

City of Redmond



Agenda

Tuesday, April 14, 2026

4:30 PM

City Hall: 15670 NE 85th St; Remote: Comcast Ch. 21/321, Ziplly Ch. 34,
Facebook (@CityofRedmond), Redmond.gov/rctlive, or 510-335-7371

Committee of the Whole - Finance, Administration, and Communications

Committee Members

Vanessa Kritzer, Presiding Officer

Jessica Forsythe

Angie Nuevacamina

Sayna Parsi

Vivek Prakriya

Menka Soni

Melissa Stuart

Meetings can be attended in person, viewed live on RCTV (redmond.gov/rctlive), Comcast Channel 21/321, Ziplly Channel 34, Facebook/YouTube (@CityofRedmond), or listen live at 510-335-7371

AGENDA

ROLL CALL

A. Action Items - 13 minutes

1. Introduction of the New Deputy City Attorney [CM 26-224](#)

Department: Executive, 3 minutes

Requested Action: Informational

2. Approval of Contract for Purchasing Process Improvements [CM 26-216](#)

[Attachment A: Consultant Services Agreement](#)

Department: Finance, 5 minutes

Requested Action: Consent, April 21st

3. Adoption of an Ordinance for the 2025-2026 Budget Adjustment #6 to Recognize the Expenditure Transfers Needed to Redeem the Limited Tax General Obligation (LTGO) Bond Series 2015 and 2016 [CM 26-210](#)

[Attachment A: Ordinance: 2025-2026 Budget Adjustment #6](#)

[Exhibit 1: Summary of 2025-2026 Budget Adjustment #6](#)

Department: Finance, 5 minutes

Requested Action: Consent, April 21st

B. Feedback for Study Session - N/A

C. Informational - 50 minutes

1. 2027-2028 Budget Process Update: Community Engagement [CM 26-201](#)

[Attachment A: Moderator's Guide](#)

Department: Finance, 10 minutes

Requested Action: Informational

2. Respect, Equity, Diversity, and Inclusion (REDI) Program [CM 26-219](#)
Update

[Attachment A: REDI Strategic Plan Implementation Update](#)

[Attachment B: Executive and REDI Advancement - First 90 days](#)

Department: Executive, 10 minutes

Requested Action: Informational

3. 2025 Grants Management Overview [CM 26-221](#)

[Attachment A: 2025 Grants Management Overview](#)

Department: Executive, 10 minutes

Requested Action: Informational

4. 2026 City Council Communications Investment Update and [CM 26-220](#)
Engagement

[Attachment A: Communications Investment Summary](#)

[Attachment B: Communications Plan Sample](#)

Department: Executive, 15 minutes

Requested Action: Informational

D. Read Only - N/A

ADJOURNMENT

Meeting videos are usually posted by 12 p.m. the day following the meeting at redmond.legistar.com, and can be viewed anytime on Facebook/YouTube (@CityofRedmond) and OnDemand at redmond.gov/OnDemand



City of Redmond

15670 NE 85th Street
Redmond, WA

Memorandum

Date: 4/14/2026

Meeting of: Committee of the Whole - Finance, Administration, and Communications

File No. CM 26-224

Type: Committee Memo

Introduction of the New Deputy City Attorney



Memorandum

Date: 4/14/2026

File No. CM 26-216

Meeting of: Committee of the Whole - Finance, Administration, and Communications

Type: Committee Memo

TO: Committee of the Whole - Finance, Administration, and Communications

FROM: Mayor Angela Birney

DEPARTMENT DIRECTOR CONTACT(S):

Finance	Kelley Cochran	425-556-2748
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DEPARTMENT STAFF:

Finance	Haritha Narra	Deputy Finance Director
Finance	Adam O’Sullivan	Financial Services Manager

TITLE:

Approval of Contract for Purchasing Process Improvements

OVERVIEW STATEMENT:

The Finance Department is requesting Council’s approval of the Consultant Agreement(s) to perform the Purchasing Process Improvement Plan.

Additional Background Information/Description of Proposal Attached

REQUESTED ACTION:

Receive Information **Provide Direction** **Approve**

REQUEST RATIONALE:

- **Relevant Plans/Policies:**
Purchasing Procedures and Policies
- **Required:**
Council approval is required for contracts that exceed \$50,000
- **Council Request:**
N/A
- **Other Key Facts:**
N/A

OUTCOMES:

The City of Redmond’s Finance Department seeks to engage with a consultant to review the City’s purchasing and contracting policies and processes to make recommendations for best practices and ensuring policies are effective and

maximizing value for the City and taxpayers.

The scope of the Purchasing Improvement Plan will include, but is not limited to, the following elements:

- Policy review, comparative analysis, development, and implementation
 - Purchasing policy
 - Travel policy
 - ProCard policy
 - Purchasing procedures and manual
 - Capital Investment Program (CIP) process
 - Business Technology & Investment Programs (BTIP) process
 - Contract management
 - Internal controls and risk assessment
 - Performance measurement framework
- Project Deliverables
 - Comprehensive project report
 - Ready-to-adopt policy language
 - Phased implementation roadmap
 - Training outline

The City solicited proposals from 16 qualified consultants to conduct this comprehensive update. The City was seeking firms that could demonstrate successful experience in providing procurement assessments and modernization strategies for public sector organizations, including evaluation of purchasing, ProCard, and travel programs. The selected firm demonstrated a structured, data-driven approach using Lean Six Sigma, stakeholder engagement, regulatory compliance review, and peer benchmarking, along with a proven ability to deliver practical, implementation-ready recommendations and phased roadmaps. Through this process, **Raftelis Financial Consultants, Inc.**, has been selected as the most qualified consultant.

COMMUNITY/STAKEHOLDER OUTREACH AND INVOLVEMENT:

- **Timeline (previous or planned):**
N/A
- **Outreach Methods and Results:**
N/A
- **Feedback Summary:**
N/A

BUDGET IMPACT:

Total Cost:

\$200,000 budgeted

- \$74,950: Base Amount for Agreement with Raftelis

Approved in current biennial budget:

Yes

No

N/A

Budget Offer Number:

Date: 4/14/2026

Meeting of: Committee of the Whole - Finance, Administration, and Communications

File No. CM 26-216

Type: Committee Memo

297 Fiscal Accountability
298 Service Enhancements

Budget Priority:

Strategic and Responsive

Other budget impacts or additional costs: Yes No N/A

If yes, explain:

N/A

Funding source(s):

General Fund

Budget/Funding Constraints:

N/A

Additional budget details attached

COUNCIL REVIEW:

Previous Contact(s)

Date	Meeting	Requested Action
N/A	Item has not been presented to Council	N/A

Proposed Upcoming Contact(s)

Date	Meeting	Requested Action
4/21/2026	Business Meeting	Approve

Time Constraints:

The majority of this work is anticipated to be completed within 2026, with kickoff targeted for early May and a five-to-six-month project completion timeline. Key findings and recommendations will be delivered in phases throughout the project. Recommended changes to policies, procedures, and systems will be implemented beginning in late 2026 and into 2027.

ANTICIPATED RESULT IF NOT APPROVED:

Council could choose not to approve the agreement. However, without this assessment, the City may miss opportunities to improve procurement efficiency, strengthen internal controls, ensure compliance with regulatory requirements, and align purchasing practices with industry’s best practices. This may result in continued operational inefficiencies and increased risk exposure.

ATTACHMENTS:

Attachment A: Consultant Services Agreement with Raftelis

THIS AGREEMENT is entered into on _____, 20__ between the City of Redmond, Washington, hereinafter called "the CITY", and the above person, firm or organization, hereinafter called "the CONSULTANT".

WHEREAS, the CITY desires to accomplish the above-referenced project; and

WHEREAS, the CITY does not have sufficient staff or expertise to meet the required commitment and therefore deems it advisable and desirable to engage the assistance of a CONSULTANT to provide the necessary services for the project; and

WHEREAS, the CONSULTANT has represented to the CITY that the CONSULTANT is in compliance with the professional registration statutes of the State of Washington, if applicable, and has signified a willingness to furnish consulting services to the CITY, now, therefore,

IN CONSIDERATION OF the terms and conditions set forth below, or attached and incorporated and made a part hereof, the parties agree as follows:

1. Retention of Consultant - Scope of Work. The CITY hereby retains the CONSULTANT to provide professional services as defined in this agreement and as necessary to accomplish the scope of work attached hereto as Exhibit A and incorporated herein by this reference as if set forth in full. The CONSULTANT shall furnish all services, labor and related equipment necessary to conduct and complete the work, except as specifically noted otherwise in this agreement.

2. Completion of Work. The CONSULTANT shall not begin any work under the terms of this agreement until authorized in writing by the CITY. The CONSULTANT shall complete all work required by this agreement according to the schedule attached as Exhibit B and incorporated herein by this reference as if set forth in full. A failure to complete the work according to the attached schedule, except where such failure is due to circumstances beyond the control of the CONSULTANT, shall be deemed a breach of this agreement. The established completion time shall not be extended because of any delays attributable to the CONSULTANT, but may be extended by the CITY, in the event of a delay attributable to the CITY, or because of unavoidable delays caused by circumstances beyond the control of the CONSULTANT. All such extensions shall be in writing and shall be executed by both parties.

3. Payment. The CONSULTANT shall be paid by the CITY for satisfactorily completed work and services satisfactorily rendered under this agreement as provided in Exhibit C, attached hereto and incorporated herein by this reference as if set forth in full. Such payment shall be full compensation for work performed or services rendered and for all labor, materials, supplies, equipment, and incidentals necessary to complete the work specified in the Scope of Work attached. The CONSULTANT shall be entitled to invoice

the CITY no more frequently than once per month during the course of the completion of work and services by the CONSULTANT. Invoices shall detail the work performed or services rendered, the time involved (if compensation is based on an hourly rate) and the amount to be paid. The CITY shall pay all such invoices within 30 days of submittal, unless the CITY gives notice that the invoice is in dispute. In no event shall the total of all invoices paid exceed the maximum amount payable set forth above, if any, and the CONSULTANT agrees to perform all services contemplated by this agreement for no more than said maximum amount.

4. **Changes in Work.** The CONSULTANT shall make such changes and revisions in the complete work provided by this agreement as may be necessary to correct errors made by the CONSULTANT and appearing therein when required to do so by the CITY. The CONSULTANT shall make such corrective changes and revisions without additional compensation from the CITY. Should the CITY find it desirable for its own purposes to have previously satisfactorily completed work or parts thereof changed or revised, the CONSULTANT shall make such revisions as directed by the CITY. This work shall be considered as Extra Work and will be paid for as provided in Section 5.

5. **Extra Work.**

A. The CITY may, at any time, by written order, make changes within the general scope of the agreement in the services to be performed. If any such change causes an increase or decrease in the estimated cost of, or the time required for, performance of any part of the work or services under this agreement, whether or not changed by the order, or otherwise affects any other terms or conditions of the agreement, the CITY shall make an equitable adjustment in the (1) maximum amount payable; (2) delivery or completion schedule or both; and (3) other affected terms, and shall modify the agreement accordingly.

B. The CONSULTANT must submit any "proposal for adjustment" under this clause within 30 days from the date of receipt of the written order to make changes. However, if the CITY decides that the facts justify it, the CITY may receive and act upon a proposal submitted before final payment of the agreement.

C. Failure to agree to any adjustment shall be a dispute under the Disputes clause of this agreement, as provided in Section 13. Notwithstanding any such dispute, the CONSULTANT shall proceed with the agreement as changed.

D. Notwithstanding any other provision in this section, the maximum amount payable for this agreement shall not be increased or considered to be increased except by specific written amendment of this agreement.

6. **Ownership of Work Product.** Any and all documents, drawings, reports, and other work product produced by the CONSULTANT under this agreement shall become the property of the CITY upon payment of the CONSULTANT'S fees and charges therefore. The CITY shall have the complete right to use and re-use such work product in any manner deemed appropriate by the CITY, provided, that use on any project other than that for which the work product is prepared shall be at the CITY'S risk unless such use is agreed to by the CONSULTANT.

7. **Independent Contractor.** The CONSULTANT is an independent contractor for the performance of services under this agreement. The CITY shall not be liable for, nor obligated to pay to the CONSULTANT, or any employee of the CONSULTANT, sick leave, vacation pay, overtime or any other benefit applicable to employees of the CITY, nor to pay or deduct any social security, income tax, or other tax from the payments made to the CONSULTANT which may arise as an incident of the CONSULTANT performing services for the CITY. The CITY shall not be obligated to pay industrial insurance for the services rendered by the CONSULTANT.

8. **Indemnity.** The CONSULTANT agrees to hold harmless, indemnify and defend the CITY, its officers, agents, and employees, from and against any and all claims, losses, or liability, for injuries, sickness or death of persons, including employees of the CONSULTANT, or damage to property, arising out of any willful misconduct or negligent act, error, or omission of the CONSULTANT, its officers, agents, subconsultants or employees, in connection with the services required by this agreement, provided, however, that:

A. The CONSULTANT's obligations to indemnify, defend and hold harmless shall not extend to injuries, sickness, death or damage caused by or resulting from the sole willful misconduct or sole negligence of the CITY, its officers, agents or employees; and

B. The CONSULTANT's obligations to indemnify, defend and hold harmless for injuries, sickness, death or damage caused by or resulting from the concurrent negligence or willful misconduct of the CONSULTANT and the CITY, or of the CONSULTANT and a third party other than an officer, agent, subconsultant or employee of the CONSULTANT, shall apply only to the extent of the negligence or willful misconduct of the CONSULTANT.

