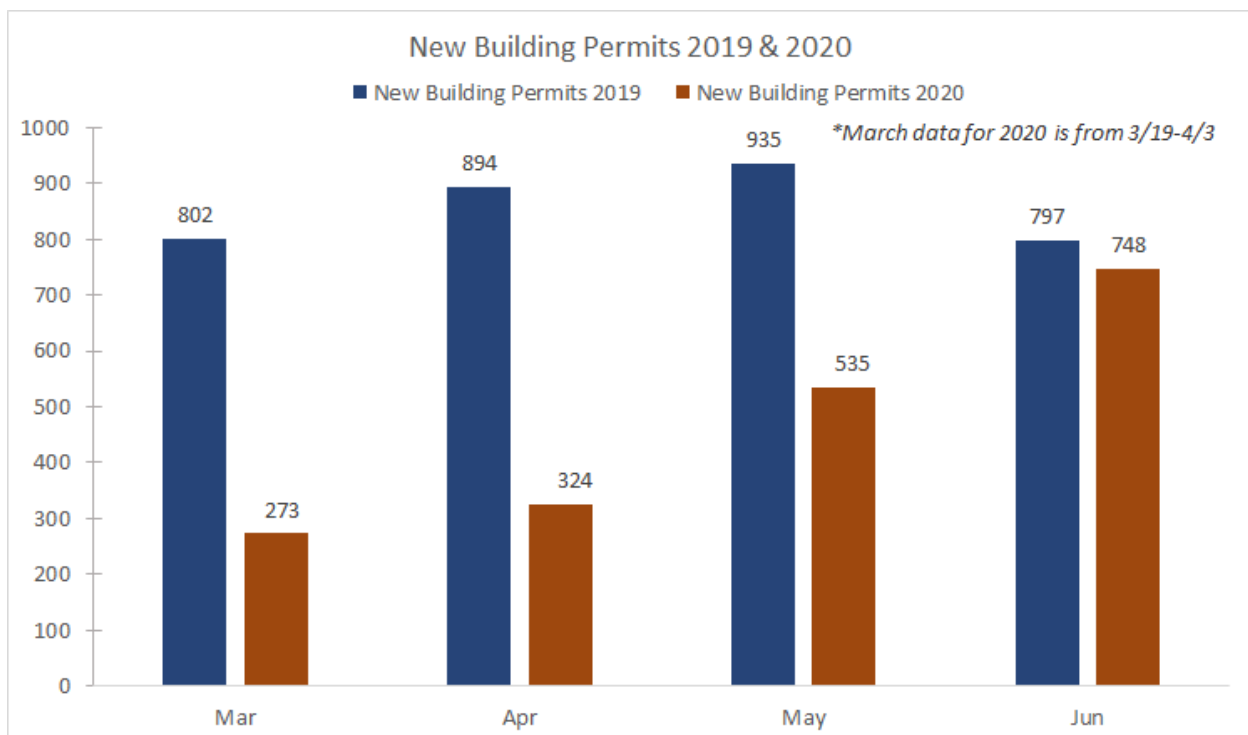


## BUILDING PERMITTING AND PLAN REVIEW

Business processes and services such as permitting intake and review have been able to continue for the most part uninterrupted and were stood up in a remote format within about one business day. Staff have been able to transition reviews, intake, customer calls, internal meetings, external meetings and payments to remote options.

The transition has required additional time to retrain or guide applicants who preferred coming in-person previously. While target dates are still commonly being met, the stress of the pandemic and its impact on the economy is generating additional urgency from customers. Staff has been able to continue collaborating and staying connected via Teams. During the early period of transitions to remote working, staff also relied on personal communication channels (cell phones and email) for daily interaction between inspections and technical code experts to avoid project delays.

Code update training via Washington Association of Building Officials (WABO) was made available via live online training, but this platform has limited communications and networking between code officials in other jurisdictions. Some staff experienced challenges with this training resource and were unable to pause or repeat lessons. In these instances, a more interactive setting could have been helpful.



## ENGINEERING

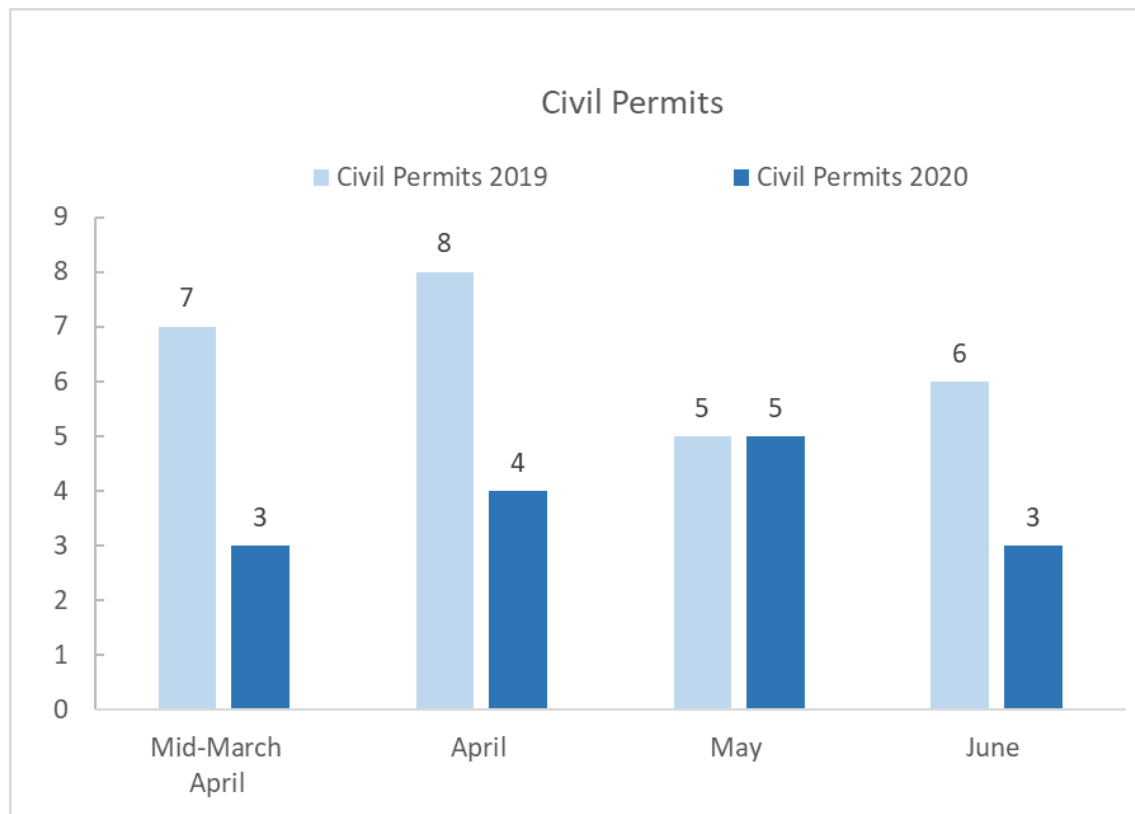
Development Engineering was able to immediately switch to virtual meetings, collaboration, and plan reviews within one business day. Staff use Teams or Zoom to communicate with engineers and developers. In addition to using Teams to meet digitally, Development Engineering has used new tools to hold demonstrations, staff trainings, and route documents for electronic signature. Staff now use DocuSign for digital signatures on civil construction Mylars, Boundary Line Adjustments, easements, final plat documents and refunds. Accommodations have been made for submittal of original documents (administrative documents, performance bonds, etc.) that will need to be retained with wet signatures on-site.

Working remotely has provided an opportunity to focus on streamlining records management processes and look for opportunities to transfer in-person, fax, or paper processes to a digital format to greatly reduce processing time and ensuring more consistent records management. This has also improved consistency with uploading documents to EnerGov and Network Drives. Hydrant Meter Use Permits are being processed electronically via email and Redmond Electronic Permit System (REPS) portal. Monthly hydrant meter permit invoicing and Tap & Connect are now done electronically and no longer sent out via mail or fax machine. While many efficiencies have been implemented, processes that must remain manual such as confirming validity of original documents requires approximately 24-48 hours to turn around due to the reduced City Hall access where these tasks were previously processed over the counter.

Self-servicing opportunities have increased for customers and staff has helped provide guidance on how to view records in response to public records requests, manage accounts, pull receipts, and view outstanding balances/invoices. Most changes have been well received and appreciated by customers. However, difficulty recruiting and hiring staff during the pandemic has been a significant challenge for the division and has stressed staff and elongated review timelines.

As application volumes have continued to increase, predictability has decreased, and overall customer satisfaction has begun to erode. Capacity limitations are causing increased timelines and requiring staff to work late evenings and most weekends.

Overall the shift to digital processing of workloads and hosting meetings has been a smooth transition for both staff and customers. Minor issues have arisen related to processes that must remain manual and efficiencies that are still needed cross departmentally. The largest issue remains in recruitment of senior level engineers to meet application volumes and project demands.

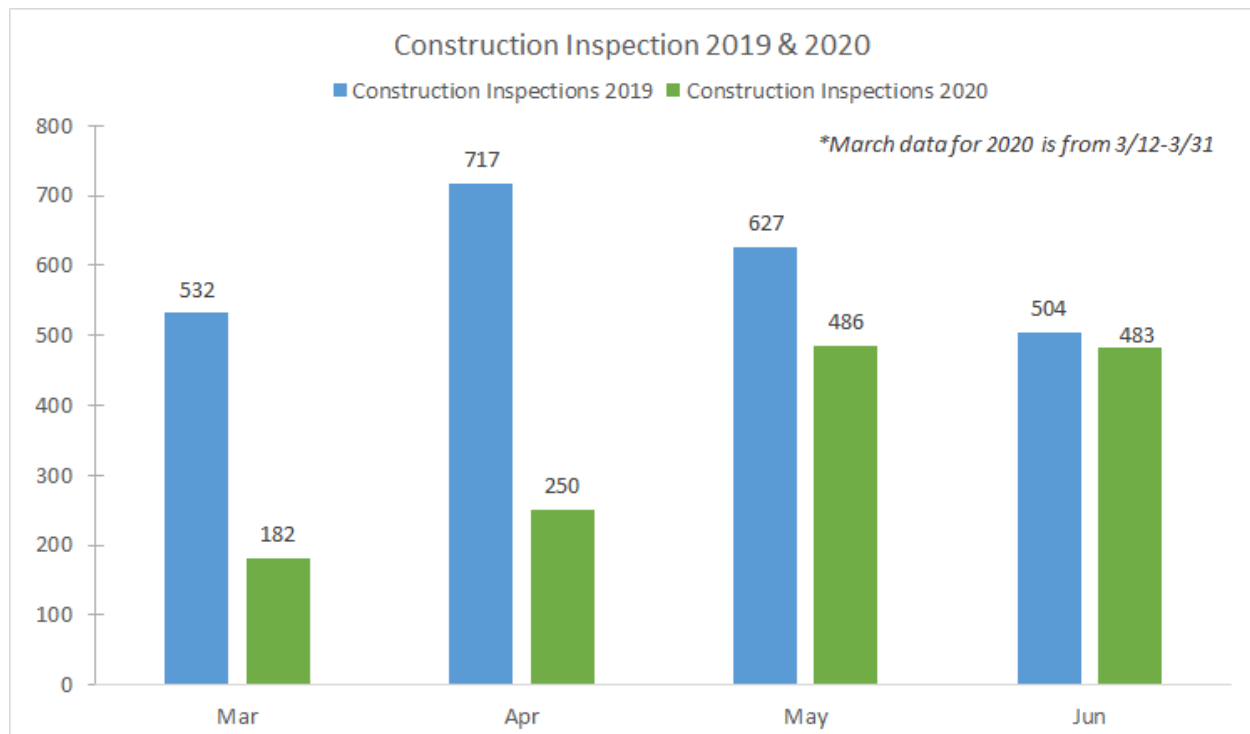


This chart represents the number of new Coordinated Civil Review (CCR) applications only and does not reflect to the backlog of work or other civil related permits such as Engineering Deviation, Water Meter, Side Sewer, Hydrant Use, Final Plats, and Wet Weather permits. Through mid-July, nine applications have been received, and 59 total permits remain in review. Due to staffing capacity limitations, internal processing issues, site condition complexity and the number of deviations per project, applications are taking significantly longer to reach decisions.

#### CIVIL CONSTRUCTION INSPECTION

Presently, all inspections have been able to resume on-site. Daily screenings and on-site protocols are required for all field staff. Some minor adjustments to business practices have been put in place in response to the closure of City Hall. Hybrid virtual pre-construction meetings followed by a field pre-con at the site with field inspectors and developer/contractors have allowed pre-cons to continue safely in-person but have also enabled technical review staff to remain remote.

Overall, issues have not been difficult to overcome, and staff flexibility has highlighted how small adjustments to business practices can be effective in keeping projects moving forward, thus preventing backlog in the future. Hybrid pre-construction meetings are expected to be a permanent process improvement going forward.



