



# Outcome Map Refresh

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**February 10, 2026**

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# Agenda

- Matrix Review
  - Healthy & Sustainable
  - Strategic & Responsive
- Review by Priorities
  - Safe & Resilient
  - Vibrant & Connected
- Next Steps





# Budgeting by Priorities

Safe & Resilient



# Safe and Resilient

We value a thriving community where all people feel safe

Outcomes	Community risk reduction and safe built environments			Coordinated emergency responses that protect life, property, and responder safety				Conduct thorough investigations that reduce future risk, support accountability, and provide appropriate resolutions		Community resilience and recovery following emergencies and hazardous events	
Budget Offers	Fire Prevention Services	Street & Traffic Safety	Construction Inspection	Police Dispatch and Support	Police Patrol & Response	Fire Administration & Support Services	Fire & Medical Operations	Criminal Justice	Criminal Investigations	Emergency Preparedness and Recovery	
Dashboard Indicator	<ul style="list-style-type: none"><li>Fire Protection Class Rating (WSRB)</li><li>Civilian fire fatalities and fire-related injuries</li><li>Total crashes with fatal and serious injury per year on all roads and trails</li><li>Building code effectiveness grading schedule</li></ul>			<ul style="list-style-type: none"><li>Violent and property crimes per year per 1,000 residents</li><li>Percentage of fires confined to object or room of origin</li><li>Equitable and timely access to emergency response</li><li>Cardiac arrest survival rate</li></ul>				<ul style="list-style-type: none"><li>Police case clearance rates are equal to or more than the Washington State average</li></ul>		<ul style="list-style-type: none"><li>Community awareness and preparedness for hazardous events as measured through surveys and feedback</li></ul>	<ul style="list-style-type: none"><li>Number of people using emergency resources during and after emergencies/hazardous events</li></ul>





# Safe and Resilient Outcomes

We value a thriving community where all people feel safe

No.	Current Outcome	Proposed Outcome
1	Effective emergency prevention strategies	<b>Refined</b> Community risk reduction and safe built environments
2	Well-executed emergency responses	<b>Refined</b> Coordinated emergency responses that protects life, property, and responder safety
3	Comprehensive investigations that provide appropriate resolutions	<b>Refined</b> Conduct thorough investigations that reduce future risk, support accountability, and provide appropriate resolutions
4	-----	<b>New</b> Community resilience and recovery following emergencies and hazardous events



# Safe and Resilient Dashboard Indicators

We value a thriving community  
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No.	Current Dashboard Indicator	Proposed Dashboard Indicator
1	Fire Protection Class rating	<b>Refined</b> Fire Protection Class rating (WSRB)
2	-----	<b>New</b> Civilian fire fatalities and fire-related injuries
3	Fatal and serious injuries per year on all roads per 1,000 residents	<b>Refined</b> Total crashes with fatal and serious injury per year on all roads and trails
4	Building code effectiveness grading schedule	<b>No Change</b>
5	Violent and property crimes per year per 1,000 residents	<b>No Change</b>
6	Percentage of fires confined to object or room of origin	<b>No Change</b>
7	-----	<b>New</b> Equitable and timely access to emergency response (7:20 to patient 90% of the time for all neighborhoods)
8	Cardiac arrest survival rate	<b>Refined</b> Cardiac arrest survival rate ("Witnessed")





# Safe and Resilient

## Dashboard Indicators - Continued

We value a thriving community  
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No.	Current Dashboard Indicator	Proposed Dashboard Indicator
9	Police case clearance rates are equal to or more than the Washington State average	No Change
10	-----	<b>New</b> Community awareness and preparedness for hazardous events as measured through surveys and feedback
11	-----	<b>New</b> Number of people using emergency resources during and after emergencies/hazardous events (cooling or warming shelters/services etc)