9. **Insurance.** The CONSULTANT shall provide the following minimum insurance coverages:

A. Worker's compensation and employer's liability insurance as required by the State of Washington;

B. General public liability and property damage insurance in an amount not less than a combined single limit of two million dollars (\$2,000,000) for bodily injury, including death, and property damage per occurrence.

C. Professional liability insurance, if commercially available in CONSULTANT's field of expertise, in the amount of two million dollars (\$2,000,000) or more against claims arising out of work provided for in this agreement.

The amounts listed above are the minimum deemed necessary by the CITY to protect the CITY'S interests in this matter. The CITY has made no recommendation to the CONSULTANT as to the insurance necessary to protect the CONSULTANT'S interests and any decision by the CONSULTANT to carry or not carry insurance amounts in excess of the above is solely that of the CONSULTANT.

All insurance shall be obtained from an insurance company authorized to do business in the State of Washington. Excepting the professional liability insurance, the CITY will be named on all insurance as an additional insured. The CONSULTANT shall submit a certificate of insurance to the CITY evidencing the coverages specified above, together with an additional insured endorsement naming the CITY, within fifteen (15) days of the execution of this agreement. The additional insured endorsement shall provide that to the extent of the CONSULTANT's negligence, the CONSULTANT's insurance shall be primary and non-contributing as to the City, and any other insurance maintained by the CITY shall be excess and not contributing insurance with respect to the CONSULTANT's insurance. The certificates of insurance shall cover the work specified in or performed under this agreement. No cancellation, reduction or modification of the foregoing policies shall be effective without thirty (30) days prior written notice to the CITY.

10. Records. The CONSULTANT shall keep all records related to this agreement for a period of three years following completion of the work for which the CONSULTANT is retained. The CONSULTANT shall permit any authorized representative of the CITY, and any person authorized by the CITY for audit purposes, to inspect such records at all reasonable times during regular business hours of the CONSULTANT. Upon request, the CONSULTANT will provide the CITY with reproducible copies of any such records. The copies will be provided without cost if required to substantiate any billing of the CONSULTANT, but the CONSULTANT may charge the CITY for copies requested for any other purpose.

11. Notices. All notices required to be given by either party to the other under this Agreement shall be in writing and shall be given in person or by mail to the addresses set forth in the box for the same appearing at the outset of this Agreement. Notice by mail shall be deemed given as of the date the same is deposited in the United States mail, postage prepaid, addressed as provided in this paragraph.

12. **Project Administrator.** The Project Administrator shall be responsible for coordinating the work of the CONSULTANT, for providing any necessary information for and direction of the CONSULTANT's work in order to ensure that it meets the requirements of this Agreement, and for reviewing, monitoring and approving the quality and quantity of such work. The CONSULTANT shall report to and take any necessary direction from the Project Administrator.

13. **Disputes.** Any dispute concerning questions of fact in connection with the work not disposed of by agreement between the CONSULTANT and the CITY shall be referred for resolution to a mutually acceptable mediator. The parties shall each be responsible for one-half of the mediator's fees and costs.

14. **Termination.** The CITY reserves the right to terminate this agreement at any time upon ten (10) days written notice to the CONSULTANT. Any such notice shall be given to the address specified above. In the event that this agreement is terminated by the City other than for fault on the part of the CONSULTANT, a final payment shall be made to the CONSULTANT for all services performed. No payment shall be made for any work completed after ten (10) days following receipt by the CONSULTANT of the notice to terminate. In the event that services of the CONSULTANT are terminated by the CITY for fault on part of the CONSULTANT, the amount to be paid shall be determined by the CITY with consideration given to the actual cost incurred by the CONSULTANT in performing the work to the date of termination, the amount of work originally required which would satisfactorily complete it to date of termination, whether that work is in a form or type which is usable to the CITY at the time of termination, the cost of the CITY of employing another firm to complete the work required, and the time which may be required to do so.

15. **Non-Discrimination.** The CONSULTANT agrees not to discriminate against any customer, employee or applicant for employment, subcontractor, supplier or materialman, because of race, creed, color, national origin, sex, religion, honorable discharged veteran or military status, familial status, sexual orientation, age, or the presence of any sensory, mental, or physical disability or the use of a trained dog or service animal by a person with a disability, except for a bona fide occupational qualification. The CONSULTANT understands that if it violates this provision, this Agreement may be terminated by the CITY and that the CONSULTANT may be barred from performing any services for the CITY now or in the future.

16. **Compliance and Governing Law.** The CONSULTANT shall at all times comply with all applicable federal, state, and local laws, rules, ordinances, and regulations. This Agreement shall be governed by and construed in accordance with the laws of the State of Washington.

17. **Subcontracting or Assignment.** The CONSULTANT may not assign or subcontract any portion of the services to be provided under this agreement without the express written consent of the CITY. Any sub-consultants approved by the CITY at the outset of this agreement are named on separate Exhibit attached hereto and incorporated herein by this reference as if set forth in full.

18. **Non-Waiver.** Payment for any part of the work or services by the CITY shall not constitute a waiver by the CITY of any remedies of any type it may have against the CONSULTANT for any breach of the agreement by the CONSULTANT, or for failure of the CONSULTANT to perform work required of it under the agreement by the CITY. Waiver of any right or entitlement under this agreement by the CITY shall not constitute waiver of any other right or entitlement.

19. **Litigation.** In the event that either party deems it necessary to institute legal action or proceedings to enforce any right or obligation under this agreement, the parties agree that such actions shall be initiated in the Superior Court of the State of Washington, in and for King County. The parties agree that all questions shall be resolved by application of Washington law and that parties to such actions shall have the right of appeal from such decisions of the Superior Court in accordance with the law of the State of Washington. The CONSULTANT hereby consents to the personal jurisdiction of the Superior Court of the State of Washington, in and for King County. The prevailing party in any such litigation shall be entitled to recover its costs, including reasonable attorney's fees, in addition to any other award.

20. **Taxes.** The CONSULTANT will be solely responsible for the payment of any and all applicable taxes related to the services provided under this agreement and if such taxes are required to be passed through to the CITY by law, the same shall be duly itemized on any billings submitted to the CITY by the CONSULTANT.

21. **City Business License.** The CONSULTANT has obtained, or agrees to obtain, a business license from the CITY prior to commencing to perform any services under this agreement. The CONSULTANT will maintain the business license in good standing throughout the term of this Agreement.

22. **Entire Agreement.** This agreement represents the entire integrated agreement between the CITY and the CONSULTANT, superseding all prior negotiations, representations or agreements, written or oral. This agreement may be modified, amended, or added to, only by written instrument properly signed by both parties hereto. These standard terms and conditions set forth above supersede any conflicting terms and conditions on any attached and incorporate exhibit. Where conflicting language exists, the CITY'S terms and conditions shall govern.

**page 8 – Consulting Services Agreement, Non-Public Work
City of Redmond, standard form**

IN WITNESS WHEREOF, the parties hereto have executed this agreement as of the day and year first above written.

CONSULTANT:

CITY OF REDMOND:

By: _____
Title: _____

Angela Birney, Mayor
DATED: _____

ATTEST/AUTHENTICATED:

City Clerk, City of Redmond

APPROVED AS TO FORM:

Office of the City Attorney

RFP 10889-26

Procurement Process Improvement Consultant

Exhibit A – Scope of Work

City of Redmond’s Finance Division seeks to engage with a consultant to review the City’s purchasing and contracting policies and processes to make recommendations for best practices and ensuring our policies are effective and maximizing value for the City and taxpayers. The complete scope of work for consultant review includes existing policies and recommendations for additional policies, as described in the following sections. Existing policy documents are included as Attachments with this RFP.

Task 1: Policy Review and Comparative Analysis

The City’s Purchasing, ProCard, and Travel Policies are due for updates to ensure compliance with state and federal laws, as well as best practices. The consultant will conduct a baseline analysis and policy review of the following areas: Purchasing Policy, ProCard Policy, and Travel Policy. Consultant will research and conduct a comparative analysis of peer cities.

1. Purchasing Policy

- A. Review Purchasing Policy and identify gaps
- B. Conduct comparative analysis with neighboring cities and GFOA best practices.
- C. Deliverable: Make recommendations for best practices, address areas of identified gaps
 - i. Primary areas to address:
 - a. Formal solicitation and bid process
 - b. Leasing and financing provisions and add policy
 - c. Bidding thresholds and signing limits
 - d. Sustainable purchasing options
 - e. Emergency Procurement for emergencies in the City of Redmond
 - f. RCW compliance matrix
 - g. OMWBE compliance

2. ProCard Policy

- A. Review ProCard Policy and identify gaps in usage, oversight, and reconciliation process.



- B. Deliverable:
 - i. Make recommendations for internal controls, spending limits, monitoring, best practices.
 - ii. Identify gaps
- C. Travel Policy
 - i. Review city’s travel policy for consistency with ProCard use and reimbursement controls.
 - ii. Identify alignment opportunities between Travel and ProCard policies.
 - iii. Deliverable:
 - a. Make recommendations for clarity, compliance, and administrative efficiency. best practices.
 - b. Identify gaps
- D. Purchasing procedures and manual
 - i. Review the operational procedures
 - ii. Identify opportunities to standardize forms and templates
 - iii. Deliverable:
 - a. Recommendations for streamlined procedures and workflow improvements

Task 2: CIP Contracting Process

CIP (Capital Improvement Projects) is a separate process that is led by the City’s Public Works Construction Team. Finance owns the policy and both Public Works and Finance are responsible for ensuring compliance.

- A. Deliverable: Selected consultant will the review the CIP contracting process and make recommendations for best practices and suggested updates to the CIP contract process.

Task 3: BTIP Contract Process

BTIP (Business Technology Improvement Projects) is a separate process that is led by the City’s Technology and Information Systems (TIS) Team. Finance owns the policy and both TIS and Finance are responsible for ensuring compliance.

- A. Deliverable: Selected consultant will the review the BTIP contracting process and make recommendations for best practices and suggested updates to the BTIP contract process.



Task 4: Contract Management Process Review

- A. Review the City’s current contract management process and supporting tools, including Hummingbird (City’s contract repository system)
- B. Deliverable: Recommendations for
 - i. Contract lifecycle management framework
 - ii. Roles, responsibilities, and approval workflows
 - iii. Vendor performance monitoring and contract renewal tracking

Task 5: Internal Controls and Risk Assessment

- A. The consultant will assess internal controls and risk exposure across the City’s procure-to-pay process, from purchase initiation through vendor payment. This review will evaluate roles, approvals, documentation, and oversight to ensure appropriate separation of duties, accountability, and compliance with City policy and applicable state and federal requirements.
- B. Deliverable:
 - i. Identification of key control gaps
 - ii. Recommendations for segregation of duties, audit trail improvements, and policy alignment with state and federal requirements
 - iii. Risk mitigation strategies for purchasing activities occurring outside centralized procurement, sole source procurements, and emergency purchases

Task 6: Performance Measurement Framework

- A. Propose procurement-related performance measures and KPIs to monitor efficiency, compliance, and transparency. Align with Finance Department’s performance measurement framework.
- B. Deliverable:
 - i. Recommended KPI set (e.g., procurement cycle time, competitive bid ratio, policy compliance rate, audit findings)

Task 7: Final Report and Recommendations

- A. A final report with all recommendations and analysis should be provided in a MS Word and PDF format.
- B. Deliverable:
 - i. Comprehensive report including:



- a. Summary
- b. Benchmark and peer analysis tables
- c. RCW Compliance Matrix
- d. Recommended policy revisions and sample language
- e. Implementation roadmap
- f. Suggested training outline
- g. Presentation to Leadership Team and City Council

Task 8: Project Management

The consultant will work in coordination with City staff to ensure project is executed in an integrated manner that utilizes time and resources efficiently. This will be accomplished by completing the following (at minimum):

- A. Kickoff meeting (Purchasing led)
- B. Bi-Weekly check-in meetings (virtual – Purchasing led)
- C. Core team coordination meetings (as needed)
- D. Assist with preparation for Leadership and Council briefings and presentations
- E. Maintain a project plan, issue/action log, and schedule updates



EXECUTIVE SUMMARY & OVERALL APPROACH

Executive Summary & Overall Approach

The methodology proposed for the City of Redmond centers on a comprehensive analysis and modernization of its procurement, ProCard, and travel functions through a four-stage process. The approach begins with project alignment and data collection, followed by a collaborative "Current State" assessment that utilizes Lean Six Sigma process mapping, staff interviews, and focus groups to identify operational bottlenecks and risk exposures. The third phase involves a deep-dive analysis of regulatory compliance (RCW), peer benchmarking against five neighboring municipalities, and specialized reviews of Capital Improvement and Business Technology workflows. Finally, the project concludes with the delivery of an actionable "toolkit" that includes a comprehensive report, ready-to-adopt policy language, and a phased implementation roadmap to ensure the City can efficiently transition from recommendations to practical application.

Contact Information: Jonathan Ingram, Vice President – Organizational Assessment
P: 513.221.0500 / E: jingram@raftelis.com



Who We Are

RAFTELIS: HELPING LOCAL GOVERNMENTS AND UTILITIES THRIVE.



Since our founding in 1993, local government and utility leaders have partnered with Raftelis to transform their organizations by enhancing performance, planning for the future, identifying top talent, improving their financial condition, and telling their story. We've helped more than 700 organizations in the last year alone. We provide trusted advice, and our experts include former municipal and utility leaders with decades of hands-on experience running successful organizations. People who lead local governments and utilities are innovators—constantly seeking ways to provide better service to the communities that rely on them. Raftelis provides management consulting expertise and insights that help bring about the change that our clients seek.

We believe that Raftelis is the *right fit* for this project. We provide several key factors that will benefit the City and help to make this project a success.