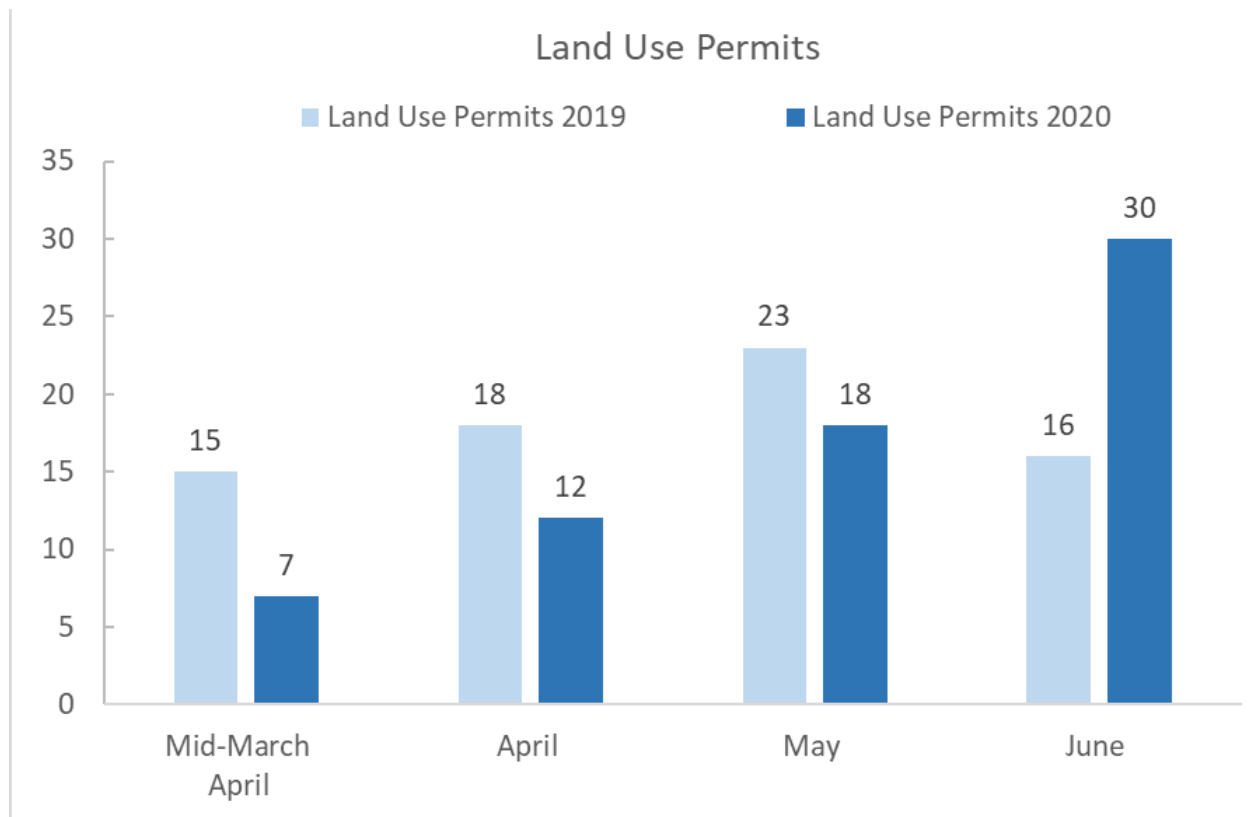
#### CURRENT PLANNING AND ZONING CODE

Some minor workplan items have paused such as template updates. The bonding backlog removal project was temporarily paused for 30-days because access to bonds needs to be available online going forward to be able to close out projects remotely and limit any hard copies of City files being taken off-site. This project has now resumed. Additional workplan items such as the annual zoning code clean up and the planned rewrite of the zoning code have continued forward due to their significance in recovery and responding to both the required updates to the Comprehensive Plan and to control the cost of doing business within the City.

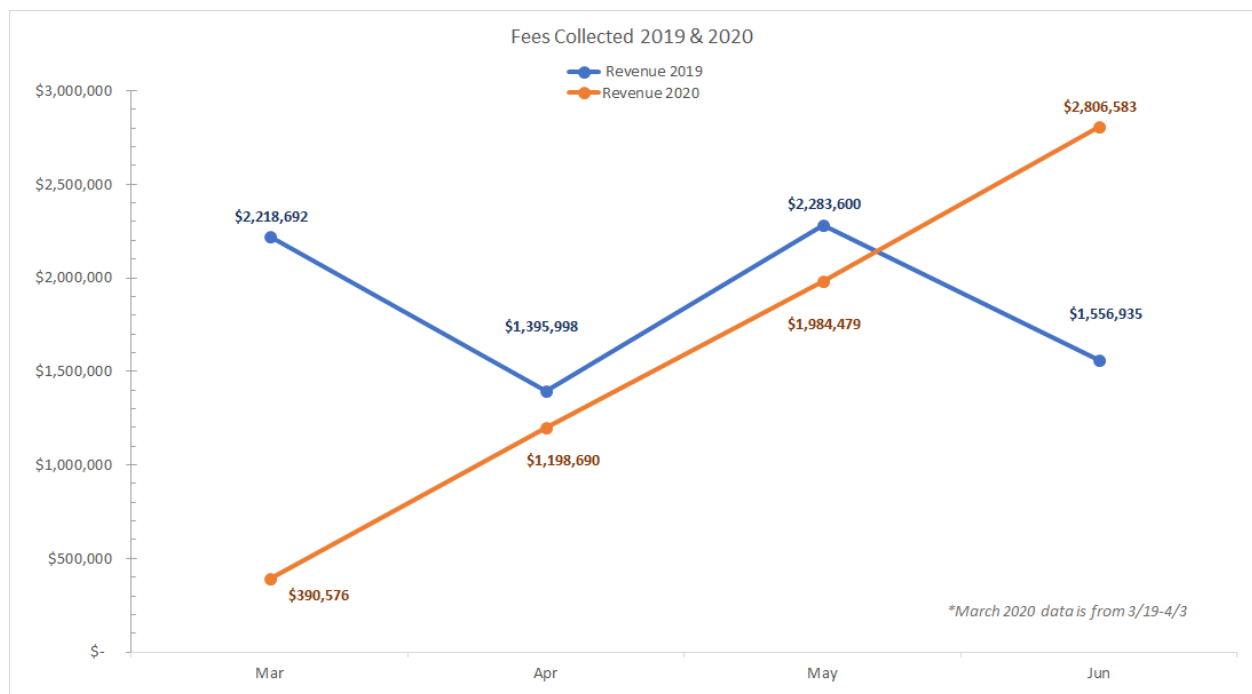
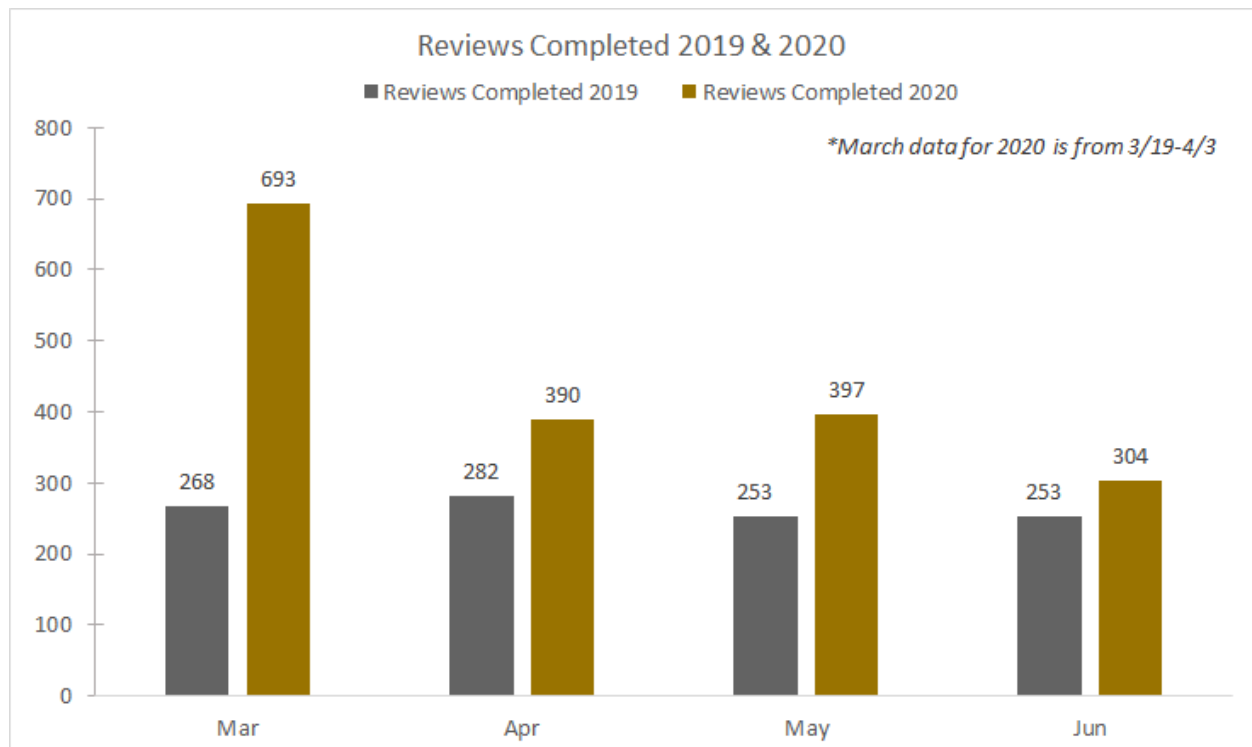
All planned training was canceled or postponed. The Planning Academy restarts on August 6 to addresses some reoccurring training gaps from the past few months. Most other programming and budgeted workplan items are identified as an essential service because it ensures legal compliance of all project applications submitted to the City. Current planning and zoning code update work has continued, but in a completely remote form except for field inspections.

At the on-set of the pandemic, it was anticipated that the pace of permit submittals would immediately begin to slow. While we still do not know what the future will hold, permits volumes have not declined, and have in fact increased month over month since the pandemic began. However, due to current open vacancies and a temporary hiring freeze, staff has had to carry extremely heavy workloads for several months, necessitating very long shifts and working on weekends that are far in excess of forty or even fifty-hour work weeks. Many current planning staff members sit on cross-divisional and cross-departmental charters. While staff has done their best to continue to contribute, their ability to do so has been limited which has the potential to impact entitlement compliance or process improvements later. If level of service decreases too substantially, it will impact the City's ability to take on new permits and support the economic rebound that is necessary to emerge from the effect of the pandemic.

Overall, current planning has continued executing essential services and programming that will be essential to the City's recovery and response to the recession. A temporary Standard Operating Procedure (SOP) for all division operations was created to streamline and clarify process (virtual neighborhood meetings for example) as much as possible. However, the workloads being carried by staff are not sustainable and generating several other issues including reduced levels of service, predictability and consistency. Additionally, there will be ongoing impacts to morale and reduced training to keep technical review staff up to date on current best practices or legal requirements. This outcome also impacts the City's ability to retain qualified staff. The division would benefit from streamlining of cross-divisional and departmental processes, as well as improved role definitions and coordination expectations between divisions and departments that support Development Services Center work.



## Overall Development Services Reviews and Revenue



The Development Services Center has collected \$6,380,328 in total permitting revenue for March through June of 2020 compared to \$7,455,225 for the same period in 2019. Once construction resumed, permitting and inspections activities have continued to increase towards pre-pandemic volumes.

## **GO REDMOND AND COMMUTER ASSISTANCE OFFICE (CAO)**

The City's trip reduction programs suspended transit and vanpool fair subsidies in response to the Stay Home, Stay Health Order and King County Metro's decision to temporarily suspend bus fare collections. Staff expanded and pivoted programming to target and support essential workers who were still needing to travel and experiencing impacts of reduced service, limitations on route options, and increased safety concerns. The City's Go Redmond grant program executed in partnership with King County Metro, was modified to help employers encourage and allow telework options via quick grants for Zoom and Teams and to support pedestrian and bike safety through parklet barrier grants.

Many of the Transportation Demand Management (TDM) processes had not yet transitioned to a digital format and therefore were impacted by the closure of City Hall. Locker assignments and parking permits for essential staff and Orca cards have not been able to be distributed with consistency due to access protocols, rhythm of requests and on-site staff availability, as well as required logging and tracking of information for auditing purposes.

Overall, the majority of the trip reduction programming has been able to be modified to respond to the unique needs presented by the pandemic and partnership meetings with other agencies have been able to occur on a more frequent basis to help respond to impacted riders and employees due to tools such as Teams and Zoom.

## **HOUSING AND HUMAN SERVICES**

Due to the pandemic, work related to housing and human services has required a substantial increase in response related tasks. The needs of the community continue to evolve throughout the ongoing pandemic as do the ways the City needs to respond and coordinate with partners. In addition to the 2020 planned programming, staff is now managing federal COVID-19 Community Development Block Grant funding, and community and partner requests.

There also has been a dramatic increase in regional and local collaboration and coordination of efforts to ensure the City stays up to date on information, advocates for additional funding, targets fund expenditure opportunities, and responds swiftly to many new daily and weekly meetings. Staying abreast of the constantly evolving community response and emerging issues facing non-profit partners and other community stakeholders has been particularly challenging. As an example, when surveys and requests for information are sent out, by the time that a response is received, it is often already outdated. Due to non-profits reporting a wide range of funders and cities, intentional communication and collaboration is necessary.

Internal processes and business functions such as staff meetings and Human Services Commission have been able to transition to remote formats allowing workplan items to proceed and funding applications to be reviewed.

Overall, most traditional programming has been able to continue through remote work options. Some activities, however, have had to pause such as mental health or substance abuse group treatment and after school programming. These have ceased for a variety of reasons such as costs associated with technology infrastructure needed to meet Health Insurance Probability and Accounting Act (HIPAA) compliance requirements are too costly.

## **LONG RANGE PLANNING**

In preparation for updates to the Comprehensive Plan, the staff team is evaluating and rethinking public involvement, making certain that the Redmond 2050 (Comprehensive Plan Periodic Update) outreach and involvement is equitable and has broad participation from underrepresented groups. This is a challenge because it is not possible to rely on online tools when internet reliability and access is not universal.

However, many of the new tools and techniques being developed will continue to be used in the future because they allow broader opportunities for the public to provide feedback than ever before. In addition to public involvement, the approach to Comprehensive Plan Updates was expanded to include an emphasis on resiliency and adaptability in work programs.

