



Public Safety and Infrastructure Performance Report

Study Session
May 12, 2015



City of Redmond
WASHINGTON



Agenda

- Overview
- Public Safety at a glance
 - Police
 - Fire
- Infrastructure and Growth at a glance
 - Public Works
 - Comprehensive Community Development
- Questions?

PUBLIC SAFETY at a glance

Safety Dashboard

Feeling safe in neighborhood at night	●	↑
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Police

IBR Crime Rates per 1,000 population	●	→
Case clearance rates	●	→
PRR response within 5 days	●	↑

Fire and Police

Satisfaction with services	●	→
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Fire

Fire and Life safety inspections	TBD	TBD
Response times	●	→
First unit response	●	→

Understanding the Symbols

Each symbol answers the question:

How are we doing now?

Target Met ●
 Progress continuing ●
 Performance gaps ●

Where are we headed?

Maintaining →
 Improving ↑
 Worsening ↓

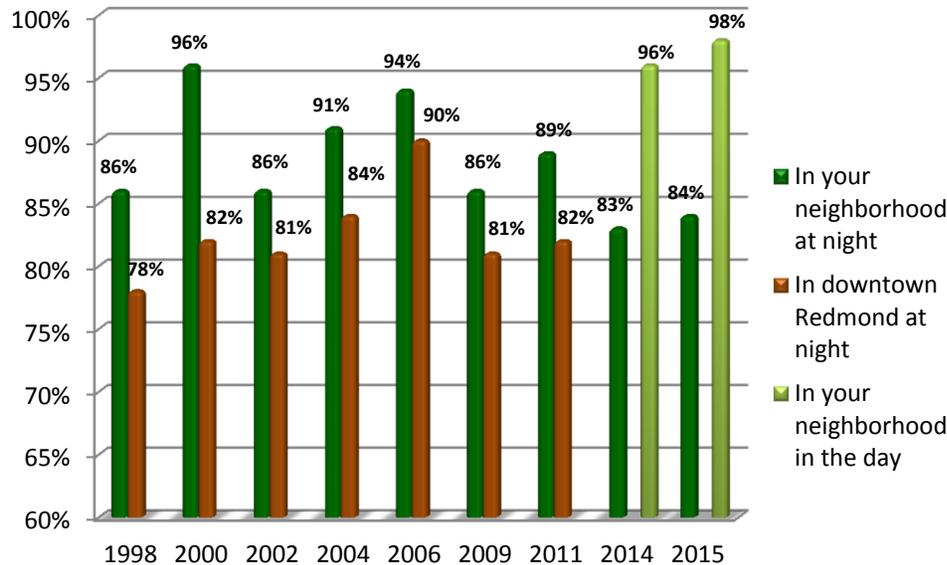
Safety Dashboard

Citizens Feeling Safe in the Community

Compared to our target:

- 98% surveyed said they feel safe walking alone in their neighborhood during the day
- 84% surveyed said they feel safe walking alone in the neighborhood at night

“How Safe Do You Feel Walking Alone...”



- Redmond Police maintains high overall customer satisfaction rating for police services within the community.
- Survey changed in 2013 to include question regarding daytime safety in neighborhoods.

Why is this topic important?

The satisfaction rating is a direct indicator of the quality of life and level of services provided to the community.

What influences this topic?

A variety of issues influence this rating including, crime rates, solvability rates, response times and interactions with staff.

What is the Department doing about this?

The Police Department continually tracks crime and clearance rates. The City deploys resources to target areas to decrease response times and conduct ongoing customer service surveys to measure how we are doing.

How do we measure progress on this?

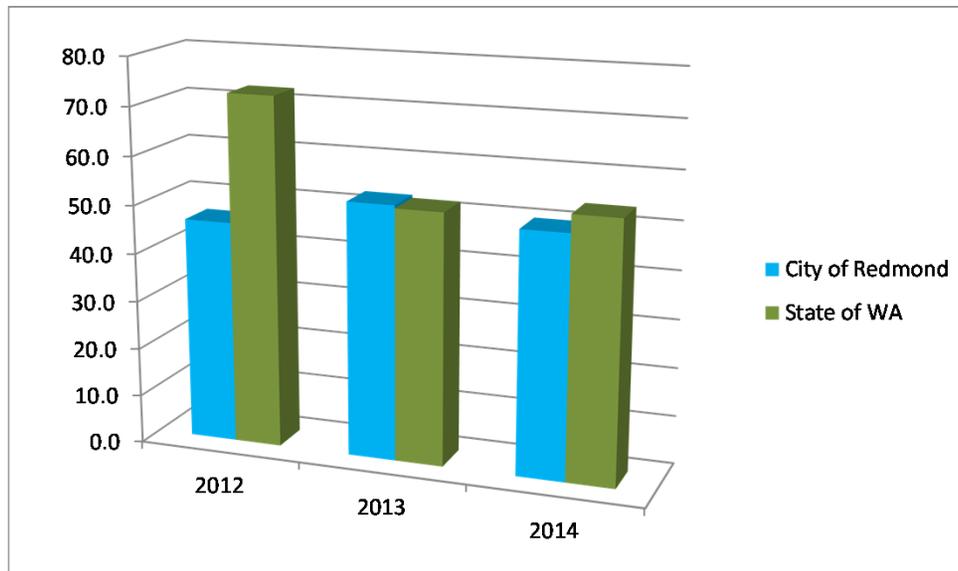
Ongoing customer service feedback through phone and email survey with random police contacts.

Police Department Incident Based Reporting (IBR) crime rates per 1,000 population

Compared to our target:

- Target: Crime rates are equal or less than cities in the State of Washington, benchmarked to State and changes annually.

