Long-Range Financial Strategy - Council Feedback Matrix 2026

	CP Stuart	CVP Nuevacamina	CM Forsythe	CM Kritzer	CM Parsi	CM Prakriya	CM Soni	Question/Suggested Edit	Discussion	Status
1							x	**Page 3** Philosophy 2: Intentional City revenue structure *This section notes that the distinction between taxes and fees isn't clear to the public. We should add a directive here to create a simple, unified public-facing graphic that breaks down exactly where a resident's total tax dollar goes.*	**Response:** The BTIP project to develop an internal/external financial dashboard is kicking off in August. Council will be informed of the expected timeline when known.	
2	x							**Page 4** Principle 3: Strategic Alignment *Need to determine if Community Strategic Plan still applies here, or if it's redundant to recently adopted comp plan.*	Study Session 7/28/2026	
3	x							**Page 4** Principle 6: Commitment to Respect, Equity, Diversity, and Inclusion *This is not the same definition as the REDI-AR plan, which calls for equal access. We should ensure these two plans have common goals.*	**Edit:** Embed respect, equity, diversity, and inclusion in financial decision-making to sustain a culture that promotes belonging, access, and opportunity, ensuring equitable access to and influence over city services, policy, and pay.	
4							x	**Page 3** Philosophy 1: Balance service levels with financial impacts **Page 4** Principle 1: Resource Awareness **Page 5** Purpose and Approach, Paragraph 2 *It states that the City must operate within the boundaries of what community members are "willing to invest". Beyond lagging voter metrics or standard community surveys, what objective, real-time metrics is the Finance Department using to establish where that "willingness ceiling" actually sits?*	Study Session 7/28/2026	

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5							x	**Page 3** Philosophy 1: Balance service levels with financial impacts **Page 4** Principle 1: Resource Awareness **Page 5** Purpose and Approach, Paragraph 2 *These pages say Redmond shouldn't tax or charge residents more than they are "willing to invest" for city services, and acknowledges that residents often don't care which government agency is taxing them, they just see the total bill. How do we actually know when residents have reached their limit on taxes and fees? What surveys or tools tell us they are "unwilling" to pay more?*	Study Session 7/28/2026	
6	x							**Page 8** Strategy 1: Community Investment Plan - Paragraph 4: "[Community Investment Rate between] 5.2% and 5.5%..." *Council should study this rate and determine if it is still accurate and reflects our principles.*	Study Session 7/28/2026	
7	x							**Page 9** Paragraph 2, Last Sentence: "As a result, the relative community investment in city services is projected to reduce over time." *I would like to better understand the implications of this forecast. As the community grows, service level demands will also rise.*	Study Session 7/28/2026	
8	x							**Page 10** First Line: "…exploring new tools authorized under Washington State Law." *Would like to improve this statement by calling on the city to promote new revenue tools we would like to use. Recognize our efforts to help shape the tools we'd like to use.*	**Edit**: "Rather than relying on any single funding source, the City will continue to pursue a diversified and intentional revenue strategy by optimizing existing rates and fees, leveraging state and federal opportunities, promoting new revenue tools, and exploring additional funding options authorized under Washington State law."	
9							x	**Page 10** Line 1 *The text mentions using "new tools authorized under Washington State law" to fix the revenue slide. We should name the specific options being modeled (like local sales or utility tax tools) so Council knows exactly what is on the table.*	**Response:** The draft document includes the addition of Appendix G "Other Available Revenues" to provide the requested information.	

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10	x							**Page 10** Strategy 2: Revenue Policy Framework, Paragraph 5, Line 4: "…Redmond taxpayers in deliberation." *Would like to the standards for this deliberation more clearly defined, as guided by the public participation guiding policies of the comp plan.*	**Edit:** "To maintain public trust and demonstrate accountability, tax increases that exceed historical norms (Property Tax 1%, Sales Tax .01%, Utility Tax 3%) should include Redmond taxpayers in deliberation. This approach ensures community members can engage in decisions about service levels and the taxes needed to fund them. The deliberation process must follow state or legal requirements, and the public participation polices provided in appendix D." • Appendix D - "Public Participation Policies" has been added to the document available for review. Too large to provide in the matrix.	
11							x	**Page 10** Strategy 2: Revenue Policy Framework, Paragraph 5 *Dictates that tax increases exceeding historical norms should include "Redmond taxpayers in deliberation" and warns that excessive taxes/fees risk driving businesses away.* *What explicit percentage change triggers a tax or fee adjustment to be defined as "exceeding historical norms," and what legal/operational mechanisms will be used to facilitate that community deliberation? Can we provide some more specifics?*	See edit above	
12							x	**Page 12** Strategy 3: Long-Range Financial Planning, Paragraph 3 *"Crossing Lines" Principle: The draft relies on a static two-year correction cycle to fix the gap between costs and revenues. We should add a policy trigger that automatically pauses non-essential general fund spending mid-biennium if inflation outpaces our 6-year forecast.*	Study Session 7/28/2026	