Most staff work, meetings, and business processes have been able to transition to digital platforms while allowing staff to continue to stay connected and collaborate. Timelines have been unimpacted for the most part with exception of a three-month delay during project kick-off for the Redmond 2050 Comprehensive Plan Periodic Update and six-week delay to the Downtown Parking Management Strategic Plan due to a pause in Council meetings and bid processes. While most timelines have remained on-track, workloads have increased to meet restrictions imposed by the OPMA and to support other City programming and response efforts. Tools like Microsoft Teams has allowed work to proceed in most areas. Teams has presented some challenges during the transition to find a new group rhythm. Organic, casual conversations are not as possible or convenient and are missed by the staff team. The reduction in commute time and daily interruptions has increased staff's ability to focus when not in meetings, but equally has made it difficult to set boundaries.

New tools such as Teams and DocuSign have expedited some processes including formal recommendations by the Planning Commission which have gone from several days to a single day for signature. Staff has also been able to host online pre-proposal meetings, consultant interviews, and other elements of the Request for Proposal (RFP) process. However, some public meetings had to be delayed for re-design to an online venue and consultant response time was elongated early in the pandemic. The online pre-proposal meeting worked well and received much interest, participation, and good feedback. The process should be considered for permanent implementation. Overall, virtual venues have made consultant interviews easier and increased team member participation.

## **TOURISM AND ECONOMIC DEVELOPMENT**

Some traditional tourism promotions were suspended, and resources were instead reallocated to develop tools to communicate about which businesses were open, work with event planners to cancel events, and coordinate with partners on how remaining events could be postponed or modified to meet the Governor's orders. Planned visits to businesses with Sound Transit to discuss their project impacts were canceled, in addition to the foundation business classes held through StartUp425. Staff worked with partners to have resources from these two programs shifted to virtual formats where possible and were otherwise redirected to small business support.

Collectively, tourism and economic development have a total of 0.40 staff FTEs via a split staff member and supplemental staff. To effectively respond to the impacts of COVID-19 on local businesses, staff has had to dedicate four times the traditionally planned hours to this work program. Staff works daily with local businesses to respond to questions and connect them to resources. In partnership with other cities, Redmond has advocated and funded 1:1 small business financial support and business planning including complete loan packaging and creation of individual reopening plans. Staff has also been working with partners at the county and regionwide to coordinate creative ways to support local businesses in acquiring PPE, advertising current operations, and providing training. In response to the restrictions and limitations on reopening, department staff went door-to-door providing signage to create curbside pick-up of goods, presented an ordinance and resolution allowing temporary use of public right-of-way for outdoor dining, launched the What's Open Eastside tool with the support of TIS, and worked with OneRedmond on a number of activities including the development of a small business grant program.

Overall, staff has been as responsive as possible to stakeholder feedback and needs during this time. Due to the severity of the ongoing impact to small businesses, Economic Development continues to require an intense amount of daily staff



resources and attention. Like other areas in Planning and Community Development (PCD), staff is stretched extremely thin and the overall potential impact of their work is diminished.

## **TRANSPORTATION PLANNING AND ENGINEERING**

In general, most work has been able to be completed remotely and projects such as the Transportation Master Plan (TMP) and Sound Transit are proceeding on track as planned. Planned outreach strategies, however, will need to be revised to a digital format. Some programming has been or is anticipated to be impacted. All public Commute Trip Reduction surveys have been postponed and do not yet have a resumption date. On-street parking enforcement was suspended between mid-March and mid-July in response to the Stay Home, Stay Healthy Order generating an approximate \$15,000 loss in anticipated revenue. In addition to the suspension of Parking Enforcement, the pandemic and associated business recovery efforts have provided an opportunity for the City to quickly develop ideas and launch pilots such as, designation of curbside pick-up zones and piloting of code revisions for increased outdoor café space. In both cases, parking enforcement staff were redeployed to pass out information and signage to businesses Downtown alerting them to City support and new opportunities for use of the right-of-way.

Lime Scooter re-activation with revised cleaning protocols was postponed in May by the Emergency Policy Council (EPC). The impact to the City is the continued loss of a reliable micro-mobility option to the community, reduced mobility for the whole community (especially those who do not own a car), isolation and seclusion, and diminished access to the outdoors. The EPC shared that they would reconsider at a later date and work with staff on a path forward to resume this service when staff resources allow.

Planned Capital projects are moving forward but progressing more slowly as revenues are reduced due to the recession and potential modification to funding. Day-to-day projects and business practices have permanently adopted the use of new tools such as DocuSign and Teams for remote meetings. Pre-pandemic, the telework mode split for the City was around one percent. Presently, it is exceeding 50 percent, taking into consideration essential on-site employees. Additionally, a significant savings in staff time and vehicle trips is gained by not having to commute to multiple off-site weekly meetings.

Overall, most work has been able to continue to advance and adaptations have been effective. Ongoing impacts to travel patterns and usage are expected due to the increased fear of riding transit in a pandemic which will continue to affect transit ridership and revenue. This underscores the value of scooters as a safe and socially distant micro-mobility option that could drive additional reductions in car travel when the program resumes.

Impacts of the pandemic could continue to affect the City's programming and transportation planning and might result in a change to capital investment priorities in the long-term due to reduced peak-hour travel. Based upon community feedback and ongoing monitoring of functionality, more flexible use of curb space (e.g. the quick designation of curbside pick-up zones), and the right-of-way (e.g. the conversion of streets to ped-bike only) could be carried forward into the future. Community and bike/ped advocates have felt empowered to call for temporary street or lane closures to provide more space for walking and biking, and temporarily adjusted speed limits to keep speeds low with fewer cars on the road, all of which align well with the community vision for the urban centers.

## **Police**

Police programming and responses has been modified to meet demands while limiting potential virus exposure to the maximum extent possible. COVID-19 symptom screening of all 911 calls now takes place, helping officers choose the appropriate level of PPE and response. For instance, protocol for a death scene now requires only one police officer and

one fire personnel to check for signs of life in order to limit unnecessary exposure to others. Previously this would have involved a higher response until units were cleared but was modified following initial exposures in Kirkland that took place in March. Police are also using compression only CPR at this time in order to limit respiratory exposure to potential COVID-19 patients.

Due to the number of essential personnel who must report to work both in-office and in the field, modifications had to be made to business practices and customer facing services. Patrol teams took advantage of remote working on Thursdays, our typical training and overlap day. On alternating Thursdays, one squad would work from home to complete training, in-service requirements and paperwork, while the other squad reported to work to handle calls for service. This process has ceased now that in-person training can be conducted in certain situations and call volumes have increased. The Investigations Unit was moved to a rotating remote schedule; ensuring there were some detectives on-site during normal business hours while others worked at home to limit the number of employees in their open workspace. Some employees continue to work remotely, including program coordinators such as Crime Prevention Coordinators, Public Information Coordinators, Public Records Specialists, and others that can accomplish their duties from home.

For those visiting the Public Safety Building, many contacts have been moved outdoors where staff meet people outside of the building instead of in station rooms and the lobby as much as possible. Building access for staff was controlled temporarily to one main entrance for temperature checks and hand and boot sanitization took place before entering the building. This decontamination procedure has extended to all entrances so that employees can use different entrances but still check their temperatures and clean their hands and gear before coming inside.

Records and Communications [Dispatch] Divisions are now closed to other employees. Officers face significant exposures in the field therefore they are no longer allowed to enter Records or Communications Division workspaces. This has kept these units healthy but is a strain on morale. The entire agency is one team and it is difficult to have in-person contact eliminated for some critical support units.

Shift briefings have moved to Teams providing more opportunity for participation by staff that were previously unable to make briefings (example: Records and Dispatch were unable to leave their workstations but can now participate). However, remote briefings remove camaraderie building such as beginning of shift casual conversations. The use of Teams will likely continue in a permanent format to facilitate employee connections across the agency.

Community Programming has been able to transition in part to virtual formats and has paused all together for some. Block Watch Captains now meet remotely as this format worked well for them, resulting in high attendance and participation. This format initially did not work for the Community Equity Action Team Advisory Council due to connectivity and equipment issues, but workarounds were identified and at least one successful meeting has occurred, and more are planned.

All public facing programming including the Community Police Academy, general public safety classes, Coffee with a Cop, and other events have been canceled. This has been detrimental in relationship building with the community. Due to the department's biggest connection now being through social media, people who have limited internet access or language barriers have been unable to participate. As a nationwide crisis in policing is taking place during the pandemic, it has been difficult for the department to be limited in ways they engage with the community. Programming will commence as soon as feasible. The Volunteer and Explorer Programs have placed events on hold, although the groups are meeting intermittently online until it is safe to resume in-person activities.

Some non-emergency public services have been closed temporarily. Fingerprinting for public is not available. It was previously done by adult volunteers, most of whom are in high risk groups for contracting COVID-19. Alternative options are being explored including referring people to paid services. New Concealed Pistol Licenses (CPL) are also currently unavailable due to the lack of fingerprinting. This is working poorly for residents who want to obtain CPLs. The department has been working to find a solution and anticipates an updated process will be available soon.

Overall, the Police Department has been able to shift quickly, effectively, and safely to ensure reliable and ongoing delivery of essential services and are continuing to explore new ways to deploy programming that has been temporarily paused.

## **Public Works**

All Public Works staff shifted immediately to remote work. Plan review, project planning, and GIS support have all continued. Local Source Control (LSC) inspections at local businesses were put on hold during the Governor's Stay Home Order. After the order expired, staff has started to slowly phase LSC business inspections back in while being sensitive to needs of businesses during this challenging time such as giving advance notice to make sure it works for the business, PPE, etc. This has been well received. The goal is to listen and help businesses get what they need – it's more broad than environmental now, acting as a conduit to get businesses resources. Consultant work to conduct solid waste and recycling audits and in person door-to-door outreach at large multifamily complexes has been postponed indefinitely. Staff has pivoted capacity to working on outreach materials (handouts) instead that can be provided without physical contact, as well as working on code updates for solid waste and recycling requirements for developments.

Environmental utilities canceled planned recycling events which has been met with frustration from the community. New programming has not been determined yet for recycling events, but staff has completed a comprehensive update to the City's website and detailed a list of alternative locations where items can be taken. Stakeholder involvement for Environmental Sustainability Action Plan and Temporary Construction Dewatering work has continued on-schedule but has moved to a virtual meeting platform.

Additional unanticipated impacts from pausing the hiring of seasonal employees is a reduction in level of service (LOS) for vegetation maintenance & street maintenance. This is impacted further by the reduced availability of Washington Conservation Corps Crew which has also reduced vegetation maintenance and habitat restoration. Temporarily, fats, oil and grease (FOG) source control inspections have also been reduced to shift staff capacity to assisting wastewater crews.

Environmental and Utility Services Division (EUSD) shifted to daily supervisor meetings with the division manager versus once per week. This has helped in maintaining continuity and with work planning. EUSD manager provide an end of day report to division staff that includes regional news, leadership news, and a summary of what people are working on. This has helped in keeping staff connected while working from home. Utilities Engineering staff have an unstructured daily drop-in meeting that creates an opportunity to discuss engineering challenges, share institutional knowledge, and bounce ideas off each other. This also provides a social outlet that is missing from the telework environment.

In Operations and for all field personnel, vehicles have been reassigned to divisions and staff to maintain a 1:1 person per vehicle ratio, thus increasing the use of personal vehicles for City business. Vehicle cleaning takes staff additional time at the beginning and end of days. Some equipment that had previously been shared such as the loader is now only assigned to a single staff member. Stormwater Operations division is running the loader for all crews. Some changes in deployment of staff and facility availability due to social distancing restrictions has created new challenges. Staff who cannot work remotely full-time remain engaged through mobile technology as much as possible. Signal technicians and inspectors worked only out of fleet vehicles until just recently. The limited access to City Hall, limited restroom availability, and limited

access to the Maintenance and Operations Center (MOC), required crews to work out of vehicles. To secure the MOC and ensure protocols are met, the gates at MOC have been closed, making deliveries from vendors and site access difficult.

Daily crew dispatching has been modified from large group to small group to Teams. Management has been limiting tasks except for most critical to those that can be done by individuals. Extra time is needed for PPE to work in proximity on critical tasks (signal cabinet work, water main breaks, pump station cleaning, etc.). Schedules for field staff have been adjusted several times and social distancing limits number of days we have full crews available. Most operations staff had half crews on standby (mid-March to mid-June), and undertook training while at home (data entry, training, other divisions). All crews returned on-site June 22, 2020. Traffic operations schedules were adjusted to modified 9/80 schedules with one day of four hours telework to work on administrative tasks. In operations, maintaining the health and safety of the field staff and ensuring the ability to maintain critical services remains the City's highest priority.

Capital improvement project delivery has been impacted directly and indirectly by the COVID-19 pandemic. Budget reductions, for example, are underway and may be necessary for the short and mid-term, affecting all capital projects that are currently underway and planned for the future. A project undergoing the bidding process also needs to account for COVID-19 restrictions and associated costs. All people, including staff, consultants, and contractors involved in capital improvements are working from home, resulting in some additional time and potentially, in increased project costs. Some City services such as real property have also experienced a reduction in capacity, impacting the timelines and thereby costs of capital projects. In addition, standard practices of project budgeting and time allocations continue to impact project costs and in the long-term could be reconsidered. For example, staff time charged to capital projects when associated with operational delays, sick leave, or vacation is not reimbursable via grant funding.

Overall, many technology related improvements and efficiencies have been implemented. However, changes to bidding processes, adopted budgets, internal staffing changes, and capacity reduction, as well as updated prioritization of biennial projects may impact planned capital improvements. Teams allows field staff to attend meetings without restoring field work site and driving back to the MOC or City Hall which results in a savings in staff time. Morale is good. However, actions taken to keep staff safe separates crews and creates disconnects. Teams of staff are deployed from the MOC to respond in emergency situations and therefore it is difficult request that they work remotely at this time. One of the most positive outcomes has been increased collaboration with Parks and Facilities Operations. More synchronized messaging to staff and similar staffing/return to work plans, including the MOC safety practices document has contributed to more effectively coordination of activities.