RESOURCES AND EXPERTISE: This project will require the resources necessary to effectively staff the project and the skillsets to complete all required components. With more than 190 consultants, Raftelis has one of the largest local government management and financial consulting practices in the nation. Our depth of resources will allow us to provide the City with the technical expertise necessary to meet your objectives. In addition to having many of the industry's leading management and financial consultants, we also have experts in key related areas, like stakeholder engagement and data analytics, to provide additional insights as needed.

DECADES OF COLLECTIVE EXPERIENCE: Our associates and subject matter experts have decades of experience strengthening local municipalities and nonprofit organizations. They've served in a wide range of positions, from city manager to public works director to fire chief.

PERSONAL SERVICE FROM SENIOR-LEVEL CONSULTANTS: You appreciate it when deadlines are met, phone calls are returned, and your challenges are given in-depth, out-of-the-box thinking. While other firms may assign your business to junior-level people, our approach provides exceptional service from senior-level consultants.

NICHE EXPERTISE: Our expertise lies in strengthening public-sector organizations. We're consulting specialists rather than generalists, focusing our strengths to do a highly effective job for a specific group of clients.

METHODOLOGY

Methodology

The City of Redmond is seeking a comprehensive analysis of its procurement function to ensure that its organizational structure, policies, and technology are all pulling in the same direction: toward the efficient and transparent delivery of services to the public. Specifically the City's Finance Division is looking to modernize its Purchasing, ProCard, and Travel policies, while ensuring full compliance with Washington State law (RCW) and best practices

Our team has extensive experience working with local government clients, including many in Washington and surrounding states. We understand the unique complexities of the Washington regulatory environment and the importance of balancing administrative efficiency with rigorous internal controls. Our role is to help Redmond scale its efforts, fill gaps in current policies, and optimize the workflows for specialized areas like Capital Improvement Projects (CIP) and Business Technology Improvement Projects (BTIP).

THE FOLLOWING DETAILS THE PROPOSED WORK PLAN FOR THE CITY.

Activity 1: Project Alignment and Information Gathering

Project Kick-Off Meeting and Governance Alignment

We will conduct a virtual kick-off meeting with the City's project team to finalize the project schedule and stakeholder list. The meeting will provide an opportunity to discuss the City's specific goals, confirming the primary areas for policy updates, and desired level and type of stakeholder engagement.

Engage Purchasing Staff

To begin to engage them in the process, Raftelis will also hold a virtual meeting with the staff who manage the City's procurement function as a group to review the project schedule, work plan, and process steps.



Regular Progress Meetings

To ensure the project remains on track and highly integrated with City staff, Raftelis will facilitate regular check-in meetings for the duration of the project. These meetings will serve to review project progress, address immediate issues, and coordinate data needs.

Gather and Review Information

Raftelis will coordinate with designated City staff to initiate the collection of key data and documentation. We will perform a deep-dive review of the current operating environment, including the City's current Purchasing, ProCard, and Travel policies and procedure manuals, any recent audit findings, current workflows, available workload data, and relevant RCW sections.

Meetings:

- Virtual kick-off meeting with the City project team
- Virtual meeting with procurement staff
- Regular virtual status meetings

Deliverables:

- Confirmed project work plan and schedule
- Detailed data request

Activity 2: Understand the Context and Internal Controls

Our approach is grounded in the philosophy that “those who do the work, know the work.” To fully understand the City’s purchasing function, our project team will visit the City to engage with procurement staff and customer departments. In this phase, we also incorporate a specific focus on Redmond’s internal control environment and risk exposure.

Individual Staff Interviews

Our team will individually and confidentially interview City leadership as well as key staff across Finance and Purchasing. During these interviews, we will discuss their responsibilities, business processes, resources, current use of technology, and perceptions of strengths and challenges associated the City’s approach to procurement.

Internal Customer Focus Groups

We will schedule and conduct targeted focus groups with a cross-section of internal procurement customers, including representatives from the Public Works Construction Team and the Technology and Information Services Team. Discussions during these focus groups will include staff perceptions and experiences with purchasing workflows, with a focus on identifying friction points and their operational impacts.

**Current State Process Mapping****Workshop**

Leveraging our team’s Lean Six Sigma expertise, we will facilitate a half-day onsite process mapping workshop with staff from both the purchasing team and customer departments. During this workshop, staff will work together to physically map out the current procurement process from start to finish, identifying non-value added activities, redundancies, and bottlenecks.

Issue Summary and Validation

Following completion of the staff and stakeholder engagement and on-site workshop, Raftelis will synthesize qualitative findings gained from these activities. These engagement insights will be synthesized into an Overall Issue Summary presentation, designed to support structured discussion and validation with City staff prior to advancing to detailed research, analysis and benchmarking activities. Raftelis will present the Issue Summary virtually to the City project team.

<p>Meetings:</p> <ul style="list-style-type: none"> • Confidential interviews with City leadership and Finance and Procurement Division staff (two on-site days) • Targeted focus groups with internal and external customers (one on-site day) • Current state process mapping workshop (half-day) 	<p>Deliverables:</p> <ul style="list-style-type: none"> • Overall Issue Summary PowerPoint presentation
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Activity 3: Comprehensive Policy, Process, and Contract Management Analysis

This activity combines the review of regulatory compliance, specialized departmental workflows, and the existing contract management infrastructure into a single, integrated analysis phase.

Regulatory and Best Practice Review

We will perform a rigorous review of the city’s purchasing, ProCard, and travel policies against Washington State RCWs and GFOA best practices. Specifically, we will address leasing/financing provisions, emergency procurement protocols, signing limits, social equity goals, and sustainable purchasing practices.

Specialized Process Review (CIP and BTIP)

We will conduct a focused review of the distinct processes for Capital Improvement Project contracting (led by Public Works) and Business Technology Improvement Projects (led by Technology and Information Services). We will develop recommendations to ensure these specialized tracks are efficient, while remaining compliant with overarching Finance policies.

Contract Lifecycle and Hummingbird Review

We will assess the effectiveness of the Hummingbird (eDocs) repository in supporting the current contract lifecycle. In addition, we will review current roles, responsibilities, and workflows for contract renewals and vendor performance monitoring.

Peer Benchmarking

Raftelis will select up to five (5) neighboring municipalities to compare Redmond’s approach. This study will provide a data-driven baseline for operational considerations such as signing thresholds, staffing levels, and RCW compliance strategies.

Purchasing Procedures and Manual Review

We will review the City’s operational procedures to identify opportunities to standardize forms and templates. Our goal is to provide recommendations for streamlined procedures and workflow improvements that can be memorialized in an updated Purchasing Manual.

Preliminary Findings and Recommendations

At this point in the project, our project team will have conducted stakeholder engagement, process mapping, and detailed research and analysis in order to identify potential opportunities for the City to promote a more efficient and effective procurement approach. Our team will conduct a virtual meeting to review our preliminary findings and recommendations with the City. These will be designed to optimize the City’s approach to purchasing while maintaining strong internal controls.

Meetings:

- Meeting with City project team to review preliminary analysis (virtual)

Deliverables:

- Preliminary Findings and Recommendations PowerPoint presentation

Activity 4: Prepare Project Deliverables

The final phase of our engagement is focused on turning analysis into action. We understand that a report is only valuable if it is practical and easy to implement. Our goal is to synthesize the data gathered in the previous stages into a cohesive “toolkit” the City can use immediately to modernize its procurement function, ensure compliance, and track success over time.

Comprehensive Project Report

We will prepare a detailed project report that documents our methodology and findings for the entire project. This report will serve as a comprehensive record of the project, including current and recommended future state process maps, an RCW compliance matrix, benchmarking analysis, and our full set of recommendations for the purchasing, ProCard, and travel policies. This report will also include a set of recommended Key Performance Indicators (KPIs) that can be used by the City to track ongoing progress.

Ready-to-Adopt Policy Language

To help the City move quickly from recommendation to adoption, we will provide specific sample language for all proposed policy revisions. This includes new sections for areas like leasing/financing, sustainable purchasing, and emergency procurement, formatted so they can be easily integrated into Redmond’s existing documents.

Phased Implementation Roadmap

We will develop a sequenced roadmap that categorizes recommendations into “Quick Wins” (immediate adjustments to thresholds or workflows) and “Strategic Initiatives” (long-term changes to contracting processes or organizational structure). This ensures the City can manage the pace of change effectively.

Suggested Training Outline

To ensure staff across all departments understand the “why” and “how” of new processes, we will provide a training outline. This document will summarize key changes and provide a roadmap for the City to use when educating employees on the updated purchasing manual and internal controls.

Presentation to the City

Our team will present the draft comprehensive summary report to the City’s project team for review and discussion. We request that the City provide one consolidated list of comments within 30 days of receipt of the draft report. Raftelis will then prepare the final project report based on consolidated comments from the City. We will be prepared to make one virtual or in-person presentation of the final report to City leadership on the recommended path forward, ensuring buy-in at the highest levels of the organization.

Meetings:

- Virtual meeting to discuss draft deliverables
- Formal presentation of final project report and to City leadership

Deliverables:

- Draft and final comprehensive summary report
- Recommended policy revisions and sample language
- Phased implementation roadmap
- Suggested training outline
- Phased implementation roadmap

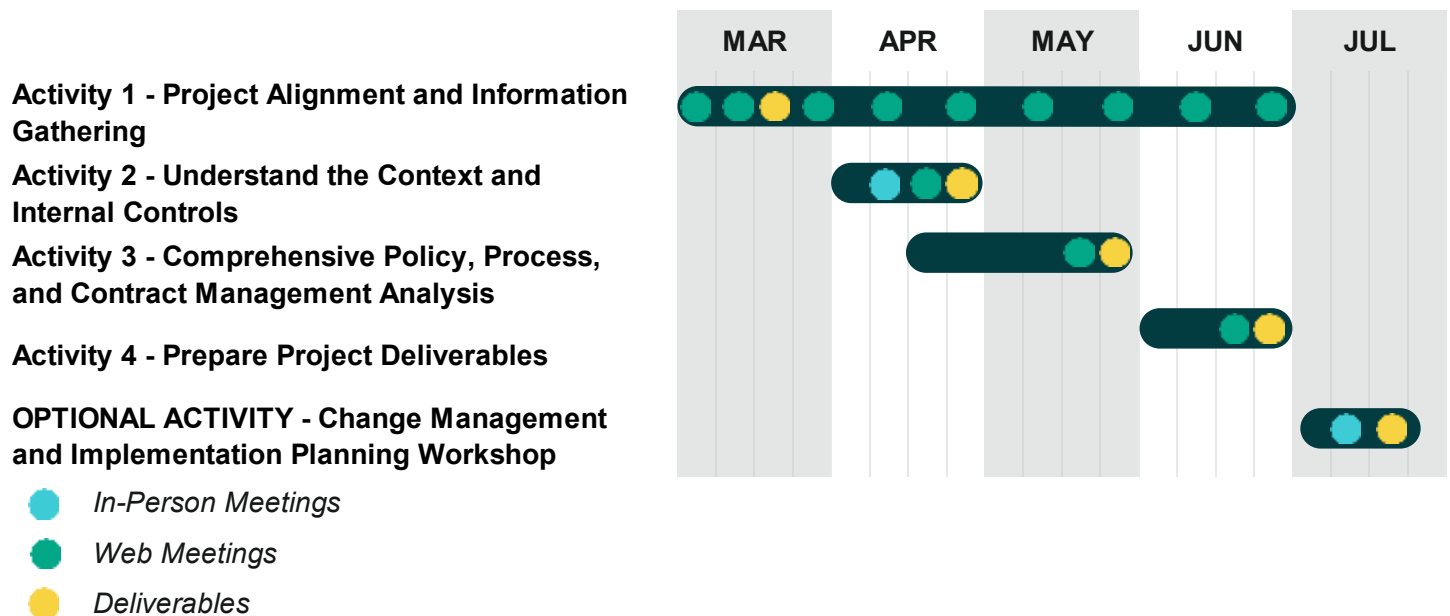
Optional Activity: Change Management and Implementation Planning Workshop

As an optional activity, Raftelis recommends conducting a Change Management and Implementation Planning Workshop, designed to bridge the critical gap between recommendations and execution. Under this optional service, Raftelis would facilitate an in-person, structured workshop with staff from the procurement team and customer departments. The workshop would build directly on the draft implementation roadmap developed as part of the assessment, and would focus on prioritizing recommendations based on impact, feasibility, and organizational capacity, and defining clear implementation steps, roles, and ownership. This facilitated process is designed to ensure that recommended changes are not viewed as standalone activities, but are integrated into the City’s broader operational, financial, and strategic planning efforts.

PROJECT SCHEDULE

Project Schedule

A proposed project schedule is provided below. We expect to review and refine this with the City during Activity 1.



COST

Cost

The total fixed fee to complete the scope of work in Activities 1-4 as outlined in this proposal is \$74,950, which includes all professional fees and expenses, including travel for Raftelis.

A breakdown of costs by project activity is provided in the table below.

Activity	Description	Cost
1	Project Alignment and Information Gathering	\$11,900
2	Understand the Context and Internal Control	\$24,600
3	Comprehensive Policy, Process, and Contract Management Analysis	\$22,650
4	Prepare Project Deliverables	\$15,800
BASE TOTAL		\$74,950
	Optional – Change Management and Implementation Planning Workshop	\$15,000
TOTAL WITH OPTION		\$89,950

Hourly rates and estimated hours by team member are provided below.

Classification	Team Member	Hourly Rate	Estimated Project Hours
Vice President	Ingram	\$375	8
Senior Manager	Teal	\$340	94
Senior Consultant	Flick	\$260	80
Consultant	Englot	\$230	118

It is our practice to invoice clients for monthly progress payments based upon work completed.

