



COMMUNICATION and COMMUNITY INVOLVEMENT PLAN

Name of Project: 2027-2028 Biennial Budget Communications & Engagement Plan

Date: June 1, 2026



Framing and Goals

Set three to five goals that this communication plan will accomplish, keeping in mind the [Communication Guiding Principles](#). You can also look at this by asking yourself, 'what problem are we trying to solve?'

Examples: raise awareness of x, y, and z; encourage the Redmond community to take action on x, y, and z; build community with the Redmond community about x, y, and z.

With this plan, we intend to:

1. Encourage and support community participation in the city budget process and ensure residents feel genuinely welcomed and heard throughout the process.
2. Conduct broad outreach via various channels (such as focus groups, interactive social media, videos, signs, emails, the budget questionnaire, and connections with City Council) to include a representative population in engagement efforts.
3. Gather feedback and input regarding the City's financial messaging, in particular on the budget outcome maps that feature defined priorities and outcomes (goals).
4. Connect with city boards and commissions, Community-Based Organizations (CBOs), OneRedmond, and other community groups to gather their perspective on city budgeting.
5. Enhance city messaging to demonstrate transparency and build trust by showing residents how their feedback directly influences budget priorities and spending decisions.
6. Ensure engagement materials and opportunities are accessible in multiple languages and formats to reduce barriers to participation.

Team Members: Roles and Responsibilities

Develop a list of team members who will execute your communications plan over the life of the project/initiative. This will likely be cross-departmental and should always include your communications liaison. If a partner agency is involved, such as Sound Transit, be sure to include their roles and responsibilities in this list too.

Name	Dept./Agency	Role	Phone	Email
Kelley Schutz	City of Redmond Communications Division	City Communications Manager	425-556-2453	kschutz@redmond.gov
Ryan Hoover	City of Redmond Communications Division	Finance Department Communications Liaison	425-556-5849	rhuover@redmond.gov
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Haritha Narra	City of Redmond Finance Department	Deputy Finance Director	425-556-2163	hnarra@redmond.gov
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Zach Houvener	City of Redmond Executive Department	Deputy Executive Department Director, Equity & Strategic Services	425-556-2306	zhouvener@redmond.gov
Ian Stewart	Fulcrum Strategy Group	Focus Group Organizer & Facilitator	206-851-3099	ian@fulcrumstrategygroup.com

Target Audience

Define your primary and secondary audience. Your primary audience is those who need to know information first. The secondary audience is those who may need to know the information, but do not have an immediate need.

Identifying your stakeholders will help determine the number of messages needed and the communication channels to use.

Tier	Audience	Engagement
Primary - Internal	• City Leadership • City Council • City Staff	Inform first, align on messaging and timing before external messaging
Primary - External	• Redmond residents (all neighborhoods) • Redmond businesses • Community-Based Organizations (CBOs) • OneRedmond • Boards & Commissions	• Redmond.gov webpages • eNews • Social media • Let'sConnect Redmond questionnaire • News releases • Focus newsletter article • Promotional videos/reels with Council • Flyers • Utility bill inserts • Budget stickers • Yard signs • OneRedmond newsletter • Economic Development eNews • Focus groups • Public hearings • Booth at Derby Days • Direct outreach via CBOs and community partners
Secondary - External	• King County • Lake Washington School District • Other government entities • Neighboring communities and businesses	Keep informed at key milestones (preliminary and final budget announcements). • Engage media via news releases.

Key Messages

Identify 4-6 key messages that should be included in nearly all messaging touchpoints. These should connect to the why and benefit of the project/initiative, and any must-know information for the audience.

Examples: Light rail will transform..., We want all Redmond parks to feel safe and welcoming..., Our primary concern is the public health and safety of all residents...