## **TIS**

TIS does not provide outward facing services to the community, but does extensively support staff directly through equipment replacement, training and software upgrades, and implementation. Staff has been dedicated since March 12, 2020, to supporting the remote work transitioning of the organization, organizing equipment pick-ups, resolving issues, and rapidly rolling out new tools to respond to changes including Teams, Zoom, headsets, and laptops. As equipment has been replaced, TIS has re-purposed monitors, desktops, and laptops to support employees who are now working at home and in the office. Equipment supplies have become increasingly limited and TIS has made a conscious effort to use all available equipment to support the current split workforce and to ensure social distancing while employees are on-site.

Deployment of Microsoft Teams had been in planning, but the launch had not been anticipated so soon. Staff quickly deployed DocuSign to fill the need of routing internal documents requiring signature as well as external documents such as Mylars. Due to COVID-19 and the revenue shortfalls, TIS has postponed, canceled or deferred 18 programs, positions, or

workplans components. This includes the freezing of two vacant roles and discontinuing supplemental staff support, deferring PC hardware refresh and planned equipment upgrades, as well as pausing smart cities implementation and new software.

The majority of all TIS work can be done remotely or via safe distancing on-site. The Service Desk is scheduled on-site three days a week with limited hours to support staff picking up and dropping off equipment.

In the future as staff throughout the organization return to their physical in-office workspaces part-time, there is an anticipation that the City will need both a remote and on-premise offices without having to carry large monitors and equipment between locations. We do not have the equipment or funding planned for this at this time nor is there a plan in place of for what smaller drop-in setups might look like.

Overall, the transition to provide essential TIS services and support of ongoing maintenance during the pandemic has been especially smooth for most divisions. That said, with a large amount of programming paused for the time being and potential future adaptive needs for a split-workforce, there is a significant amount of planning that will need to be done to ensure that the City is prepared and properly equipped for the next few years.

# Community, Partner, Stakeholder, and Staff Involvement and Outreach

The American Planning Association (APA) outlines tactics for undertaking an inclusive and reflective recovery. These tactics include outreach to a broad range of partners and stakeholders and design of all engagements with the end in mind. Framing the issues should be the responsibility of the City or organization, as well as reframing issues and outcomes as needed to enable the community to respond and deal with issues being faced rather than positions held. A primary goal is to reduce ambiguity and ensure there are tangible topics for consideration and feedback.

Gathering information from the community and sharing the information collected from public involvement activities or ongoing emergency information is needed to aid in both short- and long-term decision-making. This tactic helps to expand the problem-solving capacity of the organization facilitating the recovery planning effort and the community participants.


A variety of inquiries were used to obtain insights from the community, region, and from staff during the first few weeks of the COVID-19 pandemic.

- Small business questionnaires
- Partner agency interviews
- Business stakeholder questionnaires and online focus groups
- Development community focus groups
- Community questionnaires
- One-on-one business interviews by OneRedmond
- A Housing Action Plan questionnaire that included two COVID-19 pandemic questions
- A City staff questionnaire

The pandemic also continued to evolve during this active feedback period. This resulted in an observable distinction in responses provided during early phases of the emergency in comparison those provided during the pandemic's mid-term/current phase.

Additional forms of involvement are scheduled to continue after the authoring of this report. The results of the following involvement efforts will be provided as an addendum:

- Redmond Partnership Network meeting
- Transportation and social service focus group



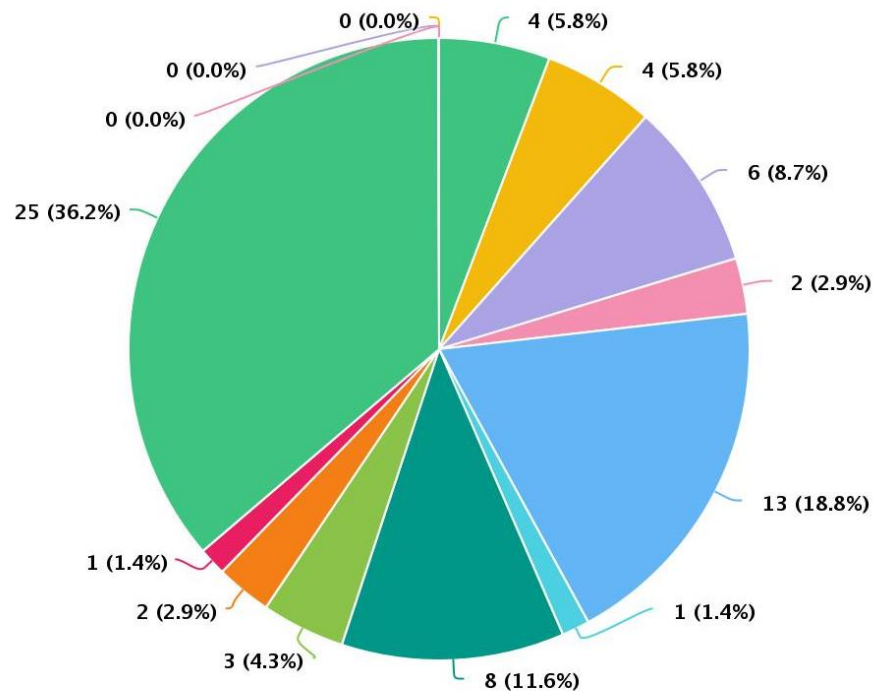
**Over 140,000 points of contact\* received information and over 35,000 engaged with information or participated in Redmond's Long-Term Recovery as of July 24, 2020.**

## Surveys and Questionnaires

### Small Business Survey

69 small businesses participated in the small business questionnaire during July 5 to July 23, 2020.

Most respondents represented enterprises involved in the business and information and the food and hospitality sectors.



### Question options

(Click items to hide)

- Business & Information
 ● Construction/Utilities/Contracting
 ● Education
- Finance & Insurance
 ● Food & Hospitality
 ● Gaming
 ● Health Services
- Personal Services
 ● Real Estate & Housing
 ● Safety/Security & Legal
- Other (please specify)
 ● Agriculture & Forestry/Wildlife
 ● Natural Resources/Environmental
- Transportation

Primary concerns of small businesses during that time period included:

- Ability to pay rents that had not been reduced
- Ability to secure personal protective equipment and other safety equipment including disinfectants
- Access to the Paycheck Protection Program

- Ability to legally operate businesses in general and to be consistent with standard operating procedures previously in-place

## Community Questionnaire

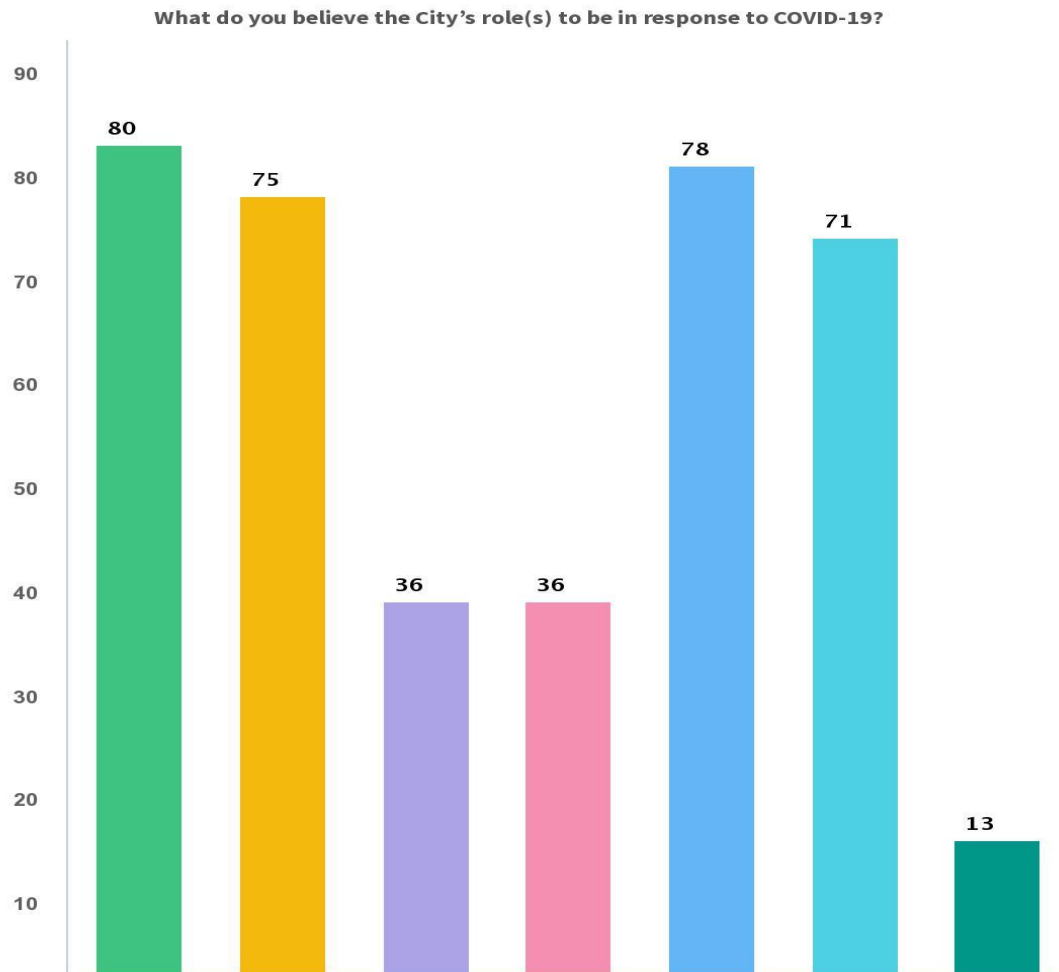
During July 5 to July 23, 2020, 98 people participated in the community questionnaire regarding COVID-19 and the long-term recovery planning effort.



Of the respondents, 78 (80 percent) indicated that the City was being somewhat effective to very effective in its response to COVID-19.

In addition, respondents ranked communication of information, safety, and access to essential resources as key roles for the City in its response efforts.





**Question options**

*(Click items to hide)*

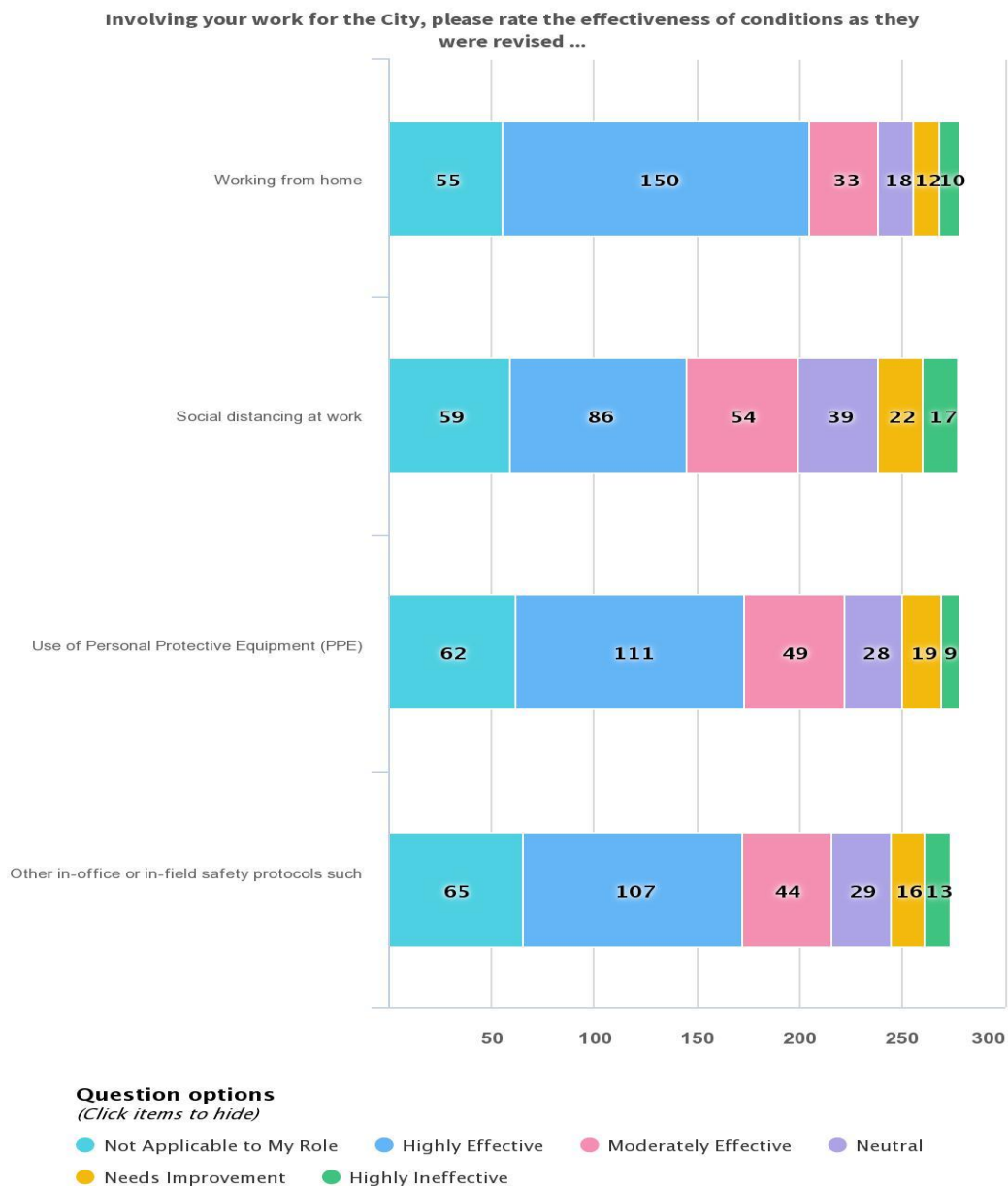
- Communicate information about health and safety best practices in a timely manner
- Restrict certain activities for the safety of the community
- Involve the community in COVID-19 conversations and online forums
- Provide personal protective equipment and other life safety resources to the community
- Connect community members with necessary resources (examples: food, shelter, financial resources)
- Connect businesses with necessary resources (example: state and federal financial resources)
- Other (please specify)

The feedback from local businesses and members of the community highlight the success and importance of the City's Recovery Principles engaged partners, being united and connected and responsiveness.