QUALIFICATIONS AND PROJECT LEAD & TEAM

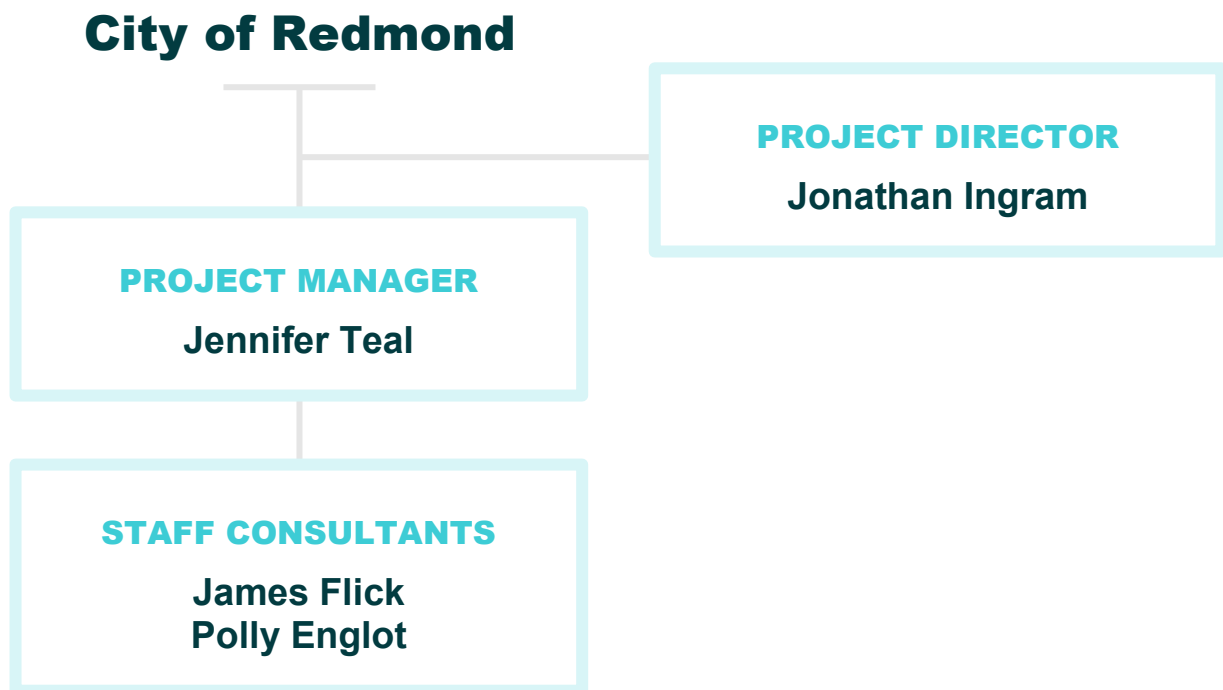
Qualifications and Project Lead & Team

WE HAVE DEVELOPED A TEAM OF CONSULTANTS WHO SPECIALIZE IN THE SPECIFIC ELEMENTS THAT WILL BE CRITICAL TO THE SUCCESS OF THE CITY'S PROJECT.

Our project team is made up of senior-level consultants with direct local government experience. What sets our project team apart is our ability to explore and relate to local community values while at the same time investigating realistic approaches for cost-effective solutions.

Because we possess the in-house knowledge and experience necessary for this work, no subconsultants will be used. All team members are Raftelis employees.

An organizational chart of our project team is as follows. Resumes for each team member are provided in the Appendix.



REFERENCES

References

RAFTELIS HAS THE MOST EXPERIENCED PUBLIC UTILITY FINANCIAL AND MANAGEMENT CONSULTING PRACTICE IN THE NATION.

Our staff has assisted more than 1,700 local government agencies and utilities across the U.S., including some of the largest and most complex agencies in the nation. In the past year alone, Raftelis worked on more than 1,300 financial, organizational, and/or technology consulting projects for over 700 agencies in 47 states, the District of Columbia, and Canada. Raftelis has assisted hundreds of local governments across the country. In many instances, we have worked with organizations over multiple years and established long-term partnerships to build capacity and lasting improvements throughout an organization. We have become trusted advisors to these local governments, as outlined in the following references.

Collier County FL

Reference: Ed Finn, Deputy County Manager
P: 239.252.8383 / E: ed.finn@colliercountyfl.gov

Collier County, Florida (County) engaged Raftelis in August 2024 to review the County's procurement process and identify areas for improved efficiency and effectiveness. This included a review of current practices against industry standards from organizations such as the Institute for Public Procurement (NIGP) and the Government Finance Officers Association (GFOA), as well as a benchmarking comparison with other local government organizations in Florida. To conduct this work, the project team completed interviews with 34 County staff, including staff from the Procurement Services Division (Division) as well as customers and stakeholders of the process. The project team also analyzed data provided by the County and collected benchmark data from eight peer organizations. The resulting report included recommendations to improve policy and process, employee training and development, and customer and stakeholder engagement.

City of Charleston SC

Reference: Hampton Logan, Special Projects Manager to the Mayor
P: 843.513.9572 / E: loganh@charleston-sc.gov

The City of Charleston (City) engaged Raftelis under a multi-year contract to conduct a comprehensive series of organizational, structural, and service delivery assessments across the City's operations. Over the course of this engagement, Raftelis has completed more than 40 individual assessments and analytical efforts, working in close partnership with the City's Process and Service Improvement Department and internal efficiency experts.

In addition, Raftelis conducted detailed organizational assessments of key services areas, including the City's procurement function in 2019. This project included a review of the City's procurement policy and procedures informed by best practices and benchmarking data and provided recommendations for modifying the City's procurement policy to streamline City processes while still providing appropriate oversight by staff and elected officials. Our team continues to support the City with various projects.

City of Milton WA

Reference: Shanna Styron Sherrell, Mayor

P: 253.922.8733 x2705 / E: sstyronsherrell@cityofmilton.net

In 2023 the firm was engaged by the City of Milton (City) to perform an organizational assessment of its finance department with a goal to review structure, staffing levels, and processes. Work included interviews with all Finance staff, a review of data and documents, and comparisons against best industry practices. Report recommendations included adding an administrative staff member for city hall front desk functions, improving performance management, enhancing department teambuilding, physical space improvements, and more.

City of Richmond CA

Reference: Nickie Mastay, Deputy City Manager

P: 510.620.6609 / E: nickie_mastay@ci.richmond.ca.us

In 2023, the City of Richmond (City) engaged the firm to perform a Citywide staffing analysis. Richmond, located in the Bay Area northeast of San Francisco, is a City of 120,000 with over 700 authorized staff positions. Our team conducted interviews across all departments, including Executive and Internal Services, including Finance, Public Works, Community Development, Community Services, Economic Development, Police, and Fire. We presented our observations and recommendations to the City Council, which included specific staffing and operating efficiency recommendations across all operating departments.

City of Moorpark CA

Reference: Hiromi Dever, Finance Director

P: 805.517.6271 / E: hdever@moorparkca.gov

In 2024 the City of Moorpark (City) engaged the firm to provide an assessment of its Finance Department operations and interim finance director assistance while the position was vacant. Work included interviews with all Finance staff members and other key internal City stakeholders, a review of internal data and documents, comparisons against other similar municipalities, and preparation of a memo with findings and recommendations for improvement. In addition, our consultant assisted in preparation of numerous Citywide policies, including revisions to the procurement and travel policies.

City of Laguna Beach CA

Reference: David Kiff, City Manager

P: 949.497.0704 / E: dkiff@lagunabeachcity.net

In 2024, the City of Laguna Beach (City) engaged Raftelis to provide a comprehensive assessment of its Finance Department, including process integrations with the City Treasurer. The Department had experienced significant staff turnover, the implementation of a new financial system, and performance concerns in recent years. Project work included interviews with staff and other City departments, a review of audit findings and City documents, and a comparison of GFOA and GASB best practices. The resulting project report addressed structure, staffing levels, performance measures, and improvements to internal controls and processes to serve as a Roadmap for the Department moving forward.

City of Victorville CA

Reference: Keith Metzler, City Manager
P: 760.955.5029 / E: kmetzler@victorvilleca.gov

In late 2023, the City of Victorville (City) engaged Raftelis perform an assessment of the Department to serve as a roadmap going forward for its new Finance Director. Raftelis interviewed key staff in each division, reviewed a wide variety of documents, performed a benchmarking comparison with other California peer cities, and identified best practices for adoption in Victorville. The resulting report included recommendations to strengthen written policies and procedures to mitigate the impacts of turnover, add staff in the Accounting function, and streamline the purchasing process with online capabilities, among others.

CLIENT LIST

Client List

As a firm, Raftelis serves hundreds of clients each year across our 14 offices nationwide. Below is a list of just the clients active in Washington and Oregon at the time of this proposal. An exhaustive list of all clients can be provided upon request.

- Albany, City of (OR)
- Beaverton, City of (OR)
- Bellevue, City of (WA)
- Bothell, City of (WA)
- Clean Water Services (OR)
- Coos Bay, City of (OR)
- Des Moines, City of (WA)
- Gresham, City of (OR)
- Hillsboro, City of (OR)
- Issaquah, City of (WA)
- King County (WA)
- King County Dept. of Natural Resources & Parks (WA)
- Lane County (OR)
- LOTT Clean Water Alliance (WA)
- McMinnville, City of (OR)
- Metro (OR)
- Newport, City of (OR)
- Orting, City of (WA)
- Portland, City of (OR)
- Seattle Public Utilities (WA)
- Snohomish, City of (WA)
- Southwest Suburban Sewer District (WA)
- Tacoma - Public Works, City of (WA)
- TMF Expansion Project Company, LLC
- Washington County (OR)
- Westport Sewer District (OR)
- Worksystems Inc (OR)

WORK SAMPLES

Work Samples

A copy of our work performing an assessment of the Collier County, Florida procurement process can be found here: [Collier County Procurement Process Review](#).

BUSINESS NAME

Business Name

Official name of business: Raftelis Financial Consultants, Inc. (DBA Raftelis)

Official business address: 227 W. Trade Street, Suite 1400, Charlotte, NC 28202

Date and place of incorporation: Raftelis is a subchapter S-Corporation incorporated in the state of North Carolina on April 23, 2004. The cover letter has been signed by a person duly authorized to legally bind the corporation.

BUSINESS LICENSE

Business License

Raftelis understands and agrees to obtain a City of Redmond business license as a requirement for performing these services.

APPENDIX: RESUMES

Appendix: Resumes



Jonathan Ingram

PROJECT DIRECTOR Vice President

ROLE

Jonathan will be responsible for overall project accountability and will be available to provide quality assurance and control, industry perspective, and insights into the project.

PROFILE

Jonathan is a nationally recognized executive consultant with over 20 years of leadership experience advancing performance, efficiency, and resilience in local government and utility service delivery. As the leader of Raftelis' Local Government Organizational Assessment Practice, he directs enterprise-level consulting engagements that help cities, counties, and public utilities across the country navigate complex operational and financial challenges to achieve long-term success.

With a unique blend of direct public sector experience and high-impact management consulting experience, Jonathan brings deep expertise across the full spectrum of municipal and utility functions—including public safety, public works, asset management, parks and recreation, finance, community development, internal services, and utility service delivery. He has successfully led transformative initiatives for over 1,000 local governments and utilities, delivering measurable results through operational reviews, staffing and deployment planning, departmental restructuring, performance management, intergovernmental collaboration, and strategic planning.

A cornerstone of Jonathan's approach is his ability to align operations and service delivery outcomes with organizational strategy and fiscal realities. He has extensive experience supporting fiscally distressed communities, developing long-term financial plans that connect operational needs—such as staffing, capital investment, and technology—with financial constraints and service level expectations. His strategies are tailored to maximize impact, attain organizational health, and ensure reliable service delivery to the public.

Jonathan has also developed and refined Raftelis' proprietary methodologies for workforce and resource planning, emphasizing employee engagement, data-driven workload analysis, and best practice alignment. These approaches yield realistic, aspirational, and implementable plans for departments seeking to modernize service delivery and improve internal performance.

His core areas of expertise include:

- **Comprehensive Operations Reviews** across police, fire, EMS, development services, public works, and administrative departments



Specialties

- Staffing and operations assessment
- Public safety staffing and operations
- Financial management and planning
- Process improvement

Professional History

- Raftelis: Vice President (2024-present); Senior Manager (2021-2023); Manager (2020-2021); Senior Associate, The Novak Consulting Group (2012-2020)
- City of Cincinnati, Ohio: Budget Manager (2010-2012)
- Management Partners: Senior Management Advisor (2005-2010)

Education

- Master of Public Administration - Northern Illinois University (2005)
- Bachelor of Arts in Political Science - Aurora University (2003)

Professional Memberships

- International City/County Management Association (ICMA)
- Ohio City/County Management Association (OCMA)

- **Public Safety Staffing and Deployment** strategies informed by workload analysis and service demand
- **Custom Performance Management Systems** designed to build accountability and support continuous improvement
- **Process Optimization and Service Delivery Innovation**, with emphasis on regulatory compliance, customer service, and interdepartmental collaboration
- **Strategic Financial Planning** that translates operational needs into fiscally sound, multi-year implementation strategies
- **Employee and Community Engagement**, including facilitation of workshops and stakeholder engagement initiatives
- **Intergovernmental Collaboration and Consolidation**, enabling shared services and cross-jurisdictional coordination

Jonathan is also a recognized thought leader in public safety operations and analytics. He co-authored the ICMA-published article *“Policing Parameters: How Gilroy, California Met New Workload Demands,”* showcasing his ability to apply data-driven methods to real-world operational challenges. He collaborates with subject matter experts to deliver integrated recommendations that balance technical rigor with organizational and political realities.

