



Memorandum

Date: 1/27/2026
Meeting of: City Council Study Session

File No. SS 25-083
Type: Study Session

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:

Outcome Maps Refresh: Healthy & Sustainable and Strategic & Responsive

OVERVIEW STATEMENT:

In preparation for the upcoming development of the 2027-2028 biennial budget, the City is updating the outcome maps for all four budget priorities to ensure alignment with current community values, adopted plans, and how services are delivered today. The outcome maps were last updated in 2020; since then, Redmond 2050, the Community Strategic Plan (CSP), the Environmental Sustainability Action Plan (ESAP), and several departmental and functional plans have been adopted or refreshed.

☒ **Additional Background Information/Description of Proposal Attached**

REQUESTED ACTION:

☐ **Receive Information** ☒ **Provide Direction** ☐ **Approve**

REQUEST RATIONALE:

- **Relevant Plans/Policies:**
Redmond 2050, Environmental Sustainability Action Plan (ESAP), Community Strategic Plan (CSP), Departmental Functional Plans, Fire Strategic Plan, Long-Range Financial Strategy, Fiscal Policies
- **Required:**
N/A
- **Council Request:**
N/A
- **Other Key Facts:**
N/A

OUTCOMES:

The purpose of this discussion is to brief Council on the proposed updates to the City's outcome maps, including outcomes, dashboard indicators, and program measures, and to confirm shared understanding prior to the upcoming biennial budget discussions.

The refresh provides consistency and transparency for Council, staff, and the community by establishing a shared framework that connects long-range plans, city operations, and budget decisions. This effort ensures each budget priority clearly communicates what the community expects, how progress is measured, and how day-to-day operations and long-term investments support community and Council priorities. The work reinforces and bolsters the connection between community values, service delivery, infrastructure stewardship, organizational effectiveness, and the biennial budget.

- **Outcomes** describe what the community expects and values.
- **Dashboard indicators** track progress toward those outcomes at a citywide level.
- **Program measures** track how effectively day-to-day work and services are delivered in support of outcomes.
- **Objectives** describe the strategies and focus areas departments use to achieve the outcomes.

To support a focused and effective discussion, the presentation will highlight a summary list of current and proposed changes. Detailed descriptions of each outcome, dashboard indicator, program measure, and objective-including descriptions, key contributing departments and partners, data sources, evaluation criteria, and targets-are provided in Attachment C, Outcome Maps Refresh - Enhanced, for Council review.

Given the volume and level of detail, staff will not review each measure individually during the study session. Instead, the discussion will focus on key changes, areas of Council interest, and any specific questions or concerns identified. Council is encouraged to review the attached materials prior to the meeting to support a productive, strategic discussion focused on alignment, clarity, and readiness for the biennial budget process.

COMMUNITY/STAKEHOLDER OUTREACH AND INVOLVEMENT:

- **Timeline (previous or planned):**
Future Community Results Team work in Q1 2026 will include review of and feedback regarding the outcome maps.
- **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:

N/A

Budget Priority:

Healthy & Sustainable
Strategic & 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
N/A	Item has not been presented to Council	N/A

Proposed Upcoming Contact(s)

Date	Meeting	Requested Action
2/10/2026	Study Session <i>Outcome Maps Refresh: Safe & Resilient and Vibrant & Connected</i>	Provide Direction

Time Constraints:

The refreshed outcome maps should be reviewed in early 2026 prior to the budget process for the 2027-2028 biennial budget. This work supports Council discussions and ensures alignment with the biennial budget and performance reporting process.

ANTICIPATED RESULT IF NOT APPROVED:

Lack of direction may result in inconsistency between adopted city plans, outcome maps, and performance reporting, reducing clarity and transparency for Council and the community.

ATTACHMENTS:

Attachment A: DRAFT Refreshed Outcome Map - Healthy & Sustainable
Attachment B: DRAFT Refreshed Outcome Map - Strategic & Responsive
Attachment C: DRAFT Outcome Maps Refresh - Enhanced
Attachment D: DRAFT Outcome Maps Refresh - PowerPoint