## City Staff Questionnaire

281 City staff responded to an internal questionnaire during July 15 to July 24, 2020. This questionnaire remained open through July 31, 2020. Greater than 50 percent of staff rated several aspects of working conditions as being moderately to highly effective and clear to highly clear:

- Working from home (67 percent, not applicable to 20 percent)
- Social distancing at work (50 percent, not applicable to 21 percent)
- Use of Personal Protective Equipment at work (58 percent, not applicable to 22 percent)
- Clarity of work-related directions and processes (83 percent, not applicable to 2 percent)



Many staff feel valued and appreciated by the Mayor, leadership, and colleagues as the City has supported their safety and a remote form of continued operations. Staff are also realizing reporting new levels of demand on their time as meetings via Teams continues throughout the workday and, in some instances, beyond the typical workday. However, staff has appreciated the opportunity to use new technology such as Teams and DocuSign to ease the transition and support standard work programs from remote locations.

## **Housing Questionnaire**

As part of the July 2020 Housing Action Plan questionnaire, 10 percent of those who participated shared that their housing had become less stable due to COVID-19, five percent were not confident they could pay their rent next month, and nearly 25 percent had at least one member of their household experience job loss.

Detailed results from interviews, surveys, and questionnaires completed between May and July are provided in the Appendix.

## **Interviews and Focus Group Discussions**

### **OneRedmond Business Walk**

In July 2020, OneRedmond and Washington Small Business Development Center (SBDC) staff began their new initiative of visiting small businesses in Redmond. The first walk took place near Marymoor Park. The team distributed free personal protective equipment, information and resources for businesses, and discussed with the business owners their current challenges with COVID-19, future concerns about redevelopment, and how the City of Redmond, OneRedmond, and the SBDC could assist small businesses now and in the future, particularly regarding recovery planning ideas.

When asked how business was doing, the responses included:

- “Doing triple the amount of business as before the pandemic.”
- “We are doing fine – not as great as before but hanging in there.”
- “We may not last through September.”
- One business shared that they may have to close permanently due to COVID-19.

This range of experiences due to COVID-19 was revealing — highlighting the importance of supporting and maintaining a diverse portfolio of businesses in the City.

The most consistent concern of these businesses was the potential to be dislocated as redevelopment in Marymoor Village begins in the vicinity of the new light rail station. Most frequently described concerns included:

- New land use, zoning, and transportation policies
- Cost of rent in a new building
- Difficulty in finding space in which to relocate

Focus group respondents offered ideas for supporting businesses at risk of displacement and ensuring the City maintains a diverse business portfolio including:

- Ensuring adequate land and zoning is available for a wide variety of business types
- Ensuring road networks are established and sufficient for larger trucks
- Considering developing a public-private industrial park for those displaced by redevelopment

The Small Business Walk Initiative will continue to the end of 2020 and into 2021, with the goal of visiting at least 100 small businesses in person every year. The Long-Term Recovery Plan also includes an ongoing strategy for involving the Redmond Partnership Network through regularly scheduled meetings with partners (community agencies and organizations), stakeholders (businesses), and staff. The results of conversations held to-date are described below.

## **Partner Agency Interviews**

44 partner agencies that serve the Redmond community were interviewed during June 4 to 15, 2020, by City staff asking a series of common questions. Agencies described concerns regarding their business operations as well as concerns on behalf of the recipients of their services.

Key concerns regarding business operations included:

- Decreases to standard service models whereby some services could not or were no longer able to be provided
- Decreases in staffing due to financial impacts to business or as a result of illness and/or fears of illness
- Increased demand on services by and for recipients
- Increased use of and shifting demand for online service models including associated cost of technology and educational demands on staff
- Maintenance of safe working conditions on behalf of staff and service providers

Key concerns on behalf of recipients included:

- Increases in housing insecurity including ability to pay rent that had not been reduced and associated fear of evictions
- Isolation, particularly on behalf of older adults (over 60) as well as youth clients
- Increased issues regarding mental health, substance abuse, and crisis response
- Increased unemployment and resulting demands for assistance and clarity in navigating claims procedures and providing services through unemployment and state-funded health systems
- Increased food instability particularly related to older adults (over 60) and those with limited mobility
- Safety of recipients receiving in-person or group services

The partner agencies will continue meeting on a regularly basis as a primary portion of the Redmond Partnership Network, as discussed in the **Ongoing Involvement and Outreach** chapter.

## **Construction and Development Feedback**

Some financing requirements have become more difficult and timelines have shortened making predictability in permitting timelines, requirements, and cost more important for advancing current projects or pursuing new ones. Local development application stakeholders shared the following as areas of concern and challenge in continuing to development in Redmond during the pandemic:

- Permitting timelines and level of service expectations not being met within a reasonable time period
- Investors and developers during times of extreme uncertainty need predictability to continue an existing project or pursue a new project
- Uncertainty regarding what uses will be viable in the short, medium, and long-term, especially on the ground level of mixed-use developments

- Extended review timelines and inconsistent path in decision-making is generating nervousness in financiers and investors especially when there are target dates required to retain financing
- Applicants perceive that there are increased internal structural issues that are also impacting timelines and paths to decisions generating overall lack of internal alignment of City visions being executed and coordinated between staff and decision-makers. This necessitates applicants working between multiple groups without clear decision-makers, extends timelines, and significantly increases costs associated with consultant time
- Major costs concerns are not related to fees but delays associated with comment changes, inconsistencies between review groups, and additional infrastructure asks
- Code and infrastructure standards are not consistent with urban center environments and level of density expected. An example is utilities not being located under sidewalks and required parking ratios
- New energy codes scheduled to go into effect in February will have a large impact on developments
- The zoning code lacks clarity, predictability, and is a barrier to planning and completing projects

These concerns are also aligning with information published by the Registry, a Puget Sound real-estate publication from the National Multifamily Housing Council (NMHC) construction survey.

- 57 percent of multifamily developers who responded to the survey described their company's construction delays within the jurisdictions. The primary reasons cited for delays in starts included:
  - Permitting, entitlement (83 percent)
  - Professional services (56 percent)
  - Economic uncertainty (52 percent)
  - Availability of construction financing (48 percent)

The NMHC construction survey was issued three times throughout the pandemic and is intended to gauge the magnitude of the disruption caused by the COVID-19 outbreak on multifamily construction.

Feedback from local applicant stakeholders and regional partners for consideration during development of ongoing recovery strategies included:

- Contract (recommended for the City) with third party consultants to assist until staffing capacity is stable
- Provide improved and defined path to decisions
- Ensure the code is straight-forward, allowed uses simplified, and the code is maintained more frequently
- Improve vesting options to support greater predictability for large-scale housing projects and financing conditions
- Update entitlement and intake processes to be more simplified and direct
- Provide more detailed comments with cited regulations and guidance on what the City would like to see
- Consider standalone permits for feasibility contingent entitlement components such as Geotech review, critical area delineations, and traffic concurrency
- Pause some aggressive changes to housing requirements and environmental sustainability to observe outcomes of pandemic impacts on development climate, costs, and constraints over the next year
- Reduce parking requirements and on-site maneuvering of trash and delivery trucks in urban centers to increase housing units
- Provide permit extensions allowing for projects struggling with financing to complete entitlement and develop as financing comes back versus walking away permanently due to pandemic

Stakeholders also noted that while there continue to be significant challenges to pursuing projects and development of housing, the City's timely restoration of key operations has been meaningful in response to current development impacts. Areas of operational continuity included:

- Permitting and inspections
- Modifications to the Design Review Board process to address a back log
- Public hearings



**Operational continuity for Planning and Community Development is significant - development directly impacts revenue, infrastructure, and housing availability.**

### **Recovery Stakeholder Focus Group – Small Businesses and Restaurants**

On July 27, 2020, staff held the first Recovery Stakeholder Focus Group meeting involving small businesses and restaurants that are in the urban and local centers. In general, the discussion was positive in response to City actions to provide a streamlined Temporary Outdoor Dining Permit that was paid for with grant.

- The outdoor dining permit allowed for a new parklet that resulted in an immediate 30 to 40 percent increase in customer access. The following comments were received from the first parklet permit applicant.
  - Would like to continue using the parklet after COVID-19 ends. It was constructed for easy de- and recommission
  - Clear guidance is helpful for the learning curve of the permit, installation, and operation
  - Many customers prefer outside dining versus in-door dining while both are being provided and used
- Challenges for restaurants and businesses are anticipated to increase during the fall, as the weather changes
- Restaurants are not able, per state law, to serve liquor to “delivery/drop-off” places such as Downtown Park
- One idea for the fall and winter season is for the City to establish a community dining space in the Downtown Park as a rhythm of scheduled events:
  - The City could sponsor the “weekly” event in the fall
  - Restaurants could rotate providing liquor service (beer garden concept) under the City’s sponsorship that meets state law
  - The cost of outdoor tent(s) would be shared as they are too costly for one business/restaurant to manage
  - Grant options should be explored to fund this type of event and necessary equipment
  - Reference was made to the new Issaquah Streatory program
- For the longer-term, the City’s continued efforts to promote small businesses and restaurants is helpful and appreciated
- Would appreciate more connection and involvement of small businesses and restaurants by the City and OneRedmond to include:
  - Centralized small business group
  - Regularly scheduled meetings


- Training opportunities

Additional meetings with the recovery stakeholder group are a recommended strategy for the Long-Term Recovery Plan implementation.

## Ongoing Involvement and Outreach

### **Building and Maintaining a Redmond Partnership Network**

An emergency event, whether short- or long-term, or at an unprecedented level such as the COVID-19 pandemic, provides an opportunity for community connections and collaborative solutions. COVID-19 has thus far demonstrated many opportunities for the community to collaborate, working to realize and re-establish a healthy, functioning community that sustains itself over time.



**A Redmond Partnership Network weaves a community net tightly, supporting all members of the community and preventing every person from falling through.**

The Redmond Partnership Network is ultimately comprised of the community: agencies, civic clubs, institutions, organizations, and government providing services to Redmond's residents and businesses.

A foundation of the Redmond Partnership Network has been constructed and strengthened by the City over the course of many years. Work groups including Emergency Management Team, Police's Community Engagement Division, and Human Services have maintained portions of the Network. However, individual connections and groups have limited collaborative abilities including communication across singular missions and visions.

Under the umbrella of the Redmond Partnership Network actions including those toward the City's long-term recovery from COVID-19 can be multi-faceted and comprehensive. Communications and connections will occur regularly, with the group identifying and acting on priorities in support of Redmond's vision.



FIGURE 9 - IMPLEMENTATION AND OPPORTUNITIES OF THE REDMOND PARTNERSHIP NETWORK

Maintaining and engaging in these on-going collaborations increases problem solving capacity, ensures the City is up to date on all relevant information, and aligns with the Recovery Plans guiding principles of engaged partners and being united and connected.



# Next Steps & Recommendations

## Redmond's Long-Term Recovery Plan Implementation

Implementation of the Long-Term Recovery Plan began during the Plan's development. This is an outcome of the unusual nature of this type ongoing emergency, where the ultimate magnitude and terminus of the event are unknown.

Implementation will continue, becoming increasingly formal and standardized following the City Council's adoption of the Plan's content. As part of short, medium, and long-term strategies, staff will develop performance measures to speak to how they tangibly contribute to recovery and align with the City's adopted visions and policies. Metrics that are valid and reliable are necessary for increasing the community's resiliency and ability to reframe issues, reflect, adaptively manage, and adjust strategies as warranted.



## Next steps involve every component of the Long-Term Recovery Plan

The overarching goal of the Long-Term Recovery Plan components is for the City to continue working toward the re-establishment of a healthy, functioning community that will sustain itself over time. This includes several primary actions:

- Continue monitoring the effectiveness of the Long-Term Recovery Plan and its actions and adaptively manage as necessary
- Provide timely updates to the City's Emergency Management family of plans including:
  - Six-month minor adjustment reflecting outcomes of the Long-Term Recovery Plan
  - One-year and five-year amendment reflecting effectiveness of the Long-Term Recovery Plan



**FIGURE 10 - CITY'S MONITORING OF SHORT, MEDIUM, AND LONG-TERM GOALS OF RECOVERY**

As mentioned previously the strategies and activities are recommended to be executed over the next one-to-24-months. Due to the unique nature of the pandemic and unknown timeline, implementation of recovery strategies and activities will be further scoped out by department work groups executed as part of their leadership directed workplans. Some activities will be initiated immediately while others will need to be scoped and planned for future implementation. It is recommended that each director work with staff to begin developing workplans and specific timelines of those recovery strategies not yet underway. In addition to internal strategies, staff liaisons will also work with community partners and stakeholders on community and private organization led efforts. The responsibility for managing this work should be assigned to a single point of contact such as the Emergency Management Division.

**Evaluating and deploying ways that we can revise and expand emergency preparedness activities demonstrates the Recovery Plan's guiding principles of being responsive, transparent and future focused.**

### **Recommendations for the City's Emergency Management Preparedness Efforts in the Future**

1. A core component of all disaster recovery plans is a recommendation on how to impact future preparedness and response efforts. In addition to the above recovery strategies, the recovery team staff have developed the following recommendations based upon the research, outreach, analysis, and the baseline assessment completed over the past 12-weeks.
2. Establish a hierarchy for deployment of essential services. Rather than deploying all essential services within 72-hours, define a hierarchy of services that should be made available immediately and those that can be activated

over a two-week period. An adopted deployment hierarchy will allow for focused and strategic planning, limiting extensive workarounds, confusion, future changes, and impacts on staffing.