He holds a Master of Public Administration from Northern Illinois University and a Bachelor’s degree in Political Science from Aurora University. Jonathan is an active member of the International City/County Management Association (ICMA) and the Ohio City/County Management Association (OCMA).

Jennifer Teal

PROJECT MANAGER Senior Manager

ROLE

Jennifer will manage the day-to-day aspects of the project ensuring it is within budget, on schedule, and effectively meets the City's objectives. She will work closely with the City to develop a staff and stakeholder engagement strategy and will lead the facilitation of process mapping exercises and stakeholder focus groups. Jennifer will lead the consulting staff in developing conducting analyses and preparing deliverables for the project and will serve as the City's main point of contact for the project.

PROFILE

Jennifer began consulting in 2017 after nearly 20 years of public sector experience, including 10 years of leadership experience in local government. Most recently, Jennifer served the City of Gahanna, Ohio where she worked as the deputy finance director, chief financial officer, and finally, city administrator. In her finance roles, Jennifer was instrumental in guiding the City out of the recession while strengthening its financial position and management strategies. Jennifer led the City through a bond rating increase, multiple debt issuances, the development of key financial policies, and multiple rounds of union negotiations with utility and public safety bargaining units. Working with the elected leadership, Jennifer transformed the City's budget and financial reporting processes to align with best practices and Government Finance Officers Association award standards, developed the community's first Citywide strategic plan, and led an in-house process improvement and innovation team.

As a consultant, Jennifer has worked on more than 125 projects across 27 states. She is a skilled facilitator, trainer, and problem solver, and a Certified Lean Six Sigma Black Belt. Jennifer's commitment to empowering others in the public sector has led to the development of the Raftelis Performance Academy (RPA), the only leadership development, performance improvement, and innovation training program in the country designed to meet the unique needs of local governments and utilities. Through the RPA, Jennifer has designed curricula and programs serving hundreds of utility and local government employees and supported the development of in-house innovation and leadership development programs in several organizations. In addition to this work, Jennifer works with local governments and utilities



Professional History

- Raftelis: Senior Manager (2025-present); Manager (2022-2024) Senior Consultant (2020-2022); Associate, The Novak Consulting Group (2019-2020)
- The Ohio State University: Lecturer (2019-2025)
- J Teal Consulting: Principal Consultant (2017-2019)
- City of Gahanna, Ohio: City Administrator (2016-2017), Chief Financial Officer (2011-2015), Deputy Finance Director (2009-2011)
- City of Colorado Springs, Colorado -Stormwater Enterprise: Business Administrator (2007-2009)
- Missile Defense Agency: Financial Manager (2006-2007)
- Department of Homeland Security: Budget Analyst (2003-2006)

Education

- Master of Public Administration - George Mason University (2003)
- Bachelor of Arts in Urban Planning and Public Administration - Miami University (2000)

Certifications

- Lean Six Sigma Black Belt Certification
- Everything DiSC® Certification

Professional Memberships

- International City/County Managers Association (ICMA)
- Ohio City/County Management Association (OCMA)
- Engaging Local Government Leaders (ELGL)
- Water Environment Federation (WEF)

across the country to develop impactful strategic plans, and conduct assessments of organizational culture and operations.

Jennifer is active in the local government and utility industries and has presented at several conferences on topics related to strategic planning and workforce development. She has recently co-authored articles that have appeared in the *Journal of Public Integrity* and *Water and Environment Technologies*. She is a frequent lecturer at the Ohio State University John Glenn College of Public Affairs, where she has taught graduate and undergraduate seminars in Local Government Administration.

Jennifer has led or participated in numerous local government and utility strategic planning, organizational development, and operations assessment engagements, including those outlined below:

- City of Charleston (SC) – Departmental Performance Assessments and BRIDGE Academy Program Development
- City of Pompano Beach (FL) - Process Improvement and Innovation Program Development and
- Greater Cincinnati Water Works (OH) – Strategic Business Plan Development
- Sacramento Regional Water Authority (CA) – Transformative Utility Leaders Training Program
- Fairfax Water (VA) – Human Resources Organizational Assessment
- WaterOne (KS) – Coaching and Facilitation Support
- City of Columbus Department of Public Utilities (OH) – Strategic Plan and Organizational Review
- Johnson City Water and Sewer Department (TN) – Process Improvement and Innovation Training Program
- Widefield Water and Sanitation District (CO) – Outstanding Customer Service Training Program
- Louisville Water Company (KY) – Operations Facility Design Guidelines
- City of Baltimore Department of Public Works (MD) – Strategic Plan and Implementation Support
- Virginia Chapter of the American Water Works Association (VA) – Customer Service Excellence Training Program
- Association of State Drinking Water Administrators (VA) – Effective Performance Improvement Training Program
- City of Raleigh (NC) – HR Services Assessment
- City of Wauwatosa (WI) – American Rescue Plan Act (ARPA) Community Engagement and Project Prioritization
- City of Long Beach (CA) – Development Services Department Strategic Plan and Implementation Support
- City of Asheville (NC) – Human Resources Organization Analysis
- Canton Township (MI) – Township-wide Organizational Assessment
- City of Sugar Land (TX) – Internal Change Strategy Development
- City of Watertown (MA) – Municipal Personnel Department Assessment
- City of Temple (TX) – Strategic Planning Facilitation
- Talbot County (MD) – Planning and Zoning Department Strategic Plan
- Beaverton (OR) – Process Improvement and Innovation Program Development and Site Development, Construction, and Close Out Process Review
- City of San Diego (CA) – Development Services Department Operations and Organizational Assessment
- City of Austin (TX) – Human Resources Department Operational Efficiency Assessment
- City of Cedar Falls (IA) – Strategic Plan Development
- City of Bloomington (IN) – City-wide Organizational Assessments

- Guilford County (NC) – Human Resources Organizational Assessment
- Franklin County (OH) – Transfer and Conveyance Process Review
- City of Rockville (MD) – Performance Measurement Program Development
- City of Piqua (OH) – Strategic Plan Development
- City of Morgantown (WV) – Strategic Plan Development and Implementation Support
- Hamilton County (OH) – Human Resources Assessment
- City of Fullerton (CA) – Human Resources and Administrative Services Assessment
- City of Owensboro (KY) – Finance and Internal Services Department Organization Assessment
- City of Oklahoma City (OK) – Private Development Process Improvement

James Flick

STAFF CONSULTANT Senior Consultant

ROLE

James will work at the direction of Jennifer in conducting interviews, directing research and analysis, preparing recommendations, and drafting deliverables.

PROFILE

James has over 14 years of organizational leadership experience, including six years in local government. Most recently, James served as the Director of Economic Development and Public Information Officer for Deerfield Township in Warren County, Ohio. Previously, he was a Development Officer and oversaw the Policy and Communication Division for the Department of Community and Economic Development at the City of Cincinnati.

James' areas of expertise include economic development, project management, and performance measurement. In addition, he is a skilled communicator, analyst, and creative problem solver.

During his tenure at Deerfield Township, James worked closely with entrepreneurs looking to start a business, assisted existing companies with relocations and expansions, and managed development projects of varying scales. He also served on the Executive Board of the Warren County Small Business Development Alliance.

At the City of Cincinnati, James supported business attraction initiatives and evaluated commercial development opportunities in the Central Business District. He was also instrumental in developing policies, programs, and strategic plans to address smart city initiatives, small business growth, retail revitalization in the urban core, and foreign direct investment.

James has presented at several state and regional conferences on smart cities, data and demographics, and economic development's relationship to parks. He is also an Adjunct Instructor for the Northern Kentucky University Master of Public Administration program, where he teaches Community Development, Public Policy, and Budgeting.

James earned a bachelor's degree in political science from Eastern Michigan University and a master's degree in public administration from Northern Kentucky University.



Specialties

- Organizational assessment
- Strategic Planning

Professional History

- Raftelis: Senior Consultant (2021-present)
- Northern Kentucky University: Adjunct Instructor (2017-2021)
- Deerfield Township, Ohio: Economic Development Director/Public Information Officer (2018-2021)
- City of Cincinnati: Development Officer /Interim Division Manager, Policy and Communication (2016-2018)
- Cushman and Wakefield: Vice President of Research and Marketing (2010-2016)

Education

- Master of Public Administration – Northern Kentucky University (2010)
- Bachelor of Arts in Political Science – Eastern Michigan University (2006)

Certifications

- Economic Development Finance Professional Certification (Grow American formerly NDC)

Professional Memberships

- International City/County Management Association (ICMA)
- American Society for Public Administration (ASPA)

Polly Englot

STAFF CONSULTANT Consultant

ROLE

Polly will work at the direction of Jennifer in conducting interviews, directing research and analysis, preparing recommendations, and drafting deliverables.

PROFILE

Polly has robust analytical experience throughout the public sector, having worked in local government, nonprofit, and international development settings. She is proficient in the areas of budget planning and analysis, process improvement, and project management. Polly is a detail-oriented problem solver who leverages data and organizational analysis to identify trends and actionable solutions.

Prior to joining Raftelis, Polly worked in Broward County's Office of Management and Budget in southern Florida. She supported monitoring and development of over \$100-million-dollar annual operating budgets for judicial offices and the county's extensive environmental agency. This work included forecasting for a dozen special revenue funds, monitoring state and federal grants, assessing payroll and benefit costs for over 500 employees, and evaluating new staffing and capital project requests.

Throughout her academic studies, Polly developed highly functional skills in GIS analysis, data visualization and communication, evaluation design, and public budgeting. She strengthened these skills in the classroom by learning from her prior tenure at Food Bank for New York City, where she supported planning and content development for over 90 marketing campaigns and events annually. In addition, she collaborated with stakeholders and donors at all levels to raise awareness, fundraise, and support the Food Bank's clients. Polly began her career in program operations supporting international public health programs based in West Africa, funded by major public and private grantors.

Polly earned a master's degree in public policy from Duke University's Sanford School of Public Policy and a bachelor's degree in geography, with minors in Arabic and French, from Bucknell University in Pennsylvania.



Specialties

- Municipal budget development
- Project management
- Organizational assessment
- Process improvement
- Event planning and facilitation
- Forecasting
- Data analysis

Professional History

- Raftelis: Consultant (2026-present); Associate Consultant (2024-2025)
- Broward County: Budget and Management Analyst (2022-2023)
- Food Bank for New York City: Marketing and Events Coordinator (2018-2020)
- Population Services International: Program Coordinator (2016-2018)

Education

- Master of Public Policy - Duke University, Sanford School of Public Policy (2022)
- Bachelor of Arts in Geography, minors in Arabic and French - Bucknell University (2016)



Memorandum

Date: 4/14/2026

Meeting of: Committee of the Whole - Finance, Administration, and Communications

File No. CM 26-210

Type: Committee Memo

TO: Committee of the Whole - Finance, Administration, and Communications

FROM: Mayor Angela Birney

DEPARTMENT DIRECTOR CONTACT(S):

Finance	Kelley Cochran	425-556-2748
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DEPARTMENT STAFF:

Finance	Haritha Narra	Deputy Finance Director
Finance	Hailey Zurcher	Financial Planning Manager

TITLE:

Adoption of an Ordinance for the 2025-2026 Budget Adjustment #6 to Recognize the Expenditure Transfers Needed to Redeem the Limited Tax General Obligation (LTGO) Bond Series 2015 and 2016

OVERVIEW STATEMENT:

An Ordinance amending Ordinance Nos. 3196, 3215, 3224, 3229, 3236, and 3250 by adjusting the City’s 2025-2026 Biennial Budget to recognize expenditure transfers needed to fund the redemption of the Limited Tax General Obligation (LTGO) bond Series 2015 and 2016.

On March 17, 2026, City Council approved Resolution 1623 to allow for the redemption of LTGO bond Series 2015 and 2016. A budget adjustment is necessary to recognize the expenditure transfers necessary to fund the redemption, as follows:

Debt Service Fund (233): \$10,705,014

a) LTGO Series 2015 - \$7,015,850

Bonds issued to fund transportation projects including the extension and improvement to Bear Creek Parkway and 161st Avenue NE. The funding source for this bond redemption is from Business Tax, out of the Business Tax Fund (030).

b) LTGO Series 2016 - \$3,689,164

Bonds issued to fund transportation projects including the extension and improvements to Bear Creek Parkway and 161st Avenue NE, and other miscellaneous transportation projects. The funding source for this bond redemption is from Transportation Impact Fees, out of the Transportation Capital Project Fund (316).

Additional Background Information/Description of Proposal Attached

REQUESTED ACTION:

Receive Information

Provide Direction

Approve

REQUEST RATIONALE:

- **Relevant Plans/Policies:**
Fiscal Policies
- **Required:**
RCW 35A.33.120 Funds-Limitations on expenditures-Transfers and adjustments.
- **Council Request:**
N/A
- **Other Key Facts:**
N/A

OUTCOMES:

This budget adjustment is necessary to align city financial records to account for Council decisions and corrections to the existing budget.