1. Your feedback directly influences how the City invests public dollars. Throughout the budget process, we listen, track what we hear, and show you how community input shaped final decisions.
2. The City uses a Budgeting for Outcomes approach to develop its biennial budget by connecting community values directly to how public dollars are invested.
3. The Budgeting for Outcomes process is a commitment to transparency, accountability, and results, and it ensures that decisions are guided not only by available resources, but by the outcomes residents want to see in their community.
4. Redmond has four core budget priorities:
 - 1) **Healthy and Sustainable:** A healthy and sustainable environment that supports an active community
 - 2) **Safe and Resilient:** A safe and resilient community where all feel safe
 - 3) **Strategic and Responsive:** A strategic and responsive community that is welcoming, service-oriented, and fiscally responsible
 - 4) **Vibrant and Connected:** A well-planned and connected community that is vibrant, supported, and provides a strong sense of place
5. The City continues to embrace a culture of inclusion in an effort to provide equitable access to city services for all. Redmond celebrates the diversity of its residents, businesses, and visitors, and strives to maintain a healthy environment where everyone can feel a sense of safety and belonging.
6. At the end of this process, we will share a 'What We Heard' summary so the community can see how their participation shaped the 2027-2028 budget.

Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis

When thinking about your project or initiative, it can be beneficial to examine your strengths, weaknesses, opportunities, and threats to identify areas and topics that you may need to communicate more about and have additional outreach. It's best to identify 3-5 of each to be proactive in messaging needs and issues anticipation.

For example, for the project of building a new senior center, a strength may be that you have known community support for building a new senior center. A weakness may be the monetary amount required to build the senior center.

By identifying these early, you can outline communication methods that will help the success of your overall goal of building a senior center. *Example: Maybe you pitch local businesses to support the center financially because it will benefit the overall Redmond community – this gives them their “why” on supporting the City’s new facility.*

This may be communicated verbally, through emails, flyers, etc. An overall communications/marketing campaign can be created around this effort.

Strengths	Weaknesses
• Numerous communication platforms and tools available • Existing connections and relationships with city boards and commissions, Community-Based Organizations (CBOs), and OneRedmond • The Budgeting for Outcomes framework provides a clear, structured, and transparent process that gives residents a meaningful way to engage with budget decisions	• Communications staff capacity: Redmond is Ready for the World campaign is requiring significant time and resources • City budget may not be as engaging or exciting for community members as other city topics • Community engagement/questionnaire fatigue may limit participation. • Community members may be skeptical about whether feedback influences budget decisions.
Opportunities	Threats
• redmond.gov webpages: build out webpages regarding budget materials, the budget process, and community engagement with the budget • Let'sConnect Redmond: utilize platform to launch a budget-related questionnaire • Social media: incorporate interactive questions and polls, in addition to videos and posts, to engage social media users • City facilities: budget engagement materials can be made available at numerous city buildings, such as at City Hall, the Redmond Senior & Community Center, Teen Lounge at RCCMV, and other community buildings. • Derby Days: budget engagement materials can be available at tables/booths. • Peachjar and LWSD: distribute materials digitally to all Lake Washington School District families to reach a broad cross-section of the community.	• Community members have busy schedules and may not have time to participate • Communication and engagement efforts during late spring and summer months can be challenging, with community members out-of-town, juggling childcare, or busy with other seasonal activities and events • Ongoing community skepticism about whether feedback is genuinely used in budget decisions could suppress participation and undermine trust in the process.

Communication Tools

There are several ways you can reach your target audience(s). Consider each of the following and determine which channels you'll use. Work with your Communications Liaison to select the best tools for your project, review content, and ensure that the content is clear and concise for the intended channel. For a full description of each, including the purpose, audience, and guidelines, see the [Communications Plan Guidelines](#). Once you've determined the tools, submit the information through a request in the [Communications Toolbox](#).

Digital	Print/Graphics	Interactive
• redmond.gov webpage(s) • eNews or designed email • Newsletters • Our Stories Mayor's email • Social media • Video/Photography • Let'sConnectRedmond.com (questionnaire, poll, etc.) • News Release	• Flyer • Budget sticker • Focus Newsletter • Signage • Utility Bill Inserts	• Public Hearings • Business Meetings (Items from the Audience) • Board/Commissions • Focus Groups

Inclusive Outreach

In addition to the communication tools listed above, take proactive steps to address barriers that may limit your target audience. Consider common barriers to participation and how you might address them:

Barrier	Strategy	Channel(s)
Limited English Fluency	Translate key materials into the most prevalent non-English languages spoken in Redmond • Provide interpreter services at public hearings and focus groups	• Flyers • Public hearings • Focus groups • redmond.gov webpage • News release • Social media
Limited digital access	Distribute printed materials at Redmond Senior & Community Center, RCCMV, city facilities, via utility bill inserts, and Focus; ensure in-person participation options are available	• Flyers • Utility bill inserts • Stickers • Public hearings • Focus Groups • Yard signs • Focus article
Youth disengagement from civic processes	Engage via Teen Lounge at RCCMV, Redmond Youth Partnership Advisory Committee (RYPAC), and targeted social media content • Offer Zoom focus group options with flexible scheduling, including PM sessions that fit after-school schedules	• Social media • Teen Lounge • Redmond Youth Partnership Advisory Committee (RYPAC)
Low literacy	Use plain language, visuals, and infographics in all printed and digital materials	All channels