# Safe and Resilient Budget Plans

We value a thriving community  
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No.	Current Budget Plan	Proposed Budget Plan
1	Fire Prevention Services	No Change
2	Street & Traffic Safety	No Change
3	Construction Inspection	No Change
4	Police Dispatch & Support	No Change
5	Police Patrol & Response	No Change
6	Fire Support Services	Refined Fire Administrative and Support Services
7	Fire & Medical Operations	No Change
8	Criminal Justice	No Change
9	Criminal Investigations	No Change
10	Emergency Preparedness and Recovery	New





# Safe and Resilient Budget Plans → Program Measures

We value a thriving community  
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No	Budget Plans	Current Program Measures	Proposed Program Measures
1	Fire Prevention Services	Fire code violation clearance rate	<b>Change</b> Percentage of occupancies with completed Fire & Life Safety Inspections
		Percentage of fire systems with current test reports	<b>No Change</b>



# Safe and Resilient

## Budget Plans → Program Measures

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No	Budget Plans	Current Program Measures	Proposed Program Measures
2	Street and Traffic Safety	Accident rate on all roads per 1,000 residents	<b>Refined</b> Crash rate per 100,000 population (total crashes/population)x100,000
		Number of actionable complaints about street flooding incidents resulting from leaves blocking catch basins	<b>Removed</b>
		-----	<b>New</b> Percentage of bike lanes and priority routes street-swept within the service standard
		-----	<b>New</b> Active Traffic Control Devices Functioning as Designed
		-----	<b>New</b> Sidewalk Condition Compliance - Percentage of inspected sidewalk segments meeting acceptable condition standards.
		-----	<b>New</b> Percentage of Priority 1 snow routes completed within the adopted response window



# Safe and Resilient

## Budget Plans → Program Measures

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No	Budget Plans	Current Program Measures	Proposed Program Measures
3	Construction Inspection	Percentage of inspections completed within 24 hours	<b>Refined</b> Percentage of building construction inspections completed within 24 hours
		Percentage of cases resolved through forced compliance	<b>Refined</b> Percentage of Code Enforcement Cases resolved through voluntary compliance





# Safe and Resilient

## Budget Plans → Program Measures

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No	Budget Plans	Current Program Measures	Proposed Program Measures
4	Police Dispatch and Support	Response time from police dispatch to arrival on scene (minutes)	No Change
		Average number of seconds to answer 911 calls	No Change
		-----	New Number of investigations supported via the Real Time Information Center (RTIC)
5	Police Patrol and Response	Percentage of officers that have met training requirements	No Change
			New Percentage of Drone as a First Responder (DFR) calls in lieu of officer response
			New Drone as a First Responder (DFR) response times



# Safe and Resilient

## Budget Plans → Program Measures

We value a thriving community where all people feel safe

No	Budget Plans	Current Program Measures	Proposed Program Measures
6	Fire Administration And Support Services	Percentage of response time from dispatch to arrival on scene for fire suppression calls in an urban setting	<b>Remove</b>
		Percentage of time fire stations respond to calls within their service area	<b>Remove</b>
		-----	<b>New</b> Frontline Apparatus Availability Rate ((Hours frontline units are in service ÷ Total scheduled frontline unit hours)×100)
		-----	<b>New</b> Firefighter Injury/Illness Rate ((Total recordable injuries ÷ Total emergency response FTEs)×100)
		-----	<b>New</b> Average number of workdays lost per firefighter injury (Total injury-related lost workdays ÷ Number of injuries)





# Safe and Resilient

## Budget Plans → Program Measures

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No	Budget Plans	Current Program Measures	Proposed Program Measures
7	Fire and Medical Operations	Percentage of response time from dispatch to arrival on scene for emergency medical service calls in an urban setting	<b>Remove</b>
		Percentage of time that daily minimum staffing requirement is met	<b>Remove</b>
		-----	<b>New</b> Percentage of response time from call to curb arrival within 6:00 for fire suppression and EMS calls
		-----	<b>New</b> Percentage of time fire stations respond to calls within their service area