COMMUNITY/STAKEHOLDER OUTREACH AND INVOLVEMENT:

- **Timeline (previous or planned):**
N/A
- **Outreach Methods and Results:**
N/A
- **Feedback Summary:**
N/A

BUDGET IMPACT:

Total Cost:
\$10,705,014

Approved in current biennial budget: Yes No N/A

Budget Offer Number:
N/A

Budget Priority:
N/A

Other budget impacts or additional costs: Yes No N/A

If yes, explain:
N/A

Funding source(s):
N/A

Date: 4/14/2026

Meeting of: Committee of the Whole - Finance, Administration, and Communications

File No. CM 26-210

Type: Committee Memo

Budget/Funding Constraints:

N/A

Additional budget details attached

COUNCIL REVIEW:

Previous Contact(s)

Date	Meeting	Requested Action
2/24/2026	Study Session	Provide Direction
3/10/2026	Committee of the Whole - Finance, Administration, and Communications	Provide Direction
3/17/2026	Business Meeting	Approve

Proposed Upcoming Contact(s)

Date	Meeting	Requested Action
4/21/2026	Business Meeting	Approve

Time Constraints:

All budget adjustments for the 2025-2026 biennium must be approved no later than December 31, 2026.

ANTICIPATED RESULT IF NOT APPROVED:

The adopted budget would not align city financial records with decisions made and corrections in budgeted funds.

ATTACHMENTS:

Attachment A: Ordinance: 2025-2026 Budget Adjustment #6

Exhibit 1: Summary of 2025-2026 Budget Adjustment #6

NON-CODE

**CITY OF REDMOND
ORDINANCE NO. _____**

AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF REDMOND, WASHINGTON, AMENDING ORDINANCE NOS. 3196, 3215, 3224, 3229, 3236, AND 3250, BY MAKING ADJUSTMENTS TO THE CITY'S 2025-2026 BIENNIAL BUDGET, IN EXHIBIT 1.

WHEREAS, the Finance Director has identified the need to make certain revisions to the 2025-2026 biennial City budget; and

WHEREAS, the City Council has reviewed the proposed adjustments to the budget and has determined that they should be made.

NOW, THEREFORE, THE CITY COUNCIL OF THE CITY OF REDMOND, WASHINGTON, DO ORDAIN AS FOLLOWS:

Section 1. Ordinance No. 3196 adopting the 2025-2026 biennial budget, passed by the City Council on November 19, 2024, Ordinance No. 3215 amending the 2025-2026 biennial budget and passed by the City Council on May 20, 2025, Ordinance No. 3224 amending the 2025-2026 biennial budget and passed on July 15, 2025, Ordinance No. 3229 amending the 2025-2026 biennial budget and passed by the City Council on October 7, 2025, Ordinance No. 3236 amending the 2025-2026 biennial budget and passed by the City Council on November 18, 2025, and Ordinance No. 3250 amending the 2025-2026 biennial budget and passed by the City Council on March 17, 2026, are hereby amended to appropriate transfers needed to

fund the redemption of the Limited Tax General Obligation (LTGO) bonds, Series 2015 and 2016.

Section 2. Severability. If any section, sentence, clause, or phrase of this ordinance should be held to be invalid or unconstitutional by a court of competent jurisdiction, such invalidity or unconstitutionality shall not affect the validity of any other section, sentence, clause, or phrase of this ordinance.

Section 3. Effective date. This ordinance shall take effect five (5) days after passage and publication of an approved summary thereof consisting of the title.

ADOPTED by the Redmond City Council this _____ day of _____, 2026.

CITY OF REDMOND

ANGELA BIRNEY, MAYOR

ATTEST:

CHERYL XANTHOS, MMC, CITY CLERK

(SEAL)

APPROVED AS TO FORM:

REBECCA MUELLER, CITY ATTORNEY

FILED WITH THE CITY CLERK:
PASSED BY THE CITY COUNCIL:
SIGNED BY THE MAYOR:
PUBLISHED:
EFFECTIVE DATE:
ORDINANCE NO.

EXHIBIT 1

Summary of 2025-2026 Budget Adjustments

Fund Number	Fund Name	2025-2026 Adopted Budget (Ord 3196)	#1 Clean Up Adjustment (Ord 3215)	#2 BFB Reconciliation (Ord 3224)	#3 RCCMV Acquisition (Ord 3229)	#4 Clean-Up Adjustment (Ord 3236)	#5 Clean-Up Adjustment (Ord 3250)
100	General Fund	\$ 339,604,752	\$ 222,038	\$ -	\$ -	\$ 458,809	\$ 356,594
011	Arts Activity	1,086,292	-	(3,190)	-	108,000	-
012	Parks Maintenance & Operations	4,083,017	-	(275,817)	-	-	-
013	Community Events	1,577,749	-	(5,498)	-	-	-
019	Human Services Grant Fund	7,927,425	-	(648,939)	-	6,000	-
020	Fire Equipment Reserve	9,278,894	416,000	(130,457)	-	-	-
021	Operating Reserve	9,752,281	-	(322,402)	-	-	-
025	COVID Recovery Fund	313,592	-	125,912	-	-	-
027	Capital Replacement Reserve	5,343,965	-	1,494,723	-	-	-
030	Business Tax	21,338,326	-	3,013,814	-	-	-
031	Real Property Fund	1,786,069	-	(88,305)	-	-	-
035	Fire Levy Fund	5,591,744	-	(106,560)	-	-	-
036	Police Levy Fund	9,004,639	-	66,136	-	-	-
037	Parks Levy Fund	1,039,474	-	22,920	-	-	-
095	Parks Maintenance Projects	6,627,176	-	(144,111)	-	-	-
096	Transportation Maintenance Project	18,981,028	-	6,524,533	-	-	-
099	General Governmental Maint	26,498,144	1,000,000	(1,570,896)	-	-	-
110	Recreation Activity	7,221,324	229,500	224,086	-	-	-
115	Development Review	10,865,715	-	(806,495)	-	-	-
117	Cable Access Fund	104,647	-	(23,812)	-	-	-
118	Operating Grants	4,411,481	-	(199,424)	-	-	-
122	Advanced Life Support	26,173,120	888,655	(2,014,805)	-	-	699,312
124	Fire Donations Fund	883,165	-	5,957	-	-	-
125	Real Estate Excise Tax	40,538,011	-	3,368,310	-	-	-
126	Drug Enforcement	162,015	-	(518)	-	-	-
131	Tourism (Hotel/Motel Tax)	2,700,494	-	118,527	-	-	-
140	Solid Waste Recycling	4,468,019	-	73,654	-	-	-
150	Transportation Benefit District	14,191,779	200,000	486,659	-	-	-
233	Non-Voted GO Bonds - Parks	12,033,020	-	75,461	-	-	-
315	Parks Capital Projects	30,592,925	-	(143,509)	10,950,000	708,550	-
316	Transportation Capital Project	75,770,657	1,518,000	(468,318)	-	-	-
319	General Governmental Capital	37,332,798	72,500	3,083,318	-	894,796	-
320	Business Technology Investment Program	-	-	-	-	10,285,980	-
361	CFD 2014-1	775,537	-	-	-	-	-
362	CFD 2016-1	12,182,863	-	-	-	-	-
401	Water/Wastewater	125,835,398	-	5,511,740	-	-	-
402	UPD - Water/Wastewater	26,150,370	-	1,207,218	-	-	-
403	Water/Wastewater Capital Proj	39,019,901	-	6,087,160	-	970,000	-
404	Wastewater Capital Project	16,393,572	-	87,832	-	-	-
405	Stormwater Management	46,647,647	338,603	1,781,440	-	-	-
406	Stormwater Management Capital	67,956,008	-	3,007,116	-	-	-
407	UPD - Capital Projects	17,742,556	-	1,716,953	-	-	-
408	UPD Wastewater Capital Project	19,393,717	-	1,164,547	-	-	-
501	Fleet Maintenance	13,647,662	-	(188,321)	-	-	-
510	Insurance Claims & Reserves	9,295,168	-	485,723	-	-	-
511	Medical Self Insurance	41,504,237	-	(910,180)	-	-	-
512	Worker's Compensation	10,505,323	-	(579,331)	-	-	-
520	Information Technology	36,399,461	-	641,927	-	(9,573,369)	275,000
		\$ 1,220,733,158	\$ 4,885,296	\$ 31,744,778	\$ 10,950,000	\$ 3,858,766	\$ 1,330,906

Notes:

Ordinance #3196 establishing the 2025-2026 budget was approved by Council on November 19, 2024.

EXHIBIT 1

Summary of 2025-2026 Budget Adjustments

Fund Number	Fund Name	Revised 2025-2026	
		#6A CIP Debt Repayment	Budget
100	General Fund	\$ -	\$ 340,642,193
011	Arts Activity	-	1,191,101
012	Parks Maintenance & Operations	-	3,807,200
013	Community Events	-	1,572,251
019	Human Services Grant Fund	-	7,284,486
020	Fire Equipment Reserve	-	9,564,437
021	Operating Reserve	-	9,429,879
025	COVID Recovery Fund	-	439,504
027	Capital Replacement Reserve	-	6,838,688
030	Business Tax	-	24,352,140
031	Real Property Fund	-	1,697,764
035	Fire Levy Fund	-	5,485,184
036	Police Levy Fund	-	9,070,774
037	Parks Levy Fund	-	1,062,393
095	Parks Maintenance Projects	-	6,483,065
096	Transportation Maintenance Project	-	25,505,562
099	General Governmental Maint	-	25,927,248
110	Recreation Activity	-	7,674,910
115	Development Review	-	10,059,220
117	Cable Access Fund	-	80,835
118	Operating Grants	-	4,212,057
122	Advanced Life Support	-	25,746,283
124	Fire Donations Fund	-	889,122
125	Real Estate Excise Tax	-	43,906,321
126	Drug Enforcement	-	161,498
131	Tourism (Hotel/Motel Tax)	-	2,819,021
140	Solid Waste Recycling	-	4,541,673
150	Transportation Benefit District	-	14,878,438
233	Non-Voted GO Bonds - Parks	10,705,014	22,813,495
315	Parks Capital Projects	-	42,107,966
316	Transportation Capital Project	-	76,820,339
319	General Governmental Capital	-	41,383,412
320	Business Technology Investment Program	-	10,285,980
361	CFD 2014-1	-	775,537
362	CFD 2016-1	-	12,182,863
401	Water/Wastewater	-	131,347,138
402	UPD - Water/Wastewater	-	27,357,588
403	Water/Wastewater Capital Proj	-	46,077,060
404	Wastewater Capital Project	-	16,481,404
405	Stormwater Management	-	48,767,690
406	Stormwater Management Capital	-	70,963,124
407	UPD - Capital Projects	-	19,459,509
408	UPD Wastewater Capital Project	-	20,558,264
501	Fleet Maintenance	-	13,459,342
510	Insurance Claims & Reserves	-	9,780,891
511	Medical Self Insurance	-	40,594,057
512	Worker's Compensation	-	9,925,992
520	Information Technology	-	27,743,019
		\$ 10,705,014	\$ 1,284,207,918

Notes:

Ordinance #3196 establishing the 2025-2026 budget was approved by Council on November 19, 2024.



Memorandum

Date: 4/14/2026

File No. CM 26-201

Meeting of: Committee of the Whole - Finance, Administration, and Communications

Type: Committee Memo

TO: Members of the City Council

FROM: Mayor Angela Birney

DEPARTMENT DIRECTOR CONTACT(S):

Finance	Kelley Cochran	425-556-2748
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DEPARTMENT STAFF:

Finance	Haritha Narra	Deputy Finance Director
Finance	Hailey Zurcher	Financial Planning Manager

TITLE:

2027-2028 Budget Process Update: Community Engagement

OVERVIEW STATEMENT:

Council will be updated on the City’s community engagement efforts to inform priorities and proposed outcomes for the 2027-2028 budget. Staff will outline the approach, focus areas, and next steps for incorporating community feedback into the budget development process.

Additional Background Information/Description of Proposal Attached

REQUESTED ACTION:

Receive Information Provide Direction Approve

REQUEST RATIONALE:

- **Relevant Plans/Policies:**
N/A
- **Required:**
N/A
- **Council Request:**
N/A
- **Other Key Facts:**
Supports the 2027-2028 budget development process by incorporating community input on priorities and outcomes.

OUTCOMES:

The City partnered with Fulcrum Strategy Group to conduct targeted focus groups with Redmond residents to gather qualitative feedback on priorities and proposed outcomes.

Two focus groups were held on March 31, 2026 (5:30-7 p.m. and 7:30-9 p.m.). Participants were recruited through a structured screening process to ensure a diverse mix of residents across age, gender, and perspectives. Each session included approximately 6-7 participants to support meaningful and balanced discussion.

The discussions followed a structured moderator guide and progressed from general community perspectives to targeted feedback on priorities and proposed outcomes, including how residents define success within each priority area. The moderator’s guide is attached for reference.

This effort will provide structured input from a diverse group of residents, along with targeted feedback on proposed outcomes and community perspectives on how success should be defined and measured. A summary report from Fulcrum Strategy Group will capture key themes and insights. The report will be shared at the upcoming Finance, Administration, and Communications (FAC) Committee of the Whole meeting on May 12, 2026.

This represents one phase of community engagement. Finance is partnering with Communications to expand outreach through budget questionnaires and promotion in Focus newsletters to encourage community participation. Additional opportunities for input will occur through Council study sessions, formal public hearings, and Items from the Audience prior to budget adoption.

COMMUNITY/STAKEHOLDER OUTREACH AND INVOLVEMENT:

- **Timeline (previous or planned):**
March 31, 2026
- **Outreach Methods and Results:**
Focus Groups
- **Feedback Summary:**
Will be provided for the May 12, 2026, FAC meeting.