Limited mobility and disabilities	• Offer focus groups via Zoom so participants can join from home • Ensure all public hearings and community meetings offer remote participation (Facebook Live, phone dial-in); ensure digital materials meet ADA accessibility standards (screen reader compatible, captioned videos, alt text on images); provide accessible formats of printed materials upon request; confirm all public hearing venues are physically accessible	Facebook Live; phone dial-in; Let'sConnect questionnaire; all digital channels; public hearings
Working households	Offer focus groups at both AM and PM times to accommodate different work schedules, with Zoom options for those who cannot attend in person • Prioritize asynchronous engagement tools such as the Let'sConnect questionnaire, social media polls, and online budget materials available at any time.	
Feedback loop skepticism	Publish a 'What We Heard' summary after community engagement closes; clearly communicate how input shaped budget decisions in final budget messaging	• Redmond.gov/budget • eNews • News release • Social media

Consider the following strategies to overcome participation barriers:

- Build personal relationships with target population(s)
- Use translation and interpreter services
- Create a welcoming atmosphere
- Increase accessibility
- Develop alternate and creative methods for engagement
- Maintain a presence within the community
- Partner with diverse organizations, faith-based groups, and nonprofits

Performance Measures

Identify 3-5 ways to measure the success of your communication methods to meet your overall project/initiative goals. This can include the number of people who responded to a questionnaire, the number of people who attended an event, engagement on a social media post, etc.

1. Number of people who respond to the budget questionnaire
2. Number of focus groups conducted, total number of participants, and percentage of participants from underrepresented communities, including renters, immigrants and refugees, non-English speakers, youth, seniors, and low-income households.
3. Number of emails sent to budget@redmond.gov regarding the budget (process, priorities, etc.)
4. Number of Social media engagements (i.e., participation in Instagram story questions/polls)
5. Number of clicks on budget-related links in city emails
6. Number of CBO and community partner organizations engaged in outreach efforts, and number of materials translated and distributed in non-English languages.

Monitor, Evaluate, and Adapt

As the project progresses, be sure to evaluate how your communication methods are performing, questions you are receiving from the community, and key milestones that may require adapting your plan. As you work through these, adjust your plan as needed with changes to your approach.

Timeline and Key Milestones

Date	Milestone
3/31/2026	Focus Groups 1 & 2: General Public
5/21/2026	Milestone #1: Council Conversations
7/1/2026	Milestone #2: Let'sConnect Page and Questionnaire
July & September 2026	Focus Groups 3 & 4: General Public, Boards & Commissions, CBOs
9/15/2026-11/2/2026	Milestone #3: Public Hearings
10/6/2026	Milestone #4: Preliminary Budget Announcement
11/10/2026	Milestone #5: Final Budget Adoption

Communication Strategy Action Plan and Calendar

Develop a plan with your deliverables (template below). Identify the essential elements to have a successful launch and then monitor the efforts throughout the life of the communication plan. This should be a working tool that continues to evolve.

Target Audience/ Stakeholders	Key Message(s)	Communication Channel(s)	Who to Lead?	Deadline to Launch?	Monitoring & Ongoing Efforts
Community: anyone who lives, works, or visits the City of Redmond	Share your thoughts with Councilmembers ahead of this fall's budget process.	Redmond.gov webpage	Ryan Hoover (Finance Department Communications Liaison)	4/20/2026	
		eNews		4/20/2026	4/27/2026 5/4/2026 5/11/2026 5/18/2026
		Social media		4/27/2026	5/4/2026 5/11/2026 5/14/2026 5/18/2026 5/20/2026 5/21/2026 5/22/2026
		Yard Signs		4/20/2026	
Community: anyone who lives, works, or visits the City of Redmond	Provide feedback on what city services and programs matter the most to you, and help shape the 27/28 budget.	Redmond.gov webpage (updating current Budget Priorities page and creating new	Ryan Hoover (Finance Department Communications Liaison)	7/1/2026	