Crime Rate per 1,000 population



The State of Washington switched from UCR crime reporting to IBR crime reporting in 2012 so for consistency we use data starting in 2012.

Why is this topic important?

Crime rates are a measure of community safety which has a direct impact on the quality of life of citizens, businesses and visitors to the city.

What influences this topic?

Many factors influence crime rates such as community reporting, crime sprees, officer initiated activity and public awareness.

What is the Department doing about this?

The PD works in a collaborative environment to proactively address potential criminal activity, educates the public and works in a community based long-term problem solving model to address current crime patterns.

How do we measure progress on this?

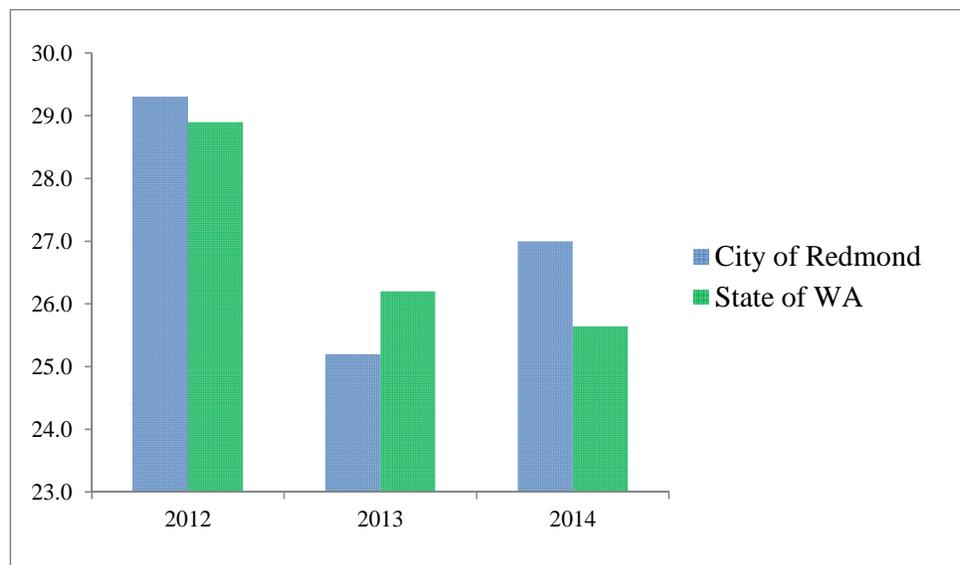
Monthly and annual statistical reporting to WASPC allows us to monitor progress.

Police Department Case Clearance Rates

Compared to our target:

- Target: Clearance rates are equal or greater than cities in the State of Washington, benchmarked to State and changes annually.

Case Clearance Rates



Clearance rates are determined by cases that are closed due to solvability factors, such as arrest and case bundling.

Why is this topic important?

Clearance rates allows us to determine the effectiveness in case investigation as well as identification of prolific criminals responsible for large crime spree.

What influences this topic?

The factors that influence this topic is quality of case investigation, regional partnership and bundling of cases for prosecution.

What is the Department doing about this?

The PD engages in a collaborative, teamwork approach to conduct investigations which demonstrates resolve and commitment to using relentless investigative means. We network with regional partners to share relevant, accurate and timely information.

How do we measure progress on this?

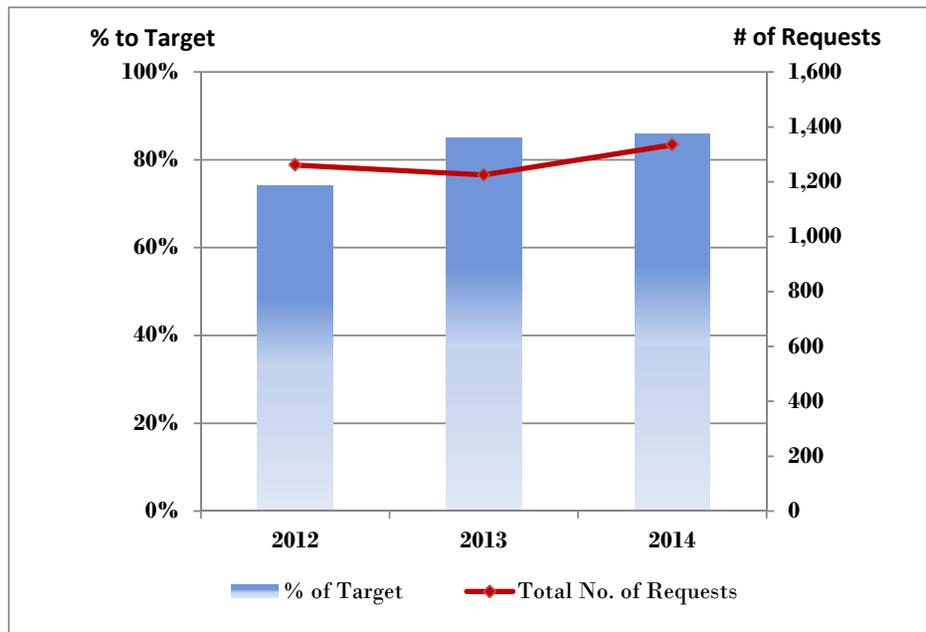
Annual and monthly clearance rates reported to Washington Association of Sheriffs and Police Chiefs (WASPC).

Police Department Response to Public Records Requests

Compared to our target:

- Target of 90% Public Records Requests (PRR) responded to within 5 days
- In 2014 response rate equaled 86%

Public Records Requests



Why is this topic important?

This is directly related to customer service satisfaction and timely availability of data which directly impacts our ability to clear crimes.

What influences this topic?

Timely input of data by Officers as well as an organized process for obtaining information from multiple sources to complete the request.