BUDGET IMPACT:

Total Cost:

\$40,000

Approved in current biennial budget: Yes No N/A

Budget Offer Number:

297 Fiscal Accountability

Budget Priority:

Strategic & Responsive

Other budget impacts or additional costs: Yes No N/A

If yes, explain:

N/A

Date: 4/14/2026

Meeting of: Committee of the Whole - Finance, Administration, and Communications

File No. CM 26-201

Type: Committee Memo

Funding source(s):

General Fund

Budget/Funding Constraints:

N/A

Additional budget details attached

COUNCIL REVIEW:

Previous Contact(s)

Date	Meeting	Requested Action
N/A	Item has not been presented to Council	N/A

Proposed Upcoming Contact(s)

Date	Meeting	Requested Action
5/12/2026	Committee of the Whole - Finance, Administration, and Communications	Receive Information

Time Constraints:

N/A

ANTICIPATED RESULT IF NOT APPROVED:

N/A

ATTACHMENTS:

Attachment A: Moderator's Guide

Moderator's Guide

City of Redmond, WA
Group Dates: March 31, 2026
Job #1022

I. Introduction (10 minutes for section/10 minutes total group time)

- A. Moderator introduction
- B. Disclosures:
 - 1. Confidentiality
 - 2. Recording, observers
- C. How focus groups work/overview
- D. Participant introductions:
 - 1. First name, where you live
 - 2. Favorite activities

II. Life in Redmond (20 minutes/30 minutes)

- A. What do you think are some of the best things about living in Redmond? What do you like most about living here?

(Moderator could write on onscreen word doc)

- B. What would you say are some of the biggest problems or issues in Redmond that need to be addressed?

III. City Priorities and Guiding Principles (20 minutes/50 minutes)

- A. Thinking about Redmond's future, what do you think the City's priorities should be when making decisions about the City's future?

(SHOW HANDOUT #1 ON SCREEN: "What do you think the City's priorities should be when making decisions about the City's future?" Write at least three bullets)

- B. What should be the City's guiding principles they think about when considering actions to take, laws to pass, projects or efforts to work on?

- C. Regarding planning for Redmond's future, what would be the **one thing** that you would **definitely do** if you had the power to?

- 1. What makes that the number one thing for you? What makes this a priority?

IV. Feedback on current priorities draft (40 minutes/90 minutes)

(Show Handout #2: Current City priorities overview.)

- A. The City of Redmond has outlined a series of priorities they use to guide decision making.
 - 1. Do these seem like good overall categories?
 - 2. What kinds of things do you think are contained in each of these?
 - 3. How would you know if the City is doing well on these?

(Show Handout #3 Safe and Resilient.)

- B. Okay, now here are some more details about each of these priorities. Let's take them one at a time. For Safe and Resilient, when you see the outcomes, do these seem like the right outcomes?
 - 1. What ones are not here?
 - 2. Would you describe them in a different way?
 - 3. How would you know if the City is doing well on these?

(Show Handout #3 Vibrant and Connected.)

- A. Okay, now Vibrant and Connected. Do these seem right?
 - 1. What ones are not here?
 - 2. Would you describe them in a different way?
 - 3. How would you know if the City is doing well on these?

(Show Handout #3 Healthy and Sustainable.)

- A. Okay, now Healthy and Sustainable. Do these seem right?
 - 1. What ones are not here?
 - 2. Would you describe them in a different way?
 - 3. How would you know if the City is doing well on these?

(Show Handout #3 Strategic and Responsive.)

- A. Okay, now Strategic and Responsive. Do these seem right?
 - 1. What ones are not here?
 - 2. Would you describe them in a different way?
 - 3. How would you know if the City is doing well on these?

V. Dashboard Indicators? (xx minutes/xx minutes)

(This would investigate the dashboard indicators)

VI. Wrap Up (5 minutes/110 minutes)

(Optional questions we may ask depending on remaining time and need)

- A. What are your thoughts on what the City has developed here?
- B. You learned a lot today you didn't know before the group; what are your reflections now having been through this session?
- C. What else would you want to make sure the City of Redmond considers when thinking about planning for the future?



Memorandum

Date: 4/14/2026

File No. CM 26-219

Meeting of: Committee of the Whole - Finance, Administration, and Communications

Type: Committee Memo

TO: Committee of the Whole - Finance, Administration, and Communications

FROM: Mayor Angela Birney

DEPARTMENT DIRECTOR CONTACT(S):

Executive	Lisa Maher, Assistant Chief Operating Officer	425-556-2427
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DEPARTMENT STAFF:

Executive	Zach Houvener, 425-556-2306	Deputy - Equity & Strategic Services
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TITLE:

Respect, Equity, Diversity, and Inclusion (REDI) Program Update

OVERVIEW STATEMENT:

Staff will provide Council with an informational REDI program update and introduce the new Deputy Director - Equity & Strategic Services. The Deputy will outline his plan for the first 90 days and how he will advance the Executive Team and the REDI efforts across the organization. The update will also cover the hiring process and timeline for the REDI Program Administrator, recent activities from the REDI Facilitator Training, Welcoming Team, and Budgeting for Equity.

Additional Background Information/Description of Proposal Attached

REQUESTED ACTION:

Receive Information Provide Direction Approve

REQUEST RATIONALE:

- **Relevant Plans/Policies:**
Community Strategic Plan, REDI Strategic Plan, Redmond 2050
- **Required:**
N/A
- **Council Request:**
Council requested regular updates on the REDI work during previous discussions
- **Other Key Facts:**
N/A

OUTCOMES:

See Attachment A for a summary of program highlights

COMMUNITY/STAKEHOLDER OUTREACH AND INVOLVEMENT:

- **Timeline (previous or planned):**
N/A
- **Outreach Methods and Results:**
N/A
- **Feedback Summary:**
N/A

BUDGET IMPACT:

Total Cost:

N/A

Approved in current biennial budget: Yes No N/A

Budget Offer Number:

00295

Budget Priority:

Strategic and Responsive

Other budget impacts or additional costs: Yes No N/A

If yes, explain:

N/A

Funding source(s):

General Fund

Budget/Funding Constraints:

N/A

Additional budget details attached

COUNCIL REVIEW:

Previous Contact(s)

Date	Meeting	Requested Action
2/10/2026	Committee of the Whole - Finance, Administration, and Communications	Receive Information

Date: 4/14/2026

Meeting of: Committee of the Whole - Finance, Administration, and Communications

File No. CM 26-219

Type: Committee Memo

3/10/2026	Committee of the Whole - Finance, Administration, and Communications	Receive Information
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Proposed Upcoming Contact(s)

Date	Meeting	Requested Action
5/12/2026	Committee of the Whole - Finance, Administration, and Communications	Receive Information

Time Constraints:

N/A

ANTICIPATED RESULT IF NOT APPROVED:

N/A

ATTACHMENTS:

Attachment A: REDI Strategic Plan Implementation Update

Attachment B: Executive and REDI Advancement - First 90 Days

Background

This document provides a high-level update of monthly implementation activities for the REDI Strategic Plan. The REDI Plan is a citywide effort to define the goals, objectives, and key results to create a culturally competent organization that celebrates individual differences. The five goals outlined in the REDI Strategic Plan include:

- Transparent and Consistent Leadership
- Respect and Belonging
- Effective Program Support
- Pro-Equity, Anti-Racism Implementation (PEAR)
- Community (Stakeholder) Engagement

Updates

Deputy Director – Equity & Strategic Services

The recruitment process has been completed. The position was posted on January 27 and closed on February 8, generating a strong pool of forty-nine applicants. Following a multi-phase selection process, a candidate was selected and has since started in the role as of March 23. The position reports to the Assistant Chief Operating Officer and provides oversight of several Executive Department functions, including Strategic Services and REDI, Communications, Environmental Sustainability, the City Clerk’s Office, and Grant Management. This position is intended to strengthen citywide alignment, advance equity initiatives, and support strategic and operational priorities across departments.

Recruitment Process – REDI Program Administrator

The REDI Program Administrator will lead the City’s efforts to advance respect, equity, diversity, inclusion, and belonging by implementing equity initiatives across daily operations and building organizational capacity for long-term equity outcomes. Core responsibilities include conducting equity assessments, providing training on inclusive practices, supporting equity integrated policies, analyzing organizational data, and developing tools that help staff apply equity in their work. The Administrator will facilitate equity focused community engagement, maintain relationships with community partners, coordinate inclusive events, and support accessible public communication. The role tracks performance measures, evaluates community feedback, and provides regular recommendations to City leadership and the City Council. This position supports the REDI Strategic Plan’s goals for a culturally responsive and respectful workplace and will report to

Respect Equity Diversity Inclusion Program Update April 2026

the Deputy Director of Equity and Strategic Services and is expected to post in April 2026 for a three-week recruitment period.

REDI Certification and Training

Six staff from multiple departments participated in REDI Facilitator training during the first week of April, led by Senior Leadership Development Consultant Kate Rogers. The training centered on building shared understanding of respect and organizational health, and on how culture shapes trust, inclusion, and day-to-day behaviors. Staff worked through curriculum and facilitation techniques that help teams recognize systems that support or undermine respect and committed to collective actions that embed equity into routine practices and operations. This cohort will continue developing skills to guide conversations and support departments in integrating REDI principles into their everyday work.

Welcoming Team/Budgeting for Equity

The Welcoming Team continues to work together with the Finance Department to outline a systematic approach for next biennium's Budgeting for Equity programs, services, and projects. This work will be aligned with the REDI strategic plan and will include a information highlighting how the city is proposing to invest in REDI programs for the 2027-2028 budget cycle.

Next Steps

Monthly Committee of the Whole Updates: Next month's update will include information on recruitment, staff training, and program activities.

FIRST 90 DAYS: Build Trust + Create Momentum



	Days 1-30	Days 31-60	Days 61-90
Executive Integration	Focus on building trust within the Executive Team, aligning citywide priorities, and creating visible momentum.	Partner with COO's to ensure priorities are explicit, expectations are consistent.	Provide steady coordination across citywide initiatives, particularly under budget and World Cup pressures.
REDI Advancement	Assess current REDI Strategic Plan progress, including successes and barriers.	Launch REDI Program Administrator recruitment and establish hiring timeline.	REDI reporting is standardized, progress is visible and tracked, and momentum is taking hold through operational integration.



Memorandum

Date: 4/14/2026

File No. CM 26-221

Meeting of: Committee of the Whole - Finance, Administration, and Communications

Type: Committee Memo

TO: Committee of the Whole - Finance, Administration, and Communications

FROM: Mayor Angela Birney

DEPARTMENT DIRECTOR CONTACT(S):

Executive	Lisa Maher - Assistant COO - Executive Department	425-556-2427
Executive	Zach Houvener - Deputy of Equity & Strategic Services - Executive Department	425-556-2306

DEPARTMENT STAFF:

Executive	Lauren Thompson	Grant Supervisor
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TITLE:

2025 Grants Management Overview

OVERVIEW STATEMENT:

Staff will provide Council with a comprehensive 2025 grant overview to establish a baseline for future reporting, covering applications submitted, awards received, revenue generated, and key program accomplishments, with semi-annual updates continuing from this point forward.

Additional Background Information/Description of Proposal Attached

REQUESTED ACTION:

Receive Information Provide Direction Approve

REQUEST RATIONALE:

- Relevant Plans/Policies: N/A
- Required: N/A
- Council Request: N/A
- Other Key Facts: N/A

OUTCOMES:

This work strengthens transparency, improves alignment of resources, and helps the City secure and manage grant funding more effectively to support strategic priorities.

COMMUNITY/STAKEHOLDER OUTREACH AND INVOLVEMENT:

- **Timeline (previous or planned):**
N/A
- **Outreach Methods and Results:**
N/A
- **Feedback Summary:**
N/A

BUDGET IMPACT:

Total Cost:
none

Approved in current biennial budget: Yes No N/A

Budget Offer Number:
0000304

Budget Priority:
Strategic and Responsive

Other budget impacts or additional costs: Yes No N/A

If yes, explain:
N/A

Funding source(s):
N/A

Budget/Funding Constraints:
N/A

Additional budget details attached

COUNCIL REVIEW:

Previous Contact(s)

Date	Meeting	Requested Action
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Date: 4/14/2026

Meeting of: Committee of the Whole - Finance, Administration, and Communications

File No. CM 26-221

Type: Committee Memo

12/9/2025	Committee of the Whole - Finance, Administration, and Communications	Receive Information
2/10/2026	Committee of the Whole - Finance, Administration, and Communications	Provide Direction

Proposed Upcoming Contact(s)

Date	Meeting	Requested Action
N/A	None proposed at this time	N/A

Time Constraints:

N/A

ANTICIPATED RESULT IF NOT APPROVED:

N/A

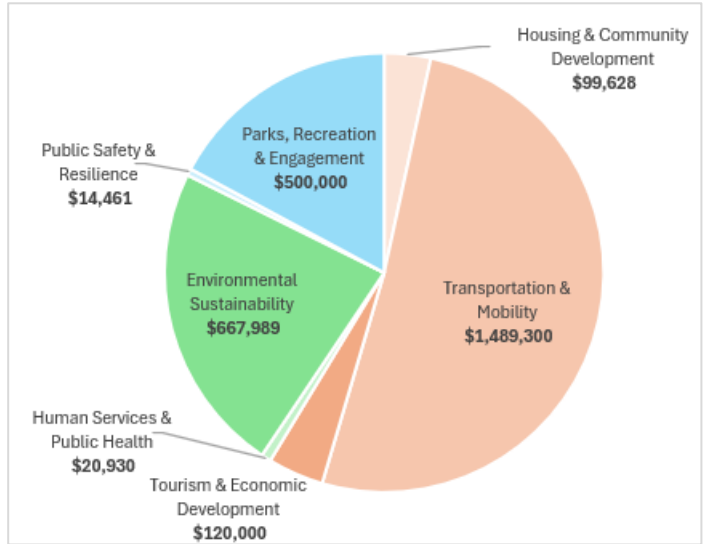
ATTACHMENTS:

Attachment A: 2025 Grants Management Overview

2025 Grants Management Overview

In 2025, the City submitted **19** grant applications requesting a total of **\$3,264,778** in funding requests. A total of **\$2,912,308** was awarded across **15** grants. This report establishes the performance baseline for future semi-annual grant updates.