Target Audience/ Stakeholders	Key Message(s)	Communication Channel(s)	Who to Lead?	Deadline to Launch?	Monitoring & Ongoing Efforts
		page for Budget Engagement, featuring Let'sConnect questionnaire information)			
		Let'sConnect page and questionnaire		7/1/2026	
		News Release		7/13/2026	
		Sticker		7/1/2026	Will be distributed to all community buildings, including the Redmond Senior & Community Center, the Teen Lounge at RCCMV, and the Redmond Youth Partnership Advocacy Committee.
		Flyer		7/1/2026	- Flyers will be distributed to all community buildings, including the Redmond Senior & Community Center, the Teen Lounge at RCCMV, and the Redmond Youth Partnership Advocacy Committee. - Connect with Economic Development to have these handed out

Target Audience/ Stakeholders	Key Message(s)	Communication Channel(s)	Who to Lead?	Deadline to Launch?	Monitoring & Ongoing Efforts
					during business walks Distribute via Peachjar to reach all LWSD families
		Utility Bill Inserts		7/1/2026	8/31/2026
		Focus Article		7/6/2026	
		eNews		7/6/2026	7/13/2026 7/20/2026 7/27/2026 8/10/2026 8/17/2026
		Social media (including "Budget Question of the Day" that is published to the City's Instagram story)		7/8/2026	7/15/2026 7/22/2026 7/29/2026 8/5/2026 8/19/2026
		Yard Signs		7/13/2026	
		Promotional Video/Reel with Council		7/22/2026	
		OneRedmond Newsletter		7/31/2026	In coordination with Economic Development
		Economic Development eNews		7/31/2026	In coordination with Economic Development
Community: anyone who lives, works, or visits the City of Redmond	Provide feedback on what city services and programs matter	Redmond.gov webpage	Ryan Hoover (Finance Department)	5/6/2026	
				9/1/2026	

Target Audience/ Stakeholders	Key Message(s)	Communication Channel(s)	Who to Lead?	Deadline to Launch?	Monitoring & Ongoing Efforts
	the most to you before the final budget is adopted (i.e. time is running out to share your feedback). The community can watch the meeting remotely through Facebook (@CityofRedmond), Comcast Channel 321, and Ziply Channel 34, or listen to the meeting by calling 510-335-7371.	News release	Communications Liaison)		
		eNews		9/7/2026	9/14/2026 9/28/2026 10/5/2026 10/12/2026 10/26/2026
		Social media		9/2/2026	9/9/2026 10/14/2026 10/28/2026
		Focus Article		9/21/2026	
		Promotional Video/Reel w/Council		9/23/2026	
		OneRedmond Newsletter		9/25/2026	In coordination with Economic Development
		Economic Development eNews		9/25/2026	In coordination with Economic Development
	- Mayor Angela Birney introduced the preliminary 27-28 biennial budget. Over the next several weeks, Council will review and discuss the draft budget ahead of the final budget adoption. - Mayor Birney provided an introduction and an overview of the budget in a letter and executive summary. - Highlights in preliminary budget.	Redmond.gov webpage	Ryan Hoover (Finance Department Communications Liaison)	10/7/2026	
		News release		10/7/2026	
		eNews		10/12/2026	10/19/2026
		Social media		10/14/2026	10/21/2026

Target Audience/ Stakeholders	Key Message(s)	Communication Channel(s)	Who to Lead?	Deadline to Launch?	Monitoring & Ongoing Efforts
	“What We Heard” summary				
	- Redmond City Council adopted Mayor’s proposed 27-28 budget. - Highlights in adopted budget. - Mayor Birney provided an introduction and an overview of the budget in a letter and executive summary. - Quotes from Mayor and Councilmembers - The City appreciates the community feedback at every step of the budget process. Your participation and engagement have helped shape the 27-28 budget, influenced spending decisions, etc.	Redmond.gov webpage	Ryan Hoover (Finance Department Communications Liaison)	11/11/2026	
		News Release		11/11/2026	
		eNews		11/16/2026	11/23/2026
		Social media		11/18/2026	

Resources

- [Communications Toolbox](#)
- [News Release Template](#)
- [Writing Style Guide](#)
- [Brand Style Guide](#)
- [Communication Plan Guidelines](#)