What is the Department doing about this?

One employee in Records is dedicated to PRR and Officers turn in paperwork prior to the end of shift.

How do we measure progress on this?

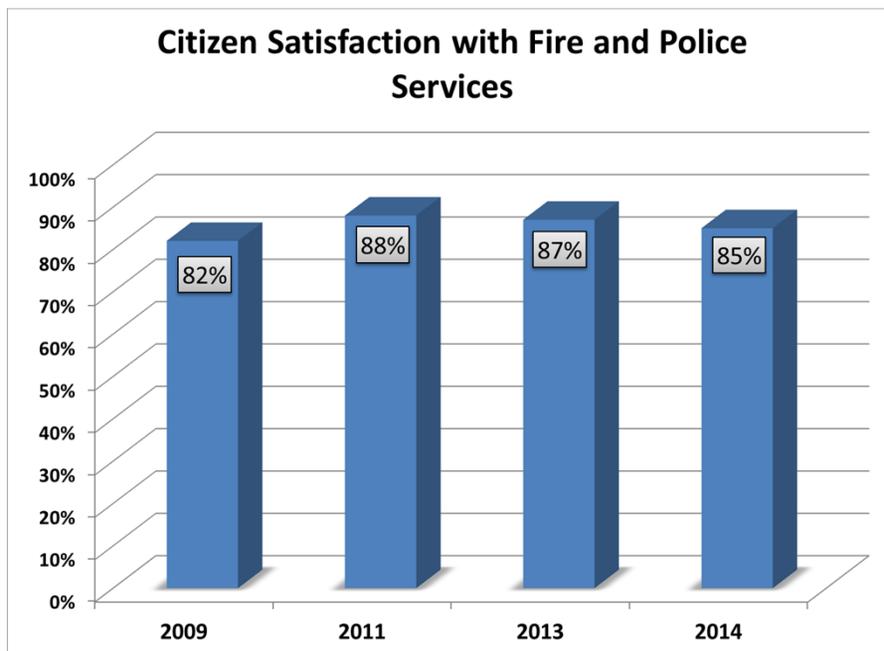
Tracking system to determine if we are meeting our goal and a lean review of our process to reduce excess steps

Although the numbers of records requests continues to grow the target response rate remains high.

Fire and Police Departments Service Satisfaction

Compared to our target:

- 85% of citizens surveyed stated they felt satisfied with Fire and Police services in the City of Redmond.



The Redmond Fire Department maintains a consistently high rate of customer satisfaction for service delivery in the community.

Why is this topic important?

Delivery of effective Fire and EMS services is a high citizen priority and directly correlates to the public's perception of how safe they feel in their community.

What influences this topic?

Emergency responses and Fire Prevention inspection programs are the primary means by which the RFD delivers service to the community.

What is the Department doing about this?

The Fire Department collects and reviews data on a continuous basis for both emergency responses and prevention inspections. Analysis of this data drives operational decisions and departmental priorities.

How do we measure progress on this?

Progress is measured through ongoing customer service surveys and internal analysis of a variety response and inspection data streams.

Fire Department Fire and Life Safety Inspections

Compared to our target:

- **Percent of Total Number of Commercial and Multi-Family Building Inspected**

Inspection Program Outputs

- Redmond has approximately 1700 multi-family buildings.
- Commercial buildings in Redmond total approximately 1200.
- Prevention staff inspects and issues over 1300 fire code permits in existing buildings. These permitted occupancies have higher risks associated with their buildings and are inspected annually.

Current inspection data for 2015 is not complete. We anticipate having all reporting capabilities for the 2nd quarter of 2015. Our training program and the suppression inspection program will provide us with the capability to achieve our goals for 2015.

Why is this topic important?

This measure reflects our goal to inspect all buildings a minimum of once every three years. By inspecting regularly, we partner with business owners to reduce risk from fire and other emergencies making the city safer.

What influences this topic?

Staffing levels, software system performance, trained staff, and development services workload levels.

What is the Department doing about this?

Training all Prevention staff to perform both new construction and existing building inspections. This flexible workforce can then accommodate development surges and maintain inspection activities during slower time periods. The suppression inspection program is re-starting to assist in completing multi-family inspections.

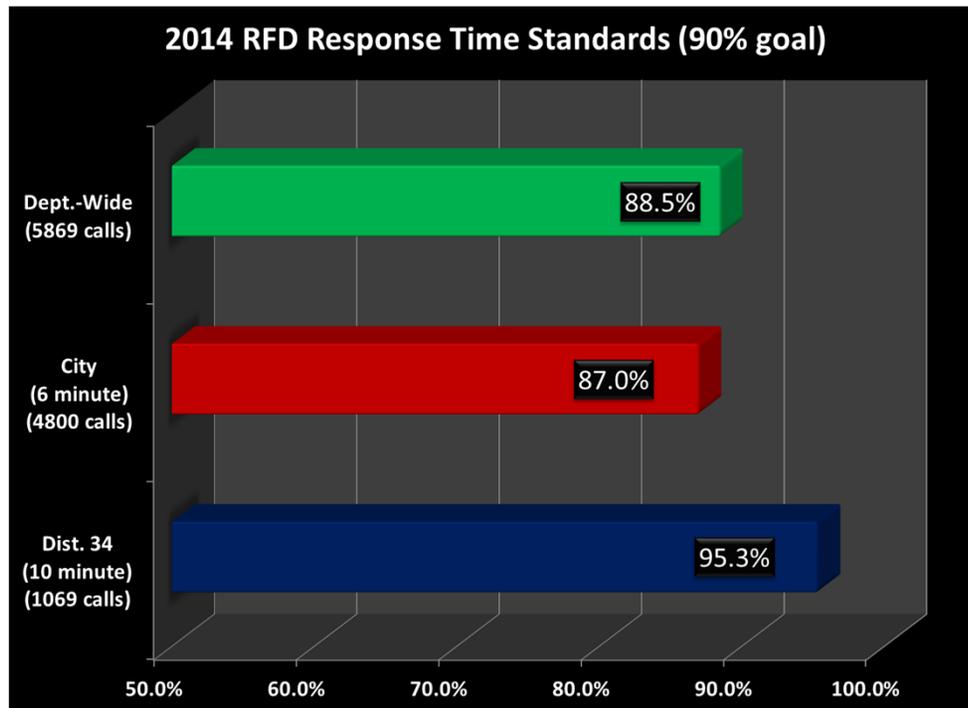
How do we measure progress on this?