3. Establish a centrally managed, routinely updated and tested, active emergency partner network (Redmond Partnership Network). This will allow immediate coordinated efforts with emergency response decision-makers ensuring vulnerable and impacted community members and businesses have expeditious access to services and resources needed.
4. Perform an emergency management audit of the Comprehensive Plan, Zoning Code, and the City functional plans, and implement amendments that account for additional and simultaneous disaster events including long-term global pandemics such as COVID-19. A cursory inventory and preliminary recommendations for updates to the Comprehensive Plan are included in the Appendix.
5. Develop a cross-departmental scenario disaster plan of action that coordinates departmental plans of action for operations.
  - a. *For example, an earthquake combined with a severe winter storm, a global pandemic combined with civil unrest, a 100-year flood combined with high winds, etc. The ECC was activated during the pandemic for multiple emergencies at one time. Due to the duration of the pandemic staffing capacity created difficulties in managing multiple emergencies at once form an informational and operation standpoint.*
6. All City departments perform brief scenario drills on an annual basis to respond to various, unanticipated disasters, and multiple-disaster events.
7. Develop a short-term alternative communication network in collaboration with Planning and Community Development (PCD), the Citywide Communications Team and Public Safety functional areas to provide centralized locations throughout the City for essential notifications.
  - a. *For example, centralized places for timely informational postings could be coordinated with the Recovery Partner and Stakeholder Networks, Block Watch captains, Community Emergency Response Team (CERT) graduates, and Amateur Radio Emergency Services (ARES) operators. Staff throughout the City noted confusion regarding current protocols and plans due to the number of changes that were triggered by COVID-19, the governor's orders, or other factors.*
8. As part of the recovery strategies, each department should develop a brief high-level to in-depth Continuity of Operations Plan depending on magnitude of impacts to services, workplans, or programming.
9. Each department should work with Human Resources to develop succession planning and redundancy plans to capture knowledge of essential processes, direction, regulations, and operations.
10. Expand pro-card limits for at least one staff member per department to ensure pro-card limits do not prevent future emergency purchases such a PPE.
11. Establish biennium budget funding, even in limited amount, to help with potential immediate response costs and consultant support for recovery planning work.
















## Recovery Strategies for Implementation














The below table outlines recovery strategies for implementation in the short, immediate to six month, medium, six to 18 months, and long-term, 18-36 months. The table also identifies responsible departments and current status and will be updated on a quarterly basis as part of communications to both City Council and the community. Staff will also provide updates and briefings on current performance measures, individual charters, and works plans.

Item	Status ○ Not begun ◐ Underway ● Complete	Short, Medium, Long-term	Communitywide or Organization	Facilitating Department(s) or Entity
Draft a Pandemic Plan and update Family of Emergency Management Plans.	◐	S	Organization	Emergency Management
Draft Continuity of Government Plan.	◐	S, M	Organization	Emergency Management, Executive
Continue to update and maintain policies, plans, and training programs in response to Emergency Preparedness Recommendations in above section.	◐	S, M, L	Organization	Emergency Management, Executive
Create internal landing page regarding COVID-19 for staff on all current organizational protocols, requirements, and updates with a question submittal option and archive of notes, e-mails and meeting recordings.	○	S	Organization	Executive, Communications
Resume filling of board and commissions member vacancies.	◐	S	Organization, Communitywide	Executive, Communications
Look into HVAC modifications to increase outside air. Increased airflow results in increased strain on equipment and cost to maintain comfortable indoor temperature while also ensuring safe circulation.	◐	M	Organization, Communitywide	Parks, Executive Emergency Management
Update current policies and draft new policies necessary to support a refreshed City culture around teleworking. How to develop/learn the culture remotely for new and existing staff. How to create opportunities/expectations for interactions outside of Teams meeting. Keeping strong connections between management and staff long term.	◐	S, M	Organization	Human Resources
Develop citywide solution to cumbersome process work arounds and difficulties in receiving mail and packages.	○	M	Organization	All Departments
All departments to develop one-page Continuity of Operations Plan outline to detailed action plan depending on number of external services and essential operations to respond to budget adjustments and LOS changes.	◐	S	Organization	All Departments

Outdoor Dining Permit.	●	S	Organization	PCD, Public Works, Communications
Standardize and streamline process for timesheet corrections.	◐	M	Organization	Human Resources, Finance
Long-term solution for computer or technology equipment repair and pick-up.	○	M	Organization	TIS
Long-term solution for part-time in-office workforce include dual equipment planning, workstation modification, "landing" sites, and equipped meeting spaces.	○	M, L	Organization	TIS, Parks, Finance
Increased process efficiencies and training for cloud-based collaboration tools.	○	M	Organization	TIS
Increase staff training on communication tools to improve protocols, address timelines, and strengthen skills as outreach increasingly moves to digital platforms.	○	M	Organization	Communications
Consider reduction of underutilized programs such as wellness programming and tuition reimbursement.	◐	S/M	Organization	Human Resources
Update supplemental staff procedures and protocols to better respond to gaps in capacity, workloads, and FTE limitations.	◐	S/M	Organization	Human Resources
Increase pro-card limits for at least three city staff members permanently to meet emergency needs.	○	S	Organization	Finance, Emergency Management
Coordinate with updated state regulations and guidance including leave laws and safety protocols.	◐	S/M	Organization	Human Resources
Implement teleworks and alternative work schedule (AWS) programs to increase retention and recruitment.	◐	M	Organization	Human Resources
Plan for alternative solutions to capture past due payments of utility bills or update the revenue forecasting for an extended duration.	◐	M	Organization, Communitywide	Finance
Evaluate solutions for remaining in-office processes such as faxes, confidential document share and dual / split file storage.	○	M, L	Organization	Organization wide
Adopt budget adjustments that respond to lost revenue, essential services, and community impacts for 2019-2020 budget.	◐	S	Organization	Finance










Prepare plan for streamlined processing of business license renewals beginning in January 2021.	<input type="radio"/>	M	Organization, Communitywide	Parks
Create standardized templates for navigating Comprehensive Plan amendments, zoning code amendments, and the Planning Commission process to respond to increased workloads, Council backlog, deadlines, and limited staffing capacity.	<input type="radio"/>	M	Organization	PCD
Hold training with director-identified department liaisons to familiarize staff with the Planning Commission approval process.	<input type="radio"/>	M	Organization	PCD
Proceed with 2050 and Overlake Planned Action -EIS to reduce cost of doing business, advance comprehensive environmental protection, ensure vision of City is well communicated through policies and regulations, and support resiliency of the community. Consider a Planned Action EIS in Downtown and Marymoor.	<input checked="" type="radio"/>	L	Organization, Communitywide	PCD
Update annual workplans to respond to change in pace due to current protocols, funding changes, and consultant delays impacting safety audits, traffic calming, and other programming.	<input type="radio"/>	S, M	Organization	Public Works
Systematically update the scheduling of all development reviews organization wide so staff is able to plan accordingly, and applicants can be provided predictable timelines.	<input type="radio"/>	M	Organization	TIS, PCD, Public Works
Create indoor and outdoor staff landing and break areas at multiple City facilities for staff who are regularly in the field and do not have break and lunch areas available. Also provide restroom facility access or mobile restrooms.	<input type="radio"/>	S	Organization	Public Works
Undertake development review process streamlining to align workloads with staffing capacity, expedite review, provide predictability in customer experience and timing, and appropriately manage the cost of doing business in Redmond, and provide relief to strained staff capacity.	<input type="radio"/>	S, M	Organization	PCD, Public Works
Update all planned public participation, outreach, workshops and reprioritize. Develop and maintain a public outreach database as a way to coordinate and add diversity and efficiency to our typical stakeholder outreach and prevent stakeholder fatigue.	<input checked="" type="radio"/>	S, M	Organization, Communitywide	Communications, Public Works, Parks, PCD
Crew restrictions to use single occupancy vehicles - as more people return to work, less spare vehicles will be available. Solution needed for staff until sharing of vehicles can resume.	<input type="radio"/>	M	Organization	Public Works, Finance
Update and audit program modifications due to increased exposure risk to staff with public reopening's – facilities, parks, etc. – keep staff safe during interactions.	<input type="radio"/>	S, M	Organization	All Departments

Create coordinated communication plans for all field crew staff.		S	Organization	Public Works, Parks
Update workplan, expectations, and goals for vegetation maintenance for next 24 months as part of COOP.		M	Organization	Public Works, Parks
Coordinate with relevant City departments to restore Lime scooter service as a mobility option supporting travel and business recovery efforts.		S	Organization, Communitywide	PCD, Public Works
Relaunch parking enforcement Downtown.		S	Organization, Communitywide	PCD
Update parking enforcement plan to cease enforcement of City Hall consistent with recommendation from Downtown Strategic Parking Management Study.		M	Organization, Communitywide	PCD
Consider more flexible policies for use of public rights of way in urban centers.		M, L	Organization, Communitywide	PCD
Monitor transit impacts and ridership, and advocate with partners for service restoration.		L	Organization, Communitywide	PCD
Streamline internal approval processes, increased use of DocuSign, and training.		M	Organization	Police
Update Police managed training for City employees - shifting to virtual classroom platforms for employees to include workplace de-escalation, ALICE, personal safety, and others.		S, M	Organization	Police
Update 911 Dispatch/Response to Emergency Protocols with permanent process and protocol changes.		M, L	Organization	Police
Create a reactivation plan for community facing and interactive programming as part of COOP.		M, L	Organization, Communitywide	Police
Deploy updated process for fingerprinting and Concealed Pistol Licenses.		S	Organization, Communitywide	Police
Fire training division must be updated to offer more days for opportunity to make-up missed courses due to social distancing and reduced participant occupancy in classroom training areas.		M	Organization	Fire
Relaunch of community training programs such as CERT as part of COOP.		M	Organization	Fire
Relaunch of blood pressure checks with enhanced protocols as part of COOP.		L	Organization, Communitywide	Fire

Cross departmental streamlining of business practices and processes including updates to the Civil Construction Review and Entitlement Process to address staff workloads, inconsistencies, and increasing cost and time of doing business within the City.		M	Organization	PCD
Energov workflow streamlining for all divisions to create a maintenance plan and enable more self-service by customers, public, and staff, as well as reduced internal system issues.		S, M	Organization	PCD
Expand REPs and guidance information to increase efficiencies and online self-service by customers.		S, M	Organization	PCD
Update the Zoning Code to increase simplification and diversity of uses, respond to Housing Action Plan implementation strategies, Community Strategic Plan, and Comprehensive Plan Goals, as well create consistency and clarity of code application and requirements.		S, M, L	Organization	PCD
Update programming to reflect current capacity funding and timeline potential.		S	Organization	Executive
Look at opportunities for process and staffing structure revisions to support staff workloads, increase efficiency, and respond to stakeholder and applicant feedback.		S	Organization	PCD
Initiate a solution that allows payment processing more frequently than two days a week.		M	Organization, Communitywide	Finance, Parks, PCD
Gradually re-activate parks events and activities in alignment with federal, state, local, and City of Redmond guidelines. Primary guidance will be provided by the Centers for Disease Control and Prevention (CDC), health departments, and the Washington State Governor's office.		S, M, L	Organization, Communitywide	Parks
Expedite the development and implementation of a reopening plan aligning levels of service (LOS) with the Governors 4-phase reopening plan and City administration directives in the COOP.		S, M, L	Organization, Communitywide	Parks
Development events and planning strategies for 2021-2022.		L	Organization, Communitywide	Parks
Update and complete the Facility Operation Plan as additional information is provided.		M	Organization	Parks
Launch restaurant delivery to major parks within the City.		S	Organization, Communitywide	Parks
Launch small business banner advertising program.		S	Organization, Communitywide	Parks, PCD



Launch City Hall senior lunch pick-up program.	●	S	Organization, Communitywide	Parks
Update recruitment approach to better attract prospective talent during the pandemic and remote work structure.	◐	S	Organization	Human Resources
Launch small business grant program.	◐	S	Organization, Communitywide	PCD
Complete eastside market analysis for business and talent.	◐	M	Organization	PCD
Expand What's Open Eastside and continue streamlining platform interface and advertising.	◐	M	Organization	PCD
Look at permanent policy changes and flexibility to support small businesses and development.	○	M	Organization, Communitywide	PCD
Create Curbside pick-up option.	●	S	Organization, Communitywide	PCD
Work on long-term ways to support businesses ability to generate profits in coming years.	○	M, L	Organization, Communitywide	PCD
Explore specific ways to support local restaurant businesses during winter months.	○	S, M	Organization, Communitywide	PCD
Update Tourism Strategic Plan to respond to impacts of the pandemic over next two to five years.	○	M, L	Organization	PCD
Update Human Services Strategic Plan to respond to impacts of the pandemic and evolving community needs.	○	S	Organization, Communitywide	PCD
Focus tourism efforts on recruitment of events for 2021-22 that support local businesses and hotels.	○	L	Organization	PCD
Participate in welcome back campaigning and public relations for local businesses.	●	S	Organization	PCD
Develop small business advisory panel to share impacts and needed support over next two years.	◐	S, M, L	Organization, Communitywide	PCD
Refresh tourism matching event grant program to target most impacted business sectors such as hotels, and update grant process to be more straightforward to expedite awarding of funds.	○	M	Organization, Communitywide	PCD
Expand marketing campaigns to highlight open businesses, increase consumer confidence, and describe current operations models.	◐	S, M	Organization, Communitywide	PCD
Prioritize and review value of regional and internal regularly attended/ scheduled meetings.	○	M, L	Organization, Communitywide	All Departments

As businesses and City facilities remain closed or restricted during the long-term from public access including to restrooms, the City's field staff, delivery drivers, and others have limited access to safe and healthy restroom facilities. Evaluate the need for additional facilities for City staff and for the community.		S, M	Organization, Communitywide	All Departments
Update the ROW use permitting and inspection process to streamline and to provide defined timelines for developers and staff.		M	Organization	Public Works, PCD
Evaluate the Real Property function and streamline processes.		M	Organization	Finance
Work with local partners such as OneRedmond, GRTMA, Hopelink, IAWW, CISC to organize partner led solutions with the community for longer term.		S, M, L	Communitywide	Partners, Community
Partner with eastside cities to apply for EDA grant for the creation of a workforce development program.		S, M	Organization, Communitywide	PCD
Apply for EDA grant for the creation of a small business recovery hub and training services to support stabilization of local businesses.		S	Communitywide	Partners, Community
Create citywide small business and community advisory panels that respond to COVID-19 specific impacts for community led solutions.		S, M, L	Communitywide	Partners, Community
Work collaboratively across City departments to comprehensively and holistically support evolving community needs.		S, M, L	Organization	All Departments
Complete Manufacturing Park needs analysis.		L	Organization	PCD



**Recovery strategies such as the implementation of a Temporary Outdoor Dining permit, Curbside Pick-up, 2050 Visioning, and Park’s Restaurant delivery drop-off program all demonstrate the Recovery Plan’s guiding principles of flexibility, responsiveness and resiliency.**

### **Regional Partner Collaborations**

During the pandemic, the City worked closely with regional partners in coordinating mitigation and response efforts. The City will continue working closely with public and private organizations to keep the community up to date, provide connections to resources, and collaborate on innovative and creative solutions to best serve our community during the pandemic. This includes weekly and bi-weekly meetings with:

- Other eastside jurisdictions
- City of Seattle
- King County
- Sound Cities Association (SCA)
- Governor’s Office
- State Representatives
- Hopelink
- Lake Washington School District
- OneRedmond
- Bellevue Chamber of Commerce
- Eastside Small Business bi-weekly (hosted by King County)
- Greater Redmond Transportation Management Association (GRTMA)
- National League of Cities
- Federal Representatives

In addition to the ongoing coordination and collaboration with the above groups, as part the Redmond Partnership Network, quarterly meetings with over 40 partner agencies and local community groups will take place over the next 24-months.

# Conclusion


## Redmond's Long-Term Recovery Vision

Redmond's recovery planning efforts, goals, and strategies focus on capabilities necessary to assist the community in responding and recovering effectively and efficiently to the COVID-19 pandemic. The analysis of the baseline conditions of both the organization and community completed over the past 12 weeks has confirmed the City's role and the community's need for a strong pathway to long-term recovery and community resiliency. The City's role includes:

- Distribution of coordinated, prompt, reliable, and actionable information
- Connection to available resources and services as part of the Redmond Partnership Network
- Ensuring informed and coordinated leadership throughout all levels of government
- Ensuring pre, post, and community-based recovery planning
- Monitoring of impacts and gaps to infrastructure systems such as transit and technology
- Respond to housing and food insecurity
- Promoting economic development

While emergency incidents on any scale can have impacts throughout a community, the COVID-19 pandemic has left no single person within the Redmond community unimpacted. It is vital that we not only view recovery through a pre-disaster lens, but also move forward through viable, future focused decision making and development of resilient processes, capabilities, and systems that showcase Redmond's innovative and creative nature while ensuring all we do is firmly rooted in our adopted community goals and visions. Recovery is not an isolated mission to be engaged only during post-disaster conditions. As the pandemic is ongoing, this Recovery Plan and baseline assessment will remain a living document to be regularly reviewed to evaluate consistency with evolving conditions, existing and new policies, and the experience gained from its use. The Redmond Long-Term Recovery Plan provides a guide for the City to move forward with great intention as we implement identified recovery strategies and align them with the City's Housing Action Plan, Community Strategic Plan, Comprehensive Plan, and Mayor's Vision. Department staff, the community, and partner agencies will be engaged in implementing the strategies and principles of this plan.

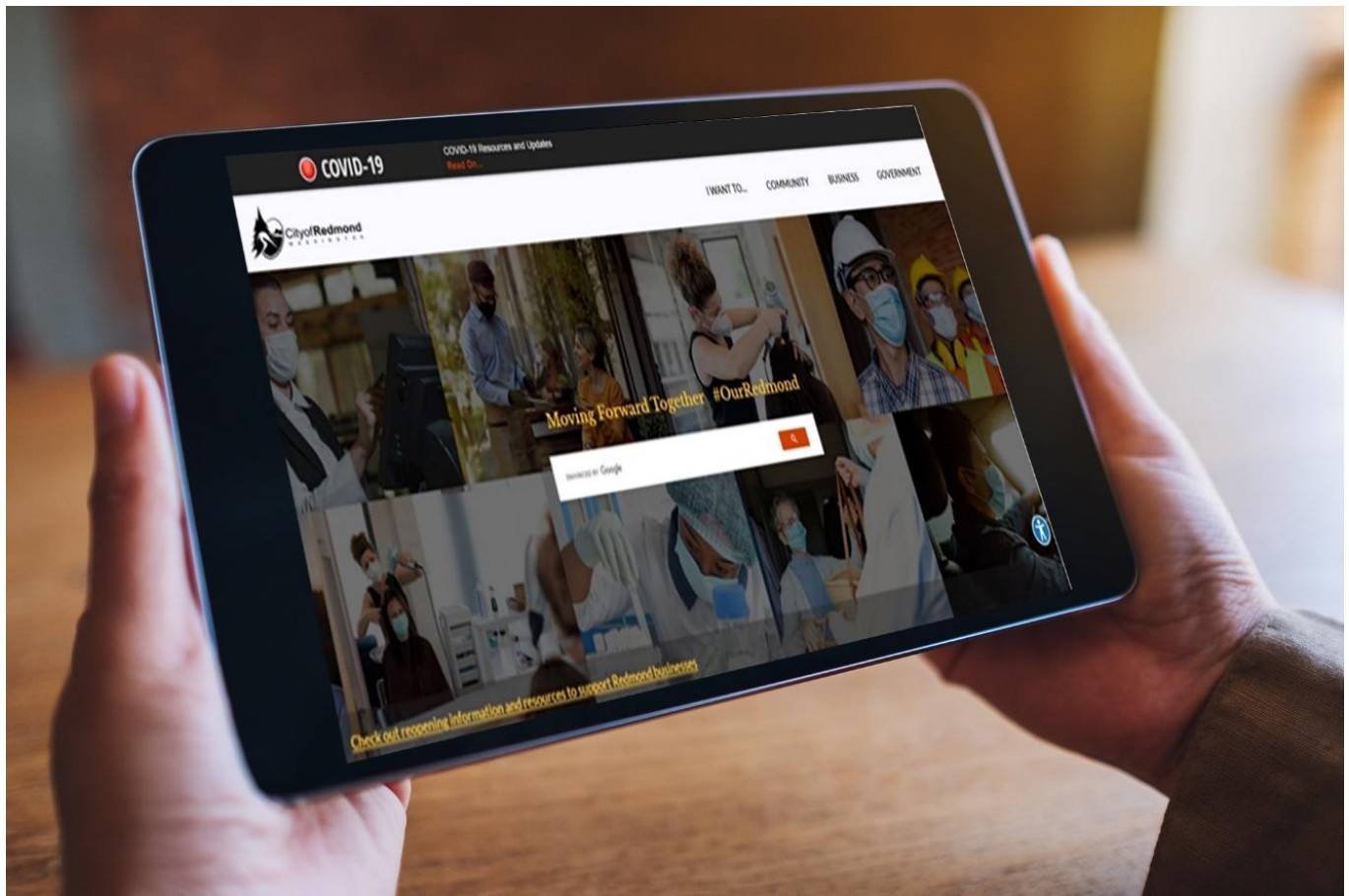
Starting recovery planning early has afforded the City the ability to be excellent stewards of energy, efforts, and resources while addressing the specific areas most impacted while elevating processes in need of greater efficiency, adapting communication to meet the needs of our community, and executing viable, transparent, and future focused decisions.



**The goal of the LTRP, which employs Federal Emergency Management Agency (FEMA) standards, is to re-establish a healthy and functioning community that will sustain itself over time.**

## Moving Forward Together

The City's Recovery webpage will be maintained with up-to-date information on the implementation of recovery strategies and impacts of the pandemic.



# Acknowledgements

## **Long-term Recovery Plan Steering Committee:**

Maxine Whattam, City Operations Officer  
Darrel Lowe, Police Chief  
Don Horton, Acting Fire Chief  
Carol Helland, Planning and Community Development Director  
Malisa Files, Finance Director  
Cathryn Laird, Human Resources Director  
Lisa Maher, Communication Manager

## **Staff Recovery Planning Team:**

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Brian Yoon, Fire Department  
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Todd Short, Fire Department and Fire Review  
Kseniya Daly, Human Resources  
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Marty Boggs, Parks  
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Brooke Buckingham, Planning and Community Development  
Caroline Chapman, Planning and Community Development  
Jason Lynch, Planning and Community Development  
Judy Fani, Planning and Community Development  
Kim Keeling, Planning and Community Development  
LaNaya Myers, Planning and Community Development  
Julie Beard, Police Department  
Ron Harding, Police Department  
Aaron Moldver, Public Works  
Jeanne Justice, Public Works  
Micah Ross, Public Works  
Paul Chou, Public Works

# Appendix

Information obtained during preliminary development of Redmond's Long-Term Recovery Plan



[View Project Charter](#)



[Terminology and Acronyms](#)

## Communication Involvement Summary

The following involvement summary reflects communication actions as of July 24, 2020.

### What's Open Eastside Tool

5/18/20: GIS What's Open Eastside Tool Sent to Business List for Editing (Link to email Here)

Business List: 2,112 Recipients (delivered)

42% Open Rate = 897 Unique Opens

501 Unique Clicks

5/25/20: Marketing Starts Region-wide for GIS What Open Eastside Map (Link to Map)

As of 7/24/20 (last 60 days): 7,600 visits

780 Total Businesses Listed

5/26/20: City eNews Includes What's Open Eastside Map (Link to email Here)

City eNews List: 6,886 Recipients (delivered)

28% Open Rate = 1,897 Unique Opens

212 Unique Clicks (clicks specific to the What's Open Eastside Tool)

7/20/20: What's Open Eastside Tool - FB Ads Start for 3 Weeks

TBD (11,696 reach by 7/24; 81 clicks)

Total Visits as of 7/24/20: 7,600

### Website

5/25/20: Updated Small Business COVID-19 Page Goes Live

Layout changed to be more segmented by topic

Includes the What's Open Eastside Tool and other Redmond specific resources

5/26/20: Website Static Image on Homepage Directing Users to COVID-19 Topics

6/22/20: Special Outdoor Seating Permit accepting public applications (added to website/SM)

6/26/20: Let's Connect Recovery webpage live on redmond.gov webpage

### Questionnaires

*Business:*

6/2/20: Commercial Utility Insert with Online Business Questionnaire  
1,275 Inserts Mailed

6/12/20: Business Questionnaire Reminder Email to Business License List

Business List: 1,575 Recipients (delivered)

45% Open Rate = 710 Unique Opens

312 Unique Clicks

*Stakeholder:*

6/26/20: Stakeholder Questionnaires - Live on Let's Connect

[www.LetsConnectRedmond.com/RecoveryStakeholders](http://www.LetsConnectRedmond.com/RecoveryStakeholders)

*Community:*

6/26/20: Community Questionnaire - Live on Let's Connect

<https://www.letsconnectredmond.com/moving-forward>

6/29/20: Community Questionnaire sent in City eNews

City eNews List: 7,065 Recipients (delivered)

28% Open Rate = 1,961 Unique Opens

71 Unique Clicks (clicks specific to the Community Recovery Questionnaire)

7/14/20: Community Questionnaire sent in Parks eNews

Parks eNews List: 28,163 Recipients (delivered)

23% Open Rate = 6,488 Unique Opens

60 Unique Clicks (clicks specific to the Community Recovery Questionnaire)

*Staff:*

7/15/20: Send out Staff Questionnaire (due by July 31)

### **Temporary Outdoor Dining Permit**

6/22/20: Temporary Outdoor Dining Permit sent in eNews (added to website and posted to SM)

City eNews List: 7,012 Recipients (delivered)

30% Open Rate = 2,086 Unique Opens

21 Unique Clicks (clicks specific to the online permit application)

### **Business Passport Program**

8/7/20: Video of Mayor for OneRedmond Business Passport Program

TBD

### **Additional Analysis**

May 1 – July 24, 2020

Recovery page- <https://www.redmond.gov/1394/Reopening-Information>

Total pageviews: 576

Top referrals:

38% come from homepage

35% come from /1356/Covid-19-Coronavirus-Information

Several others all under 5%

Resources for Business Impacted- <https://www.redmond.gov/1367/Resources-for-Businesses-Impacted>

Total pageviews: 733



Top referrals:

50% come from /1356/Covid-19-Coronavirus-Information

31% come from homepage

Several others all under 5%

Facebook posts generate very little clicks

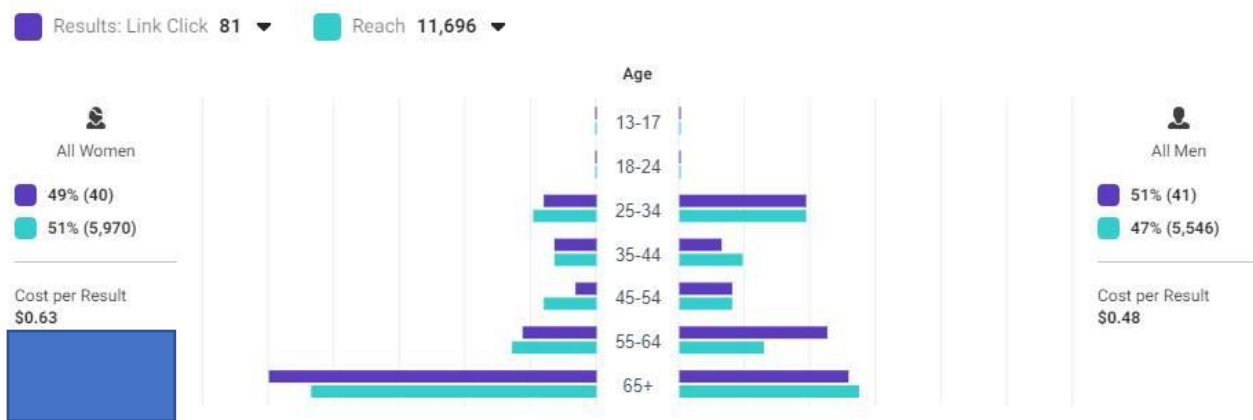
## What's Open Eastside Tool Facebook Ad

Analytics for this week

Total clicks: 81

Total reach: 11,696

### Demographics: (Most clicks come from 65+)



## Small Business Survey



[View Results](#)

## Partner Agency Interviews and On-Going Connection



[View Report](#)

Partner agencies represent a key portion of the Redmond Partnership Network. The City will continue to provide involvement opportunities for this group as well as the Business Stakeholder group on a regular basis. Partner agencies, as of July 25, 2020 include:

- A Regional Coalition for Housing
- Aegis Living at Marymoor
- Aegis Living of Redmond

- Alliance of People with Disabilities
- Centro Cultural Mexicano
- Chinese Information and Service Center
- Emerald Heights
- Evangelical Chinese Church
- Fairwinds Redmond
- HealthPoint
- Holy Resurrection Armenian
- Ikron
- India Association of Western Washington
- King County Housing Authority
- King County Library System
- King County Metro
- Lake Washington School District
- Muslim Community Resource Center
- NorthWest Share
- Overlake Christian Church
- Overlake Terrace
- Redmond Community Court
- Redmond United Methodist Church
- Redmond Kiwanis Club
- Rotary Club of Redmond
- Sound Generations Meals on Wheels
- Sound Transit

The Partner agencies are anticipated to being quarterly meetings under the umbrella of the Redmond Partnership Network on August 17, 2020. Discussion topics will include:

- Logistical planning: meeting dates and times
- What is currently working well and what is not working very well?
- Looking to the community's long-term future (5 to 10 years), what is important for this group to consider?
- What additional actions toward Redmond's long-term recovery are important for this group to considered in the short (6 months) and medium-term (1 to 2 years)?

## Community Questionnaire



[View Results](#)

## Summary of Small Business Walk by OneRedmond

On July 9, 2020, OneRedmond and Washington Small Business Development Council staff visited and spoke to 19 out of approximately 25 businesses in the Evans Business Park portion of Marymoor Village. They visited a vibrant and varied mix of small businesses and learned about the unique products and services these small businesses provide to the Redmond community and beyond.

- Despite the challenges that potential redevelopment and COVID-19 have created, nearly every business indicated a desire to continue to be located in Redmond, was relatively or completely pleased with the business environment in the City and had very few concerns or complaints of the City of Redmond or OneRedmond.
- When asked how business was doing, the responses ranged from “doing triple the amount of business as before the pandemic,” to, “we are doing fine – not as great as before but hanging in there,” to “we may not last through September,” and at least one business may have closed permanently due to COVID-19.
- Approximately one-third of the businesses had applied for and received a CARES Act loan or grant and a few were preparing to submit their forgiveness applications or pay the loan back. At least three of the businesses attended one or more of the OneRedmond online webinars during the spring, with a few expressing appreciations.
- The most consistent concern of the businesses was the potential to be dislocated as redevelopment surrounding the new light rail station begins. Issues regarding new land use and transportation zoning policies, cost of rent in a new building, and difficulty in finding new space to relocate were the top concerns.

## City Staff Questionnaire



[View Results](#)

**Comprehensive Plan Emergency Management and Resiliency Inventory: Suggestions for Addressing the COVID-19 Pandemic**

<b>Emergency Management and Resiliency Policies of the Comprehensive Plan</b>	<b>Suggestions per COVID-19 Pandemic as of July 26, 2020</b>
EV-1 Provide a positive, accessible and “user-friendly” atmosphere to those seeking municipal services.	Consider services provided remotely and in accordance with social distancing protocols.
EV-2 Foster a culture throughout the City organization that continuously improves the quality, predictability, timeliness, and cost of the development process.	Consider short-term, emergency opportunities to maintain or increase the quality, efficiency, and cost of the development process.
EV-4 Preserve and expand the current economic base and employment levels; use wisely the finite supply of urban land and the existing infrastructure in Redmond by supporting economic development to occur within existing retail, office, manufacturing and mixed-use areas.	Consider short-term opportunities and flexibility such as short-term temporary use permits that capitalize on alternative areas throughout the City.
<p>EV-20 Implement, in conjunction with business, education and other community partners, the Strategic Plan for Economic Development to:</p> <ul style="list-style-type: none"> <li>• Recognize that a successful community requires a strong local and regional economy;</li> <li>• Identify actions to take to develop a sustainable local economy;</li> <li>• Identify strategies to retain existing businesses and help them succeed;</li> <li>• Increase the awareness of Redmond as a desirable business location by including a city marketing plan which focuses on the assets of the city, the types of businesses to market to, and the marketing strategies to utilize;</li> <li>• Preserve existing and recruit new jobs within the Target Industry Clusters as identified in the Strategic Plan, which include: <ul style="list-style-type: none"> <li>○ Software and Information Technology,</li> <li>○ Retail and Tourism,</li> <li>○ Avionics and Homeland Defense,</li> </ul> </li> </ul>	Strengthen this policy to address emergency management, resiliency, and unanticipated conditions such as short to long-term disaster events during which business as normal is not feasible or permitted. Provide timely update to the Strategic Plan for Economic Development to include short, medium, and long-term actions and reflection on the COVID-19 pandemic.

<ul style="list-style-type: none"> <li>○ Renewable Energy/Clean Technology, and</li> <li>○ Emerging Industries and Entrepreneurs.</li> <li>• Identify methods to attract additional knowledge-based businesses and the skilled employees to serve those businesses;</li> <li>• Identify, preserve, promote and enhance educational, environmental, cultural and social qualities within Redmond that will be attractive to the future workforce; and</li> <li>• Identify regional and national economic development programs and the means to access their resources for the city.</li> </ul>	
HO-18 Ensure an appropriate supply and mix of housing and affordability levels to meet the needs of people who work and desire to live in Redmond, especially near existing and planned employment centers, such as Downtown, Overlake and SE Redmond.	Maintain and include additional short-term housing and affordability choices to continue supporting the community during extended, long-term disaster or emergency events. Consider additional aspects of housing choices that reflect transitioning between dwelling types and account for health and crisis resiliency.
HO-22 Encourage and support the development of emergency, transitional and permanent housing with appropriate on-site services for persons with special needs.	Maintain and include similar support for persons experiencing short-term, unprecedented needs in the aftermath of or during an extended emergency event.
HS-5 Monitor changes in local human services needs and priorities in an ongoing way and adjust the City's response as appropriate.	Maintain
HS-6 Work to increase the base of both public and private resources to support programs providing human services with a focus on strategic investments.	Maintain
TR-2 Ensure that the transportation system provides for the mobility and access needs of those who live, shop, visit, work and recreate in Redmond.	Maintain
TR-34 Use advanced technology to manage the transportation system by: <ul style="list-style-type: none"> <li>• Improving the efficiency of the system;</li> <li>• Disseminating travel, roadway, incident and emergency information to system users; and</li> </ul>	Maintain

<ul style="list-style-type: none"> <li>Improving information collection for the purpose of traffic management.</li> </ul>	
TR-38 Protect Redmond's transportation system against disasters by maintaining prevention and recovery strategies that are coordinated locally and regionally.	Consider addressing flexibility within the system to support long-term disaster or emergency events including those necessitating social distancing and disinfection of equipment and facilities.
PI-6 Enable citizens to learn more about local government and promote public discussion of community issues through use of techniques, such as educational materials, workshops and special programs.	Maintain
PI-8 Use all public involvement and communication options at the City's disposal, such as websites; surveys; workshops, open houses and other meetings; and citizen advisory groups.	Expand by including alternative forms of communication such as bulletin boards in the event of communication or other system failures in the aftermath or during an extended disaster or emergency event.
UT-23 Pursue the creation of emergency inter-ties with adjacent purveyors.	Maintain
UT-49 Develop and implement an emergency response plan for responding to surface and groundwater contamination emergencies to protect Redmond wells, coordinating among affected City departments.	Maintain
UT-85 Prioritize City emergency and operating communications over private telecommunications in the case where a private telecommunication service desires use of a public building or facility to avoid conflicts between signal interference and mounting space.	Maintain
UT-86 Acknowledge the importance of citizen band and amateur radio services in potential emergency situations when considering regulatory changes that would affect the operational ability of such facilities.	Consider expanding to include alternative forms of communication dissemination such as official postings of information at public facilities and temporary bulletin boards.
CF-1 Develop and regularly update functional plans that assess capital facility needs and strategies for addressing such needs. Provide opportunities for public involvement appropriate to the nature of the update. Use functional plans to guide the development of	Consider similar policy supporting maintenance of Emergency Preparedness, Management, and Action plans at departmental levels similar to CF-2.5 below.

<p>capital priorities and investment decisions within each of the following functional areas:</p> <ul style="list-style-type: none"> <li>• Fire protection and response, including the city and Fire District #34;</li> <li>• Police protection;</li> <li>• Stormwater and surface water management;</li> <li>• Water and sewer systems;</li> <li>• Parks, arts, recreation, culture and conservation;</li> <li>• Transportation;</li> <li>• Emergency preparedness and management;</li> <li>• General government facilities; and</li> <li>• Other functional areas as identified.</li> </ul>	
<p>CF-2.5 Ensure that functional and strategic plans address emergency preparedness needs as applicable including:</p> <ul style="list-style-type: none"> <li>• Seismic retrofits;</li> <li>• Infrastructure resiliency ("Safe-to-fail") mechanisms including backup power generation, resilient network infrastructure, and communications; and</li> <li>• Methods and facilities ("Alternative Service Centers") to provide essential services including shelter, food and water, medical care, cleanup, and restoration. Local alternative Service Centers in areas of the City less susceptible to hazards liquefaction, landslides, and floods.</li> </ul>	<p>Maintain and strengthen to include long-term disaster response and recovery.</p>
<p>Neighborhoods Element: Idylwood Neighborhood Plan (Goals)</p> <p>Preparing neighbors with an emergency plan:</p> <ul style="list-style-type: none"> <li>• Residents recognize that the neighborhood's geography and infrastructure may increase the potential for power outages during inclement weather. They look forward to establishing an Idylwood Emergency Preparedness Plan as a guide for residents to remain safe and prepared throughout the year.</li> </ul>	<p>Consider implementing this neighborhood goal across all of Redmond's ten neighborhoods with coordination with the City's Family of Emergency Management Plans</p>
<p>NE-15 Plan, deploy, and maintain physical and social infrastructure such that vulnerability to natural hazards and disasters is reduced for all</p>	<p>Maintain and duplicate or strengthen to address long-term disaster response and recovery such as the COVID-19 pandemic.</p>

members of the community, and ensure that communities are adequately prepared to respond to a crisis, response is effective and coordinated, and recovery is accelerated.	
<p>Natural Environment Element: Frequently Flooded Areas</p> <p>Frequently Flooded Areas are open channel and overbank areas within the 100-year floodplain that are frequently inundated with floodwater. Floodplains are generally flat, low-lying areas adjacent to rivers or streams that periodically flood during storm events. These areas move large volumes of water and debris downstream during storms.</p> <p>The Federal Emergency Management Agency (FEMA) delineates flood hazards along major river and stream corridors to identify areas at risk from floodwater.</p> <p>This information is used for both floodplain management and insurance rating.</p>	<p>As discussed here, incorporate aspects of the National Disaster Recovery Plan in the Comprehensive Plan by development an Emergency Management element and coordinating where applicable the Comprehensive Plan, Zoning Code, and Functional Plans.</p>



# Comprehensive Plan – a Safety Element

A safety element is recommended for addition to the City’s Comprehensive Plan and for integration with the Emergency Management Family of Plans and other functional plans. The safety element is developed and maintained with significant involvement from the community, employing a focus on disaster planning and various unexpected events. The American Planning Association developed a context for mitigation and recovery planning, shown below, to describe community-based, comprehensive planning that prepares a jurisdiction for *“seeking betterment and reversing decline, improving the community’s ability to function, and responding to the full dynamic of the community, not only in its physical form.”*



FIGURE 11 - (CONTEXT FOR RECOVERY PLANNING BY BARRY HOKANSON, AICP. PAS REPORT 576 - PLANNING FOR POST-DISASTER RECOVERY: NEXT GENERATION, AMERICAN PLANNING ASSOCIATION, BARRY HOKANSON)

Though the City’s Comprehensive Plan does not currently include a Safety element nor is such element mandatory by WAC 365-196-400 (Growth Management Act—Procedural Criteria for Adopting Comprehensive Plans and Development Regulations: Mandatory Elements), the Long-Term Recovery Plan recommends introducing this new element during the 2050 or subsequent periodic updates to the Comprehensive Plan. The WAC 365-190-020 establishes minimum guidelines for counties and cities to classify and designate agricultural lands, forest lands, mineral resource lands, and critical areas, within which risks as a result of natural hazards such as volcanos, steep slopes, and seismic hazard areas are discussed. This information might serve as a foundation for future citywide policies.