- Average award amount = **\$194,153**
- Approval rate = **79%**
- **\$1,489,300** – Transportation & Mobility
- **\$667,989** – Environmental Sustainability
- **\$500,000** – Parks, Recreation & Engagement
- **\$120,000** – Tourism & Economic Development
- **\$99,628** – Housing & Community Development
- **\$20,930** – Human Services & Public Health
- **\$14,461** – Public Safety & Resilience



The City submitted several state and federal legislative requests, also known as earmarks. For 2025, the City requested two new state earmarks, one state earmark rescoping, and one federal earmark. Both new state earmarks for the AC Water Main Replacement (Avondale) and Intercultural City Services Center projects were awarded totaling **\$1,618,000**. The Multimodal Overlake Village Access (MOVA) grant rescoping was approved totaling **\$8,000,000** (\$5M in 25-27 and \$3M in 27-29). The 2025 federal earmark for the AC Water Main Viewpoint project was initially awarded and then clawed back with the new administration.

The City received a total of **\$8,151,266** in grant revenue in 2025. Operating grant revenue totaled \$3,378,801 from awards received between 2020 – 2025. CIP grant revenue totaled \$4,722,465 from awards received between 2015 – 2025.

2025 Grant Revenue by Quarter					
	Q1	Q2	Q3	Q4	TOTALS
Operating	\$33,237	\$860,749	\$1,713,490	\$771,325	\$3,378,801
CIP	\$582,765	\$2,383,779	\$1,252,536	\$553,385	\$4,772,465
TOTALS	\$616,002	\$3,244,528	\$2,966,026	\$1,324,710	\$8,151,266

The City hired a Grant Supervisor in April of 2025 to develop and implement a citywide grant program designed to strengthen how the City identifies, secures, and manages grant funding. The focus of 2025 has been to lay the foundation for consistent citywide practices and support the upcoming implementation of the City’s first Internal Grant Management Policy and Procedures.



Memorandum

Date: 4/14/2026

File No. CM 26-220

Meeting of: Committee of the Whole - Finance, Administration, and Communications

Type: Committee Memo

TO: Committee of the Whole - Finance, Administration, and Communications

FROM: Mayor Angela Birney

DEPARTMENT DIRECTOR CONTACT(S):

Executive	Lisa Maher	425-556-2427
Executive	Zach Houvener	425-556-2306

DEPARTMENT STAFF:

Executive	Kelly Schutz	Communications Manager
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TITLE:

2026 City Council Communications Investment Update and Engagement

OVERVIEW STATEMENT:

Staff will present an update related to 2025-2026 Budget communications-related investments, as well as provide an overview of and seek feedback on current scheduled Council engagement opportunities and activities for 2026, which include:

- Council Conversations - March 19, May 21
- America 250 Day of Service - June 14
- Derby Days - July 25
- Downtown Redmond Art Walk (DRAW) - September 17
- Town Hall (taking place of fall Council Conversations event) - Fall TBD

Additional Background Information/Description of Proposal Attached

REQUESTED ACTION:

- Receive Information Provide Direction Approve

REQUEST RATIONALE:

- **Relevant Plans/Policies:**
Community Strategic Plan, Redmond 2050
- **Required:**
N/A
- **Council Request:**
An update on 2025-2026 Budget Communications was requested by City Council

- **Other Key Facts:**
N/A

OUTCOMES:

Councilmembers will:

- Be informed on the status of 2025-2026 communications-related budget investments.
- Be informed on opportunities and currently scheduled Council engagement opportunities and provide feedback to staff.
- Commit to volunteer shifts at events and sign up via email with staff.
- Provide staff with clear direction on any additional desired engagement activities in 2026.

COMMUNITY/STAKEHOLDER OUTREACH AND INVOLVEMENT:

- **Timeline (previous or planned):**
March 19, 2026 - Council Conversations (Redmond Middle School)
April 14, 2026 - Discuss proposal and receive Council direction
May 21, 2026 - Council Conversations (Idylwood Park)
June 14, 2026 - America 250 Day of Service
July 25, 2026 - Derby Days
September 17, 2026 - Downtown Redmond Art Walk (DRAW)
Fall date TBD - Town Hall / Council Conversations

Additional events to be determined based on meeting discussion and direction.

- **Outreach Methods and Results:**
All listed events will be robustly promoted via the City’s various communication channels, guided by individual communications plans. Councilmembers are also encouraged to publicize events via personal networks.
- **Feedback Summary:**
N/A

BUDGET IMPACT:

Total Cost:
N/A

Approved in current biennial budget: Yes No N/A

Budget Offer Number:
0000298

Budget Priority :
Strategic and Responsive

Other budget impacts or additional costs: Yes No N/A

If yes, explain:

N/A

Funding source(s):

General Fund

Budget/Funding Constraints:

N/A

Additional budget details attached

COUNCIL REVIEW:

Previous Contact(s)

Date	Meeting	Requested Action
N/A	Item has not been presented to Council	N/A

Proposed Upcoming Contact(s)

Date	Meeting	Requested Action
6/9/2026	Committee of the Whole - Finance, Administration, and Communications	Receive Information

Time Constraints:

As some of these events are approaching quickly, staff is requesting confirmation of Council participation, location, and timing prior to booking events and executing communications plans.

ANTICIPATED RESULT IF NOT APPROVED:

N/A

ATTACHMENTS:

Attachment A: Communications Investment Summary

Attachment B: Communications Plan Sample

2025-2026 Budget Communications Investments Update

In the 2025-2026 budget, City Council approved several financial investments to support the work of the Communications Division. These investments have directly supported the following growth:

- **Additional Focus Newsletter:** Focus regularly ranks as one of the top news formats for the community per the City's statistically significant annual survey. Council's increased investment in Focus funding allowed communications to add an additional printed Focus newsletter, going from three to four editions annually beginning in 2025. The additional edition has facilitated communications in reaching residents with greater frequency, sharing a larger number of more varied news-worthy items with the community in a format that has been proven effective.
- **Additional Limited Duration FTE (Communications Specialist):** Funding approved for the hiring of a limited duration employee to support communications efforts with predicted capacity challenges due to the World Cup workload has developed into a crucial role within the Communications Division. This position directly supports high-impact, high-visibility departments such as Police and Fire, along with internal departments in TIS, Finance, and Human Resources. With steadily increasing communications needs across the City, the role allows us to maintain a more balanced workload, improving coordination, responsiveness, and overall quality of information delivered to both the public and internal stakeholders. The employee in this role completed FEMA Public Information Officer Basic training in February, which expands the City's trained emergency communications capacity and strengthens our organizational readiness.
- **Additional Limited Duration FTE (Communications Specialist):** Funding approved for the hiring of a limited duration employee to support communication efforts with predicted capacity challenges due to the World Cup, increased FOCUS issues, and an overall increase in citywide outreach and internal and external communications. This position supports digital and print graphic design, web design, and the development of high-quality visual assets to strengthen the City's communications. The role significantly expands the team's capacity by enabling faster turnaround on design requests, increasing volume and quality of materials produced, and ensuring consistent branding across departments. The addition of another graphic design specialist has allowed communications staff to take on a greater number of complex projects simultaneously – which is especially critical as the City takes on large special projects like the World Cup while balancing the need to continue to proactively service regular City communications.
- **World Cup Communications:** With .50 of one of our additional limited duration FTE positions allocated from the World Cup budget, communications surrounding the World Cup have been a high priority of the division. Efforts have focused on proactive, coordinated outreach to ensure that community members, businesses, and visitors are all equally informed, prepared, and engaged ahead of the 2026 World Cup. Communications created a bold visual campaign called Redmond is Ready for the World to put a distinct brand on the City's World Cup messaging and programming, which has been well received throughout the community. Additionally,

Communications helped build and market the City’s Soccer Stories and Fútbol for All Speaker Series programs, while also creating and maintaining Redmond is Ready for the World’s web presence at redmond.gov/Soccer. This webpage serves as the public source of truth for the City’s World Cup activities. The division has been able to develop clear, accessible messaging across wide-ranging communications channels – including web, social media, digital newsletters, print materials, and in-person events – that supports work being done across the City in preparation for the World Cup. Communications has also partnered closely with fellow municipalities and regional agencies to align messaging and amplify key information. As activity and interest are expected to increase heading into the summer, funding for World Cup-specific communications work allows the team to scale our efforts to support community readiness, helping position Redmond as truly being ready for the world.

- **Increased Social Media Video:** Understanding that social platforms continue to push video formats over text formats algorithmically, the Communications Division has been making a concerted effort to increase use of video (Instagram Reels, Facebook Stories). This includes creating storytelling material around a wider variety of City subjects, from sharing “behind the scenes” looks at little-known groups like the Fleet Division to getting the word out about upcoming projects and programs to lighthearted, visually compelling shorts that encourage engagement. This work is possible through the addition of our newest graphic designer, which has allowed Communications’ social specialist to transition design capacity to social.
- **City News Now:** Additional capacity within the department has allowed for the creation of a new weekly video news program called City News Now (CNN). This video program reaches community members with quick hits to inform and engage and has allowed the Communications Division to expand our weekly outreach beyond the limited capacity of the eNews digital newsletter. Through CNN, we’re able to get more news out to residents and test formats to find the most effective way to connect with the community.
- **Increased Media Outreach:** Additional capacity has allowed for a more strategic review of media outreach practices, leading to an updated process of connecting with media more proactively ahead of City events or programming that might be of wider interest. This has been especially helpful related to World Cup and directly led to appearances by Mayor Birney on FOX 13’s Good Day Seattle and World Cup-related coverage in the Puget Sound Business Journal.



COMMUNICATION AND COMMUNITY INVOLVEMENT PLAN

Name of Project: Council Conversations at Idylwood Park

Date: May 21, 2026

Framing and Goals

With this plan, we intend to:

- Increase community awareness and understanding of Council Conversations as an overall engagement event.
- Encourage diverse and representative community participation in upcoming event.
- Create a meaningful dialogue between Council and the community.
- Build community trust by showing a culture of transparency and availability with Council.

Team Members: Roles and Responsibilities

Name	Dept./Agency	Role	Phone	Email
Kelly Schutz	Executive / Communications	Communications Manager	425-553-7011	kschutz@redmond.gov
Christina Wilner	Executive / Communications	Communications	425-556-2457	cwilner@redmond.gov

Target Audience

- **Internal**
 - City leadership
 - City staff
 - City Council

- **External**
 - Redmond residents
 - Neighborhoods
 - Redmond businesses
 - Community partners
 - OneRedmond
 - Boards/Commissions
 - Tourists
 - Visitors, shoppers, commuters
 - Other government entities/tribes
 - King County
 - Lake Washington School District

- Neighboring communities and businesses
- Media
- Other:

Key Messages

Council Conversations provide an open, inviting space for safe two-way dialogue between the community and Council.

Council Conversations are an opportunity for community members to directly inform Council priorities.

The City is actively working to make participation accessible, inclusive, and welcoming for all people.

Council Conversations are part of the City and Council's commitment to working together with community members to address concerns and create solutions.

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

Strengths	Weaknesses
<ul style="list-style-type: none"> • An established program • Flexible and adaptable format • Aligns with City values around engagement, transparency, responsiveness • Informal structure tends to increase comfort for community members 	<ul style="list-style-type: none"> • Participation skews toward already-engaged community members • Perception of time commitment or inconvenience – difficult to capture those who feel “too busy” • Unclear impact of participation – what results can attendees see
Opportunities	Threats
<ul style="list-style-type: none"> • Expand outreach to underrepresented groups – work with community partners • Individual Councilmember promotion to constituents • Strengthen feedback loops – Council can communicate how what was heard translates to action when possible 	<ul style="list-style-type: none"> • Low interest in civic participation • Skepticism about value of giving feedback • Competing demands on time and attention

Communication Tools

Digital	Print/Graphics	Interactive
<ul style="list-style-type: none"> • redmond.gov webpage(s) • eNews or designed email • Our Stories Mayor’s email • Parks eNews • Social Media 	<ul style="list-style-type: none"> • Flyer • Yard signs • Focus Newsletter when possible • Utility bill insert when possible 	<ul style="list-style-type: none"> • Councilmember community interaction

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:

- Limited English proficiency – offer translation / interpreter services
- Low literacy – utilize clear graphics
- Limited mobility – ensure event space is accessible
- Disabilities – ensure communications meet WCAG accessibility guidelines
- Culture – work with community cultural organizations to spread communications material
- Age – explore Peachjar communications for Lake Washington School District families

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

- Track event attendance including coding first-time vs. repeat attendees
- When possible, measure rough demographics such as age groups, neighborhoods
- From Council, measure comments, questions, themes, or ideas shared to gather a sense of quality of community input
- Consider a follow-up survey for post-event feedback

Timeline and Key Milestones

Milestone	Applicable Date(s)
Eventbrite event live for community member RSVPs	April 17
redmond.gov/CouncilConversations page updated	April 17
Digital postcard to Council for use in event promotion	Week of April 20
City eNews promotion	April 20 April 27 May 4 May 11 May 18
Parks eNews promotion	April 22 May 6 May 20
Our Stories promotion	April 22 May 6 May 20
Social media promotion	April 20 April 27 May 4 May 11 May 14 May 18 May 20 May 21
Printed flyers	Placed week of May 4
Yard signs	Placed week of May 4