Track the number of initiated inspections annually. Approximately 860 building inspections per year will achieve our goal of inspecting every building once every three years.

Fire Department Response Times

Compared to our target:

- Target: Arrive at scene within time standard for 90% of emergency responses.
- In 2014 RFD response times were within standards 88.5% of the time.



Response times are measured from the time when crews are first alerted at their stations (“dispatched”) to the time when they arrive on scene.

Why is this topic important?

This standard measures the time it takes for responders to arrive at the scene of an emergency incident. Faster response times improve patient outcomes and reduce fire loss.

What influences this topic?

“Response reliability,” or the frequency with which units are available within their response district. Factors such as call loads, location of training, and distance of patient transports directly impact “response reliability” and response times.

What is the Department doing about this?

In 2014 RFD developed monthly dashboards to monitor response times, adopted stricter national standards for turnout times, and increased emphasis on keeping crews in their response areas.

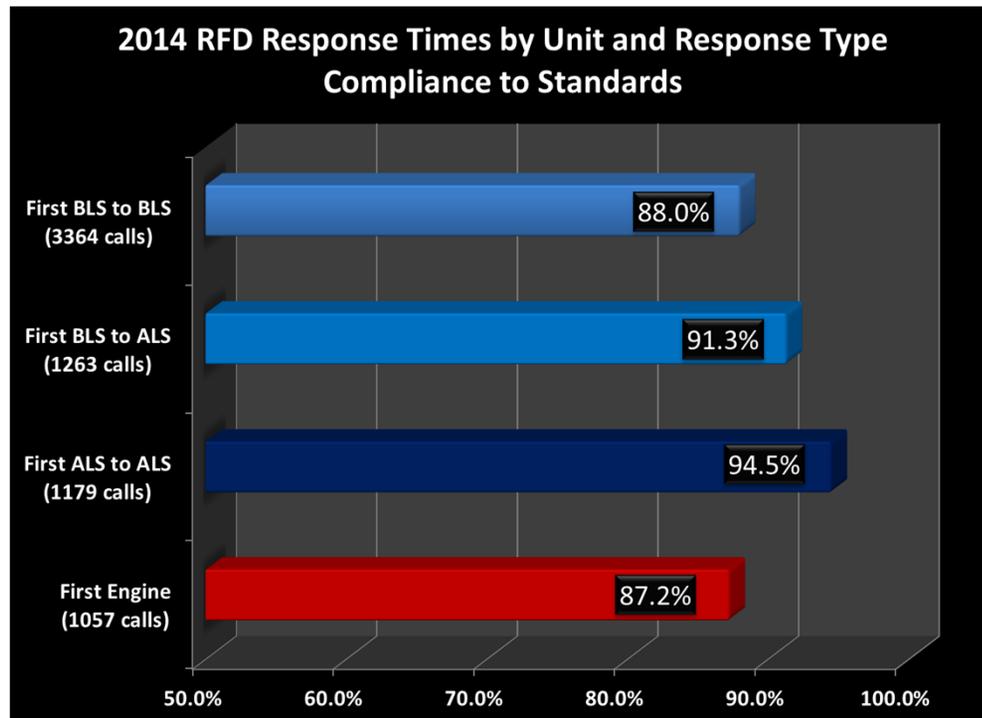
How do we measure progress on this?

Response times are measured against the 90th percentile. Every response is tracked and reports are monitored on a monthly and annual basis.

Fire Department First Unit Response

Compared to our target:

- Target: First ALS, BLS, or Engine arrival within time standard for 90% of emergency responses.
- In 2014 first-arriving units met time standards between 87-94% of the time.



Response time standards vary by area (City vs. Fire District 34) and by response unit type (BLS, Engine, ALS). BLS and Engine response held to 90th percentile. ALS standard (set by King County EMS) is 80th percentile.

Why is this topic important?

Delivering the right resources to emergency scenes is critical to successful outcomes. Because multiple types of units respond to each high-risk event, measuring arrival times of specific unit types informs us of how effectively we are delivering the appropriate level of service for each incident type.

What influences this topic?

The availability of resources in their response districts (“response reliability”) drives response times. Factors such as call loads, location of training, and distance of patient transports directly impact “response reliability” and response times.

What is the Department doing about this?

RFD maintains minimum staffing for Suppression/BLS (25) and ALS (7). This measurement is reviewed monthly to ensure that we are meeting the stated goal. RFD emphasizes keeping units in their districts and available to respond safely to emergencies.

How do we measure progress on this?

Response times are measured against the 90th percentile. Every response is tracked and reports are monitored on a monthly and annual basis.

Infrastructure and Growth at a glance

Public Works

Pavement Condition Index	●	↓
Watermain Breaks per year	●	→
Sewer Overflows per year	●	→

Comprehensive Community Development

Dwellings in urban centers	●	→
Jobs in urban centers	●	→
Delivery of Transportation Facilities Plan	●	→

Understanding the Symbols

Each symbol answers the question:

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- Maintaining →
- Improving ↑
- Worsening ↓

Infrastructure and Growth Dashboard Maintenance Report Card

Compared to our targets, Public Works is performing well in maintaining the public infrastructure, resulting in a low failure rate, but there is room for improvement in some areas to maintain a good level of service, now and into the future.

The Maintenance Report Card includes 3 separate performance measures:

Pavement Condition Index (PCI)

Water Main Breaks

Sewer Overflows

The community wants a well-maintained city whose transportation and other infrastructure keeps pace with growth.

Why is this topic important?

The Maintenance Report Card speaks to the reliability of the City's infrastructure and measures our performance in providing the desired level of service for transportation and utility services. These are important elements of our community's quality of life.

What influences this topic?

Preventative and proactive maintenance on our infrastructure is important to keep our infrastructure from degrading due to age, usage, and negative environmental factors.

What is the Department doing about this?

Public Works is implementing a comprehensive Asset Management Program, which will improve our ability to be proactive and strategic in our maintenance activities, resulting in increased efficiencies and higher levels of service.

How do we measure progress on this?

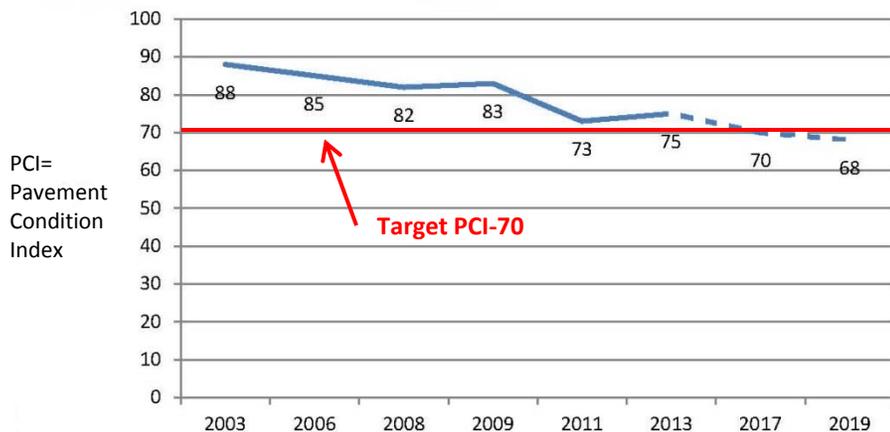
We collect data and report on the 3 indicator measures, pavement condition index, watermain breaks and sewer overflows.

Public Works – Maintenance Report Card Average Pavement Condition Index (PCI)

Our target is a Pavement Condition Index (PCI) of 70 or better:

- Currently, the average city-wide PCI is 75, but has declined from a score of 83 in 2009

Average PCI for all Streets 2003-2019



Every two years, the pavement condition is evaluated for all streets (144 centerline miles) in the City by measuring 7 different types of pavement distresses. This evaluation determines the Pavement Condition Index or PCI for each street and an average PCI is determined for the whole City.

Why is this topic important?

The pavement is a valuable asset that needs to be maintained in good condition for the safe and efficient movement of people and freight on all City streets. A PCI of 70 is the most cost effective investment point to balance routine overlays versus full reconstruction.

What influences this topic?

The physical condition of pavement is affected by volume of traffic, weight of vehicles, and age. The ability to keep the average pavement condition in good condition for all streets is directly influenced by the funding investment in repairs and maintenance.

What is the Department doing about this?

Public Works regularly monitors the condition of all pavement, makes repairs to small areas such as potholes, and overlays streets with new pavement.

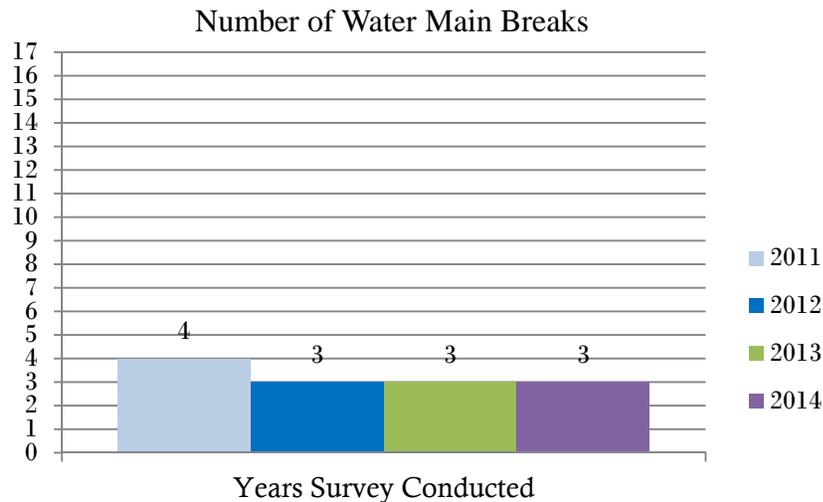
How do we measure progress on this?

We measure progress through a combination of bi-annual field surveys and the use of pavement management software to determine what sections of streets are in need of repair or overlay.

Public Works—Maintenance Report Card

Water Main Breaks

Target: No more than 17 water main breaks per year



Why is this topic important?

Water main failures (breaks) are an indicator of the integrity of the water system; this directly relates to our ability to provide drinking water with minimal interruptions to our community.

What influences this topic?

Pipe age and material, soil conditions, corrosion, construction methods, other utilities, water pressure, and design standards all influence the life expectancy of pipe and the likelihood of breakage. New water pipe is expected to be in service 75 to 125 years.

What is the Department doing about this?

Redmond utilizes well developed construction standards and specifications that provide for high quality and long lasting water system improvements. We monitor for leaks or breaks in the system. Redmond has programs to replace facilities that have reached the end of their useful life and we are developing an Asset Management Program to increase our effectiveness in maintaining and operating the system, plus plan for future capital project needs.

How do we measure progress on this?

Redmond's system is relatively young compared to other agencies in the Region. Therefore, water main breaks are few compared to older systems. We will continue to monitor the number of water main breaks and expect this number to increase over the years as the system ages. Our Asset Management Program will allow for more refined performance measurement in the future to allow us optimize our maintenance practices and keep our level of service high.

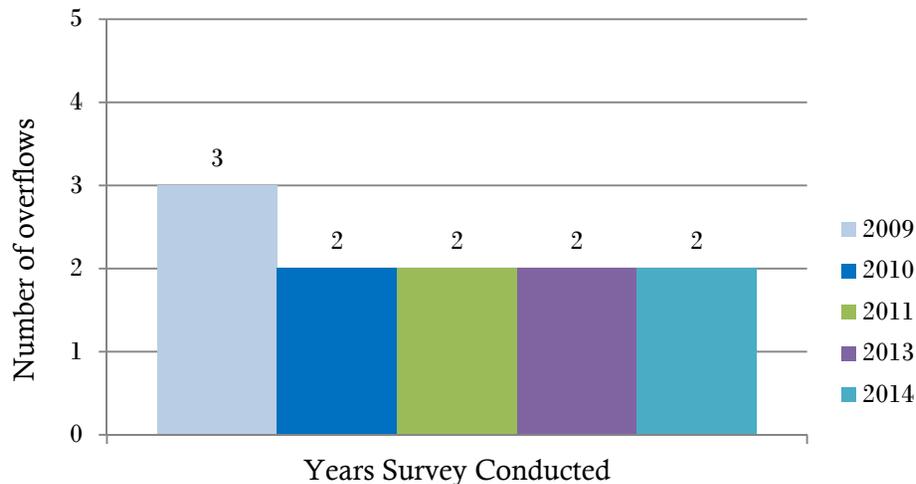


Public Works Department – Maintenance Report Card

Sewer Overflows

Target: Zero sewer overflows per year

Number of Sanitary Sewer Overflows



Results indicate maintaining average of 2 overflows per year

Why is this topic important?

The number of sewer overflows is an indicator of the integrity of the sewer system and the adequacy of maintenance provided.

What influences this topic?

Grease; insufficient capacity; pipe failure; vandalism; inflow and infiltration (I/I); construction methods; other utilities; pipe age; pipe material; design standards. These all influence the integrity of the sewer system and the maintenance that is required. If the pipe is too small or if there is excessive I/I sewage will overflow. If the pipe is adequately sized but is blocked by grease, vandalism, or pipe failure sewage will overflow.

What is the Department doing about this?

Redmond utilizes well developed construction standards and specifications that provide for high quality and long lasting sewer system improvements. We also perform sewer system planning to evaluate existing pipe capacity and plan for future needs. We conduct pipe inspection, pipe cleaning, and our FOG (Fats, Oil and Grease) Program to reduce pipe blockages. Our Asset Management Program will increase our ability to proactively maintain and operating the system, plus plan for future capital project needs.

How do we measure progress on this?

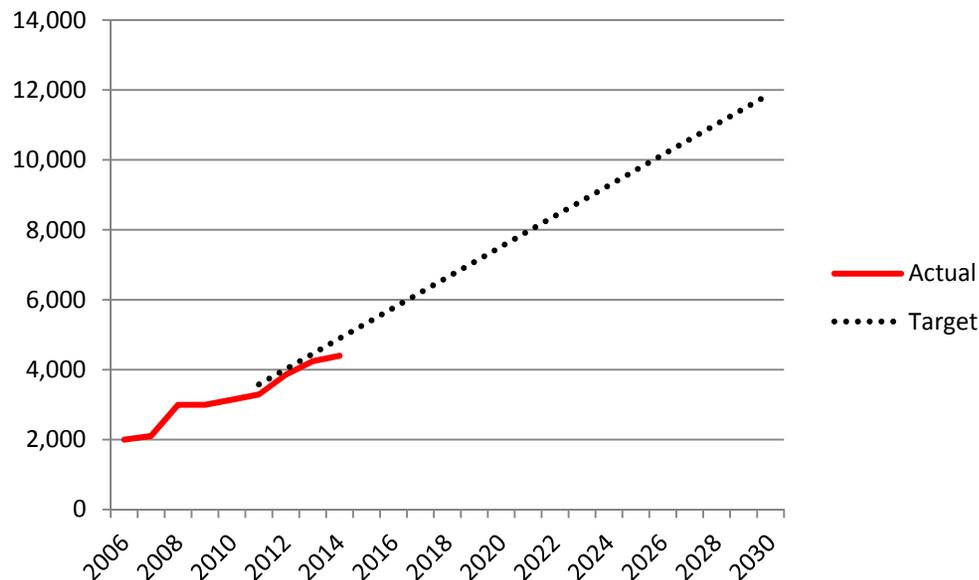
The number of overflows will be monitored. The regulatory standard is that there shall be no overflows so this is the performance measure. If overflows occur we investigate the cause and take corrective action. This could include pipe repair or replacement or increased pipe cleaning.

Planning Department *Dwellings in Urban Centers*

Compared to our target:

- 90% of planned number of dwellings as of 2014 (*actual = 4,399; target = 4,892*)
- 72% of average annual target (*actual: 315 new dwellings per year; target = 438 per year*)

Dwellings in Urban Centers



Targets for new dwellings in urban centers:

- From Comprehensive Plan: Growth 2010 to 2030
- Target annualized to provide average annual amount
- Measured by building permits issued per year
- 2015 through April: permits issued for 242 additional dwellings

Why is this topic important?

- Regional commitment with two urban centers: planned for 3/4th of housing growth through 2030
- Vision and policy: people of various incomes, ages and family sizes can live in Redmond
- Quality of life: opportunity to live near jobs, services

What influences this topic?

- Track record of consistent vision, advance planning, and follow through – provides predictability
- Public investments to create vibrant neighborhoods
- Redmond's attractiveness as a place to live, invest

What is the Department doing about this?

- Maintaining supportive policy, code
- Planning, funding and constructing infrastructure
- Collaborating with partners to deliver transportation improvements
- Culture of continuous improvement to quality, predictability and timeliness of development process
- Leveraging Housing Trust Fund with projects like 160th Senior Affordable Housing

How do we measure progress on this?

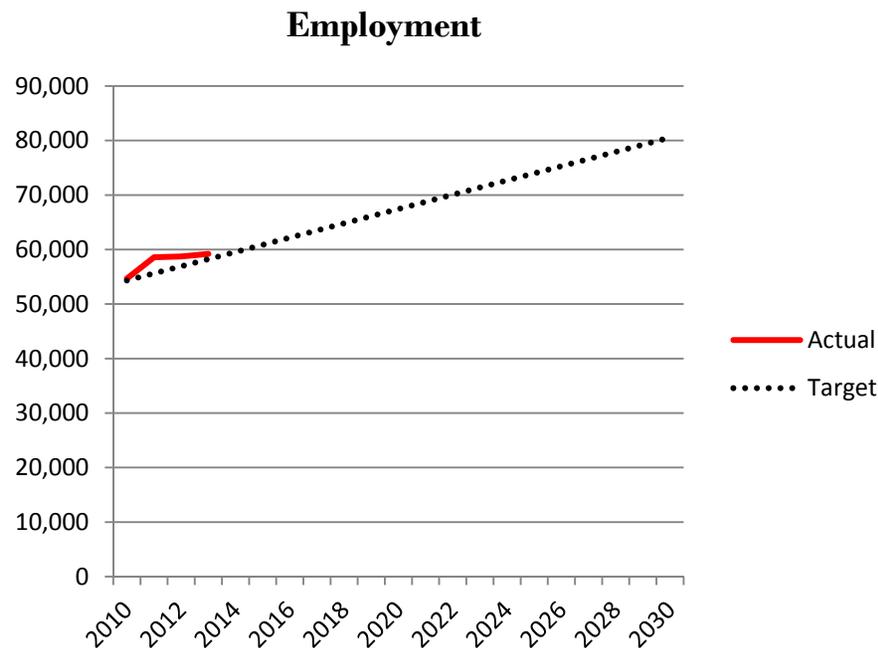
- Track permit data

Planning Department

Employment in Downtown Urban Center and Overlake Neighborhood

Compared to our target:

- Just over 100% of planned number of jobs as of 2013 (*actual = 59,208; target = 58,246*)
- 130% of average annual target (*actual: 1,515 additional employees per year; target = 1,177 per year*)



Targets for employment growth:

- From Comprehensive Plan: Growth 2010 to 2030
- Target annualized to provide average annual amount
- In the future, will report employment data for entire neighborhoods rather than urban centers since urban center boundary splits major job area in Overlake

Why is this topic important?

- Regional commitment with two urban centers: location for 2/3rds of new commercial floor area through 2030
- Quality of life – opportunity for living wage jobs
- Thriving, innovative businesses return many direct and indirect benefits to the community and region

What influences this topic?

- Track record of consistent vision, advance planning, and follow through – provides predictability
- Public investments to create vibrant neighborhoods
- Redmond’s attractiveness as a place to work, invest

What is the Department doing about this?

- Maintaining supportive policy, code
- Planning, funding and constructing infrastructure
- Collaboration with partners to deliver transportation improvements
- Culture of continuous improvement to quality, predictability and timeliness of development process
- Partnerships such as through OneRedmond

How do we measure progress on this?

- Covered employment data from PSRC

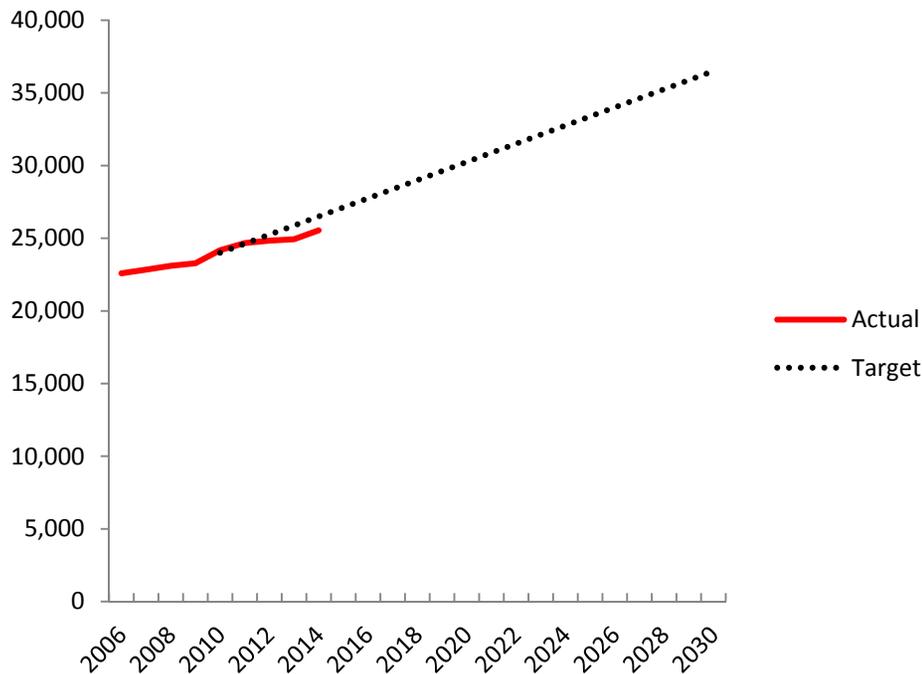
Planning Department

For context - Citywide Dwellings and Employment

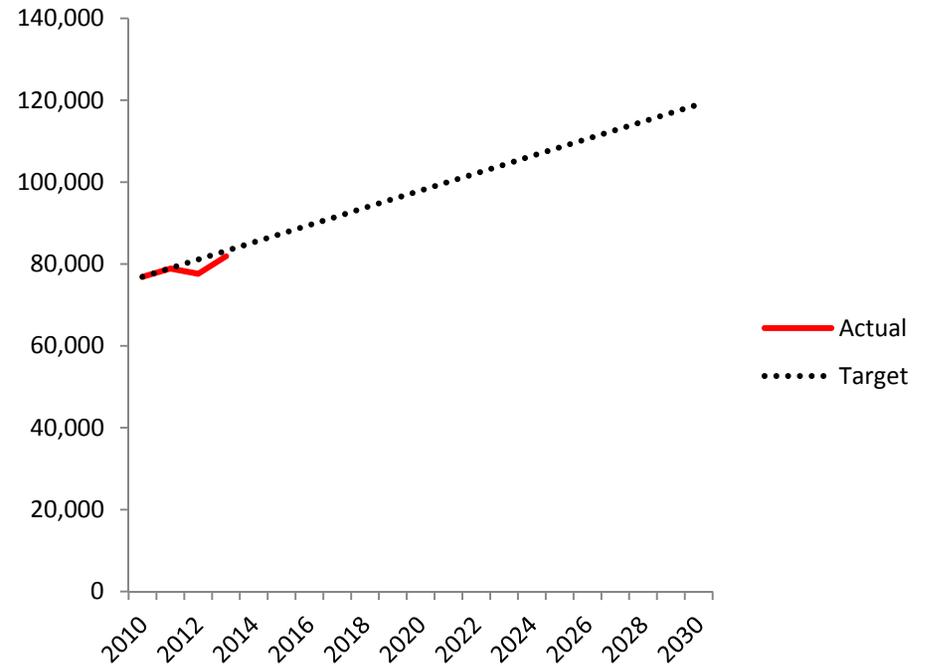
Compared to our Comprehensive Plan target: Slightly below for dwellings and jobs

- Dwellings: actual for 2014 = 25,549; target based on average annual = 26,500
- Employment: actual for 2013 = 81,867; target based on average annual = 83,195

Dwellings



Employment

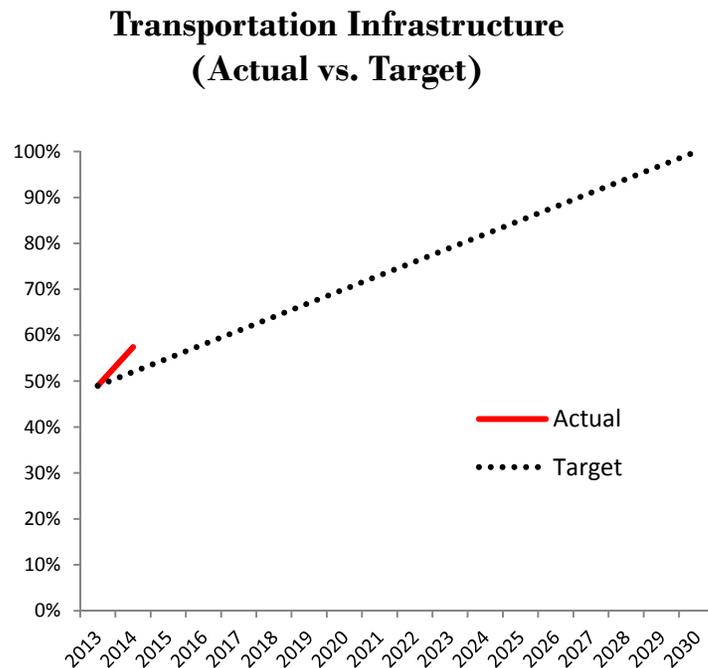


Planning Department

Delivery of 2030 Transportation Facilities Plan

Compared to our target:

- Exceeding by 5 percentage points (actual = 57%, target = 52%)



Reset the Transportation Facilities Plan (TFP) in 2013 for a 2030 delivery target:

- In 2013 about 50% of 2030 TFP was already committed or underway
- Previous TFP was for a 2022 delivery

Why is this topic important?

Delivery of the Transportation Facilities Plan is essential to supporting growth, maintaining the transportation system, and correcting deficiencies

What influences this topic?

- Advance infrastructure planning
- Secured funding including grants and regional partnerships e.g. Legislature, Sound Transit, Metro, WSDOT
- Partnerships with developers and Microsoft

What is the Department doing about this?

- Overlake and Marymoor infrastructure plans
- Securing and administering grants
- Collaboration with regional agencies to build infrastructure
- Partnership agreements with Sound Transit and Microsoft e.g. Community Facility Districts (CFD)
- Developer agreements to build infrastructure

How do we measure progress on this?

- Calculate the percentage of projects in the 18-year Transportation Facilities Plan that are completed or funded within the next six years (in dollars).

Next Steps

- Performance Reports Continue:

Clean Green & Community Building	May 26
Business Community	June 23

- Reports can be found here:
<http://www.redmond.gov/Government/FinancesandBudget/Budget/>
- Questions?