# Safe and Resilient

## Budget Plans → Program Measures

We value a thriving community where all people feel safe

No	Budget Plans	Current Program Measures	Proposed Program Measures
8	Criminal Justice	Number of criminal cases per prosecutor	No Change
		Percentage of cases assigned to public defender	Refined Number of cases filed assigned to public defender consistent with public defense case load standards
		-----	New Percentage of filed domestic violence cases where victim services were successfully provided by victim services paralegal
9	Criminal Investigations	Number of cases per investigator	No Change
		Percentage of cases assigned to legal advocate	Remove



# Safe and Resilient

## Budget Plans → Program Measures

We value a thriving community where all people feel safe

No	Budget Plans	Current Program Measures	Proposed Program Measures
10	New Emergency Preparedness and Recovery	-----	<b>New</b> Distribution of multilingual preparedness materials, measured by the number of materials distributed and the reach of messaging.
		-----	<b>New</b> Community outreach: number of events + number of attendees
		-----	<b>New</b> Number of citizens and city employees subscribed to the emergency alert system.
		-----	<b>New</b> Percentage of impacted residents who remain housed or return to permanent housing within 30 days after emergency or hazardous event
		-----	<b>New</b> % of impacted businesses who remain in operation or in process of returning to business within 30 days after an emergency or hazardous event





# Safe and Resilient

We value a thriving community  
where all people feel safe

## Objectives

**Objective 1:** Use the City's Police, Fire, Comprehensive Emergency Management, Transportation Management Plans and the City's Comprehensive Plan to guide programs and develop partnerships

**Objective 2:** Develop programs and seek opportunities to partner and collaborate with the public in creating a trusting, self-reliant, and safety-conscious community

**Objective 3:** Measure performance to improve service delivery and program effectiveness

**Objective 4:** Provide Public Safety programs that educate for and emphasize crime deterrence and prevention of fire, infrastructural, and medical emergencies

**Objective 5:** Properly train and equip personnel dedicated to responding to emergencies

**Objective 6:** Ensure that the Redmond Municipal Code, and Standards and Specifications required by development or public projects, are updated as needed

**Objective 7:** Invest in infrastructure preservation and replacement across the City to maintain the current level of service, reliability, and safety of capital assets and provide timely and cost-effective replacement





# Budgeting by Priorities

Vibrant & Connected



# Vibrant and Connected

We value a City that is welcoming,  
service oriented and fiscally responsible

Outcomes	A transportation system that supports reliable multi-modal movement of people and goods		City services and programs that promote community-building and wellbeing to help everyone thrive		City services and future growth facilitated by high-quality public infrastructure and facilities			A thriving economy that supports job creation, innovation and entrepreneurship, sustainability, and goods and services desired by the community	
Budget Offers	Mobility of People and Goods	Active Transportation	Arts and Community Events	Housing and Human Services	Facilities Management	Capital Investment	Development Services	Community and Economic Development	Tourism
Dashboard Indicator	<ul style="list-style-type: none"><li>Mobility Report Card: Ratio of Redmond's transportation supply to transportation system demands (i.e., concurrency)</li><li>Travel Time Reliability Index</li></ul>		<ul style="list-style-type: none"><li>Number of event permits issued and number of attendees</li><li>Amount of Human Services funding available compared to amount requested</li><li>Total number of cost-controlled affordable housing</li></ul>		<ul style="list-style-type: none"><li>State of the Asset Report: Pavement condition, facility condition</li><li>Dwelling units compared to growth targets from King County</li></ul>			<ul style="list-style-type: none"><li>Retail sales change</li><li>Health of the tourism industry measured by increase in Lodging Tax Income</li></ul>	



# Vibrant and Connected Outcomes

We value a City that is welcoming,  
service oriented and fiscally responsible

No.	Current Outcome	Proposed Outcome
1	A transportation system that supports multi-modal movement of people and goods	<b>No Change</b>
2	City services and programs that enhance quality of life and community prosperity	<b>Refined</b> City services and programs that promote community-building and well-being to help everyone thrive
3	City services and future growth facilitated by high-quality public infrastructure and facilities	<b>No Change</b>
4	Places and programs that support an active and involved community	<b>Refined</b> A thriving economy that supports job creation, innovation and entrepreneurship, sustainability and goods and services desired by the community





# Vibrant and Connected

## Dashboard Indicators

We value a City that is welcoming,  
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No.	Current Dashboard Indicator	Proposed Dashboard Indicator
1	Mobility report card: Ratio of Redmond's transportation supply to transportation system demands (i.e. concurrency)	<b>No Change</b>
2	-----	<b>New</b> Travel Time Reliability Index
3	Number of Attendees at City-Produced event	<b>Refined</b> Number of event permits issued and number of attendees
4	-----	<b>New</b> Amount of Human Services funding available compared to amount requested
5	Ratio of supply of affordable homes to demand of affordable homes	<b>Refined</b> Total number of cost controlled affordable housing
6	Maintenance Report Card - Facility Condition	<b>Refined</b> State of the Asset Report - Pavement condition, facility condition



# Vibrant and Connected

## Dashboard Indicators - Continued

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No.	Current Dashboard Indicators	Proposed Dashboard Indicators
7	Maintenance Report Card - Pavement condition, incidence of water main breaks and sewer overflows	<b>Remove</b>
8	Business Longevity - The number of active businesses in Redmond that have held a Redmond business license for seven years or more.	<b>Remove</b>
9	Dwelling units in urban centers as a percentage of the current Comprehensive Plan goal	<b>Refined</b> Dwelling units compared to growth targets from King County
10	-----	<b>New</b> Retail sales change
11	-----	<b>New</b> Health of tourism industry measured by increase in Lodging Tax income



# Vibrant and Connected

## Budget Plans

We value a City that is welcoming,  
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No.	Current Budget Plan	Proposed Budget Plan
1	Mobility of People and Goods	No Change
2	Light Rail	Removed and Added New Active Transportation
3	Arts & Community Events	No Change
4	Housing & Human Services	No Change
5	Facilities Management	No Change
6	Capital Investment Delivery	Refined Capital Investment
7	Development Services	No Change
8	Community & Economic Development	No Change
9	Microsoft Refresh	Remove
10	-----	New Tourism





# Vibrant and Connected

## Budget Plans → Program Measures

We value a City that is welcoming,  
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No	Budget Plans	Current Program Measures	Proposed Program Measures
1	Mobility of People and Goods	Percentage of transportation network completed for all travel modes.	<b>Remove</b>
		Percentage of Redmond commute trips using alternative to single occupancy vehicle (SOV)	<b>Moved to Active Transportation Budget Plan</b>
		-----	<b>New</b> Percentage of arterial streets with sidewalks on both sides of street
		-----	<b>New</b> Percentage of local streets with sidewalk on at least one side of street or sidewalk alternative
		-----	<b>New</b> 'Percentage of planned low-stress pedestrian crossings complete



# Vibrant and Connected

## Budget Plans → Program Measures

We value a City that is welcoming, service oriented and fiscally responsible

No	Budget Plans	Current Program Measures	Proposed Program Measures
2	<b>New</b> Active Transportation	-----	<b>Moved from Mobility of People and Goods Budget Plan</b> Percentage of Redmond commute trips using alternative to single occupancy vehicle (SOV)
		-----	<b>New</b> Percentage of daily trips made by walking, biking/micromobility
		-----	<b>New</b> Percentage of daily trips made by transit
		-----	<b>New</b> Transit ridership (average weekday boardings)



# Vibrant and Connected

## Budget Plans → Program Measures

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No	Budget Plans	Current Program Measures	Proposed Program Measures
3	Art & Community Events	Number of Special Event permits issued to external organizations	<b>Refined</b> Number of event permits issued and number of attendees
		Total value of cash and in-kind contributions	<b>Removed</b>
		-----	<b>New</b> Percentage of event permit applications receiving full committee review within the expected timeframe





# Vibrant and Connected

## Budget Plans → Program Measures

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No	Budget Plans	Current Program Measures	Proposed Program Measures
4	Housing & Human Services	Percentage of outreach participants who are housed or maintain housing	<b>Removed</b>
		Percentage of clients making progress toward and/or have achieved goals	<b>Removed</b>
		-----	<b>New</b> Number of community members served by city-funded human services programs
		-----	<b>New</b> Percentage of human services agency partners achieving one or more contracted outcome goals and/or percentage of "by and for organizations" funded
		-----	<b>New</b> Total number of cost-controlled housing units, including permanent supportive housing, affordable to households earning up to 50% AMI
		-----	<b>New</b> Total number of shelter, transitional, and emergency housing units compared to need



# Vibrant and Connected

## Budget Plans → Program Measures

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No	Budget Plans	Current Program Measures	Proposed Program Measures
5	Facilities Management	Percentage of staff time spent on preventative vs. reactive maintenance	<b>Removed</b>
		Percentage of work orders addressed within 24 hours	<b>No Change</b>
		-----	<b>New</b> Facility Condition Index
		-----	<b>New</b> Percentage of ADA improvements to City buildings and grounds per the Facilities ADA Access Plan
		-----	<b>New</b> Pavement Condition Index



# Vibrant and Connected

## Budget Plans → Program Measures

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No	Budget Plans	Current Program Measures	Proposed Program Measures
5	Capital Investment	Percentage capital projects bid on schedule	<b>No Change</b>
		Percentage of capital projects completed at or under budget	<b>No Change</b>





# Vibrant and Connected

## Budget Plans → Program Measures

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No	Budget Plans	Current Program Measures	Proposed Program Measures
7	Development Services	Percentage of Building and Fire plan reviews completed within established timeframes	<b>Refined</b> Percentage of Building plan reviews completed within established timelines
		Number of Site Plan Entitlement's multi-family/mixed-use issued by average calendar days	<b>Removed</b>
		-----	<b>New</b> Percentage of Type II Land Use Applications completed within established timelines in RZC 21.76.040
		-----	<b>New</b> Number of right of way permits issued



# Vibrant and Connected

## Budget Plans → Program Measures

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No	Budget Plans	Current Program Measures	Proposed Program Measures
8	Community & Economic Development	Jobs Density	<b>Removed</b>
		Population Density	<b>Removed</b>
		-----	<b>New</b> Percentage change in resident business licenses in Redmond
		-----	<b>New</b> Number of businesses who have received outreach
			<b>New</b> Jobs compared to growth target
			<b>New</b> Comprehensive Plan complies with Growth Management Act



# Vibrant and Connected

## Budget Plans → Program Measures

We value a City that is welcoming,  
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No	Budget Plans	Current Program Measures	Proposed Program Measures
9	New Tourism	-----	<b>New</b> Number of funded tourism events and number of attendees/tourists at events
		-----	<b>New</b> Total number of visitors





# Vibrant and Connected

We value a City that is welcoming,  
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## Objectives

**Objective 1:** Use the City's Capital Investment Strategy, supporting functional plans, including the Capital Facilities Plan 2050, Transportation Master Plan, PARCC Plan, Water and Wastewater Plans, and other strategic plans, including the Utilities Strategic Plan, to guide investments for ongoing development and maintenance of the City's infrastructure and public facilities

**Objective 2:** Plan and produce events and art to connect the community and share a greater understanding of Redmond's diversity

**Objective 3:** Promote a welcoming community, civic partnerships, and volunteer opportunities to address community needs and human services

**Objective 4:** Increase units of housing supply and variety accessible to all income levels that is aligned with anticipated demand

**Objective 5:** Support well-managed public infrastructure, facilities, and technology infrastructure, with long-range planning, asset replacement, maintenance, and upkeep to meet level of service expectations

**Objective 6:** Promote the use of alternative modes of transportation and invest in transportation infrastructure and programming that supports a variety of modes and choices

**Objective 7:** Support the development community and local businesses by creating and maintaining an environment that invites business

# Next Steps

- Matrix will be shared with Council
- Community Engagement
- Performance Report



# **Thank you**

Any Questions?