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13	x							**Page 13** <u>Strategy 4: Community-Informed Citywide Planning - lines 4 & 5: "...these plans..."</u> *CIS and Capital Facilities Plan? PARCC Plan?*	**<u>Edit:</u>** This input is gathered and formalized through planning efforts such as the examples listed below. • Capital Investment Strategy (CIS) • Capital Facilities Plan • Community Strategic Plan (CSP) • Comprehensive Plan (Redmond 2050) • Environmental Sustainability Action Plan (ESAP) • Housing Action Plan • Parks, Arts, Recreation, Culture, and Conservation Plan (PARCC) • Transportation Master Plan • City Department Functional Plans • Other program and issue-specific strategies	
14							x	**Page 15** <u>Comprehensive Plan (Redmond 2050)</u> *This section highlights packing 73% of residential growth into Downtown, Overlake, and Marymoor but does not address localized infrastructure funding. We need to clarify if our current impact fee structure fully covers these nodes, or if neighborhood funds will implicitly subsidize them.*	**<u>Response:</u>** Impact fees are only collected to fund the growth-related portions of projects already identified and approved in functional plans. Collected fees are not allocated geographically, rather they are used to fund eligible projects approved for construction in the 6-year CIP and the 2-year budget. See RMC 3.10.150.	
15							x	**Page 17** <u>Strategy 5: Economic Development Strategic Plan</u> *The draft focuses heavily on attracting major technology employers but lacks a clear strategy for small business retention. We should ensure this strategy aligns with our commercial anti-displacement goals so local businesses aren't*	**<u>Edit:</u>** The document has been edited to included the focus areas and economic strategies from the Economic Development Plan and a graphic to illustrate the vision of the plan. Please refer to document to review, as it is too large to provide the matrix.	
16							x	**Page 19** <u>Strategy 7: Business Technology Investment Strategy</u> *This outlines digital transformation but does not account for the short lifecycles of software assets compared to physical infrastructure. We need to require a dedicated, rolling technology replacement reserve fund to avoid sudden hits to the general fund.*	**<u>Response:</u>** • The City has an established Capital Equipment Replacement Program with a dedicated fund that is used for this purpose. • The Business Technology Investment Strategy is new to the document and will be expanded in future updates. TIS is currently working on the development of a strategic plan that will help to inform policies and long-term strategies.	
17	x							**Page 21** <u>Paragraph Below Table: "The Community Results Team (CRT)..."</u> *Discussion needed on the future of the Community Results Team, which is not being used this budget cycle and was modified in the prior biennium.*	**<u>Response:</u>** Topic will be added to budget debrief to inform and plan for next budget cycle.	

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18							x	**Page 22** Strategy 9: Fiscal Resilience and Reserve Management *The framework prioritizes keeping large cash reserves to maintain our AAA bond rating. We should study whether our reserve targets are artificially high, potentially locking up public funds that could be immediately deployed to fix our backlogged sidewalks and parks.*	**Response:** The City's reserve targets were studied in 2022 and increased to align with best practices recommended by the Government Finance Officers Association (GFOA). The General Fund operating reserve target was increased from 8% to 12%, and the Economic Contingency was increased from 4% to 5%. The City has been phasing in the increase to the new target to mitigate the impact on other programs, most particularly the capital programs.	
19	x							**Page 23** Strategy 10: Performance Management - Row 4: "A Performance Indicator Dashboard…" *Where can the public find this dashboard?*	**Response:** The BTIP project to develop an internal/external financial dashboard is kicking off in August. Council will be informed of the expected timeline when known.	
20				x				*Add more content about the City's priority of maintaining infrastructure*	Study Session 7/28/2026	
21				x				**Page 29** 10. Preliminary Budget Presentation *We are missing deliberations in between these sections. It needs to be clear that the council will deliberate, change, and then move to passing the budget*	**Edit:** 10. Preliminary Budget Presentation • City Council conducts study sessions to review and recommend changes. • A public hearing on the Preliminary Budget is held (RCW 35A.34.090). • City Council input is tracked in a working matrix for transparency and documentation. 11. City Council Final Study Session(s) • Final review and deliberation sessions are conducted. • A public hearing on the final biennial budget is held (RCW 35A.34.110). 12. Budget Adoption • City Council formally adopts the Biennial Budget. • All public and City Council comments are documented in the Budget Adoption Packet.	
22						x		Can there be more clear definitions for terms in the document?	**Response:** A comprehensive glossary is being developed and will be added to all documents and available on the city website when